

## **ILM LEVEL 5 IN LEADERSHIP & MANAGEMENT CERTIFICATE 7 IN-PERSON DAYS + 2 X ONLINE SESSIONS**

### **Who is the course for:**

Current and aspiring middle managers who wish to extend their skills to get the best from teams and resources within their organisation. The level 5 is a prestigious qualification, preparing managers for more demanding leadership roles where teams and individuals may work remotely from them, or where they need to engage with partners and other project teams inside and outside of the organisation. The course contains core topics relevant at a middle management level including managing self, leadership skills, innovation and change, stakeholder engagement, enhancing performance of teams/individuals, and communicating and presenting a persuasive case.

### **By the end of the course participants will:**

Have a better understanding of the full scope of a middle management role:

- Recognise their own leadership style, character traits and levels of emotional intelligence and have identified areas for development.
- Have analysed their ability to motivate, empower and delegate and have learned techniques to improve productivity.
- Have completed a DISC profile and have a greater understanding of how they approach tasks, build relationships and communicate.
- Know how to engage with others to bring about creative thinking, innovation and change within the organisation.
- Have identified a suitable improvement project within the workplace and have created a project plan including recommending a preferred solution, supported by evidence from work and tangible and appropriate measures.
- Be able to effectively present information to others in a logical and persuasive manner taking into account stakeholder requirements.

### **Why choose East Midlands Councils/Challenge:**

The current climate within Local Government is challenging and ever changing. The programme will be designed with this in mind and to encourage interaction and participation to share and compare good practice and to ensure that the content is relevant and applicable.

- Support throughout the learning journey via email, telephone or video conference, ensures delegates maintain momentum on the course with opportunity to coach other participants and hone their skills.
- Direct claim status from ILM for level 2 to level 7. Awarded only to those centres who have demonstrated consistently high standards in design, delivery and assessment over a number of years.
- Challenge have been a trusted partner of East Midlands Councils for several years and have an indepth understanding of many of the challenges facing local authorities and the wider public sector. They have been the largest centre for ILM qualifications within the East Midlands since 2013, registering more delegates onto ILM programmes than any other centre, with a pass rate of in excess of 96% so you can be sure you are in safe hands.

DAY	TOPIC	SUMMARISED CONTENT	DATE
1	<b>Induction and the organisation context of Leadership and Management</b>	<ul style="list-style-type: none"> <li>ILM – about the qualification and about the course</li> <li>Referencing and research skills</li> <li>Understanding assessments and how to get the best from the course.</li> <li>Knowledge, Skills and Habits – understanding management competencies.</li> <li>Mission, Vision and Values and how these tie into leadership</li> <li>Manager or Leader? Understanding the difference</li> <li>The nature &amp; purpose of the organisation and analysing stakeholder relationships and organisational structure.</li> <li>Understanding how the organisation is affected by the macro-environment.</li> <li>How drivers for change impact upon organisations.</li> <li>Organisational culture – understanding culture and how this impacts on the performance of the organisation.</li> <li>CPD – how to make the best of the learning opportunity</li> </ul>	9:30 to 4:30 Face to Face  <b>Each session 2 to 3 weeks apart.</b>
2	<b>Leadership Styles and Emotional intelligence</b>	<ul style="list-style-type: none"> <li>Understand own ability to fulfil key responsibilities of the leadership role – what makes a good leader / good manager?</li> <li>Evaluating your own leadership and management performance.</li> <li>Theories on leadership and their relevance to own role &amp; performance – what is your default style and when is this helpful/unhelpful.</li> <li>Understanding Emotional Intelligence</li> <li>Leading by example and managing your own emotions – what signals do you give out?</li> <li>Mental Toughness</li> </ul> <p>Delegates are issued with a DISC Profile questionnaire (online) for completion which will generate a personalised report to inform their preferences on approaches to organising their work, building &amp; maintaining relationships, communicating with others &amp; their leadership style.</p>	9:30 to 4:30 Face to Face
3	<b>Enhancing Performance of Teams and Individuals</b>	<ul style="list-style-type: none"> <li>Setting and clarifying direction and cascading objectives</li> <li>Delegation and empowerment – how to use these effectively as motivational tools.</li> <li>Team versus individual objectives – how to set, monitor and review for improved performance.</li> <li>Stages in team development, use of team roles for building a balanced team.</li> <li>The importance of direction and values in creating effective teams</li> <li>Managing at a distance – techniques to help.</li> <li>Engaging a coaching style and how to use the GROW model in the context of setting team and individual objectives towards enhanced performance.</li> </ul>	9:30 to 4:30 Face to Face

