



*'For the Management Professionals of the future'*

## CMI Level 7 (RQF) – Management & Leadership

*A six-day programme at Hexgreave Hall, Farnsfield NG22 8LS*

### About the programme:

The CMBD Strategic Management and Leadership programme offers a high-level journey of exploration into strategic leadership practice, organisational direction, financial management and strategic performance management. Attendance on the programme requires participants to be operating at a strategic level in their organisations and to have the necessary experience and prior knowledge required to get the best out of the course. The programme is delivered over 6 days (usually 2 to 3 weeks apart) by tutors who are specialists in their disciplines as well as being commercially experienced. Tutors include Brent Warren, Mike Epton, Carroll Macey and Sharon Gibbs. Biographies can be found on the 'About Us' page of the CMBD website at:

<https://www.cmbd.org.uk/about-us#the-cmbd-team>

As with all CMBD Ltd programmes, delegates have the option of completing a CMI (Chartered Management Institute) Level 7 qualification and/or working to achieve Chartered Manager status. To gain the CMI Level 7 qualification involves working with your tutor and carrying out the required reading and research to complete the relevant number of assignments. Eligible candidates for Chartered Manager status complete an assessment and interview to demonstrate that they have the required knowledge and experience. For more information on what is involved, please feel free to contact us for a more in-depth chat or feel free to ask us to send more information.

### Designed for:

The programme is designed for leaders and managers who have the authority and personal inspiration to translate organisational strategy into effective operational performance. The Level 7 programme is suitable for delegates from the private, public and third sectors.

One of the features of the CMBD Ltd Level 7 programme is meeting, working with and discussing strategic level issues with like-minded people at a senior level. The course brings together a diverse range of people from differing sectors and creates the opportunity for knowledge transfer to take place between the delegates, creating peer groups that can thrive and grow well after the finish of the formal programme.

## The Programme content:

For delegates completing a qualification or working towards Chartered Manager status, the 6 workshop days are supported by the CMI's online *ManagementDirect* facility. Management Direct contains one of the largest libraries of management material available in the UK. These include executive briefing documents, management journals, videos from leaders in industry and commerce and thousands of e-books.

The six areas covered during the programme are;

- Strategic leadership practice
- Organisational direction
- Financial management
- Organisational Change
- Strategic performance management
- Coaching Skills for Leaders

Participants will find the topics covered in each session to be thought-provoking and challenging. They are also of direct relevance to the day to day issues and challenges of being a leader and manager at senior and strategic levels. Inter-action with the peer group is also a valuable part of the learning journey, with opportunities to discuss and debate the challenges faced by all organisations.

Each of the six days also provides the underpinning knowledge and understanding for delegates who wish to complete an optional CMI qualification. As an example, to gain a Level 7 Award in Strategic Management requires participants complete one assignment on a subject area of their choice. Those delegates choosing to complete a qualification will also receive tutorial support during and after the programme to assist them in producing their written assignments.

Whether delegates are completing the qualification or not, the programme is a unique opportunity to increase skill levels, knowledge, understanding and confidence in a wide range of high-level topics that are relevant to strategic leadership and management in the 21<sup>st</sup> Century.

### *Topic One – Strategic Leadership Practice – Day 1*

This topic is about the links between strategic management and leadership, key strategic leadership principles, theory, cultural issues and organisational strategy. Delegates will be able to:

- Understand the organisation's ethical and value-based approach to leadership
- Understand leadership strategies and the impact on organisational direction
- Analyse the balance needed between the demands of strategic leadership and strategic management
- Evaluate the role of the strategic leader in the creation of the organisation's vision, mission and values, and in the communication of these to others
- Analyse how personal energy, self-belief and commitment impact leadership styles and their application in the strategic environment
- Discuss how ethical leadership engenders empowerment and trust, and identify its impact on organisational practice
- Evaluate transformational leadership and identify its impact on organisational strategy
- Evaluate transactional leadership and identify its impact on organisational strategy
- Analyse a leadership strategy to support organisational direction

