

# Management Acumen Programme (Team Leader Apprenticeship Standard)

DURATION  
**13**  
MONTHS



The management acumen programme is suitable for you if you are a first line manager or team leader in a company of any size in the private, public or voluntary sector.

Making the step up from a team member to manager is often the most challenging aspect of your career. However, you are often expected to make this step easily as you were a great performer in your previous role.

The management acumen programme has been designed to develop your knowledge and skills to enable you to make the step seamlessly. If you have been in a management role for a while, it will enable you to analyse your leadership and management skills to identify how you can improve the results of your team.

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

## How we deliver this Apprenticeship

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

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

You can access further support from a wide range of industry leading, on-line resources by the Institute of Leadership and Management which will help you gain new ideas and insights regarding the latest management tools and techniques. These are accessible from any wifi-enabled device.

Your Leadership and Management Coach will then assess your competence by observing you applying the new skills at work and helping you develop a portfolio of evidence to demonstrate how you have met the requirements of the programme.

## Qualifications included in this Apprenticeship

- Level 3 Team Leader Apprenticeship
- ILM Level 3 Diploma for Managers

## Functional Skills

- Level 2 Functional Skills in English and maths (if required)

## 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 Personal Development Plan (PDP)
- Plan and prioritise your workload using a range of time management techniques

## Covid-19 Recovery

How to fully understand the impact that COVID-19 is going to have on you, your business and new ways of working going forward.

# 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)

- Be self-aware and adapt your own behaviour to improve  
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

## Covid-19 Recovery

How to develop, lead and motivate a high performing team with social distancing and more remote working becoming the norm.

# 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

### Covid-19 Recovery

How to overcome the barriers that the pandemic has presented to how you communicated and built relationships before.

## 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

### Covid-19 Recovery

How to take ownership for challenges caused by the pandemic and develop a solution based on a well defined problem solving and decision-making process.

## 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

### Covid-19 Recovery

How to create a post COVID-19 recovery operational plan with contingencies if further peaks of COVID-19 occur in the future.

## 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

### Covid-19 Recovery

How to understand strong and robust financial management post pandemic by setting and managing a budgets, closely monitoring costs and expenditure and taking action to address any variations.

## End Point Assessment

Once you, your manager and your Leadership and Management Coach feel you are ready you will be put forward for an Assessment with an agreed external End Point Assessment Organisation.

The End Point Assessment will include a presentation with Q&A and a professional discussion underpinned by a portfolio of evidence. Your dedicated Leadership and Management Coach will fully prepare you throughout the programme to ensure you have the confidence and necessary skills to meet the requirements of End Point Assessment.



What Ofsted said about our programmes at our last inspection:

*“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”*

*Closing the gap between performance and potential*

For more information contact us at:  029 2079 9133

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