



Human Performance



Management and Leadership Techniques

IAM Level 3 Professional Award
Prospectus

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Welcome to the IAM Level 3 Professional Award in Management and Leadership Techniques...

...a practical workshop from Human Performance which has been written to substantially meet the relevant knowledge and understanding requirements of the Skills CFA National Occupational Standards (NOS) from the Management & Leadership and Business & Administration suites of NOS. The Level 3 Professional Award in Management and Leadership Techniques is an IAM Endorsed Course and successful completion will lead to candidates achieving the Level 3 certificate.

National Occupational Standards Covered

- Unit CFA M&L BA2 – Management & Leadership
Provide leadership in your area of responsibility
- Unit CFA BAG 1212 – Business & Administration
Supervise a team in a business environment

TARGET AUDIENCE

The IAM Level 3 Professional Award in Management and Leadership Techniques has been designed for managers and supervisors who have line management responsibility for other employees. The course covers important management and leadership theories and makes them interesting and relevant to everyday management life.

No previous qualifications are required to gain access on to this workshop – just a desire to learn effective management and leadership techniques and enhance career development, although candidates must have line management responsibility for at least one other employee. A multiple choice paper has to be completed at the close of the course so a good standard of reading and writing is essential.

COURSE OVERVIEW

The IAM Level 3 Professional Award in Management and Leadership Techniques is a highly participative and practical workshop that will enable all candidates to develop their skills towards the NOS detailed above. Group work, discussion, 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 these skills 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 and to assist in developing competence.

COURSE STRUCTURE

The IAM Level 3 Professional Award in Management and Leadership Techniques comprises one unit entitled 'Techniques for Effective Management and Leadership', made up of 20 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 exam paper, in order to achieve the award. The exam paper consists of 40 questions and is graded as follows: Pass 20-27 marks; Merit 28-33 marks; Distinction 34+ marks.

COURSE LEARNING OUTCOMES

- Learning Outcome 1: Understand the principles of management and leadership
- Learning Outcome 2: Understand the core leadership functions relating to defining and planning tasks and empowering individuals
- Learning Outcome 3: Understand the skills and techniques which aid effective communication
- Learning Outcome 4: Understand the processes for controlling and motivating others
- Learning Outcome 5: Understand the methods for evaluating performance and providing effective feedback

COURSE AIMS

This IAM Level 3 Professional Award in Management and Leadership Techniques aims to increase a candidate's knowledge and understanding of the principles of management and leadership and so enable them to competently and effectively line manage their employees. Success at management and leadership will lead to a more effective team performance with improved results for organisations.

COURSE OBJECTIVES

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 two different approaches to the role of leadership. The theory of action-centred leadership will be discussed and this session will be concluded with a practical activity to help everyone understand their own preferred leadership style.

Following this, candidates will be introduced to the eight core functions of leadership, developing knowledge and understanding of each area in turn. Facilitator input, role plays, quizzes and group discussion will be used to explore the functions of defining & planning tasks; empowering; communicating; controlling & motivating; and evaluating & offering feedback. Candidates will learn practical techniques to help them develop skills in each of these core areas.

Finally, there will be a session on 'How to be a Leader', so concluding the workshop and bringing together the learning from the course. Back to work checklists will enable each candidate to practice their new knowledge and understanding within their roles and develop their competence.

CERTIFICATION

All candidates that attend and complete all workshop sessions and achieve a minimum of 50% in the multiple choice paper will receive the IAM Level 3 Professional Award in Management and Leadership Techniques certificate.

DELIVERY METHODS

- Tutor facilitation and input
- Group activity and discussion
- Case studies and role play
- Multiple choice exam paper

COURSE TIMINGS/REFRESHMENTS

The workshop is delivered over three consecutive days, commencing promptly at 9.00am and finishing at 5.00pm. Each session will last for 50 minutes followed by a 10 minute break. Candidates should arrive at 8.45am for breakfast, lunch will be served at 12.30pm and tea, coffee and water are available throughout.

COURSE NUMBERS

Maximum of 15 candidates

SUPPORT MATERIAL

All candidates will receive a comprehensive workshop manual with quality session summary sheets covering each element of the course to enable full utilisation of the learning back in the workplace.

COURSE FACILITATOR

The IAM Level 3 Professional Award in Management and Leadership Techniques is facilitated by IAM Endorsed Trainers only, ensuring that all course delivery is of the highest quality.

COURSE CONTENT

A summary of the course content follows...

Course Content

MODULE 1

INTRODUCTION

Introduction to Leadership
 Defining the Meaning of Management & Leadership
 Exercise – Is Your Preference For Management or Leadership?
 Exercise – Understanding Management
 Exercise – Understanding Leadership
 The Qualities of Management
 The Qualities of Leadership
 Exercise – Have you Experienced Management or Leadership?
 Summarising the Differences of Management & Leadership
 Exercise – What is it that Creates Leadership?
 Exercise – The Most Important Personal Qualities of the Leader
 Qualities Approach to Leadership
 Situational Approach to Leadership

MODULE 2

ACTION CENTRED LEADERSHIP

Understanding the Responsibilities of Action Centred Leadership
 The Responsibilities for Achieving the Task
 The Responsibilities for Managing the Team
 The Responsibilities for Managing Individuals
 Problems That Occur Without Action Centred Leadership
 The Three Levels of Leadership
 The Eight Core Functions of Leadership
 Exercise – What is Your Leadership Style?

MODULE 3

PLANNING TASKS & EMPOWERING INDIVIDUALS

Core Leadership Function 1 – Defining the Task
 Drill Tec Plc Case Study
 Exercise – How to Set Tasks & Define the Goals
 Core Leadership Function 2 – Planning
 Understanding the Process of Effective Planning
 Techniques for Effective Planning
 Task Boarding
 Benefits of Task Boarding
 Core Leadership Function 3 – Empowerment
 Exercise – How Do You Like To Be Organised
 Exercise – Empowerment
 Empowerment Exercise Results & Feedback
 The Seven Essential Ingredients for Empowerment

MODULE 7

ASSESSMENT FOR IAM PROFESSIONAL AWARD

Structured workshop review with facilitator
 Candidate personal revision time
 Multiple choice paper assessment

MODULE 6

CONCLUSION

Core Leadership Function 7 – Evaluating Performance
 Exercise – How Do You Like to Receive Feedback?
 Core Leadership Function 8 – Techniques for Giving Feedback
 The 10 Tools for Evaluating Performance
 Preparing to Give Constructive Feedback
 Exercise – How to Give Feedback and Boost Performance
 How to be a Leader

MODULE 5

CONTROLLING AND MOTIVATING THE TEAM

Core Leadership Function 5 – Controlling the Team
 Monitoring as a Leadership Function
 Controlling the Team
 Tracking Progress & Performance
 Core Leadership Function 6 – 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 4

COMMUNICATION SKILLS

Core Leadership Function 4 – Communicating Effectively
 Active Open Questions
 Exercise – Understanding Active Open Questions
 Passive Open Questions
 Closed Questions
 Counter-productive Questioning
 Summary of Question Types Available
 Listening Skills
 Exercise – Listening Skills
 Practical Steps to Improve Your Listening Skills

Please note: We are constantly evaluating and reviewing all our courses 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 course content to better assist candidates to achieve the course 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 where it believes this will improve upon the objectives of the workshop, whilst ensuring that workshops stay closely mapped to the relevant National Occupational Standards.