

FUTURE TALENT* LEARNING

THE TRANSFORMATIONAL
LEADERSHIP PROGRAMME

FAQs



WHAT IS THE PROGRAMME?

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An immersive and highly experiential learning programme that empowers you with the human and interpersonal skills as well as an agile mindset you'll need to thrive in the changing world of work. There are two versions: the Level 3 Team Leader/Supervisor programme, and the Level 5 Operations/Departmental Manager programme.

WHICH VERSION SHOULD I APPLY FOR?

The Level 3 Team Leader/Supervisor programme is aimed at new entrants, graduates and first-time managers who have recently started managing a small team or who are aspiring to do so in the near future. You will need to either have line management responsibilities or be able to find opportunities to manage people at various points over the course of the programme (on short term projects for example).

The Level 5 Operations/Departmental Manager programme is aimed at managers with a little more experience who have either recently started managing a larger team or department or who are aspiring to do so in the near future. You will need to already have line management responsibility. It would most likely *not be so appropriate* for a manager who has already been successfully leading a large department or team for a number of years.

HOW LONG IS THE PROGRAMME?

The Level 3 Team Leader/Supervisor programme typically takes 12 months (with a final end point assessment period of around 8 weeks). The Level 5 Operations/Departmental Manager version typically takes 15 months (with a final end point assessment period of around 12 weeks). Final timings will depend on your own ability and speed.

WHAT IS THE BROAD FOCUS OF THE PROGRAMME AND HOW WILL I KNOW IF I WILL ENJOY IT?

Although we cover project management, finance and operational management, the programme is primarily focused on developing your *soft skills* and improving your emotional Intelligence (EQ). It's worth considering whether you would enjoy and benefit from reflecting on this type of content. The topics for Level 3 and Level 5 are very similar but the focus of Level 3 is more on knowledge, while Level 5 is more about applying that knowledge.

WHAT SPECIFIC TOPICS ARE COVERED?

The modules in the programme comprise: Self Awareness, Management of Self, Communication, Relationships, Management & Leadership, Decision Making, Project Management, Finance & Ops and Business Transformation (Innovation)

WHEN DOES THE PROGRAMME START?

Programmes typically start in February, May and September for both Levels 3 & 5



WHO CAN APPLY AND WHAT ARE OUR ELIGIBILITY REQUIREMENTS?

WHAT ARE THE ELIGIBILITY REQUIREMENTS TO TAKE PART IN THE PROGRAMME?

1. You must **EITHER**

- a. be a citizen of the UK or of a country within the EEA (European Economic Area) and you must have been ordinarily resident in the EEA for at least the previous three years on the first day of the apprenticeship.
 - b. **OR**, you must be a non-EEA citizen who has permission from the UK government to live in the UK (not for educational purposes) and have been ordinarily resident in the UK for at least the previous three years before the start of the apprenticeship.
2. You must spend at least 50% of your working time in England throughout the course of the apprenticeship.
3. You must have Level 2 (GCSE equivalent) Functional Skills in Maths and English. If you have your GCSE certificates for Maths and English, that will be sufficient. Specific international equivalent qualifications will also be acceptable (please see separate sheet). If you have an international qualification which is not on our sheet, you can obtain evidence from the National Academic Recognition Information Centre (NARIC) via a certificate/statement of comparability which confirms the qualification is an equivalent of GCSE English and Maths (A* to C). Please note that you are responsible for contacting NARIC and arranging comparison information.
4. You must be able to dedicate 20% of your contracted working hours to complete all apprenticeship related learning.
5. For both programmes, you will also need EITHER direct line-management responsibilities OR to be able to manage people for a reasonable duration of your programme. For example, this might involve you managing project teams for a few weeks/months here and there over the course of the programme.

IF I HAVE AN MBA, AM I STILL ELIGIBLE TO APPLY?

If you have an MBA, unfortunately, you won't be eligible for either the Team Leader or the Operations / Departmental Manager apprenticeship.

