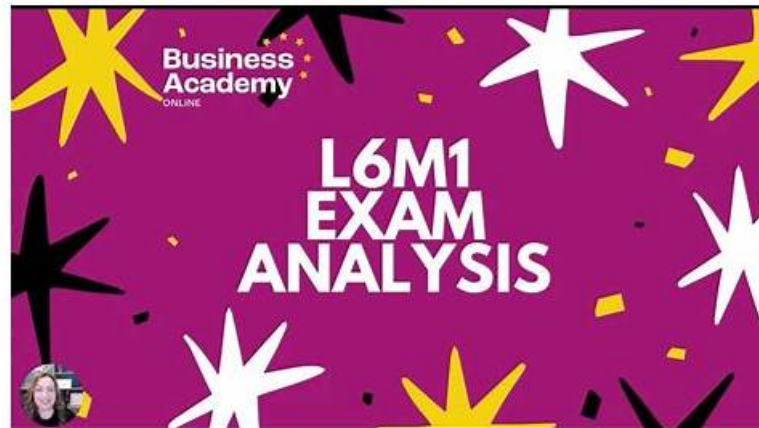


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CIPS L6M1 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">• 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.
Topic 2	<ul style="list-style-type: none">• Understand and apply communication planning techniques: This section measures the skills of Communications Managers and focuses on evaluating influencing styles that can be used in the effective leadership of a supply chain. It covers implementing a vision of improved procurement, models for managing in different directions, and influencing styles for cross-functional leadership. A key skill measured is implementing a vision of improved communication.
Topic 3	<ul style="list-style-type: none">• 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.

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CIPS Strategic Ethical Leadership Sample Questions (Q39-Q44):

NEW QUESTION # 39

SIMULATION

Discuss the 5 approaches to management of the Blake Mouton Managerial Grid. How can this be applied to the role of a procurement manager? (25 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Introduction

Management effectiveness is critical for organizational success, particularly in functions like procurement, where balancing cost efficiency, supplier relationships, and operational effectiveness is key. The Blake Mouton Managerial Grid provides a framework for evaluating leadership styles based on a manager's concern for people (team members, stakeholders, suppliers) versus concern for production (task completion, efficiency, and profitability).

This essay will discuss the five approaches to management outlined in the Blake Mouton Managerial Grid and explore how procurement managers can apply them to enhance procurement performance.

Understanding the Blake Mouton Managerial Grid

The Blake Mouton Managerial Grid (1964) classifies management styles based on two axes:

Concern for People - The degree to which a leader considers employee motivation, satisfaction, and well-being.

Concern for Production (or Task) - The extent to which a leader focuses on achieving organizational goals, efficiency, and productivity.

This results in five distinct leadership styles, each with its strengths and weaknesses.

The Five Approaches to Management in the Blake Mouton Grid

Management Style	Concern for People	Concern for Production
Impoverished Management	Low	Low
Task Management	Low	High
Country Club Management	High	Low
Middle-of-the-Road Management	Moderate	Moderate
Team Management	High	High

1. Impoverished Management (Low Concern for People, Low Concern for Production) Description:

Leaders with an impoverished management style exert minimal effort to manage people or production.

They often avoid decision-making, fail to motivate employees, and show little interest in organizational goals.

This approach leads to low productivity, disengaged employees, and poor procurement outcomes.

Impact on Procurement Management:

- ☐ Weak supplier management - Poor relationships with suppliers may lead to delivery delays and contract failures.
- ☐ No cost control - Procurement teams may fail to negotiate favorable pricing due to lack of leadership.
- ☐ Lack of strategic alignment - Procurement fails to support organizational goals, resulting in inefficiencies.

Example:

A procurement manager who ignores supplier performance reviews, does not enforce contract terms, and fails to manage procurement risks would be practicing an impoverished management style.

2. Task Management (High Concern for Production, Low Concern for People) Description:

Task-oriented managers focus solely on efficiency, cost-cutting, and productivity, while neglecting employee well-being and engagement.

This style is highly authoritative and focuses on strict rules, efficiency, and results-driven processes.

