



# Skills England



## Senior leader

### Business and administration

Level 7 - Professional Occupation

A leader who has senior management responsibility.

**Reference:** OCC0480

**Status:**  Approved occupation

**Average (median) salary:** £84,240 per year

**SOC 2020 code:** 1111 Chief executives and senior officials

**SOC 2020 sub unit groups:**

1111/02 Chief executives

1111/99 Chief executives and senior officials n.e.c.

### Technical Education Products

**A ST0480: Senior leader (Level 7)** Approved for delivery

### Employers involved in creating the



Serco (employer chair), Civil Service (Birmingham City Council), Anglo Ed Beatty, Barchester Healthcare, Boot Co-op, DFS, Grant Thornton, Interse Sindell, NHS (Dept of Health), Nestle Pendragon plc, Ricoh, Sainsburys, Sumi Digital, Unipart, United Utilities Logistics.

## Summary

This occupation is found in small, medium and large organisations in the public, private or third sectors and sustainability as an area of the economy including health, financial business and professional services, education, retail, leisure, technology and construction. Senior Leaders are a key component of all types of business model where there is support. The broad purpose of the occupation is to provide clear, inclusive and strategic leadership and direction relating to their area of responsibility within an organisational managing and monitoring achievement of core objectives that are aligned to the overall strategic objectives of their organisation's Board (or equivalent). In a smaller organisation to the execution and achievement of these strategic objectives. A Senior Leader influences at a higher organisational level, including sometimes at Board (or equivalent) level across their area of responsibility. They may work in varied environments including in an office, onsite, or remotely and demonstrate a high level of flexibility and adaptability organisation. In their daily work, an employee in this occupation interacts with internal stakeholders such as members of their team, other senior leaders or managers, supply marketing, HR) and project groups and, in larger organisations, they may be part of a wider specialist team. Depending on the size of their organisation, a Senior Leader may relating to their area of responsibility to a Board, trustees, shareholders, executive team or to other senior management within the organisation. Externally, a Senior Leader organisation with wide-ranging networks typically involving customers or clients, supply chains and statutory/regulatory bodies. An employee in this occupation will be responsible for:

- Setting direction, vision, governance and providing a clear sense of purpose for their area of responsibility.
- Providing clear and inclusive leadership.
- Identifying longer-term opportunities and risks using data from internal intelligence sources and external influences.
- Developing sustainable, ethical, innovative and supportive cultures that get the best from people and enable the delivery of results.
- Resources that may include budgets, people, assets and facilities.
- Staying up to date with innovation and championing its adoption.
- Keeping pace with - and responding to change - by leading agile transformation.
- Leading and promoting sustainable business practices.
- Responding and managing crisis situations.

### Typical job titles include:

Associate director | Business unit head | Chief executive officer | Chief financial officer | Chief information officer | Chief operating officer | Divisional head

He registrar | Head of department/faculty | Warrant officer

## Keywords:

Business | Business Management | Leader | Leadership | Senior | Senior Leader

# Knowledge, skills and behaviours (KSBs)

## Knowledge

- K1: How to shape organisational mission, culture and values.
- K2: Organisation structures; business modelling; diversity; global and horizon scanning perspectives; governance and accountability; technological and policy implications.
- K3: New market strategies, changing customer demands and trend analysis.
- K4: Innovation; the impact of disruptive technologies (mechanisms that challenge traditional business methods and practices); drivers of change and new ways of working processes, people and culture and sustainability.
- K5: Systems thinking, knowledge/data management, research methodologies and programme management.
- K6: Ethics and values-based leadership theories and principles.
- K7: Competitive strategies and entrepreneurialism, approaches to effective decision making, and the use of big data and insight to implement and manage change.
- K8: Financial strategies, for example scenarios, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and risk as the implications of sustainable approaches
- K9: Financial governance and legal requirements, and procurement strategies.
- K10: Organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures.
- K11: Approaches to strategic workforce planning, for example, talent management, learning organisations, group work, workforce design, succession planning, diversity
- K12: Influencing and negotiating strategies both upwards and outwards.
- K13: The external social and political environment and use of diplomacy with diverse groups of internal and external stakeholders.
- K14: Working with board and other company leadership structures.
- K15: Brand and reputation management.
- K16: Working with corporate leadership structures, for example, the markets it operates in, roles and responsibilities, who its stakeholders are and what they require for sustainability agenda.
- K17: Crisis and risk management strategies.
- K18: Coaching and mentoring techniques.
- K19: Approaches to developing a Corporate Social Responsibility programme.
- K20: The organisation's developing communications strategy and its link to their area of responsibility.

