

# logical training

IMPROVING LIVES. IMPROVING BUSINESS



## Management

■ LEVEL 5

2020 / 21



# WELCOME

**With over 30 years of experience, our team are passionate about delivering inspirational apprenticeships, which support high performance and develop capabilities.**

Our trainers are sector specific, combining many years of occupational experience at the highest level with exceptional, motivational teaching skills.

Our portfolio of apprenticeships is specially designed to drive performance, improve productivity and meet the ever changing development needs of a modern workforce.

Our programmes are flexibly delivered around the demands of your organisation through our suite of tutor-support, rich-media and online training methods.

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## Programme Name

Operations / Departmental Manager

## Overview

Management and leadership skills are key across all sectors, industries and businesses.

Our Management Apprenticeships have been developed to improve the knowledge and effectiveness of both existing and aspiring leaders and managers. They give your staff the skills and tools they need to thrive in their role whilst building your future leadership and management talent pipeline.

At a time when work environments and interactions are changing, there are specific skills that leaders and managers must acquire and develop for businesses to adapt and be productive. This includes change management and the leadership of fluid and remote teams. In addition, the specific skills of critical thinking, data literacy and objective evaluating are more important than ever. Our Management Apprenticeships teach staff these vital skills and more.

## Designed For

Those in a management or senior management role who manage teams or projects and are responsible for achieving operational or departmental goals and objectives as part of their organisations strategy.

Key responsibilities may include creating and managing projects, leading teams, managing change, financial management, talent management, coaching and mentoring.

Roles include: Operations Manager, Regional Manager, Divisional Manager, Department Manager and specialist managers.



## PROGRAMME REQUIREMENTS

This is a degree level apprenticeship which typically takes 18-24 months to complete (or longer). Entry requirements for this apprenticeship will be decided by each employer.

## FEATURES AND BENEFITS

- Highly interactive
- Practical application
- Fully integrated delivery
- Leadership theories and models
- Experiential learning
- Embedded learning
- Activities and role plays
- Full guidance and support
- e-Portfolio

### EXAMPLE DELIVERY MODEL



# PROGRAMME UNITS

The Apprenticeship consists of a number of units within 3 categories: Knowledge, Skills and Behaviours.

The following pages set out the units within each of the categories.

## Knowledge Units

### ORGANISATIONAL PERFORMANCE: DELIVERING RESULTS

#### Operational Management

Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (eg SWOT), and approaches to continuous improvement.

Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. Knowledge of management systems, processes and contingency planning.

Understand how to initiate and manage change by identifying barriers and know how to overcome them.

Understand data security and management, and the effective use of technology in an organisation.

#### Project Management

Know how to set up and manage a project using relevant tools and techniques and understand process management.

#### Finance

Understand approaches to risk management.

### INTERPERSONAL EXCELLENCE: MANAGING PEOPLE AND DEVELOPING RELATIONSHIPS

#### Leading People

Understand different leadership styles, how to lead multiple and remote teams and manage team leaders.

Know how to motivate and improve performance, supporting people using coaching and mentoring approaches.

Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.

#### Managing People

Know how to manage multiple teams and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people.

#### Building Relationships

Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.

#### Communication

Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.

## PERSONAL EFFECTIVENESS: MANAGING SELF

Self -Awareness	Understand own impact and emotional intelligence. Understand different and learning and behaviour styles.
Management of Self	Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks. Understand problem solving and decision-making techniques, including data analysis.
Decision Making	Understand organisational values and ethics and their impact on decision making.

## Skills Units

### ORGANISATIONAL PERFORMANCE: DELIVERING RESULTS

Operational Management	Able to input into strategic planning and create plans in line with organisational objectives. Support, manage and communicate change by identifying barriers and overcoming them. Demonstrate commercial awareness, and able to identify and shape new opportunities. Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis and interpretation of data.
Project Management	Plan, organise and manage resources to deliver required outcomes. Monitor progress and identify risk and their mitigation. Able to use relevant project management tools.
Finance	Able to monitor budgets and provide reports and consider financial implications of decisions and adjust approach/recommendations accordingly.

## INTERPERSONAL EXCELLENCE: MANAGING PEOPLE AND DEVELOPING RELATIONSHIPS

Leading People	<p>Able to communicate organisational vision and goals and how they apply to teams.</p> <p>Support development through coaching and mentoring and enable and support high performance working. Able to support the management of change within the organisation.</p>
Managing People	<p>Able to manage talent and performance.</p> <p>Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery through others.</p>
Building Relationships	<p>Able to build trust and use effective negotiation and influencing skills and manage conflict.</p> <p>Able to identify and share good practice and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans.</p>
Communication	<p>Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of media.</p> <p>Use of active listening, and able to challenge and give constructive feedback.</p>

## PERSONAL EFFECTIVENESS: MANAGING SELF

Self-Awareness	Able to reflect on own performance, working style and its impact on others.
Management of Self	Able to create a personal development plan. Use of time management and prioritisation techniques.
Decision Making	Able to undertake critical analysis and evaluation to support decision making Use of effective problem-solving techniques.

## Behaviours

### BEHAVIOURS: DEVELOPED AND EXHIBITED IN THE WORKPLACE

Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability and has determination when managing difficult situations.
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.
Agile	Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working.
Professionalism	Sets an example, and is fair, consistent, impartial, open, honest and operates within organisational values.

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