



INSTITUTE OF LEADERSHIP & MANAGEMENT LEVEL 3 – CERTIFICATE IN FIRST LINE MANAGEMENT

This course, which leads to a nationally recognised qualification, aims to give practising and potential managers the foundation for their formal development by assisting delegates to obtain both the knowledge and skills required at a First Line management level. Participants will derive most benefit from the programme if they have some prior experience of management – usually at a First line management level.

DAY	TOPIC	SUMMARISED CONTENT	DATE
1	Induction & Study Skills	<ul style="list-style-type: none"> • ILM Induction <ul style="list-style-type: none"> ○ Assessment methods, expectations from learners ○ Student handbook and quiz • Study Skills and research methods • Learning Styles 	Tue 5/10/2010
2	Developing yourself as a first line manager	<ul style="list-style-type: none"> • Use of job description, matching to own CV • Personal SWOT analysis • Organisation's objectives and development plans and significance for own development • Obtaining feedback on performance from line managers and colleagues • Simple training needs analysis – using outcomes of SWOT and PESTLE analyses • The importance of taking responsibility for own personal development • Identification of potential development opportunities • Barriers to learning, and methods to overcome them 	Tues 19/10/2010
3	Workplace Communications	<ul style="list-style-type: none"> • The stages in communication in action and how to make it effective at work • Possible barriers to communication and methods to overcome them • Ways to ensure effective communication in the workplace • Exploring options for communication including oral, written, visual and electronic • Techniques of face to face and indirect communication and when each is appropriate • How to use feedback to check effectiveness of communication • Understanding the five senses and active listening skills • Observation and perception and its effects on the interpretation of data • Significance of non-verbal communication and body language 	Wed 3/11/2010



4	Influencing At Work	<ul style="list-style-type: none"> • Networking: • Nature, purpose and value of networking • Identification of relevant networks • Effective networking practices and skills • Network and contact creation • Methods to establish and maintain effective professional relationships at various levels • Negotiation: • Formal and informal negotiation • Negotiation strategy, tactics and behaviour • Non-verbal communication and social skills • Techniques for influencing others • Value systems and other barriers to acceptance • Conflict and its resolution to achieve a win-win situation • Levels of power and authority, and the impact on negotiation 	Wed 17/11/2010
5 & 6	Presentation skills & Team briefings Assessed Presentations + Tutorial	<ul style="list-style-type: none"> • Selection of relevant information content • How to plan and prepare effectively for briefings (account for Purpose; Audience; Content; Form) • Formal and informal presentation skills including platform techniques and visual aids • How to evaluate briefings/presentations • Use of feedback to check understanding • Reporting back to management after briefing • The value of various methods of data presentation – tables, graphs, charts, diagrams, Gantt charts, etc • Evaluation of alternative methods to select the most appropriate for a given situation • How to construct a range of data presentation methods • The use of spreadsheets for the creation of graphs, charts and diagrams • How to interpret information contained in charts and diagrams, and explain this to others • Supervised practice or simulation to develop the ability to apply knowledge and skills 	Wed 1/12/2010 Wed 15/12/2010



7 & 8	Problem Solving & decision making & Tutorial	<ul style="list-style-type: none"> • Simple ways to recognise, investigate and analyse problems • Objective setting in relation to problem • Brainstorming and creative thinking techniques • Difference between data and information • How to calculate and use simple averages and basic summary statistics • How to prepare and use grouped data and tables • Interpretation of charts and diagrams • Methods of indexing, referencing and structuring qualitative information • How to evaluate options • The importance of adequate and relevant information for effective decision-making • Identification of what information is relevant to specific decisions • Simple decision making techniques • Effective presentation of a case – ie, providing facts and evidence, not just opinion • Monitoring and review techniques to evaluate outcomes of problem solving activities • Tutorial time to discuss Problem solving assignment 	Wed 12/1/2011 Wed 25/1/2011
9 & 10	Leading & Motivating Others High Performance Teams	<ul style="list-style-type: none"> • Recognise the difference between leadership and management • Identify alternative leadership styles and qualities • Know when and how to apply a particular leadership style in the workplace • Assess the effects of differing leadership styles on group activities • Knowing your own leadership style and how to make this work in your team • Motivation – the concept of internal drivers • Creating the empowering environment to encourage self-motivation • Analysing your team and practical suggestions to increase motivation levels. • Setting SMART objectives for both individuals and teams • What's in it for them? – Creating the want as well as the need • Characteristics of groups and teams – the differences, examples within the workplace • Forming, storming, norming, performing (and mourning) • How to identify team roles eg Belbin - and the uses and implications for managers • Building a balanced team to achieve objectives • How to build and maintain Trust in the workplace 	Wed 9/2/2011 Wed 23/2/2011



