



explore, engage, execute, evaluate



*'For the Management Professionals of the future'*

## **CMI Level 5**

***Award, Certificate or Diploma in Management & Leadership – 6 days***

***Newark, Touchbase (J28 M1) & London Victoria***

### **About the programme:**

Designed for the more experienced manager, the Level 5 CMBD Management and Leadership programme consists of a series of six one day workshops and a choice of work-based assignments that can be completed to gain the optional CMI qualification associated with this course. Delegates can also access a purpose designed coaching support package to embed the training in the work-place if required.

The purpose of the programme is to challenge the delegates to analyse their leadership style and to look at the culture and leadership style of their organisation. This is a rich area of study and we will look at the work of many of the contributors in this area. At the heart of the programme is the CMI Level 5 Qualification in Management & Leadership. This is an internationally recognised qualification with guided hours of learning leading to the completion of work-based assignments. The six workshops provide 36 guided learning hours. Completion of the qualification is optional and requires registration of the candidate with the awarding body.

The benefits for the individuals taking part include:

- Understanding yourself as a senior manager and leader
- Being able to analyse the differences between leadership and management functions
- Being able to alter the balance between management and leadership functions as required
- Understanding the link between organisational objectives and team and individual targets
- Gaining an understanding of 'Authentic' leadership and the role of communication in achieving organisational objectives
- The availability of a nationally recognised qualification (optional)
- The opportunity for peer based learning and review

The benefits to the delegate organisation include:

- Senior Managers that understand the links and differences between management and leadership
- Senior Managers with the skill and knowledge to manage their teams' professional development
- Senior Managers who know how to link organisational objectives to team and individual targets

- An optional qualification that embeds the knowledge and understanding gained from the course
- Senior managers with the knowledge required to make a real difference at a senior level

### Designed for:

The programme is designed for senior managers and those working towards senior management. The qualification is flexible and allows delegates to focus on management areas relevant to their job-role. Completion of the Award or Certificate at level 5 provides a progression route to Diploma level at a later date. Candidates may come from any size organisation and the programme can be run on an in-house basis or be attended on an open course.

### The Programme content:

Each of the six workshops is self-contained and focuses on a particular aspect of the course. The content is challenging and requires delegates to have appropriate management and leadership experience (but not previous formal management training). Indicative module content is outlined below for each of the six days of the programme. The course content is supported by an on-line resource centre and delegates are lent an appropriate text book for the duration of their course (*Organisational Behaviour* Huczynski & Buchanan).

#### Session One – Leadership and Management

- What are the fundamental differences between leadership and management (Drucker, Adair, Blanchard & Johnson, Turnbull, Ulrich et al)?
- The management/leadership continuum (Tannenbaum & Schmidt).
- The impact of personal energy, commitment and self-belief on leadership style and results
- How empowerment and trust through 'ethical' leadership impact on organisational practice (Bryson & Crosby, Kanter and Gill).
- The contrasts between transactional and transformational leadership
- Trait theory, situational leadership, functional leadership and style theory (Macgregor, Blake & Moulton, Adair, Burns, Bass et al).
- How to interpret the situation and apply an appropriate leadership style to achieve organisational objectives.
- The communication strategy required to achieve organisational objectives.

Homework: To consider the leadership styles of the organisation and to assess the effectiveness of these, comparing own leadership techniques and style. Case studies and reading set by tutor for group discussion.

#### Session Two – Team Dynamics, Autonomy and Performance Management

- Identifying the links between organisational, team and individual objectives
- Concepts of organisational alignment and structure (golden thread theory).
- Team Autonomy and how to achieve the correct balance (Gulowsen).
- The characteristics of high performing teams and how to create them.
- The influence of the group on individuals (The Hawthorne Experiments et al).
- Belbin team roles and other models as assessment tools.
- Group formation, structure and communication issues
- Performance managing individuals and teams to achieve organisational objectives.

Homework: To assess the team autonomy position, team role strengths and weaknesses of own team, identifying opportunities to improve team and individual performance. Case studies and reading set by tutor for group discussion.

#### Session Three – Motivation and Negotiation

##### Morning session

- Drives, motives and motivation determine goals, decisions and influence? Discuss.
- Motivation content and process theory.
- Baseline motivation theories and concepts (Maslow, McGregor & Herzberg).
- Is it more complicated? Expectancy and Equity theory (Adams, Vroom).
- Incentive schemes, good or bad?

### *Afternoon session*

- Advanced Negotiation techniques and process.
- The 8 step approach and case studies (video feedback).
- The best alternative to a negotiated agreement concept (BATNA).
- The zone of potential agreement concept (ZOPA).
- Tactics and strategy in negotiation.

Homework: How does motivation relate to the organisational culture in terms of mission, vision and values? Case studies and reading set by tutor for group discussion.

### *Session Four – Communication*

- Knowledge Management techniques and practice (Dixon, Davenport & Prusak).
- Communication as a management and leadership tool.
- Vision, mission, organisational, team and individual objectives.
- Organisational communication case studies and lessons.
- Interpersonal communication components and barriers (Kotter, Mintzberg).
- Barriers to effective organisational communication and how to overcome them.
- Coding, decoding and perception.
- The significance of non-verbal communication.
- Transactional Analysis (Berne).

Homework: 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? Case studies and reading set by tutor for group discussion.

### *Session Five – Personal Effectiveness and Project Planning Skills*

#### *Morning session*

- Re-active versus pro-active management and leadership.
- Personal development and skill audit.
- Identifying opportunities for self-development.
- Creating a self-development strategy and plan.

#### *Afternoon session*

- Strategic project management concepts and techniques.
- Identifying and managing project stake-holders.
- Achieving strategic goals through projects.
- Assessing project risk.
- A practical project (video based exercise that carries into day 6).

Homework: To identify a project that will achieve a strategic goal for the organisation and to plan that project. Case studies and reading set by tutor for group discussion.

### *Session Six – Developing Organisational, Team and Individual capability*

- Conclusion of practical project exercise from day 5.
- The role of the manager and leader in developing team and individual capability.
- Coaching, mentoring and training techniques.
- Questioning skills and techniques – peeling away the layers? (Role play exercises with video feedback).
- Individual and team development and the role of the appraisal in achieving organisational objectives.
- The GROW model of coaching.

## Further information:

The programme is designed for six to twelve delegates and can be run in-house with bespoke content to suit your organisation if required. Please contact us for details of this service and for a quote.

The course runs regularly on an open basis at our Newark, Junction 28 M1 and London venues.

Should delegates require registration with the awarding body to complete any of the optional Level 5 qualifications that are available with this programme, then a further fee (to cover CMI registration, tutorial support and assignment marking) will be payable. The fee depends on which level qualification is taken.

The qualification options are shown below but 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 (38 credit points & 6 assignments)

There is also 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. The coaching is provided with monthly action planning and review sessions by telephone and/or skype over a six month period. The delegate will also be able to access their coach by email as and when required.

For more information, contact Brent Warren on 07850 410033 or email [brent@cmbd.org.uk](mailto:brent@cmbd.org.uk)

## Why choose the CMBD Level 5 Management and leadership programme?

- Course delivered by commercially experienced and highly qualified tutors
- Supported by a comprehensive on-line resource library
- Text book *Organisational Behaviour* by Huczynski & Buchanan provided to delegates for the programme duration
- The opportunity to work with a peer group and to gain from others experiences and knowledge
- The option to transfer to other programmes to 'catch up' any lost days
- Optional Level 5 Qualification with the Chartered Management Institute (CMI)

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