

# Level 3 Development Programme for First-Time Managers

A 14-month programme to support your people to be modern empowering managers.

Happy has developed a Level 3 Team Leader / Supervisor Trailblazer Apprenticeship scheme with a difference. Our programme has been designed for new and junior managers to learn how to create teams based on trust and empowerment. It is based around the principles of the Happy Manifesto and our flagship Happy Workplace Leadership Programme.

The whole programme is available at little or no additional cost, funded through the government's Apprenticeship Levy or co-investment schemes.

## About the programme

The Apprentice Levy makes possible a serious investment in skills and development for your new managers. We offer a comprehensive programme over 18 months to fully equip them in this vital role. (The Levy can be used for any accredited apprenticeship. It does not need to be for young people or for new staff.)

This programme is based on ideas of trust and freedom, of creating empowerment and innovation – and seeing the role of the manager to coach your people to be their best. These ideas were originally outlined as 10 core principles in Henry Stewart's book, *the Happy Manifesto*.

## Funded by the Apprenticeship Levy

The full cost of the Level 3 programme is £4,500 per person. If your organisation pays the Apprenticeship Levy, then the cost can be met in full from the Levy payments. If you don't pay Levy (ie. Your payroll is less than £3 million), then the government will meet 90% of the cost of the programme. This means the cost to your organisation would be £225 + VAT per manager (plus a £180 Institute of Leadership and Management registration fee).

On successful completion of the programme, learners will receive a recognised qualification — the Level 3 Team Leader / Supervisor Trailblazer Apprenticeship. Learners will also have the option of attaining a Level 3 Diploma for Managers from the Institute of Leadership and Management.

- Key outcomes**
- Credible leaders and managers that inspire trust
  - Greater trust and autonomy for your people
  - Ability to create a clear framework, to provide freedom within
  - Understanding of when people work at their best and how to enable that
  - Key listening and coaching skills
  - Effective presentation and report writing
  - Project management skills
  - Understanding of finance management
  - Capability in strategy and operational management
  - Time management: being productive not just busy
  - Strong communication skills, and understanding of how to interact with different people
  - Dealing with difficult people and difficult situations.

### **Module 1: You as a Leader**

- Who you are as a Leader (Trust)
- Developing your emotional Intelligence
- Communication Styles
- Be productive, not busy
- You will be excited about your leadership role, with a clear understanding of how to improve your personal effectiveness.

You will understand who you are as a leader and identify what enables you and what stops you reaching your leadership potential.

### **Module 3: Presentation and Report Writing Skills**

- Learning Styles
- Presentation Skills
- Report Writing

You will learn the key skills for delivering engaging presentations and writing effective reports. You will also be given a chance to give a brief presentation on how you have applied a principle from the first two days.

### **Module 2: You as a Manager**

- Effective 1 to 1's
- Becoming a Multiplier?
- Active Listening (including cycle of conflict)
- Coaching
- Positive & Constructive Feedback
- 1-to-1s

You will develop practical management skills in order to build effective working relationships.

### **Module 4: Empowering Your Team**

- Working to Strengths
- Job Ownership
- Transactional Analysis
- RACI & Delegation
- Pre-Approval
- Appraisal and Goals

You will be able to assess your organisational culture into one where empowered teams take full accountability.

## **Module 5: Project Management**

- Life cycle and roles
- Aims and objectives
- Assessing benefits to the organisation
- Managing resources risks and issues
- Managing time and stakeholders

You will learn how to create a project, from developing an idea through to writing the final evaluation. You will learn about a range of practical project planning and management tools.

## **Module 7: Finance Workshop**

- Creating and monitoring budgets
- Value for money
- Organisational governance and compliance

You will be able to monitor budgets to ensure value for money, and understand the key principles of organisational governance and compliance.

## **Module 9: Operational Management**

- Strategy development
- Implementing plans
- Managing resources
- Change management
- Data management and use of technology

You will understand how organisational strategy is created and applied.

## **Module 11: Communication Insights**

- Feedback for self
- Unconscious bias & inclusivity
- Equality & diversity
- Customer relationships
- Cross team working
- Digital communication

You will be able to improve your communication in the workplace by considering the different people you communicate with and the appropriate method to use.

## **Module 6: Applying Ideas in the Real World**

- Principles of chairing meetings
- Influencing
- Emotional intelligence
- Resilience
- Action learning sets

You will practice the skills of chairing meetings, develop personal capabilities and discuss management issues arising from the topics covered so far on the programme.

## **Module 8: Time Management & Planning**

- Urgent/Important Matrix
- Scheduling your work
- Key tips
- How to say 'No'

You will develop key skills to improve your effectiveness through prioritising and planning.

## **Module 10: Creative Thinking & Generating Solutions**

- Key Topics:
- Analysing Data
- Innovation
- Decision making
- Negotiating & Influencing

You will understand the process of identifying and solving problems in creative and involving ways.

## **Module 12: Review & Prepare for Assessment**

- Active Learning Sets
- Recap
- Tutorials
- Review of Portfolio

You will review the knowledge skills, values and behaviour covered during the programme, with the opportunity to ask questions. By the end of this final day, you will feel prepared for the final assessment.

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**Support** Research shows that a key factor in the success of a development programme is the active involvement and support of the line manager.

The programme includes involvement of the line manager. They will get the benefit of classroom-based development and help in supporting their people to take on new skills and perform at their best.

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**Your commitment** To qualify for funding, you must be prepared to spend 20% of your working time, during the year-long programme, on “off-the-job training” related to the apprenticeship.

As well as classroom and online learning, this could take the form of projects – outside your normal role – that benefit your organisation. However [please ensure you can make this commitment](#).

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## **Our approach to programme delivery**

Every programme is designed to ensure complete individual involvement and participation, it will stimulate your thinking and challenge you. The key focus is on practical skills and real outcomes throughout. The content will involve an innovative and engaging blend of activities so that you can directly apply it to your current performance and your future success.

The programme includes 12 days of classroom training, webinars, online learning, participation in an online community. You will be expected to interact with others from the course, between sessions, and to actively apply what you learn.

The apprenticeship is based on knowledge, skills, values and behaviour. You will be asked to keep a record of how you apply what you have learnt. The End Point Assessment includes a test of knowledge, a presentation and an interview.

Upon completion of the programme attendees will become part of the Happy graduate network, which includes networking events, and an on-line community.

## **Feedback**

This programme is an extension of our four-day Happy Workplace Leadership Programme. Here is just some of the feedback we have received from clients for the four-day programme:

*“Thank you for a truly inspirational course. I have been to a few management courses and none has had the impact on me that your course has, from simply how I was treated on arriving at the first day to all four days of excellently crafted training. It was the best course I have ever been on.*

*I actually looked forward to coming. On a course you learn so much from your peers and your course captures this effortlessly. Each subject is taught with care thought and precision,*

*but also with fun! What we have learnt will stay with us for a life time. I will always be happy to recommend you to anyone.”*

**Ian Hawthorn, Head of Service, Highway Maintenance and Projects, London Borough of Hammersmith & Fulham**

*“The best course I have attended. The facilitator was knowledgeable and engaging. I found the content interesting, presented in an interactive and fun way and have gone away feeling I have learned lots and eager to put it to good use.”*

**Deborah Taylor, Associated Boards of Schools of Music**

*“Happy seems to be centuries ahead in leadership, how people can be best supported to work at their best. The story is inspirational but what is even more inspirational is their ability to share this knowledge so that their mantra of Happy can be experienced.”*

**Marcia Roswell-Joseph, School for Social Entrepreneurs**