

# Leadership & Management Career Guide

Team Leader  
Project Manager  
Operation Manager  
Coaching Professional  
Systems Thinking Practitioner  
Senior People Professional



# A Career in Leadership & Management

Management and leadership roles can be found in and across all employment sectors; from health to construction, the creative industries to social care, the financial sector to logistics. We know effective leadership and management does not happen by chance. Studying leadership and management is ideal if you are looking to develop a better understanding of how it influences the experiences of others.

Leadership and Management related studies are available at level 3 and higher. For example:

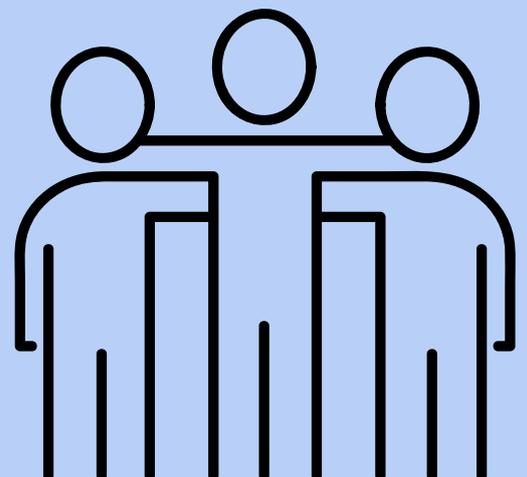
- **Team Leader Level 3**
- **Project Manager Level 4**
- **Operation Manager Level 5**
- **Coaching Level 5**
- **Systems Thinking Practitioner Level 7**
- **Senior People Professional Apprenticeship Level 7**

Let's take a moment to look at each of these and where they can lead you in terms of developing your career and supporting your organisation.

## The Team Leader programme (CMI Level 3 Diploma in First Line Management)



This programme is designed to support you in your role as an aspiring manager employed in a business setting with operational responsibility for a day-to-day operations and project work in a defined area of activity. It will support you in developing the leadership and management skills this role requires in setting and monitoring goals and objectives by providing instructions, direction and guidance, and agreeing clearly defined outcomes.



To further your professional development, it aims to provide a knowledge and understanding of;

- **Principles of management and leadership**
- **Budgeting and resourcing**
- **Organisational data and information**

It also provides opportunity to develop your communication skills which are key to building good working relationships with stakeholders and improving operational efficiency.

## Associate Project Manager (Level 4)



If you are highly organised, thrive under the pressure of working to deadlines, and enjoy seeing programmes of work through from start to finish, then project management could be right for you. This programme will take you the next level of leadership and management skills. It will support you in project management roles where you need to delegate tasks, motivate teams and report project progress to senior managers. It will support you in developing those crucial interpersonal skills, and provide you with a knowledge and understanding of how to construct your business case, keep to budget, meet deadlines, manage risk and meet quality standards.

The Association of Project Management (APM) is the chartered body for the project profession. The APM Project Management Qualification is aimed at those wishing to achieve a broad level of project management knowledge, sufficient to participate in projects from individual assignments through to large capital projects. APM L4 Apprentices are eligible for membership of the Association for Project Management (APM) as the first step of professional membership.



Project administrators earn on average **£33k** while a senior project manager can earn in the region of **£55k**

If you are a supervisor or manager looking to move to a more senior management role, then operations management may be of interest if you are enjoy;

- Designing and controlling the process of production and redesigning business operations in the production of goods or services
- Ensuring that business operations are efficient in terms of using as few resources as needed and effective in meeting customer requirements.
- Strategic issues, including determining the size of manufacturing plants and project management methods and implementing the structure of information technology networks



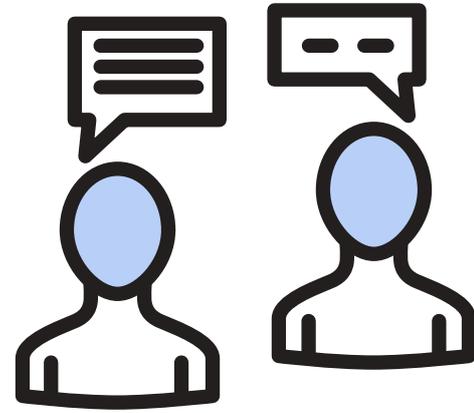
The Level 5 Operations Manager programme has been designed to support your development as an effective operations management professional, able to understand processes essential to what a company does and to get them to work together seamlessly.

