

MANAGERS AND LEADERS: RAISING OUR GAME

**THE FINAL REPORT OF THE COUNCIL FOR
EXCELLENCE IN MANAGEMENT AND LEADERSHIP
(CEML)**

**Response by the
Chartered Management Institute**

26 June 2002

Chartered Management Institute's response to the final report of the Council for Excellence in Management and Leadership, *Managers And Leaders: Raising Our Game*

Overview

The Chartered Management Institute has been delighted to be involved throughout the work of CEML and welcomes this opportunity to support the development of the Government's response to CEML by identifying specific areas where the Institute can carry forward the strategy recommended by CEML.

We believe that CEML has provided a very detailed assessment of the multiple factors that affect the development of management and leadership capability across all areas and sectors of the UK.

As requested by the DTI and DfES, in submitting our comments on the final report of CEML published on 13 May 2002, we have concentrated on the key areas where the Institute has already been directly identified as being in a position to carry forward aspects of the proposed strategy.

1 Chartered Management Institute's future role in implementing the CEML strategy

1.1 Recommendation 5: Promote CEML Leadership Best Practice Guide through multiple channels

Through the activities of its 90 branches across the UK, the Institute delivers a stimulating agenda on management and leadership to a wide management community. Each year, over 500 seminars, training sessions and social events enable managers and organisations to share best practice and learn from each others' experiences. The Institute's membership networks penetrate into all types of organisation, and all levels from young and developing managers through to those at the top of organisations.

These networks and regional activities considerably extend the reach of the Institute beyond its 91,000 members and offer an ideal channel for disseminating the best practice frameworks developed by CEML.

The reach of the Institute is also extended through its work with 520 Corporate members, who as leading employers have more than three million employees, to help increase their performance by the flow of timely and relevant best practice guides and support.

The Chartered Management Institute has already been actively promoting the CEML best practice guide, as part of its wider dissemination of the research report "Leadership: the Challenge for All?" that was produced in association with CEML. The Institute is happy to continue its support of the promotion and dissemination of the leadership best practice guide.

The Institute will also be looking to promote the leadership best practice principles through the content of the Institute's products including the Management Checklists, Checkpoint and other management tools. The key principles of CEML's Leadership Best Practice Guide will be incorporated into the Institute's training programmes.

The Institute's Centre for Management Development has a strong reputation for delivering high quality programmes aimed at leaders at all levels. The reputation of the Institute attracts Masterclass contributions from the highest calibre business, professional and academic achievers.

The Leaders' Seminar is aimed at leaders who are concerned with securing the long-term future of their organisation, by identifying pathways for successful cultural and structural transition. The seminar is designed for leaders who are looking to develop the inspirational leadership qualities that will help them to introduce and implement new practices and different working processes, whilst retaining the loyalty and confidence of their people.

1.2 Recommendation 6: IIP UK to develop an optional leadership development module for Investors in People organisations drawing on the Leadership Best Practice Guide: and to promote widely through its normal channels

The Institute has already been in discussion with IIP UK concerning the development of this module and we strongly believe that this will be a key route for driving demand amongst managers for further development.

The Institute is keen to support the steering group for the piloting of the new module and will be looking for opportunities to promote the new module.

1.3 Recommendation 7: Leadership Development Best Practice networks established to share and develop best practice (page 22)

The Chartered Management Institute's *Management Leaders Panel* is a dynamic network of over 160 leaders from all sectors of the UK with the remit to share and promote best practice. A sub-group of the Panel worked in an advisory capacity, in association with CEML, on the research report "*Leadership: the challenge for all?*".

We envisage that this Panel, in alliance with other stakeholders, will be able to cross reference learning and be in a key position to develop new thinking on critical issues. This Panel is currently scoping its next research project on "*Leading Change in the Public Sector*".

The Institute is also playing a key role in brokering networks with the DTI in respect to taking forward the Ferrara Leadership Initiative (a four-nation conference supported by the DTI and the British Council in Italy) and the DTI's Sandhurst Leadership Conference. In this context, the Institute is currently exploring a partnership project with members from the Innovation Group in the DTI looking at how to raise awareness and provide practical solutions to close the inspiration gap in today's top leadership, as identified by the Institute's research with DEMOS.

1.4 Recommendations 8-11: small businesses

We welcome the focus of these recommendations and the emphasis on joining entrepreneurs in their own world, particularly by working through intermediaries.

