

# **Professional Manager Development Scheme Overview**

**(PMDS 16/17)**

Leading to the

## **Institute of Leadership & Management Level 3 Certificate in Leadership and Management**

### **ILM Certificate Programme Overview**

This document outlines in greater detail the aims and topics which are covered in the management development programme. This schemes runs over twelve days spread over 15 months leading to The ILM Certificate in Leadership and Management.

Building on a manager's previous experience the programme is designed to challenge and develop the skill base to meet the agricultural and horticultural industry's needs.

The scheme will involve using managers' experience and knowledge to develop discussion and explore topics. Tasks are used during the programme to test the application of topics and the outcomes will be reviewed against the work environment.

Project work and assignments will be set between modules to apply theory learnt, back in the individual's workplace. The written assignments after each module are typically a 1000 words in length. These all contribute to the fulfilment of the certificate qualification.

## Programme Summary

Module	Duration
1) Working together as a team, managing workload and solving problems	12 - 14 Sept
2) Leading the team	18 - 19 Oct
3) Developing yourself and your team	29 - 30 Nov
4) Motivating the team	10 - 11 Jan 2017
5) Making communication work	21 - 22 Feb
6) Planning and managing change	4 - 5 Apr
7) Managing performance – making appraisals work	13 – 14 Jun
8) Managing projects	12 – 13 Sept
9) Working efficiently	10 – 11 Oct
10) Influencing skills	5 – 7 Dec

## Module Duration

The first module will start at 2.30pm on the first day and include 2.5 days training plus evening sessions.

Each subsequent module, apart from the final one will follow the same format:

- 6pm - Review session over dinner followed by discussion with and an invited speaker
- 8am - Formal training
- 4pm - Close

The final session will start at 2.30pm. Formal training will be delivered in the afternoon and following morning. The final afternoon will include delegate presentations.

### Pre course work

- Discuss with your line manager what skills you and they would like developing as a result of attending the programme.
- Agree with your manager a problem that needs resolving or an improvement you would like to make. This will be developed in part 1 towards your first major assignment

<b>Part 1 Duration</b>	<b>Working together as a team</b> Afternoon
<b>Aims</b>	Participants will be better able to – <ol style="list-style-type: none"> <li>1. Identify their preferred role in a team and how best to use it</li> <li>2. Assess the stage of development of their own team and how this can be progressed</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Programme context and outline</li> <li>• Difference between a group or a team</li> <li>• Building trust</li> <li>• Group dynamics – stages of team development</li> <li>• Identify and utilise team roles</li> </ul>

<b>Part 1b Duration</b>	<b>Managing workload &amp; solving problems</b> 2 days
<b>Aims</b>	Participants will be better able to – <ol style="list-style-type: none"> <li>1. Identify goals and set priorities to manage time more effectively</li> <li>2. Plan and monitor tasks</li> <li>3. Apply creative techniques to generate options</li> <li>4. Gather and analyse information</li> <li>5. Apply a range of problem solving techniques to real problems they are facing</li> <li>6. Adopt a systematic method of arriving at thoroughly considered decisions</li> </ol>

<b>Content</b>	<ul style="list-style-type: none"> <li>• ILM induction</li> <li>• What am I trying to achieve</li> <li>• How is your success measured</li> <li>• Setting priorities</li> <li>• Analysing your time use</li> <li>• Managing workload</li> <li>• Solving your time management problems</li> <li>• Systematic planning process</li> <li>• Monitoring &amp; reviewing success</li> <li>• Time management tools</li> <li>• Defining types and causes of problems</li> <li>• What problems can be prevented</li> <li>• Approaches to problem solving</li> <li>• Decisions from the head or the heart?</li> <li>• Decision making models</li> <li>• Collaborating to solve problems – managing dual concerns</li> <li>• Group problem solving exercises</li> <li>• Investigating causes and constraints to solutions</li> <li>• Generating options - Mind mapping or Brainstorming</li> <li>• Analysing information and options</li> <li>• Making better use of your records</li> <li>• Making decisions by establishing clear criteria</li> <li>• Persuading others to adopt a solution</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Use a time log to review time use and identify ways to improve time management</li> <li>❖ Complete assignments on building the team and solving problems</li> <li>❖ Setup management survey</li> </ul>

