



The Citizens Advice Accredited Management Pathway in partnership with The Institute of Leadership and Management

This course has been developed by a group of CEOs from across the Citizens Advice Network and National Citizens Advice. The programme is hosted by Citizens Advice South Somerset on behalf of the CEOs' Peer Group.

Autumn 2022 Course: Start date November 2022. Recommended completion by May 2023

Course Delivery: Learners will be registered onto the Management Pathway for Citizens Advice hosted by The Institute of Leadership and Management (TILM). Registered learners will work through 6 online modules (called Dimensions of Leadership) and attend virtual action learning sets facilitated by one of the Citizens Advice CEOs who have volunteered to support this programme. Learners may also opt to meet in person for peer to peer discussion where their local geographies allow.

Learners can work through the online modules at their own pace. However each Dimension has a scheduled, facilitated, action learning set to enrich the self-study. For this reason we strongly recommend that learners follow the proposed programme.

TILM registration lasts for 12 months and therefore the Citizens Advice Management Pathway must be completed within this time frame.

Who Is The Course For: Managers and aspiring managers across the Citizens Advice Network who wish to develop their management and leadership skills, knowledge and practice.

Programme Structure: To achieve the management certificate learners will be required to complete six Dimensions of Study (Modules). Each Dimension is made up of three components. Full details are set out below.

Benefits to Learners: Registered learners will enjoy TILM Student Membership and access to the full range of TILM resources. Upon completion successful learners' registrations will automatically upgrade to TILM Associate membership.

Upon completion learners will be awarded TILM Citizens Advice Management Programme Certificate of Achievement.

The Citizens Advice Management Pathway



Authenticity	Vision	Achievement	Ownership	Collaboration
Authenticity Components <ul style="list-style-type: none"> • Self Awareness • Aligning Values • Building Trust 	Vision Components <ul style="list-style-type: none"> • Developing Strategy • Leading Change • Evaluating Risk 	Achievement Components <ul style="list-style-type: none"> • Coaching • Managing Performance • Delivering Outcomes 	Ownership Components <ul style="list-style-type: none"> • Problem Solving • Decision Making • Learning from Mistakes 	Collaboration Components <ul style="list-style-type: none"> • Teamworking • Leading Projects • Managing Meetings

In addition to the five Dimensions above learners will complete one further module (the sixth Dimension) entitled Essential Leadership

Key Information

Programme Dates:	Registration opens November 2022
Learner Commitment:	Approximately 75 learning hours over 6 months (around 12 hours per month)
Action Learning Sets:	CEO facilitators from the CEOs Peer Group who will prepare content and facilitate a discussion that enhances the learning components within each of the Dimensions
Learner Registration:	Citizens Advice South Somerset are the registered TLMC centre and will be responsible for learner registration and administration
Accreditation:	TILM membership, digital badges (each component), TILM Certificate of Achievement
Learner Journey:	Once registered learners will be introduced to the Citizens Advice pathway and follow the sequence of study created for this course
Cost:	£120 registration fee per learner payable to Citizens Advice South Somerset as TILM Registered Centre
Informal Chat:	Email angela@citizensadvice-southsomerset.org.uk Visit: https://www.institutelm.com/ for general information about TILM

Citizens Advice Management Training Pathway – Programme Detail

November 2022 Dimension/Module 1: Personal Development and Authenticity

TILM Dimension Authenticity	Overview All learners complete the Leadership Essentials content within each Dimension. Each TILM Dimension (eg Authenticity) is made up of components and each component has: 3 x spotlight learning (there are more than 3 options to select from) 1 x video per Component (and some Spotlights) 3 x Worksheets Per Component 1 x self- assessment per component (80% pass)		
	Components Leadership Essentials for the Authenticity Dimension 1. Self Awareness 2. Building Trust 3. Aligning Values	Learning Materials 3 x Spotlight (Leadership styles, Emotional intelligence, Personality types) 3 x Spotlight (Importance of Trust, Earning Trust, Fixing Broken Trust) 3 x Spotlight (Knowing your Values, Purpose, Corporate Values & Transparency)	Assessment 3 x Worksheets per component 20 question assessment (per component) 80% pass mark
Online Self -directed: 3 hours per component x 3 plus worksheets= 12 hours			

Online Group Inductions – will be organised during November for registered learners.

