

CIPS

*L6M1
Strategic Ethical Leadership*



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Question: 1

Evaluate the following approaches to leadership: autocratic and affiliative (25 points)
How confident do you feel answering this question?

- A. confident
- B. not confident

Answer: A

Explanation:

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Intro – leadership – 2 types

P1 – autocratic – pros and cons

P2 – affiliative – pros and cons

Conclusion – depends on the situation, mixture of both is best for procurement.

Example Essay

Leadership is a critical aspect of effective procurement management, as it influences how procurement professionals make decisions, manage supplier relationships, and contribute to an organisation's overall success. Two distinct leadership approaches commonly used are autocratic and affiliative leadership. In this essay, we will evaluate these approaches in the context of procurement, exploring their advantages, disadvantages, and their suitability for different procurement scenarios.

Autocratic Leadership

Autocratic leadership is characterized by centralized decision-making, where a single leader or a small group of leaders hold significant authority and make decisions without consulting others. This approach may have both advantages and disadvantages.

Advantages:

- Efficiency: Autocratic leaders can make quick decisions, which can be advantageous in situations where time is of the essence, such as negotiating with suppliers during a crisis or making urgent procurement decisions. An example of this is sourcing PPE during the Covid pandemic.
- Clear Accountability: With a single decision-maker, accountability is straightforward, which can be beneficial when there's a need to pinpoint responsibility for procurement outcomes.

Disadvantages:

- Limited Input: Autocratic leadership can stifle creativity and innovation within the procurement team as there is little discussion before decisions are made. Procurement professionals within the team may feel undervalued or disengaged if their input is not considered.
- Risk of Poor Decision-Making: Autocratic leaders may make decisions without fully understanding the nuances of procurement processes or understanding complex supplier relationships, potentially leading to suboptimal choices or missed opportunities for cost savings.

Affiliative Leadership:

Affiliative leadership focuses on building positive relationships and fostering collaboration within the team. This approach emphasizes empathy, teamwork, and open communication. The manager sees the people as more important than the functions they carry out. Affiliative leadership focuses more in building connection, and promoting friendly interaction within team members, motivating them with praise and recognition. The affiliative leader places less emphasis on direction, goals and standards than meeting employees' emotional needs.

Advantages:

- Enhanced Collaboration: Affiliative leaders encourage collaboration among procurement professionals. This can lead to improved supplier relationships, better problem-solving, and a stronger sense of unity within the team.
- Employee Satisfaction: An affiliative leadership style can boost morale and job satisfaction among procurement staff, leading to increased productivity and lower turnover rates.

Disadvantages:

- Slow Decision-Making: In situations where swift decisions are required, the affiliative leadership style may lead to delays, as leaders seek input and consensus from team members.
- Conflict Avoidance: Affiliative leaders may avoid confrontation, which can be problematic when tough decisions need to be made, such as supplier terminations or cost-cutting measures.

Evaluation and Suitability:

The suitability of autocratic and affiliative leadership approaches depends on the specific circumstances and organisational culture. Autocratic Leadership may be suitable in procurement scenarios where time-sensitive decisions are critical, such as responding to supply chain disruptions or making quick negotiations to secure essential materials. However, it should be used sparingly and combined with other leadership styles to avoid disengagement and promote innovation.

In procurement, affiliative leadership can be highly effective in building strong supplier relationships, fostering teamwork, and promoting a positive procurement culture. It is particularly beneficial in situations where collaboration, trust, and long-term supplier partnerships are essential.

In conclusion, both autocratic and affiliative leadership approaches have their merits and drawbacks. The key to effective leadership is flexibility—leaders should adapt their style based on the specific needs of the situation. A balanced approach that combines aspects of both autocratic and affiliative leadership, depending on the context, can help procurement professionals achieve the best outcomes while maintaining positive team dynamics and supplier relationships. Ultimately, successful leadership involves understanding when to be directive and when to be collaborative, always with the goal of optimizing procurement processes and contributing to the organisation's success.

