

# **ILM Award in Leadership and Management Level 4**

## **Candidate Handbook**



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## Welcome

*The team at Potential Unearthed would like to extend a very warm welcome to you as you embark on your Leadership and Management Training Programme with us.*

*This Candidate Handbook describes your 'learner journey' through your course of studies and provides everything you need to know about your programme and the associated ILM qualification. Please make sure that you keep a copy of this booklet handy for reference throughout the programme.*

## About this Handbook

This handbook is designed to:



- Give you a short background on the ILM – who they are & their role; the ILM qualification structure/framework in brief.
- **Introduce you to the Level 4 Award in Leadership and Management programme accredited by ILM and approved for Potential Unearthed to deliver.**
- Give you an overview of the framework and individual modules for your studies, along with the specific assessment criteria.
- **Highlight the arrangements, procedures and support for your chosen route of study and progression.**
- Introduce you to us – the team at Potential Unearthed – and the guidance and support you can expect from us while you're studying.

Whilst we have attempted to answer most questions relating to your study, we do encourage you to ask your Training Specialist or a member of the Centre Team if you have any further unanswered questions at any time. You will find full contact details in the section 'About Potential Unearthed' on page 17 at the end of this handbook.

We also want to ensure that you have the most up to date information available. As well as this handbook, all of the information you need – including who we are, our roles and responsibilities, learning resources and materials, unit specifications, and assessment criteria are also available on our main website at [www.potentialunearthed.co.uk](http://www.potentialunearthed.co.uk) and via user restricted access to a dedicated area on our online 'Learning Hub'.

Your Training Specialist will explain how to use our Learning Hub and will issue you with your unique login information before you commence your studies with us.



## Introduction to ILM

ILM is the UK's leading provider of leadership, coaching and management qualifications and a City & Guilds Group Business. They have over 50 years' experience in leadership development and have helped over a million people to develop essential workplace skills that build them up to be stronger leaders.

ILM offers a specialist suite of qualifications ranging from Level 2 to Level 7, which are awarded by The City and Guilds of London Institute. Passionate about harnessing the power of leadership to transform people and businesses for the better, their purpose is to enable people and organisations to develop their leadership skills for personal and economic growth. They do this by helping employers and training providers to develop, assess and accredit leaders with the right blend of skills. Not only are ILM's qualifications industry standard and regulated, ranging from team leader programmes to diplomas for senior directors, they can help to train and motivate staff too.

Through real life application and independent research, ILM know what makes a good manager and a motivating leader. They are passionate, as we are, about the difference good leadership and management makes to individual and organisational success.

## Regulated Qualifications

Achieving an accredited professional qualification makes a statement about an individual's approach to their personal and professional development. An ILM qualification demonstrates that the holder not only understands the importance of learning, but by putting that understanding and new knowledge into practice, has demonstrated that their actions have had a positive impact on a work organisation. Combining innovative design with a strong focus on developing workplace performance, these widely available qualifications are designed to meet the needs of organisations and their managers.

Full details about ILM can be found on their website which is available at [www.i-l-m.com](http://www.i-l-m.com)

## Our Link with ILM...



Potential Unearthed Ltd is an '**Approved Centre**' with ILM and as such are approved to build custom ILM qualifications and programmes to suit our customers' needs.

As an Approved Centre, we are monitored and supported to meet exacting standards in our:

- Knowledge, skills and experience of staff
- Quality of learning materials and lesson plans
- Training processes, facilities and learner centricity

It is worth noting that whilst we work closely with ILM to ensure that we deliver the best possible learning outcomes, Potential Unearthed is not directly part of the ILM itself.

For further information about Potential Unearthed and our team, visit our website at [www.potentialunearthed.co.uk](http://www.potentialunearthed.co.uk).

## ILM Registration for Membership

All candidates who sign up for the ILM Award will be registered with ILM. Following your decision to undertake the ILM Award programme you will be sent via email, a request for the following details (please note that these details are requested by and held by ILM, not Potential Unearthed, we only hold details of your name and email for contact purposes):

- First name (as you want it to appear on your certificate)\*
- Last name (as you want it to appear on your certificate)\*
- Middle name (optional – only required if you want this on your certificate)
- Gender\*
- Date of birth\*
- Nationality
- Ethnicity
- Email address

*\* required as essential by ILM for registration purposes*

You will be registered with ILM along with all the other candidates on your programme. Please note that ALL candidates **must be registered at the same time** to be regarded as being on the same programme cohort. Any delay in sending back your details to Potential Unearthed will result in a delay in registering the whole programme cohort, so it is vitally important that you do this straight away.

