

Institute of Leadership
& Management

FIRST FOR LEADERSHIP AND MANAGEMENT

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**Leaders come in all shapes and sizes.
So do the organisations they lead.**

The Institute of Leadership & Management (ILM) supports, develops and informs leaders and managers at every stage of their careers.

We partner with individuals and organisations to help them fulfil their potential and achieve success. With our broad range of industry-leading qualifications, membership services and learning resources, ILM provides flexible development solutions that can be blended to meet the specific needs of employers and learners.

All ILM programmes are built on in-depth research and carefully conceived to meet the skills requirements of the industries and professions in which they are used. ILM’s membership packages are tailored to deliver cost-effective career-long support and development to managers at all levels.

We operate internationally, across all sectors from corporate finance to the armed forces.

ILM QUALIFICATIONS

Our philosophy

Skilled managers and leaders hold the key to creating the productive workforces that deliver organisational and economic success. ILM qualifications enable learners to build up their leadership and management skills and knowledge, while gaining recognition for their professional achievements. And because assessment of ILM qualifications is practically-based, this learning is transferred directly into the work environment – to the benefit of employers and learners alike

ILM is the European market leader in management and leadership qualifications, registering over 90,000 learners annually. Our success has been built on the quality and variety of our programmes

Unrivalled flexibility and choice

ILM offers qualifications covering all aspects of management and leadership from team leading to executive management and strategic leadership, along with specialist programmes in coaching and mentoring, and enterprise. We cater for every management environment, from small business to multi-national, high finance to the public sector.

ILM's unit-based qualifications portfolio gives employers and training buyers the unprecedented flexibility to pick and mix units, building qualifications to meet their specific training needs. Because ILM qualifications are nested, learners are encouraged to progress by building up units into larger qualifications, avoiding duplication of study.

Importantly for training providers and employers, all ILM's Vocationally Related Qualifications (VRQs) are placed on the Qualifications and Credit Framework (QCF). The QCF rewards successful learners with nationally recognised, transferable credit across England, Northern Ireland and Wales. Qualifications on the QCF also qualify for funding from the Learning Skills Council.

Commitment to quality

ILM is part of the City & Guilds Group, the global leader in vocational training, trusted by 1.8 million learners every year.

With over 50 years' experience as an awarding body, ILM is regulated and accredited by Ofqual in England, Wales and Northern Ireland and by the Scottish Qualification Authority (SQA) in Scotland. This formal recognition of the high standards of ILM's qualifications, quality systems and procedures is supplemented by the award of ISO 9001:2000.

To ensure the integrity of its qualifications, ILM sets out rigorous quality processes for approved centres and providers to follow. Each ILM customer receives a tailored approach to quality assurance, gaining the appropriate level of support, guidance and monitoring. To further support our customers, ILM's specialist team of external verifiers undertake annual centre reviews supplemented by regular sampling of candidate portfolios. Focusing on internal quality assurance practices, these visits aim to ensure ILM programmes meet the highest quality standards. Our team of regionally based quality managers and business managers are also on hand to provide additional support alongside our dedicated Customer Service Team.

With over 30 specialist qualifications in the ILM portfolio, our approved centres are able to offer an exceptional breadth of programmes – to meet the development needs of leaders and managers at every level and across all industry sectors

Management

ILM’s family of management qualifications is designed to develop the key management skills and knowledge required by aspiring or practising managers, at all stages of their career.

ILM Level 2 S/NVQ in Team Leading
ILM Levels 3, 4 and 5 S/NVQs in Management
ILM Level 2 Award and Certificate in Team Leading
ILM Level 3 Award, Certificate and Diploma in First Line Management
ILM Level 4 Award in Management
ILM Level 5 Award, Certificate and Diploma in Management
ILM Level 6 Award in Management
ILM Level 7 Award, Certificate and Diploma in Executive Management

Leadership

The leadership family of qualifications provides learners with the opportunity to explore and develop leadership skills at a range of levels, with special emphasis on key skills like leading change and inspiring teams.

ILM Level 3 Award and Certificate in Leadership
ILM Level 4 Award in Leadership
ILM Level 5 Award and Certificate in Leadership
ILM Level 7 Award, Certificate and Diploma in Strategic Leadership

Leadership and management

Combining the key elements of the leadership and management families, these qualifications are designed for those wishing to gain complementary skills and knowledge in both areas.

