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CIPS Strategic Ethical Leadership Sample Questions (Q13-Q18):

NEW QUESTION # 13

SIMULATION

Explain what is meant by the following terms: equality, discrimination and diversity (10 points) Discuss 5 benefits to having diversity in an organisation / supply chain (15 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Overall explanation

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Intro - managers should be sensitive to these three areas

1) Equality (Equalities Act 2010)

2) Discrimination

3) Diversity

5 benefits:

4) Innovation

5) Avoids groupthink

6) Better market understanding

7) Happier employees

8) Useful in international business

Conclusion - world is interconnected, diversity is a good thing

Example Essay

Managers who are sensitive to the needs and differences of others are effective, successful leaders. For this reason it is important to distinguish between the following terms, which are often confused:

Equality refers to the state of being equal in rights, opportunities, treatment, or status, regardless of factors such as race, gender, age, religion, disability, or other characteristics. It emphasizes fairness, justice, and the absence of discrimination in the treatment of individuals and groups. Equality is shrouded into UK law in the Equalities Act 2010 meaning that it is illegal not to treat people the same.

Discrimination is the unjust or prejudicial treatment of individuals or groups based on their differences, either actual or perceived.

Discrimination involves actions or practices that disadvantage or harm certain individuals or groups, often leading to unequal treatment and opportunities. For example only hiring white-skinned employees or not letting a woman become a member of a golf club.

Diversity encompasses the range of differences and variations among individuals. Embracing diversity means recognizing, respecting, and valuing differences such as language, background and culture. Diversity goes beyond the visible traits such as race and gender and includes both inherent and acquired attributes such as educational level and political beliefs.

Benefits of Diversity in an Organization/Supply Chain

Enhanced Creativity and Innovation: Diverse teams bring together individuals with varied backgrounds, experiences, and perspectives. This diversity of thought and ideas fosters creativity and innovation as team members approach problems and challenges from different angles. Creative solutions lead to a competitive advantage for an organisation and the ability to adapt to changing market demands.

Improved Decision-Making: Diversity in decision-making helps avoid groupthink, a phenomenon where homogeneous groups tend to conform to a single perspective. Different viewpoints and perspectives lead to more robust discussions and more well-rounded decisions. Organizations thus benefit from a wider range of ideas and strategies to address complex issues.

Broader Market Understanding: Diversity within an organization's workforce reflects the diversity of its customer base and the broader market. Diverse teams are better equipped to understand the needs, preferences, and behaviours of a diverse customer population. This understanding can inform product development, marketing strategies, and customer engagement, leading to increased market share.

Increased Employee Engagement and Satisfaction: An inclusive workplace that values diversity fosters a sense of belonging among

employees. Employees are more likely to be engaged and satisfied when they feel their perspectives and contributions are respected and appreciated. Higher job satisfaction can lead to improved retention rates and reduced turnover costs.

Global Competence and Adaptability: In a globalized world, organizations with diverse workforces and supply chains are better equipped to navigate international markets and cultural nuances. Employees from diverse backgrounds bring valuable insights into global business practices, languages, and cultural sensitivities. This global competence enables organizations to expand into new markets and adapt to changing international dynamics.

In summary, diversity in an organization or supply chain brings a multitude of benefits, including enhanced creativity, improved decision-making, better market understanding, increased employee engagement, and global competence. Embracing diversity not only aligns with principles of equality and reduces discrimination, but also contributes to an organization's overall success and sustainability in a diverse and interconnected world.

Tutor Notes

- To gain extra points in an essay like this, you could bring in some real life examples of discrimination and diversity. The best one I can think of at the moment is Birmingham City Council which is currently in the news for pay discrimination

<https://www.bbc.com/news/uk-england-birmingham-66730165>

- You could also use some quotes on the topic as part of the introduction or conclusion:

- "Diversity is not about how we differ. Diversity is about embracing one another's uniqueness." - Ola Joseph

- "We all should know that diversity makes for a rich tapestry, and we must understand that all the threads of the tapestry are equal in value no matter their colour." - Maya Angelou

- "Diversity is not a compliance issue. Diversity is a growth strategy." - Tiffany Jana

- Study guide p. 198

- Additional reading: The Business Case For Diversity is Now Overwhelming. Here's Why | World Economic Forum (weforum.org)

