

# Leadership and Management programme



*emotional intelligence at work (eiw)* is offering this programme in association with Business Development Midlands (BDM).

BDM, and this programme, are accredited by the Institute of Leadership and Management (ILM), itself a part of City and Guilds.



We recognise that leadership and management are not at all the same things.

## Why this programme is different

The problem with many training courses in leadership and management is that, while the training may be excellent, little or no help is provided back in the workplace.

Time and again, managers have told us that the gulf between the classroom and the office is too wide.

Students need help to relate what they have learnt in the classroom to their real world experiences and issues, and it is impractical to do this on the training course.

As a result, they cannot apply what they have learnt. Without that vital help in making the connections, all too often the training ends up as a waste of the student's time and their employer's money.

## Our approach

The BDM/eiw approach solves this problem.

Our programmes combine training and mentoring. Each programme consists of a series of one to one mentoring sessions which are interleaved with monthly training sessions.

All mentoring is provided to each student by their trainer.

The purpose of the mentoring is specifically to enable students to apply what they are taught in each session to their own work. Training days feed into the mentoring sessions, and the mentoring reinforces training that has already been given.

We engage with clients in a very different way to most training companies. This is described below. Our approach ensures that the client business's needs are going to be met by the programme, so we conduct a review with the client business before the programme starts and, again, during the programme.

## How we engage with clients

Many training programmes are bought off the peg from a catalogue with little, or no, dialogue between the purchaser and the provider—before, during or after the training has taken place.

We don't believe this is helpful.

When a prospective client shows an interest in placing one of their staff on a programme, we will discuss the placement with the client (usually the potential student's line manager, or the company's HR or training manager). This will cover what the client's purpose is in suggesting the individual go on the course; what the desired outcomes are; and what the individual's purpose and outcomes are. This information is used by the trainer/mentor to inform how he works with that individual.

A further review is held with the client midway through the programme. Of course, the individual can raise any concerns or queries about the programme at any time with the trainer/mentor.

## Why a training+mentoring approach is the right one

Part of the issue is that leadership is as much an attitude, an approach, as it is a set of behaviours—and leadership development is something that needs to be facilitated rather than trained. Facilitating is nigh on impossible in a training environment; it needs mentoring if it is to be successful

However, training in leadership is also essential:

- there is much leaders need to know
- it is instructive to study other leaders and learn from them
- and it is of value to share experience.

Training requires a skill set in the trainer which is radically different from that needed of a mentor. If an employer purchases training and mentoring from two different suppliers:

- there is an inevitable conflict between their two approaches, resulting in students getting mixed messages
- time is wasted while both suppliers get to know the client
- there is no communication between the suppliers without incurring further expense.

At BDM, the trainer is the mentor.

## Who is the programme suitable for?

Typically, delegates will be supervisors about to be promoted to a manager post, or managers in their first few years. (A level 5 programme is available for more senior staff.)

Client organisations may be businesses, third sector organisations, public sector organisations. In other words, any organisations in which some people manage other people.

We are also delighted to welcome self-funded individuals.

## Available programmes

Our innovative approach to leadership and management development is provided at ILM level 3 as awards and certificates.

These programmes are available both in house, and publicly.

### ILM level 3 certificate—public programme

The public programme consists of:

- Six half day training sessions starting 2 September 2014 and then on the following five first Tuesdays of the month
- Nine 90 minute coaching sessions starting in the third week of September 2014 and then in the following eight months
- Ten months' support, via telephone and email during normal office hours from the trainer/mentor, starting a month before the first training session
- Pre-programme review with each client and student to assess individual needs
- Mid-programme review with each client to assess progress.

The programme is restricted to between 8 and 12 delegates.

The venue for the training will be the Nexus Business Centre Swindon; for the mentoring it will be Nexus and the student's office, to be agreed.

The cost is £1465 +VAT per person. This price is valid for all courses starting before 31 December 2014.

### Syllabus

*This syllabus is subject to change*

The modules making up the certificate programme are (modules marked † comprise the shorter award programme):

- † Understanding and developing relationships
- † Solving problems and making decisions
- † Understanding organising and delegating
- Understanding negotiation and networking
- Understanding conflict management
- Briefing the work team
- Communicating with people outside the work team
- Developing your leadership styles.

### ILM level 3 certificate—inhouse programme

The inhouse programme consists of:

- The structure of the programme to be determined in consultation with each client, but typically will be six half day training sessions and nine 90 minute coaching sessions for the core ILM content
- Total duration should be a minimum of six months to provide an adequate elapsed time for the content to be used and experienced
- Support is available, via telephone and email during normal office hours, from the trainer/mentor for ten months starting a month before the first training session
- Pre-programme reviews with the client and each student to assess individual needs
- Mid-programme reviews with the client to assess progress.

The programme is restricted to between 8 and 12 delegates.

The venue for the training and mentoring will be the client's site or as agreed. The cost to be agreed.

The *syllabus* for the programme to be agreed with each client based on a choice of some eight from over 85 modules offered by the ILM, plus any additional material the client needs.

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