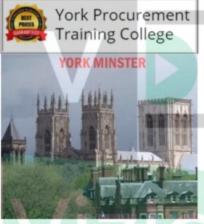


CIPS PD1-Leadership in Procurement and Supply





Webinar 1 of 4 - LO1.0 Understand the main leadership skills and behaviours that are appropriate for improving procurement and supply chain management ©YPTC info@cipsyorktraining.com

CIPS Professional Diploma in Procurement and Supply v2.0



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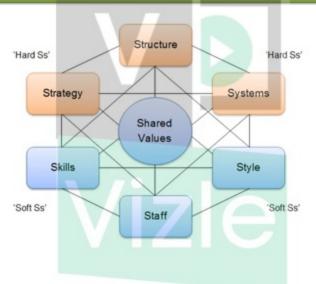
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vizle The 7S framework- Mckinsey 1980's





A framework for the study of managerial leadership: 1

QUALITIES OR TRAITS APPROACH

Assumes leaders are born and not made. Leadership consists of certain inherited characteristics or personality traits. Focusses attention on the person in the job and not on the job itself.

THE FUNCTIONAL or GROUP APPROACH

Attention is focused on the functions and responsibilities of leadership, what the leader actually does and the nature of the group.

Assumes leadership skills can be learned and developed.

LEADERSHIP AS A BEHAVIOURAL CATEGORY

The kinds of behaviour of people in leadership positions and the influence on group performace. Draws attention to range of possible managerial behaviour and importance of leadership style.

STYLES OF LEADERSHIP

The way in which the functions of leadership are carried out and the behaviour adopted by managers towards subordinate staff. Concerned with the effects of leadership on those being led.



Two-dimensional style models

- Initiating structure
 - the concern with organising the work to be done, the definition of roles and the ways of getting jobs done
- Consideration
 - the concern with the social organisation of the group, maintaining good relations and giving opportunities for group involvement and participation





McGregor's XY Theory-leaders attitude to people

theory x ('authoritarian management' style)

- The average person dislikes work and will avoid it he/she can.
- Therefore most people must be forced with the threat of punishment to work towards organisational objectives.
- The average person prefers to be directed; to avoid responsibility; is relatively unambitious, and wants security above all else.

theory y ('participative management' style)

- Effort in work is as natural as work and play.
- People will apply self-control and self-direction in the pursuit of organisational objectives, without external control or the threat of punishment.
- Commitment to objectives is a function of rewards associated with their achievement.
- People usually accept and often seek responsibility.
- The capacity to use a high degree of imagination, ingenuity and creativity in solving organisational problems is widely, not narrowly, distributed in the population.
- In industry the intellectual potential of the average person is only partly utilised



Leadership style decisions

The choice of style is influenced by three main forces:

- Forces in the manager
 - Value systems
 - Confidence in subordinates
 - Leadership inclinations
 - Feelings of security in an uncertain situation
- Forces in the subordinate
 - Including personality and expectations
 - Strength of the needs for independence
 - Readiness to assume responsibility for decision-making
 - Degree of tolerance for ambiguity
 - Interest in the problem and feelings as to its importance
 - Understanding and identification with the goals of the organisation
 - Necessary knowledge and
 versions to deal with the problem
 - experience to deal with the problem
 - The extent of learning to expect to share in decision- making
- Forces in the situation
 - Type of organisation
 - Group effectiveness
 - Nature of the problem
 - Pressure of time



Forces In manager Forces in Subordinate

Leadershi Style



Comparison- Burns

Transactional Leadership

- Builds on man's need to get a job done and make a living
- Is preoccupied with power and position, politics and perks
- · Is mired in daily affairs
- Is short-term and hard data orientated
- Focuses on tactical issues
- Relies on human relations to lubricate human interactions
- Follows and fulfils role expectations by striving to work effectively within current systems
- Supports structures and systems that reinforce the bottom line, maximise efficiency, and guarantee short-term profits

Transformational Leadership

- · Builds on a man's need for meaning
- Is preoccupied with purposes and values, morals, and ethics
- Transcends daily affairs
- Is orientated toward long-term goals without compromising human values and principles
- Focuses more on missions and strategies
- Releases human potential identifying and developing new talent
- Designs and redesigns jobs to make them meaningful and challenging
- Aligns internal structures and systems to reinforce overarching values and goals



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