Impact on Procurement Management:

- ☐ Strict cost control - The procurement team will focus on cutting costs and maximizing efficiency.
- ☐ Strong compliance enforcement - Ensures strict adherence to procurement policies and regulations.
- ☐ Supplier dissatisfaction - Overly aggressive cost-cutting and negotiation tactics may harm supplier relationships.
- ☐ Low employee morale - Procurement assistants may feel undervalued, leading to high staff turnover.

Example:

A procurement manager who focuses only on cost reduction and efficiency, without considering supplier relationships or team well-

being, would fit this style.

3. Country Club Management (High Concern for People, Low Concern for Production) Description:

A country club manager prioritizes employee satisfaction and relationships but neglects productivity and performance.

This results in a friendly, low-pressure environment, but with low accountability and inefficiency.

Impact on Procurement Management:

- ☐ Strong supplier and stakeholder relationships - Procurement teams collaborate well with suppliers but may overpay due to a lack of tough negotiations.
- ☐ High team morale - Employees feel valued and motivated.
- ☐ Lack of cost efficiency - Over-prioritizing relationships may result in weak cost controls.
- ☐ Ineffective risk management - Procurement managers may fail to enforce strict supplier performance criteria.

Example:

A procurement manager who develops strong relationships with suppliers but fails to hold them accountable for poor performance is practicing country club management.

4. Middle-of-the-Road Management (Moderate Concern for People, Moderate Concern for Production) Description:

Balances both people and task concerns, but does not excel in either.

Ensures some level of efficiency and employee satisfaction, but lacks a strong strategic direction.

Impact on Procurement Management:

- ☐ Balanced supplier relationships - Ensures cost efficiency while maintaining supplier goodwill.
- ☐ Moderate employee engagement - The team feels reasonably motivated, but lacks innovation and strong leadership.
- ☐ Missed cost-saving opportunities - Procurement might fail to maximize value due to a lack of strategic focus.
- ☐ Lack of strong risk mitigation - The procurement manager may not aggressively manage risks, leading to supply chain disruptions.

Example:

A procurement manager who performs adequately but does not drive significant improvements or cost savings fits this style.

5. Team Management (High Concern for People, High Concern for Production) Description:

The most effective leadership style, where the manager prioritizes both team well-being and achieving high performance.

Encourages collaboration, innovation, and accountability.

Focuses on both supplier relationships and cost efficiency.

Impact on Procurement Management:

- ☐ Optimized supplier performance - Ensures strong contract management, strategic sourcing, and supplier collaboration.
- ☐ High employee morale and performance - Employees are engaged, trained, and motivated to drive procurement success.
- ☐ Balanced cost and quality approach - Focuses on achieving cost efficiency while maintaining quality standards.
- ☐ Encourages innovation in procurement - Uses data analytics, AI, and technology to improve procurement processes.

Example:

A procurement manager who mentors their team, fosters supplier partnerships, and ensures cost savings while maintaining ethical procurement practices follows a team management approach.

Application of the Blake Mouton Grid to Procurement Management

The Blake Mouton Grid helps procurement managers identify their leadership style and improve team performance and supplier management. Here's how:

Developing High-Performance Procurement Teams - Procurement managers should strive for a team management approach, ensuring both efficiency and employee engagement.

Enhancing Supplier Relationship Management - A balanced approach ensures fair negotiations, long-term partnerships, and cost efficiency.

Strategic Cost Management - Managers should avoid being overly task-focused (cost-cutting) or too lenient on supplier pricing.

Improving Risk Management - Ensuring strong governance and compliance while maintaining good supplier relationships.

Continuous Improvement - Encouraging innovation, sustainability, and procurement technology adoption.

Conclusion

The Blake Mouton Managerial Grid provides valuable insights into leadership effectiveness in procurement management. Among the five approaches:

Team Management is the most effective style for procurement managers, balancing supplier relationships, cost efficiency, and employee engagement.

Task Management may be useful in cost-control situations, but must be balanced with ethical supplier management.

Country Club, Middle-of-the-Road, and Impoverished Management styles are less effective, as they fail to balance procurement efficiency and supplier relationships.