To support you in your role and further your professional development it provides a knowledge and understanding of;

- **Project management**
- **Finance and resources**
- **Leading and developing individuals and teams to enhance their professional performance and maximise their potential**
- **Recruiting and managing staff**
- **Building relationships**
- **Communication**
- **Decision making**

It gives you eligibility to become a member of the Chartered Management Institute (CMI) and the foundation to progress to Level 6 Chartered Management.

## Coaching Professional (Level 5)



If you are the kind of person that enjoys working with individuals and teams to enhance their professional performance and maximise their potential and have some leadership and management experience, then the Coaching Professional Level 5 programme might be ideal for you. Coaching aims to produce optimal performance and improvement at work. It focuses on specific skills and goals, although it may also have an impact on an individual's personal attributes such as social interaction or confidence. This programme will equip you with the skills, knowledge and behaviours to motivate and communicate effectively, identify individual needs, successfully design and deliver coaching sessions and share good practice.

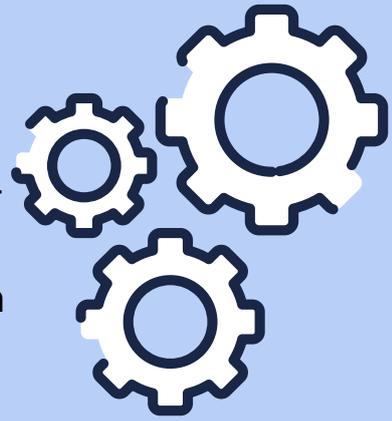
This programme prepares you for:

- **Working effectively with a centralised learning and development or strategy team to embed a coaching programme around a new system, regulatory change and/or change programme.**
- **Developing coaching relationships with others within the organisation seeking to enhance their performance and remove barriers that hinder success**
- **Signposting to other services as needed across a caseload of individuals and teams**
- **Quality assuring your own practice (and in some instances your team).**

Coaching professionals earn between **£25,000 - £50,000**

Reference: <https://www.instituteforapprenticeships.org/apprenticeship-standards/coaching-professional-v1-0>:

This senior role is suited to those who seek a high level of autonomy and excel in supporting decision-makers in strategic and leadership roles to understand and address complex problems - that have no single 'owner' or cause - through the provision of expert systemic analysis, advice and facilitation. A 'system' describes how an organisation operates internally and with external bodies. Systems thinking is understanding how a system's constituent parts interact with each other (e.g. health and social care) and can be applied in a wide range of sectors including business and education. You might use computer simulation or diagrams and graphs to demonstrate system behaviour and propose possible solutions to problems that require a multi-disciplinary, multi-organisational response. Success requires a holistic approach to problem solving and sensitive attention to diverse viewpoints, behaviour, culture and politics.



The median salary lies between **£50,000 - £60,000**

The Systems Thinking Practitioner (Level 7) aims to enable you to:

- **Build effective collaborations between multiple departments or organisations**
- **Engage widely with individuals and disparate groups and the systems they operate**
- **Adopt a holistic approach to analysing how constituent parts within a service (the system) interrelate**
- **Facilitate effective interaction and integration of services (service ecosystems)**
- **Apply concepts, tools and techniques developed by systems thinkers**
- **Develop your own ways of thinking and an awareness of how you can act to bring about improvements in complex situations**

The qualification gives eligibility to register as an 'Advanced Practitioner' with SCiO, the professional body for Systems Practitioners.

## Senior People Professional (Level 7)

CIPD



If you aspire to becoming an in-house expert in people, work and change, seeking to improve people practices to drive organisational performance and effectiveness, then this programme will assist you in making this aspiration a reality.

Aligned with CIPD for Chartered Membership, it will support you in developing the knowledge and skills essential for:

- **Developing people management and development policies and operational strategies in accordance with legislation**
- **Developing and maintaining strong relationships with stakeholders to secure commercial success**
- **Facilitating engagement on people issues, workforce planning, use of technology and financial management**
- **Leading effective change management**
- **Influencing organisational culture, values and beliefs**

Senior people professionals are found in all sectors where there is a workforce to support and manage.

