

the centre

the ILM magazine for those who develop leaders and managers Summer 2005

Social enterprise

Look out for ILM's latest qualification

Qualifications development

Keep up to date with the many national initiatives coming your way

ILM Corporate Membership

It's here - the new way to develop your staff and business



Inside: all the latest news and events plus centre success stories

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There is new evidence that ILM management development programmes deliver real results. A recent research study conducted by a consortium of five universities found that individuals were more confident and productive after taking an ILM programme. Course participants declared that they were able to manage their workloads more effectively and their line managers agreed. Turn to page 4 to find out more!

John Ross and Vendela Peterson



Published three times a year, the Centre is dedicated to those who develop leaders and managers. Whether you are a trainer, course administrator or in-house training department, the Centre will keep you up-to-date on ILM news and the latest issues affecting management training.

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ILM has some new high profile customers including Harrods and Argos. ILM has also been approached by several fire service organisations to map the fire service standards to ILM qualifications. We have also been working in conjunction with Bradford University to design a foundation degree for fire service personnel. In other areas, we have conducted mapping of the NHS knowledge and skills framework to ILM qualifications. Meanwhile, in the RAF, ILM has successfully mapped military courses to ILM's Level 2, 3 and 4 management qualifications. These are now providing career progression for RAF personnel.

ILM is particularly keen to hear case studies about exceptional candidates. We'd like to know where the work a candidate does, while studying on an ILM programme, has had a positive impact on their organisation. If you have an exceptional candidate or interesting story to tell please let us know.

ILM is in the midst of running the summer cycle of centres conferences and pathfinder events to help support centres. Turn to page 11 to find out about events near you.

You might be interested to know, that the new customer services facility is proving very popular, so if you have a query or request just drop a line to customer@i-l-m.com or call Suzanne Rogers on 01543 266867.

And finally, in case you were wondering where the 'news in your area' section has gone... The regional and national reports will now be posted directly to you in the new look 'Centre plus' coming your way very soon.

Vendela Peterson
Head of national operations **south**
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Success stories from centres

There's a new framework for achievement and occupational standards for management on the horizon (page 8)





'Long hours are not a sign of economic success, but badly organised workplaces with tired, inefficient staff'

TUC general secretary

Long hours holding back productivity

The TUC has criticised the long hours working culture in the UK, arguing that the practice is preventing increased productivity, as well as damaging the health of employees. According to a TUC poll, almost one third of the UK workforce – more than eight million employees – say that long hours or stress have stopped them from taking up some education or training in the last three years.

Published during discussions in Strasbourg to reform the Working Time Directive (the CBI has been lobbying hard to avoid losing the opt-out of the 48-hour week), TUC general secretary Brendan Barber said: 'Employer lobbyists claim that long hours working is essential to business success, but most experts agree that one of the biggest brakes on UK productivity is the poor skills of too many of the workforce.'

He added: 'Long hours are not a sign of economic success, but badly organised workplaces with tired, inefficient staff.'

Among full-time workers, the poll showed that 35% of employees agreed they lacked time and inclination to take up a course of study – due to long hours. The CBI counterattack suggests bosses are simply defending worker's rights to work overtime and that the proposed changes 'removes choice for employees' and for firms who may have specific contracts to meet; while the Government has consistently said that the opt-out is essential for business flexibility.

Either way, the TUC believes that if Europe's ministers agree to shorter working practices in line with much of the EC, they would be giving British productivity a boost and providing a healthier work-life balance for employees.

ILM programmes make a difference

ILM programmes can make a difference to an individual's performance, a new report has found. A study by five universities* on participants in ILM programmes** and their line managers found that both parties were able to see a range of immediate development benefits.

Participants said that they were more able to prioritise and manage their workloads effectively, had greater self belief in their abilities and demonstrated improved delegation and time management skills. Three quarters of ILM programme participants said they felt more confident at work after taking an ILM course, while 88% of line managers could see this growing confidence in their staff. Respondents also noted an improvement in change management skills, with 81% of participants saying they were better able to manage change.

The report also found that the motivation for taking an ILM programme mostly came from individuals wanting to better themselves. Over half of the participants said they took an ILM course because they wanted a management qualification or thought it would help them secure a promotion. Less than a quarter attended because their manager wanted them to. And both managers (93%) and participants (94%) thought that ILM programmes offered value for money.

