Unit 5001 personal development as a manager and leader

Profession, Manager

CMI Unit 5001 Personal Development as a Manager and Leader CONTENTS • Personal development as a Manager and Leader o Background and Context o Planning for personal and professional development o Planning resources required for Personal Development o Implementation and Evaluation of the Personal Development Plan o Promote healthy and safe working practices • Appendices o 1 – Maslow's Hierarchy of Needs o 2 – PDP o 3 – VAK Questionnaire o 4 – Honey and Mumford Questionnaire • Bibliography Personal Development as a Manager and Leader

Background & Context At BIC Innovation, we strongly Believe in Change and our mission is to promote and assist in embedding change and innovation across Wales so that it is lean and agile as a platform for prosperity and growth. We help organisations change and develop in all aspects including marketing, prospective, processes, and we have a proven track record of this in many public sector programmes that we have undertaken. Our work spans private sector giants such as Airbus, wide ranging manufacturing sectors, SMEs, the NHS, government and academia across the UK.

With offices at Bangor, Bridgend and London BIC Innovation is a UK wide organisation. The development and commercialisation of new products, processes and technologies forms a key part of BIC Innovation's activities today across a wide variety of sectors, across Wales but increasingly UK and internationally. We are experienced in developing ideas, from initial concept through to market launch, as well as practical assistance with new markets, increasing market share, new sectors, marketing techniques and routes to market.

As a Project Co-Ordinator on a Welsh Assembly Government project conducted by BIC, I have direct responsibility for 9 Design Managers ensuring accurate reporting on client visits, funding activities and CPD. Responsible for HR and Health & Safety for the company, ensuring that the company is up to date with legislative factors for the business, develop along with the business, and ensuring that staff have the ability to manage that change by encouraging self/personal development. Planning for Personal Professional Development

Personal Development refers to activities that improve self-knowledge and identity, develop talents and potential, build human capital and employability, enhance and contribute to the realization of dreams and aspirations. The concept is not limited to self-development but includes formal and informal activities for developing others, it also refers to the methods, programs, tools, techniques, and assessment systems that support human development at the individual level in organizations. (Aubrey 2010: 9) As an individual, personal development can include the following activities: • Improving self awareness Improving self-knowledge • Building or renewing identity • Developing strengths or talents • Identifying or improving potential • Building employability • Defining and executing personal development plans • Continual personal development The first well-known proponent of personal development in the workplace, Abraham Maslow (1908-1970), proposed a hierarchy of needs with self actualization at the top, defined as "…. the desire to become more and more what one is, to

become everything that one is capable of becoming" (Maslow, 1943). Appendix 1.

Abraham Maslow developed the Hierarchy of Needs model in 1940-50s USA, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training, and personal development. Indeed, Maslow's ideas surrounding the Hierarchy of Needs concerning the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfil their own unique potential (self-actualization) are today more relevant than ever. BIC Innovation produces a business plan each year and gives an overview of its areas of expertise, how we deliver our programs and what our core strengths are.

Source: BIC Innovation 2010 By reviewing and analysing the chart we can as employees identify where our areas of self development are needed. There are many tools and techniques available to assess and develop our skills such as observations, evaluations, one-to-ones, peer feedback for example. Detailed below are two of the tools which I have utilised to assess current skills and abilities and highlight my development needs which are: 1. SWOT Analysis The SWOT analysis is a useful way of thinking about your current working position and can help you plan towards your further development.

It is also important to consider the MACRO environment whilst planning for future areas for development as these factors can have an impact on possible training. PESTLE is a useful tool to enable us to do this. PESTLE assesses the market, including competitors, from the standpoint of a

particular proposition or a business. PESTLE becomes more useful and relevant the larger and more complex the business or proposition, but even for a very small local business a PESTLE analysis can still throw up one or two very significant issues that might otherwise be missed.

