



## INSTITUTE OF LEADERSHIP & MANAGEMENT LEVEL 5 – Diploma in Management

A prestigious and well-regarded qualification, which includes aspects of management at a practical level suitable for middle and aspiring middle managers. Leads to a Nationally Recognised Qualification from the Institute of Leadership and Management, and improves understanding and confidence when managing people and resources to enhance performance. The course includes Myers Briggs profiling, and a 2-day residential element on leadership and team working, as well as a visit to an Employment Tribunal to bring theory into practice. Upon successful completion delegates may transfer to university to undertake a conversion to a Business and Management Degree taking just over one year part time.

DAY	TOPIC	SUMMARISED CONTENT
1	<b>Study Skills &amp; Induction</b>	<ul style="list-style-type: none"> <li>▪ ILM – about the qualification and about the course</li> <li>▪ Learning Styles – what type of learner are you? How to get the best from the experience</li> <li>▪ Organising yourself for personal study</li> <li>▪ Referencing and research skills</li> <li>▪ What do you already know – theory quiz to signpost areas to read up on!</li> <li>▪ Understanding assessment criteria and tips on how best to approach assessments</li> </ul>
2 & 3	<b>Understanding the Management Role</b>	<ul style="list-style-type: none"> <li>▪ Understanding the scope and challenges of the middle management role</li> <li>▪ Analysing stakeholder relationships and understanding your organisational structure</li> <li>▪ Identifying the ideal “middle manager”</li> <li>▪ Ways to identify your own strengths, weaknesses and areas for development.</li> <li>▪ How to obtain feedback from others and analyse it effectively.</li> <li>▪ Recognising personal drivers for improvement</li> <li>▪ Setting objectives for yourself and career development planning</li> </ul>
4 & 5	<b>The Organisation in context - Leading Innovation &amp; Change</b>	<ul style="list-style-type: none"> <li>▪ Developing the manager as a critical thinker – logic and causality</li> <li>▪ Creative problem solving techniques</li> <li>▪ Attitudes, values and beliefs and how these shape behaviour</li> <li>▪ Exploring and leading innovation and change in the workplace including transactional and transformational change</li> <li>▪ Analysing the external and internal environment and identifying opportunities to improve and manage risks</li> <li>▪ Continuous improvement techniques and measuring performance</li> <li>▪ Developing analytical skills and critical thinking</li> </ul>



6	<b>Making a Financial Case</b>	<ul style="list-style-type: none"> <li>▪ Cost benefit analysis</li> <li>▪ Understanding cost behaviours</li> <li>▪ Investment appraisal techniques</li> <li>▪ Building and demonstrating a financial case</li> <li>▪ Financial Jargon buster quiz</li> </ul>	
7	<b>Analysing and Presenting Data</b>	<ul style="list-style-type: none"> <li>▪ Analysing and Presenting Data</li> <li>▪ Using Tables, Graphs and Charts</li> <li>▪ How to structure reports</li> <li>▪ Primary and secondary data and understanding bias</li> <li>▪ Facts versus fiction</li> <li>▪ Logic and building a rationale</li> <li>▪ Professional presentation skills</li> </ul>	
8 & 9	<b>Residential</b>	<ul style="list-style-type: none"> <li>▪ Reinforcement of themes taught so far</li> <li>▪ Introduction to leadership and team working</li> <li>▪ Team development activities – high energy combined with cerebral challenges</li> <li>▪ Leadership, planning, use of time, budgets etc., combined into case study to demonstrate key themes on the course</li> <li>▪ Communicating with others – what’s your style?</li> <li>▪ Myers Briggs analysis and team map</li> </ul>	
10 & 11	<b>Communications Skills</b>	<ul style="list-style-type: none"> <li>▪ Tutorial Guidance and reflection from Residential</li> <li>▪ Communication models and theories and how these apply within your organisation</li> <li>▪ Analysing your organisation for opportunities to improve</li> <li>▪ Evaluating different mediums and methods of communications               <ul style="list-style-type: none"> <li>○ Written styles, tone, format, grammar</li> <li>○ Verbal – face to face (including body language) and communicating at a distance</li> </ul> </li> <li>▪ Assessing your own communications and identifying areas to improve</li> <li>▪</li> </ul>	