NEW QUESTION # 14

SIMULATION

Explain how Modern Slavery is a risk to a supply chain and possible ways a Supply Chain Manager can mitigate this risk (25 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Overall explanation

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Introduction - modern slavery is an issue due to complex international supply chains P1 - risk - subcontracting or outsourcing P2 - risk - lack of visibility P3 - risk - other countries not having strong laws against it P4 - mitigate - supplier due diligence P5 - mitigate - traceability e.g. blockchain P6 - mitigate - training P7 - mitigate - collaboration and reporting P8 - example - DJ Houghton
Conclusion - modern slavery is risk legally and ethically and also to business reputation Example Essay Modern slavery, a grave violation of human rights, poses a significant risk to supply chains across the globe. As organizations increasingly rely on complex and globalized supply networks, the risk of unwittingly engaging with suppliers that exploit forced labour and human trafficking becomes ever more concerning. This essay explores the risks associated with modern slavery in the supply chain and suggests possible mitigation strategies for supply chain managers. To illustrate the real-world implications of these risks, I will reference the legal case of *Antuzis & Ors v DJ Houghton Ltd.*

Modern slavery, which includes practices like forced labour and human trafficking, can infiltrate supply chains in various ways. One significant entry point is through subcontracting and outsourcing. As supply chains become increasingly complex, organizations often rely on subcontractors and suppliers further down the chain. Unfortunately, these lower-tier suppliers may engage in exploitative labour practices to cut costs, which can go unnoticed by the primary organization.

Moreover, the lack of transparency within supply chains poses a considerable risk. Limited visibility into sub-tier suppliers and subcontractors makes it challenging to assess their labour practices. This lack of transparency creates opportunities for modern slavery to thrive undetected, posing a significant risk to organizations and their stakeholders.

Additionally, globalization plays a role in the risk equation. Sourcing materials and products internationally increases the risk of encountering suppliers operating in regions with weaker labour protections and lax enforcement of anti-slavery laws. This is particularly true in countries with less stringent child working laws such as in South East Asia.

Supply chain managers play a crucial role in identifying and mitigating the risk of modern slavery in the supply chain. Several strategies can be employed to address this risk effectively:

Firstly, comprehensive supplier due diligence is paramount. This involves conducting thorough assessments of suppliers, including lower-tier suppliers, to evaluate their labour practices, compliance with anti-slavery laws, and adherence to ethical standards. It also entails implementing regular audits and inspections of suppliers to ensure compliance with labour laws and ethical standards. An organisation can employ a third party to conduct these audits, to ensure that the results are authentic.

Secondly, establishing transparency and traceability within the supply chain is essential. This can be achieved by meticulously mapping the supply chain, identifying potential risks, and ensuring visibility into lower-tier suppliers. Modern technology, such as blockchain and supply chain management software, can be instrumental in tracking and tracing the origins of products and materials. Thirdly, organizations should develop and communicate a robust supplier code of conduct that explicitly prohibits modern slavery and outlines the consequences for non-compliance. Encouraging suppliers to adopt similar codes of conduct within their own operations can help create a network of ethical supply chain partners.

Moreover, regular risk assessments and impact analyses are critical. These assessments should consider geographical, industry-specific, and supplier-specific factors and help organizations understand the potential consequences of modern slavery-related risks on their reputation and bottom line.

Training and education are also essential components of mitigation strategies. Employees and suppliers should be educated on identifying and reporting instances of modern slavery, and awareness should be raised about the legal and ethical obligations surrounding this issue.

Lastly, collaboration and reporting are crucial. Organizations should collaborate with industry associations, NGOs, and government bodies to share best practices and improve industry-wide efforts against modern slavery. Transparent reporting on efforts to mitigate modern slavery risks demonstrates a commitment to addressing the issue and fosters trust with stakeholders.

The case of *Antuzis & Ors v DJ Houghton Ltd* serves as a stark reminder of the potential legal consequences of failing to address modern slavery in the supply chain. In this case, the court found that the company, DJ Houghton Ltd, had subjected workers to deplorable working conditions, effectively amounting to modern slavery. What sets this case apart is that the court held the directors personally liable for breaches of their duty of care to the workers. This case underscores the legal liabilities and reputational damage that organizations and their leadership can face if they neglect their responsibilities in the supply chain.

