

Higher Apprenticeship in Leadership and Management

the executive
acumen programme

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 uses directive programme content (learning resources) to develop new knowledge and skills, combined with non-directive coaching to ensure you learn and apply new knowledge and skills effectively in the workplace.

The programme begins with you developing the knowledge required to develop and lead a high performing team. Once you have developed this knowledge you are supported to apply these skills to develop a high performing team in your organisation.

How we deliver this Apprenticeship

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

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

They will then assess your competence by examining your evidence of 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 5 Higher Apprenticeship in Leadership and Management
- ILM Level 5 Diploma in the Principles of Leadership and Management
- ILM Level 5 Diploma in Management and Leadership
- 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

Review your own personal and work-related development experiences, aims, objectives and priorities

Session 1 will begin with your Coach guiding you through how to evaluate your prior learning and work-related experiences to identify your personal strengths and weaknesses, using self-assessment techniques and a learning cycle. You will gain an understanding of how different learning models and techniques can have an impact on your learning style.

You will learn how to:

- Assess your personal development aims, objectives, and priorities for the long, medium and short-term
- Use evidence of different tools and techniques to plan your learning and development
- Develop a plan to set your goals and review your progress and achievements

Session 2

Critical thinking - critically assess your own beliefs, attitudes and values

Session 2 will begin with your Coach working with you to critically examine your beliefs and values, the differences between them and how they can impact your attitude in the decisions you make at work. You will then identify and learn about a range of management theories which can be used as part of your role when managing others.

You will learn how to:

- Manage people with different beliefs, attitudes and values
- Mitigate unconscious bias

Session 3

Managing improvement

Session 3 will begin with your Coach working with you to learn how to critically assess your organisation's effectiveness in managing quality to meet or exceed customer requirements. You will learn to use quality control, quality assurance and quality auditing to improve customer expectations, using different tools for maintaining them. You will then evaluate your own ability to manage quality to meet or exceed customer requirements, learning how to monitor customer satisfaction using benchmarking, improvement planning, scheduling and logistics.

You will learn how to:

- Develop and implement an improvement plan that is designed to exceed customer requirements
- Identify and prioritise areas of improvement and set targets to meet customer expectations
- Implement your plan through a structured and well thought out process ensuring it is communicated effectively

Session 4

Understanding your management role to improve performance

Session 4 will begin with your Coach working with you to examine how to enable you to fully understand the nature and purpose of your organisation and how your operational functions link together. You will then evaluate the specific responsibilities of managers within your organisation to achieve its goals. You will learn the importance of setting goals and objectives and aligning your management responsibilities using a range of planning, organising and motivation techniques.

You will learn:

- How communication and interpersonal skills affect performance in your workplace
- A range of methods to overcome barriers to communication, including how to provide effective feedback
- How to assess your own interpersonal and communication skills
- How to identify your areas for improvement and integrate these into a personal development plan

Session 5

Understanding financial concepts and how to make a financial case to inform a management decision

Session 5 will begin with your Coach working with you to gain an understanding of the financial concepts used to inform management decisions. You will learn how to analyse and understand how costs are allocated. You will learn about costing systems and how to allocate costs using different techniques to reduce cost such as budgetary control and variance analysis.

You will learn how to:

- Use a range of financial evaluation techniques to inform your decisions
- Make a financial case to inform management decisions
- Present financial information to support your recommendations

Session 6

Ongoing review of your own personal and work-related development experiences, aims, objectives and priorities

Session 6 will begin with your Coach working with you to build on your work in Session 1. You learn how to evaluate your development opportunities for the long, medium, and short term in line with your operational objectives. You will learn how to justify undertaking planned personal development activities to your organisation. You will be able to show how you have undertaken planned learning and development using different techniques such as time/task management, recognising distractors, personal motivation and planning skills.

You will learn how to:

- Evaluate the effectiveness of the development activities in meeting your personal aims, objectives and priorities
- Evaluate the effectiveness of development activities

Session 7

Using coaching and mentoring to improve team and individual performance

Session 7 will begin with your Coach working with you to understand the difference between coaching and mentoring and how it can be used to improve performance. You will examine the potential barriers to coaching and mentoring in your organisation and develop strategies overcome them. You will gain an understanding of the use of different coaching models or processes to structure your coaching sessions such as GROW and OSKAR and analyse how the benefits of coaching or mentoring can be evaluated.

You will learn:

- How to critically explore the knowledge, skills, and behaviour of an effective Coach or mentor
- Why coaches or mentors require effective communication skills
- How to understand a wide range of effective communication skills such as body language, verbal, listening skills, writing skills
- The reasons why using a range of communication skills are important

Session 8

Review and reflect on learning and its effect on workplace performance

Session 8 will begin your Coach working with you to review how learning and development has been applied in your workplace to improve your own or others' performance. You will be able to understand and evidence how performance appraisal techniques have been used and the limitations of using them to develop your own or others' performance.

You will learn:

- To review and revise short, medium and long-term goals based upon personal development activities
- How to demonstrate their impact on your workplace.
- To set goals using SMART objectives
- Different techniques to review progress and achievement such as formative assessment, feedback, reflection and 1-2-1 progress reviews
- How to revise and improve these over a period of time

Session 9

Leading innovation and change

Session 9 will begin with your Coach working with you to understand how innovation can improve business performance, provide financial benefits and a competitive advantage over other organisations. You will then identify an opportunity for innovation and improvement in your organisation, justify the improvement and evidence how the nature of this change will impact your organisation.

