



Cultivating Tomorrow's Talent for Sustainable Growth



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flexible future
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1. Learning Delivery Modes

-Instructor-led training
Classroom based training.



2. Virtual Classroom

-Training in the form of video and documents in real time, from combined with eLearning with traditional classroom anywhere in the world.



3. Blended Learning

-Training combined with eLearning with traditional classroom training.



4. Lab Training

- Acquire new skills and knowledge through hands-on experience in actual project work.

The long-standing accreditation with the Leadership Institute of Management (City and Guilds) underscores the critical need to continuously upskill managers in essential areas such as communication, planning, performance management, and goal setting. This strategic focus empowers managers to adeptly lead and manage dynamic, flexible teams.

Management challenges

City and Guilds Research teams found that most managers are confident about managing flexible teams but there are concerns about performance management, particularly of those working remotely (see Figure 3). Just under half (44%) of managers say they have had to change the way they work to make flexible working viable. The most important adjustment to make is to measure output rather than input. Managers are understandably less confident about managing the performance of flexible teams. This highlights a clear opportunity for organisations to invest in their employees' core skills in order to develop managers who can confidently lead the complex, remote teams of the future.

Figure 3: Challenges of performance managing flexible workers

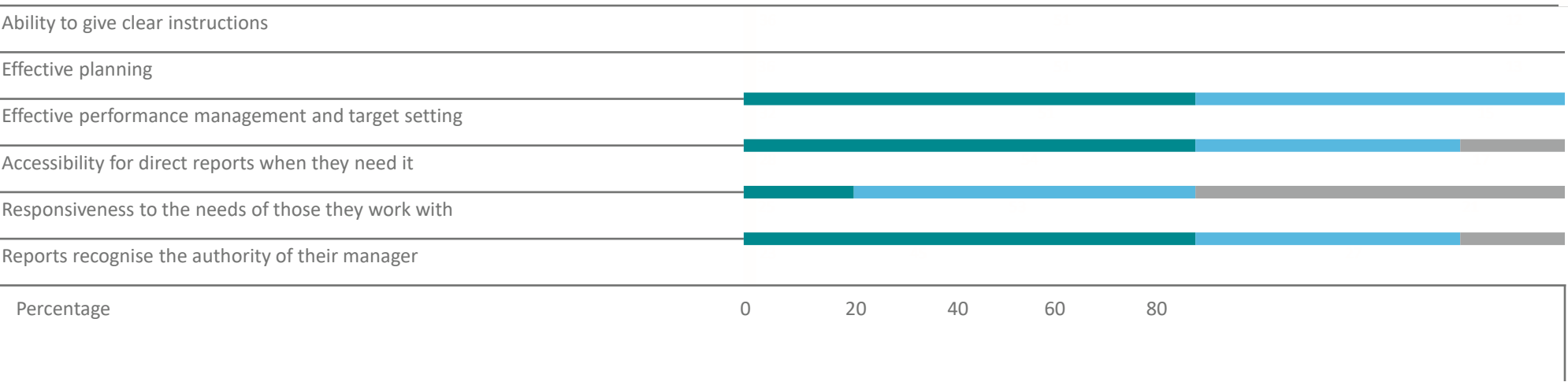
KeyStaff who work offsite all or part of the time and Staff who work flexibly but from the office Not a challenge



Skills for a flexible future

Managers identified the core capabilities of communication, planning and goal-setting as the essential skills for managing flexible workers (see Figure 4). Organisations should focus on developing strong communication, planning, target-setting and team-working capabilities to upskill their leaders and managers to inspire, co-ordinate and empower flexible teams. Management Development Interventions dedicated to the management of flexible workers, such as a level 3 in Leadership and Management offer a proven route to developing these core skills.

Figure 4: Important skills for managers of flexible workers



Developing the skills to manage a flexible workforce

❑ **Growth of Flexible Working:**

Flexible working arrangements are becoming more common in organizations.

❑ **Critical Leadership Skills:**

Leading and managing a flexible workforce is crucial for organizational success.

❑ **Core Skills Development:**

Managers need to develop communication, planning, goal-setting, and teamwork skills.

❑ **Benefits of Flexibility:**

These skills will help managers lead complex and remote teams effectively and capitalize on the advantages of a flexible workforce.

✓ **Flexible Learning Options:** Employers can choose from various learning units to address managers' development needs.

✓ **Skill Development Pathways:** Specific pathways are recommended to develop skills for managing a flexible workforce.