By adopting a "Team Management" approach, procurement managers can drive strategic value, optimize supplier performance, and enhance procurement team capabilities, ultimately contributing to long-term business success

NEW QUESTION # 40

SIMULATION

Discuss the following strategies for resolving conflict: prevention, conflict management and conflict resolution. Provide examples of

where these strategies may be appropriate, giving advantages and disadvantages to each (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 - conflict is part of human nature

P1 - prevention, example, advantages, disadvantages

P2 - conflict management, example, advantages, disadvantages

P3 - conflict resolution, example, advantages, disadvantages

Conclusion - which one depends on people involved, nature of conflict and severity.

Example Essay

Conflict is a natural part of human interaction and can occur in various contexts, including personal relationships, workplaces, and communities. To address conflicts in the workplace effectively, organizations often employ three primary strategies: prevention, conflict management, and conflict resolution. Each strategy has its advantages and disadvantages, and their appropriateness depends on the specific situation and the parties involved.

Conflict Prevention: Conflict prevention involves proactively identifying potential sources of conflict and taking measures to prevent them from escalating into disputes. For example an organization implements clear communication channels and policies to address employee grievances promptly, reducing the likelihood of conflicts stemming from miscommunication. Another example may be a line manager and new employee discussing their expectations and boundaries early in their relationship to avoid misunderstandings that could lead to conflicts later.

Advantages:

- Cost-effective: Preventing conflicts is often more cost-effective than dealing with their consequences.
- Preserves relationships: It helps maintain positive relationships by avoiding unnecessary tension and hostility.
- Promotes productivity: In a workplace, conflict prevention can lead to a more harmonious and productive environment. People feel more comfortable and less stressed when they know where they stand.

Disadvantages:

- Not always possible: Some conflicts are inevitable, and prevention may not address deeply rooted issues. It's also not possible to predict every conflict. Prevention only works if you foresee issues.
- Time-consuming: Implementing preventive measures can require time and effort. Especially if it's not known whether a conflict will arise or not.

Conflict Management: Conflict management focuses on addressing conflicts as they arise, with the aim of minimizing their negative effects and finding mutually acceptable solutions. People openly discuss the conflict with the aim of reaching a mutual understanding of the disagreement. This approach requires a supportive leader trained in group skills and is usually used to try and prevent, or at least minimise, conflicts as they arise. For example, in a workplace two colleagues disagree about the best way to approach a task - they take the discussion to a meeting room with their supervisor and reach an agreeable outcome by finding common ground such as splitting the task into two parts, and each taking responsibility for their part.

Advantages:

- Addresses issues directly: Conflict management acknowledges the problem and attempts to find solutions.
- Preserves relationships: When managed well, conflicts can strengthen relationships by fostering understanding and compromise.
- Opportunity for growth: It can lead to personal and organizational growth by addressing underlying issues.

Disadvantages:

- Time and energy-consuming: Conflict management can be emotionally draining and time-consuming.
- Risk of escalation: If not handled properly, conflicts can escalate and get worse, causing more harm in the long term.
- No guarantee of resolution: Some conflicts may not have easily achievable solutions.

Conflict Resolution. Conflict resolution is the process of finding a definitive solution to a conflict, often resulting in a formal agreement that satisfies all parties. It is used after conflict has already broken out and sometimes when conflict management has already failed. A 3rd party such as a Liaison Officer mediates a resolution meeting, setting rules and procedures on behaviour conduct. An example of this is a dispute between buyer and supplier over a contract term which is taken to alternative dispute resolution such as arbitration. Another example may be a dispute between two employees which is taken to HR and each employee has a representative/ witness present.

Advantages:

- Permanent solution: Conflict resolution aims to resolve the issue once and for all. Unlike the other two approaches, the decision is final and cannot be undone.
- Legal and formal: It can be legally binding and provide a clear framework for compliance, unlike the other two options.

Disadvantages:

- Time-consuming: Conflict resolution can take a significant amount of time, especially if legal proceedings are involved.
 - Costly: It can be expensive, particularly when legal or professional mediation services are required such as contract disputes between buyers and sellers.
 - May not satisfy all parties: Some parties may feel they've lost or been unfairly treated, which can lead to lingering resentment.
- In practice, the choice of strategy depends on the nature and severity of the conflict, the parties involved, and the desired outcomes. Often, a combination of these strategies may be employed to effectively address conflicts in various situations. Effective conflict management requires adaptability and a careful assessment of the specific circumstances to determine the most appropriate approach.

