



Leadership and Management Development for the Third Sector

Developing managers,
growing leaders


Corndel.

Accredited by  Chartered Management Institute

Invest in your most important asset – your people

We currently face challenges that weren't imaginable twenty years ago. These are challenges which charities, embedded as they are in community action, frontline responses and with ambitious strategies in place, should be ideally suited to tackle. But the reality is that the charity sector is hindered.

Even before the pandemic, a wave of budgets cuts and immense disruption has left charities still facing a daily fight to deliver business as usual. In order to respond to our ever-changing and incredibly demanding world, the charity sector desperately needs to evolve. And at the heart of that evolution needs to be the retention and development of passionate and talented teams.

In the past year, many charity leaders have unexpectedly left their roles or made surprising sideways moves. Facing the 'great resignation' across the sector, charities without learning & development strategies in place are losing talent faster than they can recruit.

Yet such few charities and non-profit organisations are utilising apprenticeship programmes, and are missing the opportunity to deliver high-quality, accredited development programmes, without the usual associated cost.

Find out more at [corndel.com](https://www.corndel.com)



66% 

of commercial organisations are thinking differently and say that apprenticeships have enabled their business to bounce back from the epidemic fall-out of the pandemic more quickly.

Businesses are re-establishing themselves in the post-pandemic landscape through fostering a culture of lifelong learning ([The Open University](#)).

Personal development and coaching for managers – funded by the Apprenticeship Levy

Investing in the leadership and management skills of your employees naturally leads to organisations attracting and retaining the best talent. A commitment to professional development fuels a culture where staff feel appreciated, empowered and motivated to excel.

Corndel's management programmes are all professionally accredited and purpose-built to align to the Team Leader / Supervisor, Operations / Departmental Manager and Senior Leader apprenticeship standards.

Investing in the future of your organisation

Effective managers are vital to executing an organisation's strategy and delivering results.

According to LinkedIn's 2019 *Workforce Learning Report*, 94 percent of employees say that they would stay at a company longer if it simply invested in helping them learn. On average, organisations with internal development opportunities, retain staff for 5.4 years, almost twice as long as those organisations without.



For senior leaders

Level 7

Our Level 7 programme, delivered in partnership with Imperial College Business School, is designed for ambitious managers, typically with 5+ years' professional experience, looking to build the strategic and commercial skills needed to succeed and progress as leaders. This course is also suitable for managers who have undertaken a Level 5 Corndel Diploma programme.

For mid-to-senior managers with high potential

Level 5

Our Level 5 Diploma in Leadership and Management develops high potential managers, and aligns to the Operations / Departmental Manager apprenticeship standard. It is designed for high-potential managers who aspire to operate at a senior strategic level in their organisation. Candidates will already have management responsibilities, but will want to further develop their leadership skills to support the next step in their careers.

For team leaders, supervisors, first-line and aspiring managers

