

Leadership and Management Apprenticeships

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About us

Acumen Coaching, part of the t2 group is one of the leading providers of Leadership and Management Apprenticeships in the UK.

Our unique LARA delivery methodology has been developed and refined by us over the last 25 years, utilising experiential learning combined with one to one coaching. This approach enables your learners to develop new skills quickly and effectively and then apply and reflect on them in their everyday practice. This advanced approach to learning leads to sustained changes in behaviour, building your organisational capability and driving measurable improvements in performance.



LEARN anywhere, anytime through online blended learning resources and activities

APPLY new knowledge and skills in work supported by our expert Leadership and Management Coaches

REFLECT on what has worked, what hasn't and how to improve this in the future

ADAPT your internal thought processes and workplace application leading to sustained changes in your behaviour



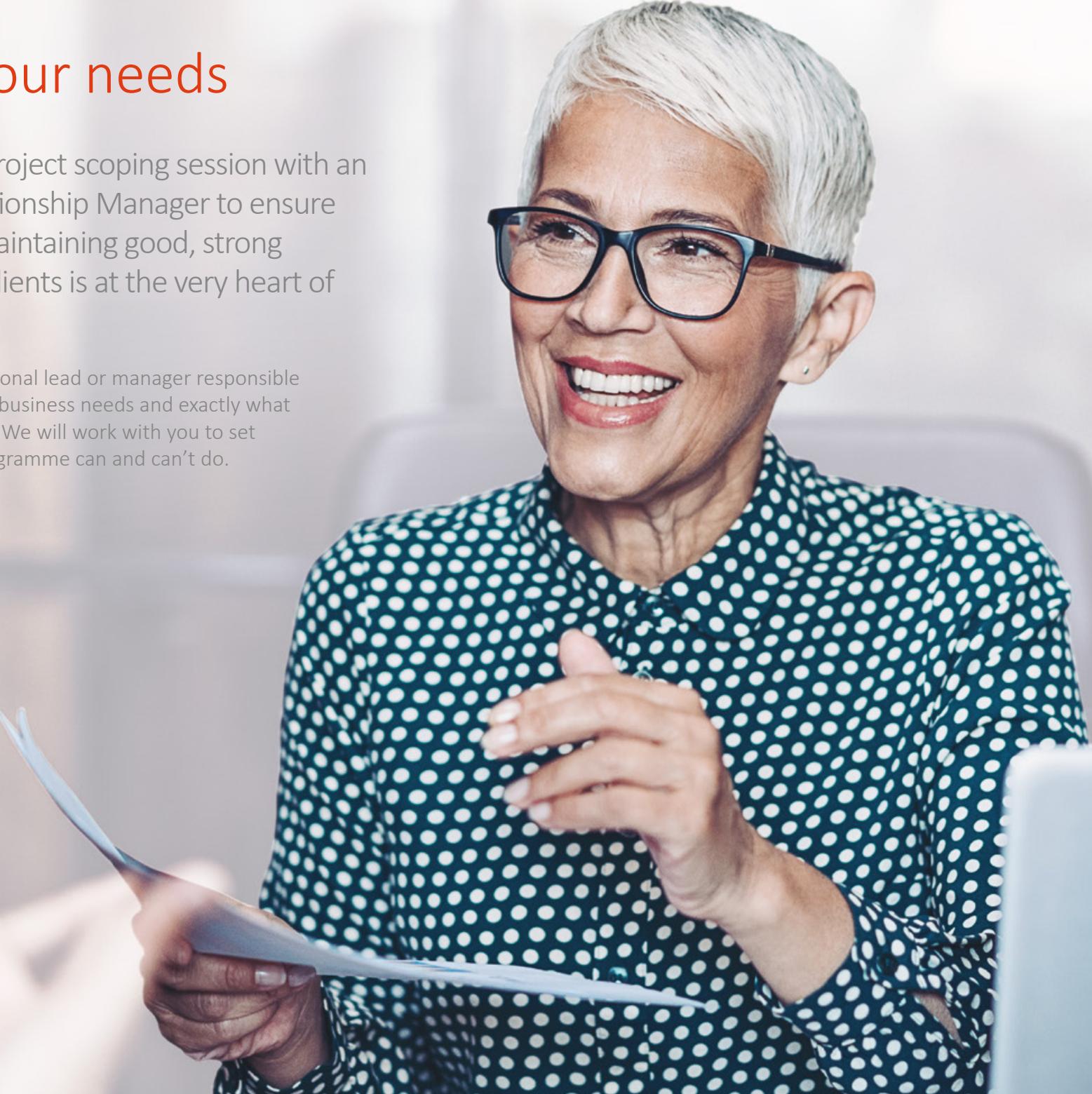
Teaching and training staff have good vocational knowledge and expertise, which they draw on skilfully to make learning highly interesting apprentices develop their understanding and skills through practical examples in their workplaces

