

Developing Resilience for Challenging Times

5 day
Course



'The ILM Level 4 Award in Management'

Business Scenario

In many organisations there is disparity between the expectations of mid-management and their actual ability to take a strategic position in driving the organisation forward. There is, unfortunately, often the perception that this can only be done by bringing in externally trained managers to effectively lead at mid-management rather than developing these skills within the existing, experienced workforce.

Who will Benefit?

Those new to middle management and aspiring middle managers, as well as those who have been in a mid-management role for a period of time who wish to enhance their knowledge of management and leadership practices.

Course Objectives: Aligned to The ILM L4 Award in Management Objectives

By the end of the course you will be able to:

- Describe and define the organisation's purpose, structure, stakeholders, functional and managerial roles
- Describe the responsibilities that managers have in supporting the organisation with achieving goals
- Explain the effect of positive communication on individual management performance and the performance of the wider organisation
- Identify barriers to interpersonal and other communication and ways that they can be overcome
- Assess your own personal knowledge, skills, attributes and managerial ability and identify areas for personal development to enhance management and other abilities
- Perform relevant research for the organisation; gathering, analysing and sorting data and information from a suitable range of sources
- Present at, contribute to and lead discussions of findings summarising outcomes and reviewing suitability and areas of future improvement
- Utilise the learning outcomes covered within the qualification in order to plan effective use in the workplace, put these plans into place and review effectiveness in order to promote and develop continuous development outside of the classroom.

Course Content- Complete 2 Mandatory Units from the ILM L4 Award in Management and relevant assessment activities as required.

The two units are:

M4.01 Understanding the management role

M4.02 Developing management skills

- Understand the organisation's purpose, stakeholders, structure and functional areas and managerial roles
- Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals
- Understand how communication and interpersonal relationships affect managerial performance in the workplace
- Evaluate personal development opportunities to improve own managerial skills
- Gather and evaluate complex information from diverse sources through diverse media
- Review the findings from own and others research
- Review research activity areas for improvement

Course Features

This course includes trainer presentations, facilitated interactive sessions, comprising discussion, debate and feedback to help build sound management and leadership knowledge and skills.

During the course delegates will be able to involve themselves with Initial and subsequent 'Developing Resilience (MT48) Psychometrics'.

On successful completion of the 'assessment process' the delegate will be presented with 'The ILM Level 4 Award in Management'

Qualification structure

The ILM Level 4 Award in Management comprises two mandatory units, with a total credit value of 8 within the National Qualifications and Credit Framework (see below for details).

These units are:

- Understanding the management role
- Developing management skills

Delivery Schedule

The following table gives **an example** of our typical delivery schedule:

Month 1		Month 2	Month 3	Month 4	Month 5- 6*
<i>Event 1</i>	<i>Event 2</i>	<i>Event 3</i>	<i>Event 4</i>	<i>Event 5</i>	<i>Event 6</i>
½ - day	1 - day	1 - day	1 - day	1 - day	½ - day
Welcome, Introduction to Programme* & MTQ48 Assessment	Workshop 1	Workshop 2	Workshop 3	Workshop 4	Award Ceremony^{^*} & MTQ48 Assessment Review Meeting

* Developing Resilience (MTQ48) is completed on Event 1 and Event 6.

[^] Team is given 4 weeks to complete assignments for assessment. When all personnel have succeeded an Award Ceremony may be held to celebrate success and present ILM certificates.

Services include:

- 5 days of leadership & management training, coaching & facilitation
- Action Learning Sets and one-to-one support assist candidates with assignment completion and application of learning in the workplace
- 1 year Student Membership of the ILM
- ILM Qualification and all Marking of Work Based Assignment
- Pre-Programme briefing, Post-course Award Ceremony and Review Meeting
- Initial and subsequent Developing Resilience MTQ48 Psychometric Assessment
- E-mail coaching support around assignment where required

This delivery schedule can be amended by employers to meet the organisation's needs within the requirements for Guided Learning Hours and assessment set by ILM and the Qualifications and Curriculum Development Agency (QCDA).

Assignment structure

In order to complete this qualification, candidates must submit and pass a work-based assignment and reflective review highlighting what they have learned through the qualification and how they have applied this to benefit the organisation.

Assignments are set and marked by Catalyst as an accredited ILM assessment centre; with the final Award granted by the ILM as a QCDA recognised awarding body within the National Qualification and Credit Framework.

The National Qualification and Credit Framework (QCF)

Historically it has been difficult to understand all the different types of qualification that people hold - what level they are, how long they took to complete, what content they covered, and how they compare to other qualifications.

The National Qualification and Credit Framework helps to present qualifications in a way that is easy to understand and measure.

Every unit and qualification in the framework has a credit value (one credit represents 10 hours, showing how much time it takes to complete) and a level between Entry Level and Level 8 (showing how difficult it is).

There are three levels of qualification in the QCF:

- Awards (1 to 12 credits)
- Certificates (13 to 36 credits)
- Diplomas (37 credits or more)

Within the framework you can have an award at level 1 or an award at level 8. This is because the qualification type 'award, certificate, diploma' represents the size of a qualification, not how difficult it is.

Simply by looking at the title of a qualification you can see how difficult it is, how long it will take the average learner to complete, and its general content.

To understand the level of difficulty of the units and qualifications in the framework it might be helpful to know that GCSEs (grade A*- C) are level 2, GCE A levels are level 3 and a PhD is a level 8. Knowing this can help to position the difficulty and challenge of each level in the framework.

About The Institute of Leadership & Management (ILM)

The Institute of Leadership & Management is the UK's largest management body, combining industry-leading qualifications and specialist member services.

ILM is founded on the principle that skilled managers and leaders hold the key to creating productive workforces that deliver organisational and economic success. Our qualifications and membership services combine to drive up the standards of leadership and management and improve individual and team performance.

In 2008, 90,000 people enhanced their leadership and management skills with an ILM qualification, while over 30,000 ambitious management professionals secured increased professional recognition and support through ILM membership.

About Catalyst Learning & Development

**Learning Excellence,
Positive Engagement...and
a Measurable Return on
Investment!**



Established in 1988, Catalyst has a reputation for delivering effective and measurable learning, development and coaching services with specialist training and coaching teams.

Catalyst's Leadership programmes offer national qualifications utilising validated psychometric assessments, work based assignments offering a real return to the stakeholder, ongoing coaching to embed behaviour and develop confidence and well-being to the learner.

Recognising the need for a measurable return on investment Catalyst believes passionately in the power of learning and development to create tangible results for both the organisation and the individual learner.

Our 'Action Based, People Centred' approach to learning is evidenced by the design of the Action Plan Support Programme™ coaching model. This focuses on bringing real behavioural change into the workplace and the application of new skills and knowledge.

We believe coaching is fundamental to embed behavioural change and our unique coaching services with the Action Plan Support Programme™ and Action Learning Sets are included in a range of flexible coaching services.

With an accredited training centre in central London and a network of alliances throughout the UK, Catalyst Learning & Development offers both tailored and scheduled training to organisations of all sizes.

The key to our shared success is unquestionably our people - their wealth of experience, flexible approach and sheer enthusiasm to consistently meet and exceed the demands made of them!