## Skills

- S1: Use horizon scanning and conceptualisation to deliver high performance strategies focusing on growth/sustainable outcomes.
- S2: Set strategic direction and gain support for it from key stakeholders.
- S3: Undertake research, and critically analyse and integrate complex information.
- S4: Lead change in their area of responsibility, create an environment for innovation and creativity, establishing the value of ideas and change initiatives and driving corporate
- S5: Lead and respond in a crisis situation using risk management techniques.
- S6: Act as a Sponsor/Ambassador, championing projects and transformation of services across organisational boundaries such as those impacted by sustainability and 2050 target.
- S7: Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management.
- S8: Apply principles relating to Corporate Social Responsibility, Governance and Regulatory compliance.

S9: Drive a culture of resilience and support development of new enterprise and opportunities.

S10: Oversee development and monitoring of financial strategies and setting of organisational budgets based on Key Performance Indicators (KPIs), and challenge financial strategies.

S11: Uses financial data to allocate resources.

S12: Oversee procurement, supply chain management and contracts.

S13: Use personal presence and "storytelling" to articulate and translate vision into operational strategies, demonstrating clarity in thinking such as consideration of sustainability.

S14: Create an inclusive culture, encouraging diversity and difference and promoting well-being.

S15: Give and receive feedback at all levels, building confidence and developing trust, and enable people to take risks and challenge where appropriate.

S16: Enable an open culture and high-performance working environment and set goals and accountabilities for teams and individuals in their area.

S17: Lead and influence people, building constructive working relationships across teams, using matrix management where required.

S18: Optimise skills of the workforce, balancing people and technical skills and encouraging continual development.

S19: Manage relationships across multiple and diverse stakeholders.

S20: Lead within their area of control/authority, influencing both upwards and outwards, negotiating and using advocacy skills to build reputation and effective collaboration.

S21: Shape and manage the communications strategy for their area of responsibility.

## Behaviours

B1: Work collaboratively enabling empowerment and delegation.

B2: Take personal accountability aligned to clear values.

B3: Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions.

B4: Value difference and champion diversity.

B5: Seek continuous professional development opportunities for self and wider team.

## Duties

Show all related knowledge

### Duty D1

Set the overall strategic direction of their area of responsibility in partnership with the Board (or equivalent), encouraging employees to buy into the organisation's vision.

#### Related knowledge, skills and behaviours (KSBs)

### Duty D2

Lead on the development and critical review of operational policies and practices within their area of responsibility, to ensure they are aligned to the needs of the organisation and sustainable.

#### Related knowledge, skills and behaviours (KSBs)

### Duty D3

Lead and influence agreed projects to deliver organisational strategy such as change and agile transformation programmes, diversification, new product implementation, improvement.

#### Related knowledge, skills and behaviours (KSBs)

### Duty D4

Make decisions about organisational resource requirements (budgets, people, technology) based on strategic insight and reliable evidence.

**Related knowledge, skills and behaviours (KSBs)****Duty D5**

Lead and respond to crisis management, assessing the risks and opportunities which could affect business/department performance, and finding solutions that meet the its customers/stakeholders in a responsible and ethical way.

**Related knowledge, skills and behaviours (KSBs)****Duty D6**

Lead people development including talent management, succession planning, workforce design, and coaching, and mentoring arrangements for people within their area

**Related knowledge, skills and behaviours (KSBs)****Duty D7**

Promote an ethical, inclusive, innovative and supportive culture that generates continuous business improvement.

**Related knowledge, skills and behaviours (KSBs)****Duty D8**

Report to the Board (or relevant governance/management structure) on the progress of their operational activities towards achieving business goals.

**Related knowledge, skills and behaviours (KSBs)****Duty D9**

Cultivate and maintain collaborative relationships with key senior internal and external stakeholders to influence key decision makers as appropriate.

**Related knowledge, skills and behaviours (KSBs)****Duty D10**

Shape the approach to external communications for their area of responsibility and ensure it aligns with any wider organisational communications strategy.

**Related knowledge, skills and behaviours (KSBs)****Duty D11**

Proactively keep up to date with social, economic and technological trends and developments relevant to their area of responsibility and wider organisation, and promote requirements and to take advantage of new opportunities.

**Related knowledge, skills and behaviours (KSBs)****Duty D12**

Ensure that their area of responsibility is compliant with internal governance, such as any assurance framework requirements, and with external governance, such as any requirements.

