

FROM ACCIDENTAL TO PROFESSIONAL

A mission for management.

Mike Clasper – President, CMI
Distinguished Address series, UWE, 30 Sept 2015

CHARTERED MANAGEMENT INSTITUTE

VISION

Better led and managed
organisations

MISSION

Increase the number and standard of
professionally qualified managers

MY JOURNEY IN MANAGEMENT



HM Revenue
& Customs



P&G





- › The importance of purpose
- › Accidental managers

THE CHALLENGE



PAUL POLMAN

CHIEF EXECUTIVE, UNILEVER

*“Our model is built on a total value chain approach, on growing our business, reducing our environmental impact, reaching a billion people with health and well-being programmes and moving our whole business to sustainable sourcing. We do this on the basis of **common purpose.**”*

PROCTER & GAMBLE

NEARLY 1 BILLION PEOPLE DON'T HAVE
ACCESS TO CLEAN DRINKING WATER

- › The P&G Children's Safe Drinking Water (CSDW) Program helps.



WHICH ?

To make ordinary people as powerful as the organisations they face



Which?

WHICH? - NEW DIRECTIONS



Which? University

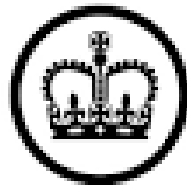


Which? Elderly Care



Which? Birth Choice

RE-DEFINING PURPOSE: BETTER PERFORMANCE

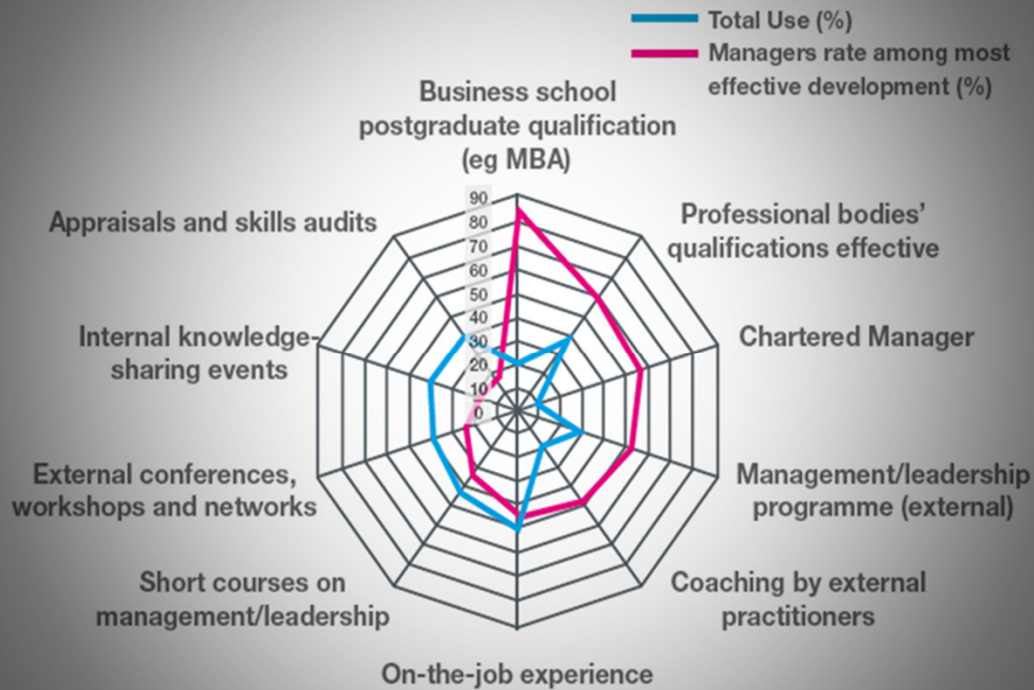


HM Revenue
& Customs



YOUR ROLE

- › Senior leaders: create well-articulated purpose
- › Other leaders: translation and feedback loop



- > Only 1 in 5 UK managers are qualified
- > 2/3 of employers offer no management training
- > Average manager waits 10 years
- > We fail to utilise what works

**WE'RE
ACCIDENTAL
MANAGERS**

THE SCALE OF THE PROBLEM

“ Nearly half of UK line managers are ineffective. ”



21%

Highly effective



36%

Effective



43%

Ineffective or highly ineffective

...How effective is your line manager?

Source: *The Business Benefits of Management and Leadership Development*, CMI, 2012



PROCTER & GAMBLE



BAA

PROFESSIONALISING MANAGERS



MANAGEMENT 2020

The challenge

1,000,000

NEW MANAGERS NEEDED BY 2020





- > Your own development
- > Your team
- > Your organisation

YOUR CHALLENGE

QUESTIONS?

