level 5 creative leadership

operations/departmental manager

We're transforming workforces by growing leaders and opening minds to how creativity can equip businesses with the skills needed to embrace change

IVE hothouse

creativity is identified as the most important leadership skill of the future

Our programme equips Operations and Departmental Managers with the skills, knowledge and competencies they need to lead, motivate and manage teams effectively; developing highly productive workplace environments that plan for change and have a **culture of innovation at their core**

hothouse

Introduction to Creative Leadership

Creativity and Innovation have the power to transform organisations, teams and individual performance.

When a culture of creativity, innovation and entrepreneurship thrives, new ideas and initiatives flourish.

This unit has been designed to introduce employees to creativity and support them to demystify the term so they begin to understand how creativity leads to innovation.

In so doing they will start to 'think outside the box', make new discoveries and open their minds to 'what if?', 'how can we…?' and 'let's try this'.
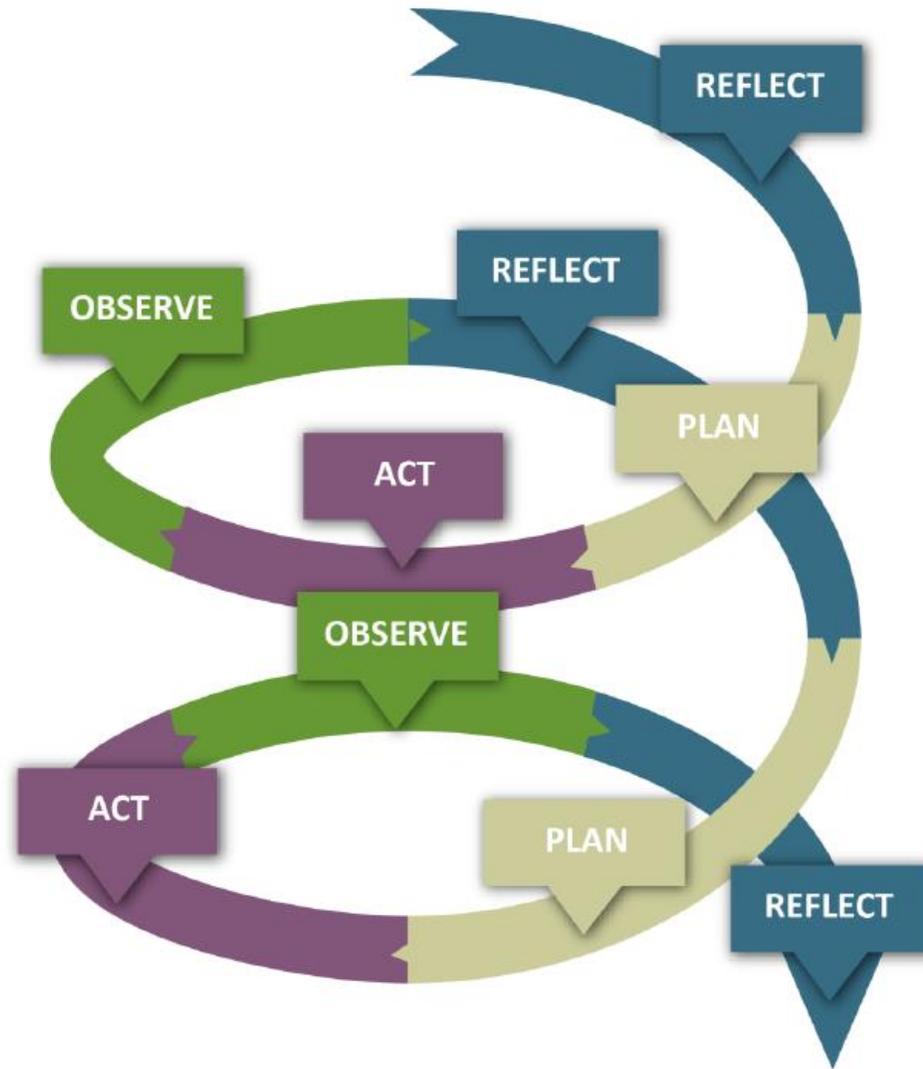
Reflective Practice

Reflective practice is an important management tool which supports the development of knowledge, skills, behaviours and values in the workplace.

By consciously analysing one's own performance, decision making, leadership and management skills; opportunities for ongoing development can be identified.

Enquiry-based Learning

Small scale enquiry-based evaluation is a planned and systematic learning process in which participants engage in a process of **Plan, Do, Review, Apply** whilst sharing and reflecting on their practice.

Effective Leadership & Management
/ embedding an innovation culture

This unit is designed for learners to develop their competitive, professional edge and enhance personal effectiveness.

We provide the knowledge, skills and behaviours to manage and lead in a variety of organisational settings and to embed an innovation culture essential for their organisation to succeed now and in the future.

Learners will evaluate the impact of different organisational structures on management and leadership, exploring expanded theoretical models that have been designed specifically to develop workplace cultures where innovation flourishes at every level.

Managing and Leading Individuals / Teams
to achieve effective organisational change

This unit focuses on the theoretical and practical approaches to developing, leading and managing teams that can adapt to change and develop creative business solutions across all work areas and disciplines.

Explore the practical application of creative leadership, looking at techniques that assess current and future team capabilities including the role of recruitment, diversity and inclusion.

On successful completion of the unit, the manager will not only know the principles of managing individuals and teams, they will understand how to build and support highly performing and empowered teams. Teams that bring multiple perspectives and collaborate effectively by applying a structured creative process to problem solving.

