Leadership and Management Programme ILM Level 5 Certificate
This programme is designed for practicing and established mid-level managers, particularly leaders who manage a number of teams, team leaders/first line managers. It will support them to develop their skills and experience, improve performance and consider their preparation for senior management responsibilities.

“100% of participants would recommend this course to colleagues”

Programme Learning Outcomes

- **Fulfil the key responsibilities of the leadership role.** Focusing on an evaluation of your ability to use a range of leadership styles, in different situations and with different types of people, to fulfil the leadership role. It will include emotional intelligence theory to review the effect of emotions on behaviour and performance.

- **Evaluate your ability to lead others.** Focusing on a review of your own ability to set direction and communicate to others; a review of your approach to motivation and how you delegate and empower others; and the production of a tailored Personal Development Plan that will enhance your leadership ability.

- **Understand the importance of leading teams to achieve organisational objectives.** Focusing on assessing the effectiveness of measuring team performance against organisational goals, and evaluating the role of the leader in helping teams to achieve organisational goals.

- **Develop and lead the team/s.** Focusing on a critical review of your own ability to develop and lead the team to achieve organisational goals and implement changes to your own leadership style in order to more effectively develop and lead your team/s.

Programme Content

To achieve these outcomes the following topics will covered:

- Leadership theory, behaviours and styles: the importance of using a repertoire of leadership behaviours across different contexts and with different people

- The key responsibilities of the leader

- Techniques to review own performance such as 360 review and MBTI

- Emotional Intelligence and emotional regulation: its importance and application for the leadership role

- Communicating for effective performance: translating strategy to outcomes

- Employee engagement; motivation theory: motivational factors and the leader

- Delegation and empowerment - fostering innovation and creativity

- Coaching competence

- The relationship between team performance and university objectives

- Relationship management: influencing and networking

- Group and team characteristics: from group to team, to high performance; exploring team roles to build a balanced team; and teams and change.
Programme activities consist of:

- 6 Interactive and participative workshops
- Group Learning Forums
- One-to-one tutorial / coaching support
- 2 Formal Assignments
- Online development tool (Myers Briggs Type Indicator)
- University-specific 360 leadership development tool

The programme is further supported by facilitated Action Learning Sets to continue to embed the learning, following completion of the workshops.

The Benefits in undertaking this programme are varied and include:

The use of management techniques to drive enhanced results and the opportunity to further develop the ability to lead, motivate and inspire others. It looks at strategic leadership as well as day to day management and benchmarks your leadership and management skills as well as supporting participants to raise their leadership profile. This programme is suitable for grades 8 to 10 in both academic and professional service areas.

“This has been a great course. Interactive, interesting, stimulating and fun too. It provides time for reflection to think about how you lead your team, how you can improve your leadership and how to use different tools to make your role more effective.”

“The course was excellent. It was well run, the content was highly relevant and provided me with tools for further development throughout my career. Highly recommended.”

Programme Accreditation

The programme is accredited by the Institute of Leadership and Management at Level 5. The ILM is the UK’s largest management body, specialising in vocational leadership and management development. The programme incorporates a blended approach to leadership development. This is based on three essential elements of development:

1. Knowing The body of knowledge leaders need to lead and manage effectively
2. Being Self-awareness and knowledge as the integral component to good leadership
3. Doing How effective leaders are at using their technical skills and know-how
“This course was brilliant for learning about emotional intelligence and leadership styles and techniques with many reflective opportunities to apply the learning to everyday working practices. This has not only increased my self-awareness but also my understanding of others’ preferred ways of working which has led to improved interactions at work.”

“It has helped me feel more confident being myself as a leader, not trying to copy others or do what I think is right - instead I have more confidence to trust my own judgements on how to behave.”

“The programme was much more focused on my own development and supported self-reflection and analysis. This became the key part of the course for me and supported me to change and develop.”

“100% of candidates would recommend the Action Learning Sets to colleagues.”

“This programme encourages me to see things from a different perspective and recognise that motivations/agendas can be quite different even though we are all acting towards improving the student experience.”

“The process has been valuable. It ensures action and reflection as well as assisting colleagues to share and resolve problems and develop good practice and behaviours.”

How to apply

Applications are accepted via an online application form. As with all development, the application must be supported by your line manager.

For more information, please contact Organisation Development organisationdevelopment@stir.ac.uk

*To achieve the award it is compulsory to attend all the programme workshops and to successfully complete two short reflective assignments. These reflective assignments enable participants to demonstrate how they have put their learning into practice within their teams.

Photography: For a list of photographers who have contributed to the University of Stirling photo library, please contact marketingtools@stir.ac.uk
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