Tutor Notes

- Don't be afraid to use bullet points and headings in your essays. It helps give your essay structure, keeps you on track and makes it easier for an assessor to mark.
- For extra points you could give some real life examples of these types of leaders. Elon Musk could probably be described as autocratic and Warren Buffet could be affiliative. You would have to justify why you're saying this though.
- I focused the question back to procurement, it didn't ask specifically for this so don't worry if you didn't and your response is more general. By relating it back to procurement, my aim is to show the assessor I can apply the theory in the book to the industry I work in. After all that's what CIPS is about.
- Study guide p. 16-17

Domain

1.1

Question: 2

Discuss the difference between mentoring and coaching. As well as mentoring and coaching, what other activities are completed by a manager? What skills does this require? (25 points)
How confident do you feel answering this question?

- A. confident
- B. not confident

Answer: A

Explanation:

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Intro – mentoring and coaching are both part of leadership / management

P1 – mentoring

P2 – coaching

P3 – other activities

P4 – skills

Conclusion - Mitzburg says, "Management is, above all, a practice where art, science, and craft meet."

Example Essay

Mentoring and coaching are essential components of leadership and management. They involve guiding, developing, and supporting individuals to help them achieve their professional goals. In this essay, we will explore the differences between mentoring and coaching, and discuss other activities undertaken by managers and the skills required for these roles.

Mentoring and coaching are distinct but complementary approaches to supporting personal and professional growth. Mentoring is a long-term, relationship-based process where a more experienced individual, the mentor, provides guidance, advice, and wisdom to a less experienced person, the mentee. Mentors often draw from their own experiences to help the mentee navigate challenges and develop their career. An example of this is Oprah Winfrey. Oprah Winfrey has served as a mentor to countless individuals in the media and entertainment industry, offering guidance and support to help them advance in their careers. Nate Berkus is an interior designer and television personality who appeared on "The Oprah Winfrey Show" and became known as Oprah's favourite decorator. Oprah's support and mentorship helped boost his career.

On the other hand, coaching is a more short-term, task-oriented approach which is focused on specific skill development and performance improvement. Coaches help individuals set goals, identify obstacles, and work towards solutions. Coaches may not have direct experience in the mentee's field but possess coaching expertise. For example, a coach of a professional sports team may not have experience playing that sport professionally, but they possess skills and qualities to help the athletes achieve success. Coaching is much more prolific in sports, but is also found in business. For example, Bill Campbell provided coaching to tech executives such as Steve Jobs and Larry Page, helping them improve their leadership and management skills.

In addition to mentoring and coaching, managers undertake various other activities to ensure the effective operation of their teams and organisations:

Decision-Making: Managers make critical decisions related to resource allocation, strategy, and problem-solving. For example, Tim Cook, CEO of Apple, is responsible for making decisions that impact the company's product development, supply chain, and overall business direction.

Delegation: Managers delegate tasks and responsibilities to team members based on their skills and expertise. They may use the RACI model to do this.

Communication: Managers communicate the organisation's goals, expectations, and changes to their teams. Communication skills are crucial for leaders of large companies with a large number of stakeholders as they must convey the company's vision to a vast number of different people.

Performance Evaluation: Managers assess employee performance, provide feedback, and make decisions regarding promotions, raises, or corrective actions. This may involve conducting 121s, appraisals, 360 reviews and setting KPIs.

Team Building: Managers foster a positive team culture, resolve conflicts, and promote collaboration among team members. Successful team builders like Mary Dillon, former CEO of Ulta Beauty, create environments where employees thrive.

In order to carry out this vast array of roles, managers must possess a diverse set of skills. These include:

- **Leadership Skills:** Effective managers inspire, motivate, and lead their teams. This requires skills in setting a vision, leading by example, and providing direction.
- **Communication Skills:** Managers must communicate clearly, listen actively, and convey information effectively to various stakeholders.
- **Decision-Making Skills:** Managers make critical decisions based on data, analysis, and organizational goals.
- **Delegation Skills:** The ability to delegate tasks appropriately and trust team members is essential for efficient operations.
- **Conflict Resolution Skills:** Managers must address conflicts constructively and ensure a harmonious work environment.

In conclusion, mentoring and coaching are distinct but valuable approaches to supporting individuals' growth and development. Managers also perform a range of other activities, including decision-making, communication, delegation, performance evaluation, and team building, all of which require a diverse skill set encompassing leadership, communication, and conflict resolution. Successful managers combine these skills to lead their teams and organisations effectively. As Mitzburg says, "Management is, above all, a practice where art, science, and craft meet."

