



**(L7) Award in
Leadership & Management**

Delegate Guide/Scheme of Work

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1. Welcome and Introduction

You are about to embark upon your ILM qualification programme, and I am pleased to tell you that we have been delivering these qualifications to a high level of satisfaction and success for over 20 years, so you are in good hands!

ILM qualifications are designed to give you the knowledge, understanding, skills and confidence to improve your performance in the workplace and to do so straight away. They are practical, engaging and fun, and you will hear a mix of new concepts and ideas, make new connections and stretch yourself into different ways of thinking. You will also reinforce many of the things you already practice. Participation is key, so please ask lots of questions and get involved.

2. Materials & Resources

Course Notes

Every course comes with study workbooks that are yours to keep, so please annotate them as you wish as part of your learning. Your trainer may or may not refer to every page or idea in the notes and there may be additional items to add, but if they do contain something you are not sure about – just ask!



ILM Website/Membership

All registered delegates automatically become studying members of the Institute of Leadership & Management for 12 months and can enjoy a range of member benefits accessible through the institute's website. On Moodle you will find a 3-step guide to activating your free studying membership. Studying members are encouraged to upgrade to the appropriate professional grade of membership to enjoy additional benefits that will support their career and personal development.



Virtual Learning Environment (VLE)

The VLE is a resource where you will find all your note packs, exercises, questionnaires, guides, assignments, feedback and grades. It's an individual space that only you can access and where you will be able to submit your assignments. You can talk with the other learners on your course via the VLE, as well as your trainer and GEL staff. You will be provided login details and passwords on the first day of your course, as well as a guide in how to use the VLE.



Trainer & Other Delegates

Your trainer is well versed in all things ILM and has a wealth of experience across many different sectors. Don't be afraid to ask questions and discuss ideas you may have as they are here to support you and facilitate your learning and development. Equally valuable is learning with and from other delegates and sharing experiences, so it's important you take part to get the most from your ILM qualification. Please be respectful to others.



3. Course Information

Course Aims & Objectives

These Level 7 vocational qualifications are designed for senior managers and leaders seeking to develop themselves as leaders and managers, who recognise they must satisfy various stakeholders and who want to invest in their own personal brand. They are looking to make the best use of resources, understand the need to innovate and optimise performance. They may also have to present arguments for change, construct business cases, lead change implementation and evaluate the impact of that change.

Delegate Benefits

- Know how to use an enquiry led evidence-based approach to develop your leadership and management capability
- Develop and enhance your personal brand through self-awareness
- Develop, implement and evaluate high-level, strategic, business cases
- Embed your leadership and management development in real work.

Employer Benefits

- Senior leaders and managers who can think and act strategically
- Senior leaders and managers who make informed evidence-based decisions
- Motivated staff who can create and maintain a high-performance culture
- Senior team members who are self-aware and take responsibility for self-development

Progression routes

- The **Certificate** also consists of one mandatory unit that requires the learner to take a data-driven, enquiry-based approach to their management development.
- The **Diploma** in Leadership and Management builds on the Certificate and contains two additional mandatory units. The first focuses on presenting arguments for change, constructing business cases and leading change implementation, the second on the creation and maintenance of high-performance cultures. The Diploma is 60 credits is equivalent to a PG Certificate and one third of a Masters in most UK university business schools.

4. Course Units and Structure

Course Unit:

There is one mandatory unit to complete and achieve the Level 7 '**Award**'. This is described below and is delivered via a blend of taught courses, online and distance learning and coaching sessions. Throughout the programme there will be pre-planned tutorial sessions on both an individual and group basis (depending on cohort size), as well as a workplace project in which the delegate can demonstrate their understanding and application of the key learning points on the programme.

All tutorial sessions are a half-day duration and will be delivered in person at Twigworth Training Centre; however, candidates can choose to attend remotely via Teams if circumstances prevent them attending in person. All course materials, slide presentation packs and handouts will be available on Moodle following the tutorial.