Leading and Managing Change

Change is now recognized as inevitable if an organisation is to maintain competitiveness and currency of practice.

This unit has been designed to focus the learner on why it is vital for effective managers to evaluate types and reasons for change within organisations.

It explores why organisations need to **embed innovation cultures** and enables learners to select and apply creative leadership techniques in the context of change management.

The purpose is not only to enable learners to develop the skills to manage change and achieve set objectives, but to do so in an empowering and inclusive manner with open communication throughout the entire process.

IVᴇ **leadership & management units**

Managing Stakeholder Relationships/ *and creative collaborations*

Positive and productive relationships, whether they are with customers, supplier networks, partners or staff, are a key contributor to an organisations' overall success.

Developing stakeholder partnerships and cross-organisational collaborations that are long lasting and sustainable need to be planned and nurtured.

This unit explores the types and purposes of stakeholder relationships and the skills required to overcome challenges and manage these effectively particularly in the context of problem solving and innovation.

Managing Projects, *Creative Problem Solving & Innovation Catalysts*

The ability to manage projects is an essential skill for all managers. This unit focuses on the knowledge and skills required to manage projects successfully by approaching both planning and implementation phases and the problems and challenges that are inevitably involved, in a creative way.

The unit requires the learner to evaluate traditional methods and tools for planning tasks, knowing how to implement and manage project activities, build stakeholder relationships, manage resources and risk, monitor progress and report on outcomes. In addition, the unit expands these traditional methods by specifically drawing out techniques that unpick the factors behind project-based problems and challenges, repositioning these factors as innovation catalysts.

Development & Delivery of *Future-Ready* Operational Plans

The ability to apply analysis to an organisations' business operation within the wider context of the external factors influencing it, is becoming an essential management skill in the development of operational plans.

It is crucial in being able to future proof an organisation and plan for change. Effectively translating evolving organisational objectives into operational plans and understanding the planning cycle is also vital.

This unit opens with the importance of understanding the strategic direction of the organisation how this is influenced and how to contribute to the strategic planning process. It then focuses on the knowledge and skills required to create and deliver operational plans particularly in times of change. This includes the need to set key performance indicators, monitor quality and outcomes against the plan, and know how to effectively report on findings.

IVE project management & collaboration units

hothouse

Teaching & Learning

Teaching and learning must be accessible, relevant and high-impact, if we are to ensure the learning develops into occupational competence. As such, we approach teaching and learning with a carefully considered blend of dynamic training made bespoke to each cohort, their working context and learning needs.

Participants will be up on their feet learning theories and behaviours by actively testing scenarios with their colleagues. This is combined with stimulating master-classes, online learning via a mix of pre-recorded and live tutorials, learning resources/research, one-to-one tuition, individual assignments and regular feedback/coaching.

Learning is further embedded via continuous reflective practice and enquiry based learning – where employees apply their learning via a series of mini-projects in the work place.

Our approaches to Teaching and Learning work for people of all levels for sectors ranging from Energy and Manufacturing to Tech and the Armed Forces.

Assessment

Assessment mirrors the IVE approach to Teaching and Learning, in that it is made relevant to the organisational & occupational context. This means we work through a range of assessment/evidence methods with the employer and employee, choosing approaches that satisfy different learning preferences, help embed learning and work for end-point assessment organisations and awarding bodies.

We also go a step-further in assessing the leadership competencies and styles that are directly responsible for complex problem solving and innovation cultures.

Methods of assessment include:
- Recorded professional discussions
- Portfolio of evidence & reflective log
- Recorded presentations and dialogue
- Work based project
- Torrance Tests and Guilford analysis
- Creative tendencies & preferences

> intelligence is the 'degree of **mental or behavioural flexibility resulting in novel solutions**'
>
> - Evolution of the Brain and Intelligence Roth and Dicke 2005

IVE indicative overview

Employer Meeting	Introduction to Creativity & Reflective Practice	Part 1: Leadership & Management	Part 2: Projects & Collaboration	Part 3: Budgets & Finance		Gateway	End-point Assessment
	3 Months	6 Months	6 Months	2 Months		3 Months	2 Months
Initial Assessment	Block Training	Block Training	Block Training	Block Training			
	Remote learning, virtual classes,	*self-paced modules, learning resources, expert videos, pre-training preparation…*					
Individual Learning / Delivery Plan	**Units & Assignments:** **Introduction to Creative Leadership** Reflective Practice in Personal & Professional Development **& Enquiry Based Learning**	**Units & Assignments:** Principles of effective Leadership & Management **& Embedding an Innovation Culture** Principles of Managing and Leading Individuals and Teams **to achieve effective Organisational Change** Leading and Managing Change	**Units & Assignments:** Managing Stakeholder Relationships **and Creative Collaborations** Managing Projects, **Creative Problem Solving & Innovation Catalysts** Development & Delivery of Operational **& Future Ready** Plans	**Units & Assignments:** Managing Finance		Readiness for EPA, including additional support as required Employer and IVE agree whether apprentice meets the requirements of the Standard Portfolio vs Assessment Criteria English & Maths	Knowledge test using scenarios Competency-based interview Review of portfolio Presentation of work-based project Professional discussion relating to CPD activity

Employer Meeting
Initial Assessment
Individual Learning / Delivery Plan
Commitment Statements
Induction

Develop Portfolio of Evidence and Reflective Log**:** learning and development activities with workplace application, CMI assignments, workplace project(s), 360-degree feedback
Progress Tracking and Reviews with IVE Tutor, assessing performance and tailoring teaching & learning
Workplace Mentoring providing support, guidance and advice and to assist liaison with IVE