Organisational Performance – delivering a long-term purpose		
Learning outcome/ outcome required The candidate will:	**Assessment criteria The candidate can:**	**MicroLearn Module:**
1. Operational Strategy Knowledge – know and understand:		
1.1 How to develop and implement organisational strategy and plans, including approaches to resource and supply chain management, workforce development, sustainability, taking and managing risk, monitoring and evaluation, and quality assurance.	1.1.1 Evaluate theories of organisational strategies and review own organisations strategy in the context of these	
	1.1.2 Analyse own organisations strategy for resource and supply chain management	
	1.1.3 Analyse own organisations strategy for workforce development	
	1.1.4 Interpret key principles of sustainability within own organisation	Sustainability
	1.1.5 Evaluate risk management models and review own organisations approach to the identification and monitoring of risk	
1.2 How to manage change in the organisation.	1.1.6 Evaluate quality assurance models in the context of own organisation	
	1.2.1 Critically evaluate change management models	
	1.2.2 Apply relevant model(s) to effectively manage substantial change in a select area of own organisation	Change Management suite: Challenging the Status Quo Making the Change The Need for Strategy Experiencing Change Thriving in Change Seeing Change Through
1.3 Support the development of organisational strategies and plans.	1.3.1 Review own organisations strategies and plans and support further development of these	
1.4 Develop and deliver operational plans; set targets and key performance indicators, manage resources, and monitor and measure outcomes to establish operational effectiveness, efficiencies and excellence.	1.4.1 Develop operational plan to include realistic, measurable targets and key performance indicators	
	1.4.2 Demonstrate effective delivery of operational plan	Setting Objectives Making Objectives Happen
	1.4.3 Identify and manage appropriate resources to deliver plan	
	1.4.4 Accurately monitor and measure outcomes and evaluate results	
1.5 Produce reports that clearly present		

	1.5.1 Construct a range of detailed management reports and analyse and interpret these	
information and data, using a range of interpretation and analytical processes.		Preparing The Report Writing The Report
1.6 Gain wide support to deliver successful outcomes.	1.6.1 Deliver successful outcomes demonstrating the effective use of wide support from a range of sources.	
2. Project Management Knowledge– know and understand:		
2.1 How a project moves through planning, design, development, deployment and evaluation.	2.1.1 Analyse the key stages of a project and demonstrate the application of these	Project Management
2.2 Risk management models and reporting, risk benefit analysis and health and safety implications.	2.2.1 Evaluate risk management models and risk versus benefit	
	2.2.2 Present methods of reporting and monitoring risk, including health and safety, and the mitigation of identified risks	Health and Saftety Suite: Introduction Display Screen Equipment Manual Handling Fire Slips & Trips First Aid Dangerous Substances Electricity
Skills – be able to:		
2.3 Plan, organise and manage resources in order to achieve organisational goals.	2.3.1 Exhibit the effective planning, organisation, and management of identified resources, demonstrating how this contributes to the achievement of project goals	
2.4 Identify key outcomes, develop and implement plans and monitor progress, and provide reports as required.	2.4.1 Identify key project outcomes, developing and implementing plans to ensure that these are achieved	
	2.4.2 Monitor progress towards the achievement of project outcomes and produce reports that clearly demonstrate this	Preparing The Report Writing The Report
2.5 Proactively identify risk and create plans for their mitigation.	2.5.1 Select and apply a risk management model to project, identifying and monitoring risks and actions to mitigate of these	
2.6 Initiate, lead and drive change within the organisation, identifying barriers/ challenges and how to overcome them.	2.6.1 Initiate, lead and drive change within a specific area of own organisation, identifying barriers/ challenges and presenting strategies to overcome these	Change Management suite: Challenging the Status Quo