* Universities coordinating the study were Keele, Leicester, Aston, Birmingham and Nottingham Trent

** Participants were staff from the five universities who attended the introductory awards at Team Leader, First Line Manager and Diploma level

Learning facts

A 2004 survey by National Institute of Adult Continuing Education (NIACE) shows that:

Only 19% of adults were engaged in learning

Adult learning fell by 6% between 2003 and 2004

Those living in deprived areas (67%) were least likely to be learning, followed by those with literacy and numeracy needs at 52%

The 2002 national adult learning survey reported that:

A total of 45% of non-learners were keen to participate in learning

Reasons for non-participation were work and family commitments, financial difficulties and lack of knowledge about available courses

49% of non-learners in the same survey cited lack of adequate childcare as an obstacle to learning

The highest participation rates were by those in full-time employment (89%), part-time paid work (81%) and self-employment (88%)

According to DfES figures:

Nine out of ten employers provided job-related training to at least some of their workforce



Government plans to attract single mums back to work

In an attempt to reduce the burden on taxpayers, the government has plans to attract 70% of lone parents back to work by 2010. Among this group, single mothers have been the hardest group to reach. A recent survey showed that lack of provision for adequate childcare and the kinds of jobs open to single mums were major disincentives, with the result that they continued to collect state benefit. The salaries did not even cover childcare costs, let alone essential living.

The most obvious way to encourage this group is to provide childcare, as in the case of the Women's Technology

and Education Centre (WTEC) in Liverpool. Working in conjunction with local social services, the group organised a six-month programme for 10 young mothers aged from 18 to 21. After deciding on an appropriate nursery, the group attended the course twice a week for four hours a day, working towards a computer literacy exam. Learning manager, Liz Mogen, remarked: 'These women have had to face many difficulties in their lives, so confidence building has also been an important part of the programme.'

She also believes it is crucial to listen to participants' needs, allowing them to make their own decisions and then supporting them in their individual choices. Since its inception, the WTEC has been awarded Grade 1s by the Adult Learning Inspectorate for its foundation programmes, its approach to leadership and management and equality of opportunity.

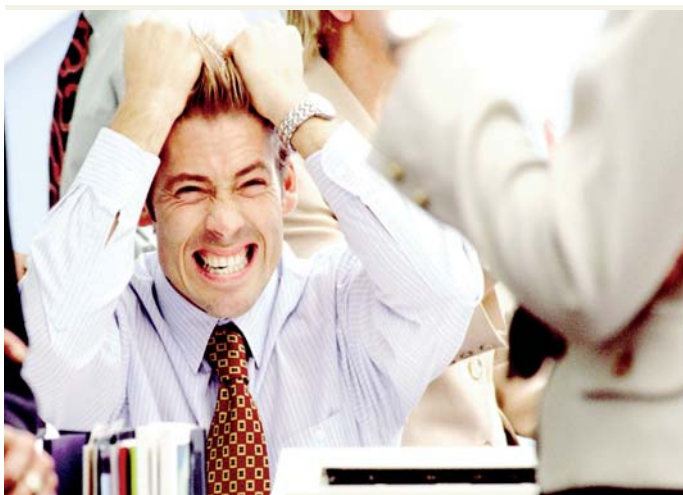


Employer training pilots evaluated

Over 130,000 employees and 18,000 employers have participated in the employer training pilots, established by the Learning and Skills Council in 2002 to get low skilled employees trained up.

According to the pilots' second year evaluation, over two-thirds of participants stated that they would complete their course or qualification. Around 70% of the companies taking part have less than 50 employees, with one quarter having less than ten members of staff.

'The report reinforces the view that employees simply want to be given the opportunity to improve their skills,' said David Way, skills director at the LSC. 'But smaller organisations often find it difficult to source the budget to enable this. Given the right support, all employers will be able to offer training and high quality, subsidised courses that can take place on or off-site. To date, the scheme has reached one in eight of eligible employers. To reach the remainder it's important to listen to what they are asking for,' he added.



UK workers not happy!

In its recent survey of 14,000 European workers, Kelly Services discovered what we might have known all along – that British employees are among the most discontent in Europe. Only 36% of those questioned were satisfied with their level of pay and a mere 24% were happy with their company's health benefits. Apart from salary issues, the main gripe of British workers was the lack of opportunity to expand their skills base and the absence of formal training. The industry sectors most unhappy at work were sales and customer service, with those employed in research the happiest. Older people

were also less happy than their younger colleagues.

A move to Scandinavia, perhaps, since an impressive 68% of employees questioned in these countries said they were happy with their jobs. Even in France, where they strike at the drop of a Gauloise, over two thirds of workers claimed to be enjoying their employment. But the most miserable European employee award was claimed by the Belgians where only 35% of workers said they were happy at work.

Kelly's marketing director, Steve Girdler, said the survey showed that: 'the economy, a sluggish retail sector and confusion about European

trade all contribute to people's uncertainty.' He added: 'People make career changes more than ever these days and their expectations are higher. Employees need to feel valued, rather than a cog in the machine. Understanding these motivations and helping employees chart their own course in the company with proper training and incentives is the key to success.'

On an up-note, 58% of UK workers questioned were satisfied with their balance of work-home life, with just over half expressing satisfaction with their employers' ethical standards.

