



*‘For the Management Professionals of the future’*

## CMI Level 3 (RQF) Principles of Management – 6 days

### About this programme:

This 6-day programme (each day usually two or three weeks apart) is perfect for giving practicing or aspiring managers, team leaders, project managers and supervisors a solid foundation in the fundamental principles of getting the best out of themselves and others.

Candidates have the option of completing a CMI Level 3 qualification alongside the classroom courses. This is highly recommended this Level 3 programme as it provides an opportunity to consider how to apply the skills and knowledge gained on the course to the real workplace. The best option is the CMI Level 3 Award in our opinion. This requires a single assignment (we suggest Unit 302 'Managing a Team to Achieve Results') and the candidate is supported to complete the work required both on the course and with a personal tutor. Completion of the Award qualification allows the candidate to go on to the Certificate or Diploma later if they wish.

The benefits to the delegate taking part in the programme include;

- Understanding the role of the manager and leader
- Using feedback and self-review to enhance leadership skills
- Learning solid techniques for planning and decision making
- Peer-based learning, review and evaluation
- Gaining an internationally recognised qualification (optional)

The benefits to the delegate organisation include:

- An optional qualification focused on work-place activity and improvement
- Managers with the skill and knowledge to manage their own professional development
- Managers with the self-awareness to lead and deliver results at a strategic level
- Removal of leadership barriers to growth and diversification
- Managers with the knowledge required to make a real difference in the workplace

**"I am now able to understand the difference between leadership & management. This means I am able to improve not just my team as individuals but also the way we do things as a team."**

**Nathan Rawdon Polypipe Civils Ltd**

## Who this programme is designed for:

This 6-day classroom-based programme is aimed at anyone who supervises or manages a team to achieve clearly defined goals and objectives. You may be already in such a role or wish to prepare for this responsibility. The course content also provides the underpinning knowledge for the optional CMI Level 3 Principles of Management qualifications.

There are no specific entry level requirements for either the classroom-based programme or the optional Level 3 CMI qualifications. We regularly have graduate management trainees from large businesses, individuals with some experience of supervising and managing but who have no previous formal training, people on the shop floor or people who have been identified as having the potential to move up.

## The Programme content:

Each of the six workshops is self-contained and focuses on a particular management and leadership topic. This provides the underpinning knowledge required for both the job and the qualification, allowing the delegates to discuss and explore the various issues that are relevant to their role in the workplace.

### Session One – Leadership and Delegation

- Understanding yourself – learning styles and communication preferences (Kolb & VAK)
- The concept of leadership styles and techniques
- Leadership v Management models (Hersey & Blanchard, McGregor, Tannenbaum & Schmidt et al)
- Leadership in Action theory (John Adair)
- Providing clear focus and direction to your team
- Developing people through delegation
- Effective delegation techniques

### Session Two – Team Dynamics and Team Roles

- What is a team and different types of team?
- The characteristics of high performing teams
- The stages of team development (Tuckman, Honey et al)
- Identifying individual strengths and managing weaknesses
- Team Role theory (Belbin et al)
- Team working in practice
- Managing individuals within a team

### Session Three – Motivation & Negotiation

- Motivation - through vision, mission and values
- Motivation theories and concepts (Maslow, McGregor & Herzberg et al)
- 'People are complicated'
- Identifying team, individual and personal development areas and how to address them
- Negotiation principles and process
- Understanding the jargon
- How to plan to succeed in negotiations

### Session Four – Communication and Presentation Skills

- What are the principles of good communication (Shannon & Weaver, Schramm et al)
- Choosing the right channels of communication for your organisation
- Team vs. individual communication issues
- Barriers to effective communication and how to overcome them
- Transactional Analysis (Berne)

- Presentation skills and techniques
- Preparation and delivery
- Handling the audience and dealing with questions

#### Session Five – Time Management and Planning Skills

- Introduction to Time Management
- Are you re-active or pro-active?
- The Priority Grid
- What are your time-stealers and how to deal with them?
- Techniques for planning and prioritising
- The concept of urgency versus importance
- The Planning Cycle
- Assessing and dealing with risk in projects

#### Session Six – Performance Management?

- Managing team and individual performance
- Discipline and grievance process versus counselling
- Conducting a performance counselling session
- The role of the appraisal and skill assessment
- Coaching techniques and how to use them (GROW Model)

#### Further Information:

The programme is designed for six to twelve delegates and runs regularly at Hexgreave Hall, Farnsfield. Directions to the venue can be found on this link. [http://www.hexgreave.com/location\\_contact](http://www.hexgreave.com/location_contact)

Should delegates require registration with the awarding body to complete any of the optional Level 3 qualifications that are available with the programme, then an additional fee (to cover CMI registration, tutorial support and assignment marking) will be payable. The available qualifications are shown below. Please contact us for details and costs.

CMI Award (one assignment and we recommend Unit 302)

CMI Certificate (2 to 3 assignments depending on which chosen)

CMI Diploma (5 to 6 assignments depending on which chosen)



Hexgreave Hall – Overlooking the Deer Park