ILM Qualifications in Leadership & Management

Candidate Handbook

Background to ILM

The Institute of Leadership & Management (ILM) is Europe's largest independent Leadership and Management Awarding body. It works in partnership with around 2,000 centres in the UK, Ireland and across the world to provide high quality development opportunities for leaders and managers at all levels in public, private and voluntary organisations from every employment sector.

ILM has rapidly established itself as a leading source of high quality qualifications in team leading and management practice, to support career development and improve individual performance.

ILM is also a leading professional membership body with a growing membership of practising managers. As you're studying on an ILM programme, you are entitled to membership of the Institute for the duration of your studies, free of charge, giving you access to a wide range of services such as bite sized online learning sessions to support the areas you are covering on your course or to explore new areas of interest to you. Help with CV and Interview preparation is also available as is access to an online journal with current articles on management & leadership, Coaching & mentoring, equalities and diversity and a wide range of other areas.

To register for your free membership go to www.i-l-m.com/activate

To register for the ILM Programme with the CSC please visit http://www.csc.gov.ky/ilm

Structure of Qualifications

ILM qualifications are made up of a prescribed number of units, each of which focuses on a specific aspect of the leadership & management role for which the qualification is designed.
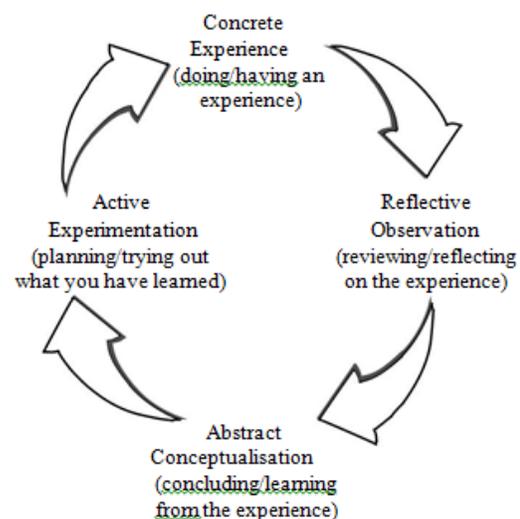
Each Unit has a credit value. Credit means that once you have completed a Unit successfully, even if you find you can no longer complete the full qualification, you can still have your achievement recorded – you will get credit for what you have completed successfully.

The qualification isn't just made up of time spent in the classroom or workshop, it also includes time spent reading and practising skills in the workplace, researching at work or on the Internet, discussing what you are learning with managers and work colleagues and anything you do in preparation for and completion of an assignment.

Each unit also has a level. The level determines the complexity of the ideas you are learning about and applying.

One of the most important features of ILM units is that they are designed to enable you to learn how to perform more effectively in your role and also help you to demonstrate this improved performance. It's not enough just to know how to be a better manager or leader; you need to show that you are using what you have learnt with your teams and adding value to the organisation.

One way of understanding how this works is the Experiential Learning Cycle, developed by US psychologist David Kolb. He suggests that the most effective learning occurs if people work their way through a cycle from learning about the theory (*which Kolb called Abstract Conceptualization*), through planning how to apply what you have learnt (*Active Experimentation*), trying it out (*Experience*) and then thinking about the experience and what you have learnt from it (*Critical Reflection*).

Concrete Experience (doing/having an experience)

Reflective Observation (reviewing/reflecting on the experience)

Abstract Conceptualisation (concluding/learning from the experience)

Active Experimentation (planning/trying out what you have learned)

Your ILM programme is designed to ensure this happens. You will learn about various elements of leadership & management on your course, and then have the chance to plan how you can use these. Your job is where you will apply what you have learnt and the assignments require you to think about what you do and develop your learning and management practice further.

It's important to understand that the assignment tasks that you are required to do as part of your programme are not there just to test what you have learnt. They are actually designed to help you to learn. Use the assignment to think and reflect about what you have learnt and on what you have done in practice

Level 3 Award, Certificate and Diploma in Leadership & Management

This ILM Award aims to equip practicing and potential first line managers and supervisors with the knowledge, skills and confidence to perform effectively as workplace managers and leaders.

