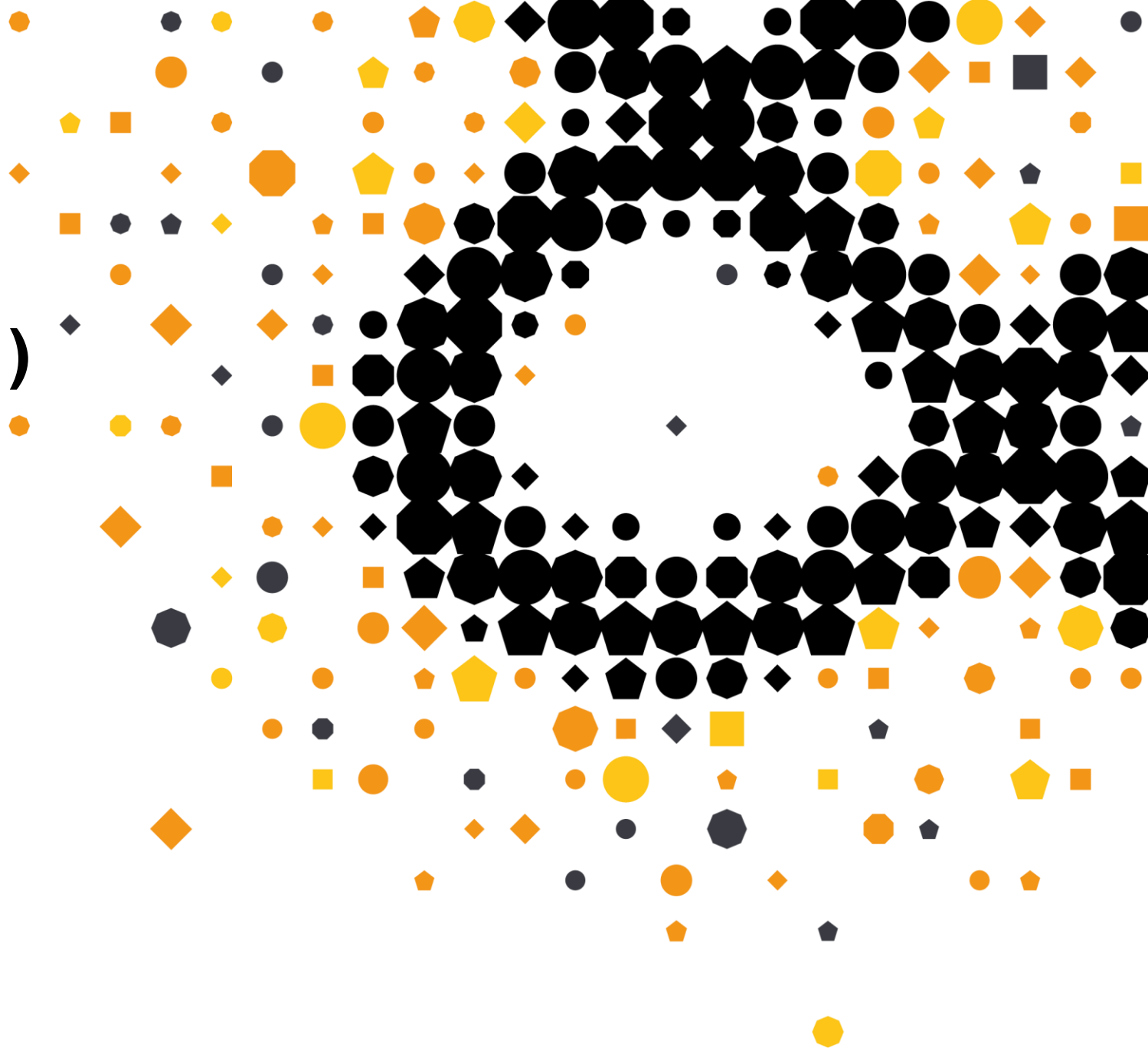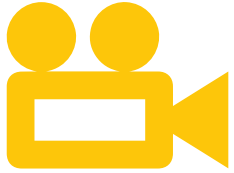# ILM Level 7 Diploma for Senior Leaders (8431)
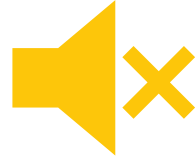## A Deep Dive

September 2021

Housekeeping

This session is being recorded

The session is being recorded, which will be sent to all attendees after the webinar.

