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# Prospectus for

## Leadership & Management Qualifications

*Your Organisation/logo Here*



Spring 2006

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## **1. Overview**

*“The quality of leadership and management are the key factors driving improvement. What works best is a business-like approach underpinned by the values of social care and an understanding of why it matters to communities.”*

*Audit Commission Director of Joint Reviews, Sue Mead, in Overview of Seven Years of Joint Reviews (Audit Commission, 2004).*

This development programme has been developed for YOUR ORGANISATION HERE in line with the Institute of Leadership & Management (ILM) sets of nationally recognised management standards.

### **1.1 The Qualifications**

This prospectus outlines the 8 routes to leadership & management qualifications available to first line and middle managers. The qualifications available to managers are:

- First Line Managers Award in Leadership (Level 3)
- First Line Managers' Certificate in Leadership (Level 3)
- Introductory Certificate in First Line Management (Level 3)
- Certificate in First Line Management (Level 3)
- Middle Managers' Award in Leadership (Level 4)
- Middle Managers' Certificate in Leadership (Level 4)
- Introductory Diploma in Management (Level 4)
- Diploma in Management (Level 4)

For each qualification the prospectus clearly defines

- Time commitment
- Structure
- Entry requirement
- Future progression
- Assessment criteria
- ILM membership

The content is indicative at this stage and will be finalised early next year in line with PDPs and organisational development requirements.

The resulting programmes of learning will be unique to YOUR ORGANISATION HERE, while still offering nationally recognised qualifications.

### **2. Why Choose ILM Qualifications?**

The Institute of Leadership & Management (ILM) is a premier body with experience in the field of leadership & management in the UK and internationally.

Every year, ILM recognises the professional development achievements of managers from team leader to board level, as well as managers of small businesses and those responsible for quality, energy, the environment and human resources. Well over half a million managers have improved their own performance and brought real benefits to their employers by taking part in programmes such as these. Why not join them?

A world-wide network of over 2000 accredited Centres provides flexible and practical management development programmes which are quality-assured to ILM's standards, giving you the confidence that they will meet your needs, release your full potential and enhance your skills and prospects in the workplace.

### **3. Why learn with GatleyHall & Company?**

GatleyHall & Company (GHC) was established in 1992 and has developed a reputation for innovation and value added in the field of training & development. This has been based on practical and common sense approaches to developing skills in the appropriate tools and techniques in the wider context of organisational development.

Our approach is to provide both individual managers and their organisations with greater confidence, awareness and ability. We help turn theory into practice and ideas into action.

Currently based in a grade II listed building in Cheltenham, with a regional office in the north of England, the team at GatleyHall work all over the UK and even venture into Europe and the USA having delivered training events in Paris, Copenhagen and New York. The team consists of 5 full-time consultants/facilitators, administration support and a small number of specialist associates (e.g. legal trainers, O&S experts, etc.).

We have worked with Local Authorities in many areas over the last 9 years including; development activities within Housing Strategy; Parks & Landscapes; Treasury; Social Care; Public Protection; Arts & Entertainment etc.; facilitation of away days involving the board of directors, Assistant Director's and the cabinet including sessions on re-structuring, delivery of the business plan; and the facilitation of training sessions for officers and members.

Based on the above we believe that we have a sound understanding of the workings of Local Authorities and the changes they have been through. This knowledge can be applied (with reference back to the sponsor to ensure consistency and currency) to the tailoring of the management development programme to ensure that all materials are relevant and applicable.

### **4. Can I do distance learning?**

There are advantages in using distance learning, to minimise time away from the workplace and to create a more flexible and accessible programme. There are many different types of learning resources available to develop your knowledge of leadership and management theory and practice that can allow you to fit your learning around your work and personal life.

However, for these qualifications, there will be a requirement to engage in some form of collaborative learning as part of action learning sets. This cannot be completed solely by distance learning, as it will require you to spend some time working together with others.

## 5. Definitions of Management

### 5.1 Level 3 First Line Manager Profile

The following profile is provided to assist client organisations in advising and recruiting participants on to programmes of an appropriate level.

*First line managers may still engage in some of the tasks performed by their fellow team members, but this does not constitute their primary function. They are managers who also practice. This means that they will engage much more extensively in managerial tasks which other team members will not engage in.*

*This may also (though not always) mean that first line Managers have a wider span of control than team leaders, much more likely to be in double figures and possibly extending to 20 or 30 people. It will also mean having more extensive control, responsibility, authority or power, and a greater degree of autonomy than is the case with team leaders. This will be reflected in the ability of Managers to make decisions which have some resource implications, initiate actions in relation to the employment of others (eg, be involved in, but not decide about, recruitment decisions or disciplinary matters), and operate with less supervision or control by others. Furthermore, they will tend to work with longer time horizons than team leaders when planning work, looking several weeks or months ahead, whereas team leaders' time horizons tend to be days or a few weeks at most.*

