

**The Centre for Management and Business Development Limited –
Empowering Leaders**

<p>Title of Proposed Programme</p>	<p>CMI Level 5 Award Leadership and Management Programme</p>
<p>Programme Content</p>	<p>Session One – Leadership and Management</p> <ul style="list-style-type: none"> • 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. <p>Session Two – Team Dynamics, Autonomy and Performance Management</p> <ul style="list-style-type: none"> • 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. <p>Session Three – Motivation and Negotiation</p> <p>Morning session</p> <ul style="list-style-type: none"> • 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? <p>Afternoon session</p>

	<ul style="list-style-type: none"> 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. <p>Session Four – Communication</p> <ul style="list-style-type: none"> 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). <p>Session Five – Personal Effectiveness and Project Planning Skills</p> <p>Morning session</p> <ul style="list-style-type: none"> 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. <p>Afternoon session</p> <ul style="list-style-type: none"> 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). <p>Session Six – Developing Organisational, Team and Individual capability</p> <ul style="list-style-type: none"> 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.
Course delivery method	<p>Employer premises Training Provider premises Third Party premises Any premises</p>
Duration	6 days comprising 2 x 3 hour sessions per day

<p>What are the perceived business benefits of the proposed training and what are the outcomes for the business</p>	<p>The benefits for the individuals taking part include:</p> <ul style="list-style-type: none"> • 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 <p>The benefits to the delegate organisation include:</p> <ul style="list-style-type: none"> • 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
<p>Target group of participants/Who should attend</p>	<p>The programme is designed for Senior Manager or those working towards a Senior Management position</p>
<p>Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer</p>	<p>This programme has been designed using 6 areas of Leadership & Management that we have found to be most useful to managers participating in the course, there are a total of 27 subject areas covering all areas of management that can be used in this programme to make it bespoke to the organisations needs and still be qualify as a CMI accredited programme.</p>

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Programme Content	<p>Session One – Leadership and Management</p> <ul style="list-style-type: none"> • 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. <p>Session Two – Team Dynamics, Autonomy and Performance Management</p> <ul style="list-style-type: none"> • 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. <p>Session Three – Motivation and Negotiation</p> <p>Morning session</p> <ul style="list-style-type: none"> • 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? <p>Afternoon session</p> <ul style="list-style-type: none"> • Advanced Negotiation techniques and process. • The 8 step approach and case studies (video feedback).

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<p>Course delivery method</p>	<p>Employer premises Training Provider premises Third Party premises Any premises</p>
<p>Duration</p>	<p>6 days comprising 2 x 3 hour sessions per day</p>

<p>What are the perceived business benefits of the proposed training and what are the outcomes for the business</p>	<p>The benefits for the individuals taking part include:</p> <ul style="list-style-type: none"> • 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 <p>The benefits to the delegate organisation include:</p> <ul style="list-style-type: none"> • 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
<p>Target group of participants/Who should attend</p>	<p>The programme is designed for Senior Manager or those working towards a Senior Management position</p>
<p>Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer</p>	<p>This programme has been designed using 6 areas of Leadership & Management that we have found to be most useful to managers participating in the course, there are a total of 27 subject areas covering all areas of management that can be used in this programme to make it bespoke to the organisations needs.</p>

<p>Title of Proposed Programme</p>	<p>CMI Level 7 Award Strategic Leadership and Management Programme</p>
<p>Programme Content</p>	<p>This topic is about the links between strategic management and leadership, key strategic leadership principles, theory, cultural issues and organisational strategy. Delegates will be able to:</p> <ul style="list-style-type: none"> • Understand the organisation’s ethical and value-based approach to leadership • Understand leadership strategies and the impact on organisational direction • Analyse the balance needed between the demands of strategic leadership and strategic management • Evaluate the role of the strategic leader in the creation of the organisation’s vision, mission and values, and in the communication of these to others • Analyse how personal energy, self-belief and commitment impact leadership styles and their application in the strategic environment • Discuss how ethical leadership engenders empowerment and trust, and identify its impact on organisational practice • Evaluate transformational leadership and identify its impact on organisational strategy • Evaluate transactional leadership and identify its impact on organisational strategy • Analyse a leadership strategy to support organisational direction <p>Day Two – Organisational Direction</p> <p>This topic is about reviewing strategic aims and objectives, analysing progress towards achievement and evaluating alternatives. Delegates will be able to:</p> <ul style="list-style-type: none"> • Identify the current strategic aims and objectives • Undertake an evaluation of the component parts of a strategic plan • Analyse the factors affecting the strategic plan • Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives • Review and assess the expectations of all stakeholders and their influence on the organisational strategy • Analyse, interpret and produce a structured evaluation of the organisational strategic position • Identify and develop a range of alternative strategic options to meet strategic aims and objectives • Determine and justify the strategic option that meets the revised strategic position <p>Day Three – Financial Planning</p> <p>This topic is about identifying, developing, agreeing and monitoring a financial plan that supports agreed strategic objectives. Delegates will be able to:</p> <ul style="list-style-type: none"> • Explain how the strategy of the organisation impacts the financial plan • Identify the component parts of a financial plan

