

A black and white photograph of a person sitting on a rocky peak, looking out over a vast sea of clouds. The person is in silhouette, wearing a jacket and shorts, sitting on a large rock. The clouds are thick and cover the entire valley below, with distant mountains visible on the horizon under a cloudy sky.

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Level 5 Leadership and Management Programme Guide

NO ORDINARY JOURNEY

CMI
Chartered
Management
Institute

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THE WORKSHOP PROGRAMME

Base Camp (1 day)

This first session will provide delegates with a full induction to the two-year management programme. It will outline student expectations, programme content and the assessment requirements for the programme.

Leadership & Management Skills
Delegates will examine the basic knowledge, skills and competencies required to become an outstanding manager and leader. The session will also aim to develop the knowledge and skills required to manage personal and professional development.

Understanding Your Strengths & Areas for Development
Upon completion of this unit, delegates will be able to identify personal and professional development requirements and fulfil their own personal and professional development plan. Learners will also be able to maintain a personal and professional development plan ensuring its relevance to their role as a manager.



By the end of Base Camp you will be able to...

- Understand the requirements and commitment required to complete your management diploma
- Identify the skills, qualities and behaviours required of outstanding managers
- Maintain a personal and professional development plan
- Identify personal and professional development requirements
- Identified your 'route' to the summit
- Identify your own strengths and areas for development as a manager
- Fulfil a personal and professional development plan

Camp 1 (2 days)

Leadership in Practice

This unit will help managers analyse the specific elements of creating and communicating the vision of the organisation and determine the

role of the leader in being able to communicate the vision and engage others in the process. The impact of the leader as a role model and the importance of values and trust will

be explored along with comparing various leadership styles and their impact upon others.

By the end of Camp 1 you will be able to...

- Understand the links and differences between management and leadership
- Understand the concept of managers as effective leaders
- Understand the concept of leaders as effective managers
- Evaluate the balance needed between the demands of management and the demands of leadership
- Understand leadership principles that support organisational values
- Analyse the role of the leader in contributing to the creation of the organisation's vision, and in its communication to others
- Evaluate how personal energy, self-belief and commitment impact on leadership styles
- Evaluate how empowerment and trust through ethical leadership impacts on organisational practice
- Understand and apply leadership styles to achieve organisational objectives
- Distinguish between two different leadership styles
- Evaluate the practical value of a leadership style to a manager in achieving organisational objectives
- Interpret how situational variables influence the choice of leadership style

“Completing this course has enabled me to achieve numerous promotions and has opened my mind to the future of management”

Tim Bonfield - Ministry of Justice



Camp 2 (2 days)

Managing Team & Individual Performance

This unit will focus on your own organisational context and explore the notion of the 'golden thread' that joins vision, mission, values and

strategic objectives to the setting of team and individual performance goals. The session will explore the identification of team and individual objectives and the importance that trust, support and challenge play

in achieving them. It will examine systems for recording performance and examine methods for giving feedback to improve results.

By the end of Camp 2 you will be able to...

- Identify and agree performance objectives for your team and individuals and be able to assess performance against objectives and provide feedback
- Explain the links between individual, team and organisational objectives
- Identify the selection of individual and team objectives for agreement
- Identify areas of individual and team responsibility in achieving objectives
- Identify the need to create an environment of trust and support with others
- Provide advice guidance and support to improve performance
- Evaluate individual and team performance against objectives
- Examine methods of feedback to individuals and teams in relation to their performance against agreed objectives
- Examine the causes of conflict, and strategies used to minimise or prevent conflict
- Explain recording systems for performance assessment for individuals or teams
- Apply the organisation's disciplinary and grievance procedures
- Examine how the performance improvement cycle can support an individual and the team to improve upon their performance
- Discuss the indicators of poor performance
- Evaluate a range of methods that support performance improvement
- Identify and agree performance objectives for your team and individuals
- Discuss the organisation's disciplinary and grievance procedures
- Examine the role of the manager in implementing both a disciplinary and a grievance procedure
- Summarise key aspects of legislation to an organisation's disciplinary and grievance procedure

“Since starting the programme I have become more efficient in my role through understanding effective delegation and applying this in my role and by increasing the effectiveness of communication within the team”

Lee Hartle - Split The Bills

Camp 3 (2 days)

Organisational Financial Management

In this unit the learner will use the context of their own organisation to assess how financial systems and the financial function interact and relate to other systems within the business. They will conduct an analysis of financial information contained in a set of accounts and learn how to use this to inform decision-making. Budgetary

processes will be explored, as will financial systems to compare budgets to actuals. The module will also focus on the external factors that can impact upon an organisation's finances.