*First line managers can be expected to have a greater knowledge than team leaders of customers or suppliers and their specific requirements, including internal customers or suppliers. Conversely, they are not likely to be able to make decisions to vary the terms under which customers or suppliers trade with the employing organisation. They may well be expected to deal with similar problems to those presented to team leaders, requiring some superior technical ability, as well as having sometimes to make more subjective judgements which demand understanding of relationships between people working together. This is likely to extend to the relationship between the customer or supplier and the employing organisation or other market related criteria – ie, decisions that demand some insight into the way the organisation relates to external individuals or organisations.*

*What distinguishes first line managers from middle managers is that they have very limited budgetary responsibility. They may make decisions about resource utilisation but the budgetary accountability for these resources exists at a higher level. They are also limited in the range of decisions they can make compared to middle managers, with all delegated decision making heavily circumscribed by rules or procedures.*

### 5.2 Level 4 Middle Manager Profile

The following profile is provided to assist client organisations in advising and recruiting participants on to programmes of an appropriate level.

*Middle managers can be distinguished from first line managers below them by their wider span of control, counted in the tens and possibly extending to a few hundreds. A tier of team leaders or first line managers will frequently mediate their links with the people for whom they have responsibility. This means that they will have a similar or even smaller number of people reporting directly to them as managers nearer the front line, but will be accountable for the performance of all those over whom they have control, direct or indirect.*

*Characteristic of their role will be a responsibility for allocating resources with some autonomy within defined boundaries, reflected in financial accountability for their area of activity. Middle managers will normally be budget-holders but with limited ability to vire funds between budget headings and can authorise recurrent expenditure and expenditure on small capital items within defined, budgeted, limits. This resource responsibility will also include responsibility for recruiting, promoting and disciplining people, within defined parameters and often with the agreement of HR specialists or senior managers. This may extend to sole responsibility for recruiting the most junior people in their area of responsibility.*

*Middle managers will engage in direct negotiation with internal and external customers and suppliers over the terms and prices governing their relationship, albeit within prescribed boundaries. They will also be accountable for the quality of the goods or services supplied by their area of responsibility and for improvements in quality and efficiency of operations.*

*Middle managers are also likely to engage in project leadership where such projects are designed to bring about changes in products, services, resources or systems. However, they will operate within defined boundaries and report progress and budgetary performance to more senior managers on a regular basis. Middle managers are more likely than first line managers to have a specialist management role which may extend to a technical specialism but which is primarily managerial in its focus. That means that they will be responsible for establishing, maintaining and improving systems (eg quality, marketing, sales, energy, health and safety, etc) as well as/rather than operating them.*

*Unlike the senior managers (both operational and strategic) above them, middle managers have clearly defined limits on their freedom to act or take decisions, and are expected to report regularly on their performance. They may propose changes to systems and will be responsible for ensuring that those systems are operated effectively, but they may only change those minor systems operated wholly within their own areas of responsibility without approval from others.*

## 6. First Line Managers Leadership Qualifications

### 6.1 First Line Managers Award in Leadership (Level 3)

The ILM Level 3 Award in Leadership is a short programme designed to develop your understanding of leadership theories and how this understanding can be used to improve your leadership practice.

It is designed for two main groups - those people not yet able to engage in a role where they can develop their leadership practice and those with extensive experience who wish to learn more about the underpinning principles. Those not yet able to practice their leadership may be seeking promotion, or a new job, or lack the support in the workplace needed for the kind of development involved. Those with extensive leadership practice may want the confidence that comes from learning more about leadership theories and principles, but both groups should be aware that they can subsequently complete the second Unit for the full Certificate.

#### 6.1.1 Qualification Profile

<b>Duration</b>	Minimum 20 guided learning hours, excluding assessment (approximately 30 hours learning time), to be completed within one year
<b>Structure and Content</b>	<p>Unit L1 Understanding Leadership, comprising:</p> <ul style="list-style-type: none"> <li>• Short induction (2 hours)</li> <li>• Four x 4-hr segments: <ul style="list-style-type: none"> <li>○ L 1.1 The Leadership Role and Different Leadership Styles</li> <li>○ L 1.2 Self Leadership and Understanding Oneself</li> <li>○ L 1.3 Connecting the Team with Vision and Strategy</li> <li>○ L 1.4 Motivating and Developing the Team</li> </ul> </li> <li>• At least 2 hours of one-to-one tutorial support for assessment</li> </ul>
<b>Assessment</b>	A Personal Reflection on Leadership – a written or oral presentation of an evaluation of own or another's leadership abilities
<b>Entry Requirements</b>	There are no formal entry requirements, but participants must be practising or potential first line managers (or equivalent).
<b>ILM Membership</b>	Candidates who achieve the ILM Level 3 Award In Leadership will be able to apply for Associate Membership (AMInstLM). Call 01543 251 346 for details or email membership@i-l-m.com
<b>Progression</b>	<ul style="list-style-type: none"> <li>• ILM Level 3 or 4 S/NVQ in Management</li> <li>• ILM Level 3 Certificate in First Line Management</li> <li>• ILM Level 4 Award or Certificate in Leadership</li> <li>• ILM Level 4 Diploma in Management</li> </ul>

## **6.2 First Line Managers' Certificate in Leadership (Level 3)**

The ILM Level 3 Certificate in Leadership is for those first line managers who recognise the importance of leadership in ensuring their own future success and the future success of their organisations and who are in a position to practice the leadership role. This can be in the workplace or it could be in a voluntary role, but you must have a real leadership responsibility, as the assessment is dependent on you being able to record and reflect on improvement in your leadership practice.