ILM Level 3 Award and Certificate in Leadership & Management Skills
ILM Level 3 Diploma in Leadership & Management
ILM Level 5 Award and Certificate in Leadership & Management Skills
ILM Level 5 Diploma in Leadership & Management
ILM Level 7 Diploma in Strategic Leadership and Executive Management

Coaching and mentoring

This family of qualifications focuses on helping managers of all levels to actively support the development of their team and organisation by nurturing talent and passing on their experience and expertise to others.

ILM Level 3 Award in Workplace Coaching for Team Leaders and First Line Managers
ILM Level 3 Certificate for Professional Workplace Coaches
ILM Level 5 Certificate in Coaching and Mentoring in Management
ILM Level 5 Diploma for Professional Management Coaches and Mentors
ILM Level 7 Certificate in Executive Coaching and Leadership Mentoring
ILM Level 7 Diploma for Professional Executive Coaches and Leadership Mentors

Business and enterprise

ILM offers a range of qualifications to support aspiring entrepreneurs through business start-up, as well as niche qualifications to deliver the key skills and knowledge required by managers and advisors working within the social enterprise sector.

ILM Level 2 Award in Introduction to Business Improvement
ILM Level 2 Award in Exploring Business Enterprise
ILM Level 2 Award and Certificate in Preparing for Business Enterprise
ILM Level 3 Award and Certificate in Starting Your Enterprise
ILM Level 5 Awards (five individual Awards), Certificate and Diploma in Social Enterprise Support
ILM Level 5 Award in Social Impact Assessment
ILM Level 5 Certificate in Business Support

Types of Qualification		
National Vocational Qualifications and Scottish Vocational Qualifications (NVQ/SVQs) National/Scottish Vocational Qualifications are achieved through demonstrating competence using occupational standards. Assessment is typically a portfolio of work-based evidence or professional discussion.	Vocationally Related Qualifications (VRQs) VRQs place greater emphasis on study alongside work-based assessment. ILM VRQs are composed of individual units which combine to give an Award, Certificate or Diploma. These are ‘nested’, enabling learners to progress without repetition of study. All ILM VRQs are placed on the Qualifications and Credit Framework (QCF), rewarding successful candidates with transferable credit for each unit of learning completed.	Customised Qualifications ILM also works with individual organisations to develop specific VRQ units. These may be used alone or in conjunction with nationally recognised units, to custom-build a qualification for a specific organisational need.

Specialist management

ILM provides a fast-growing family of additional qualifications delivering specialist sector-specific skills.

- ILM Level 3 NVQ in Personnel Support
- ILM Level 4 NVQ in Personnel Management
- ILM Level 5 NVQ in Personnel Strategy
- ILM Levels 3, 4 and 5 NVQs in the Management of Volunteers
- ILM Level 4 NVQ in Environmental Management

International Awards

ILM offers a suite of qualifications specifically tailored for overseas candidates and mapped to the National Qualification Framework.

- Foundation Award in Management Principles
- Certificate in Team Leading
- Certificate in Management
- Diploma in Management

Recognition of in-house programmes

Many organisations choose to develop their leaders and managers through in-house training that is tailored to their specific organisational needs, systems and practices. ILM can add value through the quality assurance and recognition of clients’ existing internal training provision through the ILM Endorsed and Development programmes.

Development Programme

Recognition of training and development with no element of assessment.

Endorsed Programme

Recognition of training and development including assessment.

By partnering with ILM in this way, organisations receive expert advice and quality assurance, while at the same time retaining control of the programme’s design.

ILM also attests to the achievement of individual learners, providing recognition from a national awarding body as well as their own organisation.

Learning resources

ILM has developed a comprehensive range of learning resources to support those delivering and studying ILM qualifications. Specialist printed and electronic materials are available to learning providers and organisations running ILM programmes. Similarly text books, online study guidance and research support is available to learners as part of their free studying membership.



Resources for learning providers

- *Building Success 2* is a CD of 115 work sessions designed to meet the detailed requirements of all Level 2 Team Leading qualifications
- *Super Series (fifth edition)* is a set of 35 workbooks containing case studies, questions and activities. Designed to support ILM Level 3 qualifications in First Line Management, the ‘one workbook to one unit’ format ensures a dedicated workbook for each of the 35 units
- ILM has also validated the *Management Extra* series of workbooks which are mapped to Level 4 and Level 5 Management qualifications
- ‘Ready-to-use’ assessments are available for ILM approved centres. These are provided electronically and cover the assessment of all optional units in the new, unitised management VRQs
- Sets of *NVQ/SVQ Standards and Evidence Requirements* contain qualification information and guidance to support approved providers delivering NVQs/SVQs in management and environmental management

