

MONICA GARCIA



- Monica has been in post for two years but has had little or no training
- Some of her team are reluctant to carry out certain work and others are underperforming
- Monica doesn't know how to handle these situations without damaging the working relationship
- She lacks confidence in her management capabilities in relation to HR issues.

To handle her team and manage their performance, Monica would benefit from attending short courses such as:

- Handling difficult conversations
- Essential Management skills
- Handling disciplinary, grievance and underperformance issues
- Mock Tribunal

For long-term development, Monica would benefit from either:

- ILM Level 3 award in Management and Leadership
- CMI Level 5 award in Management and Leadership
- HR Development Programme

For a quick and flexible introduction to these skills, Monica can take the following courses:

- How to manage discipline and grievance - eLearning
- How to manage performance review - eLearning
- How to develop a culture of openness and trust - eLearning

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DEREK HARRISON



- Derek studied as an apprentice at the same company
- He qualified as an engineer recently and knows his sector very well
- Very passionate about his job, Derek's main interest is continuous improvement
- He wants to continue his career as a Ops Manager or Production Manager but he lacks the people management skills and business skills.

To acquire the necessary business and people management skills to advance in his career, Derek would benefit from attending short courses such as:

- Coaching Skills for Managers
- Managing and Delivering Projects
- Managing People for Results

For long-term development, Derek would benefit from either:

- The New Team Leader
- ILM Level 2 award in Leadership and Team Skills

For a quick and flexible introduction to these skills, Derek can take the following courses:

- How to manage capability - eLearning
- How to delegate effectively - eLearning
- How to manage coaching - eLearning

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REGIONAL SALES MANAGER

SIMON BROWN



- Simon was promoted three years ago after being consistently the best performer of his team
- He had sales training and customer service training but no leadership training
- He is ambitious and wants to demonstrate he can inspire colleagues and clients
- He has been assigned the project of re-structuring the sales pipeline process and he is afraid that this may lead him to neglect the management of the team.

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To make sure he gets the best performance out of his team, Simon would benefit from attending short courses such as:

- Managing and Delivering Projects
- Managing People for Results
- Finance for non Financial Managers
- Time Management and Prioritisation

For long-term development, Simon would benefit from either:

- ILM Level 3 award in Management and Leadership
- CMI Level 5 award in Leadership and Management
- HR Professional Development Programme

For a quick and flexible introduction to these skills, Simon can take the following courses:

- The essentials of GDPR – eLearning
- How to delegate effectively – eLearning
- How to manage capability – eLearning

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PAMELA DOUGLAS



- Pamela has just been promoted after being the best performer for one year – she manages a team of 5 people she was part of
- Comfortable in dealing with suppliers– she is used to being very competitive with her colleagues
- Pamela doesn't know how to command respect from her former team mates, align everyone towards the same objectives and establish her new authority as a team leader.

To establish herself as an effective team leader, Pamela would benefit from attending short courses such as:

- The New Team Leader
- Handling Difficult Conversations
- Behaving Assertively
- Managing People for Results

For long-term development, Pamela would benefit from either:

- ILM Level 2 award in Leadership and Team Skills
- ILM Level 3 award in Management and Leadership

For a quick and flexible introduction to these skills, Pamela can take the following courses:

- Managing attendance: managing stress and pressure - eLearning
- How to manage effective meetings – eLearning
- How to manage performance review – eLearning

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CATHERINE WEBB



- Promoted 2 years ago, manages one person
- Catherine is responsible for the entire recruitment and selection process of a small business
- The company just started an apprenticeship programme and she has been tasked with recruitment of apprentices
- She works in a very dynamic high-pace environment, where conflicts can arise and sometimes escalate into formal grievance
- Catherine would like to become HR Manager or Head of HR in a bigger company but she must upskill to face new challenges.

To ensure she broadens her HR knowledge, Catherine would benefit from attending short courses such as:

- Handling Difficult Conversations
- Handling Disciplinary, grievance and underperformance issues
- Dignity, diversity and inclusion in the workplace

For long-term development, Catherine would benefit from either:

- Mock Tribunal
- Essential Management Skills
- HR Professional Development Programme

For a quick and flexible introduction to these skills, Catherine can take the following courses:

- How to manage conflict – eLearning
- How to manage discipline and grievance - eLearning
- The essentials of GDPR - eLearning

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JASON NEWMAN



- Jason recently joined the company from a different sector
- He must learn to deal with new machinery, new suppliers, new processes and different regulations
- He now has people responsibility and he has been assigned multiple projects
- Jason has very little time available to familiarise himself with new rules and processes and fears he cannot cope with the people management side of his job as well
- He is a very hands-on person, not used to presenting ideas or speaking in public as it was not part of his previous role.

To cope with his increased range of responsibilities and acquire needed leadership skills, Jason would benefit from attending short courses such as:

- Time Management and Prioritisation
- Managing and Delivering Projects
- Key Account Management
- Finance for non-financial managers
- Presentation Skills

For long-term development, Jason would benefit from either:

- ILM Level 2 award in Leadership and Team Skills
- ILM Level 3 award in Management and Leadership

For a quick and flexible introduction to these skills, Jason can take the following courses:

- How to manage effective meetings - eLearning
- How to delegate effectively- eLearning
- How to manage performance review – eLearning

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BRANDON QUINN



- Brandon founded a manufacturing business two and a half years ago
- He secured two rounds of investments through equity funds
- Brandon has just hired a permanent member of staff and he's planning to expand the team
- He is unsure of what skills he and his team need to manage growth, as well as ensuring regulatory compliance for his business.

To expand his management skills and ensure his business employs the right talent, Brandon would benefit from attending short courses such as:

- New Team Leader
- Essential Management Skills
- Managing within the law
- Finance for non Financial Managers

For long-term development, Brandon would benefit from either:

- ILM Level 3 award in Management and Leadership
- CMI Level 5 award in Leadership and Management

For a quick and flexible introduction to these skills, Brandon can take the following courses:

- The essentials of GDPR - eLearning
- Creating an effective business strategy - eLearning
- How to manage through change - eLearning

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SANOJ PATEL



- Sanoj is an experienced manager and he is about to retire in a few months
- Sanoj manages a very young team of analysts and engineers, including some apprentices
- He has been tasked with identifying his potential successors to replace him when he will retire
- He knows his company very well and has worked in the industry for a long time. However, he struggles with new technology and is concerned by big changes such as Brexit and 4IR.

Before he retires, Sanoj should consider taking his potential successors through a tailored Leadership Development Programme including the recommended modules:

- Coaching Skills for Managers
- Managing People for Results
- ILM level 3 award in Leadership and Management
- CMI level 5 award in Leadership and Management

For himself, Sanoj could benefit from attending short courses such as:

- Train The Trainer
- Pre-retirement training

For a quick and flexible introduction to these skills, Sanoj can take the following courses:

- How to manage coaching – eLearning
- How to manage through change - eLearning
- How to manage performance review - eLearning

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