

LAUNCH OF LEVEL 5 CERTIFICATE IN MANAGEMENT PROGRAMME

Workshop Outline

AIMS:

This first workshop will introduce participants to the Level Five Certificate in Management Development Programme, gaining an overview of the programme content and structure. Participants will receive a full briefing on the expectations and outputs of the Programme including Work Based Assignments, Improvement Report, Personal Learning Log and final presentation from the Programme Manager, Margaret Wade.

There will be time to explore the rest of the programme content and an opportunity to receive feedback on the Myers Briggs Type Indicator (MBTI) and Belbin Team Roles, to be completed prior to this session.

LEARNING OBJECTIVES:

At the end of this workshop participants will:

- Have had the opportunity to discuss both the programme content and the approach to be used in delivery, to ensure they are fully prepared for the programme in order to maximise this development opportunity
- Receive group feedback on MBTI and Belbin Team Roles and explore how it helps individuals to understand themselves and how to use it to help understand others perspectives
- Look at how to apply knowledge gained from the MBTI to improve interaction within their management team and identify personal development needs to be achieved through this programme
- Have received input on the use of study materials and how to approach research, the structure of assignments and the grading system of externally assessed assignments
- Understand how we can use an Action Learning Set approach and other support mechanisms to ensure successful completion of the programme

APPROACH:

This initial workshop will provide the information required to successfully complete this programme. By using a variety of psychometric tools participants will be able to see how others see them, understand themselves better and how this impacts on their natural management style.

UNDERSTANDING THE MANAGEMENT ROLE

Workshop Outline

AIMS:

This first workshop aims to put the management role into context, exploring the organisational purpose, structure and stakeholders as well as the management of a team of people. Studies have shown that it is feasible to identify and develop business leadership skills and that application of these skills is a vital factor in winning the commitment of people at work. What should our role or roles be?

Success as a manager depends to a large extent on your ability to influence people to do things willingly; the ability to communicate ideas and get them accepted by others are critical. The ultimate goal is the achievement of organisational objectives and productive, long-term business partnerships, which save time, effort and money.

LEARNING OBJECTIVES:

At the end of this workshop, participants will have had the opportunity to:

- Examine the nature and purposes of organisations, including mission and value statements
- Clarify the different levels of management and the associated roles and responsibilities within your organisation
- Re-visit key management functions; planning, organising, motivating and controlling
- Explore who are leaders and who become followers and discuss the thoughts of today's 'Leadership Gurus'
- Identify your personal leadership style and how to develop personal impact
- Understand the importance of transformational leadership and how to use the Situational Leadership framework
- Discuss alternative motivational theories and how to harness these to improve team performance
- Recognise the key success factors in developing a winning team

APPROACH:

This workshop will involve discussion, individual and group exercises, supported by the presentation of a number of key leadership and management theories. MBTI profiles will be re-visited and examine how that impacts on your leadership style.

LEADING INNOVATION AND CHANGE

Workshop Outline

AIMS:

Many managers seek to enhance ability to provide new or improved solutions to problems. This workshop will seek to help participants identify and develop their own creativity and the creativity of others in the context of productive relationships at work. The focus initially will be on creativity, creative problem solving and developing creativity within teams. New ideas and approaches need to be implemented so the latter part of the day will focus on the processes and approaches required by managers to promote success as an initiator, planner and manager of change. Recognising the impact that continuous change can have, participants will focus on how they can positively facilitate future change across their organisations.

LEARNING OBJECTIVES:

At the end of this workshop participants will:

- Be able to learn how to tap into their own innate creativity and use different creativity techniques
- Understand the key principles of creativity and creative problem solving
- Apply their creativity to problem solving to develop different and workable solutions
- Have a look at creativity within teams, understanding group dynamics, encouraging a creative approach and harnessing the team's talents
- Appreciate the benefits of a culture that encourages innovation and creative thinking and by empowering themselves and their teams, enables everyone to maximise their potential
- Develop strategies for overcoming resistance to change
- Identify the factors which will create positive and sustainable change
- Look at how to involve people, gain their commitment and motivate them to move change forward
- Recognise and effectively manage the various stages of change
- Work on a 'live' project, producing an action plan for successful implementation of change

APPROACH:

This challenging workshop will consist of a mix of management theory, drawing together a number of the key elements from earlier modules. We will then start to look forward - harnessing our skills to bring about significant change.

