

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 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 14 months to fully equip them in this vital role. (apprenticeship funding 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 95% of the cost of the programme. This means the cost to your organisation would be £225 per person, plus a £60 Institute of Leadership and Management registration fee.

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

- **Level 3 Team Leader or Supervisor Apprenticeship**
- **Team Leader Diploma** 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: 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

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 3: Leading People

- Communicate your organisation's strategy and team purpose effectively
- Use coaching to support the development of others
- Organisation culture
- Equality, Diversity and Inclusion
- Explore how to manage your own team through change

You will be excited about your leadership role, with a clear understanding of how to improve your personal effectiveness and build strong relationships.

Module 2: Self Awareness

- Explore and use self awareness tools
- Identify the potential impact of your behaviour on others
- Evaluate your own leadership style
- Obtain feedback re: performance and leadership style
- Unconscious bias & inclusivity
- Identify and work with your own and others' learning styles
- Develop your emotional intelligence

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

Module 4: Managing People

- Working to Strengths
- Appraisal and Goals
- Effective 1:1's
- Motivation
- Team dynamics

You will have the skills needed to build and maintain a high performing team in which members are empowered to take full accountability.

Module 5: Communication Skills

- Explore your own and others' preferred communication styles
- Develop active listening skills
- Adapt your communication style and method to suit your message and audience
- Deal with challenging conversations
- Chair meetings effectively
- Deliver engaging presentations

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. You will be given a chance to give a presentation on how you have applied a principle from the modules to date.

Module 7: 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 9: Decision making and Problem Solving

- Explore and use problem solving tools
- Apply decision making techniques
- Escalate issues appropriately

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

Module 6: Building Relationships

- Cross team working
- Manage conflict
- Negotiation and Influencing skills
- Build and manage customer and stakeholder relationships

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

Module 8: Operational Management

- Strategy development
- Implementing operational plans
- Managing resources
- Managing change within your team
- Data management and use of technology

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 reports.

Module 10: 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.

Portfolio Building, Professional Discussions & Knowledge Tests

These sessions will support you to gather evidence for your portfolio, which includes assignments, evidence from your workplace and professional discussions with your tutor. Two of these sessions will include knowledge tests covering the modules Leading People & Managing People and the modules Communication Skills & Building Relationships.

Review & Prepare for End Point Assessment (EPA)

- Practice mock interviews for your End Point Assessment
- Support to prepare your final presentation
- 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 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.

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 14 days of classroom training, support, 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 professional discussion 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

“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