'Only 36% of those questioned were satisfied with their level of pay and a mere 24% were happy with their company's health benefits.'

Social enterprises in the UK

Social enterprises are not new, but they are certainly newly-recognised. You will already know of many, including **Jamie Oliver's project restaurant, Fifteen, the Big Issue newspaper, the John Lewis Partnership, Loch Fyne Oysters and the Co-operative movement.**

So, are they charities with an entrepreneurial edge or just socially responsible businesses? The government's Strategy for Success document, published in 2002, helps to explain. It says: 'A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.'

SOCIAL ENTERPRISE

Look out for ILM's exciting new social enterprise qualification

ILM will shortly be launching a new qualification in Understanding Social Enterprise. This will be a short, single-unit award at (new) Level 5 and is designed to support managers working within a social enterprise, who require more detailed knowledge of their particular sector. It is also suitable for business advisers supporting either emerging or established social enterprises.



The John Lewis Partnership is the country's largest example of worker co-ownership. All 63,000 permanent staff are partners in the business.

Course structure

ILM has been working with the Social Enterprise Partnership and other agencies to develop this new qualification, which is based on unit H of the SFEDI national occupational standards for Social Enterprise Support – approved by regulators in October 2004.

The programme is designed around approximately 26 guided learning hours, delivering four specific segments:

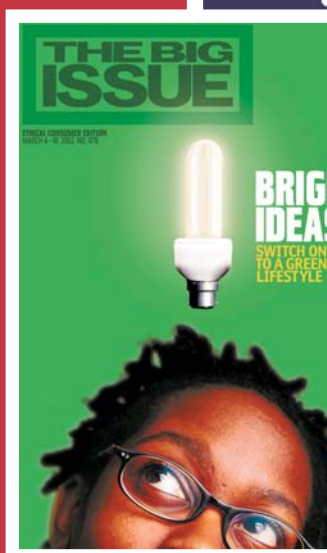
- Introduction to social enterprise
- Organisational and legal structures for social enterprises
- Finance and support for social enterprises
- Case studies in social enterprise

The qualification is assessed by a case study assignment focusing on an emerging or established social enterprise of the candidate's choice. They are required to investigate, using set questions, and write up the results to demonstrate that they have met the assessment criteria. A visit to the chosen organisation, plus an interview with an individual associated with its ownership and/or control is mandatory.

Overall, a learner can expect to spend about 60 hours notional learning time to complete the programme. Successful candidates will be eligible for ILM membership.

The programme has received QCA accreditation and will be available to centres from July. The normal add-on processes apply, but intending centres must ensure that they have staff who meet the occupational competence requirements, which are set out in the programme specifications.

Further information is available from your local regional/national manager, or e-mail the ILM at qualifications@i-l-m.com



ABOVE: *The Big Issue*, a news and current affairs magazine, is written by professional journalists and sold on the streets by vendors looking to overcome the crises surrounding homelessness. The Big Issue Company Ltd is a social enterprise, which supports The Big Issue Foundation, an independent charity.



Qualifications development update

As outlined in the last edition of *the Centre*, a considerable number of national initiatives, such as the Framework for Achievement and the emerging sector qualification strategies, are having an impact on all awarding bodies' activities. There are also new national occupational standards in management and leadership. Qualifications development manager, **June Hawkins**, gives an update on these important developments

ILM is committed to providing stability for its centres, in the face of the many upcoming national initiatives. Immediate changes are being kept to a minimum, pending more far-reaching changes that will move ILM towards a fully unit-based structure for qualifications. However, this is not expected until 2006/7, and in the meantime here are some developments which will impact on centres this autumn.

