

# The Performance Group

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The **Federation of Drug & Alcohol Professionals (FDAP)**, in partnership with **Human Performance** and the **National Awarding Body EDI**, are pleased to offer a bespoke development programme aimed at all managers and supervisors working within the substance misuse field. The **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** is an **EDI nationally endorsed** three day programme leading to the achievement of a **Level 3 EDI Vocational Qualification** and which addresses the core competences for managers of drug and alcohol professionals. This programme focuses on four key **National Occupational Standards (NOS)** and allows candidates to develop their own competence against those identified units.

## National Occupational Standards Covered

- **Management & Leadership - Unit B06:** Provide leadership in your area of responsibility
- **Management & Leadership - Unit D06:** Allocate and monitor progress & quality of work in your area of responsibility
- **Learning & Development - Unit L20:** Support competence achieved in the workplace
- **Community Justice - Unit F309:** Support and challenge workers on specific aspects of practice

## Target Audience

- The **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** is designed for managers and supervisors who have line management responsibility for other drug and alcohol professionals. No previous qualifications are required to gain access on to this workshop, although candidates **must** have line management responsibility for at least one other employee.
- A written assignment - reflecting upon your line management responsibility and evaluating your current skills against best practice - has to be produced following attendance on the workshop element of this programme and therefore previous line management experience, as well as good written communication skills, is essential.

## Programme Overview

- The **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** is a highly participative and practical workshop that will enable all candidates to develop their skills to the relevant **National Occupational Standards** detailed earlier. Group activity, discussion, and practical activities and observation are all used to maximise the candidate's skills and knowledge retention.
- Each core leadership skill is discussed in detail and candidates are provided with practical techniques to develop and utilise that skill back in the workplace. All candidates receive a detailed workshop manual and a back to work action plan designed to encourage use of the new knowledge to assist in developing competence.

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## **Programme Aims**

- The **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** aims to increase a candidate's knowledge and understanding in the principles of management and leadership to enable them to competently and effectively line manage drug and alcohol professionals. This programme provides skills development to support the future achievement of the **Open University and FDAP Professional Awards for Drug & Alcohol Practitioners**.

## **Programme Objectives**

- The programme will commence with a practical session focusing on the role profiling of jobs for staff in the candidates' team against an identified cluster of DANOS units. This session will focus on the support that DANOS role profiling provides to the role of management and leadership.
- Candidates will be introduced to management and leadership and then complete an activity to help them identify whether their preference is for leadership or management before moving on to learn about the three different approaches there are to the role of leadership. Finally, for this session, through a practical activity, they will understand their own preferred leadership style.
- Candidates will then learn about the eight core functions of leadership that must be developed for them to be effective in their role. Each core leadership function will be explained through facilitator input, role plays, quizzes and group discussions. Next, each delegate will learn practical techniques to develop each core leadership function previously discussed.
- Finally, through group activity and experiential learning, each delegate will discover highly effective communication techniques to further enhance their management and leadership ability. Each communication skill will be supported by simple back to work checklists to enable each delegate to practice their new knowledge and understanding within their roles and develop their competence on the job.

## **Programme Structure**

- The **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** comprises one unit entitled 'Management and Leadership Techniques', made up of 24 guided learning hours delivered across 3 x 8 hour sessions. It is mandatory that candidates attend and complete all sessions, as well as pass a multiple choice question paper and complete and pass a written assignment, in order to complete the qualification. A 'pass' is the only mark offered and the qualification is not graded. A pass will be achieved by scoring a minimum of 75% in the multiple choice paper and successfully meeting all of the assessment criteria outlined in the unit specification.

## **Programme Learning Outcomes**

- **LO1 Understand the fundamentals of management and leadership**
- **LO2 Describe the methods for defining and planning a task**
- **LO3 Review the skills and techniques which aid successful communication**
- **LO4 Discuss the processes for controlling, evaluating and motivating others**
- **LO5 Explain the organisational practices beneficial to effective leadership**
- **LO6 Evaluate own performance in management and leadership**

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## Certification

- All candidates that attend and complete all workshop sessions and achieve a minimum of 75% in the multiple choice paper and successfully meet each learning outcome will receive the **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** from the National Awarding Body **EDI**.

