

## Operational / Departmental Manager Leadership and Management

6-day Split Programme  
+ up to four  
Leadership Exchange events

### ‘Inspiring and Innovating for Success’

<b>Scenario</b>	Leadership is a challenging and rewarding part of the ‘manager role’ at all levels. The skills, knowledge and behaviours required by an effective leader are distinct from those of task-driven management. By focusing on our people and understanding when and what kind of leadership is required, we can improve our own performance, and that of our team and the individuals within it.
<b>Audience and Benefits</b>	Operational and Departmental Managers wishing to consolidate and build upon their current skills, knowledge and behaviours for improved performance with an option to complete an internationally recognised qualification.
<b>Objectives</b>	Depending on the modules attended you will better: <ul style="list-style-type: none"><li>▪ Lead in an inspirational and motivational way</li><li>▪ Coach and mentor individuals to achieve their full potential</li><li>▪ Manage complex projects through to successful completion</li><li>▪ Identify opportunities for innovation, and lead on change implementation</li><li>▪ Lead and develop a team to achieve strategic goals and objectives</li></ul>

## About the Leadership Exchange Suite; Networking for Success with Leadership Exchange Events

In a global environment of accelerating change, where competitive advantage and increased commercial acumen is critical, the demand for more effective leadership for UK success has visibly increased.

**Strengthening a sustainable leadership pipeline to meet the challenges facing our world today ensures we position ourselves for the best chance of success.**

### Building Confidence, Awareness, Insight and Skills

Quite simply, we arrange for participating managers to visit each others’ place of business to consider how differing organisations create and implement their own ‘unique’ culture; to feel and observe ‘first hand’ how other organisations actually work.

Each of our **three leadership programmes** is designed to develop management and leadership skills at the appropriate level, explore best practice with networking opportunities, enable managers to be more pro-active in their current role and equip them with skills they will need within their role and as promotion opportunities arise.

Additionally, each organisation is consulted on their particular direction for specific manager outcomes to deliver a practical, focused and results-driven programme; networked for success.

**Content** - All modules 2-day split courses. For ILM unit detail and options turn to page 4 - 6.

## Module One - **Inspirational Leadership**

ILM unit 522

- Realising your leadership potential
- Behaviours and responsibilities of a great leader
- Fostering your vision with impact and clarity
- Strategic leadership and inspiring others to action
- Growing and learning as a leader

## Module Two - **Coaching and Mentoring for Exceptional Performance**

ILM unit 530

- The purpose of coaching and mentoring within an organisational context
- Skills, behaviours, attitudes, beliefs and values of trusted and stronger working relationships
- How to be a great coach and mentor
- Contracting to effectively coach or mentor
- Better listening and questioning skills
- Evaluating the benefits to individual achievement

## Module Three - **Managing Complex Projects Successfully**

ILM unit 511

- Understanding the principles, practices and politics of project management
- Planning, preparing and implementing a project
- Managing a project and stakeholder expectations
- Monitoring tools for consistent delivery

## Module Four - **Leading Innovation and Managing Change**

ILM unit 504

- Harnessing new ideas and creativity
- Encouraging a culture of innovation
- Defining challenges, diagnosing and identifying solutions
- Inspiring others to embrace change
- Leading and inspiring through change
- Handling resistance to change

## Module Five - **Leading and Developing Teams to Achieve Strategic Goals**

- Building the best team for achieving goals and objectives
- Managing team dynamics and conflict
- Understanding how effective teams work
- Building flexibility and resilience
- Achieving synergy

ILM unit 519

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## Activities and Features

All modular programmes involve a variety of interactive learning activities including facilitator-led discussion, small work groups, learner research and presentation, self-assessment and reflection, trainer feedback, workplace scenarios and case studies.

Leadership Exchange and host days are encouraged to feel and observe 'first hand' how middle managers from other organisations work – and report back on their differing approaches. Qualification for Leadership Exchange and Host events is secured with a minimum of three leadership modules.

**WhatsApp Groups**

**DiSC™ Personality Profile**

**Inspiring Leadership Observation Log**

Action Planning for integrating new principles into practical applications is included with each programme.

## Operational / Departmental Manager Leadership Programme

6-day Split Programme  
Completed over 6 - 9 months  
Leadership Exchange Events  
Up to 12 Inspiring Managers

Designed for Operational and Departmental Managers and those who have been managing for over two years.

