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## CIPS L6M1 Exam Dumps - Right Preparation Method [2025]

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### CIPS L6M1 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>Evaluate influencing styles for effective supply chain leadership: This section targets HR Managers and compares leadership techniques that can be used to influence personnel involved in a supply chain. It includes assessing the readiness of followers, leaders' attitudes to people, management by objectives, and emotional intelligence. A critical skill assessed is assessing the readiness of HR for a particular task.</li></ul>
Topic 2	<ul style="list-style-type: none"><li>Understand and apply ethical practices and standards: This section measures the skills of Regulatory Compliance Managers and assesses regulations that impact the ethical employment of people.</li></ul>
Topic 3	<ul style="list-style-type: none"><li>Understand and apply leadership skills and behaviors: This section measures the skills of Procurement Managers and focuses on critically evaluating the differences between leadership and management. It covers defining leadership roles, the importance of leadership, situational leadership, and transformational leadership. A key skill measured is differentiating leadership and management approaches effectively.</li></ul>

Topic 4	<ul style="list-style-type: none"> <li>• Compare leadership techniques: This section measures the skills of Stakeholder Engagement Managers and evaluates how to create a communication plan to influence personnel in the supply chain. It covers stakeholder analysis, how to obtain buy-in to supply chain strategies, and the use of the Internet for publishing information. A key skill measured is obtaining stakeholder buy-in effectively.</li> </ul>
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## CIPS Strategic Ethical Leadership Sample Questions (Q32-Q37):

### NEW QUESTION # 32

#### SIMULATION

Describe four reasons a person may resist change and four ways a leader can overcome resistance to change (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

Intro: what is change?

P1: fear

P2: poor communication and misunderstanding

P3: economic conditions change (e.g. impact on working conditions or pay) P4: perception (because they believe the change won't be beneficial) P5: leader can overcome resistance through: providing compelling rationale for the change P6: leader can overcome resistance through: Employee involvement (participative management style) P7: leader can overcome resistance through: providing training P8: leader can overcome resistance through: being honest and using timely communication Conclusion: change management is complex and requires overcoming many obstacles. Need to plan. Use tools such as Kotter's Change Management Principles, Lewin's Forcefield Analysis and RACI Example Essay Change, in the context of organizations, refers to a departure from the existing state or processes toward a new and often better state. Change can encompass various aspects, such as altering processes, introducing new technologies, or modifying company culture. However, individuals within the organization often resist change for a variety of reasons. This essay will explore four common reasons for resistance to change and four effective strategies leaders can employ to overcome this resistance.

Four Reasons for Resistance to Change:

Fear: People tend to resist change when they fear the unknown. Change often brings uncertainty about the future, job security, and one's ability to adapt. An example of this is an older employee resisting a change to using a new e-procurement system, because they are mistrustful of technology.

Poor Communication and Misunderstanding: Inadequate or unclear communication about the change can lead to misunderstandings and misinterpretations. Lack of information can result in resistance due to confusion or distrust. For example an employee may hear of a change accidentally in the hallway and pass this on, without knowing the full story, they may make a decision to resist the change. Economic Conditions Change: If people believe that the change will negatively impact them, for example increasing their workload, stress levels or financial take homes, they may resist change. An example of this is during a company restructure when people believe that merging of job roles will result in them having to do more work.

Perception: Individuals may resist change when they perceive it as unnecessary, or detrimental to their interests. This resistance often stems from a belief that the change won't be beneficial. For example a manager may wish to introduce a new way to categorise inventory, but warehouse staff believe that this change will make counting inventory take longer.

Four Ways a Leader Can Overcome Resistance to Change:

Providing Compelling Rationale for the Change: Leaders can overcome resistance by clearly and convincingly explaining the reasons behind the change. Demonstrating how the change aligns with the organization's goals and how it will benefit employees can help mitigate fear and uncertainty.

Employee Involvement (Participative Management Style): Inviting employees to participate in the change process can reduce resistance. When individuals feel they have a say in the change, they are more likely to embrace it. Leaders can solicit input, involve employees in decision-making, and create a sense of ownership in the change.

Providing Training: Resistance often stems from a lack of knowledge or skills required for the change. Leaders can provide training and resources to equip employees with the necessary tools to adapt successfully. This not only reduces resistance but also enhances employee confidence and competence. This would be particularly helpful for changes involving new systems and ways of working.