Entry Requirements
There are no formal entry requirements, but participants will:

- Normally be either practicing or aspiring managers with the opportunity to meet the assignment demands

- Have a background that will enable them to benefit from the programme

Progression
Successful candidates may benefit from career enhancement and/or progress to other learning & development qualifications in training, assessment & verification or to management development qualifications at a higher level. Candidates may also progress to the ILM level 3 Certificate or Diploma in Leadership & Management

Delivery of programmes
The delivery of the programmes will be by using a blended method of learning which will involve workshops, tutorials and elearning which will be mainly reading and reflection. The attendance of workshops, generally an hour and a half to two hours for each workshop, is required in order to complete each unit.

All candidates will have a one to one session with the course tutor to discuss options open to them

ILM Level 3 Award
The ILM Level 3 Award Programme in Leadership & Management consists of the following units, ILM credit values and guided learning hours.

▸▸ One hour induction
▸▸ At least two hours tutorial support
▸▸ Total Credit Value: 4 credits
▸▸ Tutorial Support: 4 hours
▸▸ Guided Learning: 15 Hours

ILM Level 3 Award Units
8600-300 Solving Problems and Making Decisions
8600-308 Understanding Leadership

Candidates who continue from the Award onto the Certificate or Diploma are advised that all unit assignments completed at the previous level will count towards subsequent levels in the Level 3 programme

ILM Level 3 Certificate Programme
The ILM Level 3 Certificate Programme in Leadership & Management consists of the following units, ILM credit values and guided learning hours.

▸▸ Two hour induction
▸▸ At least four hours tutorial support
▸▸ Total Credit Value: 14
▸▸ Tutorial Support: 14 hours
▸▸ Guided Learning: 57 hours

ILM Level 3 Certificate Units
8600-200 Developing Yourself as a Team Leader
8600-203 Developing the Work Team
8600-215 Workplace Communication
8600-218 Leading Your Work Team
8600-226 Understanding Effective Team Working
8600-300 Solving Problems and Making Decisions
8600-308 Understanding Leadership
8600-311 Developing Yourself and Others
8600-323 Understanding Performance Management

ILM Level 3 Diploma Programme
The ILM Level 3 Diploma Programme in Leadership & Management consists of the following units, ILM credit values and guided learning hours.

▸▸ Two hour induction
▸▸ At least four hours tutorial support
▸▸ Total Credit Value: 39
▸▸ Tutorial Support: 39 hours
▸▸ Guided Learning: 156 hours

ILM Level 3 Diploma Units
8600-200 Developing Yourself as a Team Leader
8600-201 Improving Performance of the Work Team
8600-203 Developing the Work Team
8600-209 Understanding Change in the Workplace
8600-214 Briefing the Work Team
8600-215 Workplace Communication
8600-218 Leading Your Work Team
8600-219 Managing Yourself
8600-226 Understanding Effective Team Working
8600-230 Dev. Yourself as an Eff. Team Member
8600-300 Solving Problems and Making Decisions
8600-302 Planning Change in the Workplace
8600-303 Planning & Allocating Work
8600-304 Writing for Business
8600-307 Giving Briefings & Making Presentations
8600-308 Understanding Leadership
8600-309 How to Establish an Effective Team
8600-311 Developing Yourself and Others
8600-312 Understanding Conflict Management
8600-319 Organising & Delegating in the Workplace
8600-320 Managing Workplace Projects
8600-323 Understanding Performance Management
8600-326 Communication Process in the Workplace
8600-327 Understanding Negotiating & Networking
8600-341 Leading & Motivating a Team Effectively

ILM Level 3 Unit Descriptions

Developing Yourself As Team Leader (8000-200)
The role of team leader can be both demanding and rewarding. It is, for many, the beginning of a journey that will lead to future employment as a manager. The ability to reflect upon and learn from experience is what often the most important characteristic of a leader.

Improving the Performance of the Work Team (8600-201)
This Workbook and the various exercises within it, introduce you to the challenges of improving the performance of your work team: key skills are examined that will enable you to confidently tackle these elements of your job as supervisors and/or team leaders. The exercises will require you to consider theories that align with each topic but, importantly, you will be expected to make parallels with your own experience in the workplace, which will help in ensuring that you can lead your team efficiently and effectively.

Developing the Work Team (8000-203)
As a team leader, or aspiring team leader, one of your key responsibilities is, or will be, for development of the team. This in itself sounds quite daunting. After all, most teams comprise people of varying abilities and motivations. That said, as team members, we each have a responsibility to the Team and to fellow team members to contribute to the Team's output.

