

# ILM Level 5 Advanced Leaders Programme

Bristol Business School

Programme Brochure



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## Programme Introduction

Our Advanced Leaders programme is an exciting programme leading on from our New Leaders Programme (ILM Level 3), designed to give those looking to progress their career in management further, opportunity to develop their skills and knowledge to succeed in their role as an effective manager.

The programme gives you space to work closely with your peers to explore real life examples you will bring to the development days. Structured over a four - six month period, it allows you to take away your learning in the delivery sessions and look to apply your learning in the workplace and most importantly reflect on this and gain feedback from the tutor and peers, ensuring that you not only learn tools and techniques to being an effective manager, but provide the chance to apply and assess these during the programme.

***This eight day programme, will equip you to take your leadership skills further while achieving a Level 5 Certificate in Leadership and Management qualification.***

Successful completion of your delivery days and assessments will see you achieve an ILM Level 5 Certificate in Leadership and Management to help boost your CV and add to your personal development in the workplace.



## Who is the programme for?

Our Advanced Leaders Programme (ILM Level 5) is designed for individuals who are practising middle managers or current first line managers aspiring to progress in their management career. This programme will help you to develop your skills and experience, improve performance and prepare you for more senior management responsibilities.

### Entry requirements

There are no formal entry requirements for this qualification. However, due to the nature of the assessments, you will be required to be in a team leader/management position to be able to draw from personal experience to complete the assessments.

### What do I get out of it?

- Use core management techniques to drive better results
- Develop your ability to lead, motivate and inspire
- Provide strategic leadership as well as day-to-day management
- Benchmark your managerial skills
- Raise your profile in your organisation
- Work with peers on examples from your organisations

### Benefits for employers

- Encourage strategic thinking at this level of management to foster team effectiveness and business improvement
- Engage middle managers with leadership development. This qualification is designed to provide clear, measurable benefits to career-minded professionals
- Combines theory and practical activities on real issues and problems developing capacity to critically evaluate practice
- Develop leadership and people skills to enhance the performance of individuals and the teams that they manage
- Demonstrate recognition by investing in employees learning and development

### Why study with UWE Bristol?

Studying with UWE Bristol gives you all the benefits that other students have access to. This includes access to:

- Sessions delivered by our expert academics who alongside delivery, develop cutting edge research in their field of expertise
- Our extensive online library and our library facilities on campus

- Support from our subject-expert librarians via our campus helpdesk or online chat function
- Access to our study skills workshops to help develop your academic writing skills
- The opportunity to become one of our executive education alumni and access to benefits such as further discounts on our programmes and alumni specific events and training like our [trailblazer programme](#).

### Fees, dates and booking

To see our current dates, fees (including available discounts) and how to book your place, please go to our [course webpage](#).

### How is the programme delivered?

This programme is delivered via online learning through our online learning platform, meaning you can attend and study from anywhere in the world!

To be able to fully participate in our programme, you will need to be comfortable with using the Internet and searching for information online. Session materials are presented through a number of sources including Microsoft Word, Power Point, pdf and online tools and workbooks to aid self-reflection and peer discussion, designed to support you further through your programme learning. You will also have full access to our online library resources, study skills support sessions, and librarian chat function.

This open programme has practical online development days designed to give you an opportunity to look, analyse and discuss with our tutors and your peers the subject area and explore possible approaches and tools and techniques available to use.

## IT requirements

This programme is delivered fully online. To ensure you can participate fully in the session and programme materials, please see the following required computer specifications:

**Operating system:** Windows 7+, Mac OS 10.9+

**Web browser:** Google Chrome is the optimal browser. However other browsers such as Firefox, safari and Microsoft Edge are also compatible.

**Required Plugins:** [Adobe Flash Player](#)

**Additional requirements:**

- 256 MB RAM
- 20 MB free disk space
- Internet Access - 28.8 kbps speed or above (Broadband connection highly recommended). Slower internet connections may cause issues with audio and video.
- Soundcard with microphone and headphones (A headset with microphone/headphones is highly recommended)
- Webcam

## Our programme structure

This eight day programme is designed to equip you with the tools and techniques to continue to develop your leadership style. Focusing on developing your own skills, by looking at how you can review your own ability and identify potential development opportunities; motivating your team through leadership; and techniques to solve problems and inform decision making.