4	<b>Supporting individual development &amp; Managing Performance</b>	<ul style="list-style-type: none"> <li>• Understanding the Performance Management Cycle and how this links to overall organisational performance.</li> <li>• Understanding the legal framework and how this translates into practice through policies and procedures.</li> <li>• Perceptions and duty of care</li> <li>• Performance Management techniques <ul style="list-style-type: none"> <li>◦ Setting and clarifying expectations and objectives</li> <li>◦ Disciplinary and capability – how to handle these correctly.</li> </ul> </li> <li>• Managing difficult conversations and creating improvement plans.</li> <li>• Giving feedback to others in the right way</li> </ul>	9:30 to 4:30 Face to Face
5	<b>ON-LINE 9:30 am - 2pm</b> <b>Influencing skills and making a case through professional presentations and briefings.</b>	<ul style="list-style-type: none"> <li>• Influencing skills – what's in it for them?</li> <li>• Briefing or presentation – understanding how to pitch accordingly.</li> <li>• Clarifying your objective and framing your ideas</li> <li>• Planning and preparation for maximum impact</li> <li>• Managing Nerves</li> <li>• The importance of credibility and how to manage difficult situations.</li> <li>• Posing and responding to questions in the right way</li> <li>• Tutorial Guidance towards final presentations day.</li> </ul>	<b>Online</b> 9:30 to 2pm
6	<b>Tutorial + Assessed Presentations on Leadership Effectiveness.</b>	<ul style="list-style-type: none"> <li>▪ Individual assessed presentations.</li> <li>▪ Peer group and tutor feedback</li> <li>▪ One to Ones for CPD and Course Results (AWARD delegates completed)</li> </ul>	9:30 to 4:30 Face to Face
7	<b>Identifying, planning and managing opportunities for innovation &amp; improvement in the organisation</b>	<ul style="list-style-type: none"> <li>• Understand the need for innovation &amp; improvement in the organisation.</li> <li>• Effectiveness versus Efficiency</li> <li>• Review the effectiveness of the organisation &amp; self in managing and improving quality to meet customer requirements, and requirements of partners and other agencies.</li> <li>▪ Creative problem-solving techniques to generate options.</li> <li>▪ Investigating and evaluating options including cost benefit analysis, payback, and cost comparison models</li> <li>▪ Creating success criteria and scoring mechanisms to identify preferred solution and for measuring success of implementation.</li> <li>▪ Planning for successful implementation – how to overcome barriers and minimise risks.</li> </ul>	9:30 to 4:30 Face to Face

8	<b>ON-LINE 9:30 am - 2pm</b>  <b>Implementing and monitoring projects + communicating decisions to others at times of change</b>	<ul style="list-style-type: none"> <li>• The role of the leader in supporting through change.</li> <li>• Planning your approach – transformational or incremental?</li> <li>• Recognising the range of emotions during change and how to manage these in yourself and others.</li> <li>• Writing success criteria</li> <li>• Implementation of changes and communicating the changes to overcome barriers and manage risks.</li> <li>• Gaining and maintaining commitment for changes</li> <li>• Techniques for monitoring and evaluating outcomes of change.</li> <li>• Action learning sets – method and use</li> </ul>	<b>Online</b> 9:30 to 2pm
9	<b>Continued Personal &amp; professional Development. Professional discussions/briefings.</b>	<ul style="list-style-type: none"> <li>▪ Coaching skills – and identifying opportunities for future development.</li> <li>▪ CPD Update – Skills, Knowledge and Behaviours of the ideal leader/manager – where am I now?</li> <li>▪ Options for individual development and reflection on the course.</li> <li>▪ Action learning sets for future improvement</li> <li>▪ Completion of personal development action plans</li> <li>▪ Programme review and professional discussions to complete the programme.</li> </ul>	9:30 to 4:30 Face to Face

### Assessment

- 1 x portfolio/reflective review on ability to effectively lead, motivate, delegate and empower within the organisation + improvement plan.
- 1 x individual assessed presentation (based on effectiveness of leadership)
- 1 x work-based Innovation/Improvement report demonstrating data analysis.

Please Note: All assessed work will be based on own work situation and organisation in order to bring real life benefits to the business, therefore delegates will require access to information from the business upon which to base their project report and assignments.

**Venue: To be confirmed**