**Related knowledge, skills and behaviours (KSBs)**

## Occupational Progression

This occupational progression map shows technical occupations that have transferable knowledge and skills

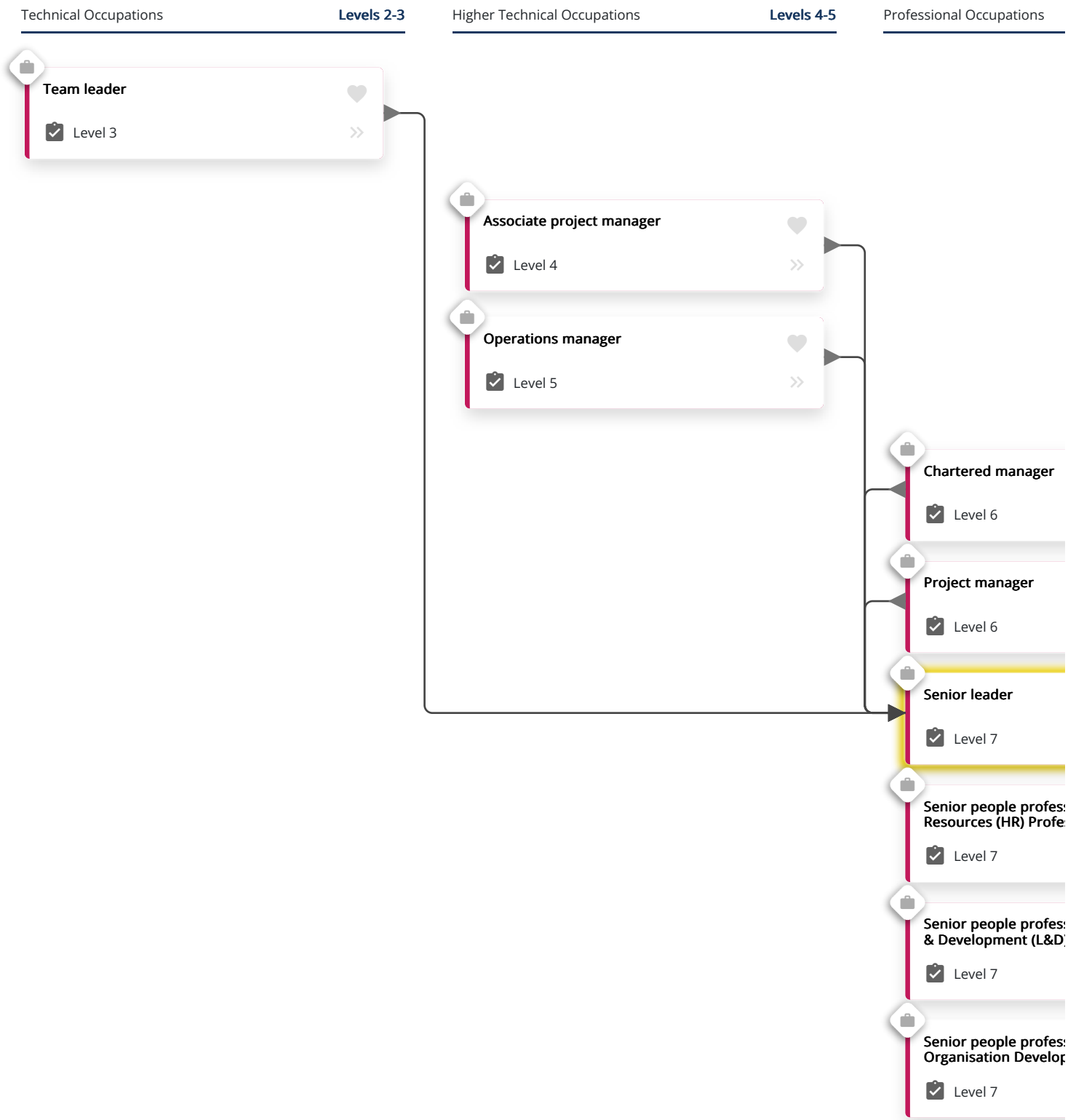
<https://occupational-maps.skillsengland.education.gov.uk/maps/occupation/OCC0480/preview>

Progression map showing the strongest progression links between the focused occupation and other occupations.

In this map, the focused occupation is highlighted in yellow. The arrows indicate where transferable knowledge and skills exist between two occupations. This map shows some of the strongest progression links between the focused occupation and other occupations.

It is anticipated that individuals would be required to undertake further learning or training to progress to and from occupations. To find out more about an occupation featured in the progression map, including the learning options available, click the occupation.

Progression decisions have been reached by comparing the knowledge and skills statements between occupational standards, combined with individualised learner movement data.



 Business and administration

 Map Key

 Potential occupational standard

 Occupational standard in development

 Approved occupational standard

 Occupational standard without apprenticeship

 Custom occupational card

**A** Apprenticeship

**TL** T Level

**TQ** Technical Qualification

**HTQ** Higher Technical Qualification

 Career starter apprenticeship

 Royal apprenticeship

 Occupational progression

 Technical education progression

 Mid green

 Dark green

 Favourite

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