General Information
This course consists of modules 4001 and 4006 of the CMI level 4 Management & Leadership training syllabus. On successful completion of both modules delegates will be able to apply to become an Associate of the Chartered Management Institute. Associates of the CMI are able to use the designator letters ACMI after their name. The CMI level 4 Management and Leadership Certificate qualification is comparable to SCFQ Level 7.

Entry Qualifications
Whilst there are no entry qualifications as such it is expected that delegates should have management responsibilities and have been in a management role for a period of 2 years. This course is only open to delegates working for organisations that have used the Vanguard Method. It is expected that delegates will have a basic understanding of the Vanguard Methodology.

Course Delivery
The course is a mixture of theory and practical application. Delegates will be required to attend 6 workshops and provide evidence that they have applied what they have learned in a work context. To achieve this, delegates will need to carry out tasks at work such as sampling and analysing customer phone calls and emails, sampling and analysis of case files and carrying out process mapping. Delegates will need to successfully complete 6 written assignments of between 500 to 1000 words and pass various observations and assessments throughout the workshops.

Table 1 overleaf provides a summary of the course content. More detail, including assignment information, can be found on pages 4 to 6.
### Table 1: Course Summary

| Workshop 1 | Different management models including Systems Thinking and mass production thinking.  
How managements assumptions about work and workers drives different behaviours and impacts on organisational performance.  
The theory of motivation and how to create a culture that encourages intrinsic motivation and engages staff. |
| Workshop 2 | The competencies and behaviours required for Systems Thinking managers.  
Developing measures that matter to customers and help managers and staff tackle the root cause of problems.  
Tools to evaluate management style and its impact on the system. |
| Workshop 3 | Understanding different intervention styles i.e. Normative-re-educative, rational –empirical and power-coercive. How and when to apply these different strategies to gain curiosity and achieve commitment and lasting change.  
Understanding situational leadership and when to direct, coach, support and empower. |
| Workshop 4 | Different forms of power and influence including positional power and personal power. We will cover Robert Cialdini’s weapons of influence as well as ‘push’ and ‘pull’ influencing methods. |
| Workshop 5 | Using the data from the field work the delegates will learn how to create powerful and engaging presentations using logic, emotion and ethical appeal. They will also learn to build ambitious plans and how to get staff to take responsibility for tasks. |
| Workshop 6 | This workshop focuses on how leaders can create cultures that provide deep empowerment for staff and the benefits of doing so. It discusses the three Cs for job enrichment: Content, Collaboration and Choice and how these can be embedded in job roles. |

### Course Timescales

The course will run for a period of 4 to 6 months with one workshop every 3 weeks. This allows delegates time to carry out workplace assignments and written assignments between workshops. Final Evaluation will take place at around 6 months and after successful completion certificates will usually be awarded within 4 weeks.

The next course is scheduled to commence in October or November 2015. The dates will be finalised by the end of August.
Course Fees
The course costs £1,400 per delegate (ex VAT). A Discount of £200 can be awarded if a delegates’ organisation is willing to host one of the workshops. This fee includes membership of the CMI for the duration of the course, course materials, observation and assignment marking and feedback, final evaluation by the CMI and the 6 workshops.

Location
Details are still being finalised but locations will be in and around Central Scotland with some classes likely to take place in Motherwell and Alloa. Venues will be confirmed before booking.

How to Apply
Names are currently being taken for interested delegates. Once final dates for the workshops are agreed and venues arranged we will contact those that have expressed an interest and at that stage you can decide whether to register for the course. If your organisation is willing to act as a host for a workshop venue, then please let the office know.

To express interest email gill@vanguardscotland.co.uk or phone 0131 440 2600

Full Course Detail is available on the following pages.
**Full Course Details**

CMI Level 4 – Management and Leadership: Unit 4001V1 - Managerial styles and behaviours

<table>
<thead>
<tr>
<th>Level: 4</th>
<th>Unit Number: 4001V1</th>
<th>QCA Unit Number: D/504/9015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credit value: 6</td>
<td>Guided Learning Hours: 20</td>
<td></td>
</tr>
</tbody>
</table>

### Learning outcomes

**The learner will:**

1. Understand assumptions about human nature and managerial behaviour
   - 1.1 Identify models which make suppositions about human nature and behaviour at work
   - 1.2 Discuss how attitudes and assumptions can influence managerial behaviour
   - 1.3 Evaluate a model of managerial style in which the manager can apply skills to identify, study and review their patterns of behaviour

### Assessment criteria

**The learner can:**

- 1.1 Identify models which make suppositions about human nature and behaviour at work
- 1.2 Discuss how attitudes and assumptions can influence managerial behaviour
- 1.3 Evaluate a model of managerial style in which the manager can apply skills to identify, study and review their patterns of behaviour

### Learning/training method

- Formal input – history and evolution of management thinking from scientific management to current org theory (including Systems Thinking)
- Guided reading – J Seddon books (chapter 1 of ISO book)
- CMI resource centre materials
- Vanguard Scotland resource materials
- Formal input and action learning - Command & Control vs. Systems Thinking
- Formal input and action learning - Check model – identifying the thinking and assumptions driving management behaviours in the organisation
- Formal input, guided reading and action learning - Check, Plan, Do model and detailed CHECK model

