Behaviours Mapping Level 3 Diploma for Managers

This document outlines how the assessment criteria used in the ILM Level 3 Diploma for Managers can be used to gather evidence of the behaviours required for successful completion of the Team Leader/ Supervisor apprenticeship standard.

The tables on the following pages identify where activities performed to meet the assessment criteria (AC) of each unit in the ILM Level 3 Diploma for Managers could be used to demonstrate each of the behaviours in the apprenticeship standard.





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	The grey dot indicates which of the individual		Demonstrated BEHAVIOURS Takes Responsibility					Profess	sionalism			Inclusive		Agile			
behaviours ca		upported by the specific or each unit.	1	2	3	4	1	2	3	4	1	2	3	1	2	3	
			Willingness to drive and achieve.	Resilience in a range of workplace situations.	Accountability for own actions and behaviours in a range of workplace	Determination when managing difficult workplace situations.	Setting a good example.	Being fair, consistent and impartial.	Being open and honest.	Operating within organisational values.	Being open, approachable and authentic.	Building trust with others.	Seeking others opinions.	Having a positive attitude to feedback.	Being adaptable and flexible to organisation needs.	Being creative innovative and enterprising when seeking solutions.	
Unit Title	Asse	essment Criteria (AC)			contexts.	Situations.									necas.	3014110113.	
Building Relationships		Demonstrate behaviours and actions that build trust across a team by: Valuing the contribution of team members. Responding to feedback from the team. Having a non-judgemental approach. Using an open communication style. Encouraging the contribution of the whole team. Prepare for a negotiation, by setting out your objectives and the potential benefits for the							•								
		other party.				_											
	2.2	Influence a negotiation to achieve an outcome above the minimum acceptable.															
	2.3	Produce an agreement and course of action that is acceptable to both parties.															
	2.4	Review own performance in the negotiation process.															
	3.1	Plan how to resolve an identified workplace conflict.															
	3.2	Apply a conflict management model to resolve a conflict.															
	3.3	Communicate the agreed resolution to relevant stakeholders.															
	4.1	Input effectively into cross team discussions to help															
	4.2	the team achieve goals. Provide constructive feedback within a cross															
		team discussion.															
		Identify and share good practice across teams.															
		Build a positive working relationship with a customer.															
	5.2	Manage an existing customer relationship ensuring customer satisfaction.															
	5.3	Resolve issues to maintain a positive customer relationship.															
Communication	1.1	Communicate effectively in verbal, written and															
	1.2	digital formats. Adapt communication style and method to suit the															
		message and audience.															
		Define the purpose and objectives of a meeting. Prepare and distribute key documents prior to, during															
		and following a meeting.															
	2.3	Chair a meeting effectively, that discusses all business and reaches clear decisions.															
	2.4	Constructively challenge an existing concept, process or point of view.															
	2.5	Present information during a meeting to team and management, confirming understanding.															
	2.6	Work with colleagues to ensure agreed actions from															
	2.7	the meeting are achieved. Evaluate effectiveness of the meeting and identify															
	3.1	points for future improvement Demonstrate the ability to actively listen during															
		a conversation.															
	3.2	Clarify understanding of conversation.															

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The grey dot	ot indicates which of the individual		Demonstrated BEHAVIOURS Takes Responsibility				Profess	ionalism			Inclusive			Agile	
	can be supported by the specific	1				1 2 3 4				1 2 3			1 2 3		
	criteria for each unit.	Willingness to drive and achieve.	Resilience in a range of workplace situations.	Accountability	•	Setting a good example.		Being open and honest.	· ·	Being open, approachable and authentic.	Building trust with others.	Seeking others opinions.	Having a positive attitude to feedback.	Being adaptable and flexible to organisation needs.	Being creativ
Unit Title	Assessment Criteria (AC)			contexts.											
Finance	Monitor and manage a budget controlling expenditure in line with targets.														
	expenditure in line with targets. 1.2 Demonstrate how organisational governance and														
	compliance procedures have ensured effective														
	budget controls throughout the process.														
	2.1 Gather and interpret financial information needed														
	to create financial updates for your team/departme	nt.													
	2.2 Provide accurate financial updates for your team/														
	department to management.										_				
Leading People	 1.1 Communicate organisational strategy, confirming t understanding of the audience. 	ne													
	1.2 Communicate team purpose, ensuring team														
	members understand the role they play in achieving fulfilling this.	/													
	2.1 Produce a plan to support the development of a temmember using coaching.	m													
	2.2 Implement the coaching plan to support the														
	development of a team member.														
	2.3 Review how coaching has improved the performan	e													
	of a team member.														
	2.4 Act as a role model to promote company values and	ł													
	behaviours throughout the coaching process.														
	3.1 Describe a change situation in the workplace that affects the leader and their team.														
	3.2 Assess potential positive and negative impacts of														
	the change.														
	3.3 Plan how potential barriers to the change can be														
	overcome.														
	3.4 Manage own team through a change, ensuring the are supported throughout.														
	3.5 Review how effectively the team were managed through the change.														
Managing	1.1 Support and develop team members to improve														
people	their performance.														
	1.2 Motivate team members to achieve personal and team objectives.														
	Manage the ongoing performance of the team to ensure objectives are met.														
	2.1 Set and agree realistic operational objectives for														
	the team. 2.2 Provide support and guidance on how to achieve														
	operational objectives.														
	2.3 Monitor team performance and achievement of operational objectives.														
	2.4 Provide feedback on performance and objective achievement.														
	3.1 Set achievable individual goals for team members.														
	3.2 Provide support and guidance on how to achieve														
	personal goals. 3.3 Monitor the achievement of individual goals,														
	providing guidance on how to ensure success.														
	3.4 Provide clear feedback on individual performance														
	and goal achievement.														

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3.1 Demonstrate the use of relevant project management

tools throughout the project.

Key		Demonstrated BEHAVIOURS														
The grey dot indicates which of the individual			Takes Responsibility				Professionalism					Inclusive		Agile		
		pported by the specific	1	2	3	4	1	2	3	4	1	2	3	1	2	3
assessment criteria for each unit.			Willingness to drive and achieve.	Resilience in a range of workplace		Determination when managing difficult	Setting a good example.	Being fair, consistent and impartial.	Being open and honest.	Operating within organisational	Being open, approachable and authentic.	Building trust with others.	Seeking others opinions.	Having a positive attitude to	Being adaptable and flexible to	Being creative, innovative and enterprising
			demeve.	situations.	in a range of workplace	workplace situations.		imparaai.		values.	and dathentie.			feedback.	organisation needs.	when seeking solutions.
Unit Title		sment Criteria (AC)			contexts.											
Operational Management		Translate operational plans into deliverable actions for team.														
		Communicate actions to the team ensuring team members understand their roles and responsibilities.														
		Organise, prioritise and allocate work within team ensuring resources are used effectively.														
		Monitor and manage team to ensure actions are delivered.														
		Describe the operational challenges created by a change.														
		Implement solutions to overcome these challenges.														
		Collate data, from primary and secondary sources, that can contribute to a management report.														
		Analyse the data to create outputs that can inform decision making.														
		Produce clear, usable reports to inform decision making.														
Project		Confirm project objectives and timescales.														
Management		Identify project resource requirements.														
		Create project documentation. To include: • Project plan.														
		Communication plan.														
		Risk and issue log.														
	2.1	Manage resources and risk within a project to achieve project milestones.														
		Monitor progress of project to ensure project milestones are achieved.														
		Take corrective action when issues arise to ensure successful project delivery.														
		Report on project outcomes against plan.														
	2.5	Review overall project performance.														

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