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Strategic Leaders Programme

Operations Departmental Manager Level 5

Including CMI certificate in Management and Leadership Level 5

Operations Departmental Manager Level 5

Overview

The Operations Departmental Manager Level 5 apprenticeship cultivates and extends the delegate's knowledge across a range of topics, leading them to more efficiently achieve their operational goals.

On completion, delegates will have a refined range of skills supporting them to drive measurable improvements in both individual and business performance.

Key responsibilities may include:

- Coaching and mentoring
- Creating and delivering operational plans
- Managing projects
- Leading and managing teams
- Talent management
- Managing change
- Financial and resource management

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Roles may include:

Suitable for:

Operations/Departmental Managers that manage teams and/or projects, to achieve specific goals and objectives as part of the delivery of an organisation's strategy.

Delegate focused benefits

- Develops strategic leadership skills and behaviours
- Skills development workshops, brings learning to life
- Learn from specialist coaches
- Learn to be adaptable within the working environment
- Delegates can apply for Chartered Manager status
- Encourages a proactive approach to learning
- Raises delegate's profile within their organisation
- Mixed or employer specific cohorts

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Employer focused benefits

- Improves core management techniques
- Builds self awareness via Primary Colours and 360 surveys
- Develops strategic leadership skills and behaviours
- Brings the latest knowledge and practice into the business
- Focused learning experience through the Lifetime's Skills Development Workshops
- Addresses real organisational issues
- Benchmarks delegate's managerial skills against industry standards
- Concise documentation of 'off-the-job' training
- Builds leadership capabilities to motivate and inspire your teams

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Programme delivery

Programme length

15 months (on average) plus End-point Assessment (EPA).

Delivery method

Programme delivered virtually via:

- 11 x 2 hour online workshops
- 5 x 2 day skills development workshops
- Virtual coaching sessions every 8 weeks
- Virtual practice assessment sessions
- EPA Mock assessments

Blended learning

The programme can be delivered via a mixture of face-to-face workshops or completely virtually. Both models will incorporate:

- Webinars
- One-to-one coaching sessions
- Workplace learning
- Contact: Delegates have access to their Management Development Coach via email, phone and online learning platform

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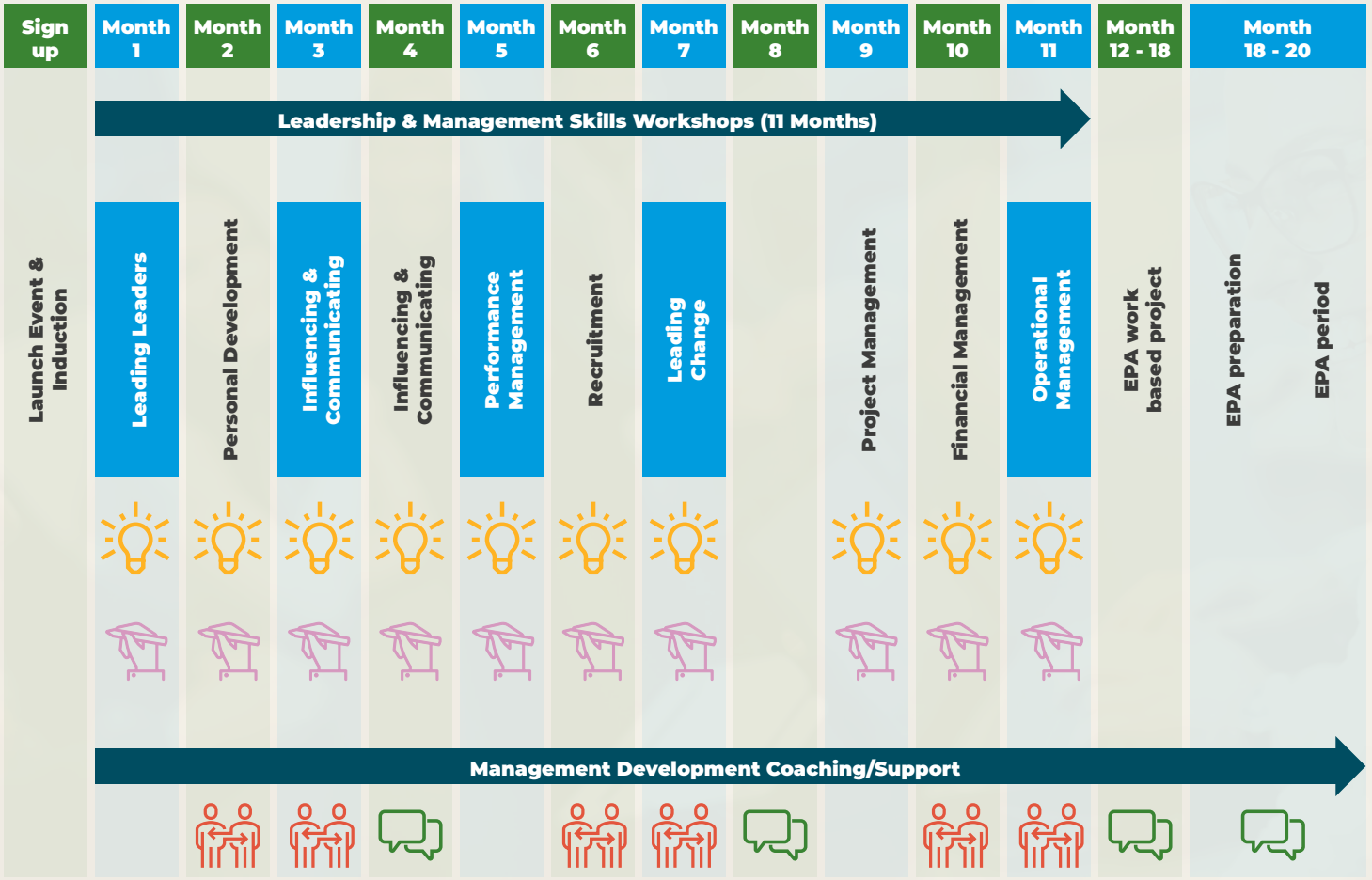
Learning journey