Team Leading and Management VRQs

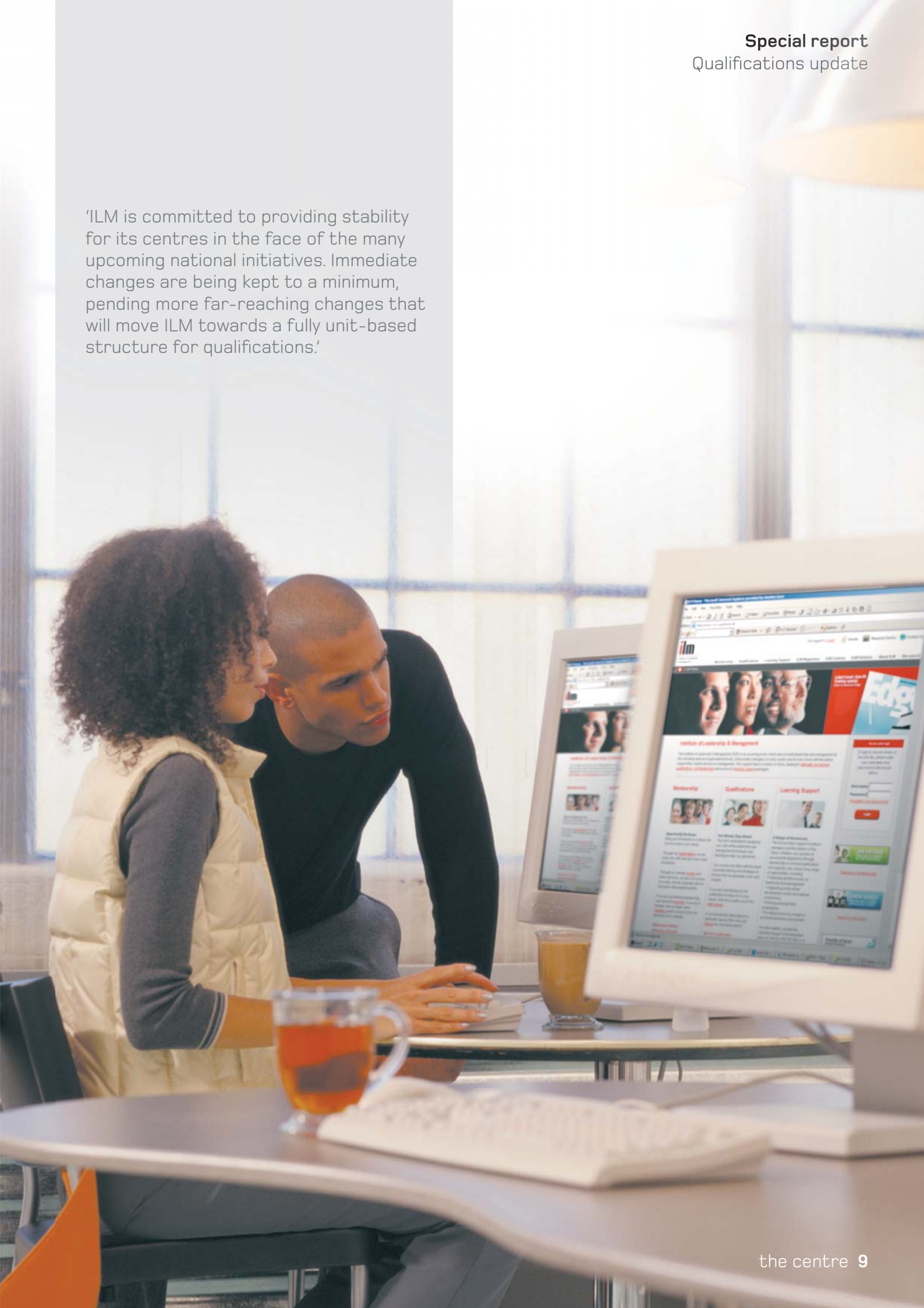
ILM has applied to the regulators to extend the expiry date of these qualifications to December

2006. Given the emerging initiatives to develop a national qualification strategy for management and leadership, this is a realistic timeframe and as such is almost certain to be approved. This will secure the place of these ILM qualifications on the Learning Aims Database and, as a result, their continued eligibility for public funding. Confirmation will be provided on the ILM website as soon as it becomes available.

The following minor changes to the VRQs will be available later this year:

- **Choice of external or independent assessment for the final summative assessment** – that is work-based assignments for Introductory Level 3-5 VRQs, and the Level 2 Mini-Project, Level 3 Project, Level 4 Management Report and Level 5 Consultancy Report. However, the option for external assessment of the knowledge assessment on the Level 2 Introductory Certificate in Team Leading has been withdrawn for programmes registering after 1 September 2005 – only independent assessment will be available
- **Minor content changes have been made – a few new segments and small adjustments to existing ones – to align qualifications with the new national occupational standards.** In most cases, these changes affect only the learning outcomes and not the indicative content, so they should not affect any teaching or training material that centres have prepared

'ILM is committed to providing stability for its centres in the face of the many upcoming national initiatives. Immediate changes are being kept to a minimum, pending more far-reaching changes that will move ILM towards a fully unit-based structure for qualifications.'



- **Reflective reviews have been introduced as an alternative to the knowledge assessment for the Level 2 Team Leading programmes.** Centres can choose either method of assessment. ILM is preparing a new CD that will include any necessary revisions to the short answer questions, plus a reflective review for every segment. Both will be complete with marking schemes, and be ready to print off for use with candidates. The CD will be provided free of charge to all centres approved for these Level 2 qualifications
- **The worked based assessment is being slightly revised in the Level 3 Introductory Certificate in First Line Management.** The task will be essentially the same, but without the need to use a decision-making model to evaluate alternatives

Revised programme specifications, combining the externally assessed and independently assessed versions, will be produced and circulated to all centres for the qualifications for which they are approved.