## Free Studying Membership with the Institute of Leadership & Management...

Once you're registered with us as an ILM delegate, you will receive twelve months' free studying membership with The Institute of Leadership & Management (or for the length of your programme if it is longer). Your Training Specialist will explain how to do this as part of your Induction with us. This registration will give you access to a range of extensive resources and services designed to support your learning and development. Here are some of the benefits of your free membership:



- Resources - Ace your assignments with access to 1,000s of the latest articles from business magazines and specialist journals. A wide range of resources to help provide you with career development support. The Institute's online toolkit will support your professional development as a manager and leader, with resources to support you as you study, on the job today and in preparation for your next role.
- Online learning: Build leadership skills from the comfort of your desk, with our Learning Zone's CPD-qualified video seminars and subject overviews
- Management events: Network with like-minded professionals, hear from expert speakers and raise your profile through a range of events
- Leading Edge - A must-read for all leaders and managers, this quarterly magazine is packed full of valuable advice from thought leaders and experts; exclusive interviews and membership news and reviews.
- Edge online - Stay up to date with the latest management news, features and opinions, straight to your inbox each week
- Communities and networking: Join a dedicated, interactive online community to network, gain support/practical help on dealing with your leadership challenges and share best practice

- Management career development: Prepare for your next career step with our free professional CV builder and expert interview advice
- LinkedIn group: Join the discussion on The Institute of Leadership & Management LinkedIn group, bringing you the latest, news, thinking and solutions.
- Institute reports and surveys: Gain access to The Institute of Leadership and Management's leading UK management research across key issues affecting leaders and managers.

(-taken from *The Institute of Leadership & Development website*)

## Upgrading to Professional Membership

Should you wish to maximise the investment of your Studying Membership once you're registered, you can also upgrade to ILM Professional Membership at any time, for professional recognition of your management skills. For further information on how to do this, visit <https://www.institutelm.com/membership/become-a-member.html>

## Structure of ILM Qualifications

ILM qualifications are made up of a prescribed number of Units, each of which focuses on a specific aspect of the leadership & management role for which the qualification is designed.



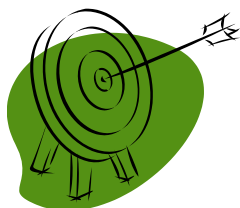
Each Unit has a **credit value**. Credit means that once you have completed a Unit successfully, even if you find you can no longer complete the full qualification, you can still have your achievement recorded – you will get credit for what you have completed successfully. Your qualification isn't just made up of

time spent in the classroom or workshop, it also includes time spent reading and practising skills in the workplace, researching at work or on the Internet, discussing what you are learning with managers and work colleagues and anything you do in preparation for and completion of an assignment. Each Unit also has a **level**. The level determines the complexity of the ideas you are learning about and applying.



## Learning & Improving your Performance

One of the most important features of ILM Units is that they are designed to enable you **to learn how to perform more effectively** in your role and also **help you to demonstrate this improved performance**. It's not enough just to know how to be a better manager or leader; you need to show that you are using what you have learnt with your teams and adding value to the organisation.



You will learn about various elements of leadership & management on your course, and then have the chance to plan how you can use these. Your job is where you will apply what you have learnt and the assignments require you to think about what you do and develop your learning and management practice further.

It's important to understand that the assignment tasks that you are required to do as part of your programme are not there just to test what you have learnt. They are actually designed to help you to learn. Use the assignments to think and reflect about what you have learnt and importantly, how you have put this learning into practice. The more supporting examples you can use, the better!

## Leadership and Management Award – Level 4 Programme Overview

As part of your broader in-house Leadership Development Programme, you will be required to undertake the 'Level 4 Award in Leadership and Management' ILM qualification.