### *Topic Two – Organisational Direction – Day 2*

This topic is about reviewing strategic aims and objectives, analysing progress towards achievement and evaluating alternatives. Delegates will be able to:

- Identify the current strategic aims and objectives
- Undertake an evaluation of the component parts of a strategic plan
- Analyse the factors affecting the strategic plan
- Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives
- Review and assess the expectations of all stakeholders and their influence on the organisational strategy
- Analyse, interpret and produce a structured evaluation of the organisational strategic position
- Identify and develop a range of alternative strategic options to meet strategic aims and objectives
- Determine and justify the strategic option that meets the revised strategic position

### *Topic Three – Financial Planning – Day 3*

This topic is about identifying, developing, agreeing and monitoring a financial plan that supports agreed strategic objectives. Delegates will be able to:

- Explain how the strategy of the organisation impacts the financial plan
- Identify the component parts of a financial plan
- Identify issues of risk within a financial plan
- Identify the level of importance of each component of the plan
- Produce a financial plan
- Discuss how the plan supports strategic objectives
- Outline an approach to gain agreement for the financial plan
- Identify an evaluation and review measure for the agreed plan

### *Topic Four – Organisational Change – Day 4*

This topic is about identifying and developing change strategies to meet organisational objectives. Delegates will be able to:

- Explain and use a range of organisational change models and frameworks
- Develop contextual change solutions that link to organisational strategic goals
- Select a change implementation model that supports positive organisational change
- Understand the role of leadership in delivering effective change
- Understand the impact of change on people and be able to develop strategies to minimise adverse effects
- Use a coaching approach to support people to implement and embed change
- Demonstrate the use of analytical tools to monitor the progress and effect of change
- Evaluate the impact of change programmes on the organisation effectiveness
- Present the findings of the change analysis

### *Topic Five – Strategic Performance Management – Day 5*

This topic is about ensuring that the performance of the team contributes to meeting strategic objectives. Delegates will be able to:

- Assess the links between team performance and strategic objectives
- Evaluate tools and techniques available to set team performance targets
- Assess the value of team performance tools to measure future team performance
- Analyse how to determine required performance targets within teams against current performance

- Discuss the need to encourage individual commitment to team performance in achievement of organisational objectives
- Relate the application of delegation, mentoring and coaching to the achievement of organisational objectives
- Evaluate a team performance plan to meet organisational objectives
- Assess the process for monitoring team performance and initiate changes where necessary
- Evaluate team performance against the agreed objectives of the plan
- Evaluate the impact of team performance in contributing to meeting strategic objectives

#### *Topic Six – Human Resource Planning – Day 6*

This topic is about the role of coaching as a powerful learning and development tool. The delegates will be able to:

- Understand the types and forms of coaching that can be used to empower individuals and teams to achieve success
- Assess the benefits of coaching to individuals, teams and organisations and understand how coaching can be applied in different circumstances
- Know the skills, techniques and approaches required by leaders to coach
- Understand the use of a structured process that can be adapted to suit different individuals
- Use appropriate strategies to overcome challenges and barriers which impact on coaching
- Assess their own ability to coach and identify opportunities for improvement

#### More information:

The programme is designed for six to twelve delegates on an open course basis but can also be run in-house with bespoke content to suit your organisation if required. Please contact us for details of this service

Should delegates require registration with the awarding body to complete any of the optional Level 7 qualifications that are available with this programme, then fee (to cover CMI registration, tutorial support and assignment marking) will be payable. The fee depends on which level qualification is taken. Please contact us for details.

The qualification options are shown below but we suggest that you discuss with us which level may be most appropriate for you or your delegates.

Award (70 hours total unit time (TUT) & one or two assignments)

Certificate (140 hours TUT & two to three assignments)

Diploma (370 hours TUT & five to seven assignments )

Chartered Manager application also requires an additional fee. Please contact us for the current CMI costs.

For more information, please see the [www.cmbd.org.uk](http://www.cmbd.org.uk) website or email to [enquiries@cmbd.org.uk](mailto:enquiries@cmbd.org.uk)