The SIX elements in PESTLE vary in significance depending on the type of business, eg. , social factors are more obviously relevant to consumer businesses or a B2B business close to the consumer-end of the supply chain, whereas political factors are more obviously relevant to a global munitions supplier or aerosol propellant manufacturer. 2. Using the PESTLE to look at factors external to the company can highlight factors such as: • political: who is in what position, their power, vision, goals and directions, Welsh Assembly and Referendum. economic: financial implications, productivity. • social: what is and is not acceptable within the culture • technological: new computer systems or other new technology • legal: changes to employment law, recruitment, visa, new legislation • environmental: the space available, what can or cannot be moved where, recycling, sustainability and corporate social responsibility. In this situation, a PESTLE analysis can be thought of more as an audit. It is best used at the data capture phase as part of a pre-planning process of any strategic intervention.

In addition to the PESTLE we should also consider the internal environment as we may have more control over these. By looking at the data in the PESTLE you may now be questioning yourself and adding more information to the SWOT Analysis. Through the earlier stages of the process ie SWOT Analysis, you should now have identified where you want/need to be and

where you are now. The difference between the two is the gap. This is the area where you need to focus your development activities.

This stage of the process is where you consider what you can do to take yourself to the desired future position. You need to determine the most important areas on which you should focus and the options you have for development. Annually BIC Innovation has a process for all staff called the annual review where you discuss with your Manager the high and lows of the year and expectations. This is the ideal opportunity to discuss with your Manager your personal development plans. [pic] Source: Manchester University –Jennifer Sanders, September 2010 PDP is a structured and supported process undertaken by an individual to reflect upon their own learning, performance and/or achievement and to plan for their personal, educational and career development. " Professor Nigel Vincent, (2010). BIC staff are encouraged to complete an Achievement and Development review form prior to discussions with their Manager and recognise areas of development by using the information gleaned from the SWOT and PESTLE analysis and any other relevant feedback given during the year..

There is an action checklist to think about when completing a Personal development Plan. • Establish you purpose or direction The purpose of any development activity needs to be identified by gaining an awareness of your potential, gaining a measure of what you are good at or interested in, linking your plans to that of the organisation. • Identify your development need Development needs may emerge from new tasks or duties, or from your career aspirations. • Identify learning opportunities Decide what skills or

knowledge you now need to acquire or improve upon Formulate an action plan Set yourself development objectives For each of the skills and knowledge gaps that you have identified in your SWOT, set yourself development objectives. These need to be SMART – specific, measurable, achievable, realistic, time related and also be in context with your job role. An example of a PDP is attached. Appendix 2. Before we embark on our personal development it is best to find out our individual learning styles in order to achieve our goals. There are four different types of learning style: Activists • Reflectors • Theorists • Pragmatists There are many definitions of Learning Styles available to us from relevant theorists such as: 1. " the complex manner in which, and conditions under which, learners most efficiently and most effectively perceive, process, store, and recall what they are attempting to learn" (James and Gardner, 1995, p. 20). 2. " an individual's characteristic way of processing information feeling, and behaving in learning situations" (Smith, as cited in Merriam and Caffarella, 1991, p. 76). 3. " the cognitive, affective, and physiological factors that serve as relatively stable indicators of how learners perceive, interact with, and respond to the learning environment" (Keefe, as cited in Swanson, 1995, p. 2). Source: TSS. Uogelph. ca website To do this I undertook the VAK, (Appendix 3) Honey & Mumford, and the Belbin questionnaires (Appendix 4). The outcome of the Honey & Mumford questionnaire proved that my learning style was split between a theorist, reflector and pragmatist with 13 marks for each.

Apart from defining your learning style your personal development can also assist you in developing your own style of leadership by identifying your leadership style at present and addressing the key factors. There are quite a few models of management and leadership style eg Douglas McGregor's Theory of X and Y, Tannebaum & Schmidt's Leadership Continuum and Hersey & Blanchard. Hersey & Blanchard's style is one that we are adapting at BIC Innovation. It is vital that I undertake additional management training to ensure that appropriate models such as Hersey and Blanchard are managed and conducted appropriately.