- Identify issues of risk within a financial plan
- Identify the level of importance of each component of the plan
- Produce a financial plan
- Discuss how the plan supports strategic objectives
- Outline an approach to gain agreement for the financial plan
- Identify an evaluation and review measure for the agreed plan

Day Four – Organisational Change

This topic is about identifying and developing change strategies to meet organisational objectives. Delegates will be able to:

- Identify a range of organisational change, models or frameworks
- Apply a range of creative problem solving techniques to address change challenges
- Identify and justify change solutions that link to organisational strategic plans
- Evaluate a range of change implementation models
- Identify the criteria to select a change implementation model that supports organisational change
- Demonstrate the use of analytical tools to monitor the progress and the effect of change
- Assess monitoring and measurement techniques to change within an organisation
- Analyse strategies to minimise adverse effects of change
- Identify the processes to review the impact of the change
- Analyse the results of the impact review
- Present the findings of the change analysis

Day Five – Strategic Performance Management

This topic is about ensuring that the performance of the team contributes to meeting strategic objectives. Delegates will be able to:

- Assess the links between team performance and strategic objectives
- Evaluate tools and techniques available to set team performance targets
- Assess the value of team performance tools to measure future team performance
- Analyse how to determine required performance targets within teams against current performance
- Discuss the need to encourage individual commitment to team performance in achievement of organisational objectives
- Relate the application of delegation, mentoring and coaching to the achievement of organisational objectives
- Evaluate a team performance plan to meet organisational objectives
- Assess the process for monitoring team performance and initiate changes where necessary
- Evaluate team performance against the agreed objectives of the plan

	<ul style="list-style-type: none"> Evaluate the impact of team performance in contributing to meeting strategic objectives <p>Day Six – Human Resource Planning</p> <p>This topic is about the role of human resource planning and the links with strategic objectives. The delegates will be able to:</p> <ul style="list-style-type: none"> Assess the strategic importance of current, future and anticipated HR requirements Analyse how HR planning impacts on the strategic plan Evaluate the current legal requirements influencing an HR plan Describe a process for recruitment and selection of new staff (external candidates) that complies with current legislation and organisational requirements Discuss how organisational culture affects recruitment and retention of staff Assess work life balance issues and the changing patterns of work practices Identify the process to be followed in a grievance situation Describe the stages of a discipline issues that results in dismissal Explain the role of ACAS, employment Tribunals and other external agencies that could be involved in grievance, discipline and dismissal processes
<p>Course delivery method</p>	<p>Employer premises Training Provider premises Third Party premises Any premises</p>
<p>Duration</p>	<p>6 days comprising 2 x 3 hour sessions per day</p>
<p>What are the perceived business benefits of the proposed training and what are the outcomes for the business</p>	<p>The benefits for the individuals taking part include: Understanding yourself as a director and business leader Gain insight into the role of a strategic leader Be able to have a clear understanding of the strategic issues affecting all businesses and how to translate these into actionable plans The opportunity for peer based learning and review</p> <p>The benefits to the delegate organisation include: Leaders with a clear understanding of the strategic issues affecting the business Leaders that can translate strategy into meaningful plans that cascade through the business Directors and Business Leaders with the skill and knowledge to manage their businesses professional development Leaders who know how to link organisational objectives from business wide down to individual targets An optional qualification that embeds the knowledge and understanding gained from the course Directors and Business Leaders with the knowledge required to make a real difference at a senior level</p>

Target group of participants/Who should attend	The programme is designed for Directors, Owner Managers and Senior Managers that have a strategic input and influence in an organisation
Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer	This programme has been developed to include the topics strategic leaders have found most useful. It included 6 out of 17 possible strategic training areas, any of these can be added or substituted into the programme as required.

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