



# ILM Level 3 Diploma Programme

The ILM Level 3 Diploma programme is to give new or potential first line managers the foundation for their formal development in this role. In addition it provides the student with a solid foundation which to manage their respective team in an efficient, effective and comprehensive manner within the Civil Service. It builds upon the knowledge learned in the Level 3 Award and Certificate programmes. All units and their respective assessments must be completed below to complete the 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

<b>ILM Reference</b>	<b>Unit Title</b>	<b>Level</b>	<b>CV</b>	<b>GLH</b>	<b>Group</b>
8600-200	Developing Yourself as a Team Leader	2	1	6	2
8600-201	Improving Performance of the Work Team	2	1	6	2
8600-203	Developing the Work Team	2	1	6	2
8600-209	Understanding Change in the Workplace	2	2	8	2
8600-214	Briefing the Work Team	2	1	6	2
8600-215	Workplace Communication	2	1	5	2
8600-218	Leading Your Work Team	2	2	6	2
8600-219	Managing Yourself	2	1	4	2
8600-226	Understanding Effective Team Working	2	1	3	2
8600-230	Developing Yourself as an Effective Team Member	2	3	9	2
8600-300	Solving Problems and Making Decisions	3	2	9	1
8600-302	Planning Change in the Workplace	3	2	9	1
8600-303	Planning & Allocating Work	3	2	9	1
8600-304	Writing for Business	3	1	4	1
8600-307	Giving Briefings & Making Presentations	3	2	4	1
8600-308	Understanding Leadership	3	2	6	1
8600-309	Understand How to Establish an Effective Team	3	1	5	1
8600-311	Developing Yourself and Others	3	2	9	1
8600-312	Understanding Conflict Management	3	1	4	2
8600-319	Understanding Organising & Delegating in the Workplace	3	1	4	1
8600-320	Managing Workplace Projects	3	2	7	1

8600-323	Understanding Performance Management	3	2	7	1
8600-326	Understanding the Communication Process in the Workplace	3	2	7	1
8600-327	Understanding Negotiating & Networking	3	1	6	1
8600-341	Leading & Motivating a Team Effectively	3	2	7	1
		Total	39	156	

### **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.

### **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.

### **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.

### **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 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 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 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.

### **Planning Change in the Workplace (8600-302)**

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.

### **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.