Course Structure:

The course is arranged into 3 core elements which will be delivered over 9 half-day sessions: 7 half-day tutorial sessions, preceded by a half-day induction session and followed up with a half-day evaluation/progression session as follows:

Unit 703 Developing strategic leadership & management capability

Session 1: Induction

2nd November 2022

Your programme will start with a half-day induction and will include the following:

- An outline of the qualification and the related learner support available
- ILM studying membership and benefits
- Expectations of, and benefits to, the individual and where relevant, their employer
- Format of the programme – content, hours, attendance, delivery methods, etc.
- The assessment requirements, including assessment criteria
- Roles and responsibilities of centre staff, learners, and ILM
- Learning and study skills, including use of Moodle and any open or online learning
- Information on tutorial support, advice and guidance, equal opportunities, appeals procedures, authenticity, and plagiarism

Session 2: Self-Awareness

9th November 2022

- Introduction to self-awareness
- DISC Work of Leaders Report
- Goleman model of Emotional Intelligence
- Self-Awareness tools & techniques
- Introduction to Vision Orbit

Session 3: Emotional Intelligence

23rd November 2022

- Discussion – Vision Orbit
- Discussion – 360-degree feedback
- Discussion – Emotional Quotient Results
- Action Planning - Vision Orbit & PDP

Session 4: Senior Leadership & Management in Context

7th December 2022

- Introduction to strategic management & critical thinking, including:
- Business models -Porter's Five Forces
- Business models – Value Chain Analysis
- Business models – Greiner's Growth Model
- Evaluating leadership and management action against organisational requirements
- Action Planning – VRIO & Ansoff

Session 5: Senior Leadership & Management in Context

18th January 2023

- Review – VRIO & Ansoff
- Personal models – Work of Leaders
- Personal models – Good to Great
- Personal models – Seven Habits
- Action planning - Vision

Session 6: Senior Leadership & Management in Context

1st February 2023

- Review personal models & vision
- Operational models – Lean Operations
- Operational models – Six Sigma
- Operational models – Hoshin
- Action planning – Alignment & Execution

Session 7: Leadership & Management Development Plans

15th February 2023

- Review operational models against alignment & execution
- Refresh of the ILM assignment
- Designing an investigation
 - Choosing and/or creating a model
 - Identifying sources of information
- Measurement systems analysis

- Data collection plans
- Research methods – qualitative & quantitative

Session 8: Leadership & Management Development Plans

1st March 2023

- Progress on your investigation
- Trends/conclusions in your initial findings
- Potential solutions put forward

Session 9: Course Feedback and Evaluation

15th March 2023

- Updates from everyone
- Discuss examples of application
- Assessment updates
- Feedback & key learning points
- Most/least useful aspects
- Lessons learned
- Progression opportunities – Certificate/Diploma requirements

5. Appeals Policy

You can appeal against assessment decisions or marks awarded if you are not satisfied.

This should be done in the first instance with your trainer/assessor, who will be able to explain their decision. If you are still dissatisfied, you should contact GEL's Operations Director on 01452 221777 or by emailing michaela.cozens@glosterprise.co.uk and clearly explain your dispute. GEL's Internal Verifier (IV) will be asked to investigate, and you will be told when to expect a response, at which time you will be given the IV's decision and reasoning.

If you are still dissatisfied, you can appeal via ILM's Regulation and Business Improvement Manager, within 30 days of GEL informing you of their decision following the internal investigation, by emailing ILMRegulation@i-l-m.com.

6. Complaints Procedures

If you are not satisfied with the quality of our training or any aspect of our service, please let us know as we are keen to put things right. We have an easy to use and effective procedure in place that demonstrates our commitment to learning from our mistakes and not repeating them.

