Programme

Module one: Improving your own leadership performance through action learning

Tuesday 16 May 2017

9 – 10am REGISTRATION AND REFRESHMENTS

10 – 10.15am Introductions

10.15 – 11.15am Induction
- Outline of the qualification
- ILM studying membership and benefits
- Format of the programme
- Assessment requirements
- Tutorial support

11.15 – 11.30am REFRESHMENTS

11.30am – 12.30pm The nature of action learning (L=P+Q)

12.30 – 1.15pm LUNCH

1.15 – 2.45pm Learning styles
- Blom
- Kolb
- Honey and Mumford

2.45 – 3pm REFRESHMENTS

3 – 4.15pm Leadership development
- Blockages and obstacles to leadership development
- Monitoring, analysis and evaluation
- Gaining 360 degree feedback on own leadership performance

4.15 – 4.30pm Assessment overview

4.30pm CLOSE
Module two: Developing critical thinking
Module three: Management communication

Monday 22 May 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am  Developing critical thinking
• Critical thinking hindrances
• Basic principles of logic
• Making the persuasive presentation

10.45 – 11am  REFRESHMENTS

11am – 11.30am  The impact of values, beliefs and attitudes on critical thinking

11.30am – 1pm  Management theories

1 – 1.45pm  LUNCH

1.45 – 2.45pm  Management communication
• Communication theories, including the communication cycle and overcoming barriers
• Different types of communication
• Non-verbal communication
• Need for feedback, and implications of not receiving feedback

2.45 – 3pm  REFRESHMENTS

3 – 4.15pm  Management communication continued
• Value of the written word
• Criteria for evaluating the effectiveness of communication
• Techniques for evaluating own strengths and areas for improvement

4.15 – 4.30pm  Assessment overview

4.30pm  CLOSE
Module four: Developing and leading teams to achieve organisational goals and objectives

Wednesday 14 June 2017

9.30 – 9.45am REGISTRATION AND REFRESHMENTS

9.45 – 10.45am Developing and leading teams to achieve organisational goals and objectives
- Characteristics of groups and teams
- Stages in team development
- Teams in different contexts
- Processes of delegation and empowerment

10.45 – 11am REFRESHMENTS

11am – 12.30pm Developing and leading teams to achieve organisational goals and objectives continued
- Factors influencing behaviour at work
- Relationship between team performance and organisational goals and objectives
- The balanced scorecard

12.30 – 1.15pm LUNCH

1.15 – 2.45pm Developing and leading teams to achieve organisational goals and objectives continued
- Quality initiatives such as TQM
- Techniques to evaluate team performance

2.45 – 3pm REFRESHMENTS

3 – 4.15pm Developing and leading teams to achieve organisational goals and objectives continued
- Feedback, recognition and reward techniques to support, motivate and monitor
- Developing others

4.15 – 4.30pm Assessment overview

4.30pm CLOSE
Module five: Leading innovation and change

Tuesday 20 June 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am  Leading innovation and change
   - Innovation and business performance
   - Need for effective management of change
   - Continuous improvement techniques
   - Leadership and change

10.45 – 11am  REFRESHMENTS

11am – 12.45pm  Leading innovation and change continued
   - Environmental scanning and organisation analyses
   - The nature and role of vision in the change process

12.45 – 1.30pm  LUNCH

1.30 – 2.45pm  Leading innovation and change continued
   - Problem solving and decision-making techniques
   - Identification of human and financial factors in the consideration of change

2.45 – 3pm  REFRESHMENTS

3 – 4.30pm  Leading innovation and change continued
   - Stakeholder mapping
   - Skills and competencies to manage innovation and change

4.15 – 4.30pm  Assessment overview

4.30pm  CLOSE
Module six: Managing meetings
Module seven: Managing stress and conflict in the organisation

Thursday 29 June 2017

9.30 – 9.45am REGISTRATION AND REFRESHMENTS

9.45 – 10.45am Managing meetings
- Different types and purpose of meetings
- Roles and responsibilities of chairperson/leader
- Setting the objectives for a meeting
- Measures to prepare effectively

10.45 – 11am REFRESHMENTS

11am – 12.30pm Managing meetings continued
- Methods of planning
- Ways to encourage contributions and control digression
- Methods of ensuring actions are completed
- Planning and monitoring of action points

12.30 – 1.15pm LUNCH

1.15 – 2.45pm Managing stress and conflict in the organisation
- Identifying and dealing with workplace stress and conflict
- Causes of conflict and interpersonal friction (including bullying and harassment) and ways to resolve them
- Causes, symptoms and impacts of stress
- Methods to manage stress
- Management responsibilities in relation to work-related stress

2.45 – 3pm REFRESHMENTS

3 – 4.15pm Balancing personal and organisational needs
- Time management techniques

4.15 – 4.30pm Assessment overview

4.30pm CLOSE
Module eight: Becoming an effective leader

Wednesday 5 June 2017

9.30 – 9.45am  REGISTRATION AND REFRESHMENTS

9.45 – 10.45am  Becoming an effective leader
    • The key responsibilities of the leadership role
    • Leadership theories and different leadership styles

10.45 – 11am  REFRESHMENTS

11am – 12.45pm  Becoming an effective leader continued
    • How to evaluate the appropriateness of different leadership styles in the context of your own responsibilities
    • Assessing the impact of different leadership styles

12.45 – 1.30pm  LUNCH

1.30 – 2.45pm  Becoming an effective leader continued
    • The characteristics of self-leadership
    • Delegation and empowerment

2.45 – 3pm  REFRESHMENTS

3 – 4.15pm  Becoming an effective leader continued
    • Theories of motivation
    • Evaluation of motivation factors

4.15 – 4.30pm  Assessment overview

4.30pm  CLOSE
Module nine: Assessing your own leadership capability and performance

**Tuesday 11 July 2017**

9.30 – 9.45am  
REGISTRATION AND REFRESHMENTS

9.45 – 10.45am  
Assessing your own leadership capability and performance
- Organisational values and acceptable standards
- The concept of emotional intelligence
- The importance of understanding one’s own strengths and limitations
- The importance of continuous self-development

10.45 – 11am  
REFRESHMENTS

11am – 12.45pm  
Assessing your own leadership capability and performance continued
- The importance of leaders:
  - displaying confidence and self-assurance
  - being socially aware
  - managing relationships
  - displaying self-leadership

12.45 – 1.30pm  
LUNCH

1.30 – 2.45pm  
Assessing your own leadership capability and performance continued
- Developing effective techniques for communicating, persuading and negotiation skills
- How to select communication, persuasion and negotiation skills appropriate to different situations and people

2.45 – 3pm  
REFRESHMENTS

3 – 4.15pm  
Assessing your own leadership capability and performance continued
- The leader’s role in supporting and mentoring team members

4.15 – 4.30pm  
Assessment overview

4.30pm  
CLOSE