Delivering ILM qualifications to Team Leader/Supervisor Trailblazer Apprenticeship Standards

Mapping the Level 3 ILM Diploma in Management (8621) to the Team Leader/Supervisor Trailblazer

What makes up a Trailblazer apprenticeship?

A Trailblazer apprenticeship is typically made up of three components:

- On Programme component: the learning, training and formative assessment delivered by the provider for the duration of the apprenticeship

- A Gateway component: conducted partway through the programme and used to confirm that an apprentice is ready to take their End Point Assessment.

- End Point Assessment: an assessment of the learning delivered at the end of the programme.

Using this guide

This mapping document is intended to be used by ILM approved centres only. It lays out how you can deliver an ILM L3 Diploma in Management to meet each of the On Programme elements of the Team Leader/Supervisor Trailblazer. The document breaks down the essential knowledge and skills within the standard and highlights how each of these can be achieved through the learning outcomes of specific ILM units. The document also offers further advice where necessary on how to best expand learning outcomes to fully cover the Trailblazer standard.

This mapping document only relates to the On Programme elements of the Trailblazer. All learners will need to successfully complete a separate and independent End Point Assessment in order to achieve the Trailblazer standard. Please note, that it is the Centre's responsibility to ensure that the Standards of the pathway are met. All ILM qualifications are awarded by The City and Guilds of

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The units in the ILM Level 3 Diploma in Management 100% match to the Team Leader/Supervisor Trailblazer Apprenticeship. This document provides advice and guidance on how you can make this ILM qualification align with the On Programme component of the Trailblazer standards.

The below mapping highlights the best fit units with additional advice to ensure full completion. This means that you will be delivering to Trailblazer standards if you use the below units.

You can choose whether to complete the units chosen below or design your own programmes that fit with the Trailblazer standards. If you choose to use different units from the ILM Level 3 suite, then you'll need to ensure they map to the Trailblazer standards.

How do the Trailblazer standards define a Team Leader/Supervisor?

A team leader/supervisor is a first line management role, with operational/project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. They provide direction, instructions and guidance to ensure the achievement of set goals. Key responsibilities are likely to include supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems and building relationships internally and externally.

ILM qualification

55 credits required

Level 3 Diploma in Management
8621

QAN: 601/3240/1

This qualification maps fully to the On Programme elements of the Team Leader/Supervisor Trailblazer using the following mapping guidance. The ILM qualification is ideal for individuals looking to take their first step into line management and for those who already have some management responsibilities.

Units to be completed:	Credit Value
Manage personal and professional development (M)	3
Manage team performance (M)	4
Principles of leadership and management (M)	8
Principles of people management (M)	6
Principles of business (M)	10
Manage individuals' performance (O)	4
Chair and lead meetings (O)	3
Develop working relationships with stakeholders (O)	4
Manage a budget (O)	4
Manage a project (O)	7
Develop and implement an operational plan (O)	5
Contribute to the improvement of business performance (O)	6
Total credits	**64**

Please note: throughout this document there are additional comments in *italics*. These are suggestions of how the ILM learning outcomes should be used and expanded to fully cover the appropriate Trailblazer standard. All units already have existing assignment briefs and mark sheets, so you can seamlessly continue to deliver these qualifications as Trailblazers.

Knowledge	Trailblazer What is required	ILM qualification units and learning outcomes L3 Diploma in Management and Leadership 601/3240/1
Interpersonal Excellence managing people and developing relationships		
Leading People	Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.	**Manage Team Performance (M)** LO 1 Understand the management of team performance **Principles of Leadership and Management (M)** LO 2 Understand leadership styles and models **Principles of people management (M)** LO 2 Understand equality of opportunity, diversity and inclusion LO 5 Understand training and development *Learners should include an understanding of benefits of coaching to support people and improve performance as part of this learning outcome.*
Managing People	Understand people and team management models, including team dynamics and motivation techniques. Understand HR systems and legal requirements, and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback, and recognising achievement and good behaviour.	**Principles of People Management (M)** LO 1 Understand the principles of workforce management LO 3 Understand team building and dynamics LO4 Understand performance management LO 5 Understand training and development **Manage team performance (M)** LO 1 Understand the management of team performance **Principles of leadership and management (M)** LO 2 Understand leadership styles and models LO3 Understand the role, functions and processes of management **Manage Individuals' Performance (O)** LO1 Understand the management of underperformance in the workplace