- Complaints can be made to any member of staff, in person, by telephone, email or in writing.
- You will receive acknowledgement of your complaint and assurance it will be dealt with swiftly. Where further information needs to be gathered, we will inform you of the timeframe we need and keep you regularly updated on the status of your complaint.
- Actions resulting from a complaint will be put in place quickly and without fuss.
- Complaints that are dealt with locally are usually resolved quickly, so we encourage you to speak up the moment you feel aggrieved
- If you feel the need to complain you should first contact GEL's Operations Director, Michaela Cozens on 01452 221777, or the Managing Director, Kevin Holt, on the same number.
- If your complaint is to do with a qualification, you can contact the Internal and/or External Verifier of the Awarding Body - details of which will be given on request.
- All complaints will be kept on file at GEL and any outcomes communicated to all staff. Where procedures need to be changed, they will be and passed to all concerned. Documentation will be updated.
- Complaining does not affect your rights, nor how we feel about you and your company.
- All complaints are read by the Managing Director and remedial action is taken when possible

7. Assessment Criteria & Guidance

To achieve a Level 7 Award in Leadership & Management you will need to complete the unit below:

- **Unit Purpose and Aims:** To develop the cognitive and behavioural skills necessary to undertake a strategic investigation into senior leadership and management in a given context by utilising strategic leadership and management approaches.
- **Community of practice:** The learner should engage with a community of practice from the outset to get the most benefit to support their investigation
- **Level 7 study:** You will be expected to use recognised models and/or theories relevant to your enquiry; you would be expected to justify your choice of models and any adaptation you have made to them.
- **Assessment criteria (AC):** Although each AC is shown separately, you may be able to use a piece of evidence to cover more than one AC.

Unit 703 Developing strategic leadership and management capability Unit Guidance

Learning outcome 1: Understand the context of senior leadership and management

AC1.1 Analyse the strategic context of a learner specified organisation using theoretical approaches appropriate to Level 7

Undertake an analysis of your own organisational strategic context using at least two theoretical approaches. At level 7 you would be expected to justify your choice of models and any adaptation you have made to them.

You could present the information with diagrams, slides, short report etc

AC1.2 Identify the espoused strategic leadership and management capabilities in the context of the learner specified organisation

Using evidence, identify the strategic leadership and management capabilities that are desired in your organisation? Evidence may be in the form of organisational job descriptions, strategy documents, values statement, internal management handbooks etc.

You could present the information by podcast, webinar, slides, recording etc

AC1.3 Critically evaluate the congruence of leadership and management actions with espoused capabilities in the specified context

Consider and explain how the desired capabilities are put into practice by leaders and critically evaluate the differences between the espoused capabilities and the actual behaviours. At level 7 you would be expected to offer possible explanations for any differences or where there is a high degree of congruence explain why this is so.

You could present this as a summary report, webinar, podcast, recording or slide show with voice over etc.

Learning outcome 2: Be able to design an investigation and implementation plan of relevance to leadership and management

AC2.1 Undertake an investigation of relevance to leadership and management with data gathered from a variety of sources in order to meet own or organisation's needs

Either - Choose an area of L&M in your organisation that you wish to understand further and undertake an investigation into this (you should consider your stakeholders needs in your choice of topic). Identify areas for improvement or development.

Or - Gather information about your own management and leadership knowledge, capability and behaviour using a range of tools such as: information from appraisals; informal and formal feedback from your line manager, colleagues, those that report to you and 360 etc. Use this information to identify your development needs in line with stakeholder needs.

This could be presented as a summary report, webinar, podcast, recording or slide show with voice over etc.

AC2.2 Using the results of the investigation in 2.1 formulate a robust plan for the leadership and/or management of self or organisation in the specified context taking account of the needs of specified stakeholders

Based on your findings from AC 2.1, develop a robust plan for improvement, taking account of your organisational context and stakeholder needs.

An organisational improvement plan or Professional Development plan for your own development could be used here, along with a relevant stakeholder needs analysis table.

AC2.3 Critically evaluate the sources of information and development available to senior leaders and managers including professional network(s) and how they might inform the investigation

- What sources of information and development opportunities are available to senior leaders and managers to support Leadership & Management development?
- Critically evaluate their usefulness for developing leaders and managers.
- How useful are these sources in informing your investigation or plan above.

This could be presented in a detailed table but remember to critically evaluate the information you present

Learning outcome 3: Be able to implement and evaluate the results of the investigation

AC3.1 Demonstrate how engagement with a professional network has impacted your own thinking with regard to leadership and management

- Participate in or attend three activities within a professional network.
- Demonstrate how this has impacted on your thinking with regards to leadership and management.

