



## Sector Guide – MANAGEMENT AND EXECUTIVE

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## Sector Guide – Considering a career in this sector?

A manager is the person who is responsible for the activities of a group of employees in an organization. ... In short, an executive has to oversee the administration function of the organization. An executive has a higher standing in an organization than a manager.

**Senior management, Executive management, or a management team** is generally a team of individuals at the highest level of management of an organization who have the day-to-day tasks of managing that organization - sometimes a company or a corporation. They hold specific executive powers delegated to them with and by authority of a board of directors and/or the shareholders. Generally, higher levels of responsibility exist, such as a board of directors and those who own the company (shareholders) - but they focus on managing the senior or executive management instead of on the day-to-day activities of the business. The executive management typically consists of the heads of a firm's product and/or geographic units and of functional executives such as the chief financial officer, the chief operating officer, and the chief strategy officer. In project management, senior management authorises the funding of projects



## Have you Considered

If your managerial skills on par with your commercial counterparts?

- What a commercial senior manager or director has to offer with regards to business knowledge and commercial awareness?
- How you are going to strategically self-market and position yourself against the competition?



Feedback from employers looking to recruit at senior/executive strategic level positions are expecting you to demonstrate what value you can add to their organization.

They want applicants at this level to clearly demonstrate 'what can you do for me?'

## Personal Qualities

Keep it relevant and communicate effectively you need to demonstrate that you are flexible, versatile, sharply focused, logical, and vigilant and a fast learner

## Core Competencies

Again keep them relevant, show and demonstrate examples of proven results and outcomes of problem solving, client orientation, relationship development, stakeholder management, these are the types of things they are expecting/wanting to see.

## Finance

If you have managed a budget quantify it with a value and confirm your exact level of responsibility i.e. what you did and how you did it

## People management

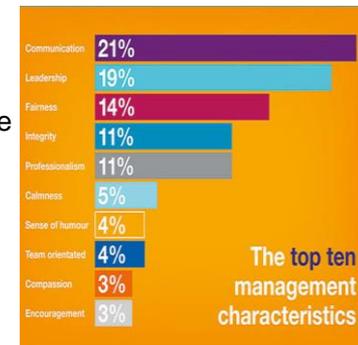
People management – When communicating the level of your management responsibility on a CV think about how the reader may interpret what you've written. Have you directly managed 250+ people or have you directly managed a management team who has had the line management responsibility!

Think about the structure within your organization and the difference between actual managing and or being responsible for.

Style of expression (Are applicants able to demonstrate a diverse array of fit for purpose managerial approaches or are they one dimensional)

Employers are looking for applicants with confidence and authority but not arrogance!

When providing examples to quantify your level of experience you should be saying 'I' and not 'we'. At interview employers will take particular interest in your contribution, using 'we' in your examples is deemed as not appropriate for leadership roles



Organisations that support Military Recruitment



## Difference between Manager and Executive and Consultant

A manager is the person who is responsible for the activities of a group of employees in an organization. He has to play the role of a motivator and mentor while guiding the employees to achieve the goals of the organization. There may be supervisors under a manager to help him in his task, but the overall responsibility for the performance of the workers under him lies on the shoulders of a manager. Different departments in a company have differently called managers such as production manager, accounts manager, sales manager, and so on. A manager is at the lower rung of the managerial ladder that he has to climb for a prominent position in the management. These days, managers are hired by celebrities too to look after their careers.

On the other hand, an executive is a person who is responsible for putting into action the plans and policies of the top management of a company. He is the person who has to see that the day to day functioning of the company carries on smoothly without any hitches. In short, an executive has to oversee the administration function of the organization. An executive has a higher standing in an organization than a manager.

## Manager

If you are a football fanatic, you must have seen the importance of the role of a manager in a football team whether it is of a country or a professional club. In fact, the salary and the influence of a football manager is even more than that of the players reflecting the importance attached to the role and responsibility of this title. The word manager comes from management which is all about managing men, and this is what a manager is expert at.

If the organization is small, one may see a single manager coordinating the activities of all employees and departments though, in large organizations, there may be different layers of managerial positions. A manager has more responsibilities than a simple employee irrespective of the size of the company and, therefore, is also higher paid than ordinary employees. A manager of a department is in general responsible for the performance of the employees under him and is answerable to the top management for the output from his department.

## Executive

All organizations, whether for profit or nonprofit, have a set of executives who are there to implement the policies and programs, which have been approved by the top management. These executives are a part of the administration, and their responsibility is to oversee the implementation of the decisions of the management. If one looks at the functioning of a government in a country, it becomes apparent that it is the executive arm that makes it possible to run the administration or to carry out the day to day functioning of the departments of the government. It is the executive that turns into reality all plans and programs made by the management

## Management Consultant

Management consultants help organisations to solve issues, create value, maximise growth and improve business performance. They use their business skills to provide objective advice and expertise and help an organisation to develop any specialist skills that it may be lacking.