Everyone is on mute

Everyone is one mute

Questions

Please add your questions into the question function on the control panel. Will we endeavour to answer all questions.

Slides

The slides will be sent to all attendees alongside the recording after the webinar

If the session cuts off

Please use the original webinar link to gain access back into the session. To join over the telephone, select "Phone Call" in the Audio pane and the dial-in information will be displayed

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Speakers

**Joseph Ballantine
ILM Industry Manager**

**Jill Hansen
ILM Technical Advisor**

**Gill Harper
Development Manager**

**Julie Rowlett
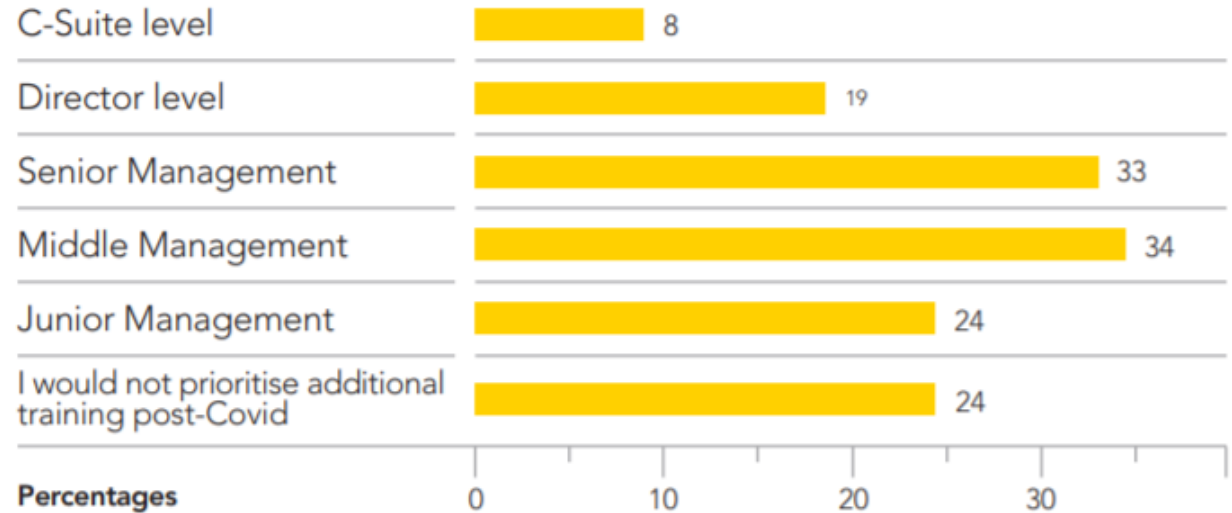HE Business Partner**

Agenda

- **ILM Level 7 Diploma for Senior Leaders:**

   - Our development

   - Units

   - Assessment Strategy

   - Preparing for End-Point Assessment

- **Approval**

- **Support**

Senior Leadership Skills

Where is additional leadership and management training most needed post-Covid?

	Percentages
C-Suite level	8
Director level	19
Senior Management	33
Middle Management	34
Junior Management	24
I would not prioritise additional training post-Covid	24

New Suite of Qualifications

Level 3 Diploma for Team Leaders 2022

Level 5 Diploma for Managers 2022

Level 7 Diploma for Senior Leaders
603/7778/1

8431
September 2021

L7 Diploma for Senior Leaders

Level 7 Senior Leader Standard

100% KSBs & Pass Grading Descriptors

Stand-alone Qualification

Stand- alone Units

Units

- 700 Building a High Performance Team

- 701 Strategic Leadership

- 702 Strategic Change Management

- 703 Organisational Values & The Strategic Context

- 704 Strategic Influencing & Negotiating

- 705 Strategic Data Analysis

- 706 Strategic Workforce & Logistics Planning

Learning Outcomes

Learning Outcome 1
The learner will be able to apply the process of 'Systems Thinking' to deliver creative solutions.