		Making the Change The Need for Strategy Experiencing Change Thriving in Change Seeing Change Through
2.7 Use widely recognised project management tools.	2.7.1 Demonstrate the successful use of project management tools.	
3. Business Finance Knowledge – know and understand:		
3.1 Financial strategies, including budgets, financial management and accounting, and how to provide financial reports.	3.1.1 Evaluate the importance of strategic financial management in relation to the organisational strategy 3.1.2 Assess the key elements of financial planning and review 3.1.3 Create and analyse financial reports	
3.2 Approaches to procurement and contracting, and legal requirements.	3.2.1 Evaluate the use of procurement and contracting and analyse their use within the context of own organisation 3.2.3 Assess the legal requirements around procurement and contracting and how to comply with these	
3.3 Commercial context in an organisational setting and how this changes over time.	3.3.1 Assess the commercial context that own organisation operates within	
Skills – be able to:		
3.4 Manage budgets, control expenditure and produce financial reports.	3.4.1 Identify how a budget can be produced taking into account financial constraints and achievement of targets, legal requirements and accounting conventions 3.4.2 Demonstrate competent management of a budget ensuring control over expenditure in accordance with targets 3.4.2 Access financial data, assess its validity and produce clear financial reports that analyse data and draw conclusions.	Budgeting Basics
4. Sales and Marketing Knowledge – know and understand:		
4.1 How to create marketing and sales strategies.	4.1.1 Evaluate sales and marketing theories to inform strategy 4.1.2 Assess methods for setting sales and marketing objectives	

	4.1.3 Explain methods for applying and monitoring the implementation of a sales and marketing plan	
4.2 How to segment and target relevant markets and customers (global and local), analysis of opportunities and ways to market.	4.2.1 Critically evaluate types of market segmentation and apply to own organisations customer base 4.2.2 Analyse segments in relation to own organisation and propose a strategy to assist targeting	
4.3 The need for innovation in product and service design.	4.3.1 Explain the importance of innovation in product and design 4.3.2 Analyse approaches to innovation employed by own organisation making recommendations as appropriate	
Skills – be able to: 4.4 Use customer insight and analysis of data to determine and drive customer service outcomes and improve customer relationships. 4.5 Use creative approaches to developing solutions to meet customer need.	4.4.1 Analyse sources of information for customer insight and data 4.4.2 Demonstrate use of customer insight and data to determine and drive customer service outcomes and improve customer relationships 4.5.1 Demonstrate use of creative approaches in developing a range of solutions to meet customer needs and review the effectiveness of these.	
5 Digital business and new technologies Knowledge – know and understand: 5.1 Approaches to innovation and digital technologies and their impact on organisations, and how their application can be used for organisational improvement and development.	5.1.1 Critically evaluate the impact of innovation and digital technologies on organisations 5.1.2 Evaluate the use of these for organisational development 5.1.3 Review the use of innovation and digital technologies in own organisation and make recommendations for improvement	
5.2 Innovation and digital technology's impact on data and knowledge management for analysing business decision-making.	5.2.1 Analyse the impact of innovation and digital technologies on data and knowledge management 5.2.2 Demonstrate how this can be utilised for making business decisions	

Skills – be able to:		
5.3 Identify service/ organisational improvements and opportunities for innovation and growth, using qualitative and quantitative analysis of information and data and benchmarking against others.	5.3.1 Demonstrate the use of qualitative and quantitative analysis of information to identify service/ organisational improvements and opportunities for innovation and growth 5.3.2 Analyse information and data to benchmark against others.	
Interpersonal Excellence – leading people and developing collaborative relationships		
Learning outcome/ outcome required The candidate will:	**Assessment criteria The candidate can:**	
6 Communication Knowledge – know and understand: 6.1 Different forms of communication (written, verbal non-verbal, digital) and how to apply them. 6.2 How to maintain personal presence and present to large groups. 6.3 Interpersonal skills awareness including effective listening, influencing techniques, negotiating and persuasion. **Skills - be able to:** 6.4 Communicate clearly, effectively and regularly using oral, written and digital channels and platforms.	6.1.1 Evaluate different types of communication and the application of these analyse their strengths and weaknesses in different contexts 6.2.1 Determine how to maintain personal presence 6.2.2 Prepare and present successfully to large groups 6.3.1 Analyse own interpersonal skills and take responsibility to further develop of these 6.4.1 Show effective and appropriate use of all forms of communication	How to be Assertive Fluent in Body Language What's not being said? Asking the Right Questions Expressing Yourself Presenting with Confidence Communication and Social Skill Suite: How to be Assertive Fluent in Body Language What's not being said? Effective Writing Asking the Right Questions Expressing Yourself Active Listening Presenting with Confidence How to Plan Your Own Development