We recommend these three units for an Award with the minimum credit value of four credits:	
8600-338	Understanding how to Manage Remote Workers <i>2 Credits</i>
8600-323	Understanding Performance Management <i>2 Credits</i>
Add these four units for a 14 credit Certificate	
8600-303	Planning and Allocating Work <i>2 Credits</i>
8600-326	Understanding the Communication Process in the Workplace <i>2 Credits</i>
8600-202	Planning and Monitoring Work <i>2 Credits</i>
8600-222	Setting Team Objectives in the Workplace <i>2 Credits</i>
8600-214	Briefing the Work Team <i>1 Credit</i>
8600-226	Understanding Effective Team Working <i>1 Credit</i>

RECOMMENDED PATHWAYS

- **Level 3 leadership and management courses for first time managers**

Level 3 Leadership and Management



LEVEL 3 - LEADERSHIP AND MANAGEMENT

COURSE CODE: /L3QFLM/0710

Introducing the program

Who are these qualifications for?

- The Level 3 program in Leadership and Management are ideal for individuals who have management responsibilities but no formal training and are serious about developing their abilities.
- They particularly support practising team leaders seeking to move up to the next level of management, and managers who need to lead people through organisational change, budget cuts or other pressures.

Benefits for individuals

- Gain a range of key management skills and put them into practice in their own role
- Build their leadership capabilities – motivate and engage teams, manage relationships confidently
- Develop their leadership and management skills using their own knowledge, values and motivations.

Benefits for employers

- Effective and confident first-line managers
- Better relationships and communication in teams
- Proven skills – to get this program
- Managers will need to show that they can transfer their new skills to your organisation
- Managers with the tools to develop their own skills and abilities.

The program is made up of a wide range of units covering core management skills – such as understanding how to organise and delegate – plus skills in communication, team leadership, change, innovation and managing people and relationships. This flexibility in unit choice allows the units to be tailored to meet the needs of the individual and employer.

Program structure and details

	Level 3 Leadership & Management	Level 4 Leadership & Management
Credit Value	• Minimum 13 & Maximum 36 credits	• Minimum 37 credits
Induction	• At least 2 hours	• At least 2 hours
Tutorial Support	• Minimum 4 hours	• Minimum 7 hours
Guided Learning Hours (GLH)	<ul style="list-style-type: none"> • Minimum 13 & Maximum 36 credits • At least 2 hours 	<ul style="list-style-type: none"> • Minimum 37 credits • At least 2 hours • Minimum 7 hours
Duration	<ul style="list-style-type: none"> • Minimum 4 hours • Learners must gain a minimum of 13 credits from a choice of optional units (200-230, 300-341, 400-408) within groups 1 and 2 of that no more than 6 credits can be taken from group 2 units (200-230 and 400-408) 	<ul style="list-style-type: none"> • Learners must gain a minimum of 37 credits from a choice of optional units (200-230, 300-342, 400-408) within groups 1 and <u>2</u>, of that no more than 18 credits can be taken from group units (200-230 and 400-408)
Rules of Combination	<ul style="list-style-type: none"> • The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above 	

Program structure and details

	Level 3 Leadership & Management	Level 4 Leadership & Management
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Rules of Combination	<ul style="list-style-type: none"> • The overall guided learning hours for the programme depends on the specific units selected, combined with the additional induction and tutorial support cited above 	

Level 4 Leadership and Management



LEVEL 4 - LEADERSHIP AND MANAGEMENT

COURSE CODE: L4QMAN/0611

Introducing the program

Who are these qualifications for?

- The Level 4 Leadership and Management is designed for new and aspiring middle managers.
- This program helps learners to really get to grips with their role, gain comprehensive business knowledge, and develop the technical skills they need to lead effectively at this level.

Benefits for individuals

- Consolidate your management skills and experience.
- Build knowledge of specialist business areas such as finance and marketing.
- Develop the capabilities and personal awareness you need to be a leader.

Benefits for employers

- Middle managers with an advanced understanding of their role and function in your organisation.
- Managers who can assess and improve their own leadership styles and behaviours.
- Flexible choice of units – customise this program to close skills gaps in your organisation.

The program is made up of a wide range of units covering six broad areas – working with people, managing yourself and personal skills, providing direction, facilitating innovation and change, achieving results, and using resources. This flexibility in unit choice allows the units to be tailored to meet the needs of the individual and employer.

