

ilm Level 7 Certificate in Leadership & Management

The new ilm Level 7 Award in Leadership and Management is a nationally recognised qualification, which was launched in April 2014. It has been specially designed to give practising and aspiring senior managers the skills they need to be a confident and effective leader, and understand the principles and practice of senior level leadership in constantly changing environments.



It blends face to face workshops with participation in a learning community. Delegates will have the opportunity to develop their understanding of leadership theory and practice, benefit from increased personal awareness and reflection and explore the principles and practice of leading change effectively. Delegates will also develop critical and relevant leadership capability via the qualification assessment, which is an enquiry based research project.

Qualification Overview

Title	<ul style="list-style-type: none"> ilm Level 7 Award in Leadership and Management
Notional Credit Value	<ul style="list-style-type: none"> Minimum 30 Credits
Duration	<ul style="list-style-type: none"> The minimum for this qualification is 30 Guided Learning Hours (GLH). This programme combines 30 face-to face hours, one to one tutorials, participation in a virtual learning environment and individual research and reading.
Completed within	<ul style="list-style-type: none"> 1 year
Tutorial Support	<ul style="list-style-type: none"> 5 hours
Structure	<ul style="list-style-type: none"> Pre-programme one to one Induction and introduction to enquiry based learning/research Full day Workshops x 3.5 days Half-day Action Learning Sets x 2 Formal assessment tools, including an in depth Emotional Intelligence report using the EQ-i2.0™ tool. Group Tutorial One to one Tutorial Participation in learning community via a virtual learning environment (VLE)
Assessment	<ul style="list-style-type: none"> Enquiry based research project

Assessment

Delegates are required to complete one formal assessment, an **enquiry based research project**.

An enquiry based project is a method of enquiry based learning, this is a delegate centred approach to learning which develops a number of skills including:

'self-reliance, independence and ability to identify, investigate and solve problems'

(source: University of Reading website April 2014)

The process involves:

- The delegate creating questions of their own (these will be derived from a real strategic level issue /problem or opportunity within their place of work).
- Obtaining supporting evidence to answer the question(s).
- Explaining the evidence collected.
- Connecting the explanation to the knowledge obtained from the investigative process.
- Creating an argument and justification for the explanation.

The ilm recognises that leaders of organisations need to be able to solve complex issues, using a variety of sources of information (these sources often being other people), come up with the most effective solution and then gain buy in from a variety of stakeholders.

This enquiry based project therefore allows delegates to develop this area of essential leadership capability, and also add value to their organisation.

The subject of the enquiry is the choice of the delegate, for those not currently within an organisation they can use themselves as the subject for inquiry.

The materials submitted for assessment may include a variety of media including for example word documents, spreadsheets, PowerPoint documents, reports and recordings of professional discussions .

We will guide delegates to ensure there is sufficient scope to meet the assessment criteria as required by the ilm.

ilm Membership

All registered candidates automatically become full members of the ilm for the duration of their programme. Designed to help candidates get the most from their course and advance their management career, membership gives access to a wide range of specialist support and development materials. Successful completion of a Level 7 qualification provides eligibility for a minimum grade of Associate Membership (AMInstLM) of the Institute of Leadership and Management.

Module Content

Module One: Leadership in Practice (two full days)

The aim of this module (two parts) is an awareness of the way leadership theory has evolved and application of current leadership theory in practice. Giving delegates a language with which to explore/be aware of and develop their own leadership capability whilst undertaking the enquiry based project.

- Management & Leadership – the difference and the need for both.
- Ratio of management and leadership split with levels of seniority.
- Concept of critical /tame /wicked problems and command/management and leadership.
- Brief overview of the history of the development of leadership theory and practice.
- Trait theory/Contingency Theory/Behavioural Theory.
- Action centred Leadership
- Situational Leadership
- Exploration of why and how to use non-directive coaching style of leadership.
- Introduction to creation of 'Personal Brand' (as an anchor for your style of leadership), continued after the face to face module on the virtual learning environment (VLE).
- Distributed Leadership/Transactional Leadership/Transformational Leadership.
- Links to enquiry based research.
- Action Learning Set

Module Two: The Self-Aware Leader (one full day)

The aim of this module is to support personal reflection and raised levels of awareness for focused development of own leadership capability. Self-assessments from pre-course work and the online EI assessment will be used.

- Value of Self- awareness and Reflection
- Johari Window
- Learning Journal (Pedlar)
- Introduction to Emotional Intelligence – what is it and how does it support effectiveness.
- Emotional Intelligence Model (Reuven-Bar On)
- EQi2.0 feedback
- Links to enquiry based research

Module Three: Leading Change (one full day)

The aim of this module is to give delegates an overview of change theory/models/process and tools that support effective change in organisations. The content of this Module will support delegates in carrying out their enquiry based project.

- Drivers of Change
- STEEPLE and OTSW
- Stakeholder Analysis
- Force-field Analysis
- Appreciative enquiry
- Kotter's 8 Step Model
- Tosti's Energy – Investment Model /Janneson's Change House
- Links to enquiry based research

Please contact us for our next open Programme;

A detailed outline of the programme is below:

Pre-programme one-to-ones

Programme Induction (9.00 - 12.30)

Module 1	Leadership in Practice Day 1	TBC
	Leadership in Practice Day 2	TBC

Action Learning Set 1 (half-day)	TBC
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Module 2	The Self-Aware Leader	TBC
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Action Learning Set 2 (half-day)	TBC
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Module 3	Leading Change	TBC
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Group Tutorial (2 hours)	TBC
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One to one Tutorials	TBC
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Submission of first draft of enquiry based research project	TBC
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Final submission	TBC
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Venue

All workshops will be held at Palladium Training, Tredomen Gateway, Tredomen Business Park, Ystrad Mynach CF82 7EH.