Understanding your needs

Our programmes begin with a project scoping session with an Account Director or Senior Relationship Manager to ensure the ‘right fit’. Establishing and maintaining good, strong working relationships with our clients is at the very heart of what we do.

We will meet with your nominated organisational lead or manager responsible for training to gain an understanding of your business needs and exactly what you require from your learning programmes. We will work with you to set realistic expectations of exactly what the programme can and can’t do.

All our Apprenticeship programmes **can be fully funded through your Apprenticeship Levy** or the government will contribute 95% of the cost if you are a non-levy payer



Appointing the right team

We will then appoint a team of specialists based on your needs and requirements. We have over 200 expert Leadership and Management Coaches, trainers and assessors based throughout the UK.

All of our team are fully employed by t2 group; to ensure the quality of our delivery, we never use freelance or subcontracted staff to deliver our programmes. Your team will include the following:

Delivery Team

Responsible for providing one to one expert training, coaching and assessment support



Quality Team

Responsible for ensuring that the high-quality of our delivery meets your precise needs



Customer Experience

Responsible for enrolling learners and gaining impartial feedback on your experience



Bespoke learning programmes

Your learners will be seamlessly enrolled onto their programmes through our digital enrolment process by your Account Manager; if required, we can arrange learner briefing sessions to answer any questions they may have in advance.

Their Leadership and Management Coach will then arrange a one to one meeting to offer impartial information, advice and guidance. They will also deliver an induction to the programme and develop the bespoke learning plan.

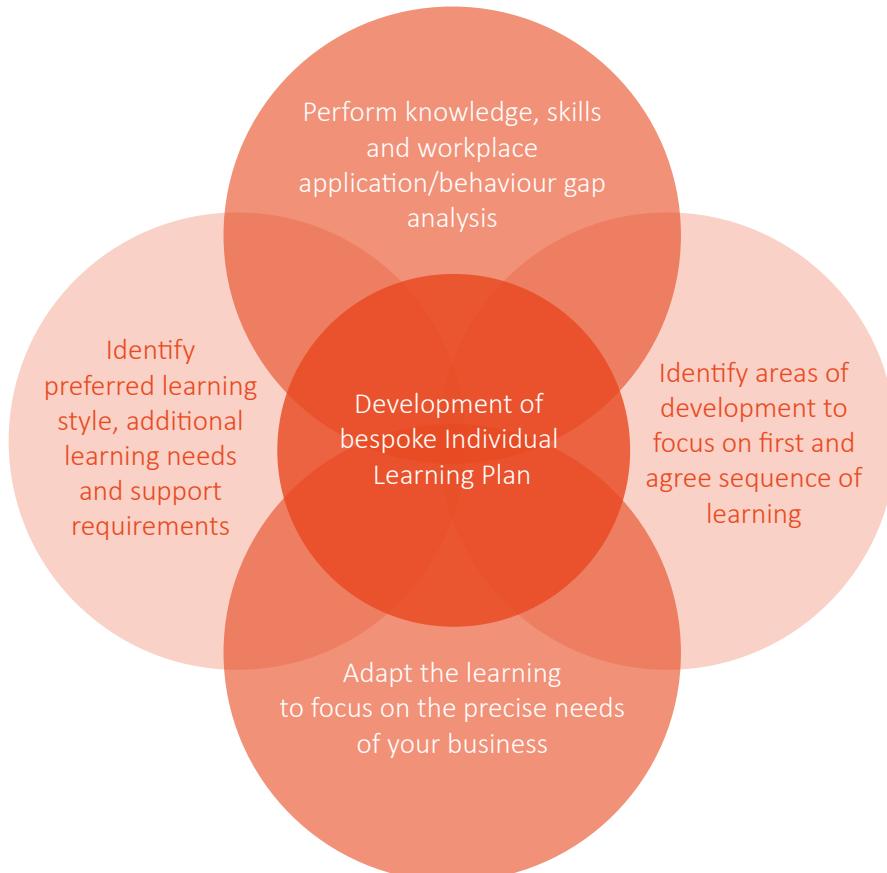
It is imperative that the learner's line manager is fully involved in the induction to ensure the learning plan meets your needs, and that they can fully commit to the requirements outlined in the Apprenticeship Commitment Statement.