This qualification starts with a short induction, followed by two units. The first unit provides the leadership theory, whilst the second is devoted to a unique "leadership journey" - a progressive programme, using action learning and a reflective log to develop and practice the skills of leadership in the workplace at the appropriate level over a minimum period of six months.

Action learning means that your journey is driven by your own needs and at your own speed, working in partnership with others embarking on the same journey and supported by specialist tutors.

### **6.2.1 Qualification Profile**

<b>Duration</b>	Minimum 60 guided learning hours, excluding assessment (approximately 110 hours learning time), to be completed within three years
<b>Structure and Content</b>	<p>Unit L1 Understanding Leadership, comprising:</p> <ul style="list-style-type: none"> <li>• Short induction (2 hours)</li> <li>• Four x 4-hr segments: <ul style="list-style-type: none"> <li>○ L 1.1 The Leadership Role and Different Leadership Styles</li> <li>○ L 1.2 Self Leadership and Understanding Oneself</li> <li>○ L 1.3 Connecting the Team with Vision and Strategy</li> <li>○ L 1.4 Motivating and Developing the Team</li> </ul> </li> </ul> <p>Unit L2: The Leadership Journey, comprising</p> <ul style="list-style-type: none"> <li>• Short induction (1 hour)</li> <li>• Two x 4-hr segments: <ul style="list-style-type: none"> <li>○ L 2.1 Leadership Journey Planning and Review</li> <li>○ L 2.2 Action Learning for Leadership</li> </ul> </li> <li>• Participation in an action learning set to plan and support the development of leadership practice</li> <li>• At least 3 hours of one-to-one tutorial support for assessment</li> </ul>
<b>Assessment</b>	<p>A Personal Reflection on Leadership – a written or oral presentation of an evaluation of own or another's leadership abilities for Unit L 1.</p> <p>For Unit L2 candidates must also complete an Action Plan and Leadership Log to plan, reflect on and improve their leadership practice</p>
<b>Entry Requirements</b>	There are no formal entry requirements, but participants must be practising or potential first line managers (or equivalent) with the opportunity to practice leadership consistently within a workplace or similar setting.
<b>ILM Membership</b>	Candidates who achieve the ILM Level 3 Award In Leadership will be able to apply for Associate Membership (AMInstLM). Call 01543 251 346 for details or email <a href="mailto:membership@i-l-m.com">membership@i-l-m.com</a>
<b>Progression</b>	<ul style="list-style-type: none"> <li>• ILM Level 3 or 4 S/NVQ in Management</li> <li>• ILM Level 3 Certificate in First Line Management</li> <li>• ILM Level 4 Award or Certificate in Leadership</li> <li>• ILM Level 4 Diploma in Management</li> </ul>

## 7. First Line Management Qualifications

ILM First Line Management qualifications are for those people who are likely to become first line managers (team leaders or supervisors) or who are already in post but have had little or no formal training. They may work in factories, offices, in hospitals, in call centres and on building sites, in leisure centres, in the armed services and in the voluntary sector. Wherever people and resources are employed, first line managers with an ILM First Line Management Qualification ensure that they are employed effectively.

Both qualifications are designed to improve your performance in the organisation through their strong focus on your specific job role. These highly practical programmes can generate significant payback for your employer in terms of cost savings and quality improvements in your workplace. You may also have internal short training sessions in your organisation which can be incorporated into the programme structure.

### 7.1 Overview of Modules and Segments

The tables on this page and the next page show the full range of subjects that could be covered by these qualifications, subject to organisational priorities.

Core segments for the full Certificate are in bold.

