

# executive acumen programme

Leading to the ILM Level 5 Diploma in Leadership and Management

acumen coaching  
by t2 group

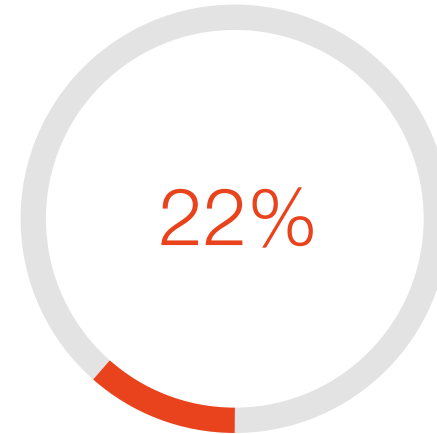
# Our approach

We are a passionate coaching company who aim to help everyone achieve their potential.

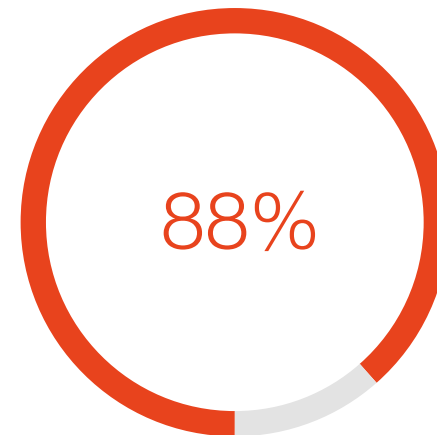
Everything we do is underpinned by combining training with executive coaching.

Research has shown that on average, training alone increases performance by 22%, while training and coaching combined increases performance by 88%.

Recent changes to government funding have enabled high-level coaching to become more accessible than ever before. It is our intention to ensure that every business in the UK has the opportunity to develop the skills of their directors and managers, through accessing funded training combined with high-level executive coaching.



On average, training alone increases performance by 22%



Training and coaching combined increases performance by 88%

Solving your critical business challenges; giving you a return on your investment, whilst growing your talent and improving your business performance.

We begin every programme by understanding a client's key challenges, each individual's precise needs to meet these challenges and what their idea of personal success looks like.

**Typical problems we help our clients overcome include:**

- Aligning their managers and wider teams to the bigger picture, to focus on their most important issues and biggest challenges
- Effectively driving change throughout the organisation
- Helping managers step up, be more accountable and solve their own problems
- Ensuring managers have well defined plans in place, with contingency plans for unexpected changes or underperformance

Accessing the funding you are entitled to from the government.

As an approved government training organisation on the Register of Apprenticeship Training Providers, we are able to help you access significant funding for our programmes.

If you are paying into the Apprenticeship Levy you can use your Apprenticeship Levy to fully fund our programmes. If you are a smaller organisation that does not pay into the Apprenticeship Levy, the government will make a significant contribution towards the cost of our programmes.

# Our latest published employer feedback by the Ipsos MORI

Our latest published employer feedback by the Ipsos MORI – Social Research Institute demonstrates why so many employers choose to partner with us:

Percentage of employers who graded us as **'Excellent'** in the following areas:



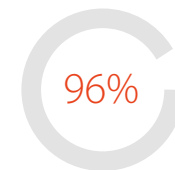
Training provider overall



Overall quality of training



Ability to influence structure



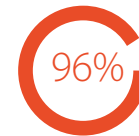
Likelihood to recommend



Their overall efficiency in their dealings with you



The professionalism of the staff delivering training and/or assessment



Delivering training that reflects up-to-date practice in your industry/sector

# executive acumen programme

The executive acumen programme is aimed at directors and senior managers in the private, public and voluntary sectors, ranging from small local SMEs to large, national organisations.

The programme uses directive content to develop new knowledge and skills, combined with non-directive coaching to ensure managers learn for themselves and apply new knowledge and skills effectively in the workplace.

The programme begins with you understanding the importance of becoming more self-aware of your behaviour and current level of performance, and the impact your behaviour has on other people and their performance. You then choose in which order you complete the modules to improve your performance and build a high-performing team throughout the duration of the programme.

## Key Facts



We tailor the order of the modules and sequence them to meet your exact needs



We visit learners every month in the workplace on a day and time convenient to you, ensuring minimum disruption to your business



To ensure the quality of what we do, we fully employ our Leadership and Management Coaches. We do not and never will use the services of freelance Coaches



In addition to your monthly visits from your Leadership and Management Coach, a dedicated Account Manager provides you with a full monthly progress and performance update

# How the Programme Works

## Initial Guidance

Initial Guidance is the first stage of the process. One of our Leadership and Management Coaches will meet with you to outline the programme, discuss the funding options available to you and answer any questions you may have. They will then conduct a training needs analysis with you and the potential learner, develop an Individual Learning Plan (ILP) and agree a suitable time for us to visit every month to progress their learning. We will then agree if you would like additional fortnightly coaching, check eligibility and sign your learner(s) onto the programme.