6.5 Use active listening and open questioning to structure conversations and discussions, and able to challenge when appropriate.	6.5.1 Use active listening and open questioning to structure conversations and discussions and demonstrate the use of these to challenge others when appropriate	Active Listening Asking the Right Questions Negotiation Skills
6.6 Manage and chair meetings and clearly present actions and outcomes.	6.6.1 Demonstrate confident and effective chairing of meetings including preparation and follow up	Confidence Presenting with Confidence Effective Meetings
6.7 Apply influencing and persuading skills, to the dynamics and politics of personal interactions.	6.7.1 Effectively apply influencing and persuading skills to the dynamics and politics of personal interactions.	Expressing Yourself
7 Leading People Knowledge – know and understand:		
7.1 Different inclusive leadership styles and models, how to develop teams and support people using coaching and mentoring approaches.	7.1.1 Evaluate a range of leadership styles and models to include inclusive leadership	Working in Teams
	7.1.2 Know own leadership style and how to adapt to situations	Find Your Role
	7.1.3 Evaluate the use of coaching and mentoring approaches to supporting people and developing teams	Coaching & Mentoring
7.2 Organisational culture and diversity management.	7.2.1 Evaluate types of organisational culture and how these are created	Equality and Diversity Suite: Introduction Religion or Belief Sexual Orientation Age Sex Discrimination Disability Pregnancy & Maternity Marriage & Civil Partnership Gender Reassignment Race
	7.2.2 Explain diversity management and review approach in own organisation	
Skills – be able to:		
7.3 Articulate organisational purpose and values.	7.3.1 Explain purpose and values and analyse how effectively these are communicated and articulated in own organisation	
7.4 Support the creation of an inclusive, high performance work culture.	7.4.1 Take actions that support the creation of an inclusive work culture	
	7.4.2 Take actions that support the creation of an high performance work culture	
7.5 Enable others to achieve by developing		Coaching & Mentoring

and supporting them through coaching and mentoring.	7.5.1 Enable others to achieve by developing and supporting them through coaching and mentoring.	
8 Managing People Knowledge – know and understand:		
8.1 How to recruit, manage and develop people, using inclusive talent management approaches.	8.1.1 Explain recruitment strategies and review the effectiveness of own organisations strategy 8.1.2 Examine inclusive talent management approaches and how this can be used to recruit, manage, and develop people 8.1.3 Analyse the use of inclusive talent management within own organisation	
8.2 How to use HR systems and processes to ensure legal requirements, health and safety, and wellbeing needs.	8.2.1 Discuss the use of HR systems and processes to ensure legal requirements, health and safety, and well-being needs are met	
8.3 How to set goals and manage performance.	8.3.1 Critically evaluate goal setting theories and models 8.3.2 Set realistic achievable goals for others, monitoring and managing progress towards these	Setting Objectives Performance Troubleshooting
Skills – be able to:		
8.4 Build teams, empower and motivate others to improve performance or achieve outcomes.	8.4.1 Demonstrate successful team building skills to significantly empower and motivate others	Working in Teams
8.5 Delegate to others, provide clear guidance and monitor progress.	8.5.1 Identify and delegate tasks to others, demonstrating the provision of clear guidance and the effective monitoring of progress to achieve positive results	Effective Delegation Performance Troubleshooting
8.6 Set goals and accountabilities.	8.6.1 Set realistic goals for others and ensure accountability.	Effective Delegation
9 Developing Collaborative Relationships Knowledge – know and understand:		
9.1 Approaches to stakeholder, customer and supplier management, developing engagement,	9.1.1 Describe the principles of stakeholder, customer and supplier engagement and management	

facilitating cross functional working and negotiation.	9.1.2 Analyse stakeholder, customer and supplier engagement and management in own organisation and identify strategies for improvement	
	9.1.3 Explain the benefits and challenges of cross-functional working and apply this method of working to deliver positive results	
	9.1.4 Evaluate negotiation strategies and practice these	Negotiation Skills
9.2 How to shape common purpose, as well as approaches to conflict management and dispute resolution.	9.2.1 Explain methods for shaping common purpose	
	9.2.2 Evaluate models of conflict management and resolution and successfully apply these	Dealing with Conflicts
Skills – be able to:		
9.3 Build rapport and trust, develop networks and maintain relationships with people from a range of cultures, backgrounds and levels.	9.3.1 Develop and maintain networks and relationships	
	9.3.2 Build rapport and trust, demonstrating how this takes place with all people including those from different cultures, backgrounds and levels	
9.4 Contribute within a team environment.		
9.5 Effectively influence and negotiate, being able to have challenging conversations and give constructive feedback.	9.4.1 Demonstrate useful contributions to a team environment	Working in Teams
	9.5.1 Demonstrate effective negotiation and influencing skills	Negotiation Skills
9.6 Work collaboratively with internal and external customers and suppliers.	9.5.2 Manage difficult conversations and give constructive feedback	Dealing with Conflicts
	9.6.1 Demonstrate collaborative working with internal customers	Maintaining Customers Know Your Customer
	9.6.2 Demonstrate collaborative working with external customers and suppliers.	Maintaining Customers Know Your Customer