The Institute is currently developing a more flexible Checkpoint (management information guides) offering that will be adaptable to the needs of the SME sector. These guides could be customised to fill the information needs of managers once problem areas had been identified by the BITE diagnostic tool. The Institute would wish to consider how the Checkpoint offering could be made available to the intermediaries advising SMEs.

We support, in particular, the suggestion that the unitisation of qualifications will make them more accessible to entrepreneurs.

The Chartered Management Institute would wish to be considered as one of the intermediaries supporting entrepreneurs in addressing their development needs and would be pleased to promote BITE, provided that it could be partner branded at no cost to the Institute.

The Institute's regional work with RDAs, LSCs and Business links supports management development at a local level and many of the specific projects are focused on supporting SMEs. In this arena the Institute helps by cascading good practice and supporting networks, and would be pleased to promote the BITE diagnostics tool in this context.

1.5 Recommendation 12: Professional Associations to introduce elements of management and leadership development into their pre-qualification and cpd schemes

The Institute is already developing a series of introductory management qualifications that can be incorporated into the qualifications offered by other professional associations.

As referenced in the report, the Consultative Committee of Professional Management Organisations (CCPMO), a network of the professional management bodies led by the Institute, already provides an example of a successful network that has started to address the need to develop innovative solutions to transferring knowledge across the professions.

CCPMO is already discussing opportunities for a co-ordinated approach to CPD. Government support and involvement in such initiatives can help stimulate such activity and ensure that the momentum continues.

We would like to see some Government commitment to ensure that all Government agencies working together with management associations play their part in increasing the commitment of individuals to management development, possibly through a co-ordinated approach to CPD.

We also welcome the requirement for Business Schools to work with professional bodies to make it possible for academic management modules to count towards professional and management qualifications but would stress that this should be a two-way street. For we agree that it is equally

important that Business Schools should recognise modules from professional qualifications for professional entrants to the academic route.

1.6 Recommendation 13: Encourage higher take-up from individuals for management and leadership development (Chartered Management Institute, other Management Professional Associations, TUC)

The work of CEML has shown a significant gap between where we are and where we need to be at a national level to compete globally. The award of Charter to the Institute is already leading to the creation of an accredited designation to which employees can aspire and on which companies can rely.

We strongly believe the recognition of managers by a Chartered Management Institute will undoubtedly encourage more people to progress along a pathway of management development, to the benefit of the individual, their organisation and the country as a whole.

Every respected chartered institute and association has, as its premier level of recognition, the designation "chartered", whether it is an accountant, surveyor, engineer or marketer.

The new Chartered Management Institute is now able to introduce the designation of Chartered Manager, enabling individuals to gain public recognition for their management capability and providing employers with tangible evidence of current competence.

This new award, which will be piloted from October 2002, creates an excellent opportunity for individuals to have their management skills and credentials recognised in the same way as their peers in other professions. It will provide a benchmark against which employers can recognise and measure competence and will in time become an essential requirement for professional managers.

It is unique in that managers will be assessed based on evidence from the workplace and their practical capability (using 360-degree feedback and other assessments), rather than their ability to excel at examinations.

The Chartered Manager Designation will provide an unequivocal definition of what it means to be a professional manager. It will provide employers with a template and kite mark of quality. The Chartered Manager designation requires prospective candidates to make significant commitment to CPD, in addition to rigorous qualifying requirements.

The Institute would look for Government support in promoting the Chartered Manager award to organisations as a route for developing managers in the workplace.

1.7 Recommendation 18: improve management standards, their effectiveness and their usage

The Chartered Management Institute is contracted to run the Management Standards Centre (MSC). The project to update and improve the

occupational standards is already underway and the key milestones are as follows.

The Management Standards review project is being run in two phases:

The key outputs of phase 1 (May 2002 – Jan 2003) will be:

An Occupational Map of Management, published according to the guidelines of the Education Regulatory Bodies (ERBs).

A Sectoral Benchmarking Report, illustrating how the current Management Standards benchmark against UK, European and International exemplars and how they benchmark against developing thinking about the relationship between management and leadership.

A report on the Review of the Management Standards and NVQ/SVQs in Management, incorporating the experiences and views of all key stakeholder groups and making clear recommendations for the revision of the standards.

A Functional Map of Management and Revised NVQ/SVQ Structures, developed through functional analysis and published according to the guidelines of the ERBs.