Resources for individuals

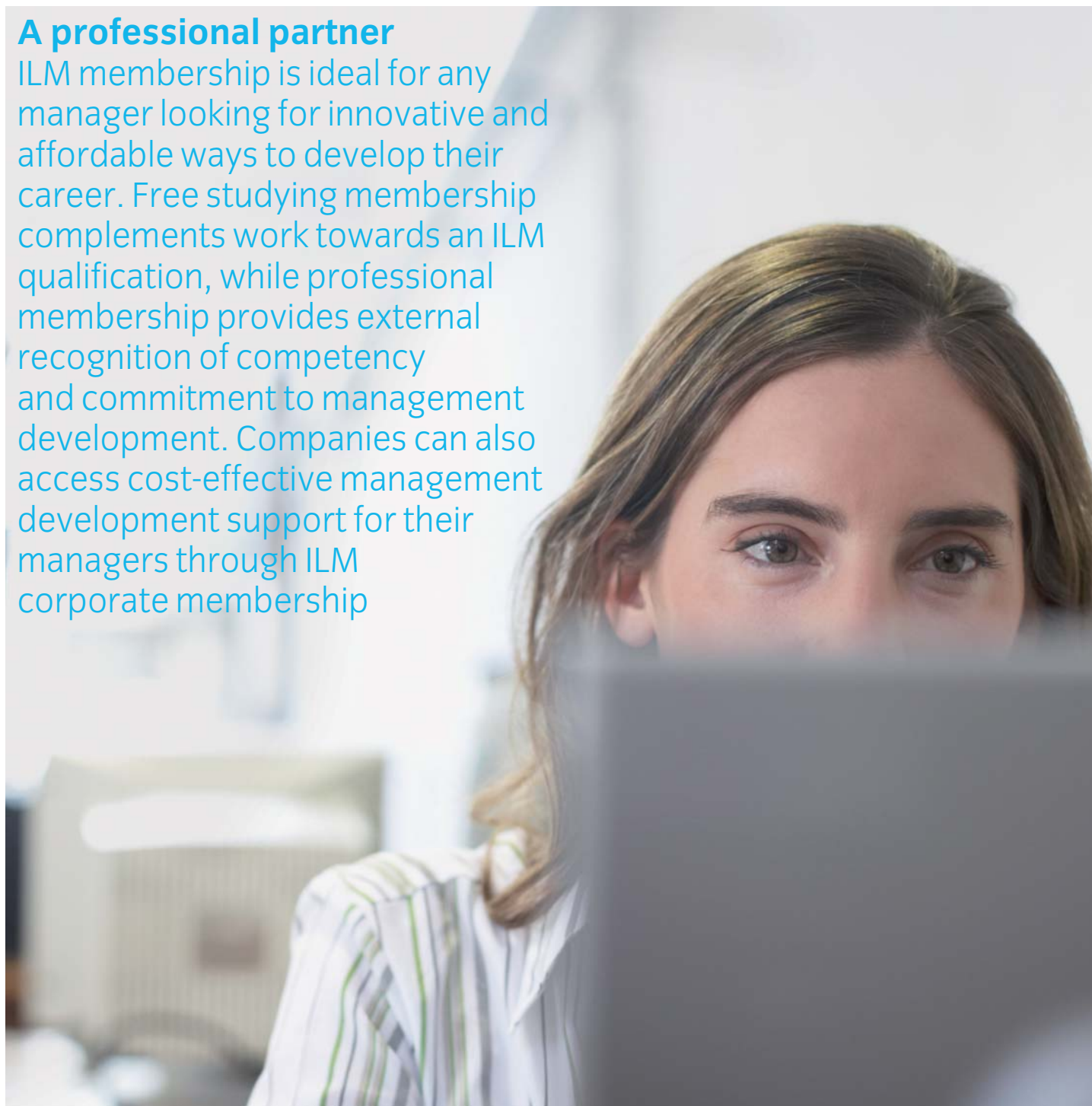
- *Leading Teams* by David Pardey covers key leadership topics and is aimed at learners on any ILM Level 2 programme in Team Leading
- *Concepts of Coaching* by Peter Hill has been written to assist in the development of managers as coaches and is particularly useful for those working towards one of ILM’s Coaching and Mentoring qualifications
- Study Guides – available to learners through their studying membership, these guides provide essential support for successful completion of assessments