MANAGING PROJECTS IN THE ORGANISATION

Workshop Outline

AIMS:

This workshop will review participants approach to project management in order to improve the effectiveness of projects across their organisation. Participants will be involved in project specification and planning and project management activities. There will be an opportunity to refresh their knowledge of techniques and procedures that reduce risk, cut down on stress and utilise the strengths of others. Managing people in a project environment will also be covered. The session will be practical, developing the use of different tools and techniques to learn how to manage both single and multiple projects.

LEARNING OBJECTIVES:

By the end of this workshop, participants will:

- Explore the reasons why projects fail and assessing risk
- Review the value of project management methodologies
- Identify critical success factors needed in effective project specifications
- Understand the importance of defining key project roles, how to recruit and establish a project team to maximise its chances of success
- Re-visit key elements relating to both chairing and participating in project meetings
- Understand how to ascertain information requirements
- Understand how to establish a project plan to maximise its chances of success
- Be able to implement project planning, monitoring and evaluation tools and processes

APPROACH:

The workshop will be highly participative and there will be extensive syndicate activity. The latter part of this workshop can be utilised to identify a project and provide a structure for the project to be delivered as an output of this programme.

MANAGING THE RECRUITMENT AND SELECTION PROCESS

Workshop Outline

AIMS:

Recruitment and selection procedures cost UK businesses millions of pounds each year. Inadequate policies, procedures and the training to support recruitment and selection, result not just in high costs, but also in unacceptable levels of labour turnover and absenteeism. The time spent by Managers in training and induction, together with costs for replacements and back-up, not only has a detrimental effect on the bottom line, but also on existing employees and their morale. This workshop will look at best practice and how to attract the right candidates for your organisation.

LEARNING OBJECTIVES:

By the end of this two-day workshop participants will:

- Understand the recruitment cycle and how it relates to every organisation
- Have discussed the impact of effective manpower planning and the options available when looking to fill a vacancy – e.g. Succession Planning
- Have reviewed a selection of current Job Descriptions and Person Specifications to emphasise their critical role in the process
- Consider the benefits of an appropriately worded advert and its placement as well as being aware of legislative compliance
- Understand how to sift through applications in order to select the 'right' candidates for interview, whilst complying with employment law
- Know what it means to 'thoroughly prepare' for an interview – e.g. crafting the right questions to get behind a candidate's knowledge, skills and behaviours
- Look at the Six Step Interview Process to see how a coherent and consistent approach can benefit organisations e.g. communication style and impact
- Spend time considering other aspects which may enhance the selection process e.g. presentations, personality questionnaires, 'live' activities
- Learn how to gather each piece of information gained from the recruitment process to make an evaluation of the best person for the job

APPROACH:

A lively and innovative approach by the facilitator will ensure that this workshop will provide practical learning opportunities in a way that is both memorable and has lasting impact.

LEGISLATION WHAT YOU NEED TO KNOW

Workshop Outline

AIMS:

Understanding and negotiating your way through the minefield of employment legislation is the responsibility of all employers. Managers need to realise the serious implications of breaching this legislation to protect themselves and their businesses. This workshop will enable Managers to feel knowledgeable and confident in their responsibilities under the relevant Employment Law legislation. The workshop will clearly and logically progress through the employment relationship – recruitment to exit interview - highlighting relevant requirements whilst giving practical guidance.