In Conclusion, modern slavery poses a significant risk to supply chains, jeopardizing ethical values, legal compliance, and corporate reputations. Supply chain managers have a crucial role in identifying and mitigating this risk by implementing due diligence, transparency measures, and ethical standards. By taking proactive steps to combat modern slavery, supply chain managers can protect their organizations and uphold their moral and legal obligations in an increasingly interconnected global economy. The case of *Antuzis & Ors v DJ Houghton Ltd* serves as a compelling reminder of the real-world consequences of failing to address this critical issue.

Tutor Notes

- The case study mentioned above is an excellent one to use in an essay about Modern Slavery. DJ Houghton Ltd was charged £1m in 2016 for trafficking migrant workers from Lithuania to various egg farms in the UK. They were subjected to inhumane conditions, income below minimum wage, they failed to provide adequate facilities to eat, wash and rest, and threatened workers with fighting dogs. The company's Gangmaster Licence was also revoked. *Antuzis & Ors v DJ Houghton Ltd* | Addleshaw Goddard LLP
- Your answer may also make reference to ethical standards and accreditations such as Fair Trade, using the CIPS Code of Conduct, Modern Slavery Act, having a strong CSR policy, appointing an ethical Ombudsman, ILO Conventions and the 2018 Decent Work Agenda, SA8000. Mentioning these extra bits would likely get you a distinction.

NEW QUESTION # 15

SIMULATION

Zainab is a Procurement Manager and has recently taken on 10 new staff members, taking the size of her team from 10 to 20.

Discuss the process of learning that the new members of the team may go through as they start their new roles (15 points). Explain different learning styles she may find in members of her team, relating your answer to one academic model (10 points).

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Understanding the Learning Process and Learning Styles in a Procurement Team As a Procurement Manager, Zainab is responsible for onboarding 10 new team members, doubling the size of her team from 10 to 20. As these new employees begin their roles, they will go through a structured learning process to develop the necessary skills and knowledge. Additionally, each individual may have a different learning style, requiring Zainab to tailor her training approach.

Part 1: The Process of Learning for New Procurement Staff (15 Points)

New employees in Zainab's procurement team will typically go through the following learning stages, based on the Four Stages of Competence Model:

1. Unconscious Incompetence (Not Knowing What They Don't Know)

At this stage, the new hires are unaware of what they need to learn and may overestimate their abilities.

Example: A new procurement assistant may not realize the complexity of supplier negotiations or compliance requirements.

Zainab's Role:

- ✓ Provide clear job descriptions and introduce new employees to procurement policies.
- ✓ Use mentoring or shadowing to expose them to real-world tasks.

2. Conscious Incompetence (Realizing the Knowledge Gap)

As they begin working, new team members become aware of their lack of knowledge and skills.

Example: A recruit may struggle to use procurement software or understand supplier evaluation criteria.

Zainab's Role:

- ✓ Offer structured training programs (e.g., workshops on procurement software).
- ✓ Allow safe spaces for mistakes and learning.

3. Conscious Competence (Developing Skills with Effort)

New employees start applying their knowledge but still require concentration and practice.

Example: A team member can conduct supplier due diligence, but needs to double-check procedures.

Zainab's Role:

- ✓ Provide feedback and constructive coaching.
- ✓ Assign small, real-world tasks to build confidence.

4. Unconscious Competence (Mastering the Skills Automatically)

At this stage, the employee can perform tasks efficiently without much conscious effort.

Example: A procurement officer can analyze supplier bids instinctively, applying best practices without hesitation.

Zainab's Role:

- ✓ Encourage employees to mentor new hires in the future.
- ✓ Offer career development opportunities (e.g., CIPS qualifications).

Part 2: Learning Styles in the Team (10 Points)

Different team members will have different learning styles, which means Zainab must tailor her training to accommodate them. A useful model to understand these differences is Kolb's Learning Styles Model (1984), which identifies four learning styles:

1. Activists (Learn by Doing)

Prefer hands-on experiences and practical exercises.

Example: A new team member learns best by participating in live supplier negotiations.

Training Approach:

- ✓ Use role-playing exercises and real procurement tasks.

2. Reflectors (Learn by Observing and Thinking)

Prefer to watch, analyze, and review before taking action.

Example: A procurement analyst might prefer to observe meetings before participating.

Training Approach:

- ✓ Provide case studies and post-task reflection sessions.