Assessment Criteria The learner can…	Depth	Assessment Requirements (Sufficiency)
AC1.1 Describe the concept of 'Systems Thinking' and how this has led to the development of creative and innovative solutions. (K5)	The concept of 'Systems Thinking' and its application within the workplace to deliver clear and innovative solutions to areas of ambiguity and complexity. Characteristics of Systems Thinking: • Holistic thinking. • Considering stakeholders. • Importance of being a Systems Thinker. Process/tools of Systems Thinking: • RACI Matrix. • Iceberg metaphor (the Unseen). • Brainstorming.	The learner must describe the concept of 'Systems Thinking' and how and why it has been utilised to bring creative/innovative solutions within their workplace, including reference to at least two appropriate tools and/or characteristics.
AC1.2 Explain the concepts of research methods, data management and programme management, and how these have contributed to creative and innovative solutions. (K5, B3)	The differences between research methodologies, data management and programme management and how each may contribute to the delivery of creative and innovative solutions to complex and ambiguous issues. Research methods: • Data collection, data handling and data analysis. • Primary and secondary data sources. Data management: • Combination of functions that ensure data in corporate systems is accurate, available and accessible, and meets the organisational needs.	The learner must explain the concepts and the differences between: • Research methods. • Data management. • Programme management. The learner must explain how each have been considered in the context of the delivery of creative and innovative solutions to complex and ambiguous issues.

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Depth

Learning Outcome 2
The learner will be able to develop financial strategies to support decision making.

Assessment Criteria The learner can…	Depth	Assessment Requirements (Sufficiency)
AC2.1 Critically evaluate their use of financial and non-financial information to support decision making within a governance framework. (K8, K9, S11)	The difference between financial and non-financial information and the integration of each, set against the governance structure to support decision-making, including resource allocation. Economic theory: • The concept of value and risk. • The inter-relationship of value and price. • Concept of elasticity (of price, income, supply and cross elasticity). Financial modelling: • Sensitivity analysis. • Trend analysis/standard deviation. • Earnings before interest, tax, depreciation allowance (EBITDA). • Return on investment (ROI). • Discounted cash flow (DCF). • Net present value (NPV). Non-financial information elements: • Competitor analysis. • Dynamic market changes. • Political atmosphere. • Changing customer needs and wants, volume drivers.	The learner must critically evaluate their use of a range of financial and non-financial information in line with economic theory and financial modelling, in order to support strategic decision-making, including resource allocation. The learner must include how decision making is in line with legal, governance and procurement requirements.

Guided Learning Hours

GLH 547
TQT 1,001

Subject	700 Building a High Performance Team	701 Strategic Leadership	702 Strategic Change Management	703 Organisational Values & the Strategic Context	704 Strategic Influencing & Negotiating	705 Strategic Data Analysis	706 Strategic Workforce & Logistics Planning
Decision & Change Cycle							
Change	AC 3.1 / AC 3.2 / AC 3.3		AC 2.1 / AC 3.1			AC 1.2	
Decision making			AC 3.1		AC 1.1	AC 1.2	
Continuous improvement	AC 3.1 / AC 3.3						
Game theory					AC 1.1		
Transformational change	AC 3.1		AC 1.2				
Conceptualisation				AC 3.1			
Idea generation inc. parallel thinking & innovation frameworks	AC 3.1		AC 2.2				
Critical thinking/analysis			AC 3.1	AC 3.1			
Organisational Structure							
Organisational structure	AC 2.2	AC 1.1	AC 2.2				
Matrix management	AC 2.2		AC 1.2 / AC 2.1	AC 2.2	AC 1.1 / AC 1.3	AC 2.1 / AC 2.2	
Governance & regulatory		AC 1.1	AC 1.1	AC 4.2		AC 2.1	
Organisational Strategy							
Strategic business proposal		AC 1.4			AC 2.2		
Operational strategy		AC 2.2			AC 2.1		
Balanced scorecard					AC 2.1	AC 2.1 / AC 2.2	
Organisational strategy		AC 1.1		AC 3.1 / AC 4.1	AC 2.2		
Brand/reputation/marketing				AC 2.2	AC 1.2		
CSR				AC 4.1			
Efficiency vs effectiveness				AC 1.1 / AC 3.1			

