

Leadership and Management Programme

Growing talent, building professionalism



Introduction

We have developed our innovative, flexible and interactive Leadership and Management programme to support your employees to develop their leadership skills.

The programme is for employees who:

- have been leading teams for a while and would benefit from greater awareness of leadership principles to enhance their management skills or
- have recently taken on team leading and management responsibilities and want to gain a deeper understanding of management issues or
- aspire to be team leaders or first line managers

Programme overview

The programme covers four key areas of management:

- planning change and the communications process
- problem solving and decision making
- assessing performance
- people motivation at work



Methods of learning

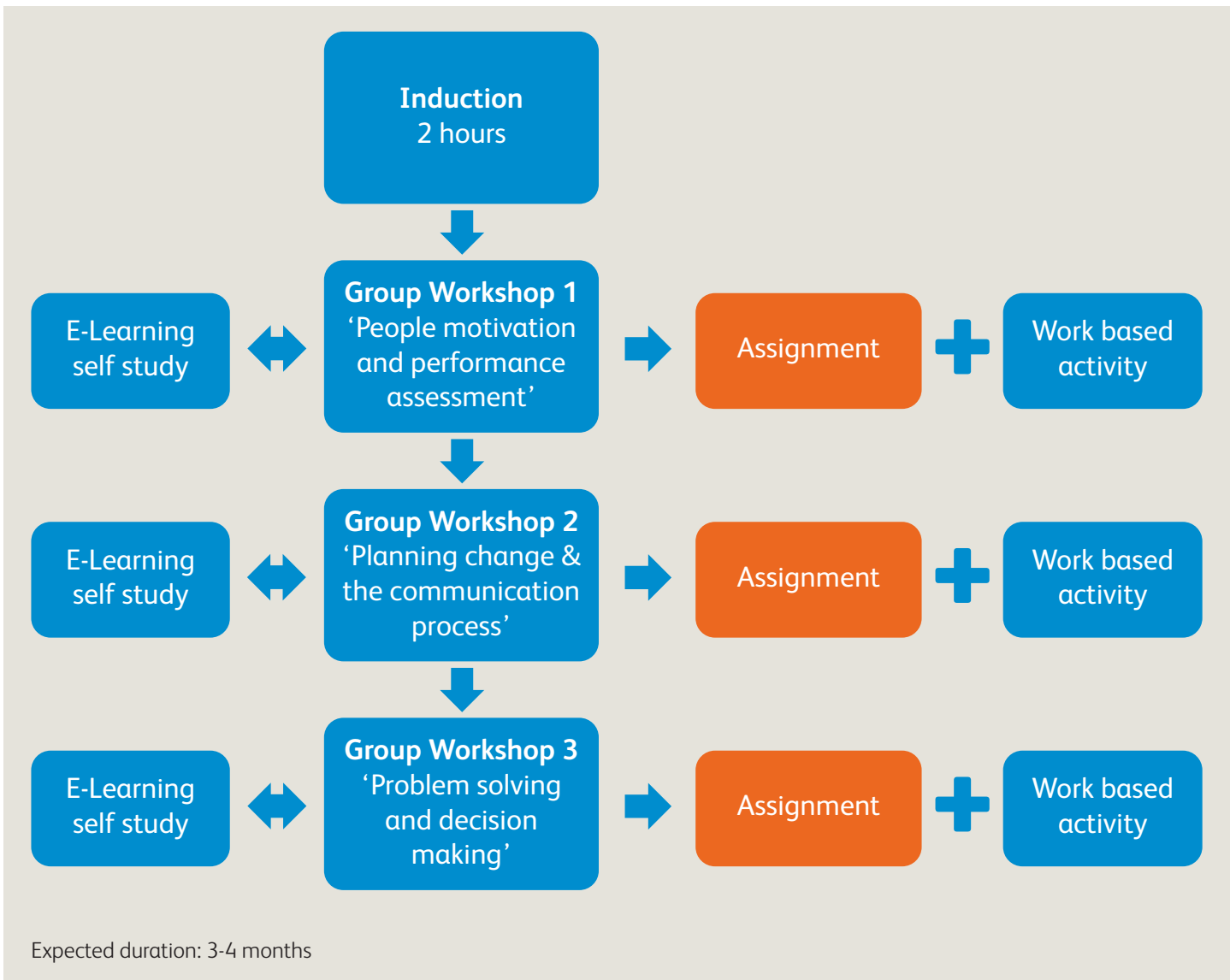
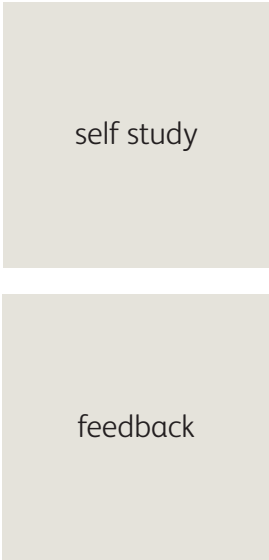
- Interactive, multimedia resources accessible on our e-learning platform – this is a self study component
- One induction workshop and three group workshops (2-3 hours each) based in the workplace – this is 11 hours of face to face learning
- Continuous telephone and email support from the tutor
- Practical, work based activities and three assignments of between 1,000 and 1,500 words each