All of the relevant issues raised in the CEML report will be considered by the project, and the model of an Integrated Management and Leadership Framework developed by CEML will be included in the review of the standards. This will provide an opportunity to consider integration of leadership and management skills, defining leadership skills and identifying appropriate measures of attainment.

The key outputs of phase 2 (Feb 2003 – Jan 2004) will be:

Revised draft Management Standards, proposed NVQ/SVQ structures and assessment strategy will be produced and piloted across a range of centre types including Further and Higher Education, Private Providers and Employer Organisations.

Review and revise the draft Management Standards, proposed NVQ/SVQ structures, assessment strategy and key/core skills mapping in the context of information obtained from the pilot stage.

All stakeholders are involved at various stages of the project including senior representatives from employers, government, regulatory bodies, professional bodies, further and higher education, awarding bodies and current users of the Management Standards.

1.8 Recommendation 19: Make it possible to include limited Management and Leadership Units in all occupational qualifications at Level 2 and above

The MSC is prepared to lead this work and would seek to contract with the Strategic Skills Development Agency for various work to support the uptake of management and leadership across Sector Skills Councils.

It should be noted that mechanisms are already in place which allow the inclusion of management and leadership units within NVQs/SVQs. However, in developing hybrid NVQs/SVQs, there are often practical difficulties with respect to the funding streams. As part of the review of the standards, a project has already been designed to address introducing core units in management and leadership from level 2 and above into all NVQs/SVQs.

1.9 Recommendation 21: Improve management learning opportunities and progressions for practising managers by promoting all diplomas and certificates in management and vocational qualifications

Evidence clearly shows that employers welcome a plurality of options for work-based qualifications. They express a desire to be able to choose between qualifications with a more practical content and those with a more academic focus. Employers have also strongly indicated that assessed qualifications are often more appropriate than examined qualifications.

The Institute, through its membership criteria, is already supporting the promotion of all certificates and diplomas in management and vocational qualifications such as NVQs/SVQs that fit within the National Qualifications Framework.

The strategic issue that Government and the regulatory bodies should be addressing is the need for all providers and awarding bodies to map their qualifications onto the National Qualifications Framework and thereby create a plurality of routes to management learning that improves access to all academic, vocational and professional qualifications. All awarding bodies should consider such progression routes and enable linkages to the qualifications of other awarding bodies.

The DfES should take the lead in simplifying progression for individuals between the various routes.

1.10 Recommendation 26: redirect management research towards an agenda which is responsive to the needs of practising managers; make knowledge transfer a high priority in commissioning research; involve practising managers in research process

The Chartered Management Institute welcomes this recommendation and wishes to be identified as one of the relevant stakeholders with a responsibility for part of this knowledge transfer process. This would recognise the Institute's role in communicating and disseminating management research both to our membership and to a wider community of practising managers.

Knowledge transfer from research to teaching in business schools is only one of the routes to achieving improvements in practice. We therefore believe that it is vital that research knowledge is not only shared amongst teachers and students of research institutions, but is communicated as widely as possible to all practitioners working in all sectors.

The Institute has already had meetings with Professor Ann Huff of the Advanced Institute of Management and expects to be represented on the employer advisory forum reflecting the needs of practising managers.

1.11 Recommendation 29: Develop an on-line sign-posting system

We broadly welcome this proposal, but believe that a key success factor will be the system's simplicity and user friendliness. We would emphasise that greater clarity needs to be introduced to ensure that such a system does not become overwhelmed by on-line diagnostics.

On-line information, advice and guidance should provide a simple sign-posting service for employers and employees, offering a range of solutions, rather than a plethora of diagnostic tools which may discourage the engagement of users.

1.12 Recommendation 30: a new strategic body for management and leadership

The Institute strongly supports the proposal that there should be a single, co-ordinating unit within Government to ensure that the national need for better managers and leaders is a concern that reaches the heart of Government policy-making.

Given both the cross-Departmental nature of management and leadership issues and the large number of key external stakeholders including Government agencies, public, private and voluntary providers, we consider that the strategy will be better driven from within Government.

In broad terms, we support the thrust of CEML's recommended principles for carrying forward the national management and leadership agenda and endorse the functions outlined in recommendation 30. This calls for a successor body at a strategic level dealing with the key macro issues and monitoring the progress of the implementation of strategy.

We would emphasise that the role of a successor body should be to set realistic targets for raising management and leadership capability, to identify priorities for action by the Government, relevant delivery agencies and key stakeholders and to monitor progress towards the targets.

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