

# Strategic Ethical Leadership [L6M1]

**Target Audience:** For those who are successful in completing the CIPS Level 5 Advanced Diploma in Procurement and Supply; this represents the final level of CIPS qualifications for those working towards MCIPS Chartered Procurement and Supply Professional.

**Hours:** 120 Hours

**Pre-requisite:** You will need to have achieved the CIPS Level 4 Diploma in Procurement and Supply.

## 1.0 Understand and apply leadership skills and behaviours that are appropriate for strategically improving the procurement and supply chain function

### 1.1 Critically evaluate the differences between leadership and management

- Defining leadership
- The role of a leader and the activity of leadership
- The importance of leadership
- The differences between management and leadership
- Situational leadership
- The continuum of leadership behaviour
- The forces in deciding the type of leadership
- Transformational and inspirational leadership

### 1.2 Critically analyse approaches to leadership for improving procurement and supply chain management

- The qualities or traits approach to leadership
- The functional or group approach, including actioncentred leadership
- Styles of leadership including the authoritarian or autocratic, democratic and laissez-faire styles
- Contingency theories for leadership such as pathgoal theory

## 2.0 Understand and apply communication planning techniques and analyse their influence on individuals

### involved in the supply chain

2.1 Evaluate influencing styles that can be used in the effective leadership of a supply chain

- Implementing a vision of improved procurement and supply chain management
- Models for managing in four different directions
- The relevance of managing upwards and across to achieve desired results for improved supply chain management
- The merits of escalation as a means of influencing
- A range of influencing styles for cross functional leadership both within and outside the bounds of formal teams

2.2 Compare leadership techniques that can be used to influence personnel involved in a supply chain

- Assessing the readiness of followers or groups
- Leaders attitudes to people
- Management by objectives and establishing KPIs
- Measures of effectiveness
- Self-development
- Emotional intelligence

2.3 Evaluate how to create a communication plan to influence personnel in the supply chain

- Stakeholder analysis including primary, secondary and key stakeholder
- How to obtain buy in to supply chain strategies from stakeholders
- Perspectives on stakeholder mapping

- How the use of the intranet and Internet websites for publishing information  
[cips.org/qualifications](http://cips.org/qualifications)

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## 3.0 Understand and apply methods to overcome leadership challenges faced by procurement and supply chain managers

3.1 Contrast the sources of power and how they can be used to overcome common challenges faced by procurement and supply chain leaders

- Perspectives on individual power
- Processual, institutional and organisational levels of power
- Perspectives on organisational power
- The balance between order and flexibility

3.2 Analyse how equality and diversity issues relating to the supply chain can be used to improve strategic effectiveness

- Defining diversity, equality and inclusion
- The benefits of diversity in organisations
- The impact of discrimination, harassment and victimisation
- Developing and implementing policies to enhance diversity

3.3 Evaluate methods of change management that can be used to develop the supply chain

- The nature of organisational change
- Planned organisational change
- Dealing with resistance to change
- Effective change management

3.4 Assess methods for resolving conflict with internal and external stakeholders to support change in the supply chain

- Contingency models of organisations
- The functions of the informal organisation
- The positive and negative outcomes of conflict
- Strategies for resolving conflict
- Incremental and transformational change

## 4.0 Understand and apply ethical practices, standards and regulations that impact on the procurement and supply function

4.1 Examine ethical practices and standards that apply to global supply chains

- Ethical codes of practice
- Due diligence on suppliers
- Contractual clauses
- Leading ethical practices and standards
- Developing a culture of commitment to achieve ethical codes and practices
- Initiatives and policies created by leading bodies

such as:

- CIPS Code of Conduct
- Traidcraft
- The Walk Free Foundation
- UN
- ILO

4.2 Assess regulations that impact on the ethical employment of people

- Regulations such as:
- Discrimination, equality and diversity

- Employee redundancy and dismissal
- Working time and staff payment
- International labour codes
- Health and safety at work
- Minimum/fair wages