### **Prior to your programme starting**

Prior to your first delivery session you will be required to complete our online ILM Welcome session, explaining more about your qualification and the university via your online learning environment.

Each online live session will have preparation work for you to complete prior to the session.

### **Session (1 day) - Getting to know us and each other, identifying learning needs**

The first day will include introductions to the programme, your fellow participants, the tutors and to the university. It will encourage you to reflect on your own leadership and management capabilities.

This session will also include an introduction to the library and to the support systems available to you whilst working with UWE Bristol towards your qualification.

Topics covered in this session will include:

- Understand what learning is
- How to manage your learning on the programme
- Understanding your assignment criterion and how you will be assessed
- Understanding how your learning will fit within your organisational context,
- Identifying what might get in the way of your learning and leadership development and methods to overcome these challenges
- Exploring a range of self-leadership strategies to increase commitment to your leadership development

- Making the most of the resources around you, identifying learning opportunities

By the end of the day, you will be able to:

- Have clarity over how you want to use the programme to support your development as a manager
- Have identified the most effective conditions to support your learning
- Created an action plan to support your learning and development over the duration of the programme and beyond.
- Considered how you will use the resources available to you at UWE and within your organisation

### **Session (1 day) - Understanding the role of effective communication in the workplace**

This session will look to help you as managers to evaluate your own communication style, review different methods of communication and understand how key interpersonal skills fit with effective management. This session will be highly interactive to acquire practical techniques to use in your daily leadership practice. Using examples of communication from your workplace we will provide you with the opportunity to explore how you can develop your skills further.

Topics covered in the session will include:

- Communication theories, including the communication cycle and overcoming barriers
- Different types of communication, including verbal, written, visual and electronic and their relative advantages and disadvantages
- Non-verbal communication, such as body language and facial expression
- Need for feedback, and implications of not receiving feedback

By the end of the day, you will be able to:

- Explain the relevance of the communication cycle for effective communication in management
- Explain the importance of selecting an appropriate tone, language, and level of formality in management communications
- Assess the effectiveness of a range of verbal and written communication methods within your area of the organisation
- Develop appropriate criteria to evaluate own ability to communicate effectively
- Evaluate your own communication skills as a manager, identifying strengths and areas for improvement

Post session: Prepare a draft of your 'management communication' assignment after the first session for review for review on day 6.

### **Session (1 day) - Project Management**

Working with a live project from your organisational context we will work through the problem solving cycle, introducing a range of project management tools and techniques to support your work

Topics covered in the session will include:

- Project sponsorship, stakeholder analysis and critical relationships
- The role of communication within projects , creating a communication plan
- The project life cycle
- Project management tools Using GANTT charts and Critical path analysis
- Methods for reviewing project progress and success

By the end of the sessions, you will be able to:

- Scope the project
- Identify key stakeholders and create a communication plan
- Create a draft project plan using a GANTT
- Identify your development requirements in relation to project management
- Identify development opportunities to support your learning

Post session: Prepare a draft of your 'Project Management in the Organisation' assignment after the first session for review on day 7.

### **Session (2 days) - Becoming an Effective Leader**

It is recognised that, to become an effective leader, it is important to be aware of 'difference' such as, different employees responding to different leadership styles and different situations demanding different responses. These two days will increase your knowledge and understanding of different leadership styles in relation to your own leadership practice and your own preferences. New insights into 'self', practice and theory.

