

# Mapping of the 2004 Management and Leadership Standards to the revised 2008 Management and Leadership Standards

## Introduction

In 2008 the Management Standards Centre undertook a large scale review of the existing (2004) Management and Leadership National Occupational Standards (NOS).

The structure of the standards and much of the content was unchanged. There were however a number of minor changes made to units, a number of units replaced by updated units, and a number of additional units included in the full suite of standards.

## Structure of the map

The left hand column of the mapping table includes a complete list of the 2004 Management and Leadership Standards.

The middle column identifies those units from the 2008 standards which most closely relate to each of the 2004 units. For most units the name and unit number remain unchanged.

The right hand column indicates the degree of equivalence between the two sets of standards.

The following classification is used:

<b>Unchanged</b>	The units are identical and no changes have been made
<b>Equivalent</b>	Minor changes have been made to the unit, but the content is equivalent across the two units
<b>Replacement</b>	The initial unit has been replaced by an updated unit from another suite of standards

## Mapping Table

2004 Management and Leadership NOS	Relevant 2008 Management and Leadership NOS	Equivalence
A- Managing self and personal skills		
A1 Manage your own resources	A1 Manage your own resources	Unchanged
A2 Manage your own resources and professional development	A2 Manage your own resources and professional development	Unchanged
A3 Develop your personal networks	A3 Develop your personal networks	Unchanged

<b>2004 Management and Leadership NOS</b>	<b>Relevant 2008 Management and Leadership NOS</b>	<b>Equivalence</b>
<b>B – Providing direction</b>		
B1 Develop and implement operational plans for your area of responsibility	B1 Develop and implement operational plans for your area of responsibility	Unchanged
B2 Map the environment in which your organisation operates	B2 Map the environment in which your organisation operates	Equivalent
B3 Develop a strategic business plan for your organisation	B3 Develop a strategic business plan for your organisation	Equivalent
B4 Put the strategic business plan into action	B4 Put the strategic business plan into action	Equivalent
B5 Provide leadership for your team	B5 Provide leadership for your team	Equivalent
B6 Provide leadership in your area of responsibility	B6 Provide leadership in your area of responsibility	Equivalent
B7 Provide leadership for your organisation	B7 Provide leadership for your organisation	Equivalent
B8 Ensure compliance with legal, regulatory, ethical and social requirements	B8 Ensure compliance with legal, regulatory, ethical and social requirements	Equivalent
B9 Develop the culture of your organisation	B9 Develop the culture of your organisation	Equivalent
B10 Manage risk	B10 Manage risk	Unchanged
B11 Promote equality of opportunity and diversity in your area of responsibility	B11 Promote equality of opportunity and diversity in your area of responsibility	Equivalent
B12 Promote equality of opportunity and diversity in your organisation	B12 Promote equality of opportunity and diversity in your organisation	Equivalent

<b>2004 Management and Leadership NOS</b>	<b>Relevant 2008 Management and Leadership NOS</b>	<b>Equivalence</b>
<b>C – Facilitating change</b>		
C1 Encourage innovation in your team	C1 Encourage innovation in your team	Equivalent
C2 Encourage innovation in your area of responsibility	C2 Encourage innovation in your area of responsibility	Equivalent
C3 Encourage innovation in your organisation	C3 Encourage innovation in your organisation	Equivalent
C4 Lead change	C4 Lead change	Equivalent
C5 Plan change	C5 Plan change	Unchanged
C6 Implement change	C6 Implement change	Unchanged

<b>2004 Management and Leadership NOS</b>	<b>Relevant 2008 Management and Leadership NOS</b>	<b>Equivalence</b>
<b>D – Working with people</b>		
D1 Develop productive working relationships with colleagues	D1 Develop productive working relationships with colleagues	Equivalent
D2 Develop productive working relationships with colleagues and stakeholders	D2 Develop productive working relationships with colleagues and stakeholders	Equivalent
D3 Recruit, select and keep colleagues	D3 Recruit, select and keep colleagues	Equivalent
D4 Plan the workforce	D4 Plan the workforce	Equivalent
D5 Allocate and check work in your team	D5 Allocate and check work in your team	Equivalent
D6 Allocate and monitor the progress and quality of work in your area of responsibility	D6 Allocate and monitor the progress and quality of work in your area of responsibility	Equivalent
D7 Provide learning opportunities for colleagues	D7 Provide learning opportunities for colleagues	Equivalent
D8 Help team members address problems affecting their performance	D8 Help team members address problems affecting their performance	Unchanged
D9 Build and manage teams	D9 Build and manage teams	Equivalent
D10 Reduce and manage conflict in your team	D10 Reduce and manage conflict in your team	Unchanged
D11 Lead meetings	D11 Lead meetings	Unchanged
D12 Participate in meetings	D12 Participate in meetings	Unchanged