Being Honest and Using Timely Communication: Effective communication is critical in overcoming resistance. Leaders should be honest about the reasons for the change, acknowledge potential challenges, and provide regular updates. Timely and transparent communication builds trust and reduces uncertainty.

In conclusion, change management is a complex process that requires leaders to address and overcome various sources of resistance. Understanding the reasons behind resistance is essential for effective change leadership. As Atkinson (2005) notes: resistance to change should not be viewed negatively, it is a positive and healthy response. Employing strategies like providing a compelling rationale, involving employees, offering training, and maintaining open and honest communication can help leaders navigate the complexities of change successfully. Moreover, change management tools such as Kotter's Change Management Principles, Lewin's Forcefield Analysis, and RACI (Responsible, Accountable, Consulted, Informed) matrices can further aid leaders in planning and executing change initiatives efficiently and with the least possible resistance.

#### Tutor Notes

- With this type of question try to give as many examples as you can.
- Other things you could have mentioned in your essay include:
- Reasons to resist change: out of habit, because other people are resisting it (sheep mentality), loss of freedom, scepticism, impact the change may have on their personal life (e.g. effect on work life balance).
- Dealing with resistance to change; Top management sponsorship and HR involvement, Understanding of human behaviour and why people may resist change, Corporate culture supports change, Adjustment to performance mechanisms, KPIs, Efficient organisational structure, Rewards (monetary and otherwise)

### NEW QUESTION # 33

#### SIMULATION

Mark is the Head of IT at Squirrel Incorporated and has been asked to join a cross-functional team including staff from the procurement and finance departments. The team is tasked with looking into the procurement of a new IT system. Explain some of the different roles that Mark could play in this newly formed team and discuss how Mark can influence the outcome of decisions made. (25 points)

#### Answer:

Explanation:

See the Answer is the explanation

Explanation:

#### Mark's Role and Influence in a Cross-Functional Procurement Team

As Head of IT at Squirrel Incorporated, Mark has been asked to join a cross-functional team to evaluate and procure a new IT system. This team includes representatives from procurement and finance, meaning each member will have a distinct perspective. Given Mark's technical expertise, he can play multiple roles in the decision-making process. This essay explores key roles Mark could play and how he can influence the outcome of decisions.

#### Roles Mark Could Play in the Team

##### 1. Technical Expert

Since the procurement involves an IT system, Mark's primary role is to provide technical expertise on system requirements, compatibility, and security.

##### Responsibilities:

Define the technical specifications for the new system.

Ensure the system is compatible with existing infrastructure.

Evaluate vendors' technical capabilities and cybersecurity compliance.

##### Influence on Outcome:

- ✓ Ensures only technically viable solutions are considered.
- ✓ Prevents the company from investing in obsolete or incompatible technology.

##### 2. Liaison Between IT and Other Departments

Since procurement and finance teams may not have deep technical knowledge, Mark can act as a translator, ensuring IT needs are understood and integrated into procurement decisions.

##### Responsibilities:

Explain technical jargon in business-friendly terms.

Align IT system selection with business objectives.

Address concerns from finance (budget) and procurement (supplier contracts).

##### Influence on Outcome:

- ✓ Ensures the new system meets business and IT needs.
- ✓ Helps non-technical team members make informed decisions.

##### 3. Risk Assessor

IT systems carry risks related to cybersecurity, compliance, and implementation challenges. Mark can lead in risk assessment and mitigation.

##### Responsibilities:

Identify potential security vulnerabilities.

Ensure compliance with data protection laws (e.g., GDPR, CCPA).

Evaluate risks related to system downtime and integration failures.

Influence on Outcome:

- ✓ Reduces the risk of costly data breaches or compliance violations.
- ✓ Helps select vendors with strong security measures.

#### 4. Change Management Facilitator

Implementing a new IT system requires user training and adaptation. Mark can anticipate resistance to change and help ensure smooth adoption.

Responsibilities:

Assess potential user resistance and develop a training plan.

Work with HR and department heads to facilitate smooth transition.

Provide input on user experience (UX) and ease of use.

Influence on Outcome:

- ✓ Increases the likelihood of successful system adoption.
- ✓ Reduces productivity losses due to poor training or resistance.

