

22717C

Professional Development for Strategic Managers

Unit code: F/602/2061

QCF Level 7: BTEC Professional

Credit value: 5

Guided learning hours: 10

Unit aim

This unit provides the learner with the methods and techniques to assess the development of their own skills to support the achievement of strategic direction.

Unit introduction

This unit is designed to enable learners to take responsibility for their learning and development needs to gain the personal and professional skills needed to support the strategic direction of an organisation. Learners can achieve this through analysing their current skills and preparing and implementing a personal development plan.

This unit highlights the importance of seeking feedback from others to improve performance by continuously reviewing learning needs. The development of appropriate personal and professional skills will allow learners to cope with demanding responsibilities and career progression.

Learners will conduct a skills audit to evaluate the strategic skills they need to meet current and future leadership requirements and then use it to identify their preferred learning style. This will also inform the structure of a personal development plan.

Evidence for this unit needs to be generated continuously throughout the qualification, enabling learners to take ownership of their development needs. Learners will need to demonstrate that they have a regularly updated and realistic personal development plan that fits with their preferred learning style.

This unit will also enable learners to evaluate the effectiveness and impact of their learning against the achievement of strategic goals and their chosen career path.

Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

On completion of this unit a learner should:

Learning outcomes	Assessment criteria
1 Be able to assess personal and professional skills required to achieve strategic goals	1.1 use appropriate methods to evaluate personal skills required to achieve strategic goals 1.2 apply techniques to assess the professional skills required to support the strategic direction of the organisation
2 Be able to conduct a skills audit to identify learning style	2.1 carry out a skills audit to evaluate the strategic skills needed to meet current and future leadership requirements 2.2 apply appropriate techniques to identify preferred learning style
3 Be able to implement a personal development plan	3.1 construct a personal development plan that meets leadership development requirements identified in the skills audit 3.2 use suitable methods to assess the outcomes of a personal development plan against personal work objectives 3.3 evaluate the impact of own learning against the achievement of strategic goals

Unit content

1 **Be able to assess personal and professional skills required to achieve strategic goals**

Personal skills: time management eg using time effectively, analysing time spent to improve productivity, setting SMART (specific, measurable, achievable, realistic, time-based) objectives, prioritising work tasks, dealing with time wasters, effective delegation; stress management; problem solving; decision making; effective communication eg active listening, questioning, handling conflict

Professional skills: counselling and mentoring to support staff with their own learning and development requirements; coaching skills; leadership skills; multi-tasking; using occupational standards to identify competencies; continuing self-development to meet requirements for professional bodies eg learning new skills and knowledge, developing in current and future job roles; leading and chairing meetings; delivering effective presentations

Achieving strategic goals: importance eg to ensure that staff can perform their job effectively, to provide opportunities to meet individual learning needs, to improve flexibility and adaptability when responding to change, to ensure business success, to create a learning culture; methods eg using conceptual tools to identify own strengths and limitations, developing personal networks, management development and Continuing Professional Development (CPD) programmes

2 **Be able to conduct a skills audit to identify learning style**

Skills audit: to assess skills and competencies against organisational and personal objectives; personal profile using appropriate self-assessment tools, psychometric testing, personal SWOT (strengths, weaknesses, opportunities, threats) analysis – listing strengths, weaknesses, identifying opportunities for improvement or career progression, identifying threats to progress; assessment against relevant National Occupational Standards (NOS) and NVQ competence standards; importance of feedback from others eg peers, line manager, customers; methods of feedback eg appraisal, supervision, performance review, mentoring; defining the gap, identifying learning and development needs to meet strategic objectives

Identify preferred learning style: methods such as learning style inventories and questionnaires, psychometric testing eg Kolb (converger, diverger, assimilator, accommodator), Honey and Mumford (activist, reflector, theorist, pragmatist), Fleming's VAK/VARK model (visual, auditory, reading/writing, kinesthetic), Myers-Briggs Type Indicator (MBTI); criticisms of learning style theories

3 **Be able to implement a personal development plan**

Personal development plan: importance of having a plan – to provide a systematic or structured approach to decisions about what is needed to learn and how to plan to learn it; setting objectives for life and career planning, identifying resources and support needed and available to meet objectives, identifying obstacles to achieving objectives and how to overcome them, reviewing and monitoring plan; the importance of self-review, providing a reflective record of management experience; gaining support from others to achieve goals and work objectives

Monitoring and evaluation: importance of keeping a working document; to help manage learning; to evaluate progress of achievement towards goals; to become a critical, self-directed learner; to develop a clear understanding of strengths and areas for development of leadership skills; review on regular basis; compare achievements against original objectives, reflect on learning, record results, agree whether objectives were achieved or not, set date for next review; set new objectives when others have been achieved

Essential resources

There are no essential resources required for this unit.

Indicative resource materials

Textbooks

Allen M and Adair J – *The Concise Time Management and Personal Development* (Thorogood, 2003) ISBN 1854182234

Gold J, Thorpe R and Mumford A – *Leadership and Management Development* (CIPD, 2010) ISBN 1843982447

Megginson D and Whitaker V – *Continuing Professional Development* (CIPD, 2007) ISBN 1843981661

Owen J – *How to Lead, 2nd Edition* (Prentice Hall, 2009) ISBN 027372150X

Pedler M, Burgoyne J and Boydell T – *A Manager's Guide to Self Development* (McGraw-Hill Professional, 2006) ISBN 0077114701

Journals

Management Today (Haymarket Business Media)

People Management (Chartered Institute of Personnel and Development)

Professional Manager (Chartered Management Institute)

Training Journal (www.trainingjournal.com)

Websites

www.businesslink.gov.uk

Interactive tools for creating a personal development plan through assessment of management and leadership skills

www.cipd.co.uk

Chartered Institute of Personnel and Development

www.managementhelp.org

Articles on leadership development planning and self-assessments for personal and professional development

www.management-standards.org.uk

Chartered Management Institute

www.mindtools.com

Time-management tools and activity logs