Individual Learning Plans

The Leadership and Management Coach will work with your learner and their line manager to identify their precise needs and requirements for the programme, skilfully sequencing their learning of new knowledge and skills to develop an Individual Learning Plan.

The Individual Learning Plan will include key milestones and monthly reviews of progress throughout. Learners will be introduced to their bespoke Knowledge and Skills Development Measure; a visual representation of their knowledge and skills at their starting point. This will be updated throughout the programme as knowledge and skills develop.



Ofsted

‘Assessors engage with apprentices well. They develop a good mutual rapport which supports apprentices’ learning. Apprentices value their training programmes; they are motivated to complete their planned actions and make progress in their careers. They enjoy their learning, and most exceed their own initial expectations of what they can achieve’

Flexible, high-quality delivery

Your learner will then be introduced to the directive programme content they will use to develop their knowledge, skills and techniques. They can access these resources in ‘bite-size pieces’ at a time and place convenient to them to fit in with their busy schedules.

These resources include a wide range of industry leading on-line workbooks and videos that they can access easily on any desktop or mobile device. The workbooks and videos have been developed by industry experts to ensure that they cover all the key components required to meet the knowledge, skills and behaviours of the Apprenticeship Standard.



One to one expert coaching support

One to one expert coaching is provided every month by a dedicated Leadership and Management Coach. This can be face to face or virtually through video conferencing, depending on your preference and this is supplemented by recommended on-line monthly workshops

We use our four aspects of coaching to enable learners to take ownership for their own learning and development. The emphasis of the coaching approach throughout is on asking questions and letting learners come up with their own solutions rather than telling them what to do leading to sustained changes in behaviour.



Suggesting is helping learners take ownership for developing solutions to problems and challenges themselves, and only helping them by suggesting solutions when they are stuck. They then have the option of accepting or declining the suggestion so still take ownership for developing the solution.

Supporting is helping learners look at solutions to move forward their thinking and develop a way forward. At its core the focus is on helping the learner find solutions rather than problems, building on strengths rather than weaknesses and finding positive ways forward rather than examining barriers.

Exploring is giving the learner true space to think effectively, asking great questions and listening effectively. As most learners have never been exposed to this level of listening before this leads to huge breakthroughs with them coming up with the answers of what to do next and why just because they have really taken the time and had the space to really think about it.

Confronting is about really challenging any limiting beliefs or blind spots that are holding the learner back. Many learners are not aware of these limiting beliefs or blind spots, so by becoming more aware of them they have the choice to change them, and our Coaches support them in doing this leading to changes in behaviour and improved performance.

Your dedicated coach will also complete a triangulated review with each learner and their line manager each month to ensure the intent, implementation and impact of the learning is meeting their precise requirements.

Preparation for End Point Assessment (EPA)

Once your Leadership and Management Coach has completed all aspects of the on-programme, training coaching and assessment, a Gateway meeting will be arranged. This is a meeting to agree that the learner is ready to be put forward for EPA.

