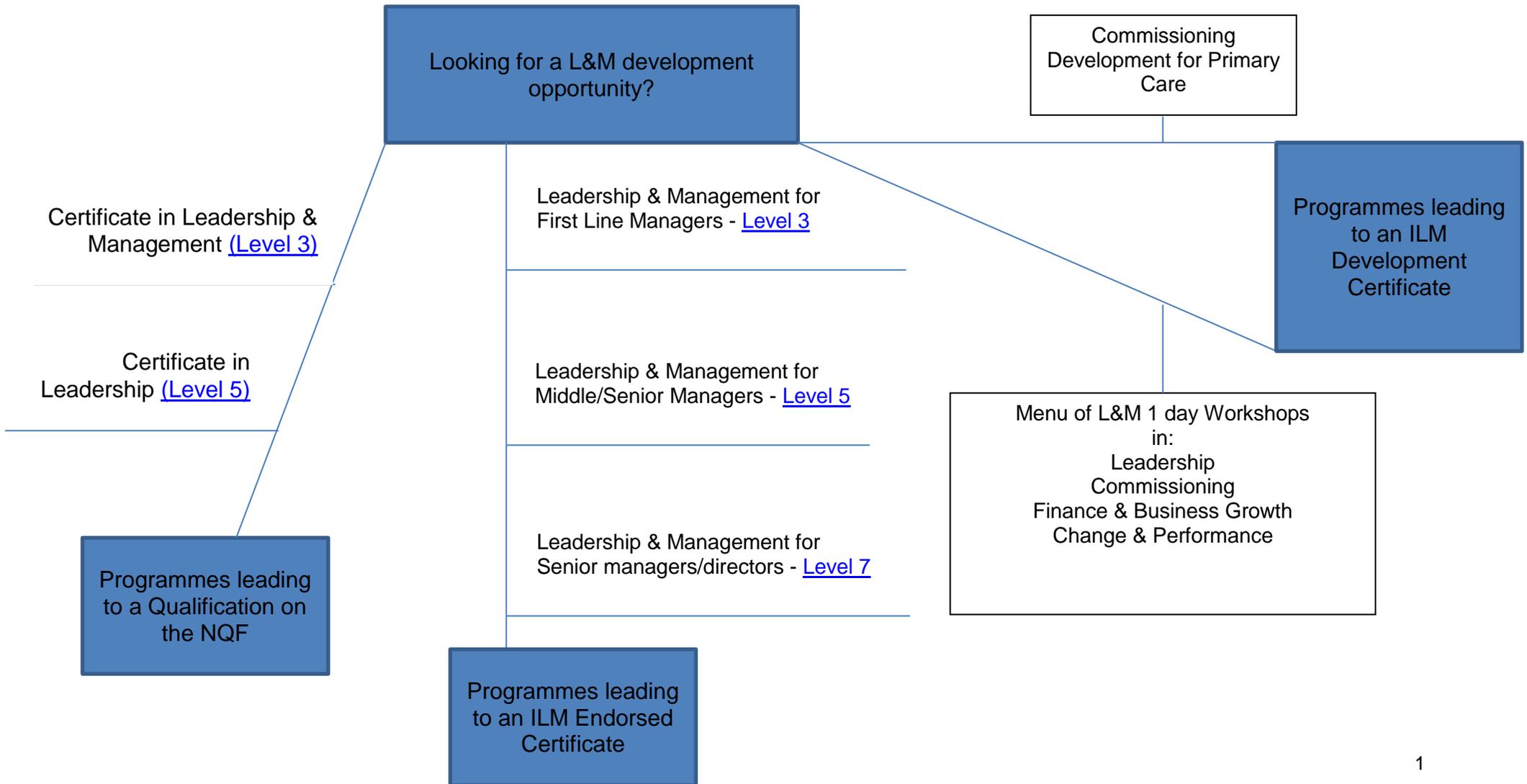


The8group Leadership & Management Programmes





Certificate in Leadership and Management (Level 3)

Overview of Modules

The Leadership & Management Programme provides a sound basis for developing competence in the management and leadership for first line managers, especially for those who have not previously undertaken a management and leadership qualification. The programme may be tailored to meet specific cohort needs; delegates receive a certificate from ILM which describes the course content. Minimum attendance is required.