= Skills Development Workshop (2 days)

= Knowledge Webinar (2 hours)

= Portfolio of Evidence Assignment & Skills Checklist

= Distance Coaching Session (1 hour)

= Practice Assessment Session (2 hours)

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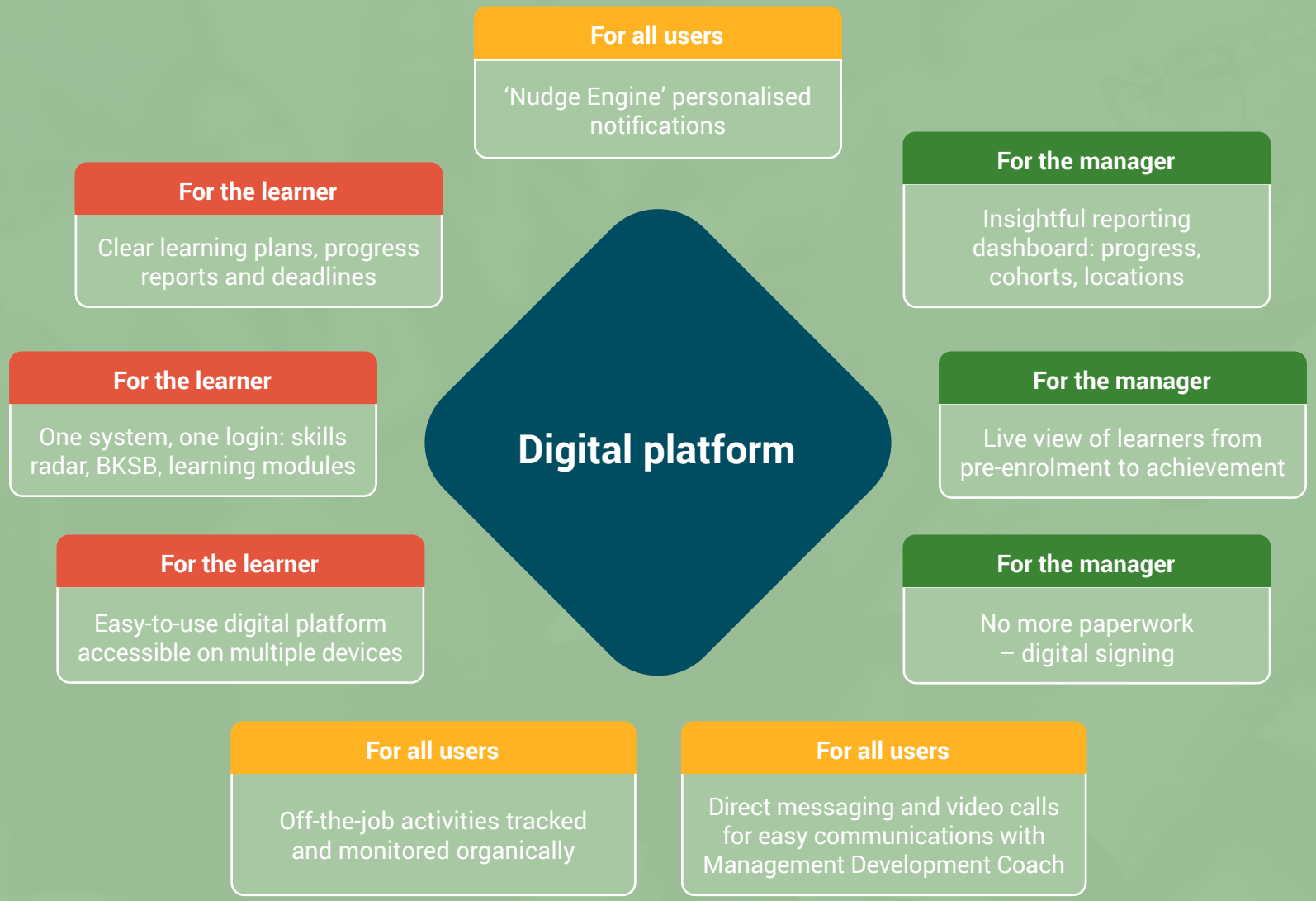
Blended delivery through Lifetime's online learning platform