S/NVQs in Team Leading and Management

S/NVQs in Team Leading and Management, based on the 2004 national occupational standards in management and leadership will be available for registrations from 1 September 2005.

Regulators have stated that registration on existing S/NVQs must now cease on 31 August 2005. Thus, there will be no overlap between

'S/NVQs in Team Leading and Management, based on the 2004 national occupational standards in management and leadership will be available for registrations from 1 September 2005.'

the old and new versions. The process remains virtually the same, and new programme specifications will be circulated in the near future. Assessment will be based on a number of key principles:

- There must be valid evidence from those who report to the candidate and from those to whom the candidate reports (except in cases where the candidate reports to no-one)
- There must be some assessor observation of the candidate's performance. The evidence requirements will identify suitable opportunities for observation
- Prior to achievement of the full S/NVQ there must be an interview (face-to-face, telephone or electronically) between the candidate and assessor, which provides an opportunity to discuss performance and evidence across the completed, or almost completed, units

It will no longer be mandatory to separate the advisor and assessor roles, though ILM continues to recommend this as good practice. A simple, centre-friendly conversion process will be established – more details will be provided later to centres that are already approved to offer these programmes. ILM will produce books of standards, complete with evidence requirements, forms and other valuable information. More details will be circulated shortly and will also appear on the website.

The standards can be viewed on the MSC website:
www.management-standards.org.uk

The new national qualifications framework and re-leveling of qualifications

The new NQF has been designed to provide better articulation with the HE Framework, which has meant subdividing the former Levels 4 and 5. Existing Level 4 qualifications will be re-levelled at either Levels 4, 5 or 6 – depending on how they meet the new level descriptors. Existing Level 5 qualifications will be similarly re-levelled at either Level 7 or 8.

All management qualifications across various awarding bodies are currently being re-levelled and ILM expects that its existing Level 4 Diplomas in Management will become new Level 5, and the existing Level 5 Executive Diplomas will become Level 7. Confirmation will be provided as soon as it becomes available. No action, apart from reflecting changes to the level on their internal documentation and publicity materials, needs to be taken by centres approved to offer these qualifications.

Certificates cannot be issued at the new levels until January 2006, and suitable wording will appear to minimise any confusion. Guidance will be provided to centres, as further advice is received from regulatory authorities.

Leadership qualifications

First launched outside the NQF at Levels 3 and 4, these have now been accredited by the regulators and appear on OpenQUALS at Levels 3 and (new NQF) Level 5. Centres should be aware that there are no changes to the Level 4 programme. It has changed level purely due to the introduction of the new national qualifications framework which subdivides the old Level 4 into new Levels 4, 5 and 6 (see above). The leadership qualifications meet the level descriptors for Level 5 in this new framework.

No action, apart from reflecting changes to the level on their internal documentation and publicity materials, needs to be taken by centres approved to offer these qualifications.

However, accreditation on the NQF now means that public funding should be available for these qualifications.



Further information

Centres are advised to regularly visit the news and developments page on the ILM website, where updated information will appear as it emerges. Your local regional/national manager will also be pleased to advise you.

Please note that technical queries concerning the above should be e-mailed to qualifications@i-l-m.com (not to customer@i-l-m.com)

ILM corporate membership

There is a new type of membership available from ILM designed to develop the talents of individual managers, while at the same time giving organisations a leadership boost. ILM Corporate Membership enables companies to develop their staff in a cost effective way.

Benefits for organisations include:

- Recognition of a company's commitment to sound leadership and management practice
- Cost effective investment in the professional and personal development of staff
- Special corporate subscription rates

Managers get the advantage of:

- Professional support and information – *Edge* magazine, use of the ILM on-line resource centre and access to the

'members only' area of the ILM website

- Extending management skills – ILM members events and networking opportunities
- Recognition of professional status – with the use of post nominal letters
- Career development – career planning with a personal advisor
- Personal benchmarking – identifying their strengths and weaknesses against key management competencies

If you'd like know more about receiving the benefits of ILM membership for you and your candidates simply e-mail: membership@i-l-m.com or call 01543 266811 for a brochure on Corporate Membership.



ILM Coaching and Mentoring qualifications

Expand your portfolio with the ILM's increasingly popular Coaching and Mentoring qualifications. Ranging from a level 3 certificate to the full level 5 diploma these practically-based qualifications will ensure your centre is at the cutting edge of management development training.

To find out more visit www.i-l-m.com

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ILM events for Centres 2005

Centre conferences

- 23 June **Leeds** North centre conference (Practical leadership)
- 7 July **Bracknell** South centre conference and AGM (Leading change)
- 23 September **Nottingham** Healthcare sector conference
- 9 November **Grangemouth** Scotland centre conference
- 17 November **Cardiff** Wales centre conference

Pathfinder events

- 30 June **Glasgow** Action learning and reflective learning
- 20 September **Warrington** Action learning and reflective learning
- 22 September **Taunton** Action learning and reflective learning
- 21 September **City & Guilds Warrington** Running your ILM accredited centre

To attend these events please contact your regional or national manager – see details on page 2.