Building Relationships	Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. Know how to facilitate cross team working to support delivery of organisational objectives.	**Principles of people management (M)** LO3 Understand team building and dynamics *Learners should include an understanding of emotional intelligence as part of customer and stakeholder management as part of this learning outcome.* Developing working relationships with stakeholders (O) LO 1 Understand working relationships with stakeholders LO 2 Be able to determine the scope for collaboration with stakeholders - *Learners should include an understanding of cross team working to support delivery of organisational standards as part of these learning outcomes*
Communication	Understand different forms of communication and their application. Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.	**Manage team performance (M)** LO 3 Be able to manage communications within a team *Learners should include understanding of different forms of communication and their applications as part of this learning outcome* **Chair and lead meetings (O)** LO 1 Be able to prepare to lead meetings LO 2 Be able to chair and lead meetings LO 3 Be able to deal with post meeting matters. **Principles of people management (M)** LO 4 Understand performance management *Learners should include understanding of how to raise concerns as part of this learning outcome* **Manage Individuals' performance (O)** LO 1 Understand the management of under performance in the workplace

Organisational Performance delivering results		
Operational Management	Understand how organisational strategy is developed. Know how to implement operational/team plans and manage resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.	**Principles of Leadership & Management (M)** LO 1 Understand the principles of effective decision making *Learners should include an understanding of approaches to managing change as part of this learning outcome* LO 3 Understand the role, functions and processes of management LO 4 Understand performance management - *Learners should include an understanding of data management and different technologies as part of this learning outcome* **Principles of Business (M)** LO 1 Understand business markets LO 2 Understand business innovation and growth LO 5 Understand sales and marketing **Develop and Implement an operational plan (O)** LO 1 Understand the principles of operational planning
Project Management	Understand the project lifecycle and roles. Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.	**Manage a Project (O)** LO 1 Understand the management of a project
Finance	Understand organisational governance and compliance, and how to deliver Value for Money. Know how to monitor budgets to ensure efficiencies and that costs do not overrun.	**Principles of Business (M)** LO 3 Understand financial management LO 4 Understand business budgeting **Manage a budget (O)** LO 1 Understand how to identify financial requirements LO 2 Understand how to set budgets

Personal Effectiveness managing self		
Awareness of self	Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence	**Principles of leadership and management (M)** LO 2 Understand leadership styles and models **Principles of People Management (M)** LO 2 Understand equality of opportunity, diversity and inclusion *Learners should include an understanding of unconscious bias and inclusivity as part of this learning outcome* LO 3 Understand team building and dynamics - *Learners should include an understanding of how to use emotional intelligence as part of this learning outcome*
Management of Self	Understand time management techniques and tools, and how to prioritise activities and approaches to planning	**Principles of Leadership and Management (M)** LO 3 Understand the role, functions and processes of management *Learners should include an understanding of time management techniques and tools as part of this learning outcome*
Decision Making	Understand problem solving and decision making techniques and how to analyse data to support decision making.	**Principles of Leadership & Management (M)** LO 1 Understand the principles of effective decision making LO 3 Understand the role, functions and processes of management LO 4 Understand performance management *Learners should include an understanding of how to analyse data to support decision making as part of this learning outcome* **Contribute to the Improvement of Business Performance (O)** LO1 Understand improvement techniques and processes

