



**ILM (Institute of Leadership and Management)
Level 2 Team Leader Qualification Overviews.**

Award and Certificate.

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AIM AND OBJECTIVES

The ILM Level 2 qualifications in Team Leading are specially designed to give practising or aspiring team leaders a solid foundation in their formal development as a leader.

The ILM Level 2 Award in Team Leading:

Aims to Qualification is a concise qualification designed to give learners a basic knowledge of the various roles, functions and responsibilities of a team leader and the limits of their authority and accountability. The mandatory unit in 'Developing yourself as a team leader' is a good starting point for team/cell leaders who are new to their roles or for aspiring leaders who wish to gain a solid understanding of the principles and practicalities of team leading.

The ILM Level 2 Certificate in Team Leading:

Aims to builds and broadens the skills and knowledge gained in the Award. Here, practical techniques in motivating teams, plus planning and monitoring their work are explored within the additional mandatory units. Candidates are not required to undertake the Award as a pre-requisite and may join Certificate programmes directly.

All learners are able to choose from a range of optional units to build their qualification; this high level of flexibility allows individuals or their employers to custom build a qualification that focuses on the key areas most relevant to their role, industry or organisation.

Team Leader Profile

The following profile is provided to assist Centres in advising and recruiting participants on to programmes of an appropriate level.

- Team leaders are best perceived as being part of a team; first and foremost they are practitioners or operators working alongside other team members. Being leaders of teams augments this role, but does not significantly affect their general responsibility to engage in the same or complementary job tasks as the other team members. Given that teams are likely to contain relatively small numbers of people (probably in the range 6 – 12), the team leader's span of control is quite small.
- The team leader role is distinct from that of the first line manager in its tendency to focus on the shorter term, on the day-to-day performance of the team and its members. This means a responsibility for allocating tasks between team members, for ensuring that individuals are supported in the performance of their job role, and that output conforms to the requirements of the organisation and its customers. Communication between the team and its managers is a significant part of the team leader role.

Team leaders can be expected to be aware of the need to satisfy customer or supplier requirements as agreed by the organisation, and to be alert to these as they are notified to the team. Team leaders are expected to encourage team members to respond appropriately to these requirements within the parameters laid down by the organisation. They will have no power to amend standard practices but may have to decide on more complex decisions within tightly defined boundaries (e.g. whether a product meets the quality standards or a customer fits into a particular pricing category). This decision-making primarily reflects the team leaders perceived superior technical competence or experience rather than being a managerial quality.

Entry Requirements

There are no formal entry requirements, but participants will normally be either practising or aspiring team leaders with the opportunity to meet the assessment demands, and have a background that will enable them to benefit from the programme – which is likely to be Level 1 Key Skills Literacy and Numeracy or their equivalent. Centres may provide support to intending learners who do not have this level of literacy and numeracy. Learners who are sponsored by their employers and those without such sponsorship are equally eligible.

Qualification Overview

	Award	Certificate
Credit value	Minimum 3 credits	Minimum 13 credits
Guided learning	Minimum 22 hours	Minimum 65 hours
To be completed Within	One year	Two years
Induction	One hour	2 hours
Tutorial support	At least one hour	At least 2 hours
Structure	<ul style="list-style-type: none"> • One mandatory unit with a credit value of 1. • Selected optional unit(s) with a minimum total credit value of 2. 	<ul style="list-style-type: none"> • Three mandatory units with a combined credit value of 4. • Selected optional units with a minimum total credit value of 9.
Assessment – mandatory units	Depending on the units selected, a choice of: <ul style="list-style-type: none"> • reflective reviews • oral briefings • case studies • short answer questions • work-based assignments • centre-devised alternatives. 	
Assessment – optional units	<ul style="list-style-type: none"> • Reflective Reviews • Oral Briefings • Case Studies • Short Answer Questions • Work-based Assignments • Centre-devised alternatives 	<ul style="list-style-type: none"> • Reflective Reviews • Oral Briefings • Case Studies • Short Answer Questions • Work-based Assignments • Centre-devised alternatives

Structure of Level 2 Team Leading Qualifications

Qualification	Credit Value	Unit Details	Credit Value
Award	3	M2.01 Developing yourself as a team leader	1
		Optional Units to the value of .	2
Certificate	13	M2.01 Developing yourself as a team leader	1
		M2.02 Motivating the work team to perform	1
		M2.03 Planning and monitoring work	2
		Optional Units to the value of . . .	9