Assessment Routes		
ILM believes that flexible and pragmatic assessment is crucial in the development of effective managers, and offers a range of methodologies to achieve this, including work-based assignments, oral presentations, reflective reviews and longer, project-type reports. These practical assessment activities not only measure the learning and development of the individual learner, but bring tangible business benefits to the sponsoring organisation.	ILM provides two types of assessment routes for training providers and approved centres entering learners for team leading and management VRQs at Levels 2 – 5. • Independently Assessed (IA) route will suit centres with the capability of assessing learners’ work in-house. This requires a minimum involvement from ILM (basic sampling and quality procedures) which is reflected in the lower qualification fees for the provider centre. • Externally Assessed (EA) route. Here ILM assesses key components of these mainstream qualifications, lightening	the burden for centres and further enhancing the credibility of the qualifications. Assessment on ILM 5/NVQ qualifications is about demonstrating competence through gathering day-to-day evidence and matching it to national occupational standards, normally through a portfolio of evidence or a professional discussion. Whatever the qualification, you can be sure that ILM offers a flexible and highly relevant assessment strategy to suit.

ILM MEMBERSHIP

A professional partner

ILM membership is ideal for any manager looking for innovative and affordable ways to develop their career. Free studying membership complements work towards an ILM qualification, while professional membership provides external recognition of competency and commitment to management development. Companies can also access cost-effective management development support for their managers through ILM corporate membership



ILM is a trusted career partner to over 30,000 ambitious leaders and managers. With our wide range of support and development services, we're constantly on hand to help individuals refine and improve their skills and understanding – and enhance their team's performance

Studying Membership

Studying membership supports learners as they work towards an ILM qualification. Free for one year and accessed via the ILM website, learners can activate their membership right from the start of their course and are welcome to upgrade to professional membership at any time. The range of benefits developed for this grade of membership includes:

- **E-books and e-journals** – studying members can access over 100 titles covering key topics such as leadership, negotiation and learning. Free of charge and available around the clock, these are an essential resource for learners undertaking research for their qualification
- **Book summaries** – synopses of leading business texts written by business journalists from the Economist, Daily Telegraph, FT and Wall Street Journal. Valuable study aids for ILM learners, these are also a perfect way for all time-pressed leaders and managers to keep up to date with the latest business thinking
- **Edge online and Newsroom** – ILM's two e-publications combine to provide members with the latest news, features and insights into the world of leadership and management
- **Study guides** – comprehensive downloads covering the key skills needed to get the most from an ILM qualification – from producing reports to project management and work-based assignments
- **Team leading skills assessment** – an online tool to identify individual team leading styles, strengths and weaknesses, which are then benchmarked against best practice. A practical benefit for learners reflecting on and reviewing their own leadership style
- **Qualifications reading lists** – the perfect starting point for all learners undertaking research for their ILM qualification, these lists identify the most relevant books and journals, which are all available on loan from the ILM library



Professional Membership

There are five grades of professional membership designed to suit leaders and managers through the various stages of their career – from their first position as a team leader through to senior executive roles. Professional membership is a major step up from studying membership, offering access to the full range of ILM member benefits, including use of ILM’s prestigious post nominal letters. Other key benefits include:

- **Edge** – ILM’s flagship leadership and management magazine is delivered direct to members nine times a year. Combining topical news, in-depth features and profiles of top business leaders, Edge brings readers the latest in leadership and management, with expert advice on how to get ahead
- **Legal helpline** – a free 24/7 legal advice service offering guidance on employment law, work and domestic issues
- **E-learning** – designed to support the continuous development of our members, ILM’s range of e-learning modules covers key topics like managing diversity, coaching, emotional intelligence and stress management
- **Leadership psychometric measure** – a unique online tool which assesses leadership style and maps to all the main leadership models. Individuals receive a comprehensive feedback report with valuable information on leadership qualities and style
- **Special interest groups** – ILM works across all employment sectors but acknowledges the special requirements of small groups. The ILM Faculty of Enterprise focuses on the challenges of being a small business owner/manager while the Faculty of Local Government Managers supports managers working in local authorities, police or fire and rescue services. Additional services for members working in these sectors include tailored e-learning, specialist resources and specific e-news



Corporate membership scheme

The corporate membership scheme is a proven and cost-effective way for employers to encourage and support the ongoing development of their management staff. Individuals receive access to a range of professional membership benefits according to the scheme selected by their employer.