Earnings range between **£35,000 - £60,000**

Reference: <https://www.instituteforapprenticeships.org/apprenticeship-standards/senior-people-professional-v1-0>

### Transferable Skills

Apprentices are prepared well for roles in the workplace with useful and transferrable skills.

TT employees are highly effective at providing apprentices with information about further study opportunities and careers within particular employment sectors. As a result, apprentices either secure employment at the end of their apprenticeship, or go on to further study, such as degree apprenticeships

Together Training | Get in Touch

Apprentices are prepared for the next stage of education, employment, or training. They gain qualifications and meet the standards to go on to destinations that meet their interests and aspirations and the goal of their course of study. For example, promotion, increased responsibilities, and salary increases.

# Qualifications Framework

It can be useful to be able to visualise how you can progress through the different levels of qualification. To assist you, this chart sets out the main qualifications that are available at each of the eight levels

Levels framework:	Qualifications (England)	Progression
Entry Level ↓	<ul style="list-style-type: none"> <li>• Entry level Award / Certificate (ELC) / Diploma</li> <li>• Entry level English for speakers of other languages (ESOL)</li> <li>• Entry level Essential skills / Functional skills / Skills for Life</li> </ul>	<p>On completion of compulsory schooling at 16, all young people in England must remain in learning until 18 years of age and do one of the following:</p> <ul style="list-style-type: none"> <li>• Stay in full-time education, e.g. at a 6th Form or Further Education (FE) college</li> <li>• Start an apprenticeship or traineeship</li> <li>• Spend 20 hours or more a week working or volunteering, while in part-time education or training</li> </ul> <p>From 18 years of age onwards anyone can access education, apprenticeships and employment (Eligibility criteria and costs will vary.)</p> <p>Courses are not free for those returning to education after the age of 18. However students aged 19 and over, studying at Level 3, 4, 5 or 6, may qualify for an Advanced Learner loan from the UK Government.</p>
Level 1 ↓	<ul style="list-style-type: none"> <li>• NVQ Level 1</li> <li>• Vocational Qualifications Level 1 (e.g. City and Guilds: C&amp;G))</li> <li>• GCSEs at grade 3-1</li> <li>• ESOL skills for life</li> <li>• Foundation Diplomas</li> <li>• Functional Skills Level 1 (English, mathematics &amp; ICT)</li> </ul>	
Level 2 ↓	<ul style="list-style-type: none"> <li>• NVQ Level 2</li> <li>• Vocational Qualifications Level 2 (e.g. BTEC, OCLNR, C&amp;G)</li> <li>• GCSEs at grade 9 - 4</li> <li>• ESOL skills for life</li> <li>• Higher Diplomas</li> <li>• Functional Skills Level 2 (English, mathematics &amp; ICT)</li> <li>• Pre-Access to Higher Education Diploma</li> <li>• Intermediate Apprenticeship</li> </ul>	
Level 3 ↓	<ul style="list-style-type: none"> <li>• NVQ Level 3</li> <li>• Vocational Qualifications Level 3 (e.g. BTEC, C&amp;G)</li> <li>• T-levels (Construction)</li> <li>• GCSE AS and A Level</li> <li>• Advanced Diplomas</li> <li>• Access to HE Diploma</li> <li>• Advanced Apprenticeship</li> </ul>	
Levels 4-6 ↓	<ul style="list-style-type: none"> <li>• NVQ Level 6</li> <li>• Degree apprenticeship</li> <li>• Degree with honours - e.g. bachelor of the arts (BA) hon, bachelor of science (BSc) hon</li> <li>• Level 6 Award / Certificate /Diploma</li> <li>• Higher / Degree Apprenticeship</li> </ul>	
Levels 7-8 ↓	<ul style="list-style-type: none"> <li>• NVQ Level 7</li> <li>• Higher Apprenticeship</li> <li>• Integrated master's degree, e.g. master of engineering (MEng)</li> <li>• Level 7 Award / Certificate / Diploma</li> <li>• Postgraduate certificate (PGC, 60 credits)</li> <li>• Postgraduate certificate in education (PGCE)</li> <li>• Postgraduate diploma (PG Dip, 120 credits)</li> <li>• Master's degree, e.g. master of arts (MA), master of science (MSc) master of research (MRes) 180 credits)</li> <li>• Higher Apprenticeship</li> <li>• Doctoral degree (PhD)</li> </ul>	