Hersey's and Blanchard's classic Situational Leadership® model (below) of management and leadership styles illustrates the ideal development of a team from immaturity (stage 1) through to maturity (stage 4) during which management an leadership style progressively develops from relatively detached task-directing (1), through the more managerially-involved stages of explanation (2) and participation (3), to the final stage of relatively detached delegation (4), at which time ideally the team is largely self-managing, and hopefully contains at least one potential management/leadership successor.

Source: businessballs website [pic] | | Planning resources required for Personal Development When your PDP has been agreed by your Manager, you will now need to evaluate and consider what development criteria has been agreed. You need to establish your form or learning via researching avenues of study available. Speak to the HR department who may already

have preferred courses and advisors booked or speak to your HRD advisor who will assist you in your development needs.

You will also need to plan the way in which you are going to carry out the study, the financial and the physical implications for the business. There are a wide variety of learning options available and these can be split into 3 categories: education, training and development. A Business Case for my personal development activities could be documented as follows: Together with the above example of a business case, you will need to advise your Manager as to how you have reached your decision on choosing the relevant course, the factors involved and all costs.

Implementation and Evaluation of the Personal Development Plan Following the discussions with the Manager, the employee will have agreed a PDP usually for an initial 12 month period, signed off by the line manager and employee, a copy retained by the employee and a copy in the HR file. The PDP must be regularly reviewed, and this should be done at roughly 6 monthly intervals in the first instance, although more regular reviews may be helpful in some situations. A brief note of progress should be made when a review discussion takes place.

Once this has been carried out you now need to undertake the development by implementing the plan. • Undertake the Development Put your plan into action • Record the outcomes Keep records of the method , when and where you achieved the result • Evaluate and review Evaluation of what you have done will also provide a key for the next stage of the continuing cycle. Goals

change, tasks vary and new needs will emerge and you will need to revise your plan accordingly. By referring back to the Business case that I made for my own PDP, the impacts that this has on the business is " HUGE" in a very positive way.

They now have an employee who has Health & Safety skills to name but one, that can be developed further and due to the fact that the Pencoed office is situated within Sony Manufacturing has also got the benefits of an onsite Health & Safety Manager and First Aider who can assist with new policies and procedures that have to be written together with coaching on issues that I may still not be comfortable with. The downside to the business is the time spent out, but due to the choices discussed between our HRD advisor, my Line manager and myself we discussed in great depth the merits .

On a personal point the benefits to me as an employee have highlighted that my chosen career path has now changed and I wish to concentrate more on an HR direction therefore looking towards next year's development plan to include more CIPD and HR qualifications. Once your next review has been scheduled you can now reflect on what you have achieved from your plan over the last year, you may need to adjust parts of your plan for example if you have now had a change in job role or if you wish to further your career goal and need to go just that one step further!

Promote Healthy and Safe Working practices A safe, healthy workplace is likely to be an efficient workplace and first line managers are responsible for safeguarding the wellbeing of their team. By following health and safety

legislation and identifying basic procedures any business can be a comfortable and safe place for employers, employees and clients and remain inspiring and successful in a growing industry. It also realises possible financial implications resulting from an injury i. e. fines, compensation and higher insurance premiums.

The Health & Safety at Work Act 1974 is the primary piece of legislation covering occupational Health and Safety in the UK and was brought into force to protect employers, clients and employees from accident, illness and injury. Everyone has a legal duty to follow this and if a business is found to be negligent, it can be prosecuted. The Act covers the storage and use of equipment, training, adequate facilities and maintaining a working environment that is free from risks to health. The Health and Safety Executive is responsible for enforcing the Act and a number of other Acts and Statutory Instruments relevant to the working environment.