November Action Learning Set – Planning My Leadership Development Activity

29th November 2022, 9.30am – 10.30am

Facilitator: Angela Kerr, CEO Citizens Advice South Somerset

Total hours for this Dimension: 10 hours (self directed), 1.5 action learning group

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Dimension/Module 2: Collaboration			
December 2022			
TILM Module	Personal Development	Resources	Work sheets
Collaboration	Leadership Essentials Collaboration	Building Collaborative Capacity (Report) Agile Planning PDF	
Online Self -directed: 3 hours per component x 3 plus worksheets = 12 hours	1. Teamworking 2. Leading Projects 3. Managing Meetings	3 x Spotlight (Team relationship management, Team behavioural models, Leading distributed teams) 3 x Spotlight (Project Management Tools/Techniques, People Aspect of Project Delivery, Programme Management) 3 x Spotlight (Planning for Meetings, Types of Meetings, Managing Disruptive Meetings)	3 x Worksheets per component 20 question assessment (per component) 80% pass mark
December Action Learning Set – Teams Top Tips and Trouble-Shooting For Effective Team Leadership			
Date: tbc			
Facilitator: Chris Roberts, CEO Citizens Advice Bromsgrove and Redditch			
Total hours: 10 hours (self directed), 1.5 action learning group.			

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Dimension/ Module 3: Achievement				
January 2023				
TILM Dimension Achievement	Module 3: Achievement	Resources	Work sheets	£
	Leadership Essentials Achievement	The Five Dimensions of Leadership (Report) Video Delivering Outcomes		
Online Self -directed: 3 hours per component x 3 plus worksheets = 12 hours	<ol style="list-style-type: none"> 1. Coaching 2. Delivering Outcomes 3. Managing Performance 	<p>3 x Spotlight (What is coaching, the coaching context, coaching skills and techniques)</p> <p>3 x Spotlight (Outputs not Inputs) Measurement and Return on Investment Mindfulness for Leadership</p> <p>3 x Spotlight (setting objectives, Performance Review, Managing Underperformance)</p> <p>Going Further (delivering outcomes)</p> <ul style="list-style-type: none"> • Spotlight Value for Money • Spotlight Operational Management Approaches and Techniques • Spotlight Business Continuity Management <p>Going Further (managing performance)</p> <ul style="list-style-type: none"> • Spotlight on Key Performance Indicators 	<p>3 x Worksheets per component</p> <p>20 question assessment (per component) 80% pass mark</p>	
<p>January Action Learning Set – Teams - Developing High Performance Teams Date: tbc Facilitator: Andy Brown, CEO Citizens Advice Manchester</p> <p>Total hours: 10 hours (self directed), 1.5 action learning group</p>				

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Dimension 4: Ownership				
February 2023				
TILM Dimension 4 Ownership	Personal Development	Resources	Work sheets	£
	Leadership Essentials Ownership	The Five Dimensions Of Leadership (Report) Video Introducing Decision Making		
Online Self -directed: 3 hours per component x 3 plus worksheets = 12 hours	<ol style="list-style-type: none"> 1. Problem Solving 2. Decision Making 3. Learning From Mistakes 	<p>3 x Spotlight (Problem Solving Tools and Techniques, Using Intuition in Problem Solving, Gap Analysis)</p> <p>3 x Spotlight (Decision Making Tools and Techniques, Implementation and Evaluation, Cost Benefit Analysis)</p> <p>3 x Spotlight (Constructive feedback, Experiential Learning, Blame Cultures)</p>	<p>3 x Worksheets per component</p> <p>20 question assessment (per component) 80% pass mark</p>	
<p>February Action Learning Set – Teams Effective Decision Making and Leading Change Facilitator: Angela Kerr, CEO Citizens Advice South Somerset Date: 23rd February 2023 9.30am – 11.00am</p> <p>Total hours: 10 hours (self directed), 1.5 action learning group</p>				

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Dimension /Module 5: Vision

March 2023

ILM Dimension	Personal Development	Resources	Work sheets	£
Vision	Leadership Essentials Vision	Video Introducing Inspiring Video Introducing Leading Change Video Introducing Evaluating Risk		
Online Self -directed: 3 hours per component x 3 plus worksheets = 12 hours	1. Developing Strategy 2. Leading Change 3. Evaluating Risk	3 x Spotlight (Motivation, Encouraging, Role Modelling) 3 x Spotlight (What is Change, Emotional Responses to Change, Models of Change Management) 3 x Spotlight (Understanding Risk, Managing Risk, Measuring Risk,	3 x Worksheets per component 20 question assessment (per component) 80% pass mark	

March Action Learning Set – Strategy and Business Planning

Date: tbc

Facilitator: Mark Hitchcock, CEO, Norfolk Citizens Advice

Total hours: 10 hours (self directed), 1.5 action learning group