<p><b>C1 MANAGING SELF</b></p> <p><b>C1.1 Time Management</b></p> <p><b>C1.2 Identifying Self Development Needs</b></p> <p><b>C1.3 Self Development</b></p> <p>C1.4 Manage Own Stress</p> <p>C1.5 How to Learn</p> <p>C1.6 Effectiveness and Efficiency</p> <p>C1.7 Networking</p>	<p><b>C6 MANAGING RESOURCES</b></p> <p><b>C6.1 Performance Indicators</b></p> <p><b>C6.2 Working to a Budget</b></p> <p><b>C6.3 Understanding Costs</b></p> <p>C6.4 Materials</p> <p>C6.5 People as a Resource</p> <p>C6.6 Equipment</p> <p>C6.7 Security</p> <p>C6.8 Minimising Waste</p>
<p><b>C2 MANAGEMENT SKILLS &amp; COMPETENCY</b></p> <p><b>C2.1 Objectives</b></p> <p><b>C2.2 Problem Solving Skills</b></p> <p><b>C2.3 Briefing Skills</b></p> <p>C2.4 Producing Project Reports</p> <p>C2.5 Interpersonal Skills/Trust</p> <p>C2.6 Information Awareness</p> <p>C2.7 Influencing and Negotiating</p>	<p><b>C7 DEVELOPING PEOPLE</b></p> <p><b>C7.1 Building the Team</b></p> <p><b>C7.2 Delegation</b></p> <p><b>C7.3 Planning Development</b></p> <p>C7.4 Coaching</p> <p>C7.5 Training</p> <p>C7.6 Induction</p> <p>C7.7 Supporting Individuals</p> <p>C7.8 Assessing Performance</p>

<p><b>C3 UNDERSTANDING ORGANISATIONS</b></p> <p><b>C3.1 Organisational Context</b></p> <p><b>C3.2 Financial Environment</b></p> <p><b>C3.3 Managing Diversity</b></p> <p>C3.4 Economic Environment</p> <p>C3.5 Organisational Culture</p> <p>C3.6 European/International Context</p> <p>C3.7 Ethics in Business</p> <p>C3.8 Marketing</p>	<p><b>C8 MANAGING PEOPLE</b></p> <p><b>C8.1 Motivation</b></p> <p><b>C8.2 Managing Performance</b></p> <p><b>C8.3 Leadership</b></p> <p>C8.4 Minimising Stress</p> <p>C8.5 Planning to Recruit</p> <p>C8.6 Selecting the Right Person</p> <p>C8.7 Maintaining Discipline</p> <p>C8.8 Resolving Conflict</p>
<p><b>C4 MANAGING CHANGE</b></p> <p><b>C4.1 Continuous Improvement</b></p> <p><b>C4.2 Planning Change</b></p> <p><b>C4.3 Promoting Change</b></p> <p>C4.4 Implementing Change</p> <p>C4.5 Forces for Change</p> <p>C4.6 Managing the Consequences of Change</p> <p>C4.7 Cost/Benefit Analysis</p>	<p><b>C9 COMMUNICATION</b></p> <p><b>C9.1 Communication Process</b></p> <p><b>C9.2 Communications Media</b></p> <p><b>C9.3 Non-verbal Communication</b></p> <p>C9.4 Giving and Receiving Feedback</p> <p>C9.5 Meetings</p> <p>C9.6 Written Communication</p> <p>C9.7 One-to-one Communication</p> <p>C9.8 Word Processing</p>
<p><b>C5 MANAGING ACTIVITIES</b></p> <p><b>C5.1 Understanding Customers</b></p> <p><b>C5.2 Planning Work</b></p> <p><b>C5.3 Health &amp; Safety – Law &amp; Practice</b></p> <p>C5.4 Understanding Quality</p> <p>C5.5 Delivering Quality</p> <p>C5.6 Preventing Accidents</p> <p>C5.7 The Environment</p> <p>C5.8 Statistical Process Control</p>	<p><b>C10 MANAGING INFORMATION</b></p> <p><b>C10.1 Gathering Valid Information</b></p> <p><b>C10.2 Analysing Information</b></p> <p><b>C10.3 Using Information for Decisions</b></p> <p>C10.4 Presenting Information</p> <p>C10.5 Maintaining Information Systems</p> <p>C10.6 IT Applications</p> <p>C10.7 Sources of Information</p> <p>C10.8 Questionnaire Design and Analysis</p>

## **7.2 Introductory Certificate in First Line Management (Level 3)**

This is a short, flexible programme (a minimum of 34 guided learning hours) which provides an introduction to the wide range of responsibilities of the first line manager. The programme combines key elements of the full Certificate in a tightly focused package which can produce a step change in performance quickly and economically.

The flexible structure makes it highly adaptable to your needs and, those of your employers, without sacrificing the quality of the full ILM Level 3 Certificate in First Line Management. If you are a first line manager with little or no formal training, or are returning from a career gap, you can benefit particularly from this programme, which provides an ideal start to your future ongoing development.

As you might expect, the ILM Level 3 Introductory Certificate in First Line Management offers a valuable preparation for the ILM Level 3 Certificate in First Line Management and can be used as a bridge back into learning.