# Leadership & Management Occupational Roles & Progression



Role/Qualification	Key Skills	Earnings Potential	Next Step
<p>Middle management / Supervisor</p> <p>Level 3 and higher</p>	<ul style="list-style-type: none"> <li>• Interpersonal skills - communication</li> <li>• Organisational and planning skills</li> <li>• Digital literacy</li> </ul>	£19k - £25k	Project Manager (level 4)
<p>Project manager</p> <p>Level 4 and higher</p>	<ul style="list-style-type: none"> <li>• Problem solving</li> <li>• Organisational skills and time management</li> <li>• Attention to detail</li> <li>• Interpersonal skills - communication, negotiation</li> <li>• Decision-making</li> <li>• Risk assessment</li> <li>• Digital skills e.g. PRINCE</li> </ul>	£30k - 60K	<p>Operations Manager (level 5)</p> <p>Project Manager Integrated Degree Apprenticeship (level 6)</p>
<p>Operations Manager</p> <p>Department / Divisional / Regional</p> <p>Level 3 and higher</p>	<ul style="list-style-type: none"> <li>• Communication, negotiation and brokerage</li> <li>• Organisation and planning</li> <li>• Problem solving</li> <li>• Decision-making</li> <li>• Leadership</li> </ul>	£44k - £68k	<p>Level 6 Chartered manager degree apprenticeship (CMDA)</p> <p>Level 5 Coaching and mentoring</p>
<p>Coaching Professional</p> <p>Level 4 and higher</p>	<ul style="list-style-type: none"> <li>• Core coaching skills - contracting and advanced listening skills</li> <li>• Workplace problem solving skills</li> </ul>	£25k - £50K	Executive coaching and mentoring (level 7)
<p>Systems Thinking Practitioner</p> <p>Level 4 and higher</p>	<ul style="list-style-type: none"> <li>• Problem solving</li> <li>• Communication - facilitation and negotiation</li> <li>• Critical analysis and evaluation</li> <li>• Ability to identify patterns and themes</li> </ul>	£40k - £60k	<p>Executive coaching and mentoring (level 7)</p> <p>Senior People Professional Apprenticeship (level 7)</p>
<p>Senior People Professional (Human Resources)</p> <p>Level 5 and higher</p>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Communication - negotiation</li> <li>• Critical analysis and evaluation</li> <li>• Problem Solving</li> <li>• Numerical and digital literacy</li> </ul>	£35k - £60K	<p>Systems Thinking Practitioner (level 7)</p> <p>HR: Learning and Development</p> <p>HR: Organisational Development</p> <p>MBA</p>

## **A careers service tailored to you**

Together Training offers a tailored careers provision for learners to speak to an independent careers advice professional.

We provide apprentices with ongoing, impartial careers advice and guidance. We promote how you can use the transferable skills you develop better beyond the sector and companies you work in. During your apprenticeship programme, you will have the opportunity to develop your CV and interview technique.

## **Careers Support**

At Together Training, we educate employees of some of the largest organisations across the world. Regardless of study area or level, we have a resounding commitment to develop and enhance the career of every learner we teach.

## **Careers appointments**

Get one-to-one support from an experienced career advisor who will work with you to draw up a career action plan, detailing the steps you should take to achieve your goals.

## **Committed to your career from day one.**

We are here to help before, during and after your course. You can access the Careers Service from the moment you accept your place and up to 18 months after you complete your studies with us.

## **Careers workshops**

Our sessions cover a range of topics, including:

- Planning your career, researching the market and creating a job search strategy
- Making successful applications through CVs, cover letters and application forms
- Securing work experience and succeeding at interviews
- Using social media to expand your professional network

## **Start your journey with Together Training**

Together Training works closely with the University of Hertfordshire, Bedfordshire University, and University Campus St Albans (UCSA), to support leavers onto degree apprenticeships. This collaborative approach offers seamless pathways to progression opportunities. 11% of apprentices who completed training last academic year, progressed to a degree-level programme.

These opportunities are discussed through regular reviews with apprentices and employers.

University of Hertfordshire **UH**

[herts.ac.uk](https://herts.ac.uk)



[uc-sa.co.uk](https://uc-sa.co.uk)



University of Bedfordshire

[beds.ac.uk](https://beds.ac.uk)