3. Theorists (Learn by Understanding Concepts and Models)

Prefer structured explanations, data, and frameworks.

Example: A procurement team member might want to study CIPS frameworks before implementing them.

Training Approach:

- ✓ Use lectures, whitepapers, and structured presentations.

4. Pragmatists (Learn by Applying Knowledge to Real Problems)

Prefer practical solutions and immediate application.

Example: A procurement officer may experiment with supplier cost models in real contracts.

Training Approach:

- ✓ Use real-world

SIMULATIONS and problem-solving exercises.

Conclusion

New employees in Zainab's procurement team will progress through stages of competence, requiring structured learning, coaching, and hands-on experience. By recognizing different learning styles (based on Kolb's model), Zainab can tailor training to ensure maximum engagement and skill development. This will help her team become efficient, confident, and competent procurement professionals.

NEW QUESTION # 16

SIMULATION

Discuss internal and external sources of change (10 points). What is a Forcefield Analysis and how can this help a leader plan for change? (15 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Overall explanation

Below you will find how you can plan and draft the essay. Remember this is an example of one way you could approach the question. At Level 6 the questions are much more open so your response may be completely different and that's okay.

Essay Plan

Divide into two separate answers

1) Internal changes; personnel, systems, structure. External changes; STEEPLED and Porter - legislation, economy, technology, competitors.

2) Intro: what is a forcefield analysis? Explain how to do one. Then How can it help? Define objectives, impact on communication strategy Example Essay Change is a constant in the business world, and organizations must adapt to various internal and external forces to remain competitive and relevant. Understanding the sources of change is crucial for managing transformations effectively. In this essay, we will explore the distinction between internal and external sources of change and discuss how they impact personnel, processes, and company structure.

Sources of Internal Change within a Business:

People Changes: Changes in personnel, such as hiring, firing, promotions, and retirements, can have a profound impact on an organization. New hires may require training and onboarding, potentially affecting productivity during the transition. Terminations or layoffs may lead to temporary disruptions and workload adjustments for remaining employees. Moreover personnel changes can influence the organization's culture. New employees may bring different values and perspectives, while the loss of experienced employees can result in a shift in the workplace culture. Promotions and changes in leadership positions can influence decision-making, team dynamics, and the overall direction of the organization.

Systems Changes: Implementing or modifying systems, including software, technology, or operational procedures, can significantly affect how an organization operates. Well-planned systems changes can lead to increased operational efficiency, reduced errors, and improved decision-making, but employees may need time to adapt to new systems, potentially causing a temporary decrease in productivity. Moreover, systems changes can impact data storage, retrieval, and analysis, influencing how information is utilized within the organization.

Company Structure Changes: Altering the organization's structure, including hierarchies, departments, or reporting lines, can reshape how work is organized and executed. Employees who experience shifts in job roles, responsibilities, or reporting relationships, can affect job satisfaction and performance. It may also require adjustments in communication processes, potentially impacting the flow of information within the organization. A well-designed company structure can enhance efficiency and adaptability, while a poorly structured one may lead to inefficiencies and bureaucracy.

Sources of External Change Impacting a Business:

Legislation Changes: Changes in laws and regulations can have immediate and long-term consequences for businesses. Adapting to new regulations may require financial investments in compliance measures, training, or legal counsel. Businesses may need to modify processes and practices to ensure adherence to updated legal requirements. Companies that can proactively adapt to legislative changes may gain a competitive advantage by being compliant and avoiding penalties. An example of this is the upcoming changes to Public Sector Procurement Regulations which will take place in 2024, following the UK's departure from the EU.

Economic Changes: Economic shifts, such as recessions, inflation, or economic growth, can affect an organization's financial health and market position. Economic downturns can lead to decreased consumer spending and reduced revenue, requiring cost-cutting measures like layoffs or budget reductions. Conversely economic growth can present new market opportunities, prompting expansion, product diversification, or investment in research and development. Economic fluctuations can also disrupt supply chains, affecting inventory management, pricing, and delivery times.

Technological Changes: Rapid advancements in technology can drive changes in how businesses operate and compete. Embracing technological advancements can enhance operational efficiency, reduce costs, and improve customer experiences. Employees may require training to adapt to new technologies, and organizations may need to invest in digital infrastructure. Technology-driven innovations can disrupt traditional industries and create new competitive threats or opportunities. For example the music industry has seen huge changes in the past 10 years due to the increasing popularity of streaming platforms such as Apple Music and Spotify.