Managing Recruitment Selection & Induction

During this unit learners will begin to understand the legal framework that impacts recruitment and selection as

well as understand the organisational policies, procedures and processes that can be utilised to ensure that they recruit the right candidate. The session will explore various recruitment and selection methods and provide learners with a tool kit of ideas to support effective recruitment and selection. The process of creating an effective induction programme will also be explored.

By the end of Camp 3 you will be able to...

- Understand organisational financial management
- Understand how to control a financial system
- Identify and use a range of financial controls
- Understand the sources and availability of finance to an organisation
- Manage Recruitment, Selection & Induction
- Understand the impact of both the law and organisational procedures on the process of recruitment and selection
- Present a reasoned case for changes in staffing resources, identifying personnel requirements
- Conduct a selection process, justify a decision and keep necessary records
- Communicate the selection decisions
- Plan induction for the appointed candidate



Camp 4 (2 days)

Project Development & Control

This unit will explore the component stages and life-cycle associated with a large-scale project. From initiating the project through to planning, executing, monitoring, controlling and closing, all aspects will be examined

in order to prepare you for your final piece of work... 'the 'project'.

Information Based Decision Making

The second part of this module will explore the nature of data and information required to make

informed and effective decisions. Methods and models for supporting accurate decision-making will be examined along with the various methods for effectively presenting and communicating decisions to others. You may even have to carry out some presentations!!

By the end of Camp 4 you will be able to...

- Understand information based decision making
- Identify and select sources of data and information
- Analyse and present information to support decision making
- Communicate information that supports decision making
- Understand project development & control
- Be able to Identify the components of project stages and life-cycle
- Understand project methodologies and their application
- Develop a project plan, identify and mitigate risks



The Project (6 months)

The final stage of your Level 5 Diploma will require the delivery of an organisation specific project designed to lead to business change, innovation or improvement. During your final three months you will design and deliver the project, utilising the knowledge, skills and behaviours learnt throughout the two-year programme.

Project Review Days – 3 days (optional)

The final 6 months of your programme will involve the completion of the project. Additional support days will be provided for regular project progress reports and support.

The Final Push – 1 day

Finally, the hour has come. Nobody talks. It is absolutely terrifying and you climb and climb, awaiting the first ray of dawn. It's steep and at parts very icy. Someone turns around. "Can't go on, good luck. The adrenaline keeps your body moving. And then, suddenly, after hours and hours of despair, you notice a thin blue beam of light at the horizon. Beneath lies the world in all its glory, glowing in the rising sun.

End Assessment

This unit aims to prepare you for your final end point assessment where your knowledge, skills and behaviours as a manager will be assessed.

It will also need to include:

- (a) Regular reviews of performance between the learner and a senior manager
- (b) Feedback from line manager, peers and direct reports and customers/stakeholders

- (c) A Continual Professional Development (CPD) Log

- (d) A Work-based Project completed within the final 6 months of the programme.

The project topic will be agreed between the employer, provider and learner, and will be of benefit to the business.

Once the above have been completed the employer, learner and

our tutors will need to recommend each learner is put forward for a final end assessment by CMI's assessment team.