### **7.2.1 Qualification Profile**

<b>Duration</b>	Minimum 34 guided learning hours, excluding assessment, to be completed within, one year.
<b>Structure and Content</b>	<ul style="list-style-type: none"> <li>• Short induction lasting two hours</li> <li>• Three mandatory segments (minimum) of three hours each as follows:                             <ul style="list-style-type: none"> <li>○ C2.2 Problem Solving Skills</li> <li>○ C4.2 Planning Change</li> <li>○ C10.3 Using Information for Decisions</li> </ul> </li> <li>• a further seven segments (minimum) selected from the full range available (see grid) in the ILM Level 3 Certificate in First Line Management (no more than three from any module overall)</li> <li>• Tutorial support for assessment - two hours</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>• Segment Reviews to cover four of the seven optional segments</li> <li>• One work-based assignment of no less than 1000 words, set by ILM.</li> </ul>
<b>Entry Requirements</b>	No formal entry requirements, but participants should be practising or potential first line managers with two years full-time (or three years part-time) work experience, and a background which will enable them to benefit from the programme.
<b>ILM Membership</b>	Candidates who achieve the ILM Level 3 Introductory Certificate in First Line Management are eligible to apply for Associate Membership (AMInstLM). Call 01543 251 346 for details or email <a href="mailto:membership@i-l-m.com">membership@i-l-m.com</a>
<b>Progression</b>	<ul style="list-style-type: none"> <li>• ILM Level 3 Certificate in First Line Management</li> <li>• ILM Level 3 S/NVQ in Management</li> </ul>

### **7.3 Certificate in First Line Management (Level 3)**

The ILM Level 3 Certificate in First Line Management comprehensively covers the full range of responsibilities of the first line manager and can be tailored to fit your specific needs. The Certificate develops leaders and managers within the national qualifications framework. The full Certificate consists of an induction, 10 x 15-hour modules plus tutorial support.

Each module comprises five x three-hour segments, of which three are core (except module C2) and two are chosen from between three and five optional segments offered. The choice of segments will be derived from the results of PDPs and organisational requirements.

The whole programme will take a minimum of 160 guided learning hours, plus time for assessment, to provide you with the knowledge and skills you need to perform effectively in the high pressure world of the 21st century.

#### **7.3.1 Modular Award**

The intention is for all delegates to aim for the full Certificate. However, if an individual's circumstances means this is not possible (or become so during the programme) the individual may go for modular accreditation.

This can only happen following consultation with GHC and the individual's sponsor. The module(s) required and the completion requirements can then be discussed and agreed.

#### **7.3.2 Qualification Profile**

<b>Duration</b>	Minimum 160 guided learning hours, excluding assessment, normally within one year, or a maximum of three years.
<b>Structure and Content</b>	<ul style="list-style-type: none"> <li>• Induction lasting three hours</li> <li>• Minimum seven hours tutorial guidance for assessments for the full qualifications (or pro rata for single modules)</li> <li>• Ten x 15-hour modules (see grid) comprising a total of five segments per module, but must include core segments</li> <li>• Personal development and generic management skills are integral parts of the programme.</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>• Either five work-based assignments (approx. two hours each) based on a pair of modules, or 10 shorter work-based assignments (approx. one hour each), one per module.</li> <li>• Project (approx. 2000-2200 words)</li> <li>• Summative Personal Development Record</li> <li>• Group Meeting with (and assessed by) the External Verifier</li> </ul>
<b>Entry Requirements</b>	No formal entry requirements, but participants should be practising or potential first line managers with two years full-time (or three years part-time) work experience, and a background which will enable them to benefit from the programme.
<b>ILM Membership</b>	Candidates who achieve the ILM Level 3 Certificate in First Line Management are eligible to apply for Associate Membership (AMInstLM). Call 01543 251 346 for details or email <a href="mailto:membership@i-l-m.com">membership@i-l-m.com</a>
<b>Progression</b>	<ul style="list-style-type: none"> <li>• ILM Level 4 Introductory Diploma in Management</li> <li>• ILM Level 4 Diploma in Management</li> <li>• ILM Level 3 or 4 S/NVQs in Management</li> </ul>

## 8. Middle Managers Leadership Qualifications

### 8.1 Middle Managers Award in Leadership (Level 4)

The ILM Level 4 Award in Leadership is a short programme designed to develop your understanding of leadership theories and how this understanding can be used to improve your leadership practice.

It is designed for those managers with extensive leadership experience who wish to learn more about the underpinning principles and those who lack the support in the workplace needed for the kind of development involved. Those with extensive leadership practice may want the confidence that comes from learning more about leadership theories and principles, but both groups should be aware that they can subsequently complete the second Unit for the full Certificate.