Membership Grades and Criteria	
Grade	Criteria
Studying Member	Automatic upon registration for an ILM qualification or recognised programme. This free grade lasts for one year, and members can upgrade at any time.
Affiliate Member (AInstLM)	Designed to assist leaders and managers new to their roles, Affiliate membership is suitable for: • Managers with an ILM qualification at level 2, or • Managers with at least 10 days' CPD within the last 3 years, or • Newly appointed managers with less than 3 years' experience, or • Aspiring managers with a development plan
Associate Member (AMInstLM)	Associate membership will suit managers with: • At least 5 years' management experience, or • An ILM qualification at level 3, or • At least 20 days' CPD within the last 5 years
Member (MInstLM)	Managers at the Member grade will have: • At least 5 years' management experience, and • A qualification at ILM level 3, or • At least 20 days' completed CPD within the last 5 years
Fellow (FInstLM)	For more senior and experienced managers, Fellows will have: • At least 7 years' management experience, including 5 years as a senior manager, and • A qualification at degree level, or • At least 35 days' completed CPD within the last 7 years
Companion (CInstLM)	The highest level of ILM membership, Companion is by invitation from the ILM Chairman only
ILM Approved Trainers	Discounted professional membership for individuals on the ILM Register of Approved Trainers

ILM FOR EMPLOYERS



ILM's comprehensive unit-based qualifications portfolio offers employers the flexibility to devise qualification-based training programmes to meet the needs of their management team. This flexibility is supported by a comprehensive corporate membership package, providing a complete one-stop solution for organisations' leadership and management requirements

Bespoke solutions

ILM's newly unitised qualification structure allows employers unprecedented freedom when designing their programmes. Rather than accept a 'fixed menu' of ILM units, employers can now pick and choose from an array of units to build qualifications to suit their operational needs. In addition, the assessment of all ILM qualifications is work-based, not only bridging the traditional gap between professional learning and day-to-day operations but bringing tangible benefits to the organisation.

For the ultimate in bespoke qualifications, ILM also works with employers to design all-new units of learning, perfectly tailored to their needs, that combine to create customised qualifications.

External recognition

Organisations running new or well-established in-house training programmes can also work together with ILM to ensure their programmes are recognised by the wider community. ILM's Endorsed and Development programmes enable employers to gain that external recognition, without losing a training structure that has often taken many years to refine.

Corporate membership

Becoming a Corporate Member of ILM is a simple and cost-effective way for employers to maximise their training budgets and ensure the continuous professional development of their management staff. Corporate membership provides personal and professional development opportunities, information and advice to support managers at key career stages and provides external recognition of their experience.

“WORKING WITH ILM HAS LED TO TANGIBLE BENEFITS WITHIN DHL. CONFIDENCE IN MANAGEMENT, MORALE AND RECOGNITION HAVE ALL RISEN BY AROUND 50% SINCE THE PROGRAMME BEGAN”



DAVID BUTTERFIELD DHL, HEAD OF LEARNING AND DEVELOPMENT, RETAIL AND CONSUMER DIVISION

Responsible for the training needs of 20,000 staff

At DHL we employ 40,000 people in the UK. That figure covers first line managers right up to executive management level. There is a hands-on environment in DHL, but the 'Theory X' style of management is quite prevalent within our industry. What we've encouraged our managers to do is move away from theory and into a more coaching style of management. That's been our strategy in the last four years within the retail sector.

From a training needs point of view, it's at first line manager level that we've used ILM. The DHL Effective Manager Programme is designed to help every junior manager and duty manager within the business understand nine key management behaviours. It was put together by us in partnership with Ashorne Hill. We contacted ILM because we wanted our course recognised in the marketplace as something that had added value.

External recognition from ILM has been a really important thing for us. We regard ILM as the biggest and most prestigious management development body in the UK, so it's great to have that association. When our managers go through the endorsed programme, they get a qualification that is recognised outside DHL.

Working with ILM has definitely led to tangible benefits within DHL. We won a National Training Award for the Effective Manager Programme, and our employee survey, entitled 'tell us how it is', has seen significant improvements year on year since 2003. Confidence in management, morale and a sense of recognition have all risen by about 50% since the programme began.

In terms of harder measures, the two obvious ones are absenteeism and staff turnover. Absenteeism is down by around 50% in centres where the ILM endorsed programmes are in place. Staff turnover is down by around 75%. Those are critical figures, particularly within the logistics industry, where people can move from one job into another quite easily. Skills are very transferable between companies.

The Effective Manager programme was piloted in our consumer and food retail division – about 20,000 staff. Over the next 12 to 18 months we'll be widening that out to the rest of the retail sector – particularly to managers in fashion and home. ILM will play a major part in that.