Tutor Notes

- there are so many parts to this question. I recommend doing a quick plan at the start like I've done. You can then flick back to this once you've finished your essay to check you've included all the points. For example, did you write the disadvantage of conflict management? Did you include an example of conflict resolution? There's so many things you could accidentally miss out here so do double check your work at the end.
- Students often get conflict management and conflict resolution mixed-up. Hopefully the above essay helps clear this up if you weren't sure before.
- Some quotes on conflict management which you could use in your essay:
 "In the middle of every difficulty lies opportunity." - Albert Einstein
 "If you want to resolve a conflict, you must be willing to compromise." - John Hume
- Study guide p. 254

NEW QUESTION # 41

SIMULATION

What is meant by the 'Contingency Model' of Organisation? What factors should be considered?

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 contingency theory?

Each factor in a paragraph: external environment, technology, size, culture, goals, leader style, the people Conclusion - there is no universally 'right' way to structure an organisation, and it can change over time.

Example Essay

The Contingency Model of organization is a management and organizational theory that suggests there is no one-size-fits-all approach to organizing and managing a company. Instead, it proposes that the most effective organizational structure and management style depend on various external and internal factors, often referred to as contingencies. The core idea behind this model is that the optimal way to organize and manage an organization is contingent upon the unique circumstances or contingencies it faces.

Key factors that should be considered in the Contingency Model of Organization include:

Environmental Factors: The external environment, including factors like the industry in which the organization operates, economic conditions, competition, and legal and regulatory requirements, can greatly influence the organization's structure and strategy. An organisation should consider STEEPLED factors and Porter's 5 Forces when deciding which company structure would be most appropriate.

Technology: The nature of the organization's technology and the rate of technological change can impact its structure and processes. Some organizations may need to be more flexible and adaptive due to rapidly changing technologies, while others may rely on stable and proven technologies. For example, does the organisational structure allow people to work remotely from home?

Organizational Size: The size of the organization can affect its structure and management practices. Smaller organizations might have a more informal structure, while larger ones may require more formal hierarchies. For example a small organisation would not benefit from a bureaucratic structure, but a large organisation may need several levels of management and a degree of bureaucracy.

Organizational Culture: The culture of the organization, including its values, norms, and beliefs, can influence how it is structured and managed. For instance, an innovative and entrepreneurial culture may lead to a flatter, more decentralized structure.

Goals and Strategy: The goals and strategy of the organization play a crucial role in determining its structure and management style. Different strategies, such as cost leadership, differentiation, or innovation, may require different organizational structures and approaches.

Leadership Style: The leadership style of top management can impact the organization's structure and culture. Leaders with a preference for centralization may create a more hierarchical structure, while those who favour decentralization may opt for a flatter

structure.

Human Resources: The skills, abilities, and motivation of the workforce can influence how an organization is structured and managed. A highly skilled and motivated workforce may require less supervision and a more decentralized structure.

The important thing to note with the Contingency Theory is that the organization's needs and circumstances can change over time, so what works best today may not be suitable in the future. Organizations must continuously assess and adapt their structures and management practices as contingencies evolve.

In essence, the Contingency Model recognizes that there is no universally optimal way to organize and manage an organization. Instead, managers must carefully assess and consider the various contingencies that affect their organization and make decisions accordingly. This approach promotes flexibility and adaptability in organizational design and management, allowing companies to better respond to changing circumstances and maximize their effectiveness.

Tutor Notes

- Another way this could come up as a question is related to a case study. You may be asked to pick out factors which would effect the way an organisation is structured.
- You could also be asked pros and cons of the contingency theory (pro: very flexible, highly responsive to changes con: people don't know where they stand, harder to find accountability)
- It's covered in detail in the studyguide but it's quite a simple concept - the best structure for an organisation depends on lots of different factors.

NEW QUESTION # 42

SIMULATION

Fred has recently been promoted from a Procurement Executive to Head of Procurement at Silly Name Company. Having worked in the procurement department of Silly Name Company for over 15 years, he has many ideas of how to improve the department, some of them radical. How can Fred assess the readiness of the department to change? How would this impact his decisions to introduce his desired changes? (25 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

Assessing Readiness for Change and Decision-Making: Fred's Approach as Head of Procurement Fred's recent promotion from Procurement Executive to Head of Procurement at Silly Name Company presents him with an opportunity to implement his ideas for departmental improvement. However, as someone who has worked in the same organization for 15 years, Fred must first assess the department's readiness for change before implementing radical reforms. Failure to do so could lead to resistance, disruption, and inefficiency. This essay explores how Fred can evaluate change readiness, and how this assessment will influence his decision-making.