LEARNING OBJECTIVES:

By the end of this workshop participants will:

- Have looked at the key employment legislation applicable during a person's employment and discussed how practically the organisation can apply this knowledge through working practices, policies and procedures
- Understand the importance and significance of a clear, consistent, and fair approach to recruitment and selection and be aware of the key principles relating to providing a successful recruitment interview for both parties
- Have looked at whole recruitment process from determining there is a vacancy to short-listing, interview, selection and engagement
- Understand the critical information to be included in the Employment Contract from terms and conditions to reference to company policies and procedures
- Be clear about the expanding arena of Employment Liability
- Have learnt about the pitfalls of employees exiting the company – redundancy, retirement, dismissal – and discussed how to ensure all situations are handled fairly and legally
- Understand the key principles and serious issues that apply to the collection, access and usage of personal data and the role all staff play in the implementation of the Data Protection Act through conduct and compliance

APPROACH:

A lively and innovative approach by the facilitator will ensure that this workshop will provide practical learning opportunities in a way that is both memorable and has lasting impact.

MANAGING STRESS AND CONFLICT IN THE ORGANISATION

Workshop Outline

AIMS:

Demands on our time are leading to ever-increasing numbers of people suffering from negative stress. In order to maximise performance and achieve goals we need to manage our time and minimise stress levels. We also need the help, co-operation and commitment of our team. Success can depend on your ability to manage yourself and to influence your team, communicating effectively to encourage everyone to work together. We need to increase our ability to develop successful outcomes through influence and persuasion, rather than force and coercion. The ultimate goal is to achieve objectives and productive, long-term business partnerships, saving time, effort and money.

LEARNING OBJECTIVES:

By the end of this workshop you will:

- Understand your own communication style and how to influence others
- Be aware of the importance of focusing attention on the right things - to manage yourself and your team effectively
- To be proactive in managing negative stress for yourself and your team
- Select and use appropriate influencing styles to build constructive working relationships
- Identify appropriate ways to influence your colleagues and team members in order:
 - ~ To understand your point of view
 - ~ Gain commitment to make things happen
- Be able to get past 'no' and other blockages, facilitating constructive conflict management
- Analyse sources of conflict
- Develop a range of approaches to deal with more challenging situations
- Understand the range of conflict management styles available and the process of how to manage conflict constructively
- Develop an action plan of how to gain commitment to make things happen in an existing challenging work situation

APPROACH:

This workshop will involve discussion, self-analysis and syndicate work. Participants will be encouraged to bring a current work issue to enhance the learning from this workshop. We will re-visit Myers Briggs Profiles and relate that information to relevant case studies.

EMBEDDING EQUALITY AND DIVERSITY INTO THE ORGANISATION

Workshop Outline

AIMS:

Everyone is now aware of the critical importance of equality and diversity issues but there is a real danger that token information will be provided to meet mandatory legal requirements but go no further. This workshop aims to take a deeper look at these key issues and identify strategies and processes to help embed equality and diversity into the organisation at all levels. With the ultimate goal of all employees genuinely understanding and buying into cultural and attitudinal change to value the strengths diversity can bring into the workplace.

LEARNING OBJECTIVES:

At the end of this workshop participants will:

- Have achieved clarity and understanding on the issues surrounding equality and diversity
- Have looked at the real impact to organisations of not embracing and valuing differences
- Understand their role in ensuring the organisation and it's employees work genuinely equality and diversity
- Have reviewed current practice and completed a SWOT Analysis to highlight business areas needing reinforcement or change
- Discuss current company policies in light of pending legislation, including compliance with the Corporate Social Responsibility Audit
- Use this knowledge to develop an enhanced strategy and linking processes to help embed these principles within the organisation
- Look at how enhanced performance management can be achieved through enabling and encouraging equality and diversity
- Discuss the content of a diversity workshop to be delivered throughout the organisation, providing benefit to both employees and other stakeholders

APPROACH:

Whilst there will be an element of ensuring appropriate legal information will be imparted, the aim will be to make this session interactive and have the desired long-term impact. The involvement and commitment of this team in embedding these issues into the life of the organisation will be key to the success of this workshop.