Personal Effectiveness – managing self		
Learning outcome/ outcome required The candidate will:	**Assessment criteria The candidate can:**	
10 Awareness of self and others Knowledge – know and understand		

10.1 How to be self–aware and recognise different learning styles.	10.1.1 Evaluate theories of learning styles and apply to self and others	Setting Objectives Making Objectives Happen
10.2 How to use emotional and social intelligence, and active listening and open questioning to work effectively with others.	10.2.1 Evaluate models of emotional intelligence and their use in the workplace	
	10.2.2 Evaluate the concept of social intelligence and its use in the workplace	
	10.2.3 Explain the importance of active listening and open questioning and demonstrate their uses in working with others	Active Listening Asking the Right Questions
Skills – be able to:		
10.3 Reflect on own performance, identifying and acting on learning and development needs.	10.3.1 Analyse own performance, identifying learning and development needs	How to Plan Your Own Development
	10.3.2 Devise and implement strategies to address learning and development needs	Making Objectives Happen Problem Solving Setting Objectives
10.4 Understand impact on others.		
	10.4.1 Explain factors that influence impact on others, both positive and negative, and demonstrate a positive impact on others	
10.5 Manage stress and personal well-being, being confident in knowing core values and drivers.	10.5.1 Determine and apply stress management techniques in the workplace to ensure personal well-being	How to deal with Stress
	10.5.2 Demonstrate confidence in knowledge of core values and reflect these in own performance.	Everyday Energy Mental Health Sickness & Absence
11 Management of Self Knowledge – know and understand		
11.1 How to manage time, set goals, prioritise activities and undertake forward planning in a business environment with a focus on outcomes.	11.1.1 Assess a broad range of techniques for managing time	Time Management
	11.1.2 Review own time management skills and create and implement strategies to improve	Time Management
	11.1.3 Evaluate goal setting theories and models	Setting Objectives Making Objectives Happen
	11.1.4 Set achievable goals/ objectives for self and monitor progress towards these	Setting Objectives Making Objectives Happen
Skills – be able to:		

11.2 Create personal development plan, and use widely recognised tools and techniques to ensure the management of time and pressure effectively, and prioritisation and strategic alignment of activities.	11.2.1 Demonstrate use of time management techniques and tools 11.2.2 Effectively manage own workload to achieve objectives 11.2.3 Align personal development objectives to the organisational strategy 11.2.4 Demonstrate on-going commitment to personal development.	Time Management How to Plan Your Own Development
12 Decision Making Knowledge – know and understand 12.1 How to undertake research, data analysis, problem solving and decision-making techniques.	12.1.1 Critically evaluate research methods and the types of data generated 12.1.2 Analyse complex data and draw sensible conclusions 12.1.3 Evaluate and apply problem solving techniques 12.1.4 Evaluate and apply decision making techniques 12.2.1 Describe and evaluate the values and ethics of your organisation	 Problem Solving Decision Making
12.2 The values, ethics and governance of your organisation.	12.2.2 Review the impact of the governance of your organisation in terms of the decision making process	Social & Corporate Responsibilities Suite: Sustainability Bribery Act 2010 Anti-Money Laundering Cyber Security Modern Day Slavery Driving At Work Competition Law
Skills – be able to: 12.3 Use evidence-based tools and ethical approaches to undertake problem solving and critical analysis, synthesis and evaluation to support decision making.	12.3.1 Demonstrate the use of evidence based tools to solve problems 12.3.2 Demonstrate the consistent use of critical analysis, synthesis and evaluation to support decision making 12.3.3 Use ethical approaches in problem solving and decision making.	 Decision Making