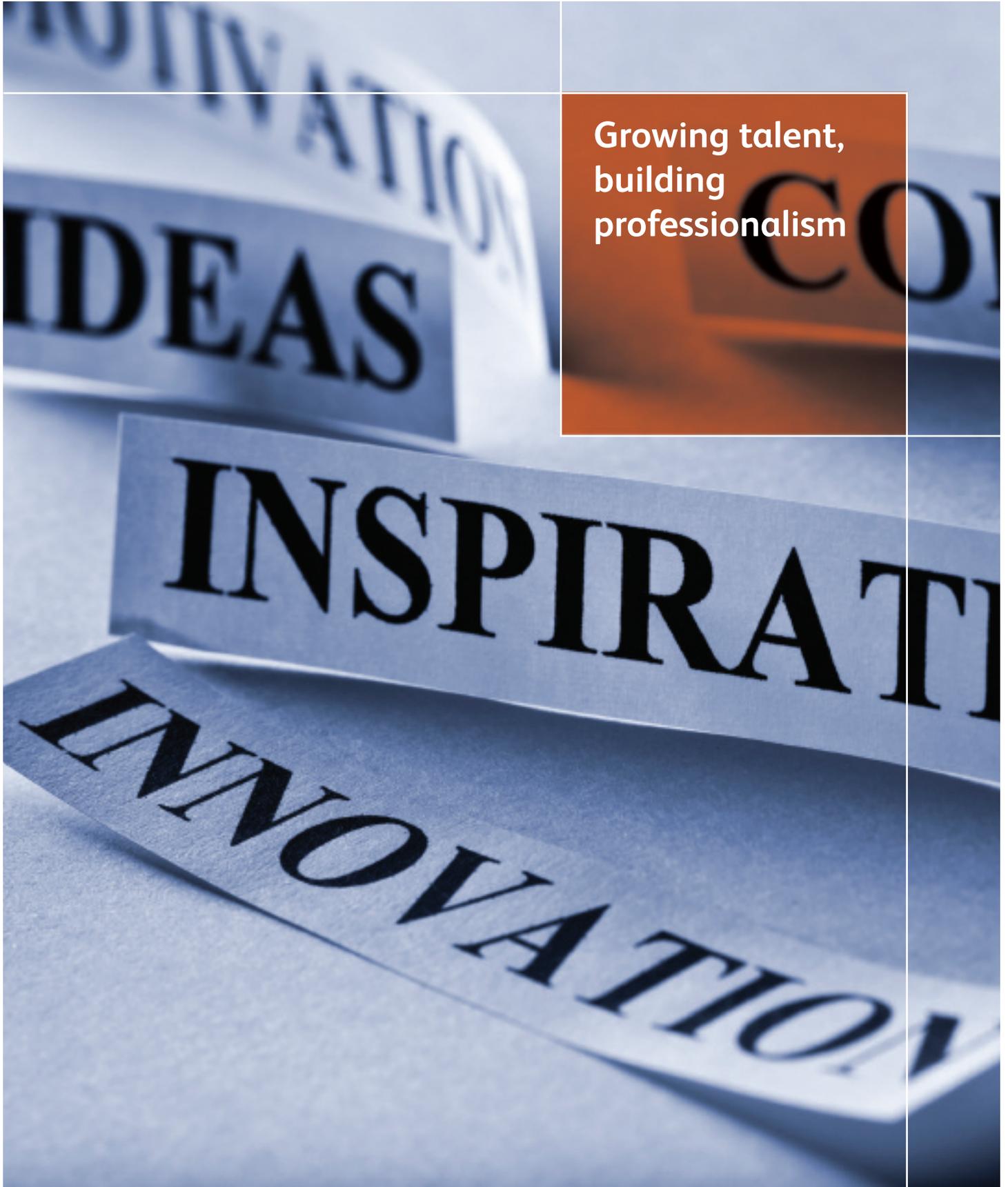


Professional Manager Development Programme

Growing talent,
building
professionalism



Introduction

At the National Skills Academy for Financial Services (NSAFS), we have developed an innovative and flexible programme for leaders and managers who have wider responsibility for management and are involved in the decision making processes of the organisation. The programme is aimed at team leaders and managers who wish to build on their existing management skills.

Programme overview

The programme focuses on building self awareness of behavioural styles and their impact on performance.

It aims to equip leaders with the ability to cope with challenges in a dynamic business environment.