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Assessment Requirements

Learning Outcome 1
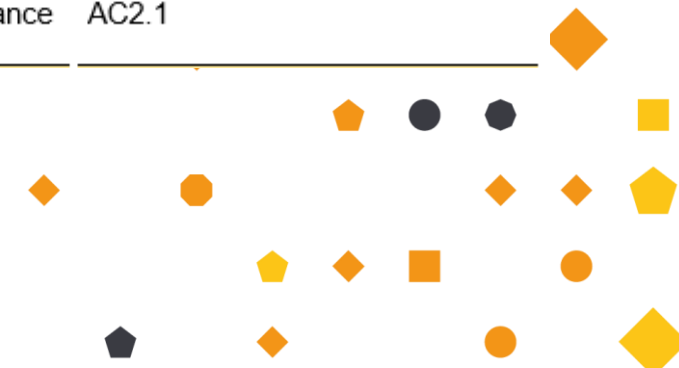The learner will be able to apply the process of 'Systems Thinking' to deliver creative solutions.

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Level 7 Senior Leaders Standard

100% KSBs & Pass Grading Descriptors

Assessment Plan KSB Grouping & KSBs & Pass Grading Descriptors	ILM Unit & Assessment Criteria
Methodologies & Analysis	**705 Strategic Data Analysis**
K5 Systems thinking, knowledge/data management, research methodologies and programme management.	AC1.1 AC1.2
S3 Undertake research, and critically analyse and integrate complex information.	AC2.2
B3 Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions.	AC1.2 AC2.2
Justifies how they selected and used an approach that is underpinned by research using a range of methodologies, critically analysing and synthesising the outcomes and producing creative solutions to areas of ambiguity or complexity. (K5, S3, B3)	AC2.2
K8 Financial strategies, for example scenarios, modelling and ... application of economic theory to decision- ... evaluate financial and non- financial	AC2.1
...ance and legal requirements, and ...gies.	AC2.1
...data to allocate resources.	AC2.1
...heories and financial modelling to develop ...ate resources in line with legal, governance ...equirements (K8, K9, S11)	AC2.1

Assessment Criteria
The learner can…

AC1.1

Describe the concept of 'Systems Thinking' and how this has led to the development of creative and innovative solutions.

(K5)

Quick Recap & Questions

Assessment Strategy

Portfolio
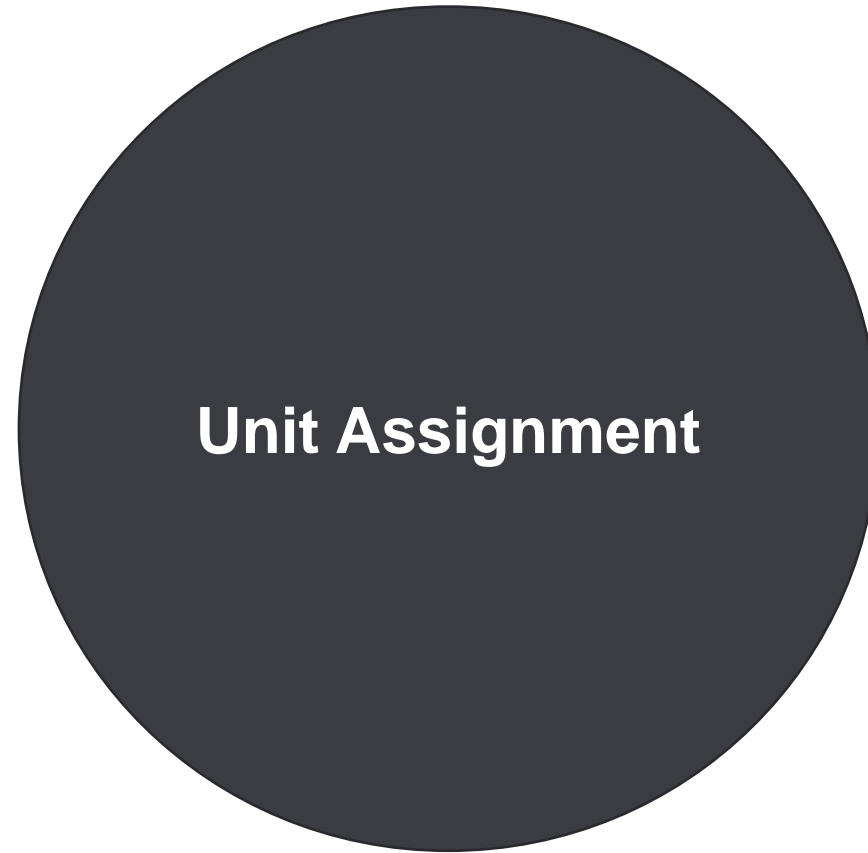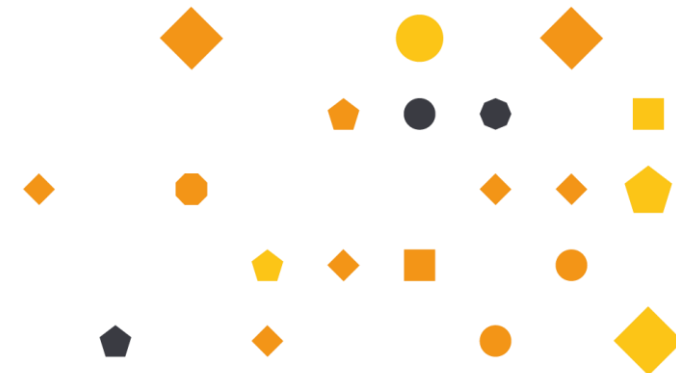
Unit Assignment