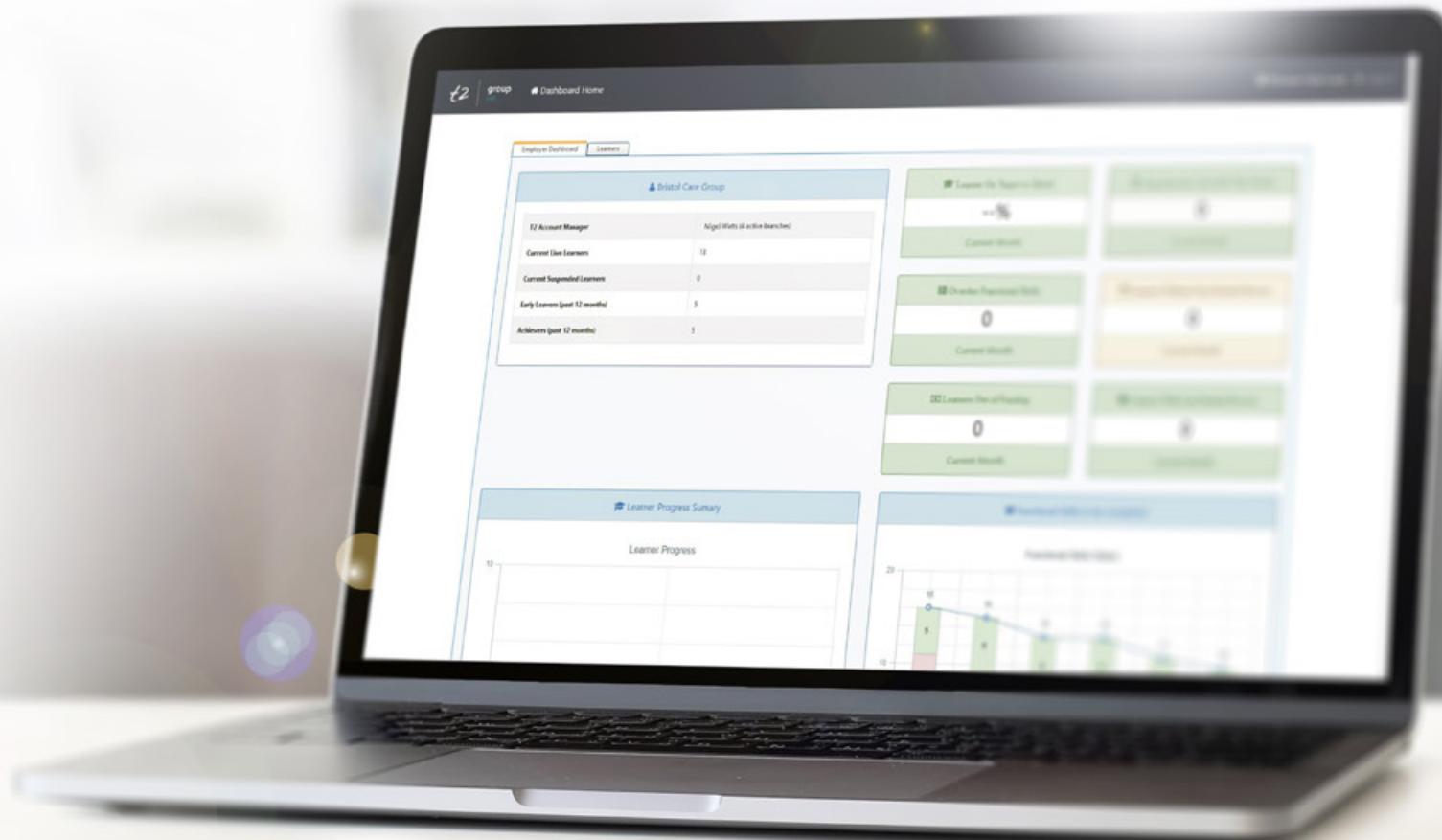
Thorough EPA preparation will be provided by your Leadership and Management Coach including mock professional discussions, questioning, and presentations to ensure your learner is fully prepared and ready for EPA.



Feedback on progress throughout

Every month, a learning review will be completed with each learner by their Leadership and Management Coach to measure the intent, implementation, and impact of the Individual Learning Plan.

This is a triangulated review to ensure that the learning is meeting your needs and requirements. It is imperative that the learner's line manager or a dedicated workplace mentor is involved in the first 15 minutes of each learning review to review progress in the learning and to plan the next steps of learning, especially in relation to the off-the-job training requirement for the Apprenticeship. All progress for each learner is stored in our i-learn platform, an on-line portal which enables our learners and employers to easily view a range of learning and development targets in relation to their programme. Your dedicated Account Manager will contact you every month to gain impartial feedback on your experience and provide any additional support you may require.



Management Acumen Programme (Team Leader Apprenticeship Standard)

DURATION
13
MONTHS

The management acumen programme is aimed at first line managers and team leaders in the private, public and voluntary sectors, ranging from small local SMEs to large, national organisations.