This end assessment will include:

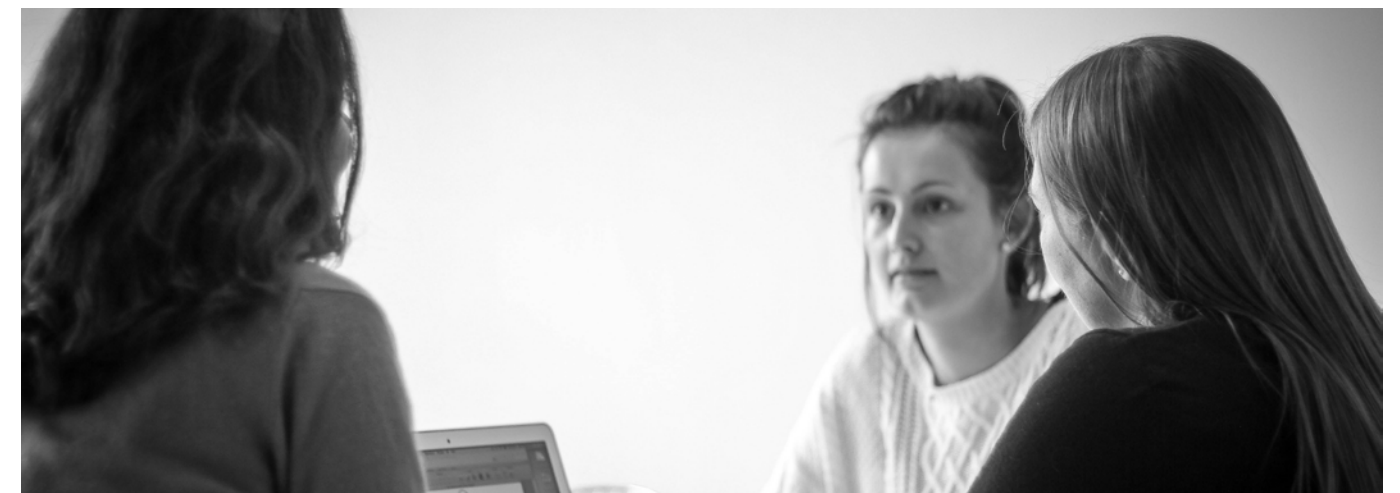
- Review of portfolio
- Test set by CMI
- Presentation and question/answer session
- Interview and professional discussion

THE WEBINAR PROGRAMME

To compliment the Level 5 Leadership and Management workshop programme, we run a series of monthly webinars to support you in your learning. Our webinar series is split into two different channels, the first of which has been designed to support the workshops and give guidance and support in developing and producing your assignments. The second channel focuses on key issues, management techniques and relevant news that is relevant to you. In order to bring a different perspective to your learning the webinars are delivered by a range of industry experts alongside your personal tutors.

Webinar Topics

- Understanding leadership styles
- Setting strategic objectives and planning to achieve them
- Inspiring your workforce
- Creating an effective recruitment process
- Creating a culture of innovation and change
- Understanding the importance of creating a vision
- Why and how your business values can shape success
- Understanding the importance of the wider business environment
- Implementing and monitoring an effective change management programme



LEVEL 5 PROGRAMME INVESTMENT

Developing your workforce is an investment in your future. Our learning and development programmes have been designed with this in mind. Your return on investment is crucial and we pride ourselves on developing our students skills and knowledge to add real value to your business.

Funded Pricing*	Standard Pricing
<p>£900 /per head</p> <p>24 month Leadership & Management programme</p> <p>Technical & Knowledge Workshops</p> <p>1:1 Tutorial Support</p> <p>Webinar Programme</p> <p>CMI Membership</p> <p>All Assessment & Registration fees inc</p>	<p>£9,000 /per head</p> <p>24 month Leadership & Management programme</p> <p>Technical & Knowledge Workshops</p> <p>1:1 Tutorial Support</p> <p>Webinar Programme</p> <p>CMI Membership</p> <p>All Assessment & Registration fees inc</p>

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*Funded pricing is available to all employers based in England with an annual payroll of less than £3 million, depending upon learner eligibility.

Employers with an annual payroll of over £3 million will be required to pay the non-subsidised price using their apprenticeship levy pot. Employers

who pay the apprenticeship levy but who have used all of their available levy funds will be able to access the subsidised pricing.