**Please note that not all modules within your wider development programme may be assessed as part of your ILM qualification. Specific areas of assessment for ILM will be explained in detail to you by your Training Specialist as part of your Induction and as the modules commence, so that you are clear on the requirements for assessment. They are also detailed later in this document.**

Please find below an overview of your overall programme:

### Programme Aims & Overview:

Your ILM qualification programme aims, along with the units and their specific assessment criteria will be shared and fully explained to you by your Training Specialist, prior to commencement on your course of studies with us, and at regular intervals as your programme progresses. If you are unsure of what your objectives are at any time, then feel free to have a word with your Trainer who will be happy to advise you.

### Programme Duration:-

Whilst your programme duration may vary depending on which units you are undertaking as part of your qualification, all the dates for assessed units will be shared with you prior to your programme commencing. It is vital that you are available to attend **all** of these scheduled sessions as failure to do so may result in non-completion of the programme - this will result in the referral (or failure) of your qualification.



### What are some of the benefits to you of completing this programme?

**By undertaking this programme, you will:**

- ✓ Consolidate and enhance your management skills and experience
- ✓ Build your knowledge of practical tools and techniques for use in the workplace
- ✓ Develop the capabilities and personal awareness you need to be an effective leader
- ✓ Benefit from sharing best practice, ideas and tips with your peers and vice versa
- ✓ Accredite your experience with a nationally recognised qualification



## What are some of the benefits to your employer?

**By putting you through this programme, your employer will acquire:**

- ✓ Middle Managers with an advanced understanding of their role and function in your organisation
- ✓ Managers who are confident in their ability and empowered to lead consistently and with greater impact
- ✓ Managers who can assess and improve their own leadership styles and behaviours
- ✓ Reduced skills gaps in your organisation
- ✓ Firm foundations for a more positive culture of mutual trust and engaged employees





## ILM Assessment – Specific Details for Achievement of ‘Level 4 Award in Leadership & Management’

During your development programme, the following specific areas/units will be assessed for your ILM qualification – these will be explained to you fully as part of your Induction and as the modular programme progresses:

Area of Learning & Credit Value:-	Learning Outcomes:-	Assessment Criteria:-
<b>Management Communications</b>  (4 Credits)	1. Understand the importance of effective communication in management	1.1 Explain the relevance of the communication cycle for effective communication in management  1.2 Explain, with examples, the importance of selecting an appropriate tone, language, and level of formality in management communications  1.3 Assess the effectiveness of a range of verbal and written communication methods within your area of the organisation
	2. Be able to develop effective communication skills as a reflective manager	2.1 Develop appropriate criteria to evaluate own ability to communicate effectively  2.2 Collect and analyse feedback on own verbal and written communication skills  2.3 Evaluate own communication skills as a manager, identifying strengths and areas for improvement
<b>Developing People in the Workplace</b>  (5 Credits)	1. Understand the importance of promoting personal development	1.1 Assess the potential benefits to the organisation of developing individuals  1.2 Assess the benefits to the individual of personal development
	2 Be able to plan for an individual’s development	2.1 Assess how to manage an individual’s expectations in respect to personal development  2.2 Evaluate development vehicles in the organisation appropriate to the development needs of the individual  2.3 Develop a plan to meet the identified development needs of an individual

Area of Learning & Credit Value:-	Learning Outcomes:-	Assessment Criteria:-
<b>Motivating People in the Workplace</b>  <b>(2 Credits)</b>	1. Understand the factors that may affect performance and motivation in the work place	1.1 Evaluate theories of motivation relevant to your workplace  1.2 Evaluate the principal factors that may affect performance and motivation in the workplace
	2. Be able to improve levels of motivation and increase performance in the workplace	2.1 Select a theory of motivation and apply this to your workplace  2.2 Evaluate the impact of applying the theory of motivation on performance in the workplace

#### Important notes:-

- Total ILM Award Credit Value = 11.
- This ILM qualification carries guided learning hours of **45 hours**. Guided learning hours will be explained to you in more detail as part of your Induction.
- Please note that some modules of your Leadership Development Programme **may not** contain any ILM assessment areas, but will re-enforce and further inform your learning in key areas of Leadership & Management.
- All areas to be assessed for ILM purposes will be in the form of written assignments, of which further details and dates for completion/submission will be fully explained to you, and you will receive a full programme assessment timetable by your Training Specialist. There will be **3 written assignments** to complete in total (- each for quality assessment.)
- In order to pass each assignment you must adequately evidence each assessment criterion – further information and advice on how to do this will be covered in detail by your Training Specialist and a copy of the ‘Candidate Guidance for Writing Assignments’ document will be available as a hard copy and via our online Learning Hub.