#### 5. Budget and Cost Advisor

Although finance oversees budget approvals, Mark can help justify IT-related expenses and ensure the team gets the best value for the investment.

Responsibilities:

Identify hidden costs (e.g., licensing fees, maintenance, upgrades).

Compare on-premise vs. cloud-based solutions for cost-effectiveness.

Negotiate with vendors for best pricing and support packages.

Influence on Outcome:

- ✓ Ensures long-term cost savings by choosing a scalable, efficient system.
- ✓ Prevents overspending on unnecessary features.

#### How Mark Can Influence Decision-Making

Mark's technical knowledge, risk assessment skills, and financial awareness give him significant influence over the team's decisions.

Here's how he can maximize his impact:

##### Providing Data-Driven Insights

Use comparative analysis to show which IT system performs best.

Present case studies or industry benchmarks to support recommendations.

##### Building Consensus Among Team Members

Address concerns of procurement (vendor selection) and finance (cost control).

Act as a neutral party balancing IT needs with business constraints.

##### Advocating for Long-Term Strategy Over Short-Term Cost Savings

Highlight scalability and future-proofing rather than just upfront costs.

Explain the total cost of ownership (TCO), including maintenance and upgrades.

##### Engaging with Vendors and Negotiating Best Terms

Participate in vendor meetings to ensure IT concerns are properly addressed.

Suggest contractual terms that provide flexibility and service guarantees.

#### Conclusion

Mark's role in this cross-functional team is critical to ensuring a successful IT system procurement. By acting as a technical expert, liaison, risk assessor, change manager, and budget advisor, he can ensure that business needs, security, and cost-effectiveness are balanced. His ability to communicate effectively, present data-driven insights, and align stakeholders will significantly influence the final decision. Through strategic engagement, Mark can help the team select the best IT system that supports Squirrel Incorporated's long-term success.

## NEW QUESTION # 34

### 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 enshrined 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 organization 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 # 35

### SIMULATION

It has recently come to light that Fakeborough City Council has been engaging in discriminatory labour practices. These allegations include paying male employees more than female employees for completing the same type of work and excluding some employees from promotional opportunities for no good reason. Discuss how employees at Fakeborough City Council can deal with discrimination at work, and the risks that Fakeborough City Council are currently facing. (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 - discrimination undermines principles of fairness, equality and justice Section 1: Employees should: use internal reporting mechanisms, seek legal advice, talk to union, use ADR, keep records Section 2: Council's risks: legal, reputational, productivity, loss of talented staff, regulatory scrutiny Conclusion: Council needs to promptly address these issues Example Essay Discrimination in the workplace is a grave issue that undermines the principles of fairness, equality, and justice. In this essay, we will discuss how employees at Fakeborough City Council can deal with discrimination at work and the risks currently faced by the council as a result of these discriminatory practices.

Dealing with Discrimination at Work:

Internal Reporting Mechanisms: Employees should utilize internal reporting mechanisms established by Fakeborough City Council to address discrimination issues. These mechanisms typically include channels for lodging complaints, such as HR departments or designated ombudsman officers. There may also be a whistleblowing channel which would inform senior leaders of issues such as the pay gap between male and female workers. By reporting incidents, employees can initiate formal investigations into these types of discriminatory practices.

Seek Legal Advice: If internal mechanisms do not yield satisfactory results or if employees fear retaliation, seeking legal advice from employment law specialists is a viable option. Legal professionals can provide guidance on pursuing legal remedies, such as filing discrimination claims with employment tribunals or courts. One way to do this may be for the employees at Fakeborough Council to speak to their trade unions or workers' councils, which could help individuals collectively address discrimination concerns. These representatives can negotiate with the council on behalf of affected employees and advocate for fair and equal treatment.

Document Incidents: Employees should keep detailed records of discriminatory incidents, including dates, times, locations, witnesses, and any relevant communication or documentation. These records can serve as valuable evidence in any legal proceedings or internal investigations.

Seek Mediation or Conciliation: Mediation or conciliation services can be explored as alternative dispute resolution methods. These processes aim to facilitate constructive dialogue between employees and the council to resolve discrimination issues amicably.

Risks Faced by Fakeborough City Council:

Legal Consequences: Fakeborough City Council is at risk of facing legal consequences if discrimination allegations are substantiated. If they are found to have paid male workers more than female workers, this would be in violation of the Equalities Act 2010.