You will primarily be concerned with the strategy, structure, management and operations of a company. Your role is to identify options for the organisation and suggest recommendations for change, as well as advising on additional resources to implement solutions.

Types of work can include:

- business strategy;
- e-business;
- financial and management controls;
- human resources;
- information technology;
- marketing;
- supply-chain management.

Consultancy firms range from large firms that offer end-to-end solutions, to smaller or niche firms that offer specialist expertise and skills in certain industry areas.

### Responsibilities

- As a management consultant, you'll need to:
- carry out research and data collection to understand the organisation;
- conduct analysis;
- interview the client's employees, management team and other stakeholders;
- run focus groups and facilitate workshops;
- prepare business proposals and presentations;
- identify issues and form hypotheses and solutions;
- present findings and recommendations to clients;
- implement recommendations/solutions and ensure the client receives the necessary assistance to carry it all out;
- manage projects and programmes;
- lead and manage those within the team, including analysts;
- liaise with the client to keep them informed of progress and to make relevant decisions.

## Job Roles and Responsibilities - What Roles will I find in this Industry Sector?

- Regional Manager
- Senior Manager
- Managing Director
- Director
- Executive Manager
- Executive Director

### General Manager

An executive who has overall responsibility for managing both the revenue and cost elements of a company's income statement, known as profit & loss (P&L) responsibility.

### Regional Manager

are in charge of multiple stores throughout a large physical area. Depending on how the company operates, a regional manager may be in charge of stores in one county or across multiple states.

### Senior Manager

The title of senior manager is often found in large organizations with multiple layers of management. A senior manager has responsibilities and authority broader in scope than a front-line manager and typically reports into a director or general manager level role.

### Managing Director

As the managing director of a company, you're the head honcho. You're the one that's in charge of the whole company, from the day to day stuff to the really big picture problems. You'll be held accountable when things go right – but also when they go wrong.

## Director

A director is a person from a group of managers who leads or supervises a particular area of a company, program, or project. Companies that use this term often have many directors spread throughout different business functions or roles (e.g. director of human resources). The director usually reports directly to a vice president or to the CEO directly in order to let them know the progress of the organization. Large organizations also sometimes have assistant directors or deputy directors. Director commonly refers to the lowest level of executive in an organization, but many large companies use the title of associate director more frequently. Some companies also have regional directors and area directors. Regional directors are present in companies that are organized by location and have their departments under that. They are responsible for the operations for their particular country. Though directors are the first stage in the executive team, area directors are seen as higher up, based on their area of control.

## Executive Manager

An executive manager defines the vision and goals of his department, or the entire company or organization. He does this by implementing policies and procedures, and by establishing budgets. Executive managers also oversee personnel decisions, such as hiring and firing, and also compensation.

## Executive Director

An executive director is a member of the board of directors of a company or organisation who oversees a specific department within the organization such as Marketing, Finance, Production and IT



## Chief Executive Officer CEO

As the top manager, the CEO is typically responsible for the entire operations of the corporation and reports directly to the chairman and board of directors. It is the CEO's responsibility to implement board decisions and initiatives and to maintain the smooth operation of the firm, with the assistance of senior management. Often, the CEO will also be designated as the company's president and will be one of the inside directors on the board (if not the chairman).

## Chief Operating Officer COO

The COO looks after issues related to marketing, sales, production and personnel. More hands-on than the CEO, the COO looks after day-to-day activities while providing feedback to *the CEO*. *The COO is often referred to as a senior vice president.*

## Chief Financial Officer CFO

Also reporting directly to the CEO, the CFO is responsible for analyzing and reviewing financial data, reporting financial performance, preparing budgets and monitoring expenditures and costs. The CFO is required to present this information to the board of directors at regular intervals and provide this information to shareholders and regulatory bodies such as the Securities and Exchange Commission (SEC). Also usually referred to as a senior vice president, the CFO routinely checks the corporation's financial health and integrity.



## What Qualities do Employers Look For?

### Motivation

Managers who can motivate their employees are true assets to their company. This type of interaction not only increases productivity and employee satisfaction, but it sets a good example as well. Hiring managers look for leaders who can spot employees' strengths and encourage them to develop their skill sets. The best managers have a keen eye for areas that could be improved and know how to approach these issues diplomatically so workers feel encouraged to make productive changes, rather than discouraged by their shortcomings.