<b>2004 Management and Leadership NOS</b>	<b>Relevant 2008 Management and Leadership NOS</b>	<b>Equivalence</b>
<b>E – Using resources</b>		
E1 Manage a budget	E1 Manage a budget	Unchanged
E2 Manage finance for your area of responsibility	E2 Manage finance for your area of responsibility	Unchanged
E3 Obtain additional finance for the organisation	E3 Obtain additional finance for the organisation	Unchanged
E4 Promote the use of technology within your organisation	E4 Promote the use of technology within your organisation	Equivalent
E5 Ensure your own actions reduce risks to health and safety	E5 Identify, assess and control health and safety risks (ENTO unit HSP6)	Replacement
E6 Ensure health and safety requirements are met in your area of responsibility	E6 Ensure health and safety requirements are met in your area of responsibility	Unchanged

<b>2004 Management and Leadership NOS</b>	<b>Relevant 2008 Management and Leadership NOS</b>	<b>Equivalence</b>
<b>E – Using resources (Cont.)</b>		
E7 Ensure an effective organisational approach to health and safety	E7 Ensure an effective organisational approach to health and safety	Unchanged
E8 Manage physical resources	E8 Manage physical resources	Equivalent
E9 Manage the environmental impact of your work	E9 Manage the environmental impact of your work	Unchanged
E10 Take effective decisions	E10 Take effective decisions	Unchanged
E11 Communicate information and knowledge	E11 Communicate information and knowledge	Unchanged

<b>2004 Management and Leadership NOS</b>	<b>Relevant 2008 Management and Leadership NOS</b>	<b>Equivalence</b>
<b>F – Achieving results</b>		
F1 Manage a project	F1 Manage a project	Equivalent
F2 Manage programme of complimentary projects	F2 Manage programme of complimentary projects	Unchanged
F3 Manage business processes	F3 Manage business processes	Equivalent
F4 Develop and review a framework for marketing	F4 Develop and implement marketing plans for your area of responsibility	Replacement
F5 Resolve customer service problems	F5 Resolve customer service problems (ICS unit 31)	Replacement
F6 Monitor and solve customer service problems	F6 Monitor and solve customer service problems (ICS unit 32)	Replacement
F7 Support customer service improvements	F7 Support customer service improvements (ICS unit 37)	Replacement
F8 Work with others to improve customer service	F8 Work with others to improve customer service (ICS unit 39)	Replacement
F9 Build your organisation's understanding of its market and customers	F9 Build your organisation's understanding of its market and customers	Equivalent
F10 Develop a customer focussed organisation	F10 Develop a customer focussed organisation	Equivalent
F11 Manage the achievement of customer satisfaction	F11 Manage the achievement of customer satisfaction	Equivalent
F12 Improve organisational performance	F12 Improve organisational performance	Unchanged

## **New units included in the 2008 Management and Leadership National Occupational Standards**

In addition to the changes detailed above, a number of wholly new units were also added to the 2008 suite of Management and Leadership National Occupational Standards.

The new units are listed below.

- D13** Support individuals to develop and maintain their performance
- D14** Initiate and follow disciplinary procedure
- D15** Initiate and follow grievance procedure
- D16** Manage redundancies in your area of responsibility
- D17** Build and sustain collaborative relationships with other organisations
- E12** Manage knowledge in your area of responsibility
- E13** Promote knowledge management in your organisation
- E14** Support team and virtual working (LLUK unit D3)
- E15** Procure supplies
- E16** Select suppliers through a tendering process
- E17** Outsource business processes
- F13** Manage quality systems
- F14** Prepare for and participate in quality audits
- F15** Carry out quality audits
- F16** Manage the development and marketing of products/services in your area of responsibility
- F17** Manage the delivery of customer service in your area of responsibility
- F18** Prepare sales proposals and deliver sales presentations (MSSSB unit 15)
- F19** Sell products/services to customers (MSSSB unit 16)

## **The Management Standards Centre**

The Management Standards Centre (MSC) is the government recognised standards setting body for the management and leadership areas throughout the UK.

Upgrading the skills of managers is fundamental to the Government's aim to raise UK productivity and competitiveness. The MSC is responsible for developing and maintaining the suite of National Occupational Standards (NOS) for management and leadership. The standards describe the level of performance expected in employment for a range of management and leadership functions and activities.

As an employer led organisation which champions management and leadership, the MSC is working with the Alliance of Sector Skills Councils to identify and address the skills gaps and shortages on a sector by sector basis thereby contributing to the profitability of the UK.

### **Our Vision**

To create a UK partnership of employers and other key stakeholders to lead the professional development of all those working in the field of management and leadership.

### **Our Mission**

To fulfil the needs of employers by developing a skilled management workforce through promoting our nationally recognised set of standards and qualifications which have full employer relevance and ownership.

### **Further Information**

For more information on the Management and Leadership National Occupational Standard, or to download the standards, please see:

<http://www.management-standards.org>