Three key areas of leadership and management are addressed:

- understanding the management role
- becoming an effective leader
- leading innovation and change



Methods of learning

- Interactive, multimedia resources accessed from our e-learning platform – this is the self study component
- One induction workshop followed by four subject specific workshops (2 to 3 hours each) – encourages group/peer learning
- After the induction workshop, an online Myers Briggs Type Inventory (MBTI) will be completed and each participant will receive a one hour one to one coaching session to discuss their profile and consider the implications for their management role
- Participation in action learning sets. These tasks are activities that participants need to complete as a group based on parts of the online learning they have been asked to do. Groups will be established at the induction workshop and will stay the same for the duration of the programme. Presentations will be made at a workshop. This will enable group/peer learning
- Practical work based activities based on the learner's experiences at work
- Three written assignments and one written reflective review to demonstrate understanding and practical application of a broad range of management and leadership skills and principles. The assignments are designed around real life, 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
- Individual activities including working through narrative text, watching video clips, reading and considering Harvard Business Review articles, as well as self reflection activities from the workbook
- Continuous support from the tutor via telephone and email

Optional:

A number of activities and suggested applications are provided that, although not directly contributing to the completion of the assignments, will support an individual's management development in the workplace. These activities may be relevant now or could be considered over the coming weeks and months.

The Programme

Modules 1

Programme outline

The programme takes approximately 65 hours plus additional time to write assignments and complete the activities.

The average length of time for this programme is 40-45 weeks depending on dates of the workshops.

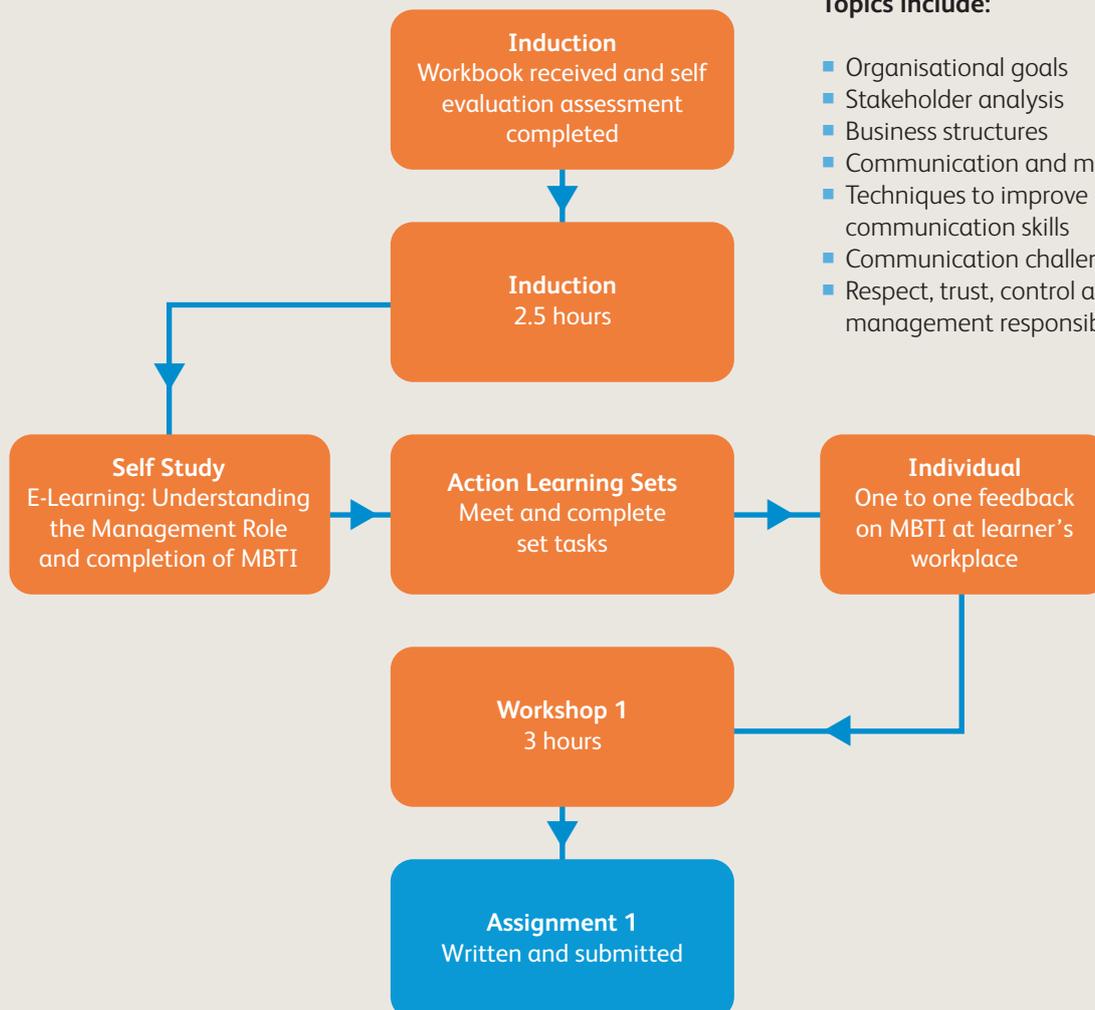
Induction workshop: 2.5 hours

Understanding the management role (approx. 15 hours of study)