Understanding Change in the Workplace (8600-209)
This Workbook and the various exercises within it, introduce you to the challenges of dealing with change in the workplace. Key issues are examined that will enable you to understand some of the complexities relating to change and help you deal with change in your job as a supervisor and/or team leader.

Briefing the Work Team (8600-214)
Dale Carneigie in his 1945 work 'Public speaking and Influencing [people] in Business' made the now widely accepted assertion that those looking to impress at work and to accelerate their careers should practice their speaking. The simple rationale is giving briefings is an essential skill and there is no substitute for practice – i.e. just doing it. Through practice it becomes much easier

Workplace Communication (8000-215)
It is often said that communication is the cornerstone of any successful business or organisation. While it goes without saying that some people are more effective at communicating than others, communication in the workplace (both written and oral) can be challenging.

Leading Your Work Team (8000-218)
As a team leader, or someone who wants to be a team or cell leader, you are at the beginning of a journey that will be both enjoyable and challenging. In fact, leading people is one of the most difficult jobs in the workplace. Some people thrive in the role while others can find it a struggle.

Managing Yourself (8600-219)

This workbook and the various exercises within it, introduce you to the challenges of managing yourself: vital skills that will be enable you to confidently tackle this element of your job as a supervisor or team leader. The exercises will require you to consider ideas and theories that align with each topic but, importantly, you will be expected to make parallels with your own experience in the workplace, which will help in ensuring that you can manage yourself and your team effectively.

Understanding Effective Team Working (8000-226)

Apart from very small businesses – sole traders and partnerships for example – most private companies, charities and public sector organisations comprise teams. As a team leader, or aspiring team leader, it is essential that we understand what effective team working looks like.

Developing Yourself as an Effective Team Member (8600-230)

In completing this Unit, you will get the opportunity to learn what a team is, why it is important to have people with different skills and abilities within that team and some of the things that can make being part of a team difficult. You also will get the chance to assess your own skills and abilities as a team member and to decide how you might improve some of these.

Solving Problems and Making Decisions (8600-300)

As a first-line manager, you will be actively involved in the processes of making decisions and solving problems. Certainly, becoming adept in the processes is a sure way to increase efficiency and effectiveness of both yourself and of your organisation. What is for certain is that in organisations, people that solve problems and consistently make good decisions do well! Much of your success in solving problems and making decisions is about the proper application of tools and techniques.

Planning and Allocating Work (8600-303)

Developing techniques to plan for better use of time, to prioritise well and allocate work to the right people with the right skills will be fundamental to business and organisational success. Indeed, effective management of individual and collective workloads is a sure way to improving productivity.

Writing for Business (8600-304)

Effective written communications are the cornerstone of any successful business or organisation. While there are those who would cogently argue that verbal communication is the most effective form of communication at work, a significant proportion of all workplace communication takes place in writing.

Giving Briefings and Making Presentations (8600-307)

Much of the success of a briefing or presentation is about application of tools and techniques. This workbook will examine the tools and techniques required to give briefings and make presentations effectively.

Understanding Leadership (8600-308)

Leadership and management are often talked about in ways that suggest the 2 skills are interchangeable. This workbook will enable you to explore what leadership is and learn how the skills of leadership can significantly improve your skills as a manager. After completing the exercises in the workbook, you will be able to confidently tackle the work based assignment.

Understand How To Establish an Effective Team (8600-309)

Apart from very small businesses – sole traders and partnerships for example – most private companies, public companies, charities and public sector organisations comprise teams. As a first-line manager, or aspiring first-line manager, it is essential that we understand what effective team working looks like. We also need to understand how workplace relationships, which can be complex and challenging at times, affect the way a team develops

Developing Yourself and Others (8600-311)

This workbook, and the various exercises within it, will introduce you to principles and practices associated with developing yourself and others and will enable you to confidently tackle these elements of your management role.

Understanding Conflict Management (8600-312)

The activities in this Workbook will require you to identify possible causes of friction and conflict in your workplace and to consider how these can be minimised or avoided. You will be introduced to a number of management theories, models and concepts, all of which help to explain how conflict can be managed effectively. You then will be expected to make parallels with your own experience in the workplace, and to consider how by applying the learning, you can lead your team effectively.

Understanding Organising and Delegating (8600-319)

The activities in this Workbook will require you to understand how to organise and manage the tasks and activities of your team through effective delegation of responsibility to the team and individual team members. Efficient and effective planning and allocating of work is one of the most significant factors in maximising profitability and relates directly to making the best use of time available.