## Fortnightly Telephone Coaching

Every 2 weeks (if requested) a telephone or Skype coaching call will be conducted with each learner to ensure that they are progressing well with their workplace projects. Learners are expected to send through their work prior to the call; the Leadership and Management Coach will ensure that the learner is on track, helping them overcome any challenges they are facing and discuss any matters arising, course or business related.

## Monthly Visits

Your Leadership and Management Coach will visit your workplace every month. Typically, a visit begins with a recap of the workplace project that was set at the last visit and the development of a new project for the next month. At the end of each visit the Coach will complete a Plan and Review Record (PRR) to ensure that you and your learner(s) know exactly where they are, what they have left to complete and the next steps in the learning are planned. They will also gain feedback from you and adjust the learning where required to ensure they are delivering the best learning styles and delivery methods to meet the precise needs of the business.

## Account Management

A dedicated Account Manager will contact you monthly to ensure that we gain impartial feedback. It is imperative that visits go ahead every month to ensure that your learner(s) progress to achieve their qualification in a timely manner.

## Achievement of Diploma

Your learner will achieve their ILM Level 5 Diploma in Leadership & Management when they have developed a portfolio of evidence that proves their competence, knowledge and understanding of their subject area. This will be validated internally by t2 group and then forwarded for external verification by an Awarding Organisation.

## End Point Assessment

When you, your learner(s) and Coach feel they are ready, the learner(s) will be put forward for an End Point Assessment. Typically this involves an interview, professional discussion and a situational judgment test. In the months leading up to this point your learner(s) will be fully prepared for this.

## Award of Apprenticeship Grade

Once the End Point Assessment Organisation confirms that your learner has passed the End Point Assessment, they are given an Apprenticeship Grade. If your learner does not pass, we will look at exactly why they haven't passed, provide further support and then resit their End Point Assessment.



At the end of the executive acumen programme, you will achieve a Higher Apprenticeship in Management and an ILM Level 5 Diploma in Leadership & Management.

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Length: **18 months**

# Module 1 – Self-Awareness and Management of Self

The programme begins with you understanding the importance of becoming more self-aware of your behaviour and current level of performance, and the impact your behaviour has on other people and their performance. This is the key starting point for any manager to be successful in their role.

## You will develop the following knowledge:

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- How to become more self-aware
- How to gain an understanding of your own behaviour and the impact your behaviour has on others
- How self-awareness can impact performance
- How to understand unconscious bias
- How to understand the meaning of emotional intelligence
- How to evaluate the models of emotional intelligence and why it is important for a leader to use emotional intelligence in the workplace
- How to understand different learning styles and their implications for learning and development in the workplace
- How to assess different behaviour styles and their implications in the workplace
- How to reflect on your own working style
- How to reflect on your own performance

## At the end of this module, you will be able to:

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- Gather feedback on your own behaviour
- Improve working relationships by being aware of the impact of your behaviour on others
- Identify your personal emotional triggers and adapt your behaviour based on this
- Measure emotional intelligence in yourself and others
- Use emotional intelligence to improve your performance and the performance of others
- Identify and use learning styles to improve your individual and team performance
- Adapt your working style to improve your performance



# Module 2 – Leading and Managing people

Module 2 enables you to explore the difference between leadership and management, and identify your own unique style. You will then use this information to support the development of high-performing teams throughout the programme.

## You will develop the following knowledge:

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- How to understand the difference between leadership and management
- How to Identify your predominant leadership and management style
- How to adapt to your leadership and management style to suit different situations
- How to lead and manage different teams (multiple, remote, virtual)
- How to develop high-performing teams
- How to improve performance in the workplace (performance management techniques and talent management models)
- How to use a variety of coaching and mentoring models to improve performance
- How to delegate effectively
- How to understand the importance of organisational culture
- How to recruit people to meet business needs
- How to understand Equality, Diversity and Inclusion in the workplace

## At the end of this module, you will be able to:

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- Use a variety of leadership and management models and techniques
- Adapt your leadership and management style to suit different situations
- Effectively communicate organisational vision and goals
- Improve individual and team performance in the workplace
- Lead and support the development of a high-performing team
- Use a range of motivational techniques and models
- Lead and support a team through change
- Use coaching and mentoring effectively within a team
- Recognise and manage talent through reward and recognition, succession planning, supporting development and empowering team members
- Effectively delegate work and build on successes

# Module 3 – Communication and Building Relationships

Module 3 enables you to explore different communication styles. You will develop active listening techniques and negotiation and influencing skills, and use these skills to effectively manage any conflicts that arise in the workplace.

