

Apprenticeship in Management

the management
acumen programme

DURATION

14

MONTHS

The management acumen programme is aimed at first line managers 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 high performers 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 significantly improve the results of their team.

The programme uses directive programme content (learning resources) 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.

How we deliver this Apprenticeship

This programme is delivered on a one to one basis in your workplace by your own dedicated Management Tutor.

They will meet with you every month (face to face or virtually) to provide teaching and training to help you develop new knowledge and skills and guide you through the programme.

They will then assess your competence by observing you applying the new skills at work and helping you develop a portfolio of evidence to prove you have met the requirements of the Apprenticeship.

Qualifications included in this Apprenticeship

On successful completion you will achieve the following qualifications:

- Level 3 Apprenticeship in Management
- ILM Level 3 Diploma in Management
- Essential Skills in Application of Number Level 2 (if required)
- Essential Skills in Communication Level 2 (if required)
- Essential Skills in Digital Literacy Level 2 (if required)



Session 1

How to manage your own personal and professional development

Session 1 will begin with your Management Tutor guiding you through the different ways of managing your own personal development and objectives. This will help you to gain a better understanding of the sources and trends that influence your professional and personal development. It will help you to understand which types of development are best suited to you when identifying your current and future skills needs.

You will learn how to monitor and review your own development by:

- Using SMART goals
- 1-2-1 appraisals
- CPD logs
- Development Reviews

Session 2

Understanding your management role and responsibilities

Session 2 will begin with your Management Tutor helping you better understand your exact role and the contribution you and your team make to your organisation and its objectives. You will analyse the rights and responsibilities in the workplace for you and your team.

You will learn:

- How to access relevant information and advice on your industry, occupation, training and career pathways
- The regulatory requirements, organisational codes of practice and areas of public concern within your industry

Session 3

How to manage conflict within your team (optional unit)

Session 3 will begin with your Management Tutor working with you to identify the causes of conflict within your team. It will help you to understand the skills and techniques needed to deal effectively with conflict as it arises in your team. You will learn about different methods of conflict management and how they can be applied to improve the working environment.

You will learn:

- How to assess the seriousness of conflict
- What action to take to minimise conflict within your team
- When it is appropriate to address conflict at an individual level and at team level
- How to communicate relevant action to your team
- How to document your actions

Session 4

People management

Session 4 will begin with your Management Tutor guiding you through the tools and techniques for effective people management. It will help you to gain a better understanding of how to manage, and develop the potential of your team.

You will learn:

- The role of HR, its function and processes within your organisation
- The different types of employment contract
- The organisation's responsibilities for Equality, Diversity and Inclusion (EDI)

Session 5

Equality, Diversity and Inclusion (optional unit)

Session 5 will begin with your Management Tutor helping you to understand the difference between Equality, Diversity and Inclusion. It will help you gain a better understanding of the impact of Equality, Diversity and Inclusion across your organisation's policies and the potential consequences of breaches of the equality legislation.

You will learn:

- How to ensure your team is aware of responsibilities within your workplace
- How to ensure your team is kept up to date with relevant information

Session 6

Principles of Business

Session 6 will begin with your Management Tutor guiding you through the principles of business. It will help you to gain a better understanding of different business environments and how they work. You will look at different business markets and identify how your own organisational goals are shaped by the way your market operates.

You will learn the importance of:

- Business innovation
- Financial management
- Budgeting
- Customer service
- Sales and marketing

Session 7

How to collaborate effectively with other departments (optional unit)

Session 7 will begin with your Management Tutor helping you to identify the departments you collaborate with and the nature of the relationship between those departments. It will help you gain a better understanding of how to collaborate effectively, the advantages and disadvantages of collaboration and what should be considered to ensure they are effective.

You will learn:

- How to analyse internal service level agreements
- How these agreements contribute to the achievement of organisational objectives

Session 8

Performance management (optional unit)

Session 8 will begin with your Management Tutor guiding you the range of techniques to manage and monitor an individual's performance. It will help you gain a better understanding of motivating employees who are under performing and what causes employees to underperform.

You will learn:

- How to implement different motivational techniques
- How to delegate effectively to the appropriate team member
- How to agree SMART objectives against team members' performance
- How to monitor individuals' performances against their objectives over a period of time

Session 9

Principles of leadership and management

Session 9 will begin with your Management Tutor guiding you through the principles of leadership and management. It will help you to gain a better understanding of the different way employees can be managed and how to align the decisions you make with your organisational objectives.

You will learn:

- How to use management theories and models in motivating your team
- What a manager's responsibilities are in terms of planning and controlling work towards organisational objectives

Session 10

Manage development in the workplace (optional unit)

Session 10 will begin with your Management Tutor working with you to identify different ways of managing and monitoring an individual's development in the workplace. It will help you to understand how to carry out an appraisal and what should be covered. You will look at ways of giving feedback and support to your team, and which training and coaching techniques can be applied in the workplace.

This will build on session 8 with you providing evidence of how you have agreed SMART targets with your team on their development needs and monitored each individual's progress towards the objectives agreed.

You will also look at ways to monitor and review their development plans using SMART goals to achieve them; this can be done through 1-2-1s, appraisals, CPD logs and Development Reviews.

Session 11

Managing and improving the performance of your team

Session 11 will begin with your Management Tutor working with you to identify different ways of improving your team's performance. It will help you gain a better understanding of your team's strengths and weaknesses and build on session 8, looking at how you effectively delegate and allocate work to those strengths. It will help you to understand how to benchmark performance and quality techniques to ensure your team is performing.

You will put this into practice through evidence to show how you have allocated work and communicated the team's objectives, responsibilities, and priorities. You will demonstrate how these have been effectively monitored to improve the performance of your team throughout the programme.

Session 12 - Completion and refining of work-based activities, reflection, and review

Session 13 – Completion and refining of work-based activities, reflection, and review

Session 14 – Completion and refining of work-based activities, reflection, and review

Please note - This programme has been designed to meet the rules of combination for the ILM Level 3 Diploma in Management. A range of further optional units are available to tailor this programme to meet your needs subject to you meeting the rules of combination.

Closing the gap between performance and potential

Why choose an ILM Apprenticeship?

The ILM is the UK's largest management development organisation. ILM qualifications set the benchmark for international leadership and management expertise.

For a copy of this course outline in Welsh please contact marketing@t2group.co.uk

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