## Programme Content

- A detailed programme overview is provided at the end of this prospectus.

## Delivery Methods

- Tutor facilitation and input
- Group activity and discussion
- Case studies and role play
- Multiple choice test paper
- Assessed assignment

## Workshop Timings

- The workshop is delivered over three consecutive days and will commence promptly at 9:00am and will finish no later than 5.00pm. There will be a lunch break at 12.30pm and each session will last for 50 minutes followed by a 10 minute break.

## Workshop Numbers

- Maximum of 12 candidates

## Support Material

- All candidates will receive a comprehensive workshop manual with quality session summary sheets covering each element of the **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** workshop to enable full utilisation of the workshop learning's back in the workplace.
- As for all **Human Performance** workshops all candidates will be provided with **free** telephone support for as long as required following the workshop to assist them with support and advice as they complete their assessed assignment and tackle any management and leadership issues and put the knowledge into practice to develop competence.

## Programme Facilitator

- The **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3** is facilitated by **James Turner** or **David Houseago**. All facilitators of **Human Performance** workshops are exciting, creative and innovative facilitators of experiential learning with over 25 years experience of successful senior management responsibility.
- Both **James** and **David** have been extensively involved in the delivery of **DANOS Performer** since 2002 within the substance misuse sector and understand the unique role carried out by drug professionals.
- Human Performance** has been working extensively in the substance misuse sector for the past six years supporting organisations such as Alcohol Concern; Positive Futures; Swanswell Trust Drug Solutions; Crime Concern and NACRO, as well as numerous DAAT's across the UK.

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## ***Candidates with Special Learning Needs***

- Prospective candidates with special learning needs (or clients with employees with special learning needs) are encouraged to contact **Human Performance** prior to enrolment on this programme to discuss any additional help they may need to complete this programme. **Human Performance** will endeavour to assist any candidate where it is practicable to do so.

## ***Equal Opportunities & Valuing Diversity***

- **Human Performance** recognises and values the diversity of all candidates (and potential candidates) and will actively promote the richness that this diversity engenders. **Human Performance** takes the commitment to equality of opportunity seriously and bases its relationships with clients and candidates on mutual trust, respect and the appreciation of individual differences. This means that discrimination or harassment, whether directly or indirectly, on the grounds of age, gender, marital or civil partnership status, gender reassignment status, race, colour, nationality, ethnic origin, nationality, national origin, disability, sexual orientation, religion or belief will be opposed.
- For avoidance of doubt, no candidate, (or prospective candidate), will be prevented from accessing a **Human Performance** facilitated learning programme - whether access to the programme is administered by a client or by **Human Performance** through its open courses - on the grounds of age, gender, marital or civil partnership status, gender reassignment status, race, colour, nationality, ethnic origin, nationality, national origin, disability, sexual orientation, religion or belief.
- By commissioning or attending a **Human Performance** workshop, clients and/or delegates agree to abide by our **Equal Opportunities & Valuing Diversity Policy** which is available in full from our website: <http://www.humanperformance.co.uk> (Click on "**EDI Approved Centre**" and then click on "**Policies & Procedures**").

## ***Next Steps to Skills Development***

All **Human Performance** workshops are designed to be stand alone skills development opportunities dealing with specific subject areas covered by **National Occupational Standards**. However, our workshops are also used by our clients to offer structured internal management development programmes, both to develop the current job skills of staff as well as develop key people for the organisations succession planning. The following workshops are natural progressions to the **FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3**:

- **EDI Certificate in Managing Human Performance – Level 3**
- **EDI Certificate in Effective Time Management – Level 3**
- **EDI Certificate in Techniques for Conducting Effective Appraisals – Level 3**
- **EDI Certificate in Successful Project Management – Level 3**
- **Practical Employment Law for Line Managers**
- **Becoming More Assertive – A Strategy for Improvement**
- **Negotiation Skills – Influencing and Persuading Others**
- **Techniques for Effective Problem Solving**
- **Delivering Quality Service – A Model for Continuous Improvement**
- **Recruitment & Selection Skills – Making the Right Choice**

For details about the above **Human Performance** workshops and any other developing skills workshops please visit our website at <http://www.humanperformance.co.uk> or alternatively please do not hesitate to contact us on **0845 880 2255**.