12 to 14	<b>Leadership and High Performance Teams</b>	<ul style="list-style-type: none"> <li>▪ Leadership versus Management – the difference</li> <li>▪ Emotional intelligence and the link to effective leadership</li> <li>▪ Understanding your own leadership style and strategies to enhance it</li> <li>▪ Understanding team dynamics</li> <li>▪ Recognising the components of high performance teams</li> <li>▪ Team formation and overcoming common barriers to cohesive working</li> <li>▪ Measuring team performance and identifying skills sets               <ul style="list-style-type: none"> <li>○ Motivating others</li> <li>○ Appraisals Skills</li> <li>○ Options and methods for developing others</li> </ul> </li> </ul>	
15 & 16	<b>Managing Stress and Conflict in the Organisation</b>	<ul style="list-style-type: none"> <li>▪ Understanding the legal framework</li> <li>▪ Dealing with under-performance               <ul style="list-style-type: none"> <li>○ Disciplinary and capability – how to handle these correctly</li> <li>○ Employment tribunals – the process</li> </ul> </li> <li>▪ Recognising and managing stress within the organisation</li> <li>▪ Identifying conflicts and pressure points within the organisation               <ul style="list-style-type: none"> <li>○ Conflict resolution techniques.</li> </ul> </li> <li>▪ Negotiation and influencing</li> <li>▪ Handling grievances</li> </ul>	
17 & 18	<b>Managing for Efficiency and Effectiveness</b>	<ul style="list-style-type: none"> <li>▪ Understanding organisational mission, vision and values and how these translate into operational objectives.</li> <li>▪ Understanding the differences between effectiveness and efficiency</li> <li>▪ Delegation and how this enables achievement of organisational objectives</li> <li>▪ Control mechanisms to ensure achievement of objectives</li> <li>▪ Target setting and performance indicators</li> <li>▪ Planning techniques</li> <li>▪ Systems and process design</li> <li>▪ Continuous improvement techniques</li> </ul>	



19 & 20	<b>Managing Customer Relations</b>	<ul style="list-style-type: none"> <li>▪ Analysing your organisation for customer / client relationship management</li> <li>▪ Understanding customer requirements and managing expectations</li> <li>▪ Understanding and recognising the strengths, limitations and risks to your supply and value chain</li> <li>▪ Customer segmentation and market / competitor analysis</li> <li>▪ Market pressures and strategies for identifying and developing new markets</li> <li>▪ Managing risk factors and feasibility studies</li> </ul>	
	<b>Tutorial</b>	<ul style="list-style-type: none"> <li>▪ Help and support will be available for delegates to discuss progress to date on the course, and to provide guidance towards remaining assessed work – to be arranged by appointment.</li> </ul>	
21	<b>Course Review and Presentations</b>	<ul style="list-style-type: none"> <li>▪ Course review and CPD planning</li> <li>▪ Individual reflective presentation to include how the course content has been applied within the workplace.</li> <li>▪ Congratulations and course close!</li> </ul>	

Assessment : 6 x work based assignments (each will be either a written piece, a presentation, interview or combination). 1 x Improvement Report, 1 x Innovation Report and 1 x Reflective Review. All assessed work will be based on own work situation and organisation in order to bring real life benefits to the business.

For those who wish to ultimately pursue an academic route, please note that upon attainment of the ILM Level 5 Diploma in Management through Challenge Consulting, delegates will be able to convert their study to a Degree in Business and Management through Derby University (subject to interview) and further part time study, or to other universities (subject to meeting criteria set by each institution). Details available upon request.

For those who prefer a more work based approach, the ILM Level 5 Diploma is an ideal forerunner to the Level 7 Diploma in Executive Management offered by Challenge Consulting (a post-graduate level course suitable for those working at, or aspiring to work at a senior level in organisations. The Level 7 will provide access onto the final stage of many Masters programmes in Leadership and Management including an MBA, subject to meeting criteria set by individual universities.

**Venue : Challenge Consulting, Nottingham**

**Cost per delegate £2,300 + VAT fully inclusive of registration fees, registration as student member with ILM, Leadership away day fee, and Myers Briggs Analysis.**