Portfolio

Types of Evidence

Types of evidence could be:

- Work products, such as:
    - Performance reviews.
    - Project plans and documentation.
    - Reports.
    - Minutes of meetings.
    - Demonstrations.
    - Presentations.
    - Academic assignments.
    - Research projects.

Unit Assignment

Assignment: 701 Strategic Leadership

Aim: In relation to your current Senior Leader role and duties you will set strategic direction in response to changing markets and stakeholder requirements within the context of different organisational structures, and outline the factors determining your ability to work with a diverse range of stakeholders.

All Assessment Criteria **and** Assessment Requirements must be met and utilised to structure your assignment, supported by work-product evidence. (Refer to the Units or Results Sheet.)

Evidence of skills applied in real-work situations is required.

Typical word counts and timings are provided. Where assessment methods are combined the recommended word counts and timings should be adjusted proportionately:
- Written Assignments: word count 3,000 +/- 10%, plus relevant Appendices/Annexes. At Level 7 there is an expectation that you write concisely.
- Presentations: must be recorded, limited to 20 minutes, and accompanied by slides and speaker notes.
- Professional Discussions: must be recorded, limited to 20 minutes, and accompanied by a summary of timestamps of where criteria are met.

Find the explanations of verbs on the ILM website: www.i-l-m.com/assessment-and-resources/assessment-guidance

Assignment Task	Assessment Criteria The learner can:
Learning Outcome 1 **The learner will be able to understand and work with a wide range of stakeholders and organisational structures.** You are asked to describe examples of interactions with organisational structures taking into account components of the structures. (AC1.1) You are additionally asked to evaluate the impact of internal and external factors when working within leadership structures, in terms of markets of operations, roles and responsibilities, the sustainability agenda and leadership styles and application. (AC1.2) You are asked to critique your leadership styles to evaluate the impact that these, and a strategic business proposal, have had upon the effective management and engagement of a diverse range of stakeholders. (AC1.3, AC1.4)	**AC1.1** Describe how to work within and across company boards and organisational structures. **AC1.2** Evaluate internal and external factors that impact working within leadership structures. **AC1.3** Critique the impact of their leadership upon stakeholders. **AC1.4** Evaluate how a strategic business proposal takes account of stakeholder engagement.