Events may range from workshops, brown-bag lunches, peer discussions, action learning sets, online discussions, webinars, formal networking events or similar.

Demonstration could be an example of how you think differently about doing things differently in the workplace and could be presented orally or in writing

AC3.2 Critically evaluate impact of the implementation of at least part of the plan detailed in AC2.2

Have you achieved any of the objectives of your plan so far? What has been the impact so far e.g., how well is it working, what needs to be done to improve it? At level 7, you would be expected to use concepts and theories in your evaluation.

This could be in the form of a slide show, progress report, webinar, podcast etc. that you can then use to demonstrate evidence for the final activity below.

AC3.3 Communicate the impact of the investigation using appropriate media to specified stakeholders

Demonstrate how you have communicated the impact of your investigation to specified stakeholders.

This could be a short slide show, progress report, webinar, podcast etc.

8. From Award to Certificate

To achieve a Level 7 Certificate in Leadership & Management you will need to complete the unit below:

- **Unit Purpose and Aims:** To develop the cognitive and behavioural skills necessary to undertake robust data-driven enquiry in complex environments in order to demonstrate impact upon leadership and management in a given context.
- **Community of practice:** The learner should engage with a community of practice from the outset to get the most benefit to support their enquiry-based project.
- **Level 7 study:** You will be expected to use recognised models and/or theories relevant to your enquiry; you would be expected to justify your choice of models and any adaptation you have made to them.
- **Assessment criteria (AC):** Although each AC is shown separately, you may be able to use a piece of evidence to cover more than one AC.

Unit 700 Developing Leadership and Management Capability through Enquiry Unit Guidance

Learning outcome 1: Be able to justify an enquiry-based approach as a means to developing leadership and management capability.

AC 1.1 Use an enquiry-based research-orientated approach for leadership and management development in complex situations in a learner specific context.

Develop a short rationale for undertaking an Enquiry based approach to a leadership and management investigation within your specific context.

This could be presented as a short-written paper, webinar, podcast, recording or slide show with voice over or notes etc.

Learning outcome 2: Be able to design and undertake an enquiry-based approach to learning and development.

AC 2.1 Propose a valid enquiry which draws on existing cross-cultural knowledge and current practice in leadership and management using a robust methodological approach within a realistic time frame and budget in the learner specific context

Prepare a proposal, prior to undertaking your enquiry:

- State the enquiry purpose, key research questions and rationale. This should include aims of your enquiry and how those aims are aligned to the organisational objectives
- What methods will you use to investigate your chosen area of enquiry?
- Prepare a stakeholder needs analysis relevant to your enquiry
- Review current literature/theory on your chosen Leadership and Management topic. How does it inform your research study?
- Review the current practice in your organisation and explain how that practice is currently evidenced.

This could be presented as a summary report, tables, webinar, podcast, recording or slide show with notes or voice over etc.

AC. 2.2 Undertake a robust data-driven enquiry based on an investigative proposal negotiated with stakeholders that adds additional value through active participation in a learning community

- Discuss your proposal with your key stakeholders and gain agreement or negotiate changes,

- Based on your proposal, undertake a data-driven enquiry, and retain a portfolio of evidence to show what you have done (hard data used, sources of information, interviews, consultations etc.)
- Retain a record of your discussions from your learning community that have added value to your enquiry

This could be presented as a portfolio of evidence; tables, graphs, summary reports, minutes of meetings, webinar, podcast, recording and a slide show with notes or voice over etc.

Learning outcome 3: Be able to evaluate and deliver the outcome of enquiry-based learning

AC 3.1 Critically evaluate the impact on the identified stakeholders of the actions arising from the enquiry findings

- What are the most important findings from the enquiry? What works well and what needs to be improved?
- What is the impact of the findings for stakeholders?
- What recommendations have you developed for improvement?

This could be presented in a summary report, a detailed table, webinar, slide show with voice over or notes etc.

AC 3.2 Justify choice of media to evidence the impact of the enquiry to satisfy and influence stakeholders and to enhance own personal brand

- How will you present the impact of your enquiry to your stakeholders? Discuss the options and decide on the one best suited - what will influence their thinking and satisfy their requirements?
- How will this enhance your personal brand or standing with them?