The aims of this module are to:

- understand the organisation’s purpose, stakeholders and the importance of organisational structure, functional areas and the managerial role
- understand the specific responsibilities of middle managers to enable an organisation to achieve its goals
- understand how communication and interpersonal relationships affect managerial performance in the workplace
- evaluate personal development opportunities to improve own managerial capability

Module 1



Topics include:

- Organisational goals
- Stakeholder analysis
- Business structures
- Communication and management performance
- Techniques to improve core management communication skills
- Communication challenges
- Respect, trust, control and the fit within management responsibilities

Expected duration: 13 weeks

Module 2

Becoming an effective leader (approx. 24 hours of study)

The aims of this module are to:

- evaluate own ability to fulfil key responsibilities of the leadership role
- evaluate own awareness of emotions in shaping performance
- evaluate own ability to set direction and to gain commitment from others

Topics include:

PART 1 LEADERSHIP STYLES:

- Situational leadership
- Behavioural leadership
- Transactional leadership
- Functional leadership
- The value of emotional intelligence in leadership

PART 2a LEADERSHIP RESPONSIBILITIES

- What leaders do
- Giving direction/Setting vision/Aligning people – four disciplines of execution
- Motivation and inspiring people
- Relationship management – handling conflict

PART 2b LEADERSHIP TOOL KIT

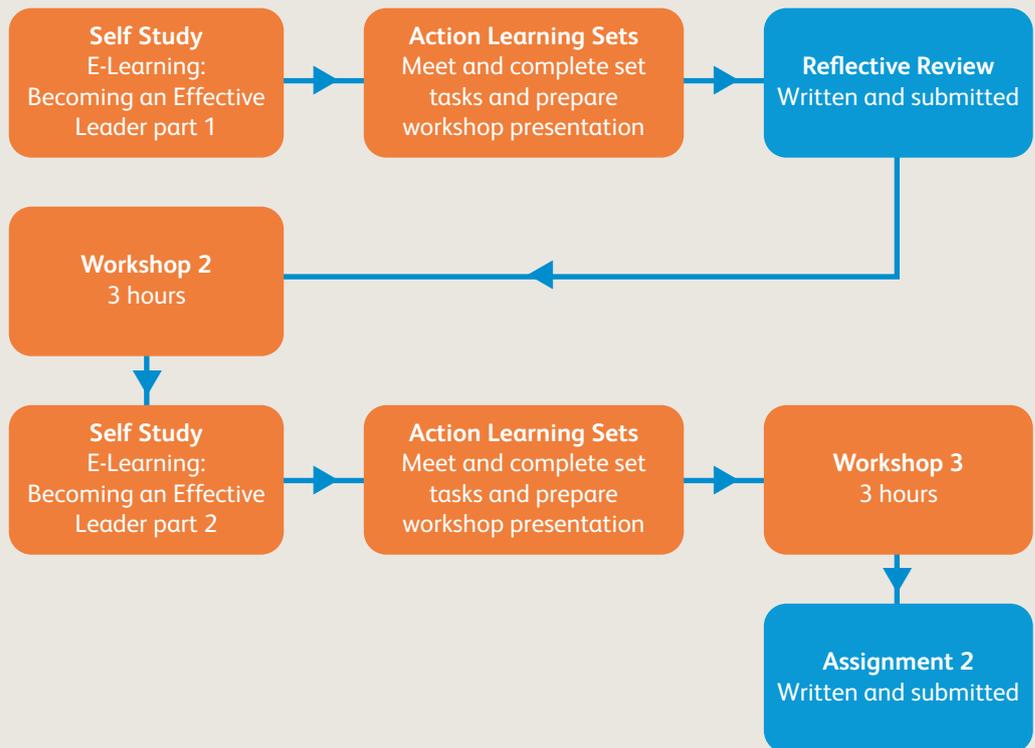
- Change management
- Delegation
- Empowerment
- Communication
- Developing others, coaching and mentoring
- Leadership behaviours
- Identifying opportunities



effective

shaping

Module 2



Expected duration: 14 weeks

Module 3

Leading innovation and change (approx. 24 hours of study)