interactive

support

The Programme

The programme is expected to take at least 40 hours to complete the self study, attend the workshops, write the assignments and complete the activities. Assignments are designed around situations, using practical issues from the workplace, and learners are encouraged to involve their line manager when planning them. Detailed feedback is provided within two weeks of submission of assignments.



Modules 1 to 3

Module 1: Motivation at work

The aims of this module are to:

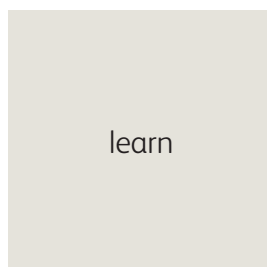
- understand how theories of motivation can be used in the workplace to motivate and inspire teams and individuals
- recognise and understand the various factors that improve personal motivation
- recognise the factors that cause de-motivation and how to counter them
- learn how managers can create the right conditions for motivating people
- learn about influencing behaviour at work
- gain an ability to get the best out of individuals and teams
- understand how intrinsic and extrinsic rewards relate to motivation including financial and non-financial factors
- realise how to connect teamwork and improved personal motivation
- demonstrate the value of working as a team to increase motivation
- understand how behaviour and attitudes affect performance



Module 2: Assessing Performance

The aims of this module are to:

- recognise the need to assess how employees perform at work
- learn how to manage staff performance
- demonstrate how to set objective work standards
- learn how employees can collaborate with their managers
- learn to monitor and assess individual performance including timing and methods of assessment
- advise on recording and conducting annual performance reviews and the procedures involved
- appreciate how to give constructive feedback
- recognise ways in which to engage employees in the assessment and feedback process leading to a positive experience



Module 3: Planning Change

The aims of this module are to:

- recognise the forces for change in an organisation
- learn concepts to apply practical techniques to understand and cope with planning for change
- learn how to manage and monitor change
- understand change as a process using three established theoretical models
- appreciate how useful a rational approach is in planning change
- understand the importance of communication in the change process
- gain an understanding of the costs involved – fixed and variable
- introduce learners to business and environmental analysis tools such as SWOT and PESTLE and how they can be usefully applied in the workplace
- realise the impact of change on people and how people can help to effect change
- appreciate the meaning of continuous improvement and its relevance to change
- adopt quality circles to drive effective change and maintain it

Modules 4 to 6

Module 4: Communications Process

The aims of this module are to:

- understand the importance of communication in the workplace
- learn about communication models and theory
- learn about effective ways of communication
- identify problems with communication
- acquire methods and techniques to remove barriers to effective communication
- appreciate that non verbal and verbal communications are equally important

Module 5: Solving problems and decision making

The aims of this module are to:

- recognise the nature, scope and impact of problems in the workplace
- adopt creative techniques to solve problems
- recognise the potential for opportunities
- develop methods to objectively evaluate problem solving options
- learn how to interpret information to help solve a problem
- understand how to plan the implementation of a solution to resolve problems
- understand the effective use of brainstorming
- know how to monitor and review solutions after implementation
- appreciate how to create effective presentations
- understand how to plan the implementation and communication of decisions made
- learn about the Pareto Principle – 80/20 Rule

Module 6: Working with Data

The aims of this module are to:

- realise the importance of how data and information are used effectively within an organisation
- understand the difference between data and information
- learn how to gather and interpret data and information to solve a problem
- know how to analyse qualitative data
- understand the importance of quantitative data
- realise the need to summarise data to provide meaningful information
- understand how using charts and tables can present information more effectively
- appreciate the different techniques to calculate the average (mean, mode and median)



Unique features

- An integrated approach using face to face tutoring, e-learning resources and assignments provides flexible and varied learning which continues to engage learners and tests their skills in a variety of ways
- An ability to track progress and performance during learning rather than waiting on the outcome of an examination to see how employees are progressing
- This programme leads to an internationally recognised management qualification from the Institute of Leadership and Management (ILM)

Case Study

Rebecca Griffith, Training Manager, Quilter

“The programme has been successful with all attendees achieving high grades across the modules. The group discussed real managerial work problems which resulted in decisions being made and practical solutions being implemented.”

Quilter provides tailored investment management services for private clients, trusts, charities, pension funds and small institutions. It has over 300 employees including nearly 100 investment managers, based across eleven offices in the UK. Rebecca Griffith is the training manager at Quilter. Rebecca and ten management employees took part in the NSAFS Leadership and Management Programme.

‘A representative from the National Skills Academy for Financial Services (NSAFS) approached me to explain the benefits of the ILM Leadership & Management programme. I was impressed that the programme covered problem solving, managing customer service, people motivation, and decision making, while linking these to the FSA’s rules on Treating Customers Fairly. I liked the fact that the qualification was designed to be flexible, incorporating classroom workshops and e-learning with written assignments to consolidate learning. I decided to run a pilot programme with ten middle management employees. Initially I attended the first workshop to review the trainer and see how the programme was received by employees. However, after attending this, I decided that the course would be a real benefit to me and help to enhance my own management skills.

‘The programme has been successful with all attendees achieving high grades across the modules. The group discussed real managerial work problems which resulted in decisions being made and practical solutions being implemented. Another unexpected benefit of the programme was the opportunity to network and communicate with employees from different areas of the business. The feedback on the tutor has been excellent and all delegates have reported that attendance has been beneficial to their roles within Quilter.’

The programme has also had a lasting impact on the organisation through the creation of a volunteering programme:



‘In my third assignment, I decided to focus on the potential introduction of a volunteering programme at Quilter. After writing the assignment, my proposal was accepted by the managing director at Quilter. We have decided to partner with Business in the Community and a firm-wide programme was launched at the end of September 2010. I hope this will provide real tangible benefits to Quilter as a business, to our employees and to the communities in which we intend to work.’

The Benefits

Benefits for the employer

- Change can involve upheaval and lead to unrest among staff. By empowering your employees with leadership skills you can manage this process much more easily. Key leaders can help teams to embrace change and support the senior management in achieving positive results
- This programme is designed to be highly relevant to the industry. It is based on the principles of the Treating Customers Fairly framework
- A combination of formal theory and practical work enables learners to gain applicable skills and gain a deeper understanding of management issues
- Developing leadership skills enhances the performance of individuals and the teams they manage which will contribute to business performance and the bottom line
- As a mainly online programme, employees are able to access learning when it fits in around their work commitments
- Investment in employees demonstrates trust, recognises the talents of individuals and provides incentives for employees
- Demonstrates a commitment to quality and professional development

Benefits for the employee

- Increased self confidence so that they feel more able to lead teams, solve problems and make decisions. When challenges occur they will feel better prepared to deal with them
- Improved report writing and communication skills
- Enhanced understanding and improved techniques for performing more effectively as leaders and managers
- Investment in training demonstrates an employer's commitment and appreciation of the employee's contribution to the business
- Successful participants on the programme will gain the Institute of Leadership and Management (ILM) Award in First Line Management and one year's studying membership to the professional body

Pricing



£795 including ILM registration

For further information please contact your Regional Director by going to our website www.nsafs.co.uk

Or call us on 0845 618 2353

“For me, the greatest benefit for employers is the change in the learners’ attitudes and behaviours. Learners quickly appreciate the value to them, their teams and their organisation by being a reflective practitioner bringing their newly acquired knowledge and skills into the workplace”

David Fagan, programme lead tutor



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