Managing Workplace Projects (8600-320)

Project management as a concept and a management activity has its origins in the manufacturing and engineering sectors; consequently many of the tools and techniques that are commonly used today come from these sectors. However, as a discipline in its own right, project management has considerable utility beyond these sectors. Indeed, it is now expected that most effective first line managers will possess basic project management skills.

Understanding Performance Management (8600-323)

This workbook and the various activities within it, introduce you to the challenges of understanding performance management: key skills are examined that will enable you to confidently tackle this element of your job as a supervisor and/or team leader.

Understanding the Communication Process (8600-326)

This unit of study will enable you to explore what communication is, it will introduce concepts relating to effective communication processes, and enable you to understand why communication in the workplace can be difficult and identify how to overcome these challenges.

Understanding Negotiation and Networking in the Workplace (8600-327)

This unit of study will enable you to explore what negotiation and networking are, it will introduce concepts relating to negotiation and effective networking, and enable you to understand how to overcome related challenges. In this Workbook, you will be asked to think about your business or organisational networks and to consider whether there are ways in which you can develop and capitalise on your networks more effectively.

Leading and Motivating Your Team (8600-341)

This workbook will allow you to explore issues relating to leading and motivating, looking at the behavioural characteristics of well-motivated employees and to considering how to increase motivation. There will be opportunity for you to consider what demotivates people and how you might prevent or reduce de-motivators in the workplace.

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ILM Level 5 Programme Overview

ILM Level 5 Certificate

The ILM Level 5 Certificate Programme in Leadership & Management consists of the following units, ILM credit values and guided learning hours.

- ►► Two hour induction
- ►► At least seven hours tutorial support
- ►► Total Credit Value: 20
- ►► Tutorial Support: 20 hours
- ►► Guided Learning: 60 hours

ILM Level 5 Certificate Units

8607-417 Managing & Implementing Change
8607-503 Developing Critical Thinking
8607-520 Assessing Your Own Leadership Capability and Performance
8607-522 Becoming an Effective Leader

ILM Level 5 Diploma

The ILM Level 5 Diploma Programme in Leadership & Management consists of the following units, ILM credit values and guided learning hours.

- ►► Two hour induction
- ►► At least seven hours tutorial support
- ►► Total Credit Value: 44
- ►► Tutorial Support: 44 hours
- ►► Guided Learning: 161 hours

ILM Level 5 Diploma Units

8607-400 Understanding the Management Role to Improve Management Performance
8607-401 Planning & Leading a Complex Team Activity
8607-408 Management Communication
8607-417 Managing & Implementing Change
8607-503 Developing Critical Thinking
8607-505 Managing Individual Development
8607-506 Managing Stress and Conflict
8607-511 Managing Projects in the Organisation
8607-518 Making Professional Presentations
8607-519 Developing & Leading Teams
8607-522 Becoming an Effective Leader

ILM Level 5 Unit Descriptions

Understanding the Management Role to Improve Management Performance (8607-400)

The role of the management team and the managers employed within an organisation are pivotal to the success or otherwise of the organisation. Within all organisations there are different levels of management, demanding managers possess or acquire different skills sets to be effective in the role, and, crucially, different organisational configurations which reflect either the culture of the organisation or the work being carried out.

Planning & Leading a Complex Team Activity (8607-401)

Efficient and effective planning and leadership are vital for satisfactory completion of complex team activities. One of the most well-worn phrases you will hear in organisations when dealing with complex situations is 'we don't have enough time' – to which the reply (or response) is more than likely to be 'work harder!' Working harder can lead to diminishing returns, frustration, over-work and stress and, ultimately, burnout.

Management Communication (8605-408)

This workbook and the various exercises within it, introduce you to the challenges of management communication: key skills are examined that will enable you to confidently tackle this element of your role or future role as a manager. The exercises will require you to consider theories that align with each topic but, importantly, you will be expected to make parallels with your own experience in the workplace, which will help in ensuring that you communicate effectively.

Managing & Implementing Change (8607-417)

To understand change and therefore to be able to successfully plan and implement change in the workplace, managers need to be aware of the different types of change, the origins of change and the way in which people react to and cope with change.

Developing Critical Thinking (8607-503)

The role of the leadership and management team and the managers employed within an organisation are pivotal to the success or otherwise of the organisation. In particular it is the critical thinking that goes into both strategic and operational decision making that will play a major part in defining the level of success or otherwise of the organisation.