I would definitely recommend ILM endorsement to other employers. We regard ILM as the market leader for management qualifications in the UK. ILM is certainly a very professional body to be part of.



BOB McKay
CHRISTIAN SALVESEN UK,
TRAINING CONSULTANT

**In charge of management development
and funded training for 2,000 staff**

Salvesen's total UK staff is about 9,000. Our management population includes 1,400 junior managers eligible for ILM level 3 qualifications, and that's the level at which we do most work with ILM. But we are also working with ILM to compile a foundation degree that will include level 5 components.

Salvesen is a competency-driven company. People are clear about what they've got to do, and when they've got to do it. Then we like to give our managers choice and freedom about how they get the job done. It's this flexibility of approach that has been a key theme of Salvesen's experience with ILM. If ILM's curriculum at the time hasn't suited us as an organisation, they've been happy to work with us to create programmes that do suit us.

Innovation is very important for us too. When we choose new training, we want programmes that will be up to date, and not just full of stale management thinking. When we take an ILM qualification on for the first time, it's been genuinely up to date – despite the time we know it takes to put a programme together.

There's a long history of mutual work between Christian Salvesen and ILM, going back many years and we feel there are definite tangible benefits to working with ILM. We use the Kirkpatrick Evaluation system at levels 3 and 4. We've found substantial cost returns on implementing ILM courses – typically between a 60% and 100% return on cost overall.

In terms of how our staff feel about the courses, ILM programmes are particularly well received by junior managers. It's a nice blend of practical and theory, with a good overall structure. At senior levels, ILM qualifications are a very useful benchmarking tool.

Overall, ILM gives us a very good bedrock for development. The way ILM is set up works for us as an organisation – simple as that. And if ILM release a new qualification that suits a particular area of our business, we'll always consider implementing it.

I'd certainly recommend ILM to other employers. Flexibility is ILM's biggest asset, but it's also a collaborative process with ILM. We've found that the more we engage with ILM in building a programme, the better the outcome. There are always issues in building development programmes, but ILM helps you find solutions.

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JAN MEHMET
LINCOLNSHIRE COUNTY COUNCIL,
**CORPORATE LEARNING AND
DEVELOPMENT MANAGER**

**Responsible for the development
of 11,000 staff**

At Lincolnshire County Council (LCC) we don't believe in a prescriptive, 'one size fits all' approach to management development, everyone is different and ILM qualifications support that. We run the LCC Management Development Programme for all our managers, delivered in conjunction with the University of Lincoln and Grantham College. Within the programme managers will complete an ILM Level 3 VRQ in First Line Management or an ILM NVQ in Management at levels 3, 4 or 5.

One important factor that attracted us to ILM VRQ qualifications is the menu of optional units alongside the mandatory units, which helps us keep the qualification relevant ie match the direction that LCC is going in, and the sort of skills that people need to develop, like change management or project management.

As a result of working with ILM we have seen an increase in staff retention, which is a real cost saving. People have grown in confidence, and are much more serious about their own personal and management development. And in a lot of cases I've seen people go on to achieve promotions within the organisation.

Another benefit of ILM qualifications comes through the assessment methods which are work-based projects and assignments. These mean our organisation is getting something really practical back. One person who I've been mentoring through an ILM Level 3 in First Line Management has come up with new ways of streamlining financial procedures, which will help the council to save money, and also meet best value performance indicators on time. That project was a direct result of ILM learning.

I would recommend ILM qualifications as they drive up the level of management skills, abilities and awareness in your organisation. LCC are also Corporate Members of ILM which underlines that we are serious about leadership and management development. Benefits such as Edge magazine and member events present more opportunities to learn. So I'd recommend membership to employers too, this keeps managers up to date and in touch with the latest in management thinking.

ILM has become very modern, forward thinking and up to date with new developments such as e-learning (I think also that ILM's branding and image has improved enormously). They're a thoroughly professional outfit, and ahead of other professional bodies.

ILM FOR INDIVIDUAL MANAGERS



Whether a graduate recruit, aspiring manager, middle manager or senior executive, ILM is a trusted career partner for anyone looking to develop their management and leadership skills. With our blend of qualifications and membership services, ILM helps build individual managers' knowledge and understanding, enhance existing skills and nurture new ones

More than just qualifications

Gaining an ILM qualification is an acknowledgement of professional progress and best practice by the UK's leading management awarding body.

ILM also builds long-term relationships with its members – encouraging individuals to develop professionally, motivate themselves and monitor their progress objectively.