MANAGING CUSTOMER RELATIONS

Workshop Outline

AIM:

This workshop will provide an opportunity to explore some of the key elements required in today's business community. "Customer relationship management is the most important issue of the decade." Extract from The Daily Telegraph. We will look at issues including Customer Relationship Management, Networking – why should we do it and some simple guidelines on how to make it work. We will also discuss the importance of collaborative partnerships and your role in the customer service chain and the links you provide to both internal and external customers.

LEARNING OBJECTIVES:

At the end of this workshop participants will:

- Have reviewed their existing behaviours and taken a fresh look at their customers – both internal and external
- Understand how to gain co-operation through maintaining and building constructive working relationships
- Gain an understanding of what Customer Relationship Management is and what it is not
- Understand the benefit of collaborative partnerships as a key work to maximise individual and team input
- Look at how we can influence others and a range of approaches to deal with objections and other forms of resistance
- Understand the importance of their role in the customer service chain and how to provide quality customer service by taking personal responsibility
- Increase their understanding of the importance of having a Customer Service Strategy to improve relationships with all customers
- Explore the value of networking – how do we decide which events to attend and then how to make them worthwhile when we do

APPROACH:

This workshop will be highly participative using group discussion, practical activities, plus role-play, aimed at enhancing existing skills and increasing business awareness.

MANAGING THE UPS AND DOWNS OF PERFORMANCE MANAGEMENT

Workshop Outline

AIMS:

From the initial psychological contract, providing the basis for employment, through induction and ongoing employment, clarity needs to be provided for all staff about the expectations and opportunities for all parties. This workshop provides practical tips on quality inductions, through to managing performance and how to handle typically difficult situations. It will enable participants to gain a practical understanding of how to manage under performers and absence (sickness or other) in an appropriate manner, whilst ensuring consistency and fairness. The yearly cost of sickness absence to business is significant, therefore it is vital that methods are taken to reduce it.

LEARNING OBJECTIVES:

By the end of this workshop participants will:

- Understand the overall impact of an effective Performance Management System and their role in applying it to ensure equality and non-discrimination
- Reviewed current induction practices and put them to the SWOT test
- Have looked at the difference between informal and formal discussions and undertaken typical case study examples to gain a practical insight into what is rarely a 'black or white' area
- Understand the systematic process needed to handle poor performers from being clear about the message you need to get across, through establishing any new facts to monitoring and reviewing improvements
- Discuss why it is so important to handle situations close to the event by reviewing the mechanics of Confrontation and the Avoidance Cycle
- Consider current methods of monitoring absence levels (sickness or other) and discuss how this could be enhanced – fairness, consistency and issues around capability will be discussed
- Be aware of the causes and issues of absence (short and long-term), differentiating between sickness and those absences which may occur for other reasons
- See how they can play a key role in helping to reduce the number of days lost by using effective return to work interviews and performance management throughout the year

APPROACH:

This workshop will be highly practical and involve learning through group discussion, factual information, relevant Employment Acts and becoming involved in practical scenarios of problem situations.

MENTORING AND COACHING FOR ORGANISATIONAL SUCCESS

Workshop Outline

AIMS:

Increasingly organisations are seeking to unlock the potential of their existing workforce to enable optimum performance. Quick fixes, including replacement, are no longer the simple answer. Therefore, this workshop will focus on developing knowledge, skills and confidence in the role of the workplace coach and mentor. Coaches and Mentors must have the ability to inspire, motivate, challenge, stimulate and guide. Specific individual needs must be met through coaching programmes and appropriately structured mentoring sessions.

LEARNING OBJECTIVES:

At the end of this workshop participants will:

- Have looked at a variety of organisations who encourage Managers as workplace coaches and mentors and through examples see the impact on individuals, teams and business growth
- Understand the roles and responsibilities of effective workplace coaches and mentors – the distinct difference between these roles will be addressed
- Be aware of the appropriate behaviours, views and attitudes Coaches and Mentors must develop to ensure equality of opportunity and avoidance of abusing the relationship
- Have focused on their own essential characteristics through self-analysis and considered how any areas could be developed
- Look closely at each stage of the coaching relationship – e.g. preparation, the four pillars of trust, maintaining coaching through the GROW model, action planning and evaluating
- Look closely at the mentoring relationship – e.g. frequency, the most appropriate structure and approach for individuals, opening doors to experience and learning, developing the relationship
- Have designed and conducted a short piece of coaching with structured feedback from the trainer and participants

APPROACH:

This module will be highly participative, involving discussion, syndicate work and appropriate management theory. There will also be opportunities to deliver a coaching session using role-play techniques.