## You will develop the following knowledge:

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- How interpersonal skills contribute to effective working relationships
- How different forms of communication can help or hinder the communication process
- How and when to apply a range of communication techniques
- How to overcome the barriers to effective communication
- How to evaluate the effectiveness of communication within a team
- How to evaluate the use of different forms of communication in different contexts
- How to understand approaches to partner, customer and stakeholder relationship management
- How to use collaborative working techniques
- How to manage workplace conflict

## At the end of this module, you will be able to:

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- Communicate effectively in verbal, written and digital formats
- Adapt your communication style and method to suit the message and the audience
- Chair a meeting and present information concisely
- Use active listening skills effectively
- Build trust with internal and external stakeholders
- Use negotiation and influencing skills
- Manage conflict in the workplace

# Module 4 – Problem Solving and Decision Making

Module 4 enables you to effectively define the nature and scope of a problem. You will make informed decisions to overcome problems based on a well thought out and structured process. You will also agree the scope of, and begin development of your workplace project; this will be something you will work on to drive an improvement in your organisation or solve a specific business challenge.

## You will develop the following knowledge:

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- How to understand the nature, scope and impact of a problem
- How to understand the relationship between problem-solving and decision-making
- How to understand the different techniques used for problem-solving and decision-making
- How to assess the impact of organisational ethics and values on decision-making

## At the end of this module, you will be able to:

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- Gather data to identify the nature, scope and impact of a problem
- Critically analyse, interpret and draw conclusions from data to generate options
- Evaluate options to decide upon the best solution
- Communicate to stakeholders throughout the problem-solving process
- Review decisions made, identifying how improvements to the process could be made

# Module 5 – Operational Management

Module 5 will develop your knowledge and skills in developing and implementing an operational plan for your area of the business.

## You will develop the following knowledge:

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- How to understand the purpose of operational management, and the associated practices to convert materials and effort into goods and services (e.g. setting KPIs, developing plans, monitoring performance and achievement of objectives etc.)
- How to understand the different components of an operational plan
- How to identify and plan for the situations that can adversely affect operations including contingency planning and risk management
- How to develop organisational policies, processes and procedures
- How to understand the differences between a strategic plan, a tactical plan and operational plan
- How to understand different approaches to continuous improvement
- How to initiate, manage and lead effective change
- How to understand the purpose of management reporting
- How to understand effective technology use and data security in organisations

## At the end of this module, you will be able to:

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- Create an operational plan in line with organisational objectives, including:
  - objectives
  - KPIs
  - reporting mechanisms
  - resources
  - timescales
  - accountabilities
  - tasks and contingency planning
- Deliver against the plan, monitoring performance against objectives throughout
- Evaluate the extent to which the plan has met its objectives
- Develop organisational policies, processes and procedures
- Support, manage and communicate change
- Demonstrate strong commercial awareness
- Produce management reports based on the collation, analysis and interpretation of data

# Module 6 – Finance

Module 6 will develop your knowledge and skills of financial management and how to set and monitor and evaluate a budget.

## You will develop the following knowledge:

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- How to understand the purpose of financial management within an organisation and sound financial practices
- How to understand the importance of governance and compliance requirements relating to financial management
- How to set a budget, including:
  - managing the process
  - information required
  - setting contingencies
  - securing support from stakeholders
- How to manage a budget, including:
  - controlling the expenditure
  - managing variances
  - understanding the reporting requirements
- How to understand the range of methods of financial forecasting and their strengths and limitations

## At the end of this module, you will be able to:

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- Gather the information needed to set a budget
- Identify potential variances and suggest contingencies
- Set a realistic budget in line with organisational requirements
- Secure the support of stakeholders to agree a budget
- Manage a budget to monitor costs and expenditure
- Identify the cause of variations from the budget and take actions to address variations
- Propose realistic revisions to the budget, supporting recommendations with evidence
- Provide budget-related reports and information within agreed timescales
- Identify successes for improvement in budget management
- Be able to make recommendations to improve future budget setting and management

# Module 7 – Project Management

Module 7 will develop your knowledge and skills of project management. You will develop a project to improve an area of the business you are responsible for.

## You will develop the following knowledge:

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- Understand the requirements of project governance
- Understand a range of project management models
- Understand how to set up a project, including:
  - cost-benefit analysis
  - setting and agreeing the project budget
  - planning tools and techniques
  - risk analysis tools and techniques
  - project documentation
- Understand how to manage a project, including:
  - monitoring and communicating progress
  - managing resources and timescales
  - managing risks and issues
  - managing the impact of changes to the project scope
- Know how to develop measures of success for a project
- Know how to evaluate the success of a project

## At the end of this module, you will be able to:

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- Plan a project, including:
  - agreeing the scope
  - assessing the risks
  - developing the project plan with SMART objectives
  - KPIs and evaluation mechanisms
- Manage a project, including:
  - allocating resources
  - briefing the project team
  - monitoring budgets and timescales
  - revising in light of changes and identified risks
  - keeping stakeholders up to date
  - completing close-out actions
- Evaluate the effectiveness of a project through completion of periodic reviews and reporting on the effectiveness of plans to make improvements for the future



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