Programmes commence monthly and include evidence of working Action Plans, optional exchange events with the Inspiring Manager Observation Log ILM and optional ILM assignments with the ILM Level 5 Care Package at Award or Certificate.

### Programme Investment

**£2,375 + vat** (In-company programmes available – please call to discuss)

### Optional ILM Level 5 Award or Certificate Care Package

This programme is delivered at ILM Level 5. For participants wishing to gain a formal qualification with the ILM, the leadership arm of the City & Guilds Group, a fee of **£495 + vat Award** (two assignments) or **£595 + vat Certificate** (three assignments) secures up to twelve months' support.

### Services included

- Pre-programme briefing, itinerary and **DiSC™ assessment**
- All supporting programme and reflective review material
- **Action Planning** after each training day and evidenced at subsequent events
- **Inspiring Manager Observation Log** to complete either at work or on exchange or hosting days
- Training and coaching by an experienced SML Partner including DiSC™ discussion to gain clarity of motivational and development opportunities and communication styles and preferences
- **Email and telephone coaching support** for duration of programme and up to six months
- **Professional Managers Network** session and **WhatsApp** groups for ongoing networking
- Initial and subsequent web based 12-week **High Performance Team Assessment™**
- Administration for up to four Exchange and Host events (optional)
- Delivered in central London in Russell Square or Enfield Lock with lunch and refreshments
- **Square Mile Leadership Certificate** of completion
- **Flexibility** to attend a **catch-up day** and one **free refresher day**

### Optional ILM Level 5 Care Package

- Student membership of the ILM offers access to invaluable tools and resources and lasts for the length of your programme
- Square Mile Leadership assesses, verifies and administrates the whole assignment process
- **Flexibility to choose** Award or Certificate to best support the manager and their organisation
- Square Mile Leadership includes **one free refer** (re-take) per assignment
- **Assignments are supported with a sufficiency descriptor, administration and coaching support**
- **ILM resources** include:
  - Learning Zone: an online toolkit with access to hundreds of management e-learning materials
  - Edge online: the latest management news and exclusive articles direct to your inbox
  - ILM Certificate on successful completion



## ILM Level 5 Award or Certificate Care Package Leadership and Management

### 'Technical Knowledge, Strategic Insight and Practical Expertise'

As an experienced manager on your leadership journey you have an opportunity to gain an internationally accredited leadership and management qualification with ILM, part of the City & Guilds Group. The ILM is recognised internationally in eighty countries.

Completing assignments to support both the strategic outcomes of your organisation and your individual needs, an ILM qualification is designed to offer you the time to think, commit, learn and apply new skills, gain greater confidence in your role and further improve your performance.

Square Mile Leadership delivers and supports ILM leadership programmes to improve confidence, awareness and insight towards greater success for you and your organisation.

The Square Mile Leadership ILM Care Package supports your development to positively respond to the challenges of ever increasing competition, changing standards, staff and customer demands.

### Who are these Qualifications for?

The ILM Level 5 Award or Certificate is ideal for personnel with management responsibilities who are serious about developing their abilities with a recognised and transferable national and international accreditation.

It's particularly suited to practising middle managers, helping them to develop their skills and experience, to lead people through organisational change, budget cuts or other pressures, to improve performance and prepare for senior management responsibilities.

### Benefits

- Become a more effective and confident middle manager
- Develop capability to lead, motivate and inspire
- Encourage strategic thinking at this level of management, to foster business improvement
- Use core management techniques to drive better results
- A broad range of key management skills – each qualification can be tailored to your needs
- Workplace-based assessments ensure your new skills are effectively put into practice
- Achieve a nationally and internationally recognised award with ILM, part of the City & Guilds Group

### ILM Care Package Investment

To qualify: Attend a minimum six-day **Middle Manager Programme with Leadership Exchange and Host Events**.

**Twelve months ILM Level 5 Award Care Package for two assignments: £495 + vat**

**Twelve months ILM Level 5 Certificate Care Package for three assignments: £595 + vat**

Contact Nick Horan on 0207 436 3636 to discuss your requirements and answer any questions on the flexible options available.

