

## Institute of Leadership & Management (6-day programme) Level 3 Introductory Certificate in First Line Management

### Target Audience

Experienced or newly appointed first line managers.

### Structure

- Short Induction lasting 2 hours
- Ten segments (minimum) of 3 hours each as follows:
  - C2.2 Problem Solving Skills
  - C4.2 Planning Change
  - C10.3 Using Information for Decisions
  - At least a further seven segments selected from the full range available (see list attached) with not more than three from any one module overall
- Tutorial support for development and assessment – 2 hours.

### Style of Programme

The modes of delivery are flexible to suit the requirements of participants, sponsors and learning centres. Reflective learning and personal development are essential features of the programme, to be achieved through completion of a personal development record (PDR)

### Assessment and Outcome

Each candidate must complete to a national standard:

- Segment reviews covering the seven optional segments
- One work-based assignment of not less than 1000 words, set by ILM (*This is centre assessed*)
- Candidates complete a PDR to aid application of learning in the work place.

### Duration

A minimum of 34 guided learning hours, excluding assessment, to be completed over six days within one year. Time for completion of the assessments and the PDR is outside the stated guided learning hours.

## Overview of Modules and Segments *(CORE SEGMENTS SHOWN IN BOLD TYPE)*

<p><b>C1 MANAGING SELF</b></p> <p>C1.1 Time Management  C1.2 Identifying Self Development Needs  C1.3 Self Development  C1.4 Manage Own Stress  C1.5 How to Learn  C1.6 Effectiveness and Efficiency  C1.7 Networking</p>	<p><b>C6 MANAGING RESOURCES</b></p> <p>C6.1 Performance Indicators  C6.2 Working to a Budget  C6.3 Understanding Costs  C6.4 Materials  C6.5 People as a Resource  C6.6 Equipment  C6.7 Security  C6.8 Minimising Waste</p>
<p><b>C2 MANAGEMENT SKILLS &amp; COMPETENCY</b></p> <p>C2.1 Objectives  C2.2 Problem Solving Skills  C2.3 Briefing Skills  C2.4 Producing Project Reports  C2.5 Interpersonal Skills/Trust  C2.6 Information Awareness  C2.7 Influencing and Negotiating</p>	<p><b>C7 DEVELOPING PEOPLE</b></p> <p>C7.1 Building the Team  C7.2 Delegation  C7.3 Planning Development  C7.4 Coaching  C7.5 Training  C7.6 Induction  C7.7 Supporting Individuals  C7.8 Assessing Performance</p>
<p><b>C3 UNDERSTANDING ORGANISATIONS</b></p> <p>C3.1 Organisational Context  C3.2 Financial Environment  C3.3 Managing Diversity  C3.4 Economic Environment  C3.5 Organisational Culture  C3.6 European/International Context  C3.7 Ethics in Business  C3.8 Marketing</p>	<p><b>C8 MANAGING PEOPLE</b></p> <p>C8.1 Motivation  C8.2 Managing Performance  C8.3 Leadership  C8.4 Minimising Stress  C8.5 Planning to Recruit  C8.6 Selecting the Right Person  C8.7 Maintaining Discipline  C8.8 Resolving Conflict</p>
<p><b>C4 MANAGING CHANGE</b></p> <p>C4.1 Continuous Improvement  C4.2 Planning Change  C4.3 Promoting Change  C4.4 Implementing Change  C4.5 Forces for Change  C4.6 Managing the Consequences of Change  C4.7 Cost/Benefit Analysis</p>	<p><b>C9 COMMUNICATION</b></p> <p>C9.1 Communication Process  C9.2 Communications Media  C9.3 Non-verbal Communication  C9.4 Giving and Receiving Feedback  C9.5 Meetings  C9.6 Written Communication  C9.7 One-to-one Communication  C9.8 Word Processing</p>
<p><b>C5 MANAGING ACTIVITIES</b></p> <p>C5.1 Understanding Customers  C5.2 Planning Work  C5.3 Health &amp; Safety – Law &amp; Practice  C5.4 Understanding Quality  C5.5 Delivering Quality  C5.6 Preventing Accidents  C5.7 The Environment  C5.8 Statistical Process Control</p>	<p><b>C10 MANAGING INFORMATION</b></p> <p>C10.1 Gathering Valid Information  C10.2 Analysing Information  C10.3 Using Information for Decisions  C10.4 Presenting Information  C10.5 Maintaining Information Systems  C10.6 IT Applications  C10.7 Sources of Information  C10.8 Questionnaire Design and Analysis</p>