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Skills development workshops

The Level 5 programme is enhanced by five additional learning modules, identified by leading business managers as critical for managers.

These modules are covered in the 5 x 2 day Skills Development Workshops which are delivered by Skills Development Coaches.

- Leading Leaders
- Influence and Communication
- Performance Management
- Leading Change
- Operational Management

Each workshop is:

- Preceded by a two hour online knowledge webinar (11 webinars in total) which will take place around two weeks prior to the workshop
- Followed up with post course actions

The two day workshops will be held at the Manufacturing Technology Centre (MTC) in Coventry, or Green Park in Reading.

Cohort Approach

- There will be up to 20 delegates in each cohort (15 required cohort)
- Cohorts will commence on a monthly basis
- Cohorts will be a mixture of delegates from different organisations, providing the opportunity to network with managers from other organisations, which widens delegate's horizons and adds real benefit to the scope of learning available
- Employers may request a single cohort if they have enough delegates
- It may be possible for the workshops to be held at employers location if running a full cohort

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CMI Certificate in principles of management and leadership Level 5

In addition to completing the apprenticeship delegates will work towards the CMI Certificate in Management and Leadership Level 5.

This qualification consists of 2 CMI knowledge based modules which are achieved by completing 2 written assignments which are embedded into the programme.

Delegates will receive a CMI Certificate in Management and Leadership Level 5

Principles of Operational Management and Leadership in an Organisational Context

- Understand factors which impact on an organisation's internal environment
- Understand the application of management and leadership theories
- Understand the knowledge, skills and behaviours to be effective in a management and leadership role

Principles of Developing, Managing and Leading Individuals and Teams to Achieve Success

- Understand approaches to developing, managing and leading teams
- Understand approaches to achieving a balance of skills and experience in teams
- Know techniques for leading individuals and teams to achieve success

Programme modules

The delivery model is broken down over 9 topics:

1. Leading Leaders
2. Personal Development
3. Influencing and Communicating
4. Performance Management
5. Recruitment
6. Leading Change
7. Project Management
8. Financial Management
9. Operational Management

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Programme modules

Deep dive

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Leading leaders

Covered:

- Leadership Theories
- Feedback Methods
- Time Management and Prioritising
- Organisational Culture
- Employee Value Propositions
- Talent Management Model

Dig Deeper:

- Leading Leaders

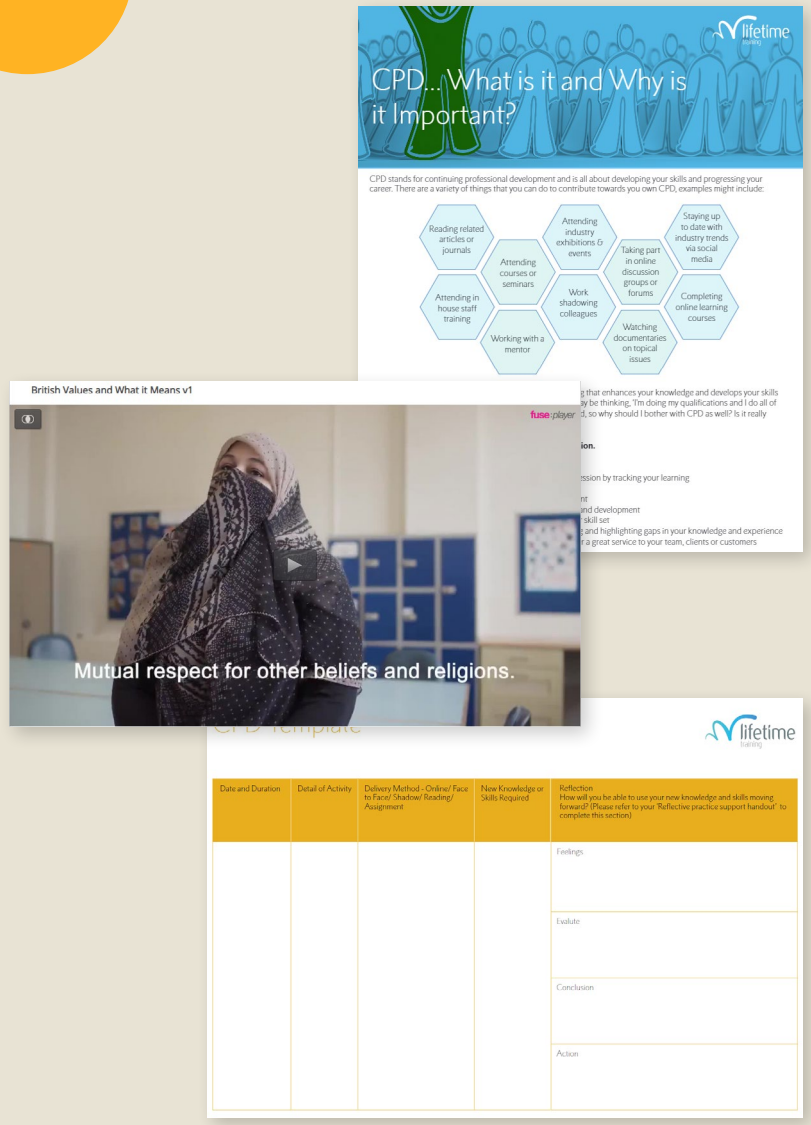
Personal development

Covered:

- Continuous Professional Development
- Learning Styles
- Self Awareness
- Behaviour Styles
- Working Styles
- Managing Workload

Dig Deeper:

Managing Workload



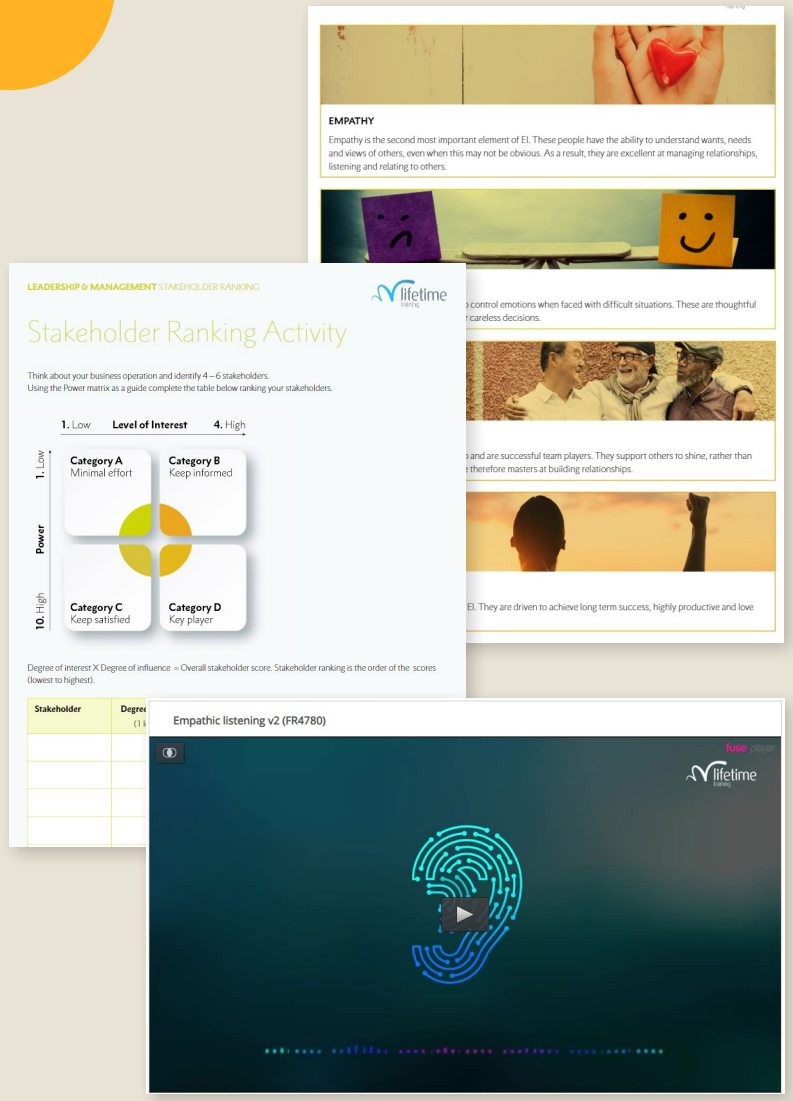
Influencing and communication

Covered:

- Leading Multiple and Remote Teams
- Managing Stakeholders
- Communication Methods
- Interpersonal Skills
- Emotional Intelligence
- Building Trust
- Influencing and Negotiating
- Conflict Management
- Collaboration and Sharing Best Practice

Dig Deeper:

Public Speaking



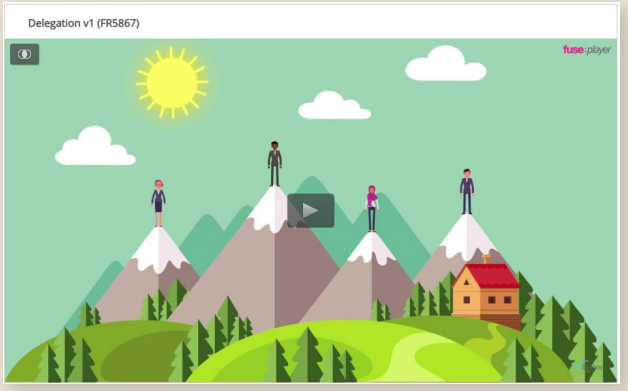
Performance management

Covered:

- Performance Management
- Under-performance
- Goal Setting
- Measuring Team Performance
- Coaching and Mentoring
- Delegation
- Motivation
- Performance Conversations
- Reward and Recognition
- Equality, Diversity and Inclusion

Dig Deeper:

Motivation



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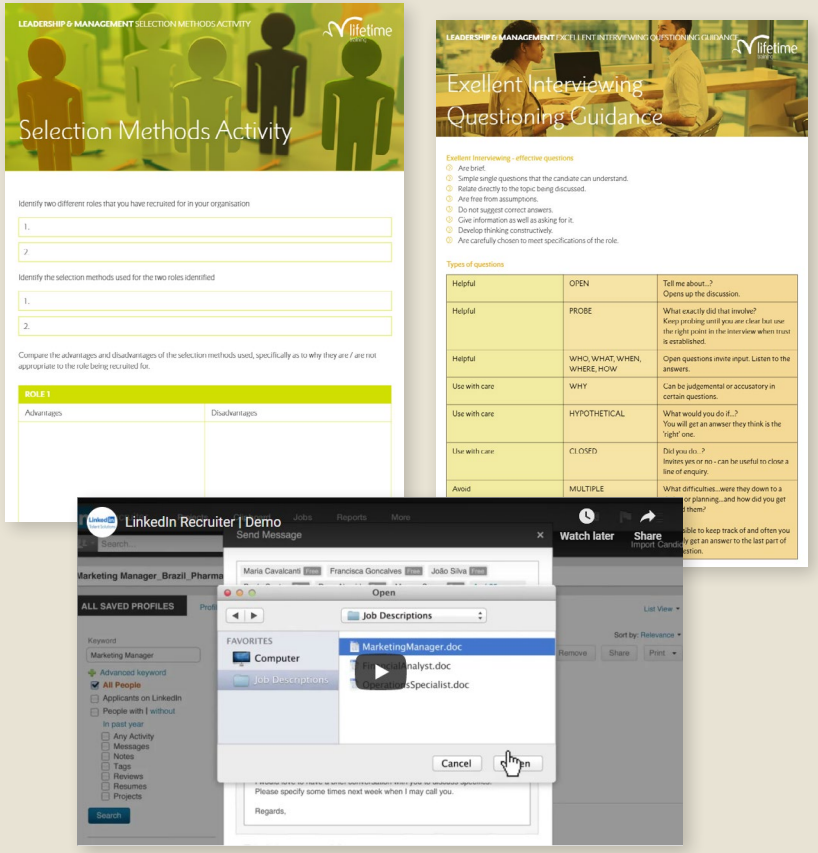
Recruitment

Covered:

- Recruitment Process
- Workforce Planning
- Recruitment Documents
- Recruitment Methods
- Legislation, Regulations, Policies and Professional Codes
- Selection Methods
- Team Roles
- Inductions
- Training and Development

Dig Deeper:

Recruitment and Selection Methods



Leading Change

Covered:

- Introducing Change Management
- Drivers for Change
- Culture and Change
- Barriers to Change
- Continuous Improvement
- Problem Solving and Decision Making
- Ethical Decision Making

Dig Deeper:

The 5 Why's Problem Solving Technique

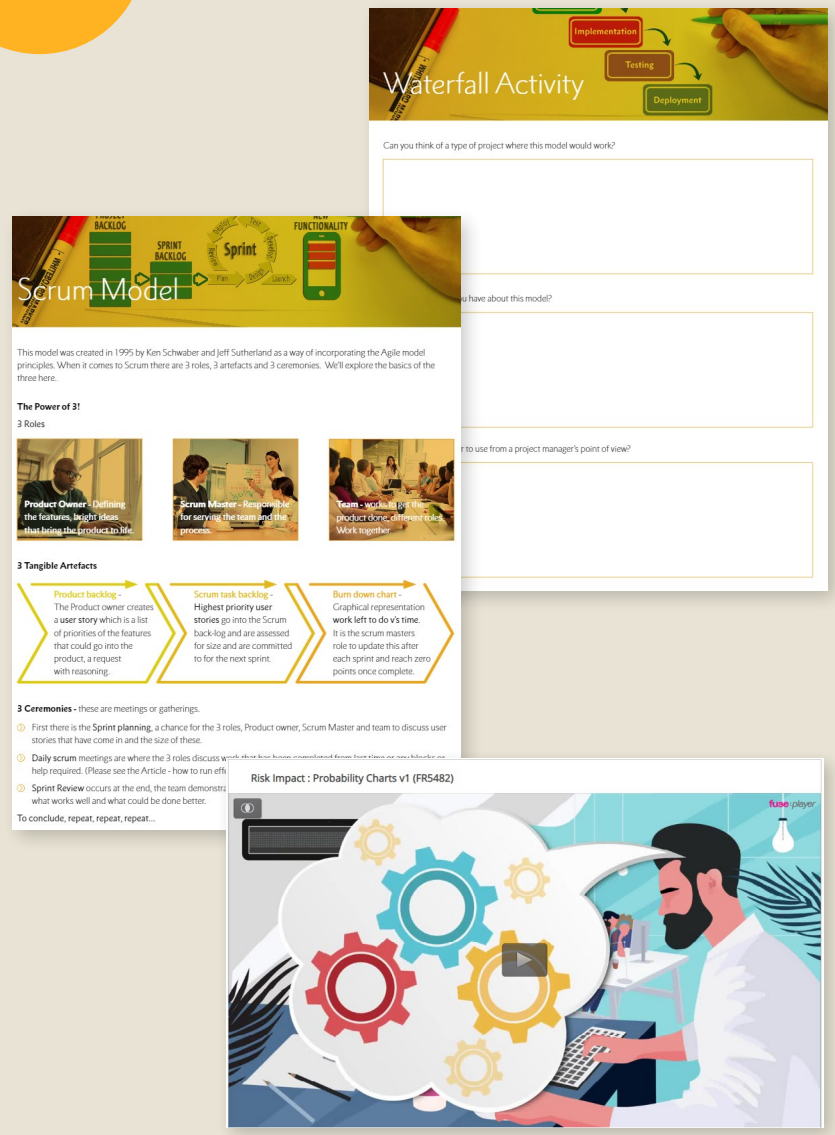
Project management

Covered:

- Project Management
- Project Lifecycle
- Project Management Models
- Project Roles
- Project Governance
- Project Initiation
- Project Planning Tools and Techniques
- Risk Analysis Tools and Techniques
- Project Implementation
- Project Monitoring
- Closing and Evaluating a Project

Dig Deeper:

Prince2 and PMP



Financial management

Covered:

- Financial Management
- Setting Budgets
- Managing a Budget
- Budget Reporting
- Contingency Budgets
- Financial Forecasting

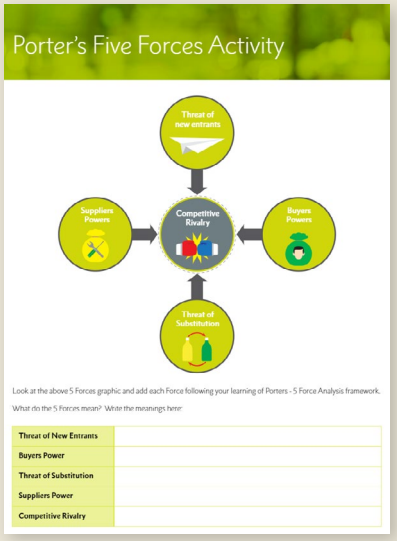
Dig Deeper:

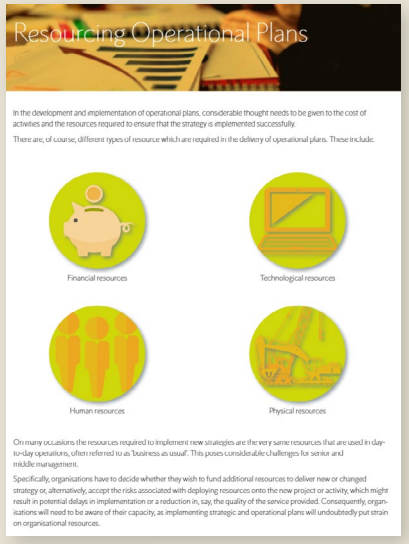
Financial Trends in the Sector You Work In