Tutor Notes

- Mitzburg is mentioned in the study guide, but I'm not 100% sure if this quote is. It's a great quote and you could use it for many different essay scenarios. It's always a good one to whip out for a strong conclusion if you get a question on management.
- Check your answer. This question has 3 parts, did you answer all three? Remember you can use headings and bullet points if this helps you.
- Mary Dillon is a great example to use in an essay on Leadership or Management. She's not mentioned in the text book. In fact, I don't think many (any?) female leaders are. Mary Dillon (businesswoman) - Wikipedia / Mary Dillon (forbes.com)/ Ulta CEO Mary Dillon is stepping down | CNN Business
- Coaching vs Mentoring is on p.6 Activities of a Manager is on p. 11

Domain

1.1

Question: 3

Describe and evaluate one model that can be used to classify different forms of stakeholders (25 points)
How confident do you feel answering this question?

- A. confident
- B. not confident

Answer: A

Explanation:

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Intro – Stakeholder Salience Model

P1 – explain the 3 stakeholder attributes; power, urgency and legitimacy

P2 – explain the 3 characteristics of stakeholders: latent, expective, definitive

P3 – advantages

P4 – disadvantages

Conclusion – useful tool but don't use in isolation, use other tools too

Example Essay

The Stakeholder Salience Model, developed by R. Edward Freeman and David Reed in 1983 and later expanded upon by Donald E. Mitchell, Robert A. Wood, and James B. Gallagher in 1997, is a framework for analyzing and understanding the significance of stakeholders in an organization. This model provides a structured approach to assess stakeholders based on their attributes and their relevance to the organization's operations and decision-making processes.

The Stakeholder Salience Model is built on the premise that not all stakeholders have the same level of importance or influence within an organization. It recognizes that stakeholders vary in terms of their power, legitimacy, and urgency. These three attributes form the basis of stakeholder salience:

Power: Power refers to the stakeholder's ability to influence the organization's decisions and actions. This can be economic power, political influence, or control over critical resources.

Legitimacy: Legitimacy pertains to the perceived validity or appropriateness of a stakeholder's claim on the organization. It is related to whether the stakeholder's interests align with the organization's values and norms.

Urgency: Urgency refers to the time sensitivity of a stakeholder's claim or issue. It measures how quickly the organization needs to respond to meet the stakeholder's expectations or demands.

The Stakeholder Salience Model categorizes stakeholders into three main groups based on the combination of these attributes:

Latent Stakeholders: These are stakeholders with low power, low legitimacy, and low urgency. They have little influence over the organization's decisions and are not a priority in terms of engagement.

Expectant Stakeholders: Expectant stakeholders possess one or two of the attributes (power, legitimacy, or urgency) to a moderate degree. They may have some influence, and their claims or interests are recognized, but are not top priority.

Definitive Stakeholders: Definitive stakeholders are those who possess high levels of power, legitimacy, and urgency. They have a significant impact on the organization's operations and are the primary focus of engagement efforts.

The model offers a comprehensive and structured approach to understanding stakeholder significance, taking into account various attributes, rather than treating all stakeholders equally. The benefit of this