Module 1

Induction

Introductions/overview of programme and assessment requirements

Writing for Business

Report writing - planning, structuring, presenting, and use of appropriate language and tone

Module 2

Introduction to Leadership

- Self Awareness using Myers Briggs Type Indicator
- Different leadership models, styles and behaviours
- Understanding Leadership and Management roles and practices
- Sources of Power
- Importance of Trust and Respect

Leading a Team Effectively

- Organisation vision, purpose and strategy
- Wider context of Health and Social Care – including Darzi
- Setting team objectives
- Leaders role in communication of team direction and purpose
- Creative thinking
- Motivation theory
- Staff development and giving feedback on performance



Module 3

Managing Projects

- Identifying projects and their financial viability
- Project planning techniques
- Setting objectives and evaluating projects
- Cost and benefit analysis
- Risk assessment/management

Module 4

Coaching and Training your work team

- Clarifying training needs
- Methods of development
- Learning Styles
- Feedback skills
- Evaluating training and development
- Understanding Coaching and Mentoring
- Coaching methods and skills

Module 5

Solving Problems, Making Decisions and Managing Conflict

- Understanding and engaging stakeholders
- Creative problem solving and problem solving techniques
- Decision making processes
- Analysing problems, gathering and interpreting data
- Implementing action plans and communicating decisions
- Managing Information, systems and reports
- Understanding causes, stages and how to manage conflict

Module 6

Communicating one-to-one, Interviewing Staff and Effective Meetings

- Different methods of communication – verbal and non-verbal
- Listening Skills
- Recruitment and Selection processes and assessments
- Interviewing skills – selection, disciplinary etc.
- Staff Appraisals
- Employment Law
- Record Keeping
- Meeting types and skills – preparation, running, roles, dealing with difficulties, reviewing effectiveness

Tutor Support



In addition there will be 3 half-day problem solving, tutorial and support group sessions.

Assessments

Reflective Review – 1500 words – “Introduction to leadership and leading a team effectively”

Reflective Review – 900 words – “Coaching and training your work team”

Work Based Assignment – 1500 words – “Solving Problems and Making Decisions”

Informal Presentation – leading a change project

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Overview of Programme

The ILM Level 5 Certificate in Leadership aims to develop both understanding and application of strategic leadership skills using action learning for middle managers wishing to develop their leadership skills and senior managers wishing to appreciate Action Learning as a development approach.

Programme Induction

- Understanding the format and content of the programme
- Expectations of and benefits to the individual and the organisation
- Understanding the assessment process and study support
- Exploring managers' leadership practice

Module 1 – Exploring leadership theories & styles

- Explore the range of different leadership theories and styles (trait approach / behaviour school/ contingency school / transactional versus transformational leadership and dispersed leadership)
- Identify the prevailing leadership styles of your organisation
- Assess the effect of leadership styles on behaviour and performance
- Exploring the *ability* to use a different repertoire of leadership styles in different situations and with different audiences

Module 2 – The Managers' strategic leadership role

- Leadership ability to communicate the organisation's values and goals
- Explore ability to motivate others and build commitment to the organisation's values and goals
- Analyse the internal and external environments within which a leader operates
- Understand stakeholder expectations; identify opportunities for self and department/organisation
- The leader's role in coaching, mentoring and supporting team members

Module 3 – Techniques for developing personal leadership capacity

- Understanding leadership skills and the impact of personality
- Developing effective leadership skills
- Setting objectives for leadership development
- Evaluating the effectiveness of actions to improve leadership performance

Module 4 – The leadership role in undertaking change

- Overcoming blockages and obstacles to leadership development



Defining and exploring characteristics of model leaders

Gaining 360 degree feedback on your leadership performance

Module 5 – Development tools & approaches for leaders using Action Learning

The nature of Action Learning as a development medium

The role of the Action Learning Set, the set members and the set advisor

Learning styles and the impact of own learning style on role and behaviour in AL set

Techniques for researching problems and questioning techniques to explore problems, reflection and hypothesis forming

The political and emotional aspects of the group process

Module 6, 7 & 8 – Opportunities to explore current/emerging educational and social issues through Action Learning

During these modules candidates will underpin their learning with practical application of Action Learning sets to:-

Explore solutions to current & emerging learning, education & vocational topics impacting on current education practices

Develop understanding of the importance of being a learner in seeking solutions to problems

Constructively question and challenge views, understanding perceptions and assumptions

Reflect on outcomes from previous discussions and explore alternative solutions

Reflect on learning and develop reflective practice

Assessments

Reflective Review - a written assignment with nominal word count of 1500 words – addressing leadership styles in your place of work and your own effectiveness as a leader.

Leadership Development Plan and Reflective Learning Log – nominal word count for the assignment is 1500 words.