#### 8.1.1 Qualification Profile

<b>Duration</b>	Minimum 20 guided learning hours, excluding assessment (approximately 30 hours learning time), to be completed within one year
<b>Structure and Content</b>	Unit S1 Leadership Theory and Practice, comprising <ul style="list-style-type: none"> <li>• Short induction (2 hours)</li> <li>• Four x 4-hr segments: <ul style="list-style-type: none"> <li>○ S1.1 The Leadership Role and Leadership Theories</li> <li>○ S1.2 Emotional Intelligence and Self-Leadership</li> <li>○ S1.3 Setting and Communicating Direction</li> <li>○ S1.4 Winning and Maintaining Commitment</li> </ul> </li> <li>• At least 2 hours of one-to-one tutorial support for assessment</li> </ul>
<b>Assessment</b>	A Personal Reflection on Leadership - a written or oral presentation of an evaluation of own or another's leadership abilities
<b>Entry Requirements</b>	There are no formal entry requirements, but participants must be practising or potential middle managers (or equivalent).
<b>ILM Membership</b>	Candidates who achieve the ILM Level 4 Award in Leadership will be able to apply for Membership (MInstLM). Call 01543 251 346 for details or email <a href="mailto:membership@i-l-m.com">membership@i-l-m.com</a>
<b>Progression</b>	<ul style="list-style-type: none"> <li>• ILM Level 4 or 5 5/NVQ in Management</li> <li>• ILM Level 4 Diploma in Management</li> <li>• ILM Level 5 Introductory Executive Diploma in Management</li> <li>• ILM Level 5 Executive Diploma in Management</li> </ul>

## 8.2 Middle Managers' Certificate in Leadership (Level 4)

The ILM Level 4 Certificate in Leadership is for those managers who have responsibility for achieving organisational goals, recognise the importance of leadership in ensuring this happens and are in a position to practice the leadership role. This can be in the workplace or it could be in a voluntary role, but you must have a significant leadership responsibility, as the assessment is dependent on you being able to record and reflect on improvement in your leadership practice.

This qualification starts with a short induction, followed by two units. The first unit provides the leadership theory, whilst the second is devoted to a unique "leadership journey" - a progressive programme, using action learning and a reflective log to develop and practice the skills of leadership in the workplace at the appropriate level over a minimum period of six months.

Action learning means that your journey is driven by your own needs and at your own speed, working in partnership with others embarking on the same journey and supported by specialist tutors.

### 8.2.1 Qualification Profile

<b>Duration</b>	Minimum 60 guided learning hours, excluding assessment (approximately 130 hours learning time), to be completed within three years
<b>Structure and Content</b>	<p>Unit S1 Leadership Theory and Practice, comprising:</p> <ul style="list-style-type: none"> <li>• Short induction (2 hours)</li> <li>• Four x 4-hr segments: <ul style="list-style-type: none"> <li>○ S1.1 The Leadership Role and Leadership Theories</li> <li>○ S1.2 Emotional Intelligence and Self-Leadership</li> <li>○ S1.3 Setting and Communicating Direction</li> <li>○ S1.4 Winning and Maintaining Commitment</li> </ul> </li> </ul> <p>Unit S2: Plan, Analyse and Evaluate the Leadership Journey, comprising:</p> <ul style="list-style-type: none"> <li>• Short induction (1 hour)</li> <li>• Two x 4-hr segments: <ul style="list-style-type: none"> <li>○ S2.1 Leadership Journey Planning, Analysis and Evaluation</li> <li>○ S2.2 Action Learning for Leadership and Organisational Development</li> </ul> </li> <li>• Participation in an action learning set to plan and support the development of leadership practice</li> <li>• At least 3 hours of one-to-one tutorial support for assessment</li> </ul>
<b>Assessment</b>	<p>A Personal Reflection on Leadership - a written or oral presentation of an evaluation of own or another's leadership abilities for Unit S1.</p> <p>For Unit S2 candidates must also complete an Action Plan and Leadership Log to plan, reflect on and improve their leadership practice</p>
<b>Entry Requirements</b>	There are no formal entry requirements, but participants must be practising or potential middle managers (or equivalent) with the opportunity to practice leadership consistently within a workplace or similar setting.
<b>ILM Membership</b>	Candidates who achieve the ILM Level 4 Certificate in Leadership will be able to apply for Membership (MInstLM). Call 01543 251 346 for details or email <a href="mailto:rmembership@i-l-m.com">rmembership@i-l-m.com</a>
<b>Progression</b>	<ul style="list-style-type: none"> <li>• ILM Level 4 or 5 5/NVQ in Management</li> <li>• ILM Level 4 Diploma in Management</li> <li>• ILM Level 5 Introductory Executive Diploma in Management</li> <li>• ILM Level 5 Executive Diploma in Management</li> </ul>

## 9. Middle Managers Management Qualifications

ILM Level 4 Diploma in Management qualifications are for those people who are likely to be either practising or aspiring middle managers, particularly those who are already in post but have had little or no formal training. They may work in factories and offices, in hospitals, in call centres, on building sites, in leisure centres, in the armed services and in the voluntary sector. Wherever people and resources are employed, middle managers with an ILM Level 4 Diploma qualification ensure that they are employed effectively.

Both qualifications are designed to improve your performance in the organisation through their strong focus on your specific job role. These highly practical programmes can generate significant payback for your employer in terms of cost savings and quality improvements in your workplace. You may also have internal short training sessions in your organisation which can be incorporated into the programme structure.

### 9.1 Overview of Modules and Segments

The tables on this page and the next page show the full range of subjects that could be covered by these qualifications, subject to organisational priorities.

