

Level 5 Development Programme for Experienced Managers

A 20-month programme to support your established managers to become modern empowering leaders.

Happy has developed a Level 5 programme for experienced managers who want to become modern, empowering leaders. After completing the programme, you will understand when people work at their best and how to enable that. 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 departmental managers. We offer a comprehensive programme over eighteen 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 5 programme is £7,000 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 the 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 £350 + VAT per manager (plus a £180 Institute of Leadership and Management registration fee).

On successful completion of the programme, attendees will receive a recognised qualification — the Level 5 Operations/Departmental Manager Trailblazer Apprenticeship. You will also have the option of attaining a Level 5 Diploma from the Institute of Leadership and Management.

- Key outcomes**
- Credible leaders and managers that inspire trust
 - Ability to manage multiple and remote teams, and manage team leaders
 - Understand and develop an effective strategy
 - Greater trust and autonomy for your people and your team leaders
 - 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
 - Strong project management capability
 - Understanding businesses finance, how to manage budgets, financial forecasting
 - Time management: being productive not just busy
 - Strong communication skills
 - Dealing with difficult people and difficult situations.
 - High performing department, made up of high performing teams

Module 1: You as a Leader

- Who you are as a Leader
- Developing your emotional Intelligence
- Communication Styles
- Be productive, not busy
- Establish mini-project

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

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 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 present on how you have applied a principle from the first two days.

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 have learned 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: Workshop

You will have a chance to review your progress and receive feedback on putting the ideas into practice. You will also catch up and review your ePortfolio.

Module 9: Action Learning Review

- Full review of progress
- Tackling specific issues
- Action Learning Set
- A project to transform

This is a key review point to ensure progress, share learning and apply it to the key challenges for each participant.

Module 11: Finance Management

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

You will be confident in business finance, and be able to monitor budgets, spot key trends and develop financial forecasts.

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: Strategy

- The OST strategy framework
- Strategy case studies
- Developing a strategy
- Strategy implementation

You will understand how to create a clear strategy and how it can clarify your leadership

Module 10: Multiple and Remote Teams

- Remote teams: Managing performance and ensuring motivation.
- Managing multiple teams
- Ensuring effective management from your people
- Ensuring common culture

As a departmental manager, you will be confident in your wider leadership role of supporting multiple teams.

Module 12: Time Management & Planning

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

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

Module 13: Purpose & Change

- Building purpose throughout your organisation
- Creating mission and values
- Putting ethics at the core
- Change management: Involving your people and making it work

You will be clear on how to involve your people in a sense of purpose, based on solid organisational values.

Module 15: Operational Management

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

You will understand how organisational strategy is created and applied.

Module 17: Communication Insights

- Feedback for self
- Unconscious bias and inclusivity
- Equality and 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 14: Creative Thinking & Generating Solutions

- Key Topics:
- Analysing Data
- Enabling a creative culture
- Innovation: River Jumping
- Decision making

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

Module 16: Influence

- Believe the best
- Cialdini: key principles of influence
- Understanding human psychology
- Negotiation skills

You will gain a clear understanding of what influences each of us, and how to effectively negotiate.

Module 18: 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 and to answer any remaining questions. You will feel prepared for the final assessment.

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.

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 18 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 online 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