

| Knowledge   | What is required (through formal learning and applied according to business environment)   | MicroLearn Module  |
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| Organisational Performance – delivering results                         |  |  |
| Operational Management  | Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (eg SWOT), and approaches to continuous improvement. Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. Knowledge of management systems, processes and contingency planning. Understand how to initiate and manage change by identifying barriers and know how to overcome them. Understand data security and management, and the effective use of technology in an organisation. | Setting Objectives<br>Making Objectives Happen<br>Performance Troubleshooting<br><b>Change Management Suite:</b><br>Challenging the Status Quo<br>Making the Change<br>The Need for Strategy<br>Experiencing Change<br>Thriving in Change<br>Seeing Change Through<br>Cyber Security<br><b>Data Protection Suite:</b><br>Overview<br>Principle 1 - Processing<br>Principle 2 - Purpose<br>Principle 3 - What type of data?<br>Principle 4 - Accuracy of data<br>Principle 5 - Kept only when necessary<br>Principle 6 - Processing due to individual rights<br>Principle 7 - Securing data<br>Principle 8 - Transfer of data<br>What to Expect from the New GDPR |
| Project Management  | Know how to set up and manage a project using relevant tools and techniques, and understand process management. Understand approaches to risk management.  | Project Management   |
| Finance   | Understand business finance: how to manage budgets, and financial forecasting.   | Budgeting Basics   |
| Interpersonal Excellence – managing people and developing relationships |  |  |
| Leading People  | Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.  | Developing Leadership<br>Project Management<br>The Effective Leader<br>Coaching & Mentoring  |

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|   |  | <p>Giving and Receiving Feedback</p> <p>Effective Delegation</p>   |
| Managing People                               | <p>Know how to manage multiple teams, and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people.</p>   | <p><b>Teamwork Suite:</b></p> <p>Working in Teams</p> <p>Dealing with Conflicts</p> <p>Effective Delegation</p> <p>Find Your Role</p> <p>Effective Meetings</p> <p>Performance Troubleshooting</p>   |
| Building Relationships                        | <p>Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.</p> | <p>Negotiation Skills</p> <p>Confidence</p> <p>Dealing with Conflicts</p>  |
| Communication                                 | <p>Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.</p>   | <p><b>Communication &amp; Social Skills Suite:</b></p> <p>How to be Assertive</p> <p>Fluent in Body Language</p> <p>What's not being said?</p> <p>Effective Writing</p> <p>Asking the Right Questions</p> <p>Expressing Yourself</p> <p>Active Listening</p> <p>Presenting with Confidence</p> |
| <b>Personal Effectiveness – managing self</b> |  |  |
| Self -Awareness                               | <p>Understand own impact and emotional intelligence.</p> <p>Understand different and learning and behaviour styles.</p>  |  |
| Management of Self                            | <p>Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks. suppliers or stakeholders from inside or outside the</p>  | <p>Time Management</p> <p>Problem Solving</p>  |

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|   | UK. Engages and fosters relationships with suppliers and partner organisations.   |  |
| Decision Making                                 | Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.  | Decision Making  |
| Skills  | What is required (acquired and demonstrated through continuous professional development)  |  |
| Organisational Performance – delivering results |   |  |
| Operational Management                          | Able to input into strategic planning and create plans in line with organisational objectives. Support, manage and communicate change by identifying barriers and overcoming them. Demonstrate commercial awareness, and able to identify and shape new opportunities. Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis and interpretation of data. | <p>Setting Objectives</p> <p>Making Objectives Happen</p> <p>Performance Troubleshooting</p> <p><b>Change Management Suite:</b></p> <p>Challenging the Status Quo</p> <p>Making the Change</p> <p>The Need for Strategy</p> <p>Experiencing Change</p> <p>Thriving in Change</p> <p>Seeing Change Through</p> <p>Cyber Security</p> <p><b>Data Protection Suite:</b></p> <p>Overview</p> <p>Principle 1 - Processing</p> <p>Principle 2 - Purpose</p> <p>Principle 3 - What type of data?</p> <p>Principle 4 - Accuracy of data</p> <p>Principle 5 - Kept only when necessary</p> <p>Principle 6 - Processing due to individual rights</p> <p>Principle 7 - Securing data</p> <p>Principle 8 - Transfer of data</p> <p>What to Expect from the New GDPR</p> <p><b>Literacy Skills Suite:</b></p> <p>The English Sentence</p> |

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|   |   | <p>Spelling &amp; Punctuation</p> <p>Preparing The Report</p> <p>Writing The Report</p>  |
| Project Management  | Plan, organise and manage resources to deliver required outcomes. Monitor progress, and identify risk and their mitigation. Able to use relevant project management tools.  | Project Management   |
| Finance   | Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach/recommendations accordingly.  | <p><b>Literacy Skills Suite:</b></p> <p>The English Sentence</p> <p>Spelling &amp; Punctuation</p> <p>Preparing The Report</p> <p>Writing The Report</p>   |
| Interpersonal Excellence – managing people and developing relationships |   |  |
| Leading People  | Able to communicate organisational vision and goals and how these to apply to teams. Support development through coaching and mentoring, and enable and support high performance working. Able to support the management of change within the organisation. | <p><b>Change Management Suite:</b></p> <p>Challenging the Status Quo</p> <p>Making the Change</p> <p>The Need for Strategy</p> <p>Experiencing Change</p> <p>Thriving in Change</p> <p>Seeing Change Through</p> <p>Coaching &amp; Mentoring</p> |
| Managing People   | Able to manage talent and performance. Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery through others.   | <p><b>Teamwork Suite:</b></p> <p>Working in Teams</p> <p>Dealing with Conflicts</p> <p>Effective Delegation</p> <p>Find Your Role</p> <p>Effective Meetings</p>  |

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|  |   | Performance<br>Troubleshooting  |
| Building Relationships                 | Able to build trust, and use effective negotiation and influencing skills and manage conflict. Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans. | Negotiation Skills<br><br>Confidence<br><br>Dealing with Conflicts  |
| Communication                          | Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of media. Use of active listening, and able to challenge and give constructive feedback.                                  | <b>Communication &amp; Social Skills Suite:</b><br>How to be Assertive<br><br>Fluent in Body Language<br><br>What's not being said?<br><br>Effective Writing<br><br>Asking the Right Questions<br><br>Expressing Yourself<br><br>Active Listening<br><br>Presenting with Confidence |
| Personal Effectiveness – managing self |   |   |
| Self-Awareness                         | Able to reflect on own performance, working style and its impact on others.   | How to Plan Your Own Development<br><br>How to deal with Stress   |
| Management of Self                     | Able to create a personal development plan. Use of time management and prioritisation techniques.   | Time Management<br><br>Problem Solving<br><br>How to Plan Your Own Development  |
| Decision Making                        | Able to undertake critical analysis and evaluation to support decision making Use of effective problem solving techniques   | Decision Making   |
| <b>Behaviours</b>                      | <b>What is required (developed and exhibited in the workplace)</b>  |   |
| Takes responsibility                   | Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities.   |   |
| Inclusive                              | Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.   |   |
| Agile                                  | Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working.   |   |

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| Professionalism | Sets an example, and is fair, consistent and impartial.<br>Open and honest. Operates within organisational values | <b>Social &amp; Corporate Responsibilities:</b><br><br>Sustainability<br><br>Bribery Act 2010<br><br>Anti-Money Laundering<br><br>Cyber Security<br><br>Modern Day Slavery<br><br>Driving At Work |
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