Competitor Actions: Actions taken by competitors, such as new product launches, marketing campaigns, or market entries, can influence an organization's market share and strategy. This may require adjustments in pricing, product offerings, or marketing strategies. An organisation should look at Porter's 5 Forces and STEEPLE analysis to fully understand potential external sources of change.

In the dynamic business environment, both internal and external sources of change play significant roles in shaping organizations.

Recognizing these sources of change and effectively managing them are essential for organizations to succeed.

Forcefield Analysis

Lewin's Force Field Analysis is a valuable tool that can help a leader plan for change by providing a structured framework for understanding the forces at play in an organization when considering a change initiative. Developed by psychologist Kurt Lewin in 1951, this model helps leaders assess the driving forces that promote change and the restraining forces that resist it.

Identifying Driving and Restraining Forces:

Driving Forces: These are factors that push for change and support the desired change initiative. Identifying these forces helps leaders understand what is propelling the organization toward change. Examples of driving forces include market opportunities, customer demands, and performance improvement goals.

Restraining Forces: These are factors that oppose or hinder change. Recognizing these forces is crucial as they represent obstacles that need to be addressed or overcome. Restraining forces can include employee resistance, existing processes, or budget constraints.

Assessing the Balance:

After identifying driving and restraining forces, leaders can assess the balance between them. This analysis provides a clear picture of

the overall readiness for change within the organization. If driving forces outweigh restraining forces, it suggests a favourable environment for change, while an imbalance in the other direction may require more effort to gain buy-in and overcome resistance. Prioritizing Action Steps:

Once the forces are identified and their balance is assessed, leaders can prioritize action steps accordingly. For driving forces, leaders can focus on leveraging them further and ensuring that they continue to support the change. For restraining forces, strategies can be developed to mitigate or overcome them. This may involve addressing concerns, providing training, or reallocating resources. How this can help a leader plan for change:

Force Field Analysis provides a foundation for developing a comprehensive change management plan. Leaders can use the insights gained to structure the plan, including defining specific objectives, timelines, and key performance indicators (KPIs) to measure progress.

Understanding the forces at play allows leaders to tailor their communication and engagement strategies. They can target communication efforts toward addressing the concerns and motivations of employees, stakeholders, and other relevant parties. By addressing restraining forces through effective communication, leaders can build support for the change.

The analysis doesn't end with the initiation of change; it continues throughout the change process. Leaders can continuously monitor the balance of forces and adjust their strategies as needed. If new restraining forces emerge or driving forces weaken, the change plan can be adapted accordingly to maintain momentum.

In summary, Lewin's Force Field Analysis provides leaders with a structured approach to understanding the dynamics of change within an organization. By identifying driving and restraining forces, leaders can better plan, execute, and manage change initiatives, ultimately increasing the likelihood of successful implementation and achieving desired outcomes.

Tutor Notes

- I have split my answers here and clearly signposted this to the examiner. A top tip is to consider the examiner's first look at your essay. By doing this, they can clearly see within the first 10 seconds that I've understood the question and I've answered all parts. It's a way to set yourself up for success. So, use all the headings and spacings you can. I don't think you can use bold in the exam, but you could use capital letters instead.

- A way to improve on the above would be to give more examples. For the Forcefield analysis you could talk about a potential change at company X being the introduction of a new product line, and say what the forces for and against would be. This would really hammer-home to the examiner you know your stuff.

- Sources of change - p. 224 (note the study guide says internal sources are people, structure and processes, I used the word system in my essay above rather than processes but it's the same thing). External sources of change are anything from STEELED and Porter. Remember the question is only worth 10 points, so 3 or 4 internal and 3 or 4 external is more than enough. Don't do a full STEELED. You don't have time.

- Forcefield analysis is p. 232

NEW QUESTION # 17

SIMULATION

Pat is the newly appointed CPO (Chief Procurement Officer) of Circle Ltd, a fictional manufacturing company. He is in charge of a team of 12 procurement assistants. He is looking to introduce a new E-Procurement system and is unsure what leadership style would be most appropriate to use: assertive, consulting, collaborating or inspiring. Discuss how Pat could use each of these influencing styles with his team, evaluating their effectiveness for this situation.