This could be a written or recorded narrative accompanied by the chosen method of presentation to the stakeholders.

AC 3.3 Evaluate the extent to which the impact of a rigorous data-driven enquiry has, through action, added value to self and organisation and raised awareness of global and strategic issues in leadership and management in a learner specific context

- In what ways has the enquiry added value to the organisation, stakeholders and yourself? Use specific examples.
- To what extent have you added value and raised awareness of global and strategic issues in leadership and management in your specific context?

This could be presented as a summary report, webinar, podcast, recording or slide show with notes or voice over etc.

9. Topping up from Certificate to Diploma

To achieve a Level 7 Diploma in Leadership & Management you will need to complete the certificate unit above and the two units below:

Unit 701 Developing a High-Level Business Case Unit Guidance

- **Unit Purpose and Aims:** To develop a high-level business case for improvement that demonstrates the impact of a located enquiry that is aligned with the organisation's strategic objectives and other planned improvements

- **Community of practice:** the learner should engage with a community of practice from the outset to get the most benefit to support their enquiry.
- **Implementation:** You are required to implement at least part of the change management plan you devise for this unit. You should devise a change management strategy (informed by your discussions with your community of practice) at the outset from AC 1.1; a change management strategy starts with a plan of how to analyse the need for change and engage stakeholders.
- **Level 7 study:** you will be expected to use recognised models and/or theories relevant to your enquiry; you would be expected to justify your choice of models and any adaptation you have made to them.
- **Assessment criteria (AC):** Although each AC is shown separately, you may be able to use a piece of evidence to cover more than one AC.

Learning outcome 1: Understand the strategic context for change to identify the requirement for a high-level business case

AC 1.1 Establish a business need that takes full account of the drivers for change and the strategic fit to organisational goals and priorities.

Undertake an analysis of your own organisational strategic context and drivers for change internally and externally, using at least two theoretical approaches.

You could present the information with diagrams, slides, short report etc.

AC 1.2 Propose, and obtain agreement for, the development of a high-level business case that draws on existing knowledge and current practice, uses a robust methodological approach, and takes account of the needs of stakeholders.

Present the proposal for the development of a business case to meet an organisational need, which has been identified in the analysis at 1.1:

- You should suggest several options (e.g. do nothing and two others).
- Your proposal should show the methods you will use to evaluate the options you generate.
- Present this to stakeholders and gain their agreement on how to proceed.

You could present the information using a written proposal or slides, and use minutes of meetings to show stakeholder agreement etc.

Learning outcome 2: Be able to generate and evaluate viable options and apply decision-making techniques

AC 2.1 Evaluate viable high-level business case options and associated costs and benefits

Develop the business case for each of your options.

At level 7 this will involve using robust data and developing a detailed CBA: covering financial costs, financial benefits, benefit to cost ratio, the perceived benefits should be quantifiable, credible and achievable. The non-financial impact will also need to be considered, using approaches based on sound theory or practice.

This could be presented as a written report, webinar, slide show etc.

AC 2.2 Justify the selection of a best business case option

Based on the information presented above, explain in detail which option you recommend and why.

This could be presented as a short summary report, webinar, podcast, recording or slide show with voice over etc

Learning outcome 3: Understand how to select and justify the strategies required to manage the high-level business case through to the desired business outcomes

AC 3.1 Design an appropriate change management strategy for implementing the high-level business case that takes full account of diversity, risk and performance measurement and has been informed through active participation in a learning community

You will need to present a change management strategy for implementation of your chosen option. You may already have started this plan at the outset and can now develop it further to reflect your chosen option and take account of diversity, risk and performance measurement.

This could be a structured plan with additional written or oral narrative

AC 3.2 Justify choice of media to evidence the impact of the enquiry to satisfy and influence stakeholders and to enhance own personal brand

- How will you present the business case and implementation strategy to your stakeholders?
- Consider the options and decide on the one best suited - what will influence their thinking and satisfy their requirements?
- How will this enhance your personal brand or standing with them?

This could be a written or recorded narrative accompanied by the chosen method of presentation to the stakeholders.