Flexible support

ILM's portfolio of qualifications is unit-based. This offers learners the flexibility to concentrate on areas of specific interest to them. Units can either be taken individually as

bite-sized chunks or accumulated in a structured way, to form an ILM qualification. The 'nested' structure of ILM qualifications ensures learners can progress without having to repeat prior learning.

Free membership

Every learner working towards an ILM qualification or recognised programme gains free studying membership for one year. Studying membership gives the learner access to a range of study support and resources, including access to the ILM online library, e-books and e-journal service, qualification reading lists and study guides.

Professional membership

Professional membership opens up a wealth of services and resources to the individual manager, such as career development advice, professional image consultancy and online skills assessments – many of which would be extremely costly without ILM membership. It also entitles members to use post-nominal letters (eg MInstLM) after their name, and demonstrates a commitment to constant improvement of leadership ability.

"I FIND THE MEMBER SERVICES INCREDIBLY ACCESSIBLE. IT'S STUFF THAT YOU CAN PICK UP FOR A FEW MINUTES, DIGEST AND GET ON WITH YOUR WORK AND PUT THAT LEARNING INTO PRACTICE"



STEVE RAW THERA TRUST, REGIONAL MANAGER

Responsible for 400 staff

Thera Trust supports adults with learning disabilities to lead independent lives and fulfil their potential. We support people in their own homes, or sometimes with their families. I'm a regional manager covering Essex and Suffolk. I manage 400 people and supervise two levels of management.

Prior to Thera I was in the army for 24 years. ILM was a great way to bridge the gap between military and civilian life. But over the years I've gained loads of practical benefits. I wanted to be a better leader than I already was, and ILM helped me do that. I am now a Fellow of ILM and find the member services incredibly accessible. It's not just information that would be appealing to academics. It's stuff that you can pick up for a few minutes, digest, and get on with your work and put that learning into practice. Everything ILM produces is very accessible and has instant relevance.

I led Thera's involvement with ILM when I first joined the trust. Thera were looking for approval for their training and today around 150 of my managers take ILM qualifications every year. Each team leader and manager from managing director down completes an intense induction programme and all managers complete an ILM Level 4 NVQ in Management. ILM's approval has helped Thera in terms of how our commissioners see us. The feedback we get from the senior managers within the company is that they have team leaders who are more positive and confident.

Membership sits very well with qualifications. The managers who take ILM qualifications are really positive about studying membership. They get lots of member benefits and the qualifications are a great introduction to leadership. It helps them balance their priorities in terms of their knowledge and experience of the care sector, learning, understanding and developing themselves as leaders.

At Thera, we also want to keep our development fresh. One of the things I'm looking to introduce next year is a leadership course for people with learning disabilities that will be accredited. I'll be working with the regional manager for ILM and people with learning disabilities. Thera Trust is partly run by people with learning disabilities – at senior level. They need help themselves to progress.

I've got a huge amount out of ILM. I have recommended them in the past to other organisations – even our competitors. ILM qualifications are very accessible, easy to get into, but at the same time nationally recognised. I would recommend them, alongside membership, not just within the care sector but in other sectors too.

ILM FOR
INDIVIDUAL
MANAGERS



MICHELLE SKYRME
SUN VALLEY FOODS EUROPE
(A CARGILL COMPANY),
SHIFT MANAGER

Michelle is a Member of ILM and the
2007 ILM Achiever of the Year

My main responsibilities as a shift manager are helping my teams achieve their targets, looking after health and safety, and watching out for absence and turnover, although the job is quite hands-on at times.

I started taking ILM qualifications basically because I just wanted to better myself. Sun Valley Europe encouraged me to do that. They pointed me in the direction of ILM through our training provider – Hereford Group Training Association. Sun Valley gives us training days, but most of my work has been done in my own time. I always felt I needed to do it if I wanted to progress.

Thanks to ILM I'm now up to speed with the qualifications I need for my role. I've just finished my ILM Level 5 NVQ in Management. As part of Cargill we're a changing and innovative business. I'm involved in a lot of project work and I get a real buzz out of introducing changes – especially when they work, and make savings for the company.

Learning to analyse situations is probably the single skill that ILM study has helped me the most with. Previously I'd wanted to get on with something because I was excited about it. But now I tend to sit back more, analyse the situation and then make a decision. So it's made me more mature as a manager.

The ILM role-playing work was excellent. They gave us some really innovative ways to teach disciplines, like diversity and people management. ILM's really brought me on in terms of people management. The ILM approved tutors have been really encouraging and supportive overall.