### Important skills in this area include:

- Empowering employees to take ownership of projects
- Creating an energetic and highly motivated workplace
- Showing proper appreciation for employee accomplishments
- Supporting co-workers who are under stress
- Providing rewards and incentives for outstanding performance
- For further information please see link [What are management skills and why are they important](#)

- ✓ Right for you?
- ✓ Problem Solving
- ✓ Professionalism
- ✓ Communication
- ✓ Technical Skills
- ✓ Innovation



## Salary and Benefits



Position/Function	Basic Salary	Commission/Bonus	Other/Profit Sharing
General Manager	£23,373 - £81,932	£800- £20,587 + £8,242	£2,035
Commercial Director	£28,457 - £70,921	£814 - £12,749 + £3,109 - £29,087	£0 - £5,017
Executive Director	£34,651 - £142,957	£1,521 - £65,030 + £34,000	£0 - £50,684
Regional Manager	£49,494 - £143,358	£4,907 - £58,175 + £50,000	£15,000
CEO	£40,060 - £185,652	£0-£68,137 + £0- £162,500	£0 - £72,184

Employer	Salary	Benefits
TFL	£53,157	Pension, Education, Training/Tuition, Flex-Time
Barclays	£37,164	Pension, Life Insurance/Disability, Phone, Casual Dress
Addenbrookes (ACT) CEO	£55,000 - £87,000	Car Allowance or cash option

## Training Useful in the Sector

Below is a selection of the many courses that CTP has to offer for this industry, please contact your Career Consultant or the Central Booking and Information Centre for more information on 01252 954007 Email: [coursebookings@ctp.org.uk](mailto:coursebookings@ctp.org.uk)

A short film which showcases the some of our courses and the facilities available at the RTC can be viewed via our website at [www.ctp.org.uk](http://www.ctp.org.uk)

[Full List of CTP Management Courses available here](#)

- **Charity Management Awareness**  
[CTP Training Course - Charity Awareness](#)
- **5 Day APM Project Management (PMQ)**  
[CTP Training Course](#)
- **APMG Change Management**  
[CTP Training Course – Change Management](#)
- **CIPD – Level 5 Associate Diploma in People Management**  
[CTP Training Course – People Management Level 5](#)
- **Director Development Programme**  
[CTP Training Course - DDP](#)
- **Facilities Management Level 4**  
[CTP Training Course – Facilities Management](#)
- **Executive Mini MBA**  
[CTP Training Course – Executive Mini MBA](#)



## Virtual classrooms becoming a Reality!

CTP have been working hard to ensure that Service leavers can access resettlement services in the safest possible way and we have introduced Virtual Classrooms to some of our existing Vocational Training courses.

A course delivered in a Virtual Classroom is where learners log into an online platform, from their home or safe location and they can see and interact with a live trainer who is delivering the course in the same way as it would be in the classroom.

End of course examinations are taken online and learners will be required to have a webcam, microphone and speaker/headset in order to interact fully.

The following courses will be delivered in this format:

- 6 Day APM (PMQ): [https://www.ctp.org.uk/resettlement-training/find-a-course/details/6-day-apm-project-management-\(pmq\)](https://www.ctp.org.uk/resettlement-training/find-a-course/details/6-day-apm-project-management-(pmq))
- 10 Day APM (PMQ); [https://www.ctp.org.uk/resettlement-training/find-a-course/details/10-day-apm-project-management-\(pmq\)](https://www.ctp.org.uk/resettlement-training/find-a-course/details/10-day-apm-project-management-(pmq))
- PRINCE 2: <https://www.ctp.org.uk/resettlement-training/find-a-course/details/prince-2>

- APMG Change Management: <https://www.ctp.org.uk/resettlement-training/find-a-course/details/apmg-change-management>
- Management of Risk: <https://www.ctp.org.uk/resettlement-training/find-a-course/details/management-of-risk>
- Agile Project Management: <https://www.ctp.org.uk/resettlement-training/find-a-course/details/agile-project-management-foundation-and-practitioner-certificate>

Those who have already booked places on our face to face courses between now and 30 April have been offered the opportunity to switch onto our Virtual Classroom courses, and we will be opening up bookings for our May courses shortly. For further information on courses and start dates please visit our website <https://www.ctp.org.uk/resettlement-training/find-a-course?department=general-management>

To book your place please contact CBIC on 01252 954007

Please read through our **Frequently Asked Questions** which answers many of your queries regarding training during the current Coronavirus situation

## Latest Vacancies

Job Title	Job ID	Closing Date	Location	Salary
Practice Business Manager	N432501	28/04/2022	Midlands - East, DY14	£40000.00 - £50000.00
Climate Programme Manager	N433224	08/04/2022	Northern Ireland, Belfast	£49864.00 - £51958.00
CEO For the Month - Adecco Group UK & Ireland Paid Work Placement	N437107	15/04/2022	London, UK Wide	€7000,00 - €0,00
College Operations Manager	F437933	06/04/2022	County Durham	£34304.00 - £40927.00

Remember to check **RightJob** Regularly for new Opportunities

## Vacancy Information

Career Transition Partnership - RightJob is our online job finding service that lists thousands of live vacancies for Service leavers and new ones are added every day.