Program structure and details

Level 4 Leadership & Management

Credit Value

- Minimum 37 credits

Induction

- At least 2 hours

Tutorial Support

- Minimum 7 hours

Guided Learning Hours (GLH)

Duration

Rules of Combination

- Minimum 37 credits
- At least 2 hours
- Minimum 7 hours
- Learners must gain a minimum of 37 credits from a choice of optional units (200-230, 300-342, 400-408) within groups 1 and 2 of that no more than 18 credits can be taken from group units (200-230 and 400-408)

Overview of units

	Leadership and management group 1	Level	CV**	GLH**
8605-410	Managing the analysis of secondary data	4	4	15
8605-408	Management communication	4	4	18
8605-412	Managing meetings	4	3	15
8605-401	Planning and leading a complex team activity	4	4	6
8605-404	Delegating authority in the workplace	4	3	3
8605-425	Developing individual mental toughness	4	2	5
8605-407	Understanding financial management	4	3	12
	Leadership and management group 2			
8605-506	Managing stress and conflict in the organisation	5	3	8
8605-511	Managing projects in the organisation	5	4	18
8605-516	Analysis and interpreting statistics to inform management decisions	5	2	10
8605-331	Understanding support services operations in an organisation	5	3	7
8605-335	Understand how to manage contracts and contractors in the workplace	5	2	8

***Credit Value**

****Guided Learning Hours**

ANNUAL PUBLIC COURSES

1

8600-308

8600-300

8600-301

8600-302

8600-303

8600-306

8600-309

8600-310

8600-311

8600-312

8600-314

2

8600-304

8600-300

8600-301

8600-303

8600-305

8600-307

8600-313

8600-200

8600-205

Induction

Understanding Leadership

Solving Problems and Making Decisions

Understanding Innovation and Change in an Organisation

Planning Change in the Workplace

Planning and Allocating Work

Understanding Customer Service Standards and Requirements

Understand How to Establish an Effective Team

Understanding How to Motivate to Improve Performance

Developing Yourself and Others

Understanding Conflict Management in the Workplace

Understanding Discipline in the Workplace

Induction

Writing for Business

Solving Problems and Making Decisions

Understanding Innovation and Change in an Organisation

Planning and Allocating Work

Contributing to Innovation and Creativity in the Workplace

Giving Briefings and Making Presentations

Understanding Stress Management in the Workplace

Developing Yourself as a Team Leader

Meeting Customer Needs

ANNUAL PUBLIC COURSES

8600-316	Understanding the Induction of New Staff in the Workplace
8600-319	Understanding Organising and Delegating in the Workplace
8600-320	Managing Workplace Projects
8600-325	Understanding How to Manage the Efficient Use of Materials and Equipment
8600-334	Understanding and Developing Relationships in the Workplace
8600-341	Leading and Motivating a Team Effectively
8600-202	Planning and Monitoring Work
8600-212	Using Resources Effectively and Efficiently in the Workplace
8600-219	Managing Yourself
8600-222	Setting Team Objectives in the Workplace
8600-225	Satisfying Customer Requirements
8600-228	Effectively Selling to Customers
8600-402	Managing Equality and Diversity in Own Area
8600-406	Developing Your Leadership Styles

3

8605-401	Planning and Leading a Complex Team Activity
8605-410	Managing the Analysis of Secondary Data
8605-408	Management Communication
8605-412	Managing Meetings
8605-404	Delegating Authority in the Workplace
8605-425	Developing Individual Mental Toughness

4

8607-512	Managing Resources
8607-501	Managing Improvement
8607-504	Leading Innovation and Change

Induction

ANNUAL PUBLIC COURSES

8605-407	Understanding Financial Management
8605-506	Managing Stress and Conflict in the Organisation
8605-511	Managing Projects in the Organisation
8605-516	Analysing and Interpreting Statistics to Inform Management Decisions
8605-331	Understanding Support Services Operations in an Organisation
8605-335	Understand How to Manage Contracts and Contractors in the Workplace
5	Induction
8607-516	Analysing and Interpreting Statistics to Inform Management Decisions
8607-518	Making Professional Presentations
6	Induction
8580-500	Understanding the Skills, Principles and Practice of Effective Management Coaching & Mentoring
8607-514	Managing Recruitment
8580-501	Undertaking Management Coaching or Mentoring in the Workplace
8607-601	Managing Operations Research
8607-403	Managing Risk in the Workplace
8607-519	Developing and Leading Teams to Achieve Organisational Goals and Objectives