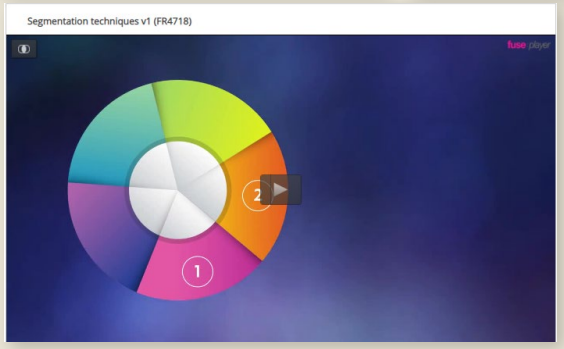
Operational management

Covered:

- Business Planning
- Competitor Analysis
- Operational Planning
- Sales and Marketing Plans
- Contingency Planning
- Operational Management
- Managing Resources
- Technology and Data Management in Business
- Management Systems and Processes
- Targets and Monitoring
- Identifying New Opportunities







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Who delivers the training?

Skills Development Coach

With realms of experience in management and running their own business, these coaches are experts who will help the delegate to develop themselves in the areas of people management, operational management and project management.

They will:

- Deliver the learning through online webinars
- Cover the knowledge for each module through interactive sessions

Management Development Coach

Management Development Coaches are Level 5 qualified trainers who have prior experience of working at a senior management level.

They will:

- Help the delegate plan their independent learning and post course activities
- Provide one to one coaching via telephone and virtual tutorials
- Feedback on written assignments and evidence submitted
- Support with preparation for End-point Assessment

Pre-enrolment activities

1. Initial Assessment

- Literacy and Numeracy

2. Personal Statement

A 250-500 word statement around their current role, career plan, motivations for applying to the programme and the key areas where they wish to develop their skills

3. Short Assignment

A 750-1000 word assignment called 'Leading People'. We will provide full guidance on the requirements. Delegates will need to read through the guidance, complete the necessary research and complete the tasks as detailed in the assignment

4. Review Call

A call to go through all of the pre-enrolment activities

5. Eligibility

The eligibility criteria is as follows:

- UK/EU Resident for three years
- Not currently a student in funded learning

Delegates will need GCSE grade A to C or Level 2 Functional Skills in maths and English. Delegates without this will need to complete Level 2 in both subjects prior to End-point Assessment (EPA).

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Visit one – launch day

The launch day is a great opportunity for delegates to meet the others in their cohort, as well as getting a full introduction to the programme and the delivery personnel involved.

The launch event activities will be scheduled to look like the following:

09:30 Arrival tea and coffee

10:00 Welcome and introduction to Lifetime and the Skills Development Coaches from Leading Results

10:15 Welcome to the venue

10:30 Programme overview (what's required, structure of the programme, assessments, time needed)

11:30 Coffee and tea

11:45 My leadership journey (facilitated session)

13:00 Lunch and networking

13:45 My leadership shadow (introduction to Primary Colours model and Leadership Shadow concept)

16:00 Question and answer session

Expectations and commitment

Personal Study

Commit to 4 to 6 hours of self study per week

Structured booked study

- Access all online webinars for 1-2 hours per session
- Virtual coaching sessions every 8 weeks
- Virtual practice assessment sessions

Full days out-of-the-business

- 1 x Launch Day
- 10 x Skills development workshops (5 x 2 days)
- 2 x EPA mock assessments

Delegates must:

- Make sure to book a minimum of 2 hours for a Online session with their Management Development Coach as and when agreed.
- Attend their sessions, be punctual and advise their Management Development Coach in advance if they are unable to attend/need to cancel their appointment
- Submit assignments by email to deadline to ensure completion of the qualification within the given timeframe
- Attend the skills workshops ensuring they allocate the full 2 days to be in attendance
- Make sure that they have good internet access, and a quiet area to undertake their tutorials without interruption

End-point Assessment (EPA)

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End-point Assessment

Delegates enter the End-point Assessment (EPA) period following a gateway discussion with their employer and Management Development Coach.