AC 3.3 Evaluate the impact of the enactment of a significant part of the change management strategy

Take a significant part of the change management strategy and examine how well each element of it is working so far - what is the impact and what needs to be done to improve how it is working?

This could be a written or recorded narrative accompanied by a Gantt chart showing progress to date.

Unit 702 Developing and maintaining a high-performance culture and optimising resources Unit Guidance

- **Unit Purpose and Aims:** To develop the capabilities for the management of resources to optimise performance and the maintenance and continued development of a high-performance culture.
- **Community of practice:** the learner should engage with a community of practice from the outset to get the most benefit to support their enquiry.
- **Level 7 study:** you will be expected to use recognised models and/or theories relevant to your enquiry; you would be expected to justify your choice of models and any adaptation you have made to them.
- **Assessment criteria (AC):** Although each AC is shown separately, you may be able to use a piece of evidence to cover more than one AC.

Learning outcome 1: Understand how to assess and benchmark performance

AC 1.1 Establish with relevant stakeholders a range of appropriate data and indicators for assessing performance in own area of responsibility in terms of effectiveness, efficiency, financial viability, sustainability, diversity and relevance

- Meet with your key stakeholders and agree the key performance indicators for assessing efficiency and effectiveness in your own area of responsibility. These should consider, financial viability, sustainability, diversity and relevance to your area of work. You should refer to best practice or benchmarks external to your organisation.
- Identify data that will need to be collected to show performance against the indicators.

You could present the information with tables, diagrams, slides, short report etc.

AC. 1.2 Undertake a rigorous data-driven enquiry using an appropriate methodology to assess and benchmark performance and identify risks and challenges to current ways of working

- What methods will you use to assess and benchmark current performance in your area of responsibility?
- Using these methods, gather robust data to assess to what extent current performance meets required standards and benchmark current performance against at least two other organisations, divisions or departments
- Identify the risks and challenges involved in your current ways of working.

You could present the information with a summary report, graphs, table, slides with voice over, webinar, tables etc.

AC 1.3 Establish metrics to drive sustainability, performance and demonstrate value added

- Taking into account the key indicators agreed with stakeholders and your enquiry into the current ways of working, what measurements will you establish, going forward, to drive performance and sustainability in your area of responsibility?
- How will these contribute to and show added value?

This could be presented as a summary report, tables, webinar, podcast or slide show with voice over etc.

Learning outcome 2: Understand how to develop and maintain a culture of high levels of performance

AC 2.1 Critically evaluate the impact of the enquiry and establish strategies for the development and maintenance of high levels of performance that take account of stakeholder needs, identified risks, challenges and diversity.

What has been the impact of this enquiry – what has been of benefit? This should be based on data and objective evidence. What needs improving?

Develop a strategy to achieve high levels of performance, that consider the needs of your stakeholders, identified risks to the business, challenges to the business and diversity.

You could present the information with tables, graphs, diagrams, slides, short written report etc.

AC. 2.2 Engage effectively with collaborative networks to add value and ensure sustainability of high levels of performance

- Discuss your strategy for high levels of performance with your collaborative network/community of learning:
- What value has this added to your understanding?
- What value has it added to ensuring sustainability?

You should keep records of your discussions that are relevant to this AC – this may be notes, diagram, audio recording, podcast etc.

Learning outcome 3: Understand the leadership and management skills required for future-readiness

AC 3.1 Critically review the outcomes of the enquiry to establish the leadership and management skills and perspectives required by a future-ready leader/ manager to create and sustain long-term organisational success

Based on your strategy to develop and maintain a high performance culture, what are the Leadership and management skills and perspectives required by leaders or managers to follow the strategy and achieve long term organisational success?

You could present the information in a short report, slides with voice over, webinar, tables etc.

AC 3.2 Justify choice of media to evidence the impact of the enquiry to satisfy and influence stakeholders and to enhance personal brand

- How will you present the impact of your enquiry to your stakeholders? Consider the options and decide on the one best suited - what will influence their thinking and satisfy their requirements.
- How will this enhance your personal brand or standing with them?

This could be a written or recorded narrative accompanied by the chosen method of presentation to the stakeholders.