



CALL
NORTH
WEST



NORTH WEST CONTACT CENTRE TEAM LEADER DEVELOPMENT PROGRAMME

ILM LEVEL 3



**STUDY A
PROFESSIONAL
LEADERSHIP
QUALIFICATION**



**SHARE
KNOWLEDGE
WITH PEERS**



**13 MONTH
TRAINING
PROGRAMME**



DESIGNED AND
DELIVERED WITH
CALL NORTH WEST



REGULAR
SUPPORT MEETINGS
AT WORK WITH YOUR
ILM TUTOR



You will attend group leadership training workshops in the city of Manchester.

Educ8 Training England is a values driven, ambitious and dynamic organisation. Our team thrive in the educational environment providing bespoke training solutions to organisations and supporting their employees every step of the way. We pride ourselves on our ability to be agile in an ever-changing landscape whilst keeping our core values in the fore front of everything we do. Our key team members have a broad and varied experience in both business and education and so bring to the organisation a wide range of skills

Introduction

The role of a Contact Centre Team Leader is challenging, diverse and dynamic reflecting an ever-evolving world of Contact Centres. With such operating criteria, it is essential that our Team Leaders are developed to be the best they can be, are equipped to deliver at the highest level, identifying with key business drivers and the individual needs of their teams.

The successful Team Leaders of the future need to be able to draw upon sound business methodology, management and leadership techniques to offer direction, instruction and guidance to their teams, placing particular emphasis on addressing behaviours and cultures for achievement of set goals, coaching and mentoring for success in both personal achievement and in turn, positively impacting on customer satisfaction.

It is with these key deliverables as guiding principles, that this Team Leader Development Programme will offer each attending Team Leader the opportunity of being part of a unique learning experience, where the benefits of the ILM Team Leader Programme and the Level 3 Team Leader/Supervisor Apprenticeship Standard are embedded throughout a structured and timely framework, underpinned by 4 practical and bespoke Contact Centre Workshops and optional remote coaching sessions. All sessions are geared to individual needs, specific tasks the Team Leaders are working towards and any centre challenges the group want to cover. This programme will embrace both the private and public sector, and all sizes of organisation contact centres.

Entry requirements

Team Leaders applying for this development programme will need to have been in the position for a minimum of 6 months. Applicants will typically have already achieved English and maths at GCSE grade C or equivalent and have at least two years' experience in a business environment.

Functional skills

It is anticipated that functional skills will not be required due to the entry criteria but should this need to be undertaken Functional Skills Level 2 in English and maths will need to be achieved during this programme. Development of further English and maths skills will continue for the whole of the programme.

Duration

This Team Leader Development Programme is expected to last up to 13 months.

Progression

On completion, Team Leaders may choose to register as Associate members with the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development. Progression on to higher level apprenticeships are available in Associate Project Management at Level 4 and Operational/Departmental Manager at Level 5.

Funding

Levy paying Contact Centre employers may fund their Team Leaders on this programme, using £4,500 from their levy account (apprenticeship account) and the remaining balance from a non-levy training budget. There may be a small fee for some SME's. This Team Leader Programme is set as a Level 3. Nominal ILM Registration and Certification Fees apply.