## Assignments and Independent Learning

Written assignments are used to allow you to demonstrate your understanding and application of your learning. These will be assessed against a set learning criteria. Sometimes, our candidates naturally start to panic about these assignments and the level of work required. Many people have been out of formal education for a while and for some this is the first piece of assessed written work they have done since they were at school – but there is definitely no need to worry about this!



Remember that these assignments are reflective in nature, in other words, we want to know **what you think** of the things you have been learning and **how you think you have or can apply these ideas** to your workplace. We don't need highly academic pieces of work, there is no need to include lots of academic references (though we do need to see that you have used and applied the theories).

No one has ever failed because they weren't able to write anything! The word counts might sound very high but we'll talk you through the assignments on the relevant modules and give you lots of support and advice about what you need to do. Most people have plenty to say once they get started and we often have more problems with people writing too much than too little!



## Completing your Assignments

Each formal assignment that you will be given will include the assessment criteria, showing you exactly how you will be assessed. You must use the headings (in bold) of each part to structure your assignment because marks are allocated according to how well you deal with each of them – if the assessor doesn't know which part you are answering, you won't get the marks. Remember the assessment is not trying to trick you.

If you have a problem or need guidance or support ask your Training Specialist or one of the Centre Team for assistance – remember, we are here to help.



Read the assignment questions carefully and study the assessment criteria with even more care. It's a good idea to go through your assignments thoroughly after you've completed them and check them yourself, using those same criteria. Ask yourself "Have I done what it asks me to do?"

You can include a set of appendices, which will not be part of the word count, however, these must be included in the same document as your assignment. Please do not send more than one document to be marked and ensure that your name is clearly shown on all your submitted assignments (-in the footer is a good idea).

**Important note – Further guidelines on writing your assignments can be found in the 'Candidate Guidance for Writing Assignments' booklet, which will be covered on your Induction and is also available on our online Learning Hub.**

## Submitting your Assignments

All assignments should be typed in word format and are to be submitted via e-mail to [sarah@potentialunearthed.co.uk](mailto:sarah@potentialunearthed.co.uk) by the specific submission deadline dates that will be set prior to each assessed module taking place (-you will receive a comprehensive list of all key dates from your Training Specialist). Our experience suggests that you stay motivated and maintain momentum if your assignments are to be completed and submitted on time (-far better to do as soon as possible after the module has ended and whilst it's still fresh in your mind, rather than to leave until the last minute.)

## Deadline Dates

It is very important for the progress of the whole programme that you are able to meet all assignment submission deadline dates. Assignments which are submitted by the deadline will be marked and feedback provided by the course team within two weeks of the assignment deadline or at the next taught day of the course. **Failure to submit work in the specified timeframe or submission of incomplete work will mean that you fail that unit – this will ultimately result in an overall 'referral' (or fail) result of your qualification.**



## Unable to Meet a Deadline Date

We understand that during the programme, your personal or working circumstances may change and this may result in you not being in a position to meet a particular deadline. If you know that you are unlikely to meet a specified submission deadline date, please contact your Training Specialist or a member of the Centre Team as soon as is reasonably possible so that we can discuss with you and your manager, the best course of action. **Please note that Potential Unearthed do not offer to extend assignment deadline dates unless there are particularly extenuating circumstances**, as this is unfair to your fellow programme delegates who have also made every effort to meet the deadline.

## Assessment Criteria

All assignments have assessment criteria, which are clearly described in the Candidate Assignment Book (-which you will receive separately from your Training Specialist). Make sure that you know and understand what these are (if you are not sure ask your Training Specialist) as this is what the assessor will use to mark your work. You'll see a figure/amount against each criteria which will indicate how much this particular section of the assignment is worth, again the assessor will use this as a guide for marking.

## Assessment Marking



Our quality system ensures that all assessments are marked in a fair and consistent manner. Every individual assessment is awarded a first mark by our internal assessor and will be scored as 'referral', 'pass' or 'good pass'. A sample is then second marked by an internal verifier to ensure consistency. A successful assignment must meet 50% of the criteria overall *and* in each section. If your work is referred (i.e. the 50% standard is not achieved) you will be given further opportunities and support from your Training Specialist to improve your assignment to reach a satisfactory result. Finally, an External ILM Verifier will undertake a retrospective sample of learners' work, to ensure accuracy and consistency of marking. (It is also useful to note that these ILM qualifications do not offer 'merit' or 'distinction' grades upon successful completion.)