<b>Part 2 Duration</b>	<b>Leading the team 1 day</b>
<b>Aims</b>	Participants will be better able to – <ol style="list-style-type: none"> <li>1. Identify staff maturity and adopt the most appropriate leadership style to develop and motivate them.</li> <li>2. Review own leadership behaviour and determine actions to enhance it.</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Review of survey feedback</li> <li>• Leadership or management what's the difference</li> <li>• Traits of leaders</li> <li>• Action centred leadership</li> <li>• Using leadership styles effectively</li> <li>• Leadership in action</li> <li>• Feedback on your leadership</li> <li>• Leadership and use or abuse of power</li> <li>• Developing trust and respect</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Review use of leadership styles and recognise when they are being used effectively</li> <li>❖ Review with the team the outcomes of your survey and actions to enhance your leadership</li> <li>❖ Complete assignment on leadership</li> </ul>

<b>Part 3 Duration</b>	<b>Developing yourself and your team 1 day</b>
<b>Aims</b>	Participants will be better able to – <ol style="list-style-type: none"> <li>1. Create standards for good practice and agree long-term development objectives for staff.</li> <li>2. Set realistic and measurable interim targets and create action plans.</li> <li>3. Improve people's performance through coaching and encouragement.</li> <li>4. Conduct one to one meetings to monitor person's performance, agree problems and improvement ideas</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Barriers to learning</li> <li>• Continuing Professional Development (CPD)</li> <li>• Developing a CPD plan</li> <li>• Learning styles</li> <li>• Managing staff performance and development</li> <li>• Work aims and standards</li> <li>• Identifying training needs</li> <li>• Performance assessment</li> <li>• Setting development aims</li> <li>• Mentoring/ monitoring development</li> <li>• Asking versus telling</li> <li>• What is coaching/ coaching opportunities</li> <li>• Coaching practice and feedback</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Use an appropriate method to develop a team members performance taking their learning styles into account</li> <li>❖ Set up CPD plan and record of activity</li> <li>❖ Complete assignment on developing yourself and your team</li> </ul>

<b>Part 4 Duration</b>	<b>Motivating the team 1 day</b>
<b>Aims</b>	<p>Participants will be better able to –</p> <ol style="list-style-type: none"> <li>1. Identify peoples motivational needs and actions you can take to satisfy them</li> <li>2. Delegate more effectively</li> <li>3. Design jobs to motivate and create more satisfaction</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Motivating the team</li> <li>• Ways of creating motivation</li> <li>• What motivates and demotivates different people</li> <li>• Applying motivational guidelines at work</li> <li>• Identifying opportunities to give responsibility to others</li> <li>• Empowerment</li> <li>• Giving positive feedback</li> <li>• Motivation workshop – dealing with difficult to motivate staff</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Identify and implement actions to motivate individual team members and provide feedback relevant to their performance</li> <li>❖ Complete assignment on staff motivation</li> </ul>

<b>Part 5 Duration</b>	<b>Making communication work 1 day</b>
<b>Aims</b>	<p>Participants will be better able to –</p> <ol style="list-style-type: none"> <li>1. Identify their central role as a communicator and highlight areas for improvement</li> <li>2. Engender mutual respect by behaving assertively</li> <li>3. Develop questioning and listening skills</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Transactional analysis</li> <li>• Assertiveness profile</li> <li>• Analyse the relationships, which surround you</li> <li>• List examples of when one to one communication went wrong</li> <li>• Life positions – analysing our behaviour</li> <li>• What is assertiveness?</li> <li>• Your rights and responsibilities</li> <li>• Questioning, listening and watching body language</li> <li>• Guidelines for difficult circumstances</li> <li>• Real problems assertiveness workshop</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Take action to resolve and deal with situations more assertively. Report back on successes and difficulties</li> <li>❖ Identify and agree a change project with your manager ready for developing on the next module</li> <li>❖ Complete assignment on communication</li> </ul>

<b>Part 6 Duration</b>	<b>Planning and managing change 1 day</b>
<b>Aims</b>	Participants will be better able to – <ol style="list-style-type: none"> <li>1. Define clear aims and benefits of a change</li> <li>2. Analyse the forces driving a change and those resisting it from happening</li> <li>3. Use appropriate strategies to manage people with different levels of acceptance of change through the cycle of transition</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Project review</li> <li>• Managing change</li> <li>• Causes of change</li> <li>• Defining a coming change</li> <li>• Making changes happen</li> <li>• The Transition Cycle</li> <li>• Strategies to make and consolidate change</li> <li>• Kaizen – continuous improvement</li> <li>• Planning the process of how to make change happen</li> <li>• Gaining commitment from others to change</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Complete assignment on managing change</li> <li>❖ Implement the planned change and report back on progress</li> </ul>