Making the first step from team member to manager is often the most challenging aspect of someone's career. However, we often expect someone to make this step easily as they were great in their previous role. The management acumen programme enables individuals to make the step seamlessly and if they have been in a management role for a while, analyse their leadership and management skills to identify how they can improve the results of their team.

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



Programme content

Self-Awareness and Management of Self

Learning (knowledge)

- How to become more self-aware
- How self-awareness can impact performance
- How to understand the impact your behaviour has on others
- How to adapt your behaviour to improve the impact on others
- How to understand the importance of emotional intelligence in Leadership
- How to understand inclusivity and unconscious bias
- How to understand different learning styles
- How to identify your own learning style and your team members
- How to gather feedback, reflect on your own performance and make improvements
- How to create, develop and maintain your Continuous Professional Development (CPD)
- How to understand time management tools and techniques to plan and prioritise your workload

Application (skills)

- Be self-aware and adapt your own behaviour to improve performance
- Recognise and control your emotions
- Be aware of how unconscious bias can impact on inclusion
- Know how unconscious bias can be avoided
- Identify your own and team member learning styles
- Gather feedback on your own performance and leadership style
- Reflect and evaluate on your own performance and leadership style
- Apply learning from feedback to improve your performance
- Create an effective personal development plan

- Develop and maintain your Continuous Professional Development (CPD)
- Plan and prioritise your workload using a range of time management techniques

Leading and Managing People

Learning (knowledge)

- How to understand different leadership styles
- How to understand people and team management models
- How to understand the importance of organisational culture
- How to understand performance management methods
- How to understand the role coaching plays in the workplace
- How to understand HR procedures and requirements:
 - recruitment and selection
 - discipline and grievance
 - sickness and absence
 - harassment and bullying
- How to understand Equality, Diversity and Inclusion in the workplace

Application (skills)

- Effectively communicate organisational strategy and team purpose
- Build an effective team:
 - support team members to improve their performance
 - motivate team members to achieve personal and team objectives
 - manage the performance of your team to ensure objectives are met
- Set, monitor and feedback on operational objectives for a team:
 - set and agree objectives for your team
 - provide support and guidance on how to achieve objectives
 - monitor team and individual performance

- provide effective feedback on performance

- Use coaching to support the development of your team:
 - plan the development of team members using coaching
 - implement coaching plans
 - review how coaching has improved performance
- Manage change effectively:
 - assess positive and negative impacts of change
 - plan how potential barriers to change can be overcome
 - manage and support your team through change
 - review how effectively your team are managed through change
- Understand most recent legislation with regards to Equality, Diversity and Inclusion

Management Acumen Programme (Team Leader Apprenticeship Standard)

Programme content

Communication and Building Relationships

Learning (knowledge)

- How to understand different forms of communication and the strengths and weaknesses of their application
- How to chair a meeting including:
 - planning
 - documentation required
 - facilitating the meeting
 - ensuring actions agreed are completed
- How to manage challenging conversations including preparing for the conversation and techniques that can be used
- How to deliver constructive feedback
- How to understand approaches to customer and stakeholder management
- How to understand cross-team working and build relationships across teams to achieve organisational objectives
- How to understand the importance of emotional intelligence in the workplace
- How to understand the importance of conflict management in the workplace and use a range of conflict management models

Application (skills)

Communicate effectively in verbal, written and digital formats

Adapt your communication style and method to suit the message and audience

Chair a meeting and present information concisely

Use active listening skills effectively

Build trust across your team

Use negotiation and influencing skills

Manage conflict in the workplace

Provide feedback to cross-team discussions

Build and manage customer relationship

Problem Solving and Decision Making

Learning (knowledge)

- 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 understand when issues need to be escalated
- How to assess the impact of organisational ethics and values on decision-making

Application (skills)

- 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
- Escalate issues when required
- Communicate to stakeholders throughout the problem-solving process
- Review decisions made, identifying how improvements to the process could be made



Operational Management

Learning (knowledge)