Assessment – Results Sheets

Learning Outcome 1		
The learner will be able to understand and work with a wide range of stakeholders and organisational structures.		
Assessment Criteria	**Assessment Requirement - Pass**	**Pass/Referral & Assessor feedback**
AC1.1 Describe how to work within and across company boards and organisational structures.	The learner must describe three examples of how to effectively interact with organisational structures. The learner must describe for each structure: • Purpose/function and scope. • Stakeholders. • Organisational requirements. • Company board or executive structure.	Pass/Referral
AC1.2 Evaluate internal and external factors that impact working within leadership structures.	The learner must evaluate the impact of at least three internal <u>and</u> three external factors when working with leadership structures, in terms of: • The markets the organisation operates in. • Roles and responsibilities. • Sustainability agenda. • Leadership style and application.	Pass/Referral

Preparing for End-point Assessment (EPA)

Professional Discussion

(Review underpinning Portfolio of Evidence for submission at Gateway)

- 700 Building a High Performance Team
- 702 Strategic Change Management
- 703 Organisational Values & the Strategic Context
- 706 Strategic Workforce & Logistics Planning

Strategic Business Proposal (500-word summary submitted at Gateway)

- 701 Strategic Leadership
- 704 Strategic Influencing & Negotiating
- 705 Strategic Data Analysis
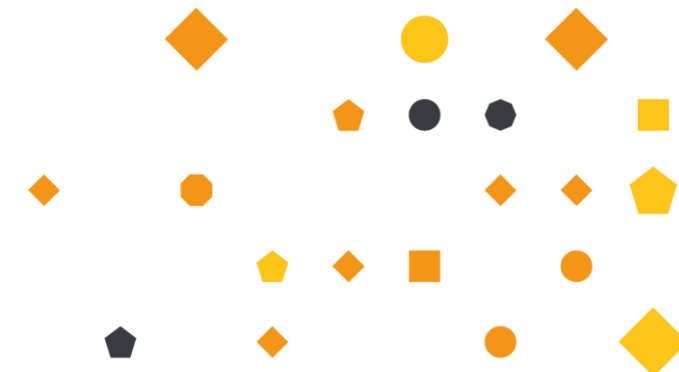
Quick Recap & Questions

Approval & Fees (FY22)

- Centre Approval £2,500

- Qualification Approval £500

- Dual Accreditation & Mapping

- 8431-31 Full payment registration £260
- 8431-33 Unit payment route £29 (Reg), £35.90 (Results Entry), £34.80 (Full Cert)
- 8431-63 Dual accreditation registration £260

Become an ILM Approved Centre in just five easy steps!

For more information visit our webpage:

i-l-m.com/working-with-ilm/working-with-centres/5-steps-to-become-ilm-approved-centre

Support Materials

8431-701 Strategic Leadership
Source Text:

- Lewis, S. (2016). Positive Psychology and Change: How Leadership, Collaboration and Appreciative Inquiry Create Transformational Results. Wiley-Blackwell
- Quirke, B. (2017). Making the connections: Using internal communication to turn strategy into action. Routledge.
- Schein, E. and Schein, P. (2017). Organizational culture and leadership, 5th ed. San Francisco: Jossey- Bass.
- Stowell, Steven J., and Stephanie S. Mead (2016). The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future. Hoboken, New Jersey: John Wiley & Sons
- Wallin, Johan (2016). Business Orchestration: Strategic Leadership in the Era of Digital Convergence. Chichester, England; Wiley

Guidance for Delivery

Tutor-led content should support both theoretical learning, and exploration of own practice as a leader. This should include an understanding of own leadership style and practice, the organisational structure and its impact, and stakeholder identification and engagement. Approaches to new market strategies can be supported by high-level case studies, and the underlying knowledge of external market strategy. Concepts of high performance teams and direction setting could be explored through peer discussion such as action learning sets.

Additional activities include reading, diagnostic tests, research, and modelling. Diagnostic tests could include a leadership styles assessment. Time to complete an external market scan could also be included.

Qualification handbook:

Dedicated page:
i-l-m.com/learning-and-development/management/management-and-leadership-generic/8431-level-7-diploma-for-senior-leaders

Guides & Resources:
i-l-m.com/trainers-and-centres/guides-and-resources
Q Card (Brochure), and Qualification Handbook (search under Combined Specification)

THE INSTITUTE OF
LEADERSHIP
& MANAGEMENT

Certificates & Digital Credential

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Quick Recap & Questions

Keep in touch

Next event
Thursday 30 September, 9.30-10.30
Q&A with the ILM Specialists
Register your place today >

New Level 7 Diploma for Senior Leaders
Registrations now open

Email updates have you registered?
Register to receive email communications from us >
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Thank you!

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