



CIMSPA PROFESSIONAL STANDARD

Senior Manager

(FULL STANDARD)

Includes specialist content:

- Strategy
- Operational

EDITION V??

REVIEW DATE: ???

CIMSPA PROFESSIONAL STANDARD:

Senior Manager

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ABOUT THIS STANDARD

This document is a CIMSPA professional standard (full version).

The full version of this standard is available to CIMSPA awarding organisation, skills development, higher education and further education partners.

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1. Overview

Professional standard: Senior Manager

This professional standard outlines the role and scope of a **Senior Manager** and the essential knowledge and skills that are needed to meet the requirements of Practitioner membership with CIMSPA (the sector minimum deployment standard).

This full version of this standard is available to CIMSPA awarding organisation, skills development, higher education and further education partners. It provides guidance for the development of educational products that will be endorsed by CIMSPA.

The **Senior Manager** sits in the sport and physical activity sector as part of the Leisure operations industry.

Endorsed qualification logo

Qualifications that meet the requirements of this CIMSPA professional standard will display this official CIMSPA endorsement logo.



2. Scope of the Senior Manager

COPY

3. CIMSPA membership eligibility

Graduates of this standard will meet the requirements to be a CIMSPA INSERT VALUE member. They will:

UNDERSTAND

COPY

HAVE DEMONSTRATED

COPY

4. Summary of knowledge and skills

Senior Manager

Topic	Knowledge	Skills
	•	
	•	
	•	
	•	

5. Product development guidance

This section is aimed at organisations developing educational products mapping to this professional standard. The requirements should be taken into account in the development of all educational products seeking CIMSPA endorsement.

The CIMSPA professional development board (PDB) has agreed that any of the following educational products can be developed for the role of **Senior Manager**:

Educational product	Mapping requirements	Professional standard achieved on attainment?
Regulated vocational qualification	Fully mapped	YES/NO
Apprenticeship programme	Fully mapped	YES/NO
HE programme/modules	Fully mapped	YES/NO

Where evidence that of all elements of the professional standard are included CIMSPA endorsement can be sought.

All educational products must be submitted to CIMSPA for endorsement and should include all elements outlined in the professional standard and assessed in line with the intention of the standard.

Awarding organisations and higher education institutions seeking CIMSPA endorsement for a product against this professional standard are asked to consider the following:

- a) They determine and justify the level of the product they have developed, in line with the regulator's guidance. To ensure parity, the level for all educational products that fully map to this professional standard should be the same; the level assigned is determined by leading awarding organisations currently offering qualifications in the sector in which the role resides. This is not a first-to-post exercise but one in which awarding organisations/higher education institutions are invited to submit their levelled units/full qualification for review as part of the CIMSPA endorsement process. Once agreed by CIMSPA, all subsequent fully-mapped educational products must conform to the level set for this professional standard.

Level descriptors set out the generic knowledge and skills associated with the typical holder of a qualification at a given level and it should be ensured that educational products fully mapping to this professional standard are a 'best-fit' for the level assigned.

- b) They determine the total qualification time for the qualification/unit and outline the minimum requirements for practical assessment.

They stipulate practical assessment must be conducted where practicably possible in a real-work environment ideally, 'on the job'/at work.

- c) Their quality assurance meets the appropriate regulator's guidance. Including; internal and external quality assurance, staffing requirements and assessment generation and evidence.

6. Learning and development requirements (LDRs)

The LDRs outline the key areas of learning and assessment that should be contained within any educational product seeking CIMSPA endorsement against a professional standard. There are ??? key areas of learning and development for the job role of **Senior Manager**, of which all areas are interconnected and mandatory. The key areas are:

1. ??
2. ??
3. ??

N.B. Examples are given within the LDRs to provide an overview of the knowledge and skills most relevant to the role; it is not mandatory to assess learners against 100% of the examples provided, however, sufficient coverage to ensure occupational competence on achievement must be ensured. This will be reviewed as part of the CIMSPA endorsement process.