Whereas before studying I was considered one of the shop floor managers, I think I've gained new respect from my peers from what I've done through ILM. I think people do see me differently now – they see me as someone who wants to progress, and step up the ladder. It's really helping my career overall.

At Sun Valley Europe we've seen a lot of real benefits in managers completing ILM qualifications. People learn how to analyse situations and it starts to improve staff absence, turnover and efficiency, and people management generally. People act more professionally and take their jobs more seriously having done ILM courses. But it's a lot about self-satisfaction as well to be honest. I think it makes people take themselves seriously. A lot of people just don't know what they're capable of.

“THE ILM
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BEEN A MAJOR
MILESTONE IN
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BEING A FELLOW
BRINGS EXTRA
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IT OPENS NEW
DOORS TO ME”



SQUADRON LEADER
WAYNE PALMER
RAF HALTON

Electronic Communications,
Headquarters Air Command

I could never have believed that I would be a Fellow of the Institute of Leadership & Management when I left school at the age of 16. Back then, the dynamic lifestyle, and my love of photography, made the RAF my natural choice, so I joined in 1975. After 12 years 'in the ranks' I decided to change my priorities and aim to become an officer. That's when I embarked on my life-long learning.

Within my Administrative Secretarial specialisation of the RAF, I have undertaken a variety of jobs, ranging from Human Resources to Facilities Management and Internet Systems Project Management. Within the military we aim for a broad range of business skills, so for me my ILM work has been a chance to get formal accreditation for what I do. I completed the ILM Executive Management Diploma 18 months ago and I'm currently on a 5-year degree course in computing.

The ILM awards have been a major milestone in my career. Having an international, professionally-recognised qualification has translated all my experience into a civilian accreditation. So it's great for bridging that gap, but it also develops my skills for the work I'm doing now. And of course, being an ILM Fellow brings you extra credibility in the workplace. It shows my bosses in the Royal Air Force that I'm prepared to work hard and get those qualifications in my own time, it also re-emphasises my individual motivation and commitment. It opens new doors to me.

There's a whole plethora of things from my ILM work that I bring to my current job. One example is Edge magazine. There's lots of good information in Edge that we in the RAF can take into our workplace and say 'oh this happens in other environments too'. We tend to think that we're a world apart from civilian organisations, but we're not. We have the same procedures, and to some extent business processes. ILM work is a good way of benchmarking our own performance.

ILM definitely benefits the way the RAF works. For example, we were taught during a recent course about an industrial case study – the Kaizen principle of continuous improvement in a Toyota factory – where they'd managed to reduce failure rates to a very small level, through good management. We began to look at that, and ask ourselves how we could achieve the same thing. Another improvement I've seen is time management. Since I took that particular module with ILM, my own time management has definitely improved.

The RAF is a Corporate Member of ILM. It's good for the RAF to have a professional organisation like ILM to work alongside, and of course it saves me money on membership. We all look upon corporate membership very favourably, because it's a mutually beneficial relationship.

I personally would certainly recommend ILM to other employers; the resources on offer are excellent and the organisation is constantly evolving to meet the requirements of modern business.

CUSTOMER SERVICE

ILM is committed to providing a thorough and professional customer service to all – from individual members through to large corporate clients

For Learning Providers and Employers

- ILM Customer Service Coordinators are ILM's dedicated, named first port of call
- ILM Business Managers provide support and advice at both regional and national level, on issues from expanding an existing portfolio of qualifications to gaining recognition of in-house training
- ILM Quality Managers are on hand for guidance on verification and quality assurance issues
- ILM External Verifiers are allocated to each provider or employer. Our verifiers provide direct support and ensure the ongoing quality of qualifications delivered by each customer
- ILM's Walled Garden (accessible at www.walled-garden.com) is a dedicated fast-track online administration service, saving the learning provider time and money

For Learners

- ILM's Customer Service Team provides help over extended office hours for all enquiries regarding studying and learning resources
- ILM's website (www.i-l-m.com) contains a wide range of study guides, advice and resources

For Members

- ILM's Membership Team is on hand to answer all membership-related questions and queries, from member event bookings to enquiries about corporate membership
- ILM's website (www.i-l-m.com) provides a personal membership portal, and access to all of the online resources available at your membership grade



ILM Customer Service Team

Top row, left to right, Paula Yates, Kristy Law, Marie Sumner and Suzanne Rogers. Bottom row, left to right, Jane Hutchinson, Alan Baker, Stephanie Winspear, Gillian Harper and Matthew Pritchard

CENB/0508

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www.i-l-m.com for further information.