

Executive Acumen Programme (Operations/Departmental Manager Apprenticeship Standard)

DURATION
18
MONTHS



The executive acumen programme is suitable for you if you are a senior manager in a company of any size in the private, public or voluntary sector.

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 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 or remotely 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 5 Operations/Departmental Manager Apprenticeship
- ILM Level 5 Award in Leadership and Management

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 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

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
 - tasks 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
- 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

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 professional discussion underpinned by a portfolio of evidence, a project proposal, and a presentation with questioning. 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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