FINANCE FOR THE NON-FINANCIAL MANAGER

Workshop Outline

AIMS:

Managers will gain the core skills they need to analyse and interpret accounts, create budgets and plans and evaluate projects. The workshop combines traditional finance with new perspectives associated with shareholder value and economic profit. Managers are thus better equipped to understand and manage the financial impact of intangible performance drivers – brand, relationships, skills and knowledge – critical assets that do not appear on the balance sheet. They also understand how to generate real growth – many profitable organisations are actually declining in value.

LEARNING OBJECTIVES:

At the end of this workshop participants will have looked at:

- The key financial statements and their interrelationships:
 - ~ Profit and loss
 - ~ Balance sheet
 - ~ Cash-flow
- Analysing, evaluating and managing financial performance through the use of appropriate ratios:
 - ~ Profitability
 - ~ Financial status
 - ~ Financial management
- Forecasting, including sensitivity analysis
 - ~ What-if analysis
- Value management – taking a long-term perspective and justifying investments in key performance intangibles – how do we quantify and justify investments in training, relationship development, branding.
- Investment appraisal – should the organisation invest in project A, B or C:
 - ~ Payback Period
 - ~ Internal Rate of Return
 - ~ Net Present Value

APPROACH:

This is an interactive programme with a large proportion of time spent outside of “lecture-style” learning. Participants learn by examining practical problems and addressing real-world issues that don’t fit neatly into traditional accounting approaches.

MANAGING MARKETING

Workshop Outline

AIMS:

More and more organisations are embracing marketing as a key business driver. Marketing can underpin how an organisation, its products or services are perceived. This one-day workshop aims to provide participants with an understanding of the key principles and processes of marketing. It will also clarify how they as managers can make an active contribution to their organisations Marketing Strategy.

LEARNING OBJECTIVES:

At the end of this workshop participants will have had some experience and developed an understanding of the following:

- The key principles of marketing: identifying, anticipating, and meeting customer needs profitably
- Understanding markets – segmentation, positioning, competitive analysis
- The marketing mix – the 7Ps
 - ~ Product/service (what we offer)
 - ~ Promotion
 - ~ Place
 - ~ Price
 - ~ Processes and systems
 - ~ People – staff/tenants – customer service etc
 - ~ Physical representation
- Integrated marketing communication, including branding:
 - ~ Advertising
 - ~ Direct mail
 - ~ PR
- Measurement and evaluation – how do we know we are getting value for money?

APPROACH:

The key principles will be drawn out via a series of case studies and exercises, thus ensuring that the learning is practical and rooted in the real world. Participants will examine how each principle applies within the context of their organisation.

MAKING EFFECTIVE PRESENTATIONS

Workshop Outline

AIMS:

Each day we make assumptions about those around us ~ these assumptions are significant in our decisions to use a particular organisation's products or services, or build successful relationships with colleagues and customers. How we present ourselves is absolutely critical to success and credibility. Learning about what really makes a difference in this area is not rocket science - so why do so many people get it wrong? The path of honest self - reflection, change and hard work can stand in the way ~ are you ready for the challenge?

LEARNING OBJECTIVES:

At the end of this workshop participants will:

- Discuss the critical importance and impact of personal and corporate presentation
- Look at both how you 'need' to be and 'would like' to be perceived as an individual and organisation
- Understand why some people have personal impact and discuss our ability to create particular impressions, expectations and assumptions
- Look at the many barriers to communication that occur during both informal and formal presentations
- Understand the importance of securing an accurate brief for example:
 - Why have you been asked?
 - What are the key focus areas?
 - What is your objective, do you want people to take action, learn or be inspired by your presentation?
 - Are you putting in the appropriate ingredients to gain the best possible result?
- Be able to plan, structure and deliver a professional presentation
- Be aware of the impression you create through feedback from workshop colleagues and the facilitator

APPROACH:

This workshop will be highly participative involving both an individual and group presentation. Both presentations will be roughly 10 minutes in duration. Participants may find it useful to bring a work-based topic to be used at the individual presentation stage. Materials can be used to construct a presentation but please do not bring pre prepared presentations.

