

CMI Manifesto for a Better Managed Britain



November 2009

Times are tough. Now more than ever, the quality of the UK's management and leadership is critical.

The economic, social and political challenges we face demand a radical new approach to management and leadership. There is a fundamental need for better recognition of what managers do and how they contribute to our economy and society. Building the trust needed to engage employees; ensuring we develop all our talent; fostering innovation to promote business growth; reducing our environmental impact; delivering world-class public services: all will be impossible without the highest standards of management and leadership.

We have some great leaders and managers in the UK but there is still under-performance. We invest less in management development than many of our competitors. At best, only one manager in five holds a professional qualification. It is a situation that would be unthinkable in most other professions. In an increasingly competitive world, we urgently need to cut this skills deficit.

The burden of action falls on all of us: on Government, on employers, and on individual managers. This Manifesto reflects extensive consultation among each of these groups. Equally, responsibility falls to CMI as the UK's professional body for management and leadership. We are committed to playing our part, supporting managers and leaders at all stages of their careers. We hope you will join us in a shared commitment to transforming our managerial and leadership skills base.

Sign up to the pledges presented in this Manifesto and work with us to build a Better Managed Britain.



A handwritten signature in black ink that reads 'Ruth Spellman'.

Ruth Spellman OBE CCMi
Chief Executive
CMI



MANIFESTO PLEDGES

Government

We pledge to make the development of effective managers and leaders a national priority.

Basic-level skills development is no longer good enough. Managers and leaders are vital to job and wealth creation, economic and organisational competitiveness and employee engagement. It is vital, therefore, that developing higher-level management and leadership skills is made a priority.

That is why tax breaks for employers investing in professional, accredited training should be common ground between the political parties, and a key part of any Budget that seeks a Better Managed Britain. Empowering employers and employees, by giving them financial control over the funding of their training and skills development, will ensure money is directed to where it is most needed and has the greatest impact. It will also help ensure the training provision is demand-led, rather than distorted by supply-side interventions. Longer-term, tax breaks will help deliver improvements in management and leadership, generating an economic return to business and the Exchequer.

There are 4.8 million managers in the UK, a number set to grow to 5.7 million by 2017. To meet this demand, we need to raise ambition and draw on a wider talent pool. Young people need the opportunity to develop management and leadership skills while in education. We call for Government backing for the development of a Youth Academy for Management and Leadership.

We also need better measurement of the extent of management skills and their impact. The CMI is playing its part by working with partners, including leading employers, to develop a Management and Leadership Standard for organisations to measure their management and leadership. We need Government to ensure that more up-to-date and accurate labour market information on management and leadership practices, capabilities and qualifications is collected.

We pledge to develop professional management and leadership skills in the public sector.

Britain's leadership and managerial deficit is not confined to the private sector. As the country's largest employer, the state must lead by example in nurturing management and leadership skills.

The public sector faces major challenges: delivering reform to improve services, achieving efficiencies in the context of tightening finances, and managing in a changing world of public-private partnerships, collaborative networks and joined-up government. Highly competent and accountable managers are needed to meet and overcome these challenges, and action is needed to support their professional development.

Government also has a responsibility to highlight and promote those public sector organisations which have achieved success through improving and developing their managers and leaders.



Employers

We pledge to develop professional managers and leaders in our organisation.

To ensure their success, employers should be providing accredited training for managers and leaders by working with professional bodies. All management training should build on the National Occupational Standards for Management and Leadership, regardless of sector, level, or whether delivery takes place in-house or externally. A particular focus must be on providing support to new managers.

Professional bodies, training providers and consultants have a responsibility to help employers by identifying development priorities. Learning and qualifications must be accessible and easily understood, capable of meeting different learning needs, and must deliver real benefits for managers and employers. By offering nationally accredited learning, employers can enhance their credibility and win recognition as an employer of choice.

Recruiting and developing a diverse talent pool for the future must mean identifying, recognising and nurturing people because of their abilities, not their background. In particular, young managers and aspiring leaders need professional role models to support and guide them. Coaching and mentoring has an important role.

We pledge to foster a culture in which managers and leaders are competent and accountable.

The reputation of management has been tarnished by heavily publicised scandals in business and public services. Failures of management and leadership are resulting in a breakdown in trust and risk leaving us with a disillusioned and disengaged workforce. As the MacLeod review showed, management and leadership is the critical factor in engaging employees for success.

Organisations need to develop cultures, systems and practices that give managers and leaders the skills, knowledge and tools needed to perform to the best of their abilities. Managers and leaders must take responsibility for restoring a professional and effective management culture.

This also means recognising the wider impact of management. Achieving results is critical but for sustainable performance, managers must be accountable for supporting equal opportunities, diversity, fairness, transparency, and fulfilling the organisation's environmental and social responsibilities to its communities.

Managers

I pledge to demonstrate professionalism in the way I manage and lead, setting the example for others.

Managers must demonstrate their commitment to professionalism in their work. The CMI's Code of Professional Conduct and Practice sets out the standards of conduct and competence which professional managers are expected to embody. In order to restore trust and promote greater transparency, managers need to accept personal responsibility and be held to account.

Junior and aspiring managers should learn from role models and be inspired to reach the highest standards. The growing pool of Chartered Managers can help to lead the way by demonstrating the impact of their successes.

I pledge to develop my management and leadership skills throughout my working life.

To perform to the best of their abilities and drive business performance, individual managers must be committed to their own continuous professional development. Managers wanting to progress in their careers need to be aware that skills development is an ongoing process, not a one-off. Managers should work to achieve professional qualifications and keep up to date with new and innovative management practices. They must also take responsibility for creating a culture of learning within their workplaces by sharing knowledge and tools with colleagues and teams and supporting the development of their skills.

Make your pledge for a Better Managed Britain

CMI is passionate about ensuring that managers and leaders are recognised for their professionalism and their roles in creating high-performing organisations. It is essential that they have the right skills and resources to make a tangible difference to the organisations in which they work. We call on managers, employers and policy makers to demonstrate their commitment to management and leadership excellence by pledging support for this Manifesto.

Government:

- We pledge to make the development of effective managers and leaders a national priority.
- We pledge to develop professional management and leadership skills in the public sector.

Employers:

- We pledge to develop professional managers and leaders in our organisation.
- We pledge to foster a culture in which managers and leaders are competent and accountable.

Managers:

- I pledge to demonstrate professionalism in the way I manage and lead, setting the example for others.
- I pledge to develop my management and leadership skills throughout my working life.

Your support is vital to ensure that the management profession is fit to lead in the years to come. Together we can ensure a prosperous and sustainable future.

To register your support for a Better Managed Britain, please sign up to our pledges at www.managers.org.uk/manifesto

For further information contact Petra Wilton or Patrick Woodman in CMI's Policy department: policy.development@managers.org.uk



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