Core segments for the full Diploma are in bold.

A few segments are common with Level 5 Executive Diploma in Management, and this is indicated by reference to a corresponding E segment. Credit will be given for these segments completed on the Level 4 programme where candidates progress to Level 5 within the following three years.

<p><b>D1 SELF MANAGEMENT AND SKILLS</b></p> <p><b>D1.1 Continuing Professional Development</b></p> <p><b>D1.2 Grasping Opportunities</b></p> <p><b>D1.3 Objectives and Targets</b></p> <p>D1.4 Stress Management</p> <p>D1.5 Interacting with People</p> <p>D1.6 Negotiating Skills</p> <p>D1.7 Professional Presentations (<i>also E1.7</i>)</p>	<p><b>D5 FINANCE AND NUMERACY</b></p> <p><b>D5.1 Managing by Budgets</b></p> <p><b>D5.2 Making a Financial Case</b></p> <p>D5.3 Understanding Finance</p> <p>D5.4 Management Accounting for Managers</p> <p>D5.5 Presenting Numerical Data</p> <p>D5.6 Analytical Statistics</p> <p>D5.7 Spreadsheets for Managers</p>
<p><b>D2 OPERATING CONTEXT AND CHANGE</b></p> <p><b>D2.1 Management in Organisations</b></p> <p><b>D2.2 Managing Change (<i>also E2.3</i>)</b></p> <p>D2.3 Initiating Change (<i>also E2.2</i>)</p> <p>D2.4 The Legal Framework (<i>also E2.4</i>)</p> <p>D2.5 Organisations and their Cultures</p> <p>D2.6 Managing Ethically</p> <p>D2.7 Economic and International Contexts</p>	<p><b>D6 PEOPLE MANAGEMENT</b></p> <p><b>D6.1 Managing Individuals</b></p> <p><b>D6.2 Developing &amp; Managing Teams (<i>also E6.5</i>)</b></p> <p><b>D6.3 Addressing People Problems</b></p> <p>D6.4 Identifying Individual Development Needs</p> <p>D6.5 Providing Development for Individuals (<i>also E6.4</i>)</p> <p>D6.6 Human Resource Planning</p> <p>D6.7 Managing and Delivering Training</p> <p>D6.8 Recruitment and Selection (<i>also E6.6</i>)</p>

<p><b>D3 MEETING CUSTOMER NEEDS</b></p> <p><b>D3.1 Planning to Meet Customer Requirements</b></p> <p><b>D3.2 Understanding the Organisation</b></p> <p><b>D3.3 Managing Quality</b></p> <p>D3.4 Customer Relations</p> <p>D3.5 Product and Service Management</p> <p>D3.6 Marketing and Selling</p> <p>D3.7 Understanding the Market</p>	<p><b>D7 INFORMATION AND COMMUNICATION</b></p> <p><b>D7.1 Attending Meetings</b></p> <p><b>D7.2 Gathering Information</b></p> <p>D7.3 Communications</p> <p>D7.4 Leading Meetings and Briefings</p> <p>D7.5 Interviewing (<i>also E7.5</i>)</p> <p>D7.6 Effective Written Communication</p> <p>D7.7 Information Systems</p> <p>D7.8 Text Processing for Managers</p>
<p><b>D4 PLANNING AND RESOURCES</b></p> <p><b>D4.1 Planning for Efficiency</b></p> <p><b>D4.2 Health, Safety and the Environment</b></p> <p>D4.3 Facilities Management</p> <p>D4.4 Work Analysis</p> <p>D4.5 Managing Equipment</p> <p>D4.6 Managing Materials</p> <p>D4.7 Project Planning and Control</p> <p>D4.8 Successful Project Delivery</p> <p>D4.9 Operations Research Techniques</p>	<p style="background-color: #cccccc;"> </p>

## 9.2 Introductory Diploma in Management (Level 4)

This is a short, flexible programme (a minimum of 45 guided learning hours) which provides an introduction to the wide range of responsibilities of the middle manager. The programme combines the key elements of the full Diploma in Management in a tightly focused package which can produce a step change in performance quickly and economically.

The flexible structure makes it highly adaptable to your needs and those of your employers without sacrificing the quality of the full ILM Level 4 Diploma in Management. If you are a middle manager with little or no formal training, or are returning from a career gap, you can benefit particularly from this programme, which provides an ideal start to your future ongoing development.

As you might expect, the ILM Level 4 Introductory Diploma in Management offers valuable preparation for the ILM Level 4 Diploma in Management and can be used as a bridge back into learning.