11	Achieving objectives through time management & Effective Delegation	<ul style="list-style-type: none"> • How to set SMART objectives • Setting priorities to achieve objectives • Urgency v. importance when prioritising • Negotiating techniques • Time logs • Constraining or limiting factors • Application of simple planning and monitoring techniques • Methods to measure achievement of objectives • Effective Delegation • Definitions of authority and power; responsibility and accountability • Concepts of delegation and empowerment • Process of delegation including barriers and support mechanisms • Techniques to monitor outcomes of delegation • Feedback, recognition and reward techniques 	Tue 8/3/2011
12	Managing the Employment relationship + Managing Conflict	<ul style="list-style-type: none"> • Definition of diversity and its impact on the organisation and its activities • Legislation as it affects employment – sex, age, ethnicity, disability, etc • Own organisation's policies and procedures • Significance of diversity in the market place • The consequences of non-compliance for own work area and the organisation • Organisational employment policies, (eg relating to time-keeping, absenteeism, conduct, level of performance, attitude and behaviour, gross misconduct) • Records and other means to support and monitor the disciplinary process • Legal aspects of disciplinary processes • Interpersonal behaviour and support skills to maintain discipline at work • Corrective Actions – the importance of the pre-disciplinary process • Giving Feedback in the right way • Formulating and Agreeing Improvement Plans • Possible causes of internal conflict, eg personal versus business objectives/values • Causes of interpersonal friction at work, including bullying and harassment • The effects of conflict on performance and the individual at work • Stages in the development of conflict • The manager's responsibility in minimising and resolving conflict, and techniques to achieve this • Ways to create harmony at work and engender a positive atmosphere 	Wed 23/03/2011



13	Activity day	<ul style="list-style-type: none"> • Team & Leadership – bringing it to life. Activity held in the grounds at Challenge Training & Conference Centre 	Wed 6/4/2011
14	Planning to work Efficiently	<ul style="list-style-type: none"> • Links between organisational and team objectives • Target setting and performance indicators • Planning techniques appropriate to job activity (eg task/work/production schedules, timetables, Rotas, Kanban systems, Just In Time and Takt time, etc, as appropriate) • Importance of supply chain in delivering results and meeting customer requirements • Monitoring and control techniques and records • Use of results to “close the loop”, so ensuring that objectives are achieved • Definitions of effectiveness and efficiency, and the difference between them • The need to achieve results and meet objectives • The importance to the organisation of operating efficiently • Potential for conflict between efficiency and effectiveness, and ways to resolve this 	Wed 13/4/2011
15	Managing costs & Budgets	<ul style="list-style-type: none"> • The nature and purpose of budgets, and the advantages of budgetary control • Methods to monitor variance of actual performance against budget • Causes of variance, their significance and ways of reducing adverse effects • How to gather information for use in determining and/or revising budgets • Definition of fixed and variable costs; concept of break even, especially in relation to own organisation • The purpose and nature of basic cost statements; use of standard costs • Role of the manager in cost control • Mechanisms to maintain control of costs, and how to select the optimum method 	Tue 3/5/2011



16	Managing Customer Service	<ul style="list-style-type: none"> • How to identify the internal customer chain, external customers and potential customers • Techniques for identifying customer needs • Methods of establishing relevant customer care standards and procedures • Use of appropriate planning and quality systems to monitor and fulfill customer care standards • Methods to establish and maintain effective relationships with customers at all stages • The legal rights of customers (law of contract, sale of goods & services; trade descriptions etc) • Organisational commitments to customers (contract terms, warranties and guarantees, service standards etc) • Methods of identifying customer requirements and expectations • Standards and benchmarks • Manager's responsibilities and authority in relation to customer service 	Wed 18/5/2011
17	Tutorial Support	<ul style="list-style-type: none"> • Individual support for students 	Wed 1/6/2011
18 & 19	Understanding & Planning Change	<ul style="list-style-type: none"> • Concepts of creativity and innovation and their significance for organisational success and change management • Barriers to change and innovation – how to identify them and other difficulties in implementing change • Methods to monitor and control progress of change against plan, including use of Gantt charts, network planning • Ways to organise and co-ordinate resources within the change process • Direct and indirect aspects of change – human and financial effects upon other people, departments and organisations • Revisiting PESTLE & SWOT analysis • The principles of change management • Methods of planning for change - basics of system theory and process design • Use of Gantt charts, network planning as tools for planning change • The importance of communication and involving people to facilitate effective change • The importance of quality awareness and the need to strive for continuous improvement. Quality circles, benchmarking, Kaizen + service standards • Ways to involve people in quality and continuous improvement, including suggestion schemes/role models 	Wed 15/6/2011 Tue 28/6/2011



20	Tutorial Support	<ul style="list-style-type: none">• Individual support for students	Wed 13/7/2011
21	Presentations Day	<ul style="list-style-type: none">• Course review and individual reflective presentation	TBC

Venue: Challenge Consulting, Nottingham Road, Woodborough, Nottingham NG14 6EH

Cost per delegate £1,650 + VAT

Inclusive of ILM registration fees

Student Membership of ILM

Leadership/Team working activity day

Tutorial Support within and between delivery days

Marking and assessment