Example: Course Structure and Content

LEARNING OUTCOMES	INDICATIVE CONTENT
<p>INDUCTION</p> <ul style="list-style-type: none"> • Outline of ILM qualification • Aims of management development • Expectations of / benefits to the individual and the organisation • Format of the programme. Content, hours and attendance patterns • Roles and responsibilities of participants • Learning and study methods • Information on equal opportunities, appeals procedures and support mechanisms • Links with NVQ's key or core skills where appropriate • ILM Membership • Following the completion of each module. Workshop tutorials 1hour set aside for group and individual tutorial sessions. Individuals can plan 15 min slots in which to discuss any issues with tutor 	<ul style="list-style-type: none"> • Background to ILM • Personal Development Records • Getting to Know You Ice Breaker
<p>M2:01 DEVELOPING YOURSELF AS A TEAM LEADER (1 unit credit)</p> <ul style="list-style-type: none"> • Understand the roles, functions and responsibilities of the team leader • Understand the limits of his/her authority and accountability • Know how to seek, accept and respond to feedback on personal performance • Recognise different leadership styles • Use the appropriate style of leadership • Know how to manage your time effectively <p>Workshop tutorials 1hour set aside for group and individual tutorial sessions. Individuals can plan 15 min slots in which to discuss any issues with tutor</p> <ul style="list-style-type: none"> • Assessment / Reflective review 	<ul style="list-style-type: none"> • Responsibilities of a team leader • The power and authority of a team leader • Building trust and respect • Leadership Styles: • Telling, selling, participating and delegating • Leadership styles questionnaire • Assessing your own performance and planning development • SMART Objectives • Self development <p style="text-align: right;">Continued over page</p>

	<ul style="list-style-type: none"> • Daily Time Log • Assessing priorities <p>What is my work style</p>
<p>M2.02 MOTIVATING THE TEAM TO PERFORM (1 unit credit)</p> <ul style="list-style-type: none"> • Performance monitoring and feedback • The importance of effective working relationships • Conflict in the workplace and how to resolve problems • What motivates and de-motivates people • The basic principles of motivation <p>Workshop tutorials 1 hour set aside for group and individual tutorial sessions. Individuals can plan 15 min slots in which to discuss any issues with tutor</p> <ul style="list-style-type: none"> • Assessment / Reflective Review 	<ul style="list-style-type: none"> • Monitoring individual Performance • Action Centred Leadership • Tools of performance management • Performance feed back • Effective working relationships • What motivates and de-motivates you at work • Maslow's Hierarchy of Needs • McGregor's Theory X and Y • Herzberg's Theory • Motivation Quiz
<p>M2.16 WORKPLACE COMMUNICATION (1 unit credit)</p> <ul style="list-style-type: none"> • Understand the various communication styles and modes • Recognise the importance of harmonious communication • Recognise barriers to effective communication • Understand the use of different types of questions • Identify effective listening techniques <p>Workshop tutorials 1hour set aside for group and individual tutorial sessions. Individuals can plan 15 min slots in which to discuss any issues with tutor.</p> <ul style="list-style-type: none"> • Assessment / Reflective Review 	<ul style="list-style-type: none"> • The purpose of communication • Barriers to effective communication • Giving and receiving feedback • Communication in Team leading • Non-Verbal Communication <p>Questioning Skills</p> <ul style="list-style-type: none"> • Active Listening Skills • The four levels of listening

List of level 2 Team leader units

(M = mandatory unit)

Ref	Unit Title	Indicative Glh	Credit Value	Award	Certificate
M2.01	Developing yourself as a team leader	6	1	M	M
M2.02	Motivating the work team to perform	6	1		M
M2.03	Planning and monitoring work	8	2		M
M2.04	Developing the work team	6	1		
M2.05	Induction and coaching in the workplace	8	2		
M2.06	Leading the work team lawfully	6	1		
M2.07	Fulfilling customer requirements	9	2		
M2.08	Providing quality to customers	6	1		
M2.09	Using information to solve problems	5	1		
M2.10	Dealing with change in the workplace	8	2		
M2.11	Maintaining a healthy and safe work environment	9	2		
M2.12	Diversity in the workplace	6	1		
M2.13	Using resources efficiently in the workplace	7	1		
M2.14	Communicating with people outside the work team	6	1		
M2.15	Briefing the work team	6	1		
M2.16	Workplace communication	5	1		
M2.17	Workplace information systems	6	1		
M2.18	Business improvement techniques	12	2		
M2.19	Leading your work team	8	2		
M2.20	Managing yourself	5	1		
M2.21	Enterprise awareness	24	3		
M2.22	Dealing with customers lawfully	4	1		

ILM Membership

All registered candidates automatically become studying members of the ILM for one year and can enjoy a range of member benefits accessible through the ILM website. Studying members are encouraged to upgrade to the appropriate professional grade of membership to enjoy additional benefits, which will support their career and personal development