By complying with the Act, a company should: • Ensure that you meet your legal responsibility for the health and safety of everyone affected by your business • Reduce the costs and disruption to your business of preventable illnesses, accidents and incidents by eliminating and controlling risk • Improve productivity by maintaining a safe and well ordered workplace • Reduce insurance premiums by limiting claims • Reduce the environmental impact of your business by committing to sustainable development • Meet current and forthcoming health and safety and environmental legal obligations

Under the Health & Safety at Work Act 1974, there are many individual regulations that may need to be followed to maintain safe working environments. Source: pearsonschoolsandfecolleges website The Management of Health and Safety at Work Regulations 1999 require every employer to make a " suitable and sufficient" assessment of the risks to the health and safety of employees to which they are exposed whilst they are at work; and the risks to the health and safety of " persons not in his employment arising out of or in connection with the conduct by him of his undertaking".

These findings must be communicated to all of the workforce. Employers with five or more employees must record the significant findings of that assessment and must record any groups of employees identified by the assessment as being especially at risk. Whilst organisations employing fewer than five people are exempt from the requirement to record the assessment, it makes sense to do this, especially since the assessment needs to be reviewed and updated, and also as an aid to a reduction in litigation and in mitigation.

Where the assessment ceases to be valid, either because there is reason to suspect this is the case, or there has been a significant change in the circumstances to which it relates, the assessment must be reviewed. The assessment enables the employer to identify the measures that need to be taken to protect employees and others by compliance with health and safety legislation. The employer must provide employees with comprehensible and relevant information on the following: • risks to health and safety identified

by the assessment • the protective and preventative measures required • procedures for serious and imminent danger the identity of the competent persons nominated to oversee the emergency procedures • any risks notified to the employer by employers sharing the same workplace. The HSE recommends a five-step approach to undertaking a risk assessment: 1. Look for and identify the hazards. A hazard is something that has the potential to cause harm ie an activity such as lifting and carrying. 2. Assess the risk and decide who might be harmed and how. 3. Evaluate the risks arising from identified hazards, decide whether existing precautions are adequate, and determine and take any necessary remedial action.

Use a risk matrix to calculate this. [pic] RISK LEVEL = RISK SCORE (SEVERITY X LIKELIHOOD) X EXTENT Source: HSE Website Using a matrix can be very helpful for prioritising actions. It is suitable for very many assessments but particularly lends itself to more complex situations. However, it does require a fair degree of expertise and experience to judge the likelihood of harm accurately. Getting this wrong could result in applying unnecessary controls or failing to take important ones. People working full time in health and safety often use a version of this method. . Record your findings. 5. Review the assessment from time to time and update it where appropriate. Risk assessment is a practical task, and requires knowledge of the business activities. Where an organisation does not have an internal health and safety professional, a senior manager should be responsible for co-ordinating the process, preferably with access to a person competent in risk assessment with the relevant knowledge of health and safety legislation and best

practice. It is vital that the assessment is done on site, and in consultation with the staff who actually carry out the work.

If there is a breach in Healthy and safe working practices within the organisation the manager must immediately carry out an investigation but firstly after being notified of an accident ensure that the workplace has been made safe. He must investigate the facts of the accident to prevent a recurrence by: • Collect facts to answer 5 questions – who, when, why, what and how? • Do this by observing, documentation and interviews • Analyse the difference between what happened and what should have happened • Write report • Review safety procedures Implement The manager needs to ensure that clear and precise instructions on safe working practices are communicated to the workforce. It has been reported that most work related accidents happen within the first 10 days of employment. To do this the company needs to : The management needs to actively involve the workforce in Health and Safety working practices, actively seek their views, nurture and support their involvement . Get them to write procedures, have a Health & Safety rep, provide training courses for the staff to attend.

It is necessary for any business to keep accurate records of training and any policies in place for several reasons. The obvious one is that if you happen to be audited you can show that your company is in compliance with all the relevant regulations and have taken the necessary steps to ensure the safety of your staff and visitors at all times. Apart from this, you will want to be sure that every member of staff has been trained in the appropriate

areas, are kept up to date with regular refresher courses and informed of new legislation as it is introduced.