### 9.2.1 Qualification Profile

<b>Duration</b>	Minimum 45 guided learning hours, excluding assessment, to be completed within one year
<b>Structure and Content</b>	<ul style="list-style-type: none"> <li>• Short induction lasting no less than two hours</li> <li>• Three mandatory segments (minimum) of six hours each as follows: <ul style="list-style-type: none"> <li>○ D2.1 Management in Organisations</li> <li>○ D4.1 Planning for Efficiency</li> <li>○ D6.1 Managing Individuals</li> </ul> </li> <li>• Plus a further four segments (minimum) selected from the full range available (see grid) in the ILM Level 4 Diploma in Management (no more than two from any module overall)</li> <li>• Tutorial support for assessment- one hour</li> <li>• Reflective learning and development to be achieved through CPD statement.</li> </ul>
<b>Assessment</b>	Each candidate must complete to a national standard: <ul style="list-style-type: none"> <li>• A work-based assignment (of no less than 2000 words)</li> <li>• Segment Reviews to cover two of the four optional segments</li> </ul>
<b>Entry Requirements</b>	No formal entry requirements, but participants should be practising or potential middle managers with a background that will enable them to benefit from the programme. Most benefit will be gained if participants have prior experience of management at first line management level, though this is not essential.
<b>ILM Membership</b>	Candidates who achieve the ILM Level 4 Introductory Diploma in Management will be eligible to apply for the minimum grade of Associate Membership (AMInstLM). Call 01543 251 346 for details or email <a href="mailto:membership@i-l-m.com">membership@i-l-m.com</a> .
<b>Progression</b>	<ul style="list-style-type: none"> <li>• ILM Level 4 Diploma in Management</li> <li>• ILM Level 4 S/NVQ in Management</li> </ul>

### **9.3 Diploma in Management (Level 4)**

The ILM Level 4 Diploma in Management comprehensively covers the full range of responsibilities of the middle manager and can be tailored to fit your specific needs. The Diploma develops leaders and managers within the national qualifications framework. The full Diploma consists of an induction, seven x 30-hour modules plus tutorial support.

Each module comprises seven to nine segments of which two or three are core and you are able to choose additional optional segments to make up the total of five to be studied. The choice of segments will be derived from the results of PDPs and organisational requirements.

The whole programme will take a minimum of 220 guided learning hours, plus time for assessment, to provide you with the knowledge and skills you need to perform effectively in the high pressure world of the 21st century.

#### **9.3.1 Modular Award**

The intention is for all delegates to aim for the full Diploma. However, if an individual's circumstances means this is not possible (or become so during the programme) the individual may go for modular accreditation.

This can only happen following consultation with GHC and the individual's sponsor. The module(s) required and the completion requirements can then be discussed and agreed.

#### **9.3.2 Qualification Profile**

<b>Duration</b>	Minimum 220 guided learning hours, excluding assessment, to be completed normally within one year, or a maximum of three years.
<b>Structure and Content</b>	<ul style="list-style-type: none"> <li>• Induction lasting no less than three hours</li> <li>• Minimum seven hours tutorial guidance for assessments for the full award, or pro rata for single modules, plus</li> <li>• Seven x 30-hour modules (see grid) comprising a total of five segments per module</li> <li>• Collaborative learning is essential and may be achieved by provision of an Extended Learning Experience or residential period</li> <li>• Reflective learning and continuing professional development are also essential features of the programme, to be achieved through the CPD Statements.</li> </ul>
<b>Assessment</b>	<p>Each candidate must complete to a national standard:</p> <ul style="list-style-type: none"> <li>• Either seven work-based assignments (WBAs) (approx. 1200 words each) based on a single module OR fewer WBAs combining modules and pro rata in length and complexity</li> <li>• A Management Report of 4000-5000 words in length</li> <li>• A Summative Continuing Professional Development Plan</li> <li>• An individual EV Interview.</li> </ul>
<b>Entry Requirements</b>	No formal entry requirements, but participants should be practising or potential middle managers with a background that will enable them to benefit from the programme. Most benefit will be gained if participants have prior experience of management at first line management level, though this is not essential.
<b>ILM Membership</b>	Candidates who achieve the ILM Level 4 Diploma in Management are eligible to apply for the full Membership (MInstLM). Call 01543 251 346 for details or email <a href="mailto:membership@i-l-m.com">membership@i-l-m.com</a>

<b>Progression</b>	<ul style="list-style-type: none"><li>• ILM Level 5 Introductory Executive Diploma in Management</li><li>• ILM Level 5 Executive Diploma in Management</li><li>• ILM Level 4 S/NVQ in Management</li><li>• ILM Level 5 S/NVQ in Operational or Strategic Management</li></ul>
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## **10. Induction**

The first workshop on all of the programmes consists of an introduction to the programme, including full induction covering:

- an outline of ILM qualifications and the related delegate support resources available
- the aims of first line or middle manager development, as appropriate to the programme
- expectations of, and benefits to, the individual and the organisation
- format of the programme – content, hours, attendance patterns, etc
- the assessment process
- roles and responsibilities of participants, GHC staff and ILM
- learning and study skills
- information on equal opportunities, appeals procedures and support mechanisms
- links with S/NVQs and/or Key or Core Skills if appropriate
- ILM membership