Consequences of a breach of this legislation may involve fines and compensation payments to affected employees.

Reputational Damage: Discrimination revelations can lead to significant reputational damage for the council. Negative media coverage and public backlash can erode public trust and support, making it challenging to attract and retain talent or secure funding for essential projects. As this is a public sector organisation, Fakeborough do not need to worry about loss to profits, as a private company would in a similar situation, however, damage to reputation could have other financial impacts such as losing out on opportunities. For example losing the opportunity to host events such as sporting events in the city because the event organisers don't want to be associated with the Council, or losing funding from central government.

Employee Morale and Productivity: Discrimination negatively impacts employee morale and productivity. Employees may disengage from their work, leading to decreased productivity, absenteeism, and high turnover rates, which can further strain the council's resources. This is particularly true when opportunities to advance are not equal. For example if Fakeborough council are only promoting white employees, then employees of other ethnicities will be disincentivised from working hard as they know that their work will not be compensated or rewarded.

Regulatory Scrutiny: Regulatory bodies, including the Equality and Human Rights Commission (EHRC) in the UK, may investigate Fakeborough City Council's employment practices if discrimination allegations arise. This can result in further legal obligations and potential penalties.

Loss of Talent: Discriminatory practices can drive away talented employees who seek workplaces with fair and inclusive cultures. This can result in a loss of valuable human capital, hindering the council's ability to deliver services effectively.

In conclusion, addressing discriminatory labour practices at Fakeborough City Council requires employees to use internal reporting

mechanisms, seek legal advice, engage with employee representatives, document incidents, and explore mediation or conciliation. The council faces significant risks, including legal consequences, reputational damage, diminished employee morale and productivity, regulatory scrutiny, and the loss of talent. It is in the council's best interest to promptly address and rectify discriminatory practices to foster a fair, inclusive, and productive work environment while mitigating these risks.

## NEW QUESTION # 36

### SIMULATION

Discuss transformational and transactional approaches to leadership. Which is the most appropriate approach in the following case study:

Mo is a procurement manager at a large manufacturing organisation. He oversees a team of 5 procurement assistants. The assistants are currently not working to a high level; they lack skills and confidence in completing tenders and Mo is concerned about their abilities to conduct accurate work. (25 points)

#### Answer:

Explanation:

See the Answer is the explanation

Explanation:

Introduction

Leadership is a critical factor in shaping employee performance, motivation, and overall organizational success. In procurement, managers must adopt a leadership style that aligns with their team's capabilities, business objectives, and operational challenges. Two widely recognized leadership styles are Transformational Leadership and Transactional Leadership, each with distinct characteristics and effects on team performance.

This essay will discuss both leadership styles, outlining their advantages and disadvantages. It will then evaluate which approach is best suited for Mo, a procurement manager facing skill and confidence issues among his team members.

Understanding Transformational Leadership

Definition

Transformational leadership is a leadership style that focuses on inspiring, motivating, and developing employees to reach their full potential. Transformational leaders act as mentors and role models, encouraging innovation, professional growth, and long-term performance improvements.

Key Characteristics of Transformational Leadership

Inspiration and Motivation - The leader encourages employees to perform beyond expectations through a compelling vision.

Individualized Support - Focuses on mentoring and coaching employees to enhance their skills.

Encourages Innovation - Employees are empowered to think creatively and solve problems.

Develops Future Leaders - Focuses on long-term talent development rather than short-term task completion.

High Engagement and Emotional Intelligence - Builds strong relationships with employees and fosters a positive workplace culture.

Advantages of Transformational Leadership

Encourages professional growth - Employees develop new skills and gain confidence.

Increases motivation and job satisfaction - Employees feel valued and supported.

Promotes innovation and continuous improvement - Encourages employees to think creatively.

Builds long-term organizational success - Creates future leaders through mentoring and skill development.

Disadvantages of Transformational Leadership

Time-consuming - Requires significant time and effort for mentoring and development.

Not suitable for urgent performance issues - If immediate performance improvement is needed, transformational leadership may be too slow.

Employees may resist change - Some employees may be unwilling to embrace coaching and new expectations.