Topics covered in the session will include:

- The roles and responsibilities of leaders and managers
- Some leadership theories, their use and their usefulness
- Emotional intelligence and the importance of knowing yourself and your preferred leadership style
- The importance of flexibility in leading people and teams
- The scope for delegation and empowerment to flourish the latent leadership potential in your teams



- The theory and practice of motivation and implications for your leadership practice

By the end of the day, you will be able to:

- Evaluate your own ability to use a range of leadership styles, in different situations and with different types of people, to fulfil the leadership role
- Use theories of emotional intelligence to review the effect of emotions on your own and others' performance
- Review your own ability to set direction and communicate this to others
- Review your own ability to motivate, delegate and empower others
- Produce a personal development plan to improve your own ability to lead

### **Session (1 day) - Courageous conversations managing difficult situations in the workplace**

Working with development areas identified in your previous sessions, participants will be given the opportunity to explore those situations within their leadership practice which they find difficult to manage e.g. conflict management, giving feedback, delivering bad news

Topics included in this session will include a selection of topics from the following list:

- Giving and receiving feedback
- Delivering bad news in an organisational context
- Managing conflict
- Questioning and listening
- Influence and persuasion

Participants will leave the session able to:

- Apply a feedback model in practice
- Prepare for and deliver a difficult communication within their organisation
- Use active listening and powerful questioning to explore different perspectives and viewpoints

### **Session (1 day) - Project Review**

This second session will be a practical session focused on supporting your project requirements, following on from the first session. You will be expected to bring evidence of engagement in project planning and a draft of your assignment for this unit. The session will be designed to meet your emerging needs.

## Session (1 day) - Reflecting on practice and planning your future development

This final session will provide you with the opportunity to reflect on your learning on the course. Working together, you will then identify how you plan to take this forward in your role and workplace, work on areas of interest and implement your personal development plan

Topics covered in the session will include:

- Putting your learning into practice
- Identifying opportunities to develop competence
- Reviewing progress
- Identifying mechanisms to gain feedback on your progress
- Understanding the value and purpose of reflective practice
- Use self-leadership and self-management to support your future development

By the end of the sessions, you will be able to:

- Update your skills profile and identify further training needs
- Reflect on your learning and the practical application of your learning in your work
- Review your personal development plan and consider future learning requirements.

### What time commitment will I have to make?

You will be required to attend all the live online development days and structure your own personal learning time, to build on what you learn in the sessions.

You will also be required to complete your ILM assessments to set submission dates.



As a guide we would recommend the programme will require around 139 hours of study to complete. This includes:

- Class time
- Class preparation
- Self-study alongside your planned sessions
- Writing your assignments\*

\*For each of the assignment you will be looking to use the following time:

- Management Communication - approximately 21 hours researching your workplace context, preparing for and writing or presenting the outcomes of this assignment for assessment.

- Managing projects in the organisation - approximately 31 hours researching your workplace context, preparing for and writing or presenting the outcomes of this assignment for assessment.
- Becoming an effective leader - approximately 31 hours researching your workplace context, preparing for and writing or presenting the outcomes of this assignment for assessment.

We encourage you to manage your own reading and are happy to supply a list of recommend texts on request to help you start.

### How will I be assessed?

This programme will require you to submit an assignment for each of your three modules:

- Management Communication task: This task requires you to understand the importance of effective communication in management and be able to develop effective communication skills as a reflective manager. The nominal word count for this assignment is 2500 words: The suggested range is between 2000 and 3000 words.
- Managing Projects in the Organisation task: This task requires you to able to manage a project in an organisation and to evaluate own ability to manage a project. The nominal word count for this assignment is 2500 words: The suggested range is between 2000 and 3000 words.
- Becoming an Effective Leader task: This task requires you to understand own ability to fulfil key responsibilities of the leadership role and be able to evaluate own ability to lead others. The nominal word count for this assignment is 2500 words: The suggested range is between 2000 and 3000 words.

You will be given two submission opportunities included within your programme fee to submit and pass the assessments. These will be set at the start of the programme.

### My qualification

This programme is accredited, through successful completion of the programme and the assessments, with the ILM Level 5 Certificate in Leadership and Management. Sitting under this award you will achieve the relevant credits against three units:

- Becoming an Effective Leader
- Managing Projects in the Organisation
- Management Communication



## Bristol Business School – who we are

At Bristol Business School, our portfolio of open programmes offers you and your business a flexible learning solution. We have a range of programmes covering a wide range of topics, including Finance, Strategy, Marketing, Leadership, Coaching and Mentoring, Innovation, and Design Thinking, among many others. Our programmes are delivered by experienced practitioners and academics, who combine cutting-edge thinking with a practical, real-world focus, ensuring our programmes meet professional and industry needs.

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