

CFAM6.1.4

Lead marketing/marketing communications teams



Overview

This is about providing direction to people and aligning their efforts with marketing/marketing communications plans. It includes gaining support for the plans, and inspiring and motivating teams towards achieving the marketing/marketing communications objectives.

For the purposes of this unit, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

Within this unit, for brevity, 'marketing/marketing communications' is shortened to 'marketing'.

This unit is recommended for marketing managers whose responsibilities include leading a team of marketing people. Such managers might be employed within 'client-side' organisations, or within agencies/consultancies.

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Performance criteria

- You must be able to:*
- P1 create a vision of where your area of marketing is going and communicate it clearly and enthusiastically, together with supportive marketing objectives and plans, to the people working within your team
 - P2 ensure that people working within your team understand and can see how the vision, objectives and marketing plans link to the vision and objectives of the organisation overall
 - P3 steer your area successfully through difficulties and challenges, including conflict within the team
 - P4 create and maintain a culture within your marketing team which encourages and recognises creativity and innovation
 - P5 develop a range of leadership styles and select and apply them to appropriate situations and people
 - P6 communicate regularly, making effective use of a range of different communication methods, with all the people working within your marketing team and show that you listen to what they say
 - P7 give people in your marketing team support and advice when they need it, especially during periods of setback and change
 - P8 motivate and support people across your marketing team to achieve their work and development objectives and provide recognition when they are successful
 - P9 empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries
 - P10 encourage people to give a lead in their own areas of expertise and show willingness to follow this lead

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the fundamental differences between management and leadership
- K2 how to create a compelling vision for an area of marketing
- K3 how to select and successfully apply different methods for communicating with people across an area of marketing
- K4 a range of different leadership styles and how to select and apply these to different situations and people
- K5 how to obtain and make use of feedback from people upon your leadership performance
- K6 types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them
- K7 the benefits of, and how to create and maintain, a culture which encourages and recognises creativity and innovation
- K8 the importance of encouraging others to take the lead, and ways in which this can be achieved
- K9 how to empower people effectively
- K10 how to select and apply successfully apply different methods for encouraging, motivating and supporting people and recognising achievement

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 leadership styles common in the industry/sector
- K12 legal, regulatory and ethical requirements in the industry/sector

You need to know and understand:

Context specific knowledge and understanding

- K13 how the marketing team fits within the organisation, its current and desired range of influence, and the reasons for any gap between the current and desired states
- K14 your own values, motivations and emotions
- K15 your own strengths and limitations in the leadership role
- K16 the strengths, limitations and potential of people that you lead
- K17 your own role, responsibilities and level of power
- K18 the vision and aims of the overall organisation
- K19 the vision, objectives and operational plans for your area of responsibility
- K20 types of support and advice that people are likely to need and how to respond to these
- K21 leadership styles used across the organisation

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Additional Information

Behaviours

1. You articulate a vision that generates excitement, enthusiasm and commitment
2. You create a sense of common purpose
3. You take personal responsibility for making things happen
4. You make complex things simple for the benefit of others
5. You encourage and support others to take decisions autonomously
6. You act within the limits of your authority
7. You make time available to support others
8. You show integrity, fairness and consistency in decision-making
9. You model behaviour that shows respect, helpfulness and co-operation
10. You encourage and support others to make the best use of their abilities

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Developed by	CFA Business Skills @ Work
Version number	1
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	NM6.1.4
Relevant occupations	1132 Marketing & Sales Managers 3543 Marketing Associates; Communications Officer
Suite	Marketing; Local Government Skills
Key words	Marketing, sales, marketing management, market research, advertising, public relations