

Happy Level 7 Senior Leadership Apprenticeship Programme

Would you like to transform the culture of your organisation?

This two-year Level 7 Senior Leaders programme is not about learning a few leadership tips. It is designed for those who want a cultural transformation of your workplace.

- You need to be at a senior level
- You must be ready to apply the concepts you learn in your organisation, and be ready to create a workplace based on trust and freedom for your people
- You must be prepared to spend 20% of your work time on the programme, over the two years, including putting it into practice

2020 has seen a huge shift in organisational priorities. The pandemic has triggered a re-examination of the meaning of work and the purpose of organisations. Whilst a focus on the bottom line remains critical, the emphasis on people and culture has been shown to be vital in creating more agile, innovative and resilient organisations. Research has shown that those organisations who have a people-focused strategy are more productive, creative and profitable.

The course draws upon the principles of [the Happy Manifesto](#). Written by our Chief Happiness Officer, Henry Stewart, this international bestseller formulates what we regard as a fundamental truth – staff perform best when they feel good about themselves.

However, this is not for the faint-hearted. You need to be brave, positive, open-minded and committed to some hard work. This will be rewarded with real tangible results. By creating self-managed teams, you will unlock the strengths, ideas and potential of everyone and help drive the sustainable success of your organisation.

Is this programme for you?

To qualify for the programme you must be a senior leader. This could be a CEO, a Director or a Head of Department. This can be in the commercial world, the public sector, a social enterprise or a charity.

This is a practical programme. You must be in a position where you are able to implement the ideas you learn. If you are expecting to be in such a role in two years' time for example, then you should do the programme then, not now.

The equivalent of a “Happy MBA”

This isn't a University-backed MBA. But, as a Level 7 qualification, it is the equivalent of one.

“Some years ago, I asked a group of MBA Deans why they focused on strategy and finance when dealing with people was so important,” explains Henry Stewart.

“The response: ‘we deal with the easy stuff’.”

This programme includes strategy and finance but the focus is very much on ‘the hard stuff’, on getting the most from your people through trust and freedom.

Contents of the Programme

Spread over two years, the Level 7 programme will include:

- Monthly face-to-face sessions (either online or in the classroom)
- Group coaching between each session
- Creation of groups of five to six to collaborate with, and buddies to keep in regular touch with
- Use of an online portal with a wide range of resources
- Visits to outstanding organisations (such as Toyota in North Wales or Buurtzorg in the Netherlands)
- Keynote speakers that are at the cutting edge of new ways of working

For the full two years, you must dedicate 20% of your work time to this programme. This is an absolute requirement of apprenticeship funding.

The Eight Core Modules

Module 1: Cultural foundations

You will learn how to:

- Put your people first and establish the principles of self-management
- Give staff freedom within clear guidelines — the key to a highly engaged workforce
- Transform your organisation by creating a culture of autonomy and trust
- Apply values-based leadership models such as *The Happy Manifesto* and Intent-Based Leadership
- Create an inclusive culture where diversity and difference are valued
- Develop a culture of collaboration to drive high performance

Module 2: Strategic clarity

You will learn how to:

- Put people at the heart of your strategy
- Design and deliver a successful strategy through effective engagement and empowerment
- Shape your organisational mission, culture and values through engagement and consultation

- Investigate and research how future trends, big data and external factors will shape your strategy
- Translate your strategy into a powerful and purposeful plan through clear communication and storytelling

Module 3: Innovation and creativity

You will learn how to:

- Identify strengths in order to optimise the talent in your organisation
- Develop a culture where mistakes are celebrated – the art of learning from when things go wrong
- How disruptive technologies and new ways of working are going to impact the world of work
- Develop your skills in using Liberating Structures as a framework to release ideas and new thinking
- Investigate ways to broaden your thinking and look beyond the obvious solutions

Module 4: Building empowered teams

You will learn how to:

- Implement pre-approval and how to unleash creativity through radical delegation
- Recruit for attitude, train for skill to ensure you get the best people for your culture
- Implement self-managed teams
- Ensure your structures and organisational design allow people to play to their strengths
- Create a culture where open and honest feedback is valued and encouraged

Module 5: Sustainability and CSR

You will learn how to:

- Design your organisation around your purpose and values
- Measure social impact – ensuring you have a positive impact on the world around you
- Apply the principles of CSR and regulatory compliance to your organisation
- Create a robust CSR strategy
- Use horizon scanning and conceptualisation to deliver high performance

Module 6: Stakeholder engagement

You will learn how to:

- Influence and negotiate with a diverse group of stakeholders including Boards and external partners
- Work collaboratively to achieve outstanding results
- Appreciate the external social and political context in order to influence and implement the strategic plan

- Harness the contribution of your employees as a key stakeholder group
- Develop a robust communication strategy
- Protect the brand and reputation of your organisation

Module 7: Financial acuity and agility

You will learn how to:

- Build the economic case for happy organisations – the positive effect on your bottom line
- Deliver financial sustainability driven by your purpose and values
- Use key financial strategies that will help you build robust scenarios and models
- Apply economic theory to your financial decision-making
- Use financial data to influence your decision-making
- Demonstrate effective governance of budgeting and procurement
- Move beyond budgeting

Module 8: Working with change, uncertainty and risk

You will learn how to:

- Lead in a crisis guided by your ethics and values
- Build resilience in yourself and your workforce
- Provide inspiring leadership when steering your team through change
- Apply techniques to support business continuity and help mitigate risk

These link to the Knowledge, Skills and Behaviours required by the apprenticeship. See full [details of those here](#). Full details of the Standard can be found [here](#).

This Level 7 programme is certified by the Institute of Leadership and Management.

What you can expect from Happy

We will provide highly interactive training that will be enjoyable, relevant and will enhance your capability as a senior leader. Led by Jo Holliday, expert business coach and employee engagement consultant along with former social enterprise managing director and expert in employee led organisations, Brendan O'Keefe, the programme will be complemented by outstanding speakers including Henry Stewart and other leaders in their field.

Happy Ltd has an unrivalled reputation for delivering training in high trust models of engagement and development. We are part of a progressive network of organisations focused on making work more enjoyable and meaningful. We would be thrilled if you would join this growing movement.

Funding

This programme costs £14,000. For people based in England, it is fully funded by the Apprenticeship Levy. There will be a £250 ILM registration fee and the cost of travel and accommodation visits to organisations.

For those paying the Levy (organisations with payrolls over £3 million) those are the only costs, beyond the Levy.

For those not paying the Levy, it is 95% funded by the government, so the extra cost will be £700.

Note: You do not qualify for the funding if you have a prior Level 7 qualification in business or leadership (MA or MBA). Sorry!

Programme Overview

The delivery element of the programme lasts for 20 months with a further five months allowed for completion of a strategic business project where you will put your learning into practice. You will be supported by us throughout the programme from beginning to end.

To complete the programme, 50% of the marks are based on a portfolio that meets the knowledge, skills and behaviours set out in the apprenticeship and 50% are based on 4,000 words on the above project.

Timelines below:

Programme Overview