## Full Services Include

- ILM Level 5 Care Package discussion to scope the most effective completion of two or three assignments with online support for up to twelve months
- Square Mile Leadership ILM approved leadership facilitator and mentor throughout
- On-line tutorials, telephone, email, skype and face to face support as required with assignment completion and application of action learning back into the workplace
- Assignment support with sufficiency descriptors
- Full ILM administration and coaching support
- Personality profiling using DiSC to gain clarity of self and understand motivational and development opportunities and communication style
- Level one Client Service support to positively challenge deadlines and manage extensions
- One-year student membership of the ILM
- Online material with access to the Learning Zone offering a wealth of management sessions, video tutorials, guides and factsheets to increase leadership impact
- ILM Certificate on successful completion
- All marking of 'assignments' with feedback support and a free re-take for any 'referred assignment'

## About Square Mile Leadership Services

- Trust in our relationship with pre-programme scoping discussion with your Square Mile Leadership trainer/mentor
- Alignment to your needs offering full consultancy and online development including qualification materials
- Commitment to embed new behaviour with a range of initiatives to assist in active recall including coaching, action plans, reflective reviews and assessments where required and access to the Square Mile Professionals Network with Leadership Exchange and Host opportunities to observe and reflect upon leadership and reputational standards
- Consistency and professional excellence with a team of experienced leadership trainers, facilitators and coaches approved to ILM standards
- Transparency of service with full online facilitator feedback and face to face support on training days
- Value with a commitment to gaining a return on your investment and a return on your expectations
- Flexibility of service offering networking, exchange and hosting days and catch up and refresher days
- Simplicity of administrative support

## Our Commitment to You

- **To deliver professional excellence in:**
  - Our relationship with you and your organisation
  - Our effective delivery of the ILM level 5 Care Package
  - The administration and managed support of these services
- **A consultative approach to:**
  - Responsively listen to your needs and agree your objectives
  - Deliver effective online learning and development interventions
  - Encourage you to action newly learned skills and positive behaviour through a variety of blended learning interventions and the Square Mile Professionals Network
  - Increase your level of leadership skill, professionalism, confidence, motivation and network of professionals

## Choice of Assignments - ILM Level 5 Award or Certificate

Choose two ILM 5 assignment units, that best suit your development needs, to achieve the ILM Level 5 Award or any three ILM 5 assignment units to achieve the ILM Level 5 Certificate. We recommend that you discuss your options with your line manager or a member of the SML delivery team. Each leadership module is delivered as a stand-alone, two-day split programme with actions evidenced between day one and day two.

- Required Credits**      **Award** - minimum of 6 credits    **Certificate** - minimum of 13 credits
- Assignments**            Through discussion with SML or their line manager, participants choose to complete two assignments at Award level and three assignments at Certificate level, each with a nominal 2500-word count
- Flexibility of training**    **Managers may start their programme at any time - the order in which units are completed is entirely flexible.**

ILM 5 units	Learning Outcomes and Indicative Content	2-day split modules
8607-522 Credits 5	<b>Becoming an effective leader</b> <ul style="list-style-type: none"> <li>Understand own ability to fulfil key responsibilities of the leadership role</li> <li>Be able to evaluate own ability to lead others</li> </ul>	
8607-530 Credits 5	<b>Understanding the skills, principles and practice of effective management coaching and mentoring</b> <ul style="list-style-type: none"> <li>Understand the purpose of coaching and mentoring within an organisational context</li> <li>Understand the skills, behaviours, attitudes, beliefs and values of an effective coach/mentor</li> <li>Understand the role of contracting and the process to effectively coach or mentor</li> <li>Understand the principles of effective coaching or mentoring and evaluate benefits</li> </ul>	
8607-511 Credits 4	<b>Managing projects</b> <ul style="list-style-type: none"> <li>Be able to manage a project in an organisation</li> <li>Be able to evaluate own ability to manage a project</li> </ul>	
8607-504 Credits 5	<b>Leading innovation and change</b> <ul style="list-style-type: none"> <li>Understand the need for innovation and change management within an organisation</li> <li>Be able to propose innovative solutions to improve organisational performance</li> <li>Be able to lead and manage change within an organisation</li> </ul>	
8607-519 Credits 4	<b>Developing and leading teams to achieve organisational goals and objectives</b> <ul style="list-style-type: none"> <li>Understand the importance of leading teams to achieve organisational goals and objectives</li> <li>Be able to develop and lead teams</li> </ul>	



Square Mile Leadership is the Leadership Professionals Network arm of Catalyst Learning & Development Limited.