REVIEW AND EVALUATION

Overview

AIMS:

This final day enables participants to reflect on the Programme and effectively review and evaluate how it has helped and developed them and their performance at work with their team. There will also be an opportunity to explore the broader impact of the Programme in terms of changes of strategy, processes etc, that have impacted on the corporate life of their organisation. Participants will make presentations to invited guests – Mentors, Line Managers and any other relevant stakeholders, demonstrating the key learning points from the Programme and an overview of their Business improvement Project.

OBJECTIVES:

During this review participants will be able to:

- Critically review this Management Development Programme and measure it's effectiveness on their performance
- Demonstrate how the Programme has enabled them to make a difference to the corporate life of their organisation
- Highlight changes in their management style, which have led to improvements in terms of managing their teams
- Plan the next stages of their Personal Development Plan
- Offer suggestions to improve and enhance the Programme for future groups

APPROACH:

The presentations will take place in the morning followed by a light buffet lunch.

WORKSHOP SCHEDULE FOR ILM LEVEL FIVE CERTIFICATE IN MANAGEMENT

MATRIX WORKSHOP DESCRIPTOR	VENUE	FACILITATOR	DATE
1. Pre Course Briefing and MBTI – ILM Induction (1 day)	TULC	Margaret Wade	18 th February 2009
2. Understanding the Management Role M (1 day)	Learning Resources	Margaret Wade	3 rd April 2009
3. Leading Innovation and Change WBA (1 day)	TULC	Paul Taylor	5 th May 2009
4. Managing Projects in the Organisation WBA (1 day)	TULC	Paul Taylor	22 nd May 2009
<i>Review and 1:1 Tutorials – to be arranged individually</i>	<i>On site</i>	<i>Margaret Wade</i>	<i>May 2009</i>
5. Managing the Recruitment and Selection Process (2 days)	TULC	Joe Mills	16 th & 17 th June 2009
6. Legislation – What You Need to know (1 day)	Flukes	Joe Mills	15 th July 2009
<i>Mid Term Review 10-12 Norwich and 2-4pm King's Lynn</i>	<i>TBC</i>	<i>Margaret Wade</i>	<i>16th July 2009</i>
7. Managing Stress & Conflict in the Organisation WBA (1 day)	Janith Homes	Margaret Wade	14 th September 2009
8. Managing Customer Relations M (1 day)	Swains plc	Margaret Wade	12 th October 2009
<i>1:1 Tutorials – to be arranged individually</i>	<i>On site</i>	<i>Margaret Wade</i>	<i>October 2009</i>
9. Finance for the Non Financial Manager M (1 day)	TULC	Paul Taylor	12 th November 2009
10. Managing Marketing WBA (1 day)	TULC	Paul Taylor	9 th December 2009
<i>Review 10-12 Norwich and 2-4pm King's Lynn</i>	<i>TBC</i>	<i>Margaret Wade</i>	<i>13th January 2010</i>
11. Managing the Ups & Downs of Performance Management (1 day)	TULC	Joe Mills	24 th February 2010
12. Mentoring & Coaching for Organisational Success M (1 day)	Flukes	Joe Mills	17 th March 2010
13. Making Effective Presentations (1 day)	TULC	Margaret Wade	28 th April 2010
Practice for Presentations 9 - 12 Flukes and 2 – 5pm	Learning Resources	Margaret Wade	26 th May 2010
<i>14. Review and Evaluation (1 day)</i>	<i>TULC</i>	<i>Margaret Wade</i>	<i>17th June 2010</i>