You will learn:

- How to use a range of techniques to generate innovative options to deliver the improvement such as problem solving and decision making based on statistical data and information from other sources
- How to evaluate options for generating the proposed improvement to determine feasibility and viability
- How to create implement a change management plan for the improvement, monitoring progress against agreed targets
- How to monitor progress using different techniques such as flow charting or process mapping

Session 10

Manage strategic change

Session 10 begins with your Coach working with you to analyse change at a strategic level, unlike the previous session, which was about departmental changes, this session looks at more radical changes that can impact the organisation as a whole. You will then plan, manage and evaluate your strategic change using a SMART plan or Gantt along with a stakeholder engagement plan to address all stakeholders' interests and needs. At the end of your change you will be able to show evidence, through using evaluation tools and techniques such as; return on investment (ROI), impact analysis (McKinsey 7s approach) and Probability charts, to determine which aspects of the change were successful or not successful.

You will learn:

- How to evaluate a range of change management models to identify the most suitable for your own organisation
- How to evaluate the relationship between change management, business continuity and crisis management. The differences between business change, business continuity and crisis management
- The impact they have on the change management process
- The importance of all these areas working in unison and why they work together

Session 11

Project management and operational planning

Session 11 will begin with your Coach working with you to understand the key components of an operational plan and a workflow pattern from start to finish such as; human capital (staff and skills), financial requirements (budget), risk assessment and project lifespan with exit strategy. You will understand how the relationship between strategic and operational plans and how they align to each other.

You will learn how to:

- Plan, manage and evaluate a project (usually to implement your operational plan)
- Use tools and techniques such as a project initiation document to scope out your objectives, risk analysis to show potential impacts and a SMART plan to satisfy all areas of your project scope
- Brief your team on their roles and responsibilities
- Review the progress of your project using different monitoring techniques
- Develop a post Implementation report/review document to prove how continuous improvement is applied to your project

Session 12

Establishing, designing and managing business risk processes

Session 12 begins with your Coach working with you to gain an understanding of business risk management models and techniques. You will understand the process of identifying, assessing and controlling risk that can threaten your business such as and a three-stage crisis management model; pre-crisis preparation, crisis response and post-crisis recovery.

You will learn how to:

- Identify potential business risks
- Use modelling exercises to assess risk
- Put in place a Business Risk Assessment matrix and contingency plan to cover all risk profiles

You will then develop a risk management plan to respond to the risks identified and set out all available resources and costs (using a cost benefit analysis), along with a review of your plan of risk related changes in an amended plan which recommend possible future improvements.

Session 13

Contribute to developing a strategic plan

Session 13 will begin with your Coach working with you to learn about the range of different strategic planning models and their usefulness to the nature and culture of your organisation. To support this, you will also gain an understanding of different analytical techniques; Porters Five Forces, Value Chain Analysis and Stakeholder analysis to make strategic planning more successful.

You will use a PESTLE analysis to evaluate all areas that may affect your strategic plan and you will show consideration to any market factors such as; skills availability, resource availability, competitor activity or government intervention when planning these decisions.

You will learn:

- To use scanning tools to develop your strategy
- How to examine the relationship between strategic intention, strategic choice and strategy formulation
- How your organisation's strategic plan aligns to the strategic objectives of your organisation, in line with any resource constraints
- How to evaluate the impact this plan has on the organisation against different types of evaluation criteria

Session 14

Provide leadership and management

Session 14 will begin with your Coach working with you to examine the management theories that have been developed that can help you to influence and motivate others and how they can be applied in your organisation. You will examine a range of motivation theories including McGregor's Participation Theory, McClelland's Need Theory and Herzberg Motivation Hygiene Theory.

You will learn:

- How certain behaviours and attitudes will help you to win the trust and support of your team
- How to maintain morale and secure the commitment of your team through difficult times
- How to adapt your planning skills, make resourcing decisions that meet changing circumstances and improve the skills and expertise of your team using a range of delegation techniques
- How to empower individuals to take responsibility for their own decisions through effective allocation of work

Session 15

Managing product and/or service development

Session 15 begins with your Coach working with you to understand the development of new or improved products and/or services.

You will then establish and manage the need for a new or improved product and/or service in your organisation, learning about the key criteria for new product and/or service development needs e.g. profitability, strategic fit, customer need, development costs and evaluate why these are needed.

You will learn:

- How to complete market research to evaluate customers views
- How to complete competitor analysis to assess the strengths and weaknesses of existing and potential competitors
- To identify the stages of development process, product life cycle and their requirements
- How the life-cycle model progresses through several stages
- Examine market segmentation to recognise and determine which segmentation will be more profitable
- How to use a range of market analytical tools such as SWOT, PESTLE and Porter's Five Forces to evaluate their usefulness in developing a new or improved product and/or service
- How to examine and evaluate the degree of success of the new product and/or service

Session 16

Optional units

Depending on your specific business need your Coach will then work with you to choose one of the following options:

- Optimising technology to improve productivity
- Developing and managing collaborative relationships with other organisations
- Promoting Equality of Opportunity, Diversity and Inclusion

Session 17

Completion and refining of work-based activities and Reflection and review

Session 18

Completion and refining of work-based activities and Reflection and review



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

For more information contact us at:  029 2079 9133

 www.t2group.co.uk

 info@t2group.co.uk