Below are a selection of external sites which may assist with your research and planning for future employment.

### **Executives on the Web**

<https://www.executivesontheweb.com/>

### **Board Level jobs | Page Executive**

<https://www.pageexecutive.com/jobs/board-level>

### **BritishManagementJobs.co.uk**

[www.britishmanagementjobs.co.uk/](http://www.britishmanagementjobs.co.uk/)

### **Linked In Management Jobs**

[www.linkedin.com/](http://www.linkedin.com/)

## Further Information

### **Managers in the future will need to:**

**KNOW** and understand the core functions of leadership and management from planning to vital people skills such as motivation, effective communication and driving engagement. Crucially, the key to being a successful manager will know how to apply these skills in the changing workplace.

**DO** – With the increase of flexible working, managers must trust their reports and avoid micro-management. Some may struggle if they cannot adjust their style and techniques and learn to measure performance outcomes rather than hours worked.

**BE** – Agile and adaptive but also reliable solid managers. They should be emotionally intelligent as the qualities that embody this will be required in all aspects of management whether it be engaging and motivating teams or building successful working relationships and partnerships.

### **What People Need Most from Leaders: A note to Senior Management**

In our work with many different organizations, we hear a lot of things that are going on at all levels of the business. Interestingly enough, we are now hearing some common issues repeated over and over at the middle manager and director level. We thought we would highlight them for you. There is nothing new in the issues, but there is a very important conclusion. People have consistently told us the one thing that will make the greatest difference in resolving these issues.

[What-people-need-most-from-leaders-a-note-to-senior-management 2018](#)

## Further Information

### What are the attributes of a good manager?

#### A good manager is good at managing people, they ...

- coach their staff and counsel those who need it
- have staff who are commitment to them
- seek response and feedback to all communications with staff
- know how to resolve conflicts as they arise and handle negative behaviour effectively
- delegate wherever possible
- actively like to develop, empower and motivate staff and manage under performers
- take the lead
- raise staff morale and are concerned for staff wellbeing
- are conscious of the psychological contract
- enjoy managing the boss
- set clear and unambiguous objectives and discuss them with staff before setting them
- performance manage staff and provide feedback on performance
- engage in selection interviewing
- manage teams
- value everyone's contribution

### Leadership Traits

Over the past several years, one of the most important contributions psychology has made to the field of business has been in determining the key traits of acknowledged leaders. Psychological tests have been used to determine what characteristics are most commonly noted among successful leaders. This list of characteristics can be used for developmental purposes to help managers gain insight and develop their leadership skills.

[101 Best Leadership Skills](#) - Useful Website to read - The Complete List

## Useful Links

### LATEST NEWS

All the news from the FT - [UK Economy](#)

It's important for modern businesses to have strong leadership at the top – it can boost your firms' reputation, communicate your brand values and attract the best talent.

**Women in Business** - [women-in-business](#)

Meet the inspiring business women who are busy shattering the glass ceiling.

**NINE NEED-TO- KNOW MANAGEMENT TRENDS** - [Nine Need to Know Management Trends](#)

This is what the UK's best companies for leadership and culture are prioritising right now.

**TOP 100 COMPANIES TO WORK FOR 2017**- [Top 100 Companies](#)

Welcome to The Sunday Times 100 Best Companies to Work For. This is the 16th annual survey and ranking of the cream of Britain's employers, and its appearance each year is a high-profile event in the nation's business calendar.

### VACANCY INFORMATION

The Sunday Times [The Sunday Times/](#)

[The Officers Association](#) <https://www.officersassociation.org.uk>

[Jobsite](#) <http://www.jobsite.co.uk/jobs/managementandexecutive>

[British Management Jobs](#) <http://www.britishmanagementjobs.co.uk/>

[Executives on the Web](#) <https://www.executivesontheweb.com/operations-director-jobs>

[Executive Appointments](#) <https://www.exec-appointments.com/jobs/executive-management/>

### GENERAL MANAGEMENT

Institute of Leadership & Management <https://www.i-l-m.com/>

CMI Armed Forces - <http://www.managers.org.uk/individuals/qualifications/armed-forces>

Management Consultancies Association [www.mca.org.uk](http://www.mca.org.uk)

Chartered Management Institute [www.managers.org.uk](http://www.managers.org.uk)

The Open University [www.open.ac.uk](http://www.open.ac.uk)