



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



<https://vizle.offnote.co>

Contact us: vizle@offnote.co

This document was generated automatically by **Vizle**

Your **Personal Video Reader Assistant**

Learn from Videos **Faster** and **Smarter**

VIZLE PRO / BIZ

- Convert *entire* videos ^{PDF, PPT}
- *Customize* to retain all essential content
- Include Spoken *Transcripts*
- Customer support

Visit <https://vizle.offnote.co/pricing> to learn more

VIZLE FREE PLAN

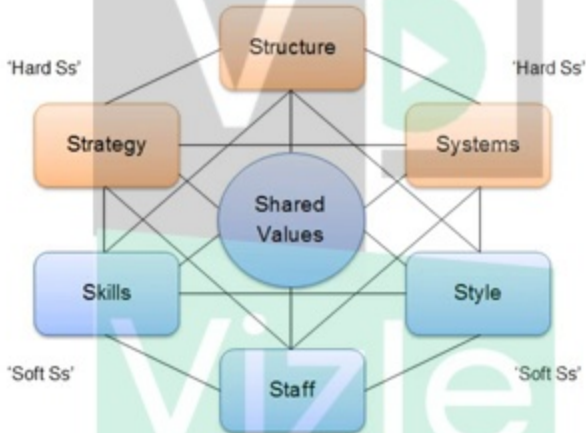
- Convert videos *partially* ^{PDF only}
- Slides may be *skipped**
- Usage restrictions
- No Customer support

Visit <https://vizle.offnote.co> to try free

Login to Vizle to unlock more slides*



The 7S framework- Mckinsey 1980's



A framework for the study of managerial leadership: 1



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

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 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



Comparison- Burns

Transactional Leadership	Transformational Leadership
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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



<https://vizle.offnote.co>

Contact us: vizle@offnote.co

This document was generated automatically by **Vizle**

Your **Personal Video Reader Assistant**

Learn from Videos **Faster** and **Smarter**

VIZLE PRO / BIZ

- Convert *entire* videos ^{PDF, PPT}
- *Customize* to retain all essential content
- Include Spoken *Transcripts*
- Customer support

Visit <https://vizle.offnote.co/pricing> to learn more

VIZLE FREE PLAN

- Convert videos *partially* ^{PDF only}
- Slides may be *skipped**
- Usage restrictions
- No Customer support

Visit <https://vizle.offnote.co> to try free

Login to Vizle to unlock more slides*