Assessing the Readiness for Change

To successfully introduce changes in procurement, Fred must evaluate key factors that determine whether the department is ready to accept and implement new ideas.

1. Understanding the Organizational Culture

Fred should assess whether the company culture supports innovation and change or prefers stability and routine.

Indicators of Readiness: ✓ A culture that embraces innovation and continuous improvement.

✓ Employees who actively propose new ideas and improvements.

Potential Barriers: ✗ A culture resistant to change, where employees prefer "the way things have always been done."

✗ A history of failed change initiatives, causing skepticism.

Assessment Method:

✓ Surveys or feedback sessions to gauge employee attitudes toward change.

✓ Observing past change efforts-were they successful or met with resistance?

2. Evaluating Employee Buy-in and Mindset

Fred needs to assess whether employees are open to new ways of working or if they fear change due to job security concerns, workload increases, or lack of skills.

Indicators of Readiness: ✓ Employees express willingness to adopt new tools and processes.

✓ Staff members demonstrate adaptability to past procedural updates.

Potential Barriers: ✗ Employees fear that changes might make their jobs redundant.

✗ Resistance due to lack of understanding or training.

Assessment Method:

✓ Conduct one-on-one discussions or anonymous surveys on employee perceptions of change.

✓ Identify change champions who are enthusiastic about improvements.

3. Analyzing Current Processes and Pain Points

Before implementing radical changes, Fred must determine if current procurement processes are inefficient or if employees feel the need for change.

Indicators of Readiness: ✓ Procurement staff express frustration with outdated systems.

✓ Frequent delays, bottlenecks, or inefficiencies in procurement processes.

Potential Barriers: ✗ Employees feel the current processes work well enough and resist changing them.

✗ Lack of data to justify why new processes would be better than existing ones.

Assessment Method:

✓ Conduct a process audit to evaluate inefficiencies.

✓ Use KPIs (Key Performance Indicators) to measure procurement effectiveness.

4. Assessing Resource Availability

Even if the department is open to change, Fred must ensure there are sufficient resources (budget, technology, and expertise) to implement his ideas.

Indicators of Readiness: ✓ A budget exists to invest in new tools, training, or staff.

✓ The organization is willing to commit resources for change implementation.

Potential Barriers: ✗ Limited financial resources may delay or scale down initiatives.

✗ Employees lack the technical skills to adapt to new procurement methods.

Assessment Method:

✓ Check the procurement budget and forecast costs for proposed changes.

✓ Evaluate if the current team has the skills needed or requires training.

5. Leadership and Senior Management Support

Without support from senior management, Fred's efforts may not succeed. He must assess how committed leadership is to change.

Indicators of Readiness: ✓ Senior leaders prioritize procurement transformation.

✓ Executives provide clear sponsorship and communication about improvements.

Potential Barriers: ✗ Leaders have competing priorities and are not fully committed.

✗ Conflicting objectives between departments slow down decision-making.

Assessment Method:

✓ Schedule meetings with senior management to discuss alignment.

✓ Seek an executive sponsor to advocate for procurement reforms.

How Readiness Assessment Impacts Fred's Decision-Making

After evaluating the department's change readiness, Fred's approach to implementing changes will depend on the findings.

1. If Readiness is High:

Fred can proceed with bigger, transformative changes.

He can introduce automation tools, new supplier strategies, or restructuring initiatives.

A detailed change management plan should be developed, outlining: ✓ Timelines for implementation.

✓ Training programs to upskill employees.

✓ Performance metrics to track improvements.

2. If Readiness is Moderate:

Fred should implement gradual, phased changes rather than radical reforms.

He may need to educate employees on the benefits of change before pushing large initiatives.

Focus on quick wins that build momentum, such as: ✓ Small process optimizations.

✓ Minor policy adjustments.

✓ Pilot projects to test new ideas before full-scale rollout.