Although there can be grounds for being unable to mark an assignment, learners cannot be referred purely because of poor literacy, presentation or missing a deadline – the reason must relate to the requirements of the assessment as articulated by the criteria.

Finally we do have an appeals process if you feel that we have not treated you correctly with regard to assessment. Full details of our Assessment Appeals Procedure can be found on our website at [www.potentialunearthed.co.uk](http://www.potentialunearthed.co.uk) in your designated Learning Hub page. Please speak to your Training Specialist for guidance in the first instance, should you wish to lodge an appeal (which we hope should really be a ‘last resort’ measure).

### Withdrawal from Studies

Should you be unable to continue with your studies for any reason, you should speak to your Training Specialist in the first instance. We will follow up with you to discuss your reasons for leaving the programme and work with you and your employer to agree a mutual outcome.

### Programme Completion Date

For the purposes of ILM assessment, this is the final day of the last assessed module in your programme. Schedules of Results (SORs) for the accredited elements of your overall Leadership programme will be sent to the External Verifier at the ILM on this date. All candidates who have met the deadlines, and who successfully complete the assignments will be included. Certificates are issued by ILM shortly after receipt of the SORs from Potential Unearthed, who will issue these on successful completion of your programme.

### Data Security

All assignments sent to Potential Unearthed are dealt with as confidential. They are only seen by the designated assessors and internal verifiers for the programme. A sample of assignments (20%) are required by the external verifier for quality assurance purposes.

All assignments are stored by Potential Unearthed on a secure computer whilst you are an ‘active’ ILM candidate. Candidate assignments and mark sheets, for all ‘completed’ candidates, are removed from our computer storage six months after your ILM Programme end date. Details of candidates who are regarded as ‘dormant’ (that is they have not completed the programme but the programme is no longer active) will remain on our computers until such times as the candidate completes the award or their registration with ILM expires. We are also fully comply with the Data Protection Act and you can view our internal Data Protection Policy via our Learning Hub, on our website.



### The Need to Declare Authenticity

It is a regulatory requirement that every learner must formally declare the authenticity of their work for each submission for assessment. This is a prerequisite for an assignment to be assessed because



no investigation for plagiarism, collusion or cheating can be carried out without this confirmation. Plagiarism is passing off someone else’s work as your own. Access to the internet and the ease of copy and paste has made it easier than ever to plagiarise, sometimes people don’t even know that what they are doing is plagiarism. Quoting someone else or referencing their work is not plagiarism as long as you credit the original source of the

information. **Ensure that you do your own work and do not plagiarise work from others.** If you are

not sure what is meant by plagiarism speak to one of the Centre Team who will clarify. For further information, you can also read our full Policy on Plagiarism, Collusion and Cheating, which is available on our website, via the Learning Hub.

## Submission Process

For the purposes of transparency and as a declaration of the authenticity of your work, you will be asked to complete a '**Submission Cover Sheet**' for each assignment that you undertake. These will be available to either download from the Potential Unearthed website via our Learning Hub or you can get hard copies from your Training Specialist.

This cover sheet must preface every assessment submission. It is a regulatory requirement that every assessment submission is authenticated as the work of the named learner. Hence any submission not carrying this cover sheet or where it is incomplete/inaccurate **will not** be verified. Further guidance on this can be found in your 'Candidate Guidance for Writing Assignments' booklet.



## About Potential Unearthed

### Who are we?

Potential Unearthed Ltd is a personal and management development company based in the North West of England, offering help to grow your business, your people and your leaders. We offer one to one business coaching, personal/management development training and consultancy solutions to individual business professionals and organisations. We pride ourselves on being able to deliver tangible, bespoke and transparent solutions that remain in tune with real people focussed, cultural values, whilst at the same time being fun, engaging and enjoyable.

Being passionate about identifying solutions and enhancing performance, at Potential Unearthed we are always keen to work with like-minded individuals whose aim it is to lead both their teams and organisation to bigger and better things. As ILM Approved Centre, we are able to offer ILM qualifications, specialising in Leadership & Management development.