Skills	Trailblazer What is required	ILM qualification L3 Diploma in Management and Leadership 601/3240/1
Interpersonal Excellence managing people and developing relationships		
Leading People	Able to communicate organisation strategy and team purpose, and adapt style to suit the audience. Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.	**Manage Team Performance (M)** LO 2 Be able to allocate and assure the quality of work LO 3 Be able to manage communications within a team *Learners should include evidence of managing change as part of this learning outcome* **Manage Individuals' Performance (O)** LO 2 Be able to manage individuals performance in the workplace *Learners should include evidence of supporting the development of the team and people through coaching as part of this learning outcome*
Managing People	Able to build a high-performing team by supporting and developing individuals, and motivating them to achieve. Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.	**Manage Team Performance (M)** LO 2 Be able to allocate and assure the quality of work LO 3 Be able to manage communications with a team **Manage Individuals' Performance (O)** LO 2 Be able to manage individuals performance in the workplace
Building Relationships	Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts. Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams. Building relationships with customers and managing these effectively.	**Developing working relationships with stakeholders (O)** LO 2 Be able to determine the scope for collaboration with stakeholders *Learners should include evidence of working across teams as part of this learning outcome. Evidence should be shown of building trust with and across the team and sharing good practice across teams.* LO 3 Be able to develop productive working relationships with stakeholders LO 4 Be able to evaluate relationships with stakeholders **Manage team performance (M)** LO2 Be able to allocate and assure the quality of work LO3 Be able to manage communications within a team *Learners should include evidence of using effective negotiation and influencing skills as part of this learning outcome*

Communication	Able to communicate effectively (verbal, non-verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.	**Manage team performance (M)** LO 3 Be able to manage communications within a team **Chair and lead meetings (O)** LO 1 Be able to prepare to lead meetings LO 2 Be able to chair and lead meetings LO 3 Be able to deal with post meeting matters. **Manage Individuals' performance (O)** LO 2 Be able to manage individuals' performance in the workplace **Learners should include evidence of the use of verbal, written, non-verbal and digital forms of communication as part of these learning outcomes*

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.	**Manage team performance (M)** LO 2 Be able to allocate and assure the quality of work **Develop and Implement an Operational Plan (O)** LO 2 Be able to develop an operational plan LO 3 Be able to implement an operational plan LO 4 Be able evaluate the effectiveness of an operational plan **Contribute to the Improvement of Business Performance (O)** LO 3 Be able to solve problems in business *Learners should include evidence of supporting, managing and communicating change by identifying barriers and overcoming them as part of this learning outcome* LO 4 Be able to contribute to the improvement of activities. **Manage Individuals performance (O)** LO 2 Be able to manage individuals performance in the workplace
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.	**Manage team performance (M)** LO 2 Be able to allocate and assure the quality of work **Manage Individuals' performance (O)** LO 2 Be able to manage individuals' performance in the workplace **Develop and Implement an operational plan (O)** LO 2 Be able to develop an operational plan LO 3 be able to implement an operational plan LO 4 Be able to evaluate the effectiveness of an operational plan **Manage a Project (O)** LO 2 Be able to plan a project LO 3 Be able to manage a project LO 4 Be able to evaluate the effectiveness of a project
Finance	Able to monitor budgets and provide reports, and consider financial implications of decisions and adjust approach/recommendations accordingly.	**Manage a budget (O)** LO 3 Be able to manage a budget LO 4 Be able to evaluate the use of a budget

Personal Effectiveness managing self		
Self-Awareness	Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.	**Manage personal and professional development (M)** LO1 Be able to identify personal and professional development requirements LO2 Be able to fulfil a personal and professional development plan LO3 Be able to maintain the relevance of a personal and professional development plan
Management of Self	Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.	**Manage personal and professional development (M)** LO 1 Be able to identify personal and professional development requirements LO 2 Be able to fulfil a personal and professional development plan LO 3 Be able to maintain the relevance of a personal and professional development plan *Learners should include evidence of the use of time management techniques as part of this learning outcome*
Decision Making	Use of effective problem solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.	**Contribute to the Improvement of Business Performance (O)** LO3 Be able to solve problems in business *Learners should include evidence of the escalation of issues or the understanding of how and when to escalate issues as part of this learning outcome* LO 4 Be able to contribute to the improvement of activities

Behaviours	Trailblazer What is required	
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations.	Learners can show evidence of leadership behaviours throughout the programme. These could be could be evidenced or observed in a number of ways and may also come from activities associated with the units completed as part of the ILM qualification.
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks the views of others.	
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.	
Professionalism	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values.	

Next steps

For more information on how to make sure your qualifications align with the Trailblazer standards, please contact your Business Development Manager.

You may need to gain approval to deliver the Level 3 Diploma in Management if you are not already approved. Please contact your Quality and Compliance Manager to find out more.

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