WHAT ARE THE TECHNOLOGICAL REQUIREMENTS?

You will be invited to attend a variety of engaging digital learning events and meetings with your coach via Zoom and/or Teams. You'll need to be able to attend these events with your video switched on and the ability to use the Chat function. You will also need to be able to watch videos on YouTube or Vimeo.

IF I HAVE EXISTING QUALIFICATIONS IN SOME OF YOUR TOPIC AREAS (FOR EXAMPLE, IF I HAVE AN ACCOUNTING DEGREE OR A PROJECT MANAGEMENT QUALIFICATION) OR, IF AM ALREADY VERY FAMILIAR WITH SOME TOPICS THROUGH GENERAL EXPERIENCE, WILL I STILL BE ELIGIBLE?

When you start your programme, you will need to complete a detailed 'Skills Scan' to uncover your existing level of ability in each of our topic areas. If it transpires that, through prior experience or previous study, you are already fully competent in one topic area, we would not propose teaching you this particular topic, though you would still likely be eligible for the programme as whole. If you are already competent in two or more areas, you *may* not be eligible at all. If you're not sure, please apply and we'll discuss this with you in person.

CAN I TAKE PART IF FURLOUGHED OR WORKING FROM HOME (E.G. DURING LOCKDOWN)?

Absolutely. The programme is designed to be flexible and can be done 100% digitally via a combination of virtual coaching, e-learning and digital simulations. In fact, this is a great time to be learning and developing.

WHAT IF I AM NOMINATED FOR THE PROGRAMME BUT I'M NOT SURE IT'S FOR ME?

We strongly advise that you only participate if you have proactively chosen to do so and are willing to commit the necessary time and energy. If your manager or L&D team has nominated you, that's great, but please only continue your application if it's your proactive choice, and it feels like the right programme at the right time for your development

WHY DO THE PROGRAMME?

WHY IS THE PROGRAMME NEEDED?

Four in five CEOs see employees' shortage of soft skills as a critical barrier to growth (PwC 2019). We focus on developing three keystone behaviours that are critical for success: the ability to work in more agile ways, the people skills to collaborate effectively, and the mindset to see organisational transformation as an opportunity and not a threat.

WHAT'S IN IT FOR ME?

Our programme focuses on developing the people skills that emerging and current leaders need most. This is frequently where ‘accidental managers’ (that’s any manager who has had little or no formal training/CPD about how to manage effectively) can trip up. Only 25% of long-term career success depends on technical knowledge, the rest is all about soft skills (Stanford University). Because our programme involves learners from multiple companies, you will also develop a powerful alumni network of creative collaborators.

IS THE PROGRAMME AIMED AT PARTICULAR DEPARTMENTS OR FUNCTIONS?

Our programme aims to develop the potential of learners from any department or function. It’s important to note some ‘high-potential’ employees who may already have attended a number of leadership programmes may not benefit as much as those who have not yet had this type of investment. However, we also appreciate that many ambitious ‘high-potential’ individuals are keen to constantly hone and improve their leadership and management capabilities, and are keen to further evolve their interpersonal and soft skills.



HOW DOES THE PROGRAMME WORK?

HOW IS TRAINING DELIVERED?

The whole programme is delivered virtually. Through a blend of e-learning, virtual simulations/gamifications and interactive webinars, as well as action learning and virtual 1-2-1 coaching support. Some key learning content is also delivered by partners, including RADA Business which delivers a series of interactive digital masterclasses across the programme.

HOW IS THE PROGRAMME ASSESSED?

At the end of your apprenticeship, you will have an end point assessment (EPA), this involves two different elements: a Professional Discussion (1-2-1 interview) including a review of your Aptem portfolio, and a Project Presentation plus Q&A.

WHAT QUALIFICATION WILL I GET AT THE END?

A widely recognised Leadership & Management apprenticeship qualification. A Level 3 Team Leader/Supervisor apprenticeship (equivalent to two A level passes) or a Level 5 Operations/Departmental Manager apprenticeship (equivalent to a full degree).