1. Organisational Performance – delivering a long-term purpose

Ref	Knowledge and understanding:	A Senior Manager must:
K1.1	Strategy	<ul style="list-style-type: none"> • Know how to shape organisational vision, culture and values • Understand organisational structures; business modelling; diversity; global perspectives; governance and accountability; the external environment, social technological and policy implications. • Understand new market strategies, changing customer demands and trend analysis. • Understand how to develop and implement organisational strategy and plans, including approaches to resource and supply chain management, workforce development, sustainability, taking and managing risk, monitoring and evaluation, and quality assurance. • Know how to manage change in the organisation.
K1.2	Innovation and change	<ul style="list-style-type: none"> • Understand innovation; the impact of disruptive technologies (mechanisms that challenge traditional business methods and practices); drivers of change and new ways of working across infrastructure, processes, people, culture and sustainability.
K1.3	Enterprise and risk	<ul style="list-style-type: none"> • Knowledge of ethics and values based on leadership; regulatory environments, legal H&S and well-being compliance requirements; corporate social responsibility; risk management, environmental impact and cyber security. • Understands competitive strategies and entrepreneurialism approaches to effective decision making, and the use of big data insight to implement and manage change.
K1.4	Finance	<ul style="list-style-type: none"> • Understand financial strategies including scenarios, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and non-financial information. • Understands financial governance and legal requirements, and procurement strategies. • Understand financial strategies including budgets, financial management, accounting and how to provide financial reports. • Understand approaches to procurement, contracting and legal requirements. • Understand commercial context in an organisational setting and how this changes overtime.
Skills:		A Senior Manager must be able to:
S1.1	Strategy	<ul style="list-style-type: none"> • Use of horizon scanning and conceptualisation to deliver high performance strategies focusing on growth. Sustainable outcomes. • Sets a clear agenda and gains support from key stakeholders. • Able to undertake research, and critically analyse and integrate complex information. • Support the development of organisational strategy and plans. • Develop and deliver operational plans; being able to set targets and KPIs, manage resources, and monitor and measure outcomes to establish operational effectiveness, efficiencies and excellence. • Produce reports that clearly present information and data, using a range of interpretation and analytical processes. • Gain wide support to deliver successful outcomes.

S1.2 Innovation and change	<ul style="list-style-type: none"> • Initiates and leads change in the organisation, creates environment for innovation and creativity, establishing the value of ideas and change initiatives and drives continuous improvement. • Able to manage conflict. • Manages partnerships, people, and resources effectively, and measures outcomes. • Acts where needed as a Sponsor, championing projects and transformation of services across organisational boundaries.
S1.3 Enterprise and risk	<ul style="list-style-type: none"> • Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management. • Application of principles relating to Corporate Social Responsibility, Governance, Regulatory compliance. • Drives a culture of resilience and supports development of new enterprise and opportunities.
S1.4 Finance	<ul style="list-style-type: none"> • Oversees financial strategies/management, results and setting organisational budgets, and challenges financial assumptions underpinning strategies. • Is accountable for decisions based on relevant information e.g. Key performance Indicators/scorecard. • Uses financial data to allocate resources. • Oversees procurement, supply chain management and contracts. • Managing budgets, controlling expenditure and production of financial reports.

