

ILM Level 5 Award in Leadership and Management

Course Timetable & Content

Unit of Study: Assessing Your Own Leadership Capability and Performance	Dates 21 st & 28 th April, 5 th , 12 th , 19 th & 26 th May 2022 (6.30pm – 8.30pm)	
<p>Understand leadership styles within an organisation:</p> <ul style="list-style-type: none"> ▪ A range of leadership theories and different leadership styles, such as: <ul style="list-style-type: none"> ▪ the trait approach to leadership ▪ the behavioural school ▪ the contingency or situational school ▪ leaders and followers ▪ The key responsibilities of the leadership role in terms of: <ul style="list-style-type: none"> ▪ taking responsibility ▪ contributing to overall vision and goals ▪ setting and providing guidance on values ▪ setting direction for significant programmes or projects ▪ stimulating innovation and enterprise ▪ anticipating, planning for and leading change ▪ overcoming obstacles ▪ delegating ▪ setting objectives for teams and individuals ▪ communicating and motivating ▪ modelling appropriate behaviour ▪ representing the team and feeding back its experiences and views ▪ protecting the team and its members ▪ Assessing the impact of different leadership styles ▪ Organisational values and acceptable standards of behaviour in the organisation ▪ Organisational values and organisational purpose, vision and mission 	<p>Be able to review effectiveness of own leadership capability and performance in meeting organisational values and goals:</p> <ul style="list-style-type: none"> ▪ Theories and principles of delegating responsibility and empowering others ▪ The critical importance of the leader gaining the motivation and commitment of others ▪ Critiques of the main theories of motivation, such as: <ul style="list-style-type: none"> ▪ Maslow’s Hierarchy ▪ McGregor’s Theory X and Theory Y ▪ Herzberg’s Two Factor Theory ▪ Vroom’s Expectancy Theory ▪ Motivational factors that are available to the leader (e.g. safety and security, sense of belonging and common purpose, respect, recognition of achievement, empowerment and self-actualisation, sense of fulfilment, personal and professional development, material rewards, sanctions, job roles and employment conditions) ▪ How to evaluate motivational factors and select those that are appropriate to different situations and people ▪ Effective communication of values and goals 	<p>Be able to adopt an effective leadership style to motivate staff to achieve organisational values and goals:</p> <ul style="list-style-type: none"> ▪ The concept of emotional intelligence as developed by different theorists and how it applies to the leadership role ▪ The importance of understanding one’s own strengths and limitations ▪ Using and interpreting different techniques to identify their own characteristics, strengths and limitations ▪ The importance of continuous self-development and how to identify opportunities to develop oneself in the leadership role ▪ The importance of leaders: <ul style="list-style-type: none"> ▪ being socially aware ▪ managing relationships ▪ displaying self-leadership ▪ communicating overall vision and goals and how to win and maintain the commitment of teams and individuals to these ▪ Effective techniques for communicating, persuading and negotiating ▪ How to select communication, persuasion and negotiation skills appropriate to different situations and people ▪ The importance of being able to use a repertoire of leadership styles in different situations and with different people ▪ The importance of being aware of and analysing the internal and external environments in which the leader operates ▪ The leader’s role in supporting and mentoring team members

<p>Unit of Study: Managing stress and conflict in the organisation</p>	<p>Dates 9th, 16th, 23rd & 30th June, 7th & 14th July 2022 (6.30pm – 8.30pm)</p>
<p>Understand the effectiveness of own organisation in dealing with workplace stress and conflict:</p> <ul style="list-style-type: none"> ▪ Management responsibilities in relation to work-related stress ▪ Methods to manage stress at own place of work ▪ Sources of support and techniques to counsel staff ▪ Audit and review procedures for managing stress ▪ Possible indicators of stress in the workplace such as staff turnover ▪ Organisational policies and procedures on bullying and harassment ▪ Health and safety legislation in the workplace 	<p>Be able to improve the management of workplace stress and conflict in own area of responsibility:</p> <ul style="list-style-type: none"> ▪ Identifying and dealing with workplace stress and conflict ▪ Causes of conflict and interpersonal friction (including bullying and harassment) and ways to resolve them ▪ Grievance and discipline procedures, including supporting records ▪ Organisational employment policies such as time-keeping, absenteeism, conduct, level of performance, attitude and behaviour, gross misconduct ▪ Awareness of legal aspects of disciplinary processes ▪ Causes, symptoms and impacts of stress and the implications/effects of stress for individuals and organisations ▪ Stress awareness training ▪ Causes and effects of stress and implications for workplace and non-work activities and relationships ▪ Symptoms of stress in self and recognition of stressful situations ▪ Setting objectives and determining priorities to balance personal and organisational needs ▪ Sources of support, and when to seek professional advice/counselling ▪ Active planning for stress management ▪ Stress awareness campaigns ▪ Symptoms of stress in self and recognition of stressful situations ▪ Setting objectives and determining priorities to balance personal and organisational needs ▪ Time management techniques as major factor ▪ Benefits of delegating