Understanding Transactional Leadership

Definition

Transactional leadership is a leadership style based on a structured, performance-driven approach. It focuses on clear expectations, rewards for success, and consequences for underperformance. This style is best suited for improving task efficiency, enforcing compliance, and ensuring consistency.

Key Characteristics of Transactional Leadership

Clear Expectations and Rules - Employees have defined roles and responsibilities.

Performance-Based Rewards and Punishments - Good performance is rewarded, while poor performance is corrected through disciplinary actions.

Focus on Efficiency and Results - Emphasizes productivity and operational efficiency over employee growth.

Short-Term Performance Goals - Ensures immediate improvements in employee performance.

Hierarchy and Structure - Follows a strict chain of command.

Advantages of Transactional Leadership

Ensures short-term efficiency and compliance - Clearly defines expectations, which leads to immediate improvements in

performance.

- Effective for structured tasks - Employees know exactly what is expected, reducing uncertainty.
- Increases accountability - Employees are held responsible for meeting targets.
- Useful for crisis management - Provides a clear directive in high-pressure situations.

Disadvantages of Transactional Leadership

- Limited employee development - Focuses more on task completion rather than skill enhancement.
- Can reduce creativity and innovation - Employees may feel restricted by rigid expectations.
- May reduce motivation - Over-reliance on rules and punishments can create a negative work environment.
- Not ideal for building long-term talent - Employees may not develop leadership skills or confidence.

Which Leadership Style is Most Suitable for Mo?

Case Study Analysis: Mo's Leadership Challenge

Mo is a procurement manager leading a team of 5 procurement assistants.

The assistants are underperforming due to lack of skills and confidence.

Mo is concerned about their ability to complete procurement tenders accurately.

Evaluating the Best Leadership Approach for Mo

Criteria	Transformational Leadership	Transactional Leadership
Developing Employee Skills	<input checked="" type="checkbox"/> Excellent – Encourages learning and mentoring.	<input type="checkbox"/> Poor – Focuses on immediate compliance rather than skill development.
Boosting Employee Confidence	<input checked="" type="checkbox"/> Excellent – Encourages personal growth and motivation.	<input type="checkbox"/> Limited – May not help in building long-term confidence.
Ensuring Short-Term Performance Improvement	<input type="checkbox"/> Slower – Focuses on long-term growth rather than immediate results.	<input checked="" type="checkbox"/> Strong – Provides immediate discipline and structure.
Fostering Innovation in Procurement	<input checked="" type="checkbox"/> Strong – Encourages assistants to think creatively.	<input type="checkbox"/> Weak – Enforces rules but limits creative solutions.
Managing an Underperforming Team	<input checked="" type="checkbox"/> Good – Helps low-performing employees improve.	<input checked="" type="checkbox"/> Strong – Sets clear expectations and improves short-term performance.

Based on the specific challenges Mo is facing, neither leadership style alone is perfect. Instead, a combined approach is most suitable:

**Recommended Approach: A Blend of Transformational and Transactional Leadership**  
**Short-Term Approach: Transactional Leadership for Immediate Performance Improvement**  
Mo should set clear expectations and enforce accountability to ensure the assistants improve their performance in procurement tenders.

Implement a structured training program with performance benchmarks.

Use performance-based incentives (e.g., bonuses, recognition for accurate work).

Provide constructive feedback on mistakes to encourage learning.

**Long-Term Approach: Transformational Leadership for Skill Development and Confidence**  
Mo should act as a mentor and coach, providing continuous learning opportunities.

Encourage assistants to develop confidence in procurement by assigning them progressively challenging tasks.

Inspire the team by highlighting the importance of procurement excellence in achieving organizational goals.

Implement peer learning and mentorship programs to create a supportive learning environment.

**Conclusion**

Both Transformational Leadership and Transactional Leadership offer valuable benefits, but in the case of Mo's underperforming team, a blended approach is the most effective strategy.

Transactional Leadership should be used in the short term to improve immediate performance, enforce accountability, and ensure accuracy in procurement tenders.

Transformational Leadership should be introduced gradually to develop skills, boost confidence, and foster long-term career growth among the procurement assistants.

By combining both approaches, Mo can quickly improve his team's performance while ensuring they gain the necessary skills and confidence to succeed in procurement. This balanced leadership approach ensures short-term efficiency and long-term growth, making it the most effective strategy for Mo's situation.

## NEW QUESTION # 37

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