2. Interpersonal Excellence – leading people and developing collaborative relationships

Ref	Knowledge and understanding:	A Senior Manager must:
K2.1	Leading and developing people	<ul style="list-style-type: none"> • Knowledge of organisation/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures. • Understands approaches to strategic workforce planning including talent management, learning organisations, workforce design, succession planning, diversity and inclusion. • Understand different inclusive leadership styles and models, how to develop teams and support people using coaching and mentoring approaches. • Understand organisational culture and diversity management. • Know how to recruit, manage and develop people, using inclusive talent management approaches. • How to use HR systems and processes to ensure legal requirements, H&S, and well-being needs. • Know how to set goals and manage performance.
K2.2	Developing collaborative relationships	<ul style="list-style-type: none"> • Understands large scale and inter-organisational influencing and negotiation strategies. • Knowledge of the external political environment and use of diplomacy with diverse groups of internal and external stakeholders. • Understands working with board and company structures. • Knowledge of brand and reputation management. • Understand approaches to stakeholder, customer and supplier management, developing engagement, facilitating cross functional working and negotiation. • Know how to shape common purpose, as well as approaches to conflict management and dispute resolution.
Skills:		A Senior Manager must be able to:
S2.1	Leading and developing people	<ul style="list-style-type: none"> • Enables an open high performance working and sets goals and accountabilities for teams and individuals. • Leads and influences people, building constructive working relationships across teams, using matrix management where required. • Ensures workforce skills are utilised, balancing people and technical skills and encouraging continual development. • Able to articulate organisational purpose and values. • Support the creation of an inclusive, high performance work culture. • Enable others to achieve by developing and supporting them through coaching and mentoring. • Able to build teams, empower and motivate others to improve performance or achieve outcomes. • Able to delegate to others, provide clear guidance and monitor progress. • Ability to set goals and accountabilities.

S2.2 Building collaborative relationships

- Manages complex relationships across multiple and diverse stakeholders.
 - Builds trust and rapport, with ability to positively challenge.
 - Leads beyond area of control/authority, and able to influence, negotiate and use advocacy skills to build reputation and effective collaborations.
 - Able to build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels.
 - Able to contribute within a team environment.
 - Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback.
 - Work collaboratively with internal and external customers and suppliers
 - Able to build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels.
 - Able to contribute within a team environment.
 - Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback.
 - Work collaboratively with internal and external customers and suppliers.
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Learning and development requirements - Strategy

3. Interpersonal Excellence – leading people and developing collaborative relationships

Ref	Knowledge and understanding:	A Senior Manager must:
K3.1	Engaging Employees	<ul style="list-style-type: none">• Uses personal presence and “storytelling” to articulate and translate vision into operational strategies, demonstrating clarity in thinking and using inspirational communication.• Creates an inclusive culture, encouraging diversity and difference.• Give and receives feedback at all levels, building confidence and developing trust, and enables people to take risks.

Learning and development requirements – Operational

4. Organisational performance – delivering a long-term purpose

Ref	Knowledge and understanding:	A Senior Manager must:
K4.1	Project management	<ul style="list-style-type: none">• Know how a project moves through planning, design, development, deployment and evaluation.• Understand risk management models and reporting, risk benefit analysis and H&S implications.
K4.2	Sales and marketing	<ul style="list-style-type: none">• Know how to create marketing and sales strategies.• Know how to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market.• Understand the need for innovation in product and service design.
K4.3	Digital business and new technologies	<ul style="list-style-type: none">• Understand approaches to innovation and digital technologies and their impact on organisations, and how their application can be used for organisational improvement and development.• Understand innovation and digital technology's impact on data and knowledge management for analysing business decision-making.
Skills:		A Senior Manager must be able to:
S4.1	Project management	<ul style="list-style-type: none">• Plan, organise and manage resources in order to achieve organisational goals.• Identify key outcomes, develop and implement plans and monitor progress, and provide reports as required.• Proactively identify risk and create plans for their mitigation.• Able to initiate, lead and drive change within the organisation, identifying barriers/challenges and how to overcome them.• Ability to use widely recognised project management tools.
S4.2	Sales and marketing	<ul style="list-style-type: none">• Use of customer insight and analysis of data to determine and drive customer service outcomes and improve customer relationships.• Creative approaches to developing solutions to meet customer need.
S4.3	Digital business and new technologies	<ul style="list-style-type: none">• Able to identify service/organisational improvements and opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others.