Managing Individual Development (8607-505)

This workbook, and the various activities within it, will introduce the principles and practices associated with Managing Individual Development. The various activities will require you to consider theories and models relating to each topic but, importantly, you will be expected to make parallels with your own experience in the workplace, which will help in ensuring that you can lead your team(s) effectively.

Managing Stress and Conflict (8607-506)

The distinction is often made between positive stress and negative stress. It is when stress is negative and is impacting on people and their work, that managers have a role, and a legal responsibility, to take action to alleviate the situation. It is dealing with negative stress that is the focus of much of the material in this Workbook.

Managing Projects in the Organisation (8607-511)

Project management as a concept and a management activity has its origins in the manufacturing and engineering sectors; consequently many of the tools and techniques that are commonly used today come from these sectors. However, as a discipline in its own right, project management has considerable utility beyond these sectors. Indeed, it is now expected that most effective middle managers will possess sound project management skills.

Making Professional Presentations (8607-518)

The manager's role will invariably involve making presentations. What is for sure is that in organisations, people that speak and present well, do well! Dale Carnegie in his 1945 work 'Public speaking and Influencing [people] in Business' made the now widely accepted assertion that those looking to impress at work and to accelerate their careers should practise public speaking.

Appeals procedure for candidates
If you are unhappy with the course tutors decision regarding any part of the assessment then you can appeal following the guidelines below:

1. Firstly speak to your course tutor and register your disagreement with the decision that has been made. The tutor will then explain to you why they made that decision and what criteria, if any, you failed to meet. You should speak to the tutor within 15 days of getting your assessment.

2. If at this point you still disagree with the course tutors decision you can appeal to the internal verifier. You will need to provide a copy of your work and the internal verifier will then assess the work independently. The internal verifier will notify the candidate of their decision within 30 days. If the internal verifier support the course tutors decision but you still wish to appeal you can take your case to the Human Resources Director, who will also notify the candidate of their decision within 30 days.

3. If after completing the internal appeals process you are still unhappy with the decision made you can appeal to ILM the process for doing this is as follows:

Candidates should submit their appeal in writing giving his/her name and address and that of the centre, full details of the action with which they are dissatisfied, copies of any relevant evidence

The appeal should be addressed to the Head of Quality Services, ILM It must be received by ILM within 30 working days of the date on which the candidate was formally notified of the result of the centre's internal appeals process On receipt of the appeal, ILM will:
- Within 5 working days, acknowledge receipt of it in writing to the person submitting the appeal, with a copy to the centre
- Check the candidates registration details
- Check the centres internal appeals process has been exhausted
- Obtain a copy of the appeals file from the centre
- Appoint a member of ILM staff to adjudicate the appeal
- The outcome of the appeal will be notified by the Head of Quality and Services in writing to the person submitting the appeal and to the centre.

- This will normally be within 30 working days of receipt of the appeals file from the centre. If the appeal is considered justified, the notification will set out any remedial action that is being undertaken

Equal Opportunities
The Cayman Islands Civil Service College has a continuing commitment to a policy of equal opportunities. The College is committed to the continuous development and review of policies and practices designed to ensure equality of opportunity and treatment of those who are or who seek to be its students or its employees. In meeting this commitment the College will take due account of any duties or obligations imposed by the law, and will not discriminate on grounds of age, colour, disablement, marital status, race, religion, sex, sexual orientation or other unjustifiable cause.

ILM Membership
All registered candidates can apply to become members of the ILM for *six months free* and can enjoy a range of member benefits accessible through the ILM website.

Studying members are encouraged on completion to upgrade to the appropriate professional grade of membership to continue to enjoy the benefits of membership which will help to support their career and personal development. Full details from ILM Lichfield on 01543 251346 or email membership@i-l-m.com or visit the website: www.i-l-m.com

Resources
You will have access to all Cayman Islands Civil Service College facilities to support the achievement of your learning objectives e.g. A wide range of support is available via the library such as books, journals and videos. You also have access to the internet and a range of online learning modules via the Cayman Islands Civil Service College website at http://www.degreed.com using your work email address.

These resources are suggested to help you complete your studies and to supplement any sessions already provided, but are not intended as an exhaustive guide or to replace research and reading you may want to carry out yourself. When following any course of study you should always investigate additional sources of reading and information such as sector specific publications, library collections, news coverage and any relevant organisations.