### Assessment method(s)

- Written paper 1 [List some management models and explain which one best describes your organisation at the start of the change programme, with reasons why. (500 words)]
- Presentation at leaders review (observed and presentation slides)
- Portfolio of work-based evidence – results of Check model and link between thinking, system and performance
- Presentation at leaders review (observed)
- Observation during intervention
- Presentations to others and at leaders review
- CHECK model results
| 2. Understand how management style can influence managerial behaviour | 2.1 Describe styles of management | • Formal input and guided reading – history and evolution of management thinking from scientific management to current org theory (including Systems Thinking)  
• CMI resource centre materials  
• Action learning – Command & Control vs. Systems Thinking (analyse your organisation)  
• Check, Plan, Do model – formal input and action learning  
• CMI resource centre materials  
• Formal input – case studies and guided reading  
• Action learning – Check model  
• Individual coaching during intervention  
• CMI resource centre materials  
• Vanguard Scotland resource materials | • Written paper 1  
• Presentations to leaders review and group training  
• Portfolio of work-based evidence – identification of current and redesigned organisational performance measures  
• Presentation of measures to leaders review – observed and presentation slides  
• Portfolio of work-based evidence – identification of current and post redesign management style and impact on performance (old and new operating principles)  
• Presentation at leaders review  
• Observation by assessor over period of intervention of candidate involvement in redesign |
| --- | --- | --- | --- |
| | 2.2 Identify measures of managerial effectiveness | | • Guided learning – J Seddon books  
• Individual coaching during intervention  
• Formal input – management styles and behaviour and their impact on individuals and the organisation  
• CMI resource centre materials  
• Vanguard Scotland resource materials |
| | 2.3 Discuss links between management style and managerial effectiveness and efficiency | | • Action learning – Command & Control vs. Systems Thinking (analyse your organisation)  
• Individual coaching during intervention |

| 3. Understand the need to apply a range of management styles | 3.1 Describe situations which would require application of differing management styles and behaviour | • Guided learning – J Seddon books  
• Individual coaching during intervention  
• Formal input – management styles and behaviour and their impact on individuals and the organisation  
• CMI resource centre materials  
• Vanguard Scotland resource materials | • Observation by assessor over period of intervention of candidate involvement in redesign  
• Q&A paper to identify understanding of appropriate times to use coercive, rational and normative approaches  
• Observation of candidate applying adaptability of styles in workplace  
• Portfolio of work-based evidence – Leaders review, measures, impact and control charts  
• Observation by Assessor |
| | 3.2 Assess the relationship between individual managerial performance and expected organisational managerial performance and behaviour | | • Action learning – Command & Control vs. Systems Thinking (analyse your organisation)  
• Individual coaching during intervention |
CMI Level 4 – Management and Leadership: Unit 4006V1 - Management and leadership influencing skills

<table>
<thead>
<tr>
<th>Learning outcomes</th>
<th>The learner will:</th>
<th>Assessment criteria</th>
<th>Learning/training method</th>
<th>Assessment method(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Understand the sources of authority and leadership influence</td>
<td><strong>The learner can:</strong> 1.1 Discuss the concept of leadership by authority 1.2 Discuss the concept of leadership influence 1.3 Describe a framework for managerial leadership</td>
<td></td>
<td>• Formal input – history and evolution of management thinking from scientific management to current org theory  • Guided reading – Vanguard model (Command &amp; Control vs. Systems Thinking leadership)  • CMI resource centre materials  • Vanguard Scotland resource materials</td>
<td>• Written Assignment  • Presentation at Leaders review  • Observation by Assessor of candidate discussing leadership styles with organisational staff during intervention</td>
</tr>
<tr>
<td>2. Understand management and leadership influencing skills</td>
<td>2.1 Analyse the skills needed to communicate a clear vision and sense of common purpose for the team 2.2 Explain the skills needed to develop personal responsibility for people and task objectives 2.3 Summarise the skills needed to create a culture which could influence and encourage team members</td>
<td></td>
<td>• Workplace coaching by Assessor during intervention – scoping, purpose, project management, influencing leaders and agreeing set up of Check and redesign teams  • CMI resource centre materials  • Vanguard Scotland resource materials</td>
<td>• Portfolio of work-based evidence – scoping results, Leaders review, set up of CHECK and redesign teams  • Observation by Assessor of candidate during intervention  • Set up of VMB and Problem Solving Sessions  • Observation and Viva -Voce</td>
</tr>
<tr>
<td>3. Understand the application of delegation and empowerment</td>
<td>3.1 Describe the application of delegation and management control in achieving objectives 3.2 Evaluate empowerment, and its implementation, on team and task objectives 3.3 Identify the results of delegation and empowerment on management and leadership influence</td>
<td></td>
<td>• Formal input – set up, project managing intervention, allocating tasks and monitoring progress, decision making at point of action/transaction  • Guided reading – Vanguard model (Command &amp; Control vs. Systems Thinking leadership)  • CMI resource centre materials  • Vanguard Scotland resource materials</td>
<td>• Written Assignment  • Portfolio of work-based evidence – scoping results, Leaders review, set up of CHECK and redesign teams  • Observation by Assessor of candidate during intervention</td>
</tr>
</tbody>
</table>