- How organisational strategy is developed
- How operational plans of departments/teams relate to the overall organisation's strategy
- How to effectively implement operational/team plans:
 - implementing an operational/team plan within agreed timescales and budget
 - revising an operational/team plan in response to changes in organisational objectives
- How to manage change within a team:
 - identifying the positive and negative impacts change can have on a team
 - techniques to support a team through change
- How data is managed within the workplace:
 - the importance of operational data
 - GDPR
 - how technology can be used to improve data management

Application (skills)

- Deliver against an operational plan:
 - translate an operational plan into deliverable actions for your team
 - communicate actions to ensure team members understand their roles and responsibilities
 - organise, prioritise and allocate work to ensure resources are used effectively
 - monitor and manage your team to ensure actions are delivered
- Adapt to change by managing challenges and implementing solutions to overcome them
- Create and work with data and reports

Finance

Learning (knowledge)

- How to understand the purpose of governance and compliance in finance
- How to understand governance and compliance processes relating to:
 - financial reporting
 - dealing with income
 - record keeping
 - audits
- How to understand the importance of delivering value for money:
 - the concept of value for money
 - how to achieve value for money when working with suppliers and customers
 - how your team or department can deliver value for money
- How to set and monitor budgets:
 - how to set realistic budgets and plan for contingencies
 - the process of monitoring budgets to ensure efficiencies and control costs

Application (skills)

- Monitor and manage a budget controlling expenditure in line with targets
- Demonstrate how organisational governance and compliance procedures have ensured effective budget controls
- Create accurate financial updates:
 - gather and interpret financial information needed to create financial updates for your team/department
 - provide accurate financial updates for your team/department to management

Management Acumen Programme (Team Leader Apprenticeship Standard)

Programme content

Project Management

Learning (knowledge)

- How to understand the project management lifecycle and roles within a project
- How to understand how to deliver a successful project
- How to understand how to manage project risks and issues

Application (skills)

- Plan a project:
 - confirm objectives and timescales
 - identify resource requirements
 - create project documentation including a project plan, communication plan and risk issue log
- Deliver against a project plan:
 - manage resources and risks
 - monitor progress
 - take corrective actions when issues arise
 - report on project outcomes
 - review project performance

End Point Assessment

To achieve this Apprenticeship, the coach, learner and employer will agree when all aspects of on-programme training, coaching and assessment have been met.

The learner will then be put forward for EPA with an independent EPA Organisation of their choice. The EPA will typically involve a presentation with questioning and a professional discussion underpinned by a portfolio of evidence.

Qualifications included in this Apprenticeship

- Level 3 Team Leader Apprenticeship Standard
- ILM Level 3 Award in Leadership and Management
- Level 2 Functional Skills in English and maths (if required)



Executive Acumen Programme (Operations/Departmental Manager Apprenticeship Standard)

DURATION
18
MONTHS

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



Programme content

Self-Awareness and Management of Self

Learning (knowledge)

- 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

Application (skills)

- 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

Leading and Managing People

Learning (knowledge)

- 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

Application (skills)

- 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



Executive Acumen Programme (Operations/Departmental Manager Apprenticeship Standard)

Programme content

Communication and Building Relationships

Learning (knowledge)

- 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

Application (skills)

- 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

Problem Solving and Decision Making

Learning (knowledge)

- 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

Application (skills)

- 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



Operational Management

Learning (knowledge)

- 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

Application (skills)

- Create an operational plan in line with organisational objectives, including:
 - objectives
 - KPIs
 - reporting mechanisms
 - resources
 - timescales
 - accountabilities
 - asks 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

Finance

Learning (knowledge)

- 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

Application (skills)

- 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

Application (skills)

- 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

Executive Acumen Programme (Operations/Departmental Manager Apprenticeship Standard)

Programme content

Project Management

Learning (knowledge)

- 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

Application (skills)

- 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

End Point Assessment

To achieve this Apprenticeship, the coach, learner and employer will agree when all aspects of on-programme training, coaching and assessment have been met.

The learner will then be put forward for EPA with an independent EPA Organisation of their choice. The EPA will typically involve a project proposal and presentation with questioning, and a professional discussion underpinned by a portfolio of evidence.

Qualifications included in this Apprenticeship

- Level 5 Operations/Departmental Manager Apprenticeship Standard
- ILM Level 5 Award in Leadership and Management
- Level 2 Functional Skills in English and maths (if required)



Closing the gap between performance and potential



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