

management acumen

Leading to the ILM Level 3 Diploma in Management

acumen coaching
by t2 group

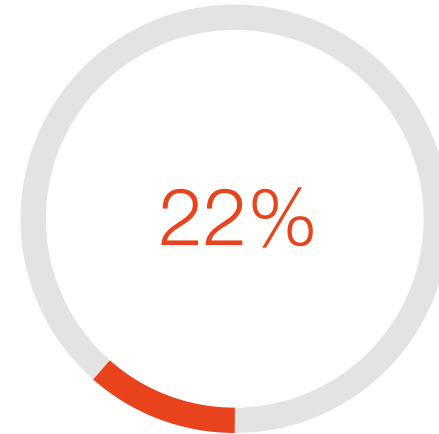
Our approach

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

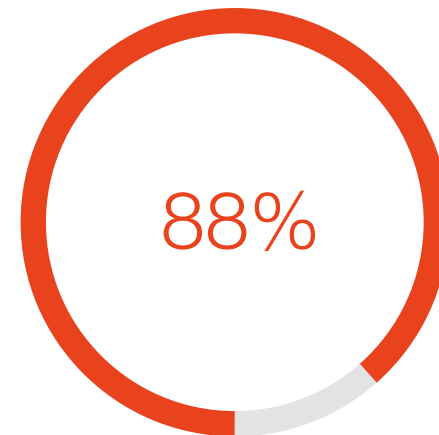
Everything we do is underpinned by combining training with executive coaching.

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 95% 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:



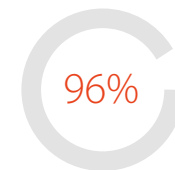
Training provider overall



Overall quality of training



Ability to influence structure



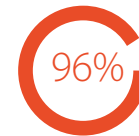
Likelihood to recommend



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

management acumen programme

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 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. At the end of Modules 2 and 4, learners will complete on-line tests to ensure their understanding of Leadership and Management is meeting the required standard.

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 3 Diploma in 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 management acumen programme, you will achieve an Apprenticeship in Team Leading and an ILM Level 3 Diploma in Management.

Length: **13 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:

- 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

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

- 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

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:

- 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

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

- 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

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:

- 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

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

- 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 relationships

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 develop the following 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

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

- 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

Module 5 – Operational Management

Module 5 will develop your knowledge and skills to develop and implement an operational plan for your area of the business.

You will develop the following 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

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

- 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

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:

- 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

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

- 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

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:

- 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

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

- 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

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