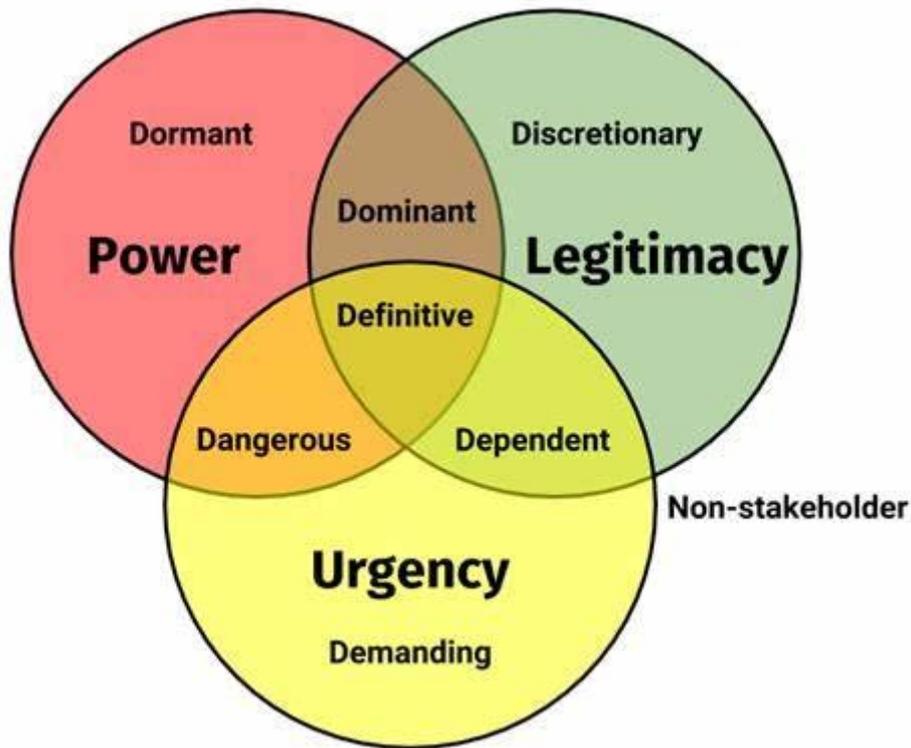
model is that it allows organizations to tailor their strategies and engagement efforts according to the salience of different stakeholder groups, maximizing resource allocation. Moreover the model acknowledges that stakeholder salience can change over time, allowing organizations to adapt their approach as stakeholder relationships evolve.

However there are several disadvantages or limitations to using the model. Firstly, it can be highly subjective. Determining the levels of power, legitimacy, and urgency for each stakeholder can be difficult and different people will reach different conclusions. Secondly, stakeholder attributes can change rapidly, making it challenging to maintain a static categorization. As soon as the model is created, it may be out of date. This is particularly true with the urgency category: in a dynamic business environment what is seen as non-urgent one day, can become urgent the next. This makes the model resource-intensive to create and maintain.

In conclusion, the Stakeholder Salience Model by Mitchell (1997) is a valuable tool for assessing the importance and relevance of stakeholders to an organization. While it provides a structured approach to stakeholder analysis, it does not offer specific guidance on how to manage stakeholder relationships or conflicts. Organizations should therefore use it alongside other frameworks and tools to develop effective stakeholder engagement strategies.

Tutor Notes

- There are many models you could have chosen to discuss. I picked this one simply because it's new at Level 6 and a little bit more unusual.
- Other models you could have discussed include: Mendelow, and Gardner's Power Dynamism Matrix. The study guide does also list Porter's 5 Forces and Kraljic, but I would personally steer away from these on a question about stakeholders. I don't think they're 100% relevant.
- The salience model comes up on p. 150. In Mitchell's version of the model, he discusses 7 distinct stakeholder groups and gives advice on how to handle each. They all begin with D. Because you don't have a lot of time in the exam, you probably wouldn't have time to explain each one in turn. You could mention a few (3ish) if you have time and that would probably score you a couple of extra points. The textbook is a bit rubbish on this section because it just lists them all in a grey table. This visual makes it much easier to understand:



Domain
2.3

Question: 4

Which of the following are allowed on the desk?

- A. bottle of water
- B. snacks
- C. pen and paper
- D. study notes

Answer: A

Explanation:

You are only allowed a bottle of water. You may be asked to remove the label from it. You cannot bring in snacks, papers or study notes. The examiner will check that your desk is 100% clear before the exam starts. If you're doing a remote invigilated exam they'll ask to see the entire room, including under the desk. You should make sure there are no posters on the wall or anything that could be used to cheat with. I advise sorting out the room the night before - remove everything you can as it makes the day of the exam less stressful.

Question: 5

Which of the following will be asked prior to the exam starting?

- A. remove any watches
- B. check that you do not have earphones in
- C. ensure you have a photo ID
- D. turn mobile phones off

Answer: A,B,C,D

Explanation:

All of these will be asked and checked before you begin the exam. You'll be asked to take off any watches or fitbits because these can be used to cheat, same with mobile phones. My advice is just don't wear a watch this day and put your phone off and in a bag / another room. You should also remember to bring photo ID with you, this is to ensure that the person taking the exam is the person who has registered (again to avoid cheating/ fraud).

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