<b>Part 7 Duration</b>	<b>Managing performance - making appraisals work 1 day</b>
<b>Aims</b>	Participants will be better able to – <ol style="list-style-type: none"> <li>1. Arrange and conduct appraisal interviews with staff, which create open discussions and frank exchanges</li> <li>2. Understand the value of successful appraisals to themselves, their staff and the business as a whole</li> <li>3. Agree achievable but challenging objectives for the forthcoming period, and help create strategies to achieve them</li> <li>4. Identify their strengths as an appraiser and areas they should try and improve</li> <li>5. Give feedback assertively</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Project review</li> <li>• Benefits of Appraisals</li> <li>• Attitudes to Appraisals</li> <li>• Appraisal Process</li> <li>• Preparation for Appraisals</li> <li>• Setting &amp; Agreeing Work Objectives</li> <li>• Interviewing Styles</li> <li>• Using Questions</li> <li>• Giving Feedback</li> <li>• Appraisal Practice with Feedback</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Report back on the success of conducting appraisals</li> <li>❖ Complete assignment on managing performance</li> </ul>

<b>Part 8 Duration</b>	<b>Managing projects 1 day</b>
<b>Aims</b>	Participants will be better able to – 1. Common problems in specifying and planning projects are identified and addressed. 2. A systematic project planning process is employed, and workable techniques are used to plan the project to completion.
<b>Content</b>	<ul style="list-style-type: none"> <li>• Project review</li> <li>• Project Management - Common Problems</li> <li>• Framework for Project Planning</li> <li>• Defining the Aim of a Project</li> <li>• Consider Alternative Methods</li> <li>• Create a Plan</li> <li>• Scheduling Techniques</li> <li>• Project Costings</li> <li>• Evaluation and review of projects</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Refine, implement and monitor your project plans Report back on the value of project management and what you are delivering as a result</li> <li>❖ Quantify the financial implications of the project and the likely savings you will achieve</li> <li>❖ Complete assignment on project management</li> </ul>

<b>Part 9 Duration</b>	<b>Working efficiently 1 day</b>
<b>Aims</b>	Participants will be better able to – 1. Identify those jobs most likely to yield a return from improvement 2. Use a range of methods for measuring and recording how work is performed 3. Critically examine work methods and develop improvements in efficiency and ergonomics 4. Implement changes, measure outcomes and monitor improvements 5. Clarify aims and plan a task systematically
<b>Content</b>	<ul style="list-style-type: none"> <li>• Project review</li> <li>• Setting and achieving targets</li> <li>• Systematic planning</li> <li>• Planning techniques</li> <li>• Managing effectiveness &amp; efficiency</li> <li>• Monitoring</li> <li>• Reducing waste – time effort and cost</li> <li>• Implementation</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Review &amp; identify where wastage can be removed report back on the savings that have been made</li> <li>❖ Complete assignment on planning and allocating work</li> <li>❖ Prepare a 10 minute presentation for the final module on changes implemented and benefits gained from attending the programme</li> </ul>

Part 10a Duration	Influencing skills 1 day (pm/am)
<b>Aims</b>	Participants will be better able to – <ol style="list-style-type: none"> <li>1. Increase your influence through developing greater rapport with other people</li> <li>2. Develop better solutions by incorporating others ideas</li> <li>3. Listen actively and use questions to persuade</li> <li>4. Use negotiation skills effectively</li> <li>5. Anticipate &amp; counter resistance/objections to new ways of working</li> </ol>
<b>Content</b>	<ul style="list-style-type: none"> <li>• Project review</li> <li>• Building rapport with others</li> <li>• Reaching win-win solutions</li> <li>• Building towards consensus decisions</li> <li>• Power of metaphor</li> <li>• Communication skills</li> <li>• Impact of different communication mediums</li> <li>• Negotiation skills, tactics and power</li> <li>• Maintaining assertive behaviour</li> <li>• Tutorial support</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Identify a situation where you need to influence others. Plan what techniques you will use and what negotiation may be required</li> <li>❖ Complete assignment on influencing others</li> </ul>

Part 10b Duration	Final presentation ½ day (pm)
<b>Content</b>	<ul style="list-style-type: none"> <li>◆ Deliver a persuasive 10 minute presentation on 3 changes made at work as a result of attending the programme and the benefits gained</li> </ul>
<b>Project</b>	<ul style="list-style-type: none"> <li>❖ Complete assignment on presentation skills</li> </ul>