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Strategic Ethical Leadership in E-Procurement Implementation: Evaluating Influencing Styles In modern procurement management, leadership style significantly impacts the success of strategic initiatives such as the introduction of an E-Procurement system. Pat, as the newly appointed Chief Procurement Officer (CPO) of Circle Ltd, must carefully select an influencing style to ensure smooth adoption of the system by his 12 procurement assistants. Different influencing styles-assertive, consulting, collaborating, and inspiring-offer distinct advantages and challenges in this scenario. This essay discusses how each of these leadership styles can be applied in Pat's situation and evaluates their effectiveness.

1. Assertive Leadership Style

Assertive leadership involves directing employees with confidence and clarity, ensuring compliance through authority. If Pat adopts an assertive approach, he would:

- Clearly communicate the decision to implement the E-Procurement system.

- Set firm expectations for team members regarding system adoption.

- Enforce a strict timeline for training and compliance.

Effectiveness in This Situation

Advantages: Provides clarity, speeds up decision-making, and ensures quick implementation.

Challenges: Could lead to resistance from employees who feel excluded from the decision-making process.

Best Used When: There is an urgent deadline or when employees lack knowledge of alternatives.

Given that procurement assistants may have concerns or fears about technological change, a purely assertive approach may create resistance rather than engagement.

2. Consulting Leadership Style

A consulting leadership style involves seeking input from team members before making a final decision. If Pat takes a consultative approach, he would:

Engage procurement assistants in discussions on how the new system will impact their work.

Conduct surveys or meetings to gather feedback.

Allow employees to voice concerns and propose suggestions.

Effectiveness in This Situation

Advantages: Encourages buy-in from employees, reduces resistance, and improves decision-making.

Challenges: Can be time-consuming if employees have diverging opinions or lack expertise in E-Procurement.

Best Used When: Employees have valuable experience or insights, and the leader seeks team engagement.

Since the system is new to the organization, consultation can help address fears and improve morale, but it should be structured efficiently to avoid unnecessary delays.

3. Collaborating Leadership Style

A collaborative leadership style fosters teamwork and shared decision-making, ensuring that all stakeholders work together toward a common goal. If Pat adopts a collaborative approach, he would:

Form a cross-functional project team to oversee the E-Procurement implementation.

Encourage knowledge sharing and problem-solving among team members.

Ensure that procurement assistants have a role in decision-making, such as selecting the software features they find most useful.

Effectiveness in This Situation

Advantages: Enhances teamwork, improves acceptance of change, and utilizes the collective expertise of the team.

Challenges: Can lead to slow decision-making and conflicts if there are disagreements on implementation details.

Best Used When: The project requires innovation and teamwork, and when employees have technical expertise or experience with procurement systems.

Since successful adoption of an E-Procurement system depends on user engagement, collaboration would be highly effective, but it needs structured guidance from leadership.

4. Inspiring Leadership Style

An inspiring leadership style focuses on motivating employees by sharing a vision and fostering enthusiasm. If Pat uses an inspirational approach, he would:

Explain the strategic benefits of E-Procurement for Circle Ltd, such as cost savings, efficiency, and competitive advantage.

Use storytelling and case studies to illustrate successful transformations in similar companies.

Recognize and reward employees who embrace the new system.

Effectiveness in This Situation

Advantages: Boosts morale and motivation, increases commitment, and reduces change resistance.

Challenges: Employees may still need practical guidance and structured training alongside motivation.

Best Used When: Change is significant and requires a mindset shift, especially in environments where innovation is encouraged.

Since the introduction of E-Procurement is a transformative change, an inspiring leadership approach would be effective in motivating employees, but it should be paired with practical implementation strategies.

Conclusion: Choosing the Best Approach

Pat must consider both the technical challenges of E-Procurement implementation and the human factors involved in change management. A blended approach combining multiple leadership styles would be the most effective strategy.

Start with an inspiring approach to generate enthusiasm and ensure employees understand the long-term benefits of E-Procurement.

Use consultation and collaboration to gather feedback and ensure employees feel involved in the change process.

Apply an assertive approach strategically, ensuring that deadlines and key expectations are met.

By combining these leadership styles, Pat can successfully implement the E-Procurement system while ensuring his team is engaged, motivated, and aligned with the company's strategic goals.

NEW QUESTION # 18

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