TIMELINE

MONTH 1	Thursday 14th March 2019	Face-to-face meeting, Review workplace duties and management responsibilities, Induction and sign-up paperwork completed, Discuss taught sessions and identify most appropriate ones relevant to job role. Self-Awareness, Personal Development Plans, Emotional Intelligence, Personal SWOT, Learning Styles, Learning Process.
MONTH 2	Thursday 11th April 2019	Operational Management, Vision, Values and Mission Statements, PESTLE and SWOT analyses, Operational Plans, Root Cause Analysis. Problem Solving Route, Analytical and Creative Thinking, Decision Making Tools, Managing Change.
MONTH 3	Thursday 9th May 2019	CONTACT CENTRE FOCUS GROUP Being a Team Leader in a Contact Centre, Additional learning geared towards Contact Centre challenges, Adding value to the Contact Centre, Use of workshop methodology and learnings within Contact Centre environment – how has this been implemented, what will be done differently, Shared experiences, Analysis of best practice.
MONTH 4	Thursday 6th June 2019	LEADING ORGANISATIONAL CULTURE Scholes and Johnson, Charles Handy, Leadership Theories – Hershey and Blanchard, John Adair, Situational Leadership, Leadership Styles. Motivational Theories, Equality, Diversity and Inclusion, Coaching, Mentoring and Training, Structure of 1:1 training session, Coaching Models.
MONTH 5	Wednesday 3rd July 2019	TRAINER/COACH VISIT Review of all areas delivered. Portfolio development. One to one coaching on EPA preparation.
MONTH 6	Thursday 8th August 2019	CONTACT CENTRE FOCUS GROUP Being a Team Leader in a Contact Centre, Additional learning geared towards Contact Centre challenges, Adding value to the Contact Centre, Use of workshop methodology and learnings within Contact Centre environment – how has this been implemented, what will be done differently, Shared experiences, Analysis of best practice.
MONTH 7	Tuesday 19th September 2019	COMMUNICATIONS Communication Process, Communication Codes, Transactional Analysis, NLP, Active Listening, Equality, Diversity and Inclusion. Building Relationships. Mendelow Matrix, Negotiating Styles, Conflict Management Models, Influencing Tactics.
MONTH 8	Thursday 10th October 2019	MANAGING PEOPLE Collaborating within Teams, Performance Management Techniques, Dealing with Poor Performance, Talent Management. Delegation Process and Techniques, Recruitment Process, Legal considerations when recruiting.
MONTH 9	Thursday 14th November 2019	CONTACT CENTRE FOCUS GROUP Being a Team Leader in a Contact Centre, Additional learning geared towards Contact Centre challenges, Adding value to the Contact Centre, Use of workshop methodology and learnings within Contact Centre environment – how has this been implemented, what will be done differently, Shared experiences, Analysis of best practice.
MONTH 10	Thursday 12th December 2019	PROJECT MANAGEMENT / FINANCE Roles and Responsibilities, Governance, Cost:Benefit Analysis, Project Management Tools and Techniques, Project Success Measures, Financial Management Practices, Financial Reporting, Setting Budgets, Financial Forecasting.
MONTH 11	Thursday 30th January 2020	TRAINER/COACH VISIT Review of all areas delivered. Portfolio development. One to one coaching on EPA preparation.
MONTH 12	Thursday 29th February 2020	CONTACT CENTRE FOCUS GROUP Being a Team Leader in Contact Centre, Additional learning geared towards Contact Centre challenges, Adding value to the Contact Centre, Use of workshop methodology and learnings within Contact Centre environment – how has this been implemented, what will be done differently, Shared experiences, Analysis of best practice.

Knowledge (Know it)

Leading people - Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.

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.

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.

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.

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.

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.

Finance - Understand organisational governance compliance, and how to deliver Value for Money. Know how to monitor budgets and to ensure efficiencies that costs do not overrun.

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.

Management of self - Understand time management techniques and tools, and how to prioritise activities and approaches to planning.

Decision making - Understand problem solving and decision making techniques, and how to analyse data to support decision making.

Skills (Show it)

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.

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.

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.

Communication - Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.

Operational management - Able to communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes. Able to adapt to change, identifying challenges and solutions. Ability to organise, prioritise and allocate work, and effectively use resources. Able to collate and analyse data, and create reports.

Project management - Able to organise, manage resources and risk, and monitor progress to deliver against the project plan. Ability to use relevant project management tools, and take corrective action to ensure successful project delivery.

Finance - Applying organisational governance and compliance requirements to ensure effective budget controls.

Self-awareness - Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.

Management of self - Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.

Decision making - Using effective problem solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.

Behaviours (Live it)

Takes responsibility - Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations.

Inclusive - Open, approachable, authentic, and able to build trust with others. Seeks 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, responds well to feedback and need for change.

Professionalism - Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values and manages resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.

END POINT ASSESSMENT (EPA)

Professional body recognition

On completion, apprentices may choose to register as Associate members with the Chartered Management Institute and/or the Institute of Leadership & Management, to support their professional career development and progression.

On completion of the North West Contact Centre Team Leader Development Programme, individuals will be encouraged to undertake ongoing CPD. Further development/progression routes will be available, which include higher level qualifications and professional development.

End point assessment – grading

Marks will be allocated across the areas being assessed, with a maximum possible mark of 100. The grades will be awarded on the following marks:

Distinction	70+
Merit	60+
Pass	50+
Fail	Less than 50



Knowledge Test

The knowledge requirements within the Standard will be tested using a structured series of questions to assess your knowledge to ensure all aspects are given coverage. It should be set at a level which would be expected to be achieved through a Level 3 Diploma or from training of an equivalent standard, quality and scope.



The Portfolio

It will comprise of a collection of evidence to include audio and written statements, reports, observations, presentations and performance reviews between employer and apprentice.



Structured competency-based interview

Knowledge requirements and their application will be tested using a structured series of questions to assess the apprentice's knowledge to ensure all aspects are given coverage. The interview can be conducted using a range of media.



Professional Discussion

The apprentice will provide evidence of any additional learning/CPD undertaken during the apprenticeship through a professional discussion with an independent assessor to identify the objective of the activity, and reflect on the outcome and how learning gained was applied.



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