

Unit 5 Personal Development for Leadership and Strategic Management			
Unit aims	This unit aims to help learners develop their own personal leadership and management skills in the context of the creation and achievement of organisational vision and strategic direction.		
Unit level	7		
Unit code	F/650/5364		
GLH	60		
Credit value	15		
Unit grading structure	Pass-Merit-Distinction		
Assessment guidance	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. To achieve the standards for this unit, learners will be required to understand the knowledge and skills needed by leaders and managers, create a plan to achieve these qualities and know how progress with the plan can be reviewed. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
Learning outcomes The learner will demonstrate that they:	Assessment criteria The learner can:		
	Pass	Merit	Distinction
1. Understand how knowledge and skills in leadership and strategic management support the creation and achievement of organisational vision and strategy	1.1 Analyse the knowledge and skills in leadership and strategic management which are required to support the creation and achievement of organisational vision and strategy	1M1 Assess how knowledge and skills of strategic leadership supports the creation and achievement of organisational vision and strategy.	1D1 Evaluate the leadership and management knowledge and skills required for the creation and achievement of organisational vision versus the creation and achievement of organisational strategy
2. Understand how to develop and communicate organisational vision	2.1 Analyse the factors which impact on the creation of organisational vision 2.2 Assess the different approaches to developing vision 2.3 Evaluate the key factors which impact	2M1 Evaluate the key factors needed to gain the commitment of internal stakeholders when communicating the vision	

	on the communication of vision to internal and external stakeholders		
3. Can manage development of own knowledge and skills in leadership and strategic management to support achievement of personal and organisational vision and strategy	<p>3.1 Assess own leadership and management knowledge and skills for creating and achieving organisational vision and strategy</p> <p>3.2 Devise objectives to meet personal development needs to support the achievement of personal and organisational vision and strategy</p> <p>3.3 Prepare a personal development plan to develop own leadership and management skills to meet personal objectives aligned to organisational vision and strategy creation</p>	3M1 Justify how the objectives and the plan prepared for personal development support achievement of organisational vision and strategy	3D1 Implement appropriate personal development activities to develop knowledge and skills as identified in the personal development plan
4. Can reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy	4.1 Assess the benefits of different self-evaluation techniques that can be used in the achievement of personal and organisational strategy		4D1 Review progress and outcomes of the personal development plan objectives

Indicative Content

LO1 Understand how knowledge and skills in leadership and strategic management support the creation and achievement of organisational vision and strategy

- Meaning of vision and strategy and their interrelationship
- Knowledge and skills required – visioning, describing possible futures with clarity, creating, giving direction, specificity, providing motivation, planning, communicating and listening at different levels, synthesizing, analysing, empathy, decision taker, link between vision and strategy, bringing about effective change, emotional intelligence, developing and leading high-performing teams, consistency and reliability, delegation, dealing with conflict, gaining alignment
- Contribution to organisational vision and strategy. Leadership and management knowledge and

skills including consideration of financial situation, political uncertainty, availability of human and physical resources, and instability in the market

- Similarities, difference and importance of knowledge and skills needed by strategic managers

LO2 Understand how to develop and communicate organisational vision

- Factors impacting on organisational vision - history of the organisation, external and internal business environment, capacity of the organisation, anticipating potential barriers, skills and ambition of leadership team
- Approaches to developing vision - two-way, top down bottom up, timing, clarity, specificity, quality of information, presentation, dialogue, culture understanding and, feedback loops, involvement etc.
- Factors which impact on the communication of vision to internal and external stakeholders - size of organisation, organisational development, culture and diversity, size, complexity and boldness of vision, communication systems, dissemination and cascading processes

LO3 Manage development of own knowledge and skills in leadership and strategic management to support achievement of personal and organisational vision and strategy

- Theories of leadership and management and their application - transformational leadership, transactional Leadership, tri-dimensional leadership theory, charismatic leadership, situational leadership
- Audit of personal skills and knowledge linked to creation and achievement of organisational vision and strategy
- Objectives and personal development plan- specific, clear, challenging, achievable objectives linked to audit, directly related to plan with stated outcomes, tasks, time frames, deadlines, monitoring points. Plan could include formal learning leading to qualifications, training courses, work shadowing, and job rotation or mentoring
- Plan could include informal learning e.g., reading texts, learning from successes and mistakes, using diagnostic tools e.g., psychometric tests; development of emotional intelligence, ability to learn, systems thinking etc.