WHAT IS THE PROJECT REQUIREMENT ON BOTH PROGRAMMES?

Learners on both programmes will need to work on a project for a few weeks (L3) or around 3 months (L5) following the end of the programme. This takes place during the EPA period and also comprises part of your final assessment.

HOW DO I ACCESS LEARNING MATERIALS?

We have a dedicated learning management system (LMS) called Aptem, which you can use to learn, submit assignments and compile your e-portfolio.

IF I HAVE ADDITIONAL LEARNING NEEDS, CAN I GET EXTRA SUPPORT?

Yes. When your coach first meets you, they will assess your individual learning requirements. It may be that your programme is extended by a few months and/or you are eligible for additional support.

HOW MUCH SUPPORT WILL I RECEIVE FROM MY PERSONAL DEVELOPMENT COACH/ASSESSOR?

You will be allocated a personal development coach/assessor with whom you will keep in touch via email and virtual meetings over the course of the programme; typically for around 90-120 minutes each month.

WHAT HAPPENS IF I MISS A VIRTUAL SESSION DUE TO ILLNESS OR HOLIDAY?

If you miss a session, your coach will work with you to ensure you get back up to speed, usually via additional online learning materials.

IS THE PROGRAMME TAILORED TO MY ORGANISATION?

Our programme is inherently 'generic' as the core modules are relevant to leaders in any organisation. Your L&D team may support you personally by offering you additional materials.



WHAT LEVEL OF COMMITMENT WILL IT INVOLVE?

WHAT'S THE TIME COMMITMENT FOR ME?

You must spend 20% of your contracted working time doing 'off-the-job' learning. It sounds a lot, but around a third of this involves putting your learning into practice within live projects that you are likely to be working on in the normal flow of your work. It also includes any other learning you might do at work, for example, courses, work shadowing, mentoring or job rotation. The rest is made up of virtual coaching, e-learning and digital, gamified simulations. We recommend that you block out *at least* 5 hours each week for 'formal' learning and study (e.g., reading resources, answering questions in Aptem, meeting with your coach, attending events etc.).

WILL DOING THIS PROGRAMME ADVERSELY AFFECT MY PRODUCTIVITY?

No. In fact, in the medium and long term, it should do the opposite. Our programme is designed to help you develop the skills you need to do your job more effectively. We help ensure that your organisation and line manager are supporting you and regularly checking that you are making progress and getting the support you need.

HOW IMPORTANT IS THE INVOLVEMENT OF MY LINE MANAGERS?

It's crucial. Your line managers must commit to allowing you the time to participate in the programme. They also need to commit to meeting with you and your coach at least quarterly for progress checks.

HOW MUCH DOES IT COST?

WHAT DOES THE PROGRAMME COST?

Both versions of our programme align to apprenticeship standards. That means for eligible learners based in England they're 100% fundable under the government's Apprenticeship Levy. In other words, if your organisation is not already fully using its levy pot, the programme costs you, and your organisation, nothing. The Level 3 Team Leader/Supervisor qualifies for up to £3,920 per learner (+ £580 EPA cost). The Level 5 Operations/Departmental Manager qualifies for up to £6,200 per learner (+ £800 EPA cost). Final amounts will depend on an assessment of the relevant prior knowledge of each apprentice. If you are not a levy payer then the Government will still directly subsidise 95% of the cost of the learning.

Both versions of the programme are also available commercially, making it available to be rolled out globally to all employees (it is currently also available in Spanish, with several other languages coming on stream very shortly). We are also delivering customised modules or 'Missions' from the programme to support shorter, highly focused development interventions for large cohorts of employees organisation-wide.

WILL THERE BE ANY CHANGE TO MY SALARY?

No, there will be no changes to your salary.

WHAT HAPPENS IF I LEAVE DURING THE PROGRAMME?

If you move to a new employer, your new employer may be able to take up your levy payment so that you can continue with the programme. If you need a break in learning (for example, during maternity leave) we'll simply pause your programme until you are ready to return.