***A detailed programme overview is provided on the next page...***

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## Detailed Programme Overview for the FDAP Certificate in Supervisory Management & Leadership Techniques - Level 3

### Module 1 – Introduction

- Introduction to Leadership
- Exercise - Is Your Preference For Management or Leadership?
- What is Leadership?
- Gaining Credibility as a Leader

### Module 2 – The Three Approaches to Management

- Qualities Approach to Leadership
- Situational Approach to Leadership
- Group Approach to Leadership
- Action Centred Leadership

### Module 3 – Understanding the Eight Core Functions of Leadership

- The Eight Core Functions of Leadership
- Exercise - What is Your Leadership Style?
- Examining the Eight Core Leadership Functions
- 1: Core Leadership Functions - Defining the Task
- DrillTec Plc Case Study
- Exercise - How to Set & Define the Task
- 2: Core Leadership Functions - Planning
- Techniques for Effective Planning
- Understanding Empowerment
- Exercise - Empowerment
- Empowerment Exercise Results & Feedback
- The Seven Essential Ingredients for Empowerment
- 3: Core Leadership Functions – Briefing
- 4: Core Leadership Functions – Controlling
- Techniques for Controlling
- 5: Core Leadership Functions - Evaluating
- Exercise - How Do You Like to be Appraised?
- How You Like To Be Appraised Feedback Sheet
- Introduction to Structured Appraisals
- Six Techniques to Make Time for Appraisals
- The 10 Tools for Evaluating Performance
- 6: Core Leadership Functions - Motivating
- The Four Keys to Successful Motivation
- Maslow's Hierarchy of Needs
- Herzberg's Two Factor Theory
- The Six Key Principles for Motivating Others

### Module 3 – Understanding the Eight Core Functions of Leadership continued...

- 7: Core Leadership Functions – Organising
- Exercise - How Do You Like To Be Organised?
- What is Time Management?
- The 10 Most Common Time Wasters
- Barriers to Effective Time Management
- Exercise - Managing Your Time More Effectively
- Techniques for Prioritisation – Active & Reactive
- Techniques for Prioritisation – Urgent versus Important
- Exercise - Making a To Do List Work for You
- How to Reduce Stress to Manage Your Time Better
- 8: Core Leadership Functions - Providing an Example

### Module 4 – Developing Communication Skills for Effective Leadership

- Improving Communication – Questioning Techniques
- Active Open Questions
- Passive Open Questions
- Closed Questions
- Counter-productive Questioning
- Summary of Question Types Available
- Improving Communication - Listening Skills
- Exercise - Listening Skills
- Practical Steps to Improve Your Listening Skills
- Preparing to Give Constructive Feedback
- Techniques for Giving Informal Feedback
- Exercise – How to Give Feedback and Boost Performance
- How to be a Leader

### Module 5 – Assessment & Assignment for EDI Qualification

- Structured workshop review with facilitator
- Candidate personal revision time
- Multiple choice paper assessment
- Full briefing for assessed assignment

**Please note:** We are constantly evaluating and reviewing all our programmes to ensure that Human Performance continue to offer the very best learning opportunities for clients and candidates. As a result of these reviews we may amend programme content to better assist candidates to achieve the programme objectives and learning outcomes.

All workshop prospectuses will be updated periodically to reflect any changes to our modules and session plans but Human Performance reserves the right to substitute any modules and sessions detailed above which it believes will improve upon the objectives of the workshop whilst ensuring that workshops stay closely mapped to the relevant National Occupational Standards.