Did you know ILM has produced academic robes which can be used by successful candidates?

If your centre is interested in joining the online ordering service through prestigious Ede and Ravenscroft, please contact our Customer Services team for more details: customer@i-l-m.com



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Do you have a star in your centre?

ILM is looking for success stories of special individuals who have worked against the odds to achieve their ILM qualifications. ILM will promote these stories to inspire the next generation of up and coming leaders

- Do you have a candidate who has achieved great things thanks to an ILM course?
- Have they helped their company become more efficient?
- Have they achieved the qualifications against the odds

We want to hear from you to advertise individual success stories to other aspiring candidates.

Contact Matthew Anderson in
our marketing team at matthewa@i-l-m.com

ILM Awards Rewarding Excellence in People Development

6 July
Grange Hotel Bracknell
Berkshire

ILM will be holding its very first annual awards ceremony on 6 July at the Grange Hotel Bracknell, Berkshire (ceremony also held in Scotland on 16 June at Fife College, Kirkcaldy). The awards for Personal and Organisational Achievement offer those taking part a benchmark in personal development

and national recognition to organisations who invest in the development of people. The awards will offer ILM accredited centres the opportunity to participate in a national awards programme.

For this year's awards, ILM received over 50 entrants competing in seven categories

which include Personal Achievement Awards at level two, three, four and five, Achievement Through People Award, ILM International Student of the Year, ILM Employer Award, ILM Centre of Excellence Award, ILM Trainer of the Year Award and ILM External Verifier Award.

International update

We would like to extend a warm welcome to the following new centres and providers around the world:

- Know How, Abu Dhabi, UAE
- Advanced Supply Chain, Singapore
- Georgakas Consulting, Thessalonika, Greece
- London Executive Schools Ltd., Singapore
- David Jones Consulting, Dubai, UAE
- The Centre at BPSU, Bermuda
- PACE, Ho Chi Minh City, Vietnam
- Bermuda College
- Worldwide Centre for Organisational Development, Los Angeles
- Strategic Minds, Sri Lanka

Registrations

The recently introduced International Management Qualifications (IMQs) have been well-received by centres and registrations, for these are now starting to come in. International centres already offering the UK VRQ's may continue to do so, as the IMQs link directly to the VRQs. However you may consider there are more benefits by using the IMQ's for future programmes. If you need more information please contact your international operations manager.

We have seen a substantial increase in the number of centres and providers who have applied for Endorsement of their existing programmes. These provide an ideal opportunity for programmes that centres may have in the field of management and leadership to be officially recognised by ILM, thereby adding credibility to the programmes.

The examination for the IMQ Foundation Award in Management Principles took place on 7 June and results are due to be issued by mid-July, subject to the return of completed papers. The next examination will take place on 8 November (closing date for entries is 27 September).

Congratulations

Congratulations to Elena Nikolaeva (In-Russia Travel, Andover International) who was the successful winner of the ILM International Student of the Year. Elena was nominated by her centre, the British College of Banking and Finance in Moscow, where she successfully completed the

ILM Certificate in Management during 2004. The award is in recognition of the work Elena completed that focused on Personal and Organisational Achievement.

All tee-d up

The first ILM Golf Day was held at Fixby Hall, Huddersfield Golf Club on Friday 20 May. The event was a huge success and everybody enjoyed playing the challenging championship course and making new contacts. Nine teams representing 28 different organisations took part in the Stableford Competition held on a breezy but (mostly) dry day.

An evening dinner held to celebrate the day with players and guests was addressed by the two charities supported by the day: Helen Tyers, vice chair of the board of trustee directors for Support Dogs came accompanied by her disability dog Cassie and Ben Welch, corporate development manager talked about Macmillan Cancer Relief. Through generous contributions, the day raised £1,300 for the two charities.

Sponsors of the event included: DC Training & Development Services, Doncaster, Mid Yorkshire Chamber of Commerce, ESTL, Huddersfield, THE, Cardiff and Sunlight Services Group, Wakefield.

Winners

First The Mid Yorkshire Chamber of Commerce and Industry (see photo).

