



'For the Management Professionals of the future'

CMI Level 3

Award, Certificate or Diploma in First Line Management – 6 days

London Victoria, Newark-on-Trent or Touchbase (J28 M1)

About this programme:

The purpose of this programme is to supply delegates with the necessary tools to become better leaders, to manage the best results from their teams, and to provide a platform from which to develop their own style of leadership. At the heart of the programme lies the official CMI Level 3 Qualification in First Line Management, an internationally recognised qualification that candidates may choose to complete during the course. The qualification is accomplished through the completion and evaluation of work-based assignments designed to reflect the skills and experience of the delegates enrolled.

The comprehensive syllabus introduces core concepts of management and leadership theory in 36 guided learning hours over six one-day workshops, with further one-on-one tutorial support whilst candidates complete the assignment(s), if they elect to obtain the official qualification. Delegates can also access a purpose designed coaching support package to embed the training in the work-place if required.

Completion of the qualification is optional and requires registration of the candidate with the awarding body. It is awarded in three levels; Award, Certificate, or Diploma. Further information about the qualifications is available.

The benefits to the delegate taking part in the programme include;

- Understanding the role of the manager and leader
- Using feedback and self-review to enhance leadership skills
- Learning solid techniques for planning and decision making
- The ability to put skills learned on the programme into practice
- Peer-based learning, review and evaluation
- Gaining an internationally recognised qualification (optional)

The benefits to the delegate organisation include;

- An optional qualification focused on work-place activity and improvement
- Managers with the skill and knowledge to manage their own professional development
- Managers with the self-awareness to lead and deliver results at a strategic level
- Removal of leadership barriers to growth and diversification
- Managers with the knowledge required to make a real difference in the workplace

Who this programme is designed for:

The programme is designed for first line managers and those aspiring to middle management. The qualification is intended to be flexible and allow delegates to focus on management areas relevant to their specific job role within an organisation. The course is suitable for candidates from any size organisation, and the programme can be run on an in-house basis or in an open course format. Sessions are normally held two to three weeks apart, but this is flexible depending on the needs of the delegates.

For delegates taking the qualification, completion of the Award or Certificate at Level 3 provides a progression route to the Diploma if required, or progression to Level 5 at a later date.

The Programme content:

Each of the six workshops is self-contained and focuses on a particular management and leadership topic. This provides the underpinning knowledge required for the qualification, allowing the delegates to discuss and explore the various issues that are relevant to their role in the workplace. Indicative module content is outlined below for each of the six days of the programme. It is suggested that delegates taking a qualification complete one or more of the assignment projects between sessions.

Session One – Leadership and Delegation

- Where does leadership come from?
- Is this a skill that can be learnt and developed, or are we born leaders?
- The concept of leadership styles and techniques
- The leadership in action theory (**John Adair**)
- What do people look for in their leader?
- Case studies on great leaders
- Providing clear focus and direction to your team
- Developing people through delegation
- The learning cycle concept (**Kolb**)

Assignment Project: To carry out an analysis of the leadership styles of the organisation and to assess the effectiveness of these, developing own leadership techniques and style.

Session Two – Team Dynamics and Team Roles

- What is a team?
- The characteristics of high performing teams
- The stages of team development
- Identifying individual strengths and managing weaknesses
- Team Role theory (**Belbin** et al)
- Managing individuals within a team

Assignment Project: To assess the individual team role strengths and weaknesses of your team, identifying opportunities to improve group and individual performance.

Session Three – Motivation and Negotiation

- Motivation - through vision, mission and values
- What motivates people?
- Motivation theories and concepts (**Maslow, McGregor & Herzberg**)
- 'People are complicated'
- Identifying team, individual and personal development areas and how to address them
- Negotiation techniques and process
- The 8 step approach

Assignment Project: To carry out a motivation survey with the team and analyse the results. How does motivation relate to the organisational culture in terms of mission, vision and values?

Session Four – Communication and Presentation Skills

- Barriers to effective communication and how to overcome them
- Choosing the right channel of communication
- Team vs. individual communication
- The importance of providing a clear focus
- Presentation skills and techniques
- Evaluating the understanding and feedback
- Transactional Analysis (**Berne**)

Assignment Project: To identify organisational barriers to effective communication and how to overcome these. Are we sending the right message, and are we listening to the answer?

Session Five – Time Management and Planning Skills

- How do I use my time at the moment?
- To be re-active or pro-active?
- How do my people use their time?
- Techniques for planning and prioritising
- The concept of urgency versus importance
- The planning cycle
- Assessing risk

Assignment Project: To identify a project that will achieve an operational goal for the organisation and to plan and implement that project.

Session Six – Management Counselling and development skills

- What is Management Counselling and when should it used?
- Discipline and grievance process versus counselling
- Appraisals and development sessions
- The role of the appraisal
- Conducting a counselling session

Assignment Project: To identify an individual for appraisal and to complete the process.

Further Information and programme fees:

The programme is designed for six to twelve delegates and runs regularly at London Victoria venues, Newark-on-Trent, and at Touchbase (J28 M1).

It can also be run in-house with bespoke content to suit your organisation if required.

We also offer a personal coaching package that can be taken out in conjunction with the six day training programme if required. This is to enable the delegate to embed the training in the workplace.

Please contact us for details of this service, and/or for the course fees for your chosen venue by contacting Brent Warren on **07850 410033** or email brent@cmbd.org.uk

Should delegates require registration with the awarding body to complete any of the optional Level 3 qualifications that are available with the programme, then a further fee (to cover CMI registration, tutorial support and assignment marking) will be payable. The fee is dependent on the level of qualification taken.

The qualification options are listed below, however we suggest that you discuss with us which level may be most appropriate for your delegates. Further CMI qualification information can also be found on the Level 3 course page on our website.

- Award (6 credit points & one assignment)
- Certificate (13 credit points & 2 assignments)
- Diploma (37 credit points & 6 assignments)

Why choose the CMBD Level 3 CMI 6 day programme?

- The course is delivered by commercially experienced and highly qualified tutors across a vast range of industries and fields.
- The programme is supported by access to the Management Direct on-line resource library.
- It provides practical skills and knowledge that can be transferred readily into the workplace.
- It gives delegates the opportunity to work within a peer group and to gain knowledge and experience from others.
- We give the option to transfer to other programmes to 'catch up' on any lost days.
- We are an officially licensed Chartered Management Institute (CMI) training provider.
- Delegates have the opportunity to complete the CMI Level 3 Award, Certificate or Diploma in First Line Management.

www.cmbd.org.uk

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