The aims of this module are to:

- identify opportunities for innovation and improvement
- evaluate the benefits and implications of proposed changes
- provide an implementation plan for change

Topics include:

PART 1 INNOVATION AND MAKING IMPROVEMENTS

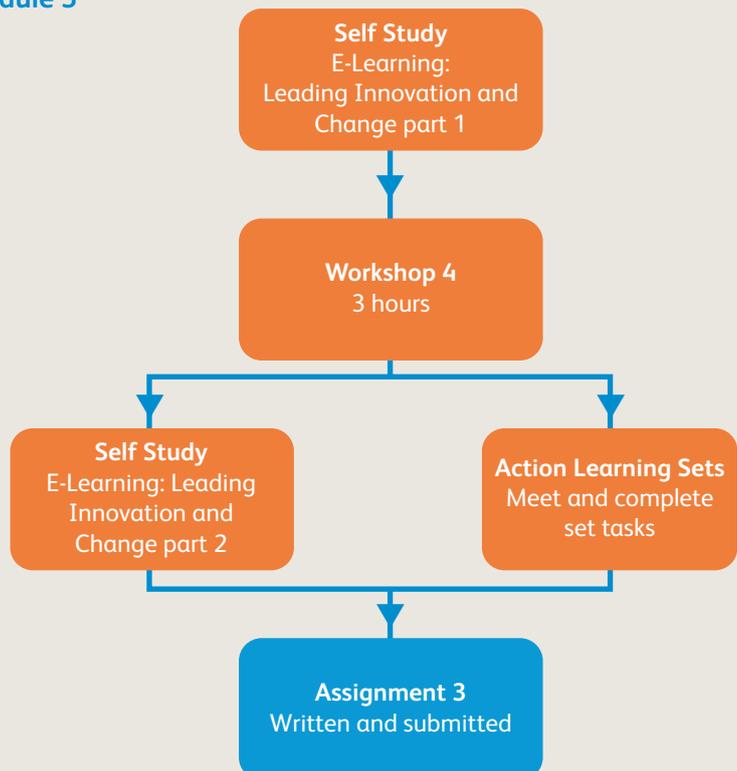
- Environment scanning tools
- Assessing risks in proposed changes
- Problem solving and decision making techniques
- Incremental versus breakthrough change models
- Principles and practice of creativity and innovation

PART 2 IMPLEMENTING AND MANAGING THE CHANGE

- Stakeholder involvement in change – cost benefit analysis
- Leadership models and their role in change
- Communication and its role to overcome barriers and resistance
- Principles of organisational development
- Planning techniques and tools for planning change and evaluating outcomes.



Module 3



Expected duration: 13 weeks

The Benefits

Benefits for the employer

- Change involves upheaval and can lead to unrest among staff. By empowering employees with leadership skills employers can manage this process much more effectively. Key leaders can help teams to embrace change and support senior management in achieving positive results
- Successful completion of the programme provides evidence for the Financial Services Authority of an organisation's commitment to leadership and management employee development
- This programme has been designed to be highly relevant to the industry
- A combination of strong formal theory and practical work enables learners to gain applicable skills which will also increase their understanding of management issues
- Developing leadership skills will enhance the performance of individuals and the teams they manage which will contribute to business performance and the bottom line
- As a largely online programme employees are able to access learning around their work commitments
- Investment in employees demonstrates an employer's trust and recognition of individual talent and provides incentives for employees
- Utilising this programme demonstrates a commitment to quality



Benefits for the employee

- Increases employees' self confidence so that they feel more able to lead teams, solve problems and make decisions. When challenges arise they will be better prepared to deal with them
- Contributes to an employee's self development through the acquisition of new skills and learning such as improved communication skills
- Investment in training demonstrates to employees that their employers appreciate their talents and trust them to take on further responsibility
- Successful participants on the programme will gain the Institute of Leadership and Management (ILM) level 5 Certificate in Management and one year's membership to the Institute

face to face

self
development

Unique features

- An integrated approach using face to face tutoring, e-learning resources and assignments provides flexible and varied learning which continues to engage the learner and tests skills in a variety of ways
- An ability to track staff progress and performance during learning allowing an employer to track the progress of their employees throughout the programme
- The programme leads to an internationally recognised qualification, the Institute of Leadership and Management (ILM) level 5 Certificate in Management and is a platform to study at MBA level

Pricing

£1,595 per person and ILM registration
(based on a group size of a minimum of 6 people)

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

Or call us on **0845 618 2353**

integrated





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