Whilst complementing your existing skills, knowledge and experience, we will work in partnership with you to ensure that your aims are met in the most practical, cost effective and timely manner, in order to achieve personal and strategic goals on an individual, team and organisational level. It is of upmost importance to us that our professional help and assistance is able to add real value to your business and so we will always ensure that the appropriately skilled resource is selected for you, to ensure the highest quality of service.

Our tutorial team are all specialists in their field and bring a wide range of professional expertise from both the private and public sectors. Experienced coaches, mentors and facilitators, the team are skilled in executive coaching, personal and leadership development, bespoke programme design and delivery. Our individual biographies can be found on our website at [www.potentialunearthed.co.uk](http://www.potentialunearthed.co.uk)

### Our Motto...

***Expect to be inspired,  
Expect to be challenged,  
Expect to have lots of giggles!  
The PU Team***





## What you can expect from us

We are committed to providing an excellent and dedicated learning and development experience during your time with us and we appreciate that many of you will be making the effort to develop personal and interpersonal skills that will bring about both personal and organisation growth. Successfully achieving what you have set out to do is of paramount importance to us and our enthusiastic and committed team are here to help you to accomplish what you set out to do.



We will always:

- Make sure that everyone is treated fairly and equally.
- Provide a safe, confidential, trustworthy, flexible and fun learning environment.
- Provide you with written feedback on all your assignments.
- Make available our support and guidance as required, on both a group and individual basis where required.
- Be flexible in timing and delivery wherever possible.
- Respect and keep in confidence what is discussed in the shared environment, where this is not to the detriment of the training/your learning.

## Resources and materials

In order to ensure that all individual learning styles/preferences are fully engaged in the programme and to ensure validation and ongoing supported application of your learning, we will ensure that we use a variety of appropriate resources and materials including:

**Exclusive online access** for all delegates to the Potential Unearthed 'Learning Hub' which includes:-

- Any hand-outs, exercises, slides, wall posters, flip chart scans and other **relevant outputs** used/captured during the session.
- **Access to relevant short video clips, podcasts streams** (e.g. TED Talks, CIPD Podcasts), **articles, blog posts etc.** – sharing relevant insights, best practice standards & approaches to all aspects of managing people and performance effectively.



**Access to your Training Specialists** e-mail, landline & mobile telephone contact details for **before, during and post session/programme support** where required.



**Personal Action Planning Tool** for use by all delegates at the end of each module, to record, monitor and evaluate ongoing individual actions, personal progress, self-learning and development.



In addition, we will also provide regular, useful references to other sources of information such as the internet (-including specific links to relevant pages on the ILM Learning Zone) and good old fashioned books!

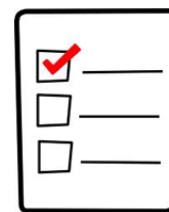


## In return, our expectations of you are:

- That you come with an open mind, a willingness to participate/learn and enthusiasm to apply your learning to the work place.
- Show consideration for others by working together and respectfully challenging and sharing best practice when appropriate.
- Comply with Health and Safety regulations (see our H&S Policy via the Learning Hub on our Website)
- To keep in touch and let us know if you are having problems and need our help. Also provide us with feedback so that we can learn from you in the same way that you will learn from us.
- To supplement the teaching with additional reading and research around the topics we cover on the taught days (-we'll provide guidance on sources you can use to do this.)
- To complete all the assignment work by the published deadlines (using the documentation provided) and to let us know if you are having difficulties in doing this. We expect you to be responsible for your own time management and to make sure that you identify the time needed to complete the assignments.

## Attendance

We trust that you will value our commitment to your studies – therefore, we expect you to attend **all** the taught days – if you are unable to attend for any reason, please let us know as soon as is practical and possible. Remember that missing a day means that you'll miss out on part of your training and potentially assessment briefings, which will make completion of the course and qualification very difficult for you.



## Your Main Contacts

For the duration of your entire Leadership and Management Programme, you can contact the following individuals from our team, regarding any matters relating to your programme and/or personal development:

Name	Role	Direct Mobile No	E-mail Address
Mike Ode	Principal Training Specialist; Owner & Director of Potential Unearthed.	07825 301660	mike@potentialunearthed.co.uk
Sarah Ode	Approved Centre Manager; Owner & Director of Potential Unearthed	07825 301661	sarah@potentialunearthed.co.uk

