THE PROFESSIONAL MANAGER PROGRAMME

MANAGEMENT & LEADERSHIP DEVELOPMENT

MANAGEMENT BRIEF

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THE PROFESSIONAL MANAGER PROGRAMME

1. INTRODUCTION

The Professional Manager Programme has been specifically designed for Managers working in a variety of Sectors and will be delivered by experienced managers/trainers from Learning & Development Associates who have a practical background in Leading & Managing Staff. It will cover a number of generic core competencies, considered essential for managing effectively up to and including those at Middle Management level. (The programme, which has been recognised by the Chartered Management Institute as meeting the National Occupational Standards for Management & Leadership at this level, has also been mapped against the NOS management elements – LMC/HSC/CFA - for Health & Social Care Managers at this level)

Candidates for the programme can be drawn from aspiring managers, or those who are new to a managerial role, or those who have been in post for a number of years but who have had little or no formal training in management, or those who simply want to update their skills and knowledge in this area. (On successful completion, delegates will receive the Professional Manager's Certificate in Management & Leadership as recognised by the Chartered Management Institute)

2. PROGRAMME AIMS/BENEFITS

1. To provide Managers with development in a range of 'core' competencies considered essential for managing and leading successfully at this level within their organisation.

2. To allow managers who embark on the programme to gain an accredited in-house Professional Manager's Certificate in Management & Leadership as recognised by the Chartered Management Institute.

3. To provide managers with the opportunity to learn and develop in a flexible manner, allowing personal development to be combined with busy work schedules and departmental demands.

4. Evaluated primarily on work-based evidence rather than examination-based assessment, allowing the individual to focus on practical work-related problems and issues as part of their studies.

5. Encourages managers to build on their own experience, as well as drawing on the underpinning theory and research to enhance their skills and knowledge.

6. Designed to ensure the transfer of learning to the workplace provides a return on investment for the manager concerned as well as the organisation they work for.

3. PROGRAMME DELIVERY

The programme consists of 8 Units/Learning Modules which will be delivered as a series of 2 Day Workshops. The Modules/Workshops, which are highly participative and combine self-analysis & critique, with group discussions, syndicate exercises and case studies, will be delivered at 6 week intervals, normally spread over one calendar, on dates as agreed with the client.

The content of each of these Modules will ensure that managers will have the knowledge, skills and understanding to enable them to transfer their learning back to the workplace and meet the learning outcomes as shown.

4. PROGRAMME ASSESSMENT – IN HOUSE ACCREDITATION

Each Unit should – where appropriate – should be assessed by the delegate's immediate line Manager via a Learning Log – copies of which will be issued and explained to delegates during the first Module. After delivery of each Module the Manager attending will be required to complete their learning log for that particular Module indicating how they have transferred and actioned their learning back in the workplace.

This process will be facilitated through a series of work-based tasks which will be issued at the end of each Module and will require completion and assessment prior to the commencement of the next Module to be undertaken. Each delegate will also be asked to select a specific work-based 'Project' for completion as part of the programme.

Each Learning Log entry and the work-based tasks should be discussed and assessed – if possible - during a brief Supervision/One-to-One Session with the delegates immediate Line Manager no later than 5 weeks after each Module has been delivered.

In order to receive their Professional Manager's Certificate in Management & Leadership, each Manager will make a brief story board presentation to their peers on some of the highlights or 'light bulb' moments they gained in learning terms, from each of the Modules in the programme as a whole, including any actions they took to transfer their learning back to the workplace and the results of these actions. This should include a small 'milestones' report on the progress of their selected 'Project'

These presentations - which should be around 20/30mns for each delegate - will take place around 8 weeks after the programme has been completed. The presentations will be conducted on a relatively in-formal basis and will be attended by the LDA Tutors as well a Senior Manager(s) representing the delegates department/organisation.

Each Manager will also have to produce a Project Plan as a result of attending Unit 4 Managing Change & Unit 5 Managing your Project which are combined to form the basis of the work based Project. This element of the programme will be supported by a Project Tutorial during the programme and assessed at the end of the programme by the Project Tutor.

Further Guidance on what will be required will be issued during the programme.

5. PROGRAMME CONTENT
The Units/Modules involved and their overall aims are as follows:-

Unit 1 - Leadership (2 Days)

Aims
1. Define the term Leadership and identify what makes it 'Effective' in terms of Leadership actions and behaviour in order to build, maintain and inspire your team both now and in the future.

2. Examine how to obtain and make use of feedback from your team on your leadership performance.

3. Identify a 'functional' framework for understanding the concept of Leadership and how this can be applied to a practical situation in order to involve and support those you lead.

4. Define the concept of Conflict within a team-based environment and how it can be used by the team leader in a positive sense, in order to encourage innovation, stimulate creativity and sustain and/or improve performance.

5. Identify a range of Leadership Styles and their appropriateness to building effective team performance in a variety of situations with a variety of tasks.

6. Manage communication to engage and motivate team members & build effective working relationships.

Unit 2 - Building High Performing Teams (2 Days)

Aims
1. Identify what makes a team 'effective' in terms of the characteristics of both the Leader and the Team Members.

2. Identify the key stages in a team's development and how this can impact on team performance.

3. Identify the actions required in order to build, develop and maintain a high performing team.

4. Develop an awareness of your own strengths as a team leader and team member, as well as areas that might require further development.

