

# Behaviours Mapping

## Level 3 Diploma

### for Managers

This document outlines how the assessment criteria used in the ILM Level 3 Diploma for Managers can be used to gather evidence of the behaviours required for successful completion of the Team Leader/ Supervisor apprenticeship standard.

The tables on the following pages identify where activities performed to meet the assessment criteria (AC) of each unit in the ILM Level 3 Diploma for Managers could be used to demonstrate each of the behaviours in the apprenticeship standard.



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## Level 3 Diploma for Managers

**Key**  
 The grey dot indicates which of the individual behaviours can be supported by the specific assessment criteria for each unit.

Unit Title	Assessment Criteria (AC)
<b>Building Relationships</b>	1.1 Demonstrate behaviours and actions that build trust across a team by: <ul style="list-style-type: none"> <li>Valuing the contribution of team members.</li> <li>Responding to feedback from the team.</li> <li>Having a non-judgemental approach.</li> <li>Using an open communication style.</li> <li>Encouraging the contribution of the whole team.</li> </ul>
	2.1 Prepare for a negotiation, by setting out your objectives and the potential benefits for the other party.
	2.2 Influence a negotiation to achieve an outcome above the minimum acceptable.
	2.3 Produce an agreement and course of action that is acceptable to both parties.
	2.4 Review own performance in the negotiation process.
	3.1 Plan how to resolve an identified workplace conflict.
	3.2 Apply a conflict management model to resolve a conflict.
	3.3 Communicate the agreed resolution to relevant stakeholders.
	4.1 Input effectively into cross team discussions to help the team achieve goals.
	4.2 Provide constructive feedback within a cross team discussion.
	4.3 Identify and share good practice across teams.
	5.1 Build a positive working relationship with a customer.
	5.2 Manage an existing customer relationship ensuring customer satisfaction.
	5.3 Resolve issues to maintain a positive customer relationship.
	<b>Communication</b>
1.2 Adapt communication style and method to suit the message and audience.	
2.1 Define the purpose and objectives of a meeting.	
2.2 Prepare and distribute key documents prior to, during and following a meeting.	
2.3 Chair a meeting effectively, that discusses all business and reaches clear decisions.	
2.4 Constructively challenge an existing concept, process or point of view.	
2.5 Present information during a meeting to team and management, confirming understanding.	
2.6 Work with colleagues to ensure agreed actions from the meeting are achieved.	
2.7 Evaluate effectiveness of the meeting and identify points for future improvement	
3.1 Demonstrate the ability to actively listen during a conversation.	
3.2 Clarify understanding of conversation.	

Demonstrated BEHAVIOURS													
Takes Responsibility				Professionalism				Inclusive			Agile		
1	2	3	4	1	2	3	4	1	2	3	1	2	3
Willingness to drive and achieve.	Resilience in a range of workplace situations.	Accountability for own actions and behaviours in a range of workplace contexts.	Determination when managing difficult workplace situations.	Setting a good example.	Being fair, consistent and impartial.	Being open and honest.	Operating within organisational values.	Being open, approachable and authentic.	Building trust with others.	Seeking others opinions.	Having a positive attitude to feedback.	Being adaptable and flexible to organisation needs.	Being creative, innovative and enterprising when seeking solutions.
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## Level 3 Diploma for Managers

**Key**

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Unit Title	Assessment Criteria (AC)	
<b>Finance</b>	1.1 Monitor and manage a budget controlling expenditure in line with targets.	
	1.2 Demonstrate how organisational governance and compliance procedures have ensured effective budget controls throughout the process.	
	2.1 Gather and interpret financial information needed to create financial updates for your team/department.	
	2.2 Provide accurate financial updates for your team/department to management.	
<b>Leading People</b>	1.1 Communicate organisational strategy, confirming the understanding of the audience.	
	1.2 Communicate team purpose, ensuring team members understand the role they play in achieving/fulfilling this.	
	2.1 Produce a plan to support the development of a team member using coaching.	
	2.2 Implement the coaching plan to support the development of a team member.	
	2.3 Review how coaching has improved the performance of a team member.	
	2.4 Act as a role model to promote company values and behaviours throughout the coaching process.	
	3.1 Describe a change situation in the workplace that affects the leader and their team.	
	3.2 Assess potential positive and negative impacts of the change.	
	3.3 Plan how potential barriers to the change can be overcome.	
	3.4 Manage own team through a change, ensuring they are supported throughout.	
	3.5 Review how effectively the team were managed through the change.	
	<b>Managing people</b>	1.1 Support and develop team members to improve their performance.
		1.2 Motivate team members to achieve personal and team objectives.
		1.3 Manage the ongoing performance of the team to ensure objectives are met.
		2.1 Set and agree realistic operational objectives for the team.
2.2 Provide support and guidance on how to achieve operational objectives.		
2.3 Monitor team performance and achievement of operational objectives.		
2.4 Provide feedback on performance and objective achievement.		
3.1 Set achievable individual goals for team members.		
3.2 Provide support and guidance on how to achieve personal goals.		
3.3 Monitor the achievement of individual goals, providing guidance on how to ensure success.		
3.4 Provide clear feedback on individual performance and goal achievement.		

Demonstrated BEHAVIOURS														
Takes Responsibility				Professionalism				Inclusive			Agile			
1	2	3	4	1	2	3	4	1	2	3	1	2	3	
Willingness to drive and achieve.	Resilience in a range of workplace situations.	Accountability for own actions and behaviours in a range of workplace contexts.	Determination when managing difficult workplace situations.	Setting a good example.	Being fair, consistent and impartial.	Being open and honest.	Operating within organisational values.	Being open, approachable and authentic.	Building trust with others.	Seeking others opinions.	Having a positive attitude to feedback.	Being adaptable and flexible to organisation needs.	Being creative, innovative and enterprising when seeking solutions.	
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ILM is the leading specialist provider of leadership qualifications in the UK. Last year, over 70,000 people enhanced their skills and performance with ILM, including 14,000 management apprentices.

We believe that great leaders can come from anywhere. With the right support, anyone can grow and develop to make a real difference to their team and organisation.

Which is why we help individuals from all levels to realise and apply their potential, so that the organisations they work for can reap the benefits.

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