

Professional Development Matrix for Professional Managers



	Key business school activities								
Areas of professional competence or skill	1. Student Recruitment	2. Business Engagement	3. Income Diversification	4. Delivering Projects	5. Internationalisation	6. Supporting Research	7. CRM	8. Driving Organisational Change and Impact	9. Succession Planning
Acquiring Business Critical Knowledge	Recruitment cycle/UCAS Applications monitor	CRM database Alumni network Training needs analysis	Current income mix Strategic ambitions	Formal project planning	Business School Market intelligence Accreditation expectations recruitment policies and process	Bidding process Invitation schedule Areas of staff specialism	CRM system or principles Alumni data Organising events	Change Theory Strategic and project planning HR policies	Interpretation of external and internal environments.
Managing Information	Internal data recording CRM reporting formats Key decision areas	Managing knowledge transfer	Budget control Fees and costings	Setting performance standards Conducting research	Creating measures of impact ROI Obtaining feedback from "fieldworkers"	REF submission	Manipulating data Surveys Data protection	Grading's system Identifying barriers to KT	Personal development plans.
Problem analysis/solutions	Analysis of Offers Competitor data Taking corrective action	Conducting TNA Designing training solutions Commissioning skills	Identifying new markets closure of markets	Measuring inputs and outputs Setting milestones Taking corrective action	Measuring the value of Marketing Competitor analysis Conducting environmental scanning	Obtaining academic buy-in Addressing time constraints Supporting start-up researchers	Complaints handling	Handling conflict Dispute resolution Breaking Silos	Manage balance between attracting external talent and nurturing internal talent
Delivering service improvements	Reviewing the student experience Cultural awareness Responsiveness and turnaround	Upskilling workforce Process mapping	Acquiring a balanced portfolio Maximising contribution	Process mapping Establishing key performance indicators Reporting frameworks	Lean processes Improving information quality Training staff working overseas	Facilities Access to information Research as business impact	Mystery shopping/ surveys Service Level Agreements Setting standards	Process redesign Lean Workforce planning	Business critical positions.
Effective monitoring and control	Reporting systems Defining accountability	Account management Success rates Student numbers Income diversification Pricing	ROI Cost benefit analysis	Defining responsibility and accountability	Inputs versus outputs Controlling marketing and sales budgets	Quality control Spread of publications	Satisfaction surveys Standards monitoring	Following policy PDR Supervision	Performance review. Assessment of competencies.
Leadership and Team Development	Defining roles and responsibilities Training Cultural awareness	Transactional analysis New business facing roles	Financial forecasting	Making the case for additional resources	Designing/leading an international audit	Staffing research support	Training in CRM Developing initiatives	Survey Service level agreements	Secondments. Competence frameworks. Nurture internal talent.
Gaining, planning and deploying resources	Organisation of open days and events Alumni engagement	Commissioning new training Sales training Staff engagement	Marketing and sales Research Programme design	Staff training Putting together a workable team Assessing and recovering costs	Designing overseas support Bidding for, and gaining resources	Developing research spaces Technology and software Budget for conferences/rules etc	Staff training Funding events Facilities management	Costing the change Spatial re-design Cost-benefit analysis Workload Planning Writing a Business case	Advocacy of informal mechanisms to access the right resources. Lateral moves.
Utilising Interpersonal communication . persuasion	Style and content of communication Negotiating targets	Convincing external management Sales and closing the deal Translating the abstract to a proposition	Convincing external organisations Closing the deal Translating abstract to proposition	Directing cross-functional teams Presenting and selling the project Obtaining resources	Cultural awareness training CRM	Bid writing, interpersonal comms Editing	Interpersonal Diversity and cultural Focussing of Comms	Selling the change Presentational Persuasion and negotiation	Objective assessment. Coaching. Mentoring.
Developing and Implementing Policy	Policy on conditional offers Tariff levels IELTS scores Widening participation	Marketing policy Service level agreements CRM policy	Portfolio Planning Aligning resources Risk Management Policy	Physical resources planning Asset depreciation and replacement policy Succession planning	Overseas travel policy Models for partnerships and articulation agreements Alumni policy	Bidding policy and decision making algorithms Approach to publications	Scoping systems Defining usage and abuse	Local negotiating framework Communication policy Consultancy policy Evidencing impact for accreditation	Talent management strategies.
Strategic Planning	Student number targets Key performance indicators Mission and Values development Strategic plan	Small Business Charter Work Mission and values development Strategic Plan	Key performance indicators Strategic Framework Financial Planning	Strategic Implementation Plans Milestone Setting Defining deliverables	Developing international strategy	Publication standards and targets Recruitment strategy Managing REF	Data manipulation Trends analysis Events planning	Identifying resistors to change Conducting organisational review Staff/unit development plans	Align talent pipeline with strategic plan timeframe
Governance and Internal relationships	Relations with Central recruitment Local recruitment committees Relations with International Office	Risk and liability assessment Insurance	KT agreements Development of distance learning Partnership framework Risk Mitigation	Establishing management boards Commissioning and contracting processes Project Management Chairing Boards	Right to work monitoring Managing Visa regulations Framing collaborative agreements	Supporting: - Research committee - Ethics committee - Learning resources group	Implementing Accreditation standards Producing and policing data management policies Data protection	Developing and interpreting organisational change policy TUPE	Development committees. Diversity, fairness, openness.