5. Interpersonal excellent – leading people and developing collaborative relationships

Ref	Knowledge and understanding:	A Senior Manager must:
K5.1	Communication	<ul style="list-style-type: none">• Understand different forms of communication (written, verbal, non-verbal, digital) and how to apply them.• Know how to maintain personal presence and present to large groups.• Awareness of interpersonal skills of effective listening, influencing techniques, negotiating, persuasion.

Skills:	A Senior Manager must be able to:
S5.1 Communication	<ul style="list-style-type: none">• Communicate clearly, effectively and regularly using oral, written and digital channels and platforms.• Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate.• Manage and chair meetings and clearly present actions and outcomes.• Ability to apply influencing and persuading skills, to the dynamics and politics of personal interactions.

6. Personal effectiveness – managing self

Ref	Knowledge and understanding:	A Senior Manager must:
K6.1	Awareness of self and others	<ul style="list-style-type: none">• Know how to be self-aware and recognise different learning styles. Know how to use emotional and social intelligence, and active listening and open questioning to work effectively with others.
K6.2	Management of self	<ul style="list-style-type: none">• Know how to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes.
K6.3	Decision making	<ul style="list-style-type: none">• Know how to undertake research, data analysis, problem solving and decision-making techniques and understand the values, ethics and governance of your organisation.
Skills:		A Senior Manager must be able to:
S6.1	Awareness of self and others	<ul style="list-style-type: none">• Able to reflect on own performance, identifying and acting on learning and development needs.• Ability to understand impact on others.• Can manage stress and personal well-being, and confident in knowing core values and drivers.
S6.2	Management of self	<ul style="list-style-type: none">• Able to create personal development plan and use widely recognised tools and techniques to ensure the management of time and pressure effectively, and prioritisation and strategic alignment of activities.
S6.3	Decision making	<ul style="list-style-type: none">• Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making.

7. Behaviours - strategic

Behaviours:	A Senior Manager must be able to:
B1.1 Leads by example	<ul style="list-style-type: none">• Has high levels of self-awareness, emotional and social intelligence, empathy and compassion, and able to identify mental well-being in others.• Works collaboratively enabling empowerment and delegation.• Acts within humility and authenticity, is credible, confident and resilient.
B1.2 Judgement and challenge	<ul style="list-style-type: none">• Takes personal accountability aligned to clear values.• Demonstrates flexibility and willingness to challenge when making decisions and solving problems.• Instils confidence demonstrating honesty, integrity, openness and trust.
B1.3 Courage and curiosity	<ul style="list-style-type: none">• Is confident and brave, willing to innovate, seeks new ideas and looks for contingencies.• Manages complexity and ambiguity, comfortable in uncertainty and is pragmatic.
B1.4 Valuing difference	<ul style="list-style-type: none">• Engaging with all – is ethical and demonstrates inclusivity, recognising diversity, championing, and enabling cultural inclusion.• Empowers and motivates to inspire and support others.
B1.5 Professional	<ul style="list-style-type: none">• Reflects on own performance, demonstrates professional standards in relation to behaviour and ongoing development.• Advocates the use of good practice within and outside the organisation.

8. Behaviours - Operational

B2.1 Takes responsibility	<ul style="list-style-type: none">• Drive to achieve in all aspects of work.• Demonstrates resilience and determination when managing difficult situations.• Seeks new opportunities underpinned by commercial acumen and sound judgement.
B2.2 Inclusive	<ul style="list-style-type: none">• Open, approachable, authentic and able to build trust with others.• Seeks the views of others and values diversity internally and externally.
B2.3 Agile	<ul style="list-style-type: none">• Flexible to the needs of the organisation.• Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change.• Open to new ways of working and new management theories.
B2.4 Professionalism	<ul style="list-style-type: none">• Sets an example, and is ethical, fair consistent and impartial.• Operates within organisational values and adheres to the requirements of relevant professional bodies.

7. Acknowledgements

CIMSPA would like to thank the following individuals and organisations for contributing to the development of this standard.