

Mapping the level 3 Team Leader/Supervisor Standard to IRO apprenticeship programme

CMI Diploma in Principles of Management & Leadership

IRO additional content

Apprenticeship Standard		321:	301:	302:	305:	311:	312:	314:	318:
		Managing Own Personal and Professional Development	Principles of Management and Leadership	Managing a Team to Achieve Results	Building Stakeholder Relationships using Effective Communication	Contributing to the Delivery of a Project	Managing Daily Activities to Achieve Results	Managing Budgets and Resources	Managing Data and Information
A: Operational Management									
Knowledge	A1: How organisational strategy is developed								
	A2: How to implement operational/team plans								
	A3: How to manage resources within the team								
	A4: Approaches to managing change within the team								
	A5: Data management and the use of different technologies in business								
Skills	A6: Communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes								
	A7: Adapt to change, identifying challenges and solutions								
	A8: Organise, prioritise and allocate work and effectively use resources								
	A9: Collate and analyse data and produce reports								
B: Project Management									
Knowledge	B1: The project lifecycle and roles								
	B2: How to deliver a project through managing resources								
	B3: How to identify issues and risks								
	B4: Project management tools								
Skills	B5: Organise and manage resources and risk								
	B6: Monitor progress to deliver against the project plan. Ability to use relevant project management tools, and take corrective actions to ensure successful project delivery.								
C: Finance									
Knownled	C1: Organisational governance/compliance procedures within the organisation								
	C2: How to deliver value for money								
	C3: How to monitor and control budgets to ensure efficiencies and that costs do not overrun								

Skills	C4 Apply organisational governance/compliance requirements to ensure effective budget controls								
D: Communication									
Knowledge	D1: Different forms of communication and their application				Section 2				
	D2 How to chair meetings				Section 2				
	D3 How to hold challenging conversations, provide constructive feedback								
	D4: How to raise concerns								
Skills	D5: Communicate effectively and regularly using verbal, written and digital channels				Section 2				
	D6: Chair meetings to achieve outcomes				Section 2				
	D7: To present to team and management								
	D8: Use of active listening and provide constructive feedback				Section 2				
E: Leading People									
Knowledge	E1: Different leadership styles								
	E2: The benefits of coaching to support people and improve performance								
	E3: Organisational cultures, equality, diversity and inclusion								
Skills	E4: To communicate organisational strategy and team purpose behaviours								
	E5: To adapt own style to suit audience								
	E6: To support the development of the team/people through role modelling values and behaviours, coaching, mentoring and the management of change								
F: Managing People									
Knowledge	F1 People and team management models including team dynamics and motivation techniques								
	F2: How to use HR systems and processes and legal requirements								
	F3: Performance management techniques including setting goals, objectives, conducting appraisals, reviewing performance								
	F4: Absence management providing constructive feedback, recognising achievement and good behaviour								
Skills	F5: Build a high-performing team by supporting, developing and motivating individuals								
	F6: To set goals and objectives								
	F7: Monitor progress								
G: Building Relationships									
Knowledge	G1: Approaches to stakeholder and customer management including engagement approaches				Section 1				
	G2: Emotional intelligence				Added to 305 LP				

L3 Standard Mapped to L3 CMI Diploma + IRO

	G3: How to manage conflict								
	G4: How to facilitate cross-team working to support delivery of organisational objectives								
Skills	G5: Build trust with and across the team								
	G6: Effectively negotiate and influence				***				
	G7: Manage conflict								
	G8: Able to input to discussions and provide feedback to team and more widely								
	G9: Identify and share good practice								
	G10: Build relationships with customers and manage these effectively					Section 1			
H: Awareness of self									
Knowledge	H1: How to be self-aware and understand inclusivity and unconscious bias	Added to Lesson 321							
	H2: Learning styles	Section 3							
	H3: Feedback mechanisms	180 degree							
	H4: Emotional intelligence					Added to 305 LP			
Skills	H5: Reflect on own performance, seeking feedback and understand why things happen	Section 4							
	H6: Make timely changes by applying learning from feedback received	Section 4							
I: Management of Self									
Knowledge	I1: Time management tools and techniques								
	I2: How to prioritise activities and approaches to planning	Section 4							
Skills	I3: Create an effective personal development plan	Section 4							
	I4: Use time management techniques to effectively manage workload and pressure								
J: Decision Making									
Knowledge	J1: Different problem solving and decision-making techniques								
	J2: How to analyse data to support decision making								
Skills	J4/J5: Use effective problem solving techniques to make decisions relating to delivery using information from the team and others								
	J6: Escalate issues where necessary								
K: Behaviours		Unit 321	Unit 301	Unit 302	Unit 305	Unit 311	Unit 312	Unit 314	Unit 318
	K1: Takes Responsibility								
	K2: Inclusive								
	K3: Agile								
	K3: Professionalism								