There should also be an accident book available in all work situations. The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations Act 1995 states that: • Every accident involving personal injury to an employee must be entered into the accident book by wither the employee or someone acting on their behalf. The accident book must be kept accessible and an employer must investigate all accidents reported. The HSE must be informed immediately if : An injury at work results in more than 3 consecutive days incapacity • Death of an employee within one year of sustaining a reportable injury • A reportable disease when diagnosed by a registered medical practitioner. To conclude, as a result of taking responsibility for our own personal development and preparing well for our appraisals this in turn should assist in self motivation and empowerment. By acting assertively and confidently in these situations should help to generate mutual respect and the individual will feel more comfortable and determined to achieve the goals established.

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further in my | Further career progression and | 1 day over 6 weeks away from the | | Management & Leadership | career. Look at the different | decided to do CMI course lasting | office. | | | courses available at different | 6 weeks rather that ILM course | Travel time incurred attending | | | locations and establish which is | lasting 9 months. Smaller cost | the training facility. CMI Course| | | the better for the company and | to the business and less time for|? 750 compared to ILM course at | | | myself | someone to cover the position |? 1599. Time saved 8 months. | | | while away | | | Update Quality Auditor | To ensure that qualification | When Company have achieved | 1 day out of office | | Qualification | doesn't lapse | ISO9001 accreditation, I will | Cost implication to travel to | | | | already be trained to carry out | venue to carry out training. | | | | internal assessments |? 90 in house | | Better understanding of HR | To achieve new development role | As Company is growing, there is | Attend Employee Law updates where| principles | within my career | someone on site responsible for | and when available. | | | | HR matters and training | Further development and training | | | | | will be costly but also | | | | | advantageous to the company in | | | | | the long run.

Seminar FREE | | Emergency First Aid at Work | To gain a better understanding if| Benefit to company that someone | One day out of the business | | | left in an emergency situation at| has been trained in emergency | TSW South Wales ? 99 | | | work or at home | first aid that could save a life | | Listed below are further options available to you for personal development:- BenchmarkingBooksBusiness and technical journals CoachingCD's & DVD'sDemonstrations ExperienceFeedbackListening

NetworkingOpen/Distance LearningPresentations Radio/TV programmesSeminarsShadowing Training CoursesWatching othersVisits to other departments Source: KTP – Your own personal development

Below are some of the more important Health & Safety Laws and regulations that you will need to be aware of: Management of Health & Safety at Work Regulations 1999 It requires employees to carry out risk assessments, make arrangements to implement necessary measures, appoint competent people and arrange for appropriate information and training. Workplace (Health, Safety and Welfare) Regulations 1992 Cover a wide range of basic health, safety and welfare issues such as ventilation, heating, lighting, workstations, seating and welfare facilities. Health and Safety (Display Screen Equipment) Regulations 1992 This Act sets out the requirements for work with VDU's Personal Protective Equipment at Work Regulations 1992

This Act requires employers to provide appropriate protective clothing nd equipment for their employees. Provision and Use of Work Equipment Regulations 1998 Requires that equipment provided for use at work, including machinery is safe. Manual Handling Operations Regulations 1992 Covers the movement of objects by hand or bodily force. Health & Safety (First Aid) Regulations 1981 Covers the requirement for first aid. Health & Safety Information for Employees Regulations 1989 Requires employers to display a poster telling employees what they need to know about Health & Safety. Employers' Liability (Compulsory Insurance) Act 1969 Requires employers to take out insurance against accidents and ill health to their employees.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995 Require employers to notify certain occupational injuries, diseases and dangerous events. Noise at Work Regulations 1989 Requires employers to take action to protect employees from hearing damage. Instruction – ensure the correct instructions are provided to the workforce. Supervision – adequate supervision must be provided by a suitably qualified person Information – ensure all documentation displayed is current, use posters, results of audits, accident rates and near miss records Training – ensure sufficient and appropriate training is provided to individuals in relation to the job role/tasks.