3. If Readiness is Low:

Fred must address employee concerns first before implementing major changes.

He should focus on communication and engagement to create a culture more open to change.

Strategies to increase readiness include: ✓ Organizing workshops and discussions to explain the need for change.

✓ Showcasing case studies of successful procurement transformations.

✓ Gaining senior leadership support to drive top-down change.

Conclusion

For Fred to successfully implement his procurement transformation ideas, he must first assess whether the department is ready for change. By evaluating organizational culture, employee mindset, process efficiency, resource availability, and senior management support, he can determine the right strategy-whether to proceed with radical changes, implement gradual improvements, or first increase change readiness. His decisions should be guided by employee engagement, clear communication, and alignment with business goals, ensuring that changes enhance procurement efficiency without causing unnecessary disruption.

NEW QUESTION # 43

SIMULATION

Explain 5 qualities of an effective leader (10 points) Discuss the role of a leader in relation to the procurement and supply chain function of an organisation (15 points)

Answer:

Explanation:

See the Answer is the explanation

Explanation:

(A) Five Qualities of an Effective Leader (10 Points)

Effective leadership is crucial for the success of any organization, particularly in strategic procurement and supply chain management. Below are five key qualities that define an effective leader:

Vision and Strategic Thinking (2 Points)

A successful leader has a clear vision for the future and can develop strategic plans to achieve organizational goals.

In procurement, this means aligning supply chain strategies with overall business objectives, such as cost reduction, sustainability, and supplier relationship management.

Integrity and Ethical Leadership (2 Points)

Ethical leaders act with honesty, transparency, and fairness, setting high ethical standards for their teams.

In procurement, integrity ensures fair supplier selection, compliance with procurement laws, and avoiding corruption or conflicts of interest.

Decision-Making and Problem-Solving Skills (2 Points)

Leaders must analyze complex situations, consider different perspectives, and make informed decisions.

In supply chain management, this involves risk assessment, supplier negotiation, and resolving disruptions (e.g., supply shortages, logistics issues, or geopolitical risks).

Communication and Influence (2 Points)

An effective leader clearly communicates the organization's goals and expectations to internal and external stakeholders.

In procurement, this involves negotiating contracts, managing supplier relationships, and ensuring cross-functional collaboration within the organization.

Emotional Intelligence and People Management (2 Points)

Emotional intelligence (EQ) includes self-awareness, empathy, motivation, and social skills, which are essential for managing teams.

In procurement, this helps leaders build trust, motivate employees, and handle conflicts with suppliers or internal teams effectively.

(B) Role of a Leader in Procurement and Supply Chain Functions (15 Points) Leaders in procurement and supply chain management play a crucial strategic role in ensuring the efficiency, sustainability, and ethical integrity of the organization's supply chain. Below are five key roles a leader plays:

Setting Strategic Direction in Procurement (3 Points)

A leader defines procurement objectives in line with corporate strategy, such as cost reduction, supplier diversity, risk management, and sustainability.

Example: A Chief Procurement Officer (CPO) may implement a strategy to reduce reliance on a single supplier and diversify sourcing to minimize risks.

Ensuring Ethical and Sustainable Procurement (3 Points)

Leaders must establish and enforce ethical procurement policies to avoid fraud, bribery, or unethical supplier practices.

Example: Ensuring compliance with Corporate Social Responsibility (CSR) initiatives, such as sourcing from ethical suppliers who follow fair labor practices.

Supplier Relationship and Risk Management (3 Points)

A leader is responsible for building strong supplier relationships that foster trust, reliability, and long-term partnerships.

They also identify and mitigate risks in the supply chain, such as supply disruptions, geopolitical risks, and financial instability of suppliers.

Driving Innovation and Continuous Improvement (3 Points)

Leaders encourage teams to adopt innovative technologies such as Artificial Intelligence (AI), blockchain, and data analytics in procurement.

Example: Implementing e-procurement systems to enhance efficiency and transparency in supplier transactions.

Developing and Empowering the Procurement Team (3 Points)

A leader must focus on talent development, upskilling procurement professionals, and fostering a culture of continuous learning.

Example: Providing training on contract management, negotiation skills, and supplier evaluation techniques to enhance team capabilities.

NEW QUESTION # 44

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