



## INSTITUTE OF LEADERSHIP & MANAGEMENT LEVEL 7 – Award in Executive Management

This course, which leads to a nationally recognised qualification, aims to give practising and potential senior managers the foundation for their formal development by assisting delegates to obtain both the knowledge and skills required at a senior management level. The course considers policy and procedures and how they translate to operational management. Participants will derive most benefit from the programme if they have experience of management at a middle or senior level. A formal management qualification is not essential to access the programme although participants must have access to information at a strategic level in order to complete assignments.

DAY	TOPIC	SUMMARISED CONTENT	DATE
1	<b>Induction + Introduction to Strategic Leadership and Management</b>	<ul style="list-style-type: none"> <li>▪ Study skills – research methods and referencing techniques</li> <li>▪ ILM Introduction &amp; Induction</li> <li>▪ Course overview</li> <li>▪ Mission Vision and Values – the role of strategic managers in leading others</li> <li>▪ Effectiveness versus efficiency and the people factor</li> <li>▪ The “ideal leader” essential and desirable skills</li> <li>▪ Identifying development areas and creating action plans for personal development.</li> <li>▪ Self directed learning – techniques to help</li> </ul>	<b>Monday 14 May 2012</b>
2	<b>Strategic Planning &amp; decision making (1)</b>	<ul style="list-style-type: none"> <li>▪ Strategic versus operational planning</li> <li>▪ Strategic planning tools and models</li> <li>▪ Creating appropriate measures and KPIs for your department towards customer and corporate recognition.</li> <li>▪ Problem solving and creative thinking for strategic gain</li> <li>▪ Analysing data and trend analysis</li> <li>▪ Identifying causal factors and generating options</li> <li>▪ Stakeholder considerations and catering for different expectations</li> <li>▪ Significance of uncertainty and insufficiency</li> </ul>	<b>Wednesday 30 May 2012</b>



3	<b>Strategic Planning and decision making (2)</b>	<ul style="list-style-type: none"> <li>▪ Optimising decision making strategies using statistical analysis and quantitative and qualitative data</li> <li>▪ Identifying strengths and weaknesses in methods of decision making and own style of decision making</li> <li>▪ Types of decision making and when to employ them</li> <li>▪ Context in which alternative decision making methods may be used.</li> <li>▪ Action learning sets for decision making and alternative strategies</li> <li>▪ Practical Learning Set activity</li> </ul>	<b>Thursday 31 May 2012</b>
4	<b>Developing a customer focused organisation</b>	<ul style="list-style-type: none"> <li>▪ Investigate existing and potential customers, service users, sponsors, competitors etc., and analysing trends in behaviour or performance.</li> <li>▪ Capability analysis to meet current and future needs</li> <li>▪ Examine and identify models of operational excellence, innovation and best practice</li> <li>▪ Commissioning of services – alternatives including shared services</li> <li>▪ Understanding strengths and weaknesses in the customer experience.</li> <li>▪ Monitoring and evaluating success - benchmarking and balanced score card</li> <li>▪ Influencing and persuading others – making a business case and building commitment</li> </ul>	<b>Tuesday 19 June 2012</b>
5	<b>Developing the workforce to meet changing needs</b>	<ul style="list-style-type: none"> <li>▪ People as resources and understanding strategic capability and the need for succession planning</li> <li>▪ Employment strategies, alternative models and contractual agreements</li> <li>▪ Job analysis techniques</li> <li>▪ Creating a healthy working environment – “copability” and recognising thresholds within yourself and others and avoiding stress triggers</li> <li>▪ Motivation and creating and embedding shared goals</li> <li>▪ Empowering others through delegation</li> <li>▪ Creating opportunities for recognition</li> <li>▪ Giving and receiving feedback in the right way</li> </ul>	<b>Wednesday 4 July 2012</b>



6	<b>Strategic Leadership</b>	<ul style="list-style-type: none"> <li>▪ What's your leadership style? - understanding the positives and the disadvantages</li> <li>▪ When and how to adapt your style to enhance results during times of change</li> <li>▪ Emotional intelligence – how it can help produce positive outcomes and enhanced communications</li> <li>▪ Alternative leadership models to support strategic change</li> <li>▪ The link between leadership and coaching style</li> <li>▪ Recognising how your approach will enhance or restrain staff in achievement of objectives</li> <li>▪ Translating vision for others</li> </ul>	<b>Tuesday 17 July 2012</b>
7	<b>Leading Change in Organisations</b>	<ul style="list-style-type: none"> <li>▪ Review and identify causes, strategies and effects of change on the organisation including internal and external pressures</li> <li>▪ Tools, models and concepts in assessing organisational change capability</li> <li>▪ Evaluating the change process</li> <li>▪ Understanding the change curve and how to move people through each stage of it.</li> <li>▪ Dealing with resistance to changes in the right way</li> <li>▪ Helping others to engage through the use of planning and visualisation techniques</li> <li>▪ Techniques and processes to help to overcome barriers to change.</li> </ul>	<b>Wednesday 18 July 2012</b>
8	<b>Managing Performance + tutorial</b>	<ul style="list-style-type: none"> <li>▪ Clarifying expectations with staff and setting and monitoring clear targets and performance measures</li> <li>▪ The implications of poor performance on individuals, teams, the organisation and the stakeholders</li> <li>▪ Identifying development opportunities in and alternative training and development strategies and other delivery methods</li> <li>▪ Writing improvement plans</li> <li>▪ Capability or disciplinary – when to invoke the procedures, when and how</li> <li>▪ Understanding the law</li> <li>▪ Case studies</li> </ul>	<b>Wednesday 12 September 2012</b>



9	<b>Assessed Presentations + Personal Development Planning</b>	<ul style="list-style-type: none"><li>Delegates will carry out an assessed presentation and consider their personal development action plans.</li></ul>	<b>Tuesday 25 September 2012</b>
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**Assessment : 1 x reflective review on Decision Making + 1 x assessed presentation on Leading through Change**

**Venue : TBC (Nottinghamshire or Leicestershire area)**

**Cost per delegate : £1,400 + VAT inclusive of registration fees**