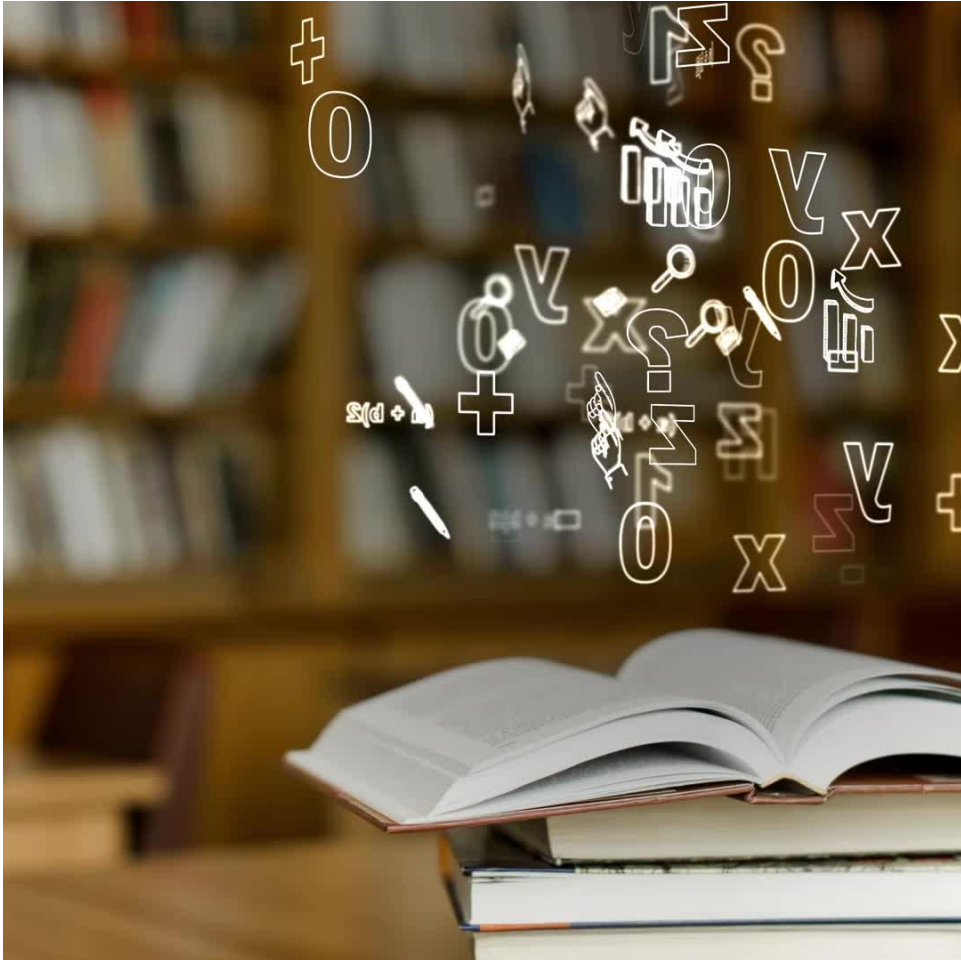
Enhance Your Executive Leadership with Level 6 and 7 Training.

- + Ready to support your staff and boost your organization's success? Our Level 6 and 7 executive leadership training empowers leaders for success. Our Group Coaching program offers tailored coaching for 5-10 participants, covering topics like promotion readiness, delegation, team performance, and well-being. Invest in your future leaders today.
- + Contact us for more information.
- + Let's work together to shape your leaders' future.



Talent Development Cycle

Invest in the future of your organization by nurturing and developing talent through a state-of-the-art digital learning approach. Our Talent Development Cycle emphasizes the importance of experience, reflection, and real-work challenges to foster growth and potential within your team. It's not just about sending employees to training schools; it's about providing ongoing training, experiences, and coaching over the years to cultivate a strong talent pipeline.



Team Development

- + Enhance your team's performance and effectiveness with our innovative eLearning combined with soft skills training. Our business coaching methodology integrates facilitative coaching processes and management consulting tools to drive productivity and achieve business objectives. By working closely with team leaders and members, we provide tools, techniques, and facilitation to optimize team performance and achieve greater business results.

Benefits of AI-powered learning, eLearning, gamification



Benefits of AI-powered learning, eLearning, gamification




Experience the convenience and flexibility of eLearning in your own space and at your own pace. Save on travel time and costs associated with traditional training venues while accessing tailored materials to enhance your soft skills. Whether training individual employees or groups across different locations, multimodal learning offers a cost-efficient and focused approach to learning. With 24/7 accessibility and self-paced learning and real-time projects, you can customize your learning experience to suit your specific interests, needs, and skill levels.



Take the next step in talent development and team effectiveness with our cutting-edge digital learning solutions.



Contact us today to explore how we can support your organization's growth and success.



**Have questions?
We're here to
help - Contact us!**

Creating a start-up within your business

Pete Craghill

Pete Craghill, CTO of Thomsons Online Benefits, describes how the global benefits software firm is innovating like a start-up and why innovation should come from within

Technology and business models are evolving at an increasingly rapid rate and organisations need to innovate rapidly or risk being 'eaten' by the next digital disruptor. Barely known five years ago, we're now becoming familiar with the trend 'acqui-hiring' - whereby a company acquires another for its talent over products or services. While this presents a viable business strategy for technology giants, other companies have to take a different creative approach to innovation and talent development. Here, Pete Craghill, CTO of Thomsons Online Benefits, describes how the global benefits software firm is innovating like a start-up to revolutionise the way it brings tech to the market.