

# 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 20 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 95% of the cost of the programme. This means the cost to your organisation would be £350 per person, plus a £60 Institute of Leadership and Management registration fee.

On successful completion learners will receive **two** recognised qualifications —

- **Level 5 Operations or Departmental Manager Apprenticeship**
- **Departmental Manager 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: Management of Self**

- Identify your own personal development needs
- Create a personal development plan
- Address your Continuous Professional Development
- Apply time management tools and techniques to manage your workload
- Evaluate different time management approaches for planning your own workload

You will have the insights and tools required to effectively plan and manage your own personal development and develop key skills to improve your effectiveness through prioritising and planning.

### **Module 2: Self Awareness**

- Identify your strengths and areas for improvement
- Evaluate the impact of your own behaviour within an organisational context
- Explore various models of emotional intelligence
- Evaluate different learning styles and their implications for L&D in your workplace

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

### **Module 3: Leading People**

- Communicate organisational vision and goals to your team
- Use coaching and mentoring to support the development an individual
- Explore and apply motivational theories
- Organisation culture
- Equality, Diversity and Inclusion in your workplace
- Support the management of change in your organisation

You will explore different leadership styles and how to lead different teams, facilitate high performance and support your team through change.

### **Module 5: Communication Skills**

- Explore your own and others' preferred communication styles
- Develop active listening skills
- Give constructive feedback to an individual and a team
- Adapt your communication style and method to suit your message and audience
- Deal with challenging conversations
- Chair meetings effectively
- Deliver engaging presentations using a range of media

You will improve your interpersonal skills in a range of situations and in a number of different formats.

### **Module 7: Project Management**

- Develop a project plan
- Monitor and manage resources
- Monitor, manage and mitigate risks and issues
- Manage time and stakeholders
- Use project management tools to deliver and evaluate a project

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

### **Module 4: Managing People**

- Manage talent within your organisation
- Implement effective 1:1's
- Develop, build and motivate teams
- Improve your delegation skills

You will have the skills needed to build and maintain a high performing team, manage talent and delegate effectively.

### **Module 6: Building Relationships**

- Collaboration with others inside and outside of your organisation
- Share good practice across teams
- Manage conflict
- Negotiation and Influencing skills

You will develop practical skills in order to build and maintain relationships with internal and external stakeholders, work collaboratively and management conflict.

### **Module 8: Operational Management**

- Strategy development
- Manage change within your team
- Demonstrate commercial awareness
- Collate, analyse and interpret data
- Use of technology and data security

You will be able to effectively lead your team in line with organisational strategy and operational plans. You will also be able to work with data and create management reports.

### **Module 9: Problem solving and Decision-Making**

- Explore and evaluate problem solving and decision- making techniques
- Use problem solving and decision - making techniques in your workplace
- Discover the impact of organisation values and ethics on decision making

You will understand the process of identifying and solving problems in creative ways and evaluating options to decide on the best solutions.

### **Portfolio Building & Professional Discussions**

These sessions will support you to gather evidence for your portfolio, which includes assignments, evidence from your workplace and professional discussions with your tutor.

### **Module 10: Finance**

- Monitor agreed budgets
- Provide budget-related reports
- Explore financial implications of business decisions
- Financial forecasting

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

### **Review & Prepare for End Point Assessment**

- Practise mock interviews for your End Point Assessment
- Support to prepare your project proposal
- Practice your presentation based on your proposal with a Q & A session
- Review of your Portfolio

You will review the knowledge, skills, values and behaviour covered during the programme, with the opportunity to ask questions. By the end of these sessions you will be 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.

**Please ensure you can make this commitment.**

## **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**

*“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**