The End-point Assessment consists of the following:

- Professional discussion, underpinned by a portfolio of evidence
- Project proposal, presentation and questioning

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End-point Assessment

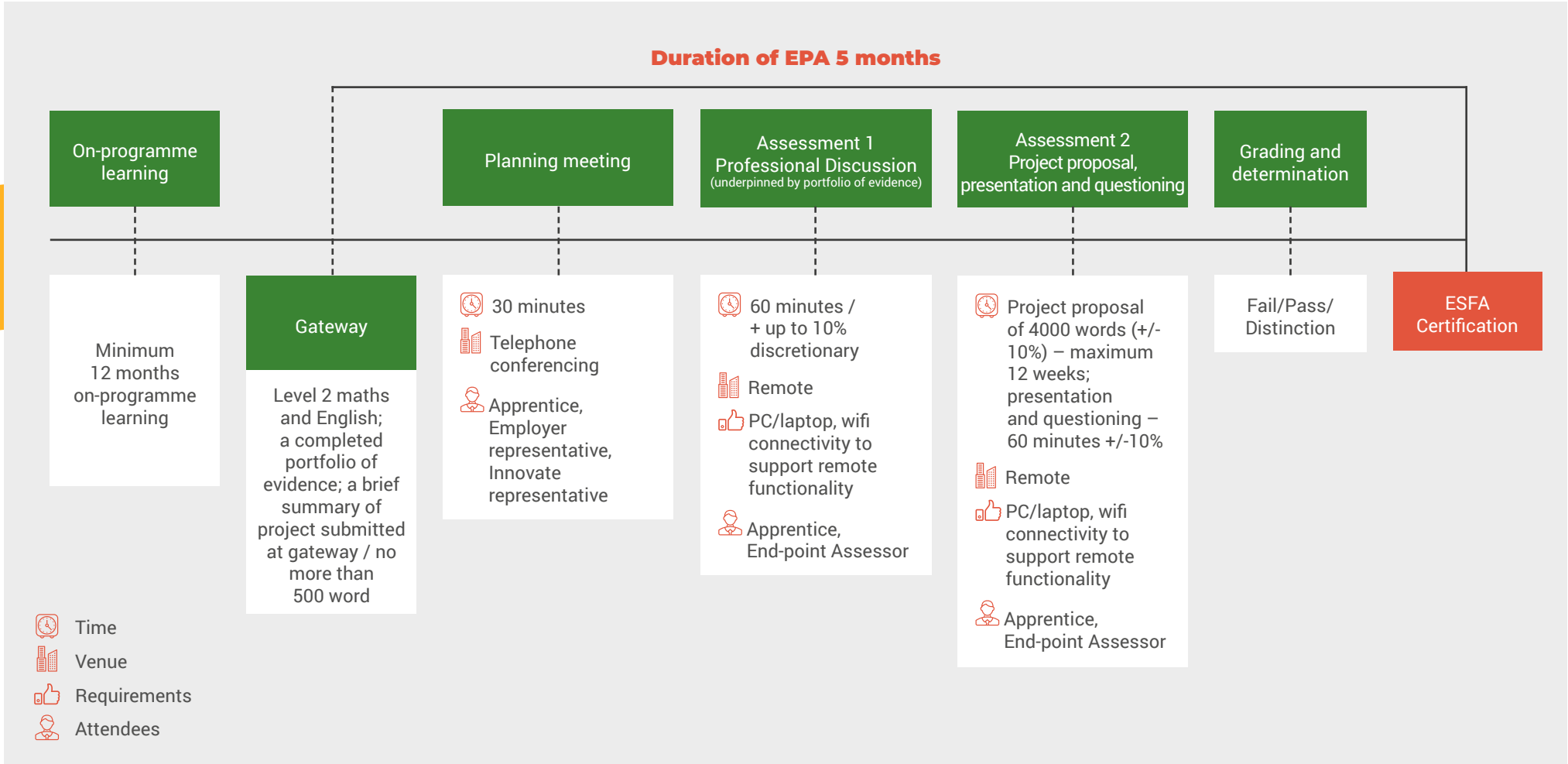
Professional Discussion, underpinned by a portfolio of evidence

- Duration: 60 minutes
- Portfolio of evidence relates to the prescribed knowledge, skills and behaviours for the professional discussion method with 20 pieces of evidence
- Minimum of 6 questions with further questions for clarification and to ensure coverage of knowledge, skills and behaviours

Project Proposal, presentation and questioning

- 2 assessment components assessed holistically
- Project Proposal Report (created post gateway)
- The business based project proposal must be created post gateway
- EPAO to sign off the project proposal title and scope
- Duration for the creation and writing up of the project proposal will be 12 weeks
- Project proposal will be 4,000 words
- Must sufficiently cover relevant knowledge, skills and behaviours
- The presentation will focus on the project proposal
- Must be submitted at the same time as the project proposal (12 weeks after gateway)
- Duration of presentation: 20 minutes
- Duration of Q&A: 40 minutes
- Minimum of 8 questions asked by assessor with clarification/probing questions if required

End-point Assessment journey



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Thanks for your time.

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