Unit 3 - Managing Performance (2 Days)

Aims
1. Explain the role of the Manager in Performance Management

2. Set performance standards for individuals and the team to include the use of the SMART technique

3. Explain how they would measure and evaluate performance against agreed standards to include the processes associated with 'Delegation' and 'Performance Appraisal'.

4. Select an example of under-performance in the workplace and explain, using a performance improvement technique, how they would address this under-performance.

5. Manage the Discipline & Grievance process as part of Performance Management

Unit 4 - Managing Change (2 Days)

Aims
1 Outline the Manager's role in the Management of Change.

2 Understand what's involved in planning the change process in terms of Task, Structure, Systems & People.

3 Review the approach to change from a 'People' perspective and how to enlist support and reduce the level of 'resistance' to change.

4 Analyse why some Change Projects fail and use this information to ensure change projects succeed and are effectively managed, supported and implemented.

5 Identify the steps Managers should take and the strategies they should adopt in initiating as well as introducing change, within the functions for which they are responsible

Unit 5 - Managing your Project (2 Days)

Aims
1. Identify the stages of project development and how they are implemented.

2. Develop skills in effective time management and planning while determining how deliverables and milestones can have a major impact upon the success of a project. Quality management, effective resource allocation and risk analysis.

3. Identify Critical Success Factors and how they play a role in the completion of a project. Identification of managerial and project team roles and responsibilities and how they can impact the project

4. Understand the relevance of project software (e.g. Microsoft Projects) and how it can be effectively used to track projects and control deadlines while providing Gantt and Pert charts.

5. Monitor, evaluate projects and identify key areas to include within lessons learned.

Unit 6 - Understanding & Developing Organisational Culture (2 Days)

Aims
1. Define organisational culture and its importance to your organisation.

2. Describe how your organisation encourages and communicates behaviours consistent with its values and to attain organisational strategies/plans.

3. Analyse the culture and sub-cultures which exist within your own organisation and their relationships to the attitudes, values and beliefs shared by its' employees.

4. Describe and classify different types of culture including their strengths and weaknesses.

5. Diagnose the dominant and less dominant cultures which exist within your organisation at present, and identify employee preferences for the future.

6. Identify ways of bridging the gap between the negative and positive aspects of organisational culture and translate this into meaningful 'Action Plans' for the future.

Unit 7 – Managing Your Budgets (2 Days)

Aims
1. Identify the current and potential sources of finance that support organisational activities.

2. Effectively produce, monitoring and control of budgets in support of organisational activities.

3. Consider the budgetary process within your role and assess any changes you would implement.

4. Be aware of the procurement process to purchase goods and services.

5. Construct a bid and tender evaluation process that will ensure the selection of the best and most salient offer for the goods or services for the organisation.

Unit – 8 Meeting Your Customer's Requirements (2 Days)

Aims
1. Explain what customer service means in relation to internal & external customers.

2. Assess how your organisation is structured to meet customer requirements.

3. Understand and assess the key areas affecting your Customer Service.

4. Be aware of performance measures/standards that assess Customer Service.

5. Identify how to work in partnership or joint resourcing to provide services to your customers.

6. Identify how your organisation assesses meeting customer needs and from this designs and implements improvement plans.

7. Prepare a customer service journey and identify areas for improvement.

6. ACHIEVING CERTIFICATION

In order to gain their Professional Manager's Certificate, participants must satisfy the following requirements:-

1. Attend all 8 x 2 Day training modules (16 days).

2. Complete their Post Module Tasks for each of the Units including their Project Plan.

3. Deliver their Post Programme Presentation and attend their Project Tutorial.

N.B
Learning & Development Associates are a 'Recognised Partner' of the Chartered Management Institute and are responsible for carrying out the assessment & accreditation process for the programme as shown above. CMI do not regulate the programme, this is carried out by LDA. Certificates therefore, will only be issued to delegates on the basis that LDA are satisfied that they have fulfilled the accreditation requirements as outlined.

All delegates participating in the programme will be registered as members of the CMI for the duration of the programme and will have access to the CMI's 'Management Direct' which is one of the largest 'on-line' Management Libraries in Western Europe. (They will also be entitled to many of the other benefits associated with CMI Membership)

7. ABSENCE DUE TO SICKNESS/ILLNESS

Should a participant miss a Unit due to genuine sickness or absence, then certification for that Unit may still be granted provided the participant:-

1). Reads the relevant Module Handbook/Handouts.

2). Receives coaching in the content of the Module by another course participant (through a 'buddy' system designed to help and support one another throughout the programme as a whole)

3). Delivers the results of their Post Module Tasks for this Unit as part of their Post Programme Presentation.

8. PROGRAMME DATES/ARRANGEMENTS

Module Dates – to be agreed with the client spread over one calendar year.

A mini Induction Session will be delivered as part of the first day of the Leadership Module and will be aimed at enhancing this Management Brief which would be issued to each delegate along with the Leadership Pre-Work Questionnaire prior to the programme commencing.

Further information and guidance on the format of the final Assessment & Presentation Day would be issued to delegates during the programme.

N.B
All Modules start at 9.00am and end at 4.30pm with tea/coffee at 10.30am and 2.30pm and lunch from 12.30pm until 1.15pm. The Project Tutorial will be conducted on a date agreed with the Project Management Tutor.