Second Eurotrail

Third Sunlight Services Group Ltd

The DC Training & Development Services prize for the 'Best Individual' was won by Alan Whitehead from Eurotrail

Below: Waiting for the tee-off – Daniel Stone, Steve Krysic, Paul Vause and Robert Tomlinson – the winners of the ILM Trophy, the Mid Yorkshire Chamber of Commerce & Industry. Plus a selection of other photographs from the day



● Hall of fame centres and students



RAF Stafford ILM annual awards ceremony

Above: (left to right): Chris Warner, Sharon Durham, John Varty, John Wilson, Nathalie White and Isabel Grey

PTP are sole trainers to the Southern Staffordshire Chamber of Commerce and include Severn Trent Water, Bass Brewers, Alton Towers and hospitals in Walsall and Burton among its many clients

The Institute of Leadership & Management (ILM) Full Certificate in Management programme was first introduced at RAF Stafford in 1998. Over the years, students have gained a comprehensive understanding of the principles and practice of management which, together with the development of analytical skills and flexible attitudes, has equipped them to undertake the full spectrum of line management responsibilities.

As Nigel Davies, training manager at RAF Stafford commented: 'When reading the students' portfolios – in particular the work-based assignments – one cannot fail to be impressed and in some cases, surprised, at the depth of innovation that has emerged as a result of attaining the ILM award. We have even had student projects recommended for the annual Keith Thurley assessment award.

'Business management at RAF Stafford have introduced and implemented student course project findings as good practice, with resultant savings and improvements. What better payback for the individuals to see the fruits of their efforts being recognised and the business benefiting from the investment in individuals' learning and development. A number of the students have also used their skills and knowledge gained from the ILM programme to secure advancement or promotion within the MoD.'

Last year's successful ILM students, pictured above with their certificates, had to demonstrate a commitment to follow a recommended course of study in supervisory/management techniques, which involved a combination of official and home study time in order to achieve the award.

The awards ceremony was conducted by Group Captain GJ Howard on 4 February 2005 in the station conference room at RAF Stafford in the presence of the achievers, their line managers and representatives from the training provider Performance Through People.

QED achieves its first ILM certificates in Level 4 Diploma in Coaching & Mentoring

The awards ceremony for 14 successful staff at Kent County Council took place over lunch in Maidstone on 26 April. The certificates were presented by Peter Gilroy, newly appointed chief executive officer and the event was also attended by the candidates' managers and many of their mentors and coaches.



Peter took the opportunity to congratulate the candidates and to pledge his support for coaching and mentoring. Highlighting the importance of coaching as a management skill, he underlined his commitment to offering this service across the council. He also stressed that he wanted to encourage more men to take up coaching and mentoring, and to see it as an integral part of becoming a good manager.

Julia Miles of QED, who co-ordinated the programme, spoke about the scheme's delivery, the additional activities that worked effectively between the formal training sessions and of the commitment of the candidates to achieve success and develop their skills. She also explained how each person had brought their own unique talents into the process, significantly adding to the success of the final result.

Coral Ingleton, a candidate and acting training manager, spoke about her ILM programme experience. She described the Kent Council strategy and code of practice that had developed from the programme and how a support group for the ongoing development of coaches was now in place.

Pilot programmes across the council started in June, with some staff expected to take up the option of ILM awards later this year.

Improved management performance at Norwood

Norwood is Anglo-Jewry's largest children and family services organisation, providing support to socially disadvantaged young people and adults, some of whom have learning difficulties. Every year, the charity offers vital, specialised care to thousands of the most vulnerable members of the community.

Established in 1795, Norwood has evolved into a provider of a wide range of specialist services, delivered by more than 1,100 staff and supported by 700 volunteers. These services cover five main areas: Ravenswood Village, Learning Disability Services, Special Education Services, Fostering & Adoption Services and Children & Family Services.

It has long been recognised that Norwood should be managed more as a business concern than as a charity. The organisation currently operates in a competitive environment and it was considered crucial that Norwood's administrators were equipped with the necessary management skills to take it forward.

ILM's Introductory Diploma in Management was seen to be the ideal vehicle to improve management skills in a practical way. In December 2003, the Manor Consulting Group – an Oxfordshire-based consultancy – was selected to design an appropriate programme.

Ellen Olsen, Norwood's staff training and development manager commented 'It was essential that the programme met our requirements and was not an off-the-shelf package. The Manor Consulting Group demonstrated welcome flexibility and designed a programme which took into account our culture and specific training needs.'

The Manor Consulting Group's brief was to improve Norwood's managers' skills to:

- use resources – particularly the people resource – more cost-effectively
- improve their ability to identify and achieve objectives
- improve the operational performance of their staff
- enhance their understanding that Norwood is a business – with customers
- to bridge the gap between sound business practice and a caring culture

Duncan Milroy, Norwood's director, indicated that improving business planning was critical: 'We expect to significantly raise our management team's understanding of this crucial business issue,' he said recently.