LO4 Reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy

- Benefits of review - reviewing performance, learning from experience, repeating what is good, dealing with weaknesses, acknowledging success. Review can be used frequently to improve e.g., at key milestones, at the outset and conclusion of tasks, at the end of a meeting, after a difficult problem
- Sources of information - appraisal outcomes, 360-degree feedback systems, client feedback, staff/colleague/superiors' feedback, personal observations, data, KPIs, business results

Suggested Resources

Adair, J., 2022, *Develop your Leadership Skills: Fast, Effective Ways to become a Leader People want to Follow*, Kogan Page Publishers

Cornelissen, J.P., 2020, *Corporate Communication: A Guide to Theory and Practice*, 6th Edition, Sage Publications Ltd

Dewhurst, S. and FitzPatrick, L., 2022, Successful Employee Communications: A Practitioner's Guide to Tools, Models and Best Practice for Internal Communication, Kogan Page Publishers

Field, J., 2021, Influential Internal Communication: Streamline Your Corporate Communication to Drive Efficiency and Engagement, Kogan Page Publishers

Gray, H., Gimson, A. and Cunningham, I. eds., 2022, Developing Leaders for Real: Proven Approaches that deliver Impact, Emerald Group Publishing

Gold, J., Thorpe, R., Mumford, A, 2010, Leadership and Management Development, CIPD - Kogan Page

Gold, J. and Anderson, L., 2017, Developing Leadership and Management Skills, Kogan Page Publishers

Hildebrand, J., 2018, Bridging the Gap: A Training Module in Personal and Professional Development, Routledge

McLaughlin, M. and Cox, E., 2022, Braver Leaders in Action: Personal and Professional Development for Principled Leadership, Emerald Group Publishing

Poore, C.A., 2021, Strategic Impact: A Leader's Three-Step Framework for the Customized Vital Strategic Plan, Greenleaf Book Group

Websites

<https://engageforsuccess.org/engaging-managers/reflective-leadership/> - article on reflective leadership

<https://hrforecast.com/leadership-skills-assessment-tests-surveys-and-other-tools/#:~:text=A%20leadership%20skills%20assessment%20helps,creating%20a%20better%20work%20environment.> - leadership tests and assessments

<https://www.bgateway.com/resources/strategic-planning-the-basics> - Business Gateway

<https://www.cipd.co.uk/learn/cpd/cycle#gref> - Chartered Institute of Personnel and Development

<https://www.hrmagazine.co.uk/content/features/the-role-of-reflection-in-leadership-success> - HR Magazine

<https://www.institutelm.com/what-we-do/try-our-learning-resources.html> - Institute of Leadership and Management

<https://www.managers.org.uk/membership/resources/management-resource-portal/> - Chartered Management Institute

<https://www.mtdtraining.com/leaderdna> - Management Training Specialists self-assessment

Unit 5 Personal Development for Leadership and Strategic Management - Supporting information	
Opportunities for Synoptic Teaching and Learning	
Learners and tutors will have the opportunity to link the learning from this unit with the content of other units.	
Learning Outcome	Teaching and learning links to other unit LO/AC
LO1 Understand how knowledge and skills in leadership and strategic management support the creation and achievement of organisational vision and strategy	Unit 1 Strategic Planning, LO1 Understand the foundations for developing organisational strategy Unit 4 Organisational Behaviour, LO1 Understand leadership behaviour theory and practice
LO2 Understand how to develop and communicate organisational vision	Unit 7 Developing Organisational Vision and Strategic Direction, LO2 Understand how to communicate the vision and strategic direction to stakeholders Unit 12 Corporate Communications Strategy, LO1 Understand the importance of corporate communications
LO4 Reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy	Unit 3 Research for Strategic Development, LO4 Evaluate own skills while undertaking research
Opportunities for Synoptic Assessment	
Some of the AC criteria require knowledge from one or more of the LOs.	
LO4 Reflect on the benefits of personal development in the achievement of personal growth and organisational vision and strategy draws on the knowledge, understanding and skills development as part of LO1, LO2 and LO3.	

Opportunities for Skills Development within this unit	
Employability Skills	Study Skills
Working Independently – Using your own initiative, time management (e.g., planning, setting targets, meeting deadlines, working under pressure) self-organisation, maintaining motivation/focus, prioritising,	Using sources of information – Accessing information ie choosing current, sufficient, relevant and reliant sources (LO1, LO2, LO3, LO4)

willingness to learn, self-reflection, review & self-improvement (**LO3, LO4**)

Problem-solving – Using analytical skills, e.g. research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, e.g., listening to/reading all information, identifying others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news) drawing conclusions (**LO1, LO2, LO3, LO4**)

Reading skills – Identifying different reading materials. Reading with a purpose, e.g., to understand an idea/concept, to retain information for revision, to research. (**LO1, LO2, LO3, LO4**)

Writing skills – Understand the purpose of writing. Understand writing styles (and formats) e.g., personal, explanatory, persuasive, research and business. (**LO3**)

Thinking skills - Using analytical skills, eg research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, eg listening to/reading all information, identifying and interpreting others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news), drawing conclusions (**LO1, LO2, LO3, LO4**)