



'For the Management Professionals of the future'

CMI Level 5 (RQF) – Management & Leadership

A six-day series of workshops at Hexgreave Hall, Farnsfield NG22 8LS

About the programme:

Designed for the more experienced manager, the Level 5 CMBD Management and Leadership programme consists of a series of six one day workshops and a choice of work-based assignments that can be completed to gain the optional CMI qualification associated with this course.

The purpose of the programme is to challenge the delegates to analyse their leadership style and to look at the culture and leadership style of their organisation. This is a rich area of study and we will look at the work of many of the contributors in this area. The learning style used on the programme is experiential and a number of challenging exercises and problems are used to provide opportunities for analysis and learning. Open courses also provide the opportunity for peer group interaction and this is a significant benefit. At the heart of the programme is the CMI Level 5 syllabus in Management & Leadership.

The Level 5 programme takes place at historic Hexgreave Hall, set in 1000 acres of Nottinghamshire farmland. This provides a fabulous learning experience and environment. We do hope however that the panoramic view from the training room of the parkland and famous deer herd does not prove too distracting!

The benefits for the individuals taking part in the programme include:

- Understanding yourself as a senior manager and leader
- Being able to analyse the differences between leadership and management functions
- Being able to alter the balance between management and leadership functions as required
- Understanding the link between organisational objectives and team and individual targets
- Gaining an understanding of 'Authentic' leadership style
- The availability of a nationally recognised qualification (optional)
- The opportunity for peer-based learning and review

The benefits to the delegate organisation include:

- Senior Managers that understand the links and differences between management and leadership
- Senior Managers with the skill and knowledge to manage their teams' professional development
- Senior Managers who know how to link organisational objectives to team and individual targets
- An optional qualification that embeds the knowledge and understanding gained from the course
- Senior managers with the knowledge required to make a real difference at a senior level

Designed for:

The programme is designed for senior managers and/or those working towards senior management. The qualification is flexible and allows delegates to focus on management areas relevant to their job-role. Candidates may come from any size organisation and the programme can be run on an in-house basis if required.

The Programme content:

The content is challenging and requires delegates to have appropriate management and leadership experience (but not previous formal management training). Indicative module content is outlined below for each of the six days of the programme. The course content is supported by an on-line resource centre and delegates are lent an appropriate text book for the duration of their course (*Organisational Behaviour* Huczynski & Buchanan).

Session One – Leadership and Management

- What are the fundamental differences between leadership and management (Drucker, Adair, Blanchard & Johnson, Turnbull, Ulrich et al)?
- The management/leadership continuum (Tannenbaum & Schmidt)
- The impact of personal energy, commitment and self-belief on leadership style and results
- How empowerment and trust through 'ethical' leadership impact on organisational practice (Bryson & Crosby, Kanter and Gill)
- The contrasts between transactional and transformational leadership
- Trait theory, situational leadership, functional leadership and style theory (Macgregor et al)
- How to interpret the situation and apply an appropriate leadership style to achieve organisational objectives

Session Two – Team Dynamics, Autonomy and Performance Management

- Identifying the links between organisational, team and individual objectives
- Concepts of organisational alignment and structure (golden thread theory)
- Team Autonomy and how to achieve the correct balance (Gulowsen)
- The characteristics of high performing teams and how to create them
- The influence of the group on individuals (The Hawthorne Experiments et al)
- Belbin team roles and other models as assessment tools
- Group formation, structure and communication issues
- Performance managing individuals and teams to achieve organisational objectives

Session Three – Motivation, Planning and Problem Solving

Morning session

- Drives, motives and motivation determine goals, decisions and influence? Discuss
- Motivation content and process theory.
- Baseline motivation theories and concepts (Maslow, McGregor & Herzberg)
- Is it more complicated? Expectancy and Equity theory (Adams, Vroom)

Afternoon session

- Planning techniques and the planning cycle
- Problem solving methodology
- Planning and problem-solving exercise

Session Four – Communication

- Knowledge Management techniques and practice (Dixon, Davenport & Prusak)
- Communication as a management and leadership tool
- Vision, mission, organisational, team and individual objectives
- Interpersonal communication components and barriers (Kotter, Mintzberg)
- Barriers to effective organisational communication and how to overcome them
- Coding, decoding and perception
- Transactional Analysis (Berne)

Session Five – Personal Effectiveness and Project Planning Skills

Morning session

- Re-active versus pro-active management and leadership
- Personal development and skill audit
- Identifying opportunities for self-development
- Creating a self-development strategy and plan

Afternoon session

- Strategic project management concepts and techniques
- Identifying and managing project stake-holders
- Achieving strategic goals through projects
- Assessing project risk
- A practical project (an exercise that carries into day 6)

Session Six – Developing Organisational, Team and Individual capability

- Conclusion of practical project exercise from day 5
- The role of the manager and leader in developing team and individual capability
- Questioning skills and techniques – peeling away the layers? (Role play exercises with video feedback)
- Individual and team development and the role of the appraisal in achieving organisational objectives
- The GROW model of coaching

Further information:

The programme is designed for six to twelve delegates and can be run in-house with bespoke content to suit your organisation if required. Please contact us for details of this service and for a quote.

The course runs regularly on an open basis at Hexgreave Hall. Please contact us for pricing details.

Should delegates require registration with the awarding body to complete any of the optional Level 5 qualifications that are available with this programme, then a further fee (to cover CMI registration, tutorial support and assignment marking) will be payable. The fee depends on which level qualification is taken.

The qualification options are shown below but we suggest that you discuss with us which level may be most appropriate for your delegates. Further CMI qualification information can also be found on the Level 5 course page on our website. TUT means total unit time. Qualification costs are in addition to the delegate fee for the course. Please contact us for details.

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Award requires 40 TUT hours (one assignment)

Certificate requires 121 TUT hours (usually 3 assignments)

Diploma requires 370 TUT hours (5 to 6 assignments depending on which are chosen)

There is also a personal coaching package that can be taken out in conjunction with the six-day training programme if required. This is to enable the delegate to embed the training in the workplace. The coaching is provided with monthly action planning and review sessions by telephone and/or skype over a six-month period. The delegate will also be able to access their coach by email as and when required. Price on application.

For more information, contact Brent Warren on 07850 410033 or email brent@cmbd.org.uk

Why choose the CMBD Level 5 Management and Leadership programme?

- Course delivered by commercially experienced and highly qualified tutors
- Supported by a comprehensive on-line resource library
- Text book *Organisational Behaviour* by Huczynski & Buchanan provided to delegates for the programme duration
- The opportunity to work with a peer group and to gain from others experiences and knowledge
- Optional Level 5 Qualification with the Chartered Management Institute (CMI)



Hexgreave Hall – Overlooking the Deer Park