In addition to the mandatory segments, the programme focused on five optional segments:

The Manor Consulting Group provides business consultancy and a range of management and development programmes. Contact John Pritchard on 01608 819111 or at john.pritchard@manorconsulting.co.uk

- Managing change
- Developing and managing teams
- Stress management – particularly with regard to time management
- Understanding finance
- Planning in order to meet customer requirements

Fourteen directors and a senior manager were selected for the programme which began in January 2004.

They have since finished the workshops and most segment reviews have also been completed. John Pritchard, a senior partner at the Manor Consulting Group recently commented: 'The standard has been high. I hope that it will also be reflected in the assignments which are soon due for completion.'

Ellen Olsen said: 'Now that the programme is nearly over we have begun to see real benefits. In particular, we have noticed the growth of a common perspective on good management practice, as we would expect to see it applied in Norwood.' A second group of managers began the same programme last year and a third group started this spring.

Perhaps the final word should come from the managers who attended the programme: 'I would recommend the programme for people like me who have not had formalised management training. I think it helps to ensure that everyone is working to the same objectives. It gives a greater understanding of others' difficulties/achievements in working towards the same end goal.'

'I can see this programme having an effect on how we work at Norwood. I have been on many similar programmes which have not achieved the desired result.'

'I enjoyed this training programme. It re-awakened my knowledge of management principles and has enabled me to refocus my practice.'



'I would recommend the programme for people like me who have not had formalised management training. I think it also helps to ensure that everyone is ultimately working to the same objectives. It gives a greater understanding of others' difficulties/achievements in working towards the same end goal.'

Team leading programmes spotlight talented managers

A new method of discovering potential management talent has been launched in north Wales, thanks to a partnership between the Institute of Leadership & Management and one of its latest accredited centres – RJ Training of Llangefni, Anglesey.

RJ Training was established eight years ago by Rebecca Jones, who took inspiration from her work with children and the elderly in the care sector, where she developed her training skills. With her instinctive talent for business development, and the ability to speak Welsh, she spotted a gap in the training market and was soon successfully providing a series of people-focused packages in Wales. These include 'Totality', a customised programme designed to help people achieve an effective balance between life and work.

'The move into accredited programmes through ILM was a logical development for us, and our first experiences with Team Leading at level 2 have proved to be an ideal start,'

'The move into accredited programmes through ILM was a logical development for us, and our first experiences with Team Leading at Level 2 have proved to be an ideal start,' says Rebecca.

'Many organisations have promoted staff into supervisory positions because of their experience, but have not given them training because they're not seen as managers. The Team Leading programme fills this gap.'

The bilingual approach is particularly important in this part of Wales, where Welsh is the first language for a high percentage of clients.

Rebecca works with a team of widely experienced trainers to deliver programmes wherever clients choose: some in-house, some on neutral territory. The team is also working on the next phase of the company's fast-track development with more ILM programmes – the Level 2 Certificate in Exploring Enterprise and

Level 3 Certificate in Starting Your Business. The company is also the first centre in north Wales to be accredited for coaching and mentoring.

'It's a long-term approach to demonstrate that training programmes aren't just about getting a qualification or starting a new business, but developing an existing one,' says Rebecca.

ILM's Coaching and Mentoring programme is now ready for RJ Training to deliver, along with the Exploring Enterprise qualification. With Rebecca's knowledge of training and business, potential clients can be assured that she delivers exactly what they want.

For further information contact Rebecca at:

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The Department for International Development, Nairobi

**Back row: (left to right),
Jim McDermott, Oliver
Ngongendeba, Christine
Douglas, Reuben Muvunyi,
Eynew Dereese, Connie Kiprof,
Salomy Munyuki, Kate Belshaw,
Danson Ndichu**

**Front row: Jeka Chipofya,
Shushan Teklu, Lesley McGarvie,
Atu Mwakymembe, Magda
Lambert, Nancy Gateru, Marie
Claire Ukunda, Aaron Komba,
Chris Phiri, Peace Mahoro**

McDermott Training provides support for the Introduction to Management programme, run by the Department for International Development (DFID). This training is specifically for national staff, and new team leaders from DFID's UK and local offices in the developing countries which have British assistance.

Its 15-year association with DFID enabled McDermott Training, with the help of ILM's Bill Davidson, to recently map its programme syllabus to ILM standards for the Introductory Certificate in Team Leading. Using ILM-approved tutors from DFID's own Training and Development Unit, together with support from McDermott Training to meet ILM requirements, a total of six programmes have now been run, including one in Dhaka, Bangladesh and most recently, Nairobi, Kenya. As well as UK-based team leaders, each programme has drawn delegates from the developing countries in Asia, Africa, South America and the former Soviet Union.

The February 2005 programme attracted attendees from Brazil, the Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Malawi, Rwanda, Tanzania, Uganda and Zimbabwe. The photo shows participants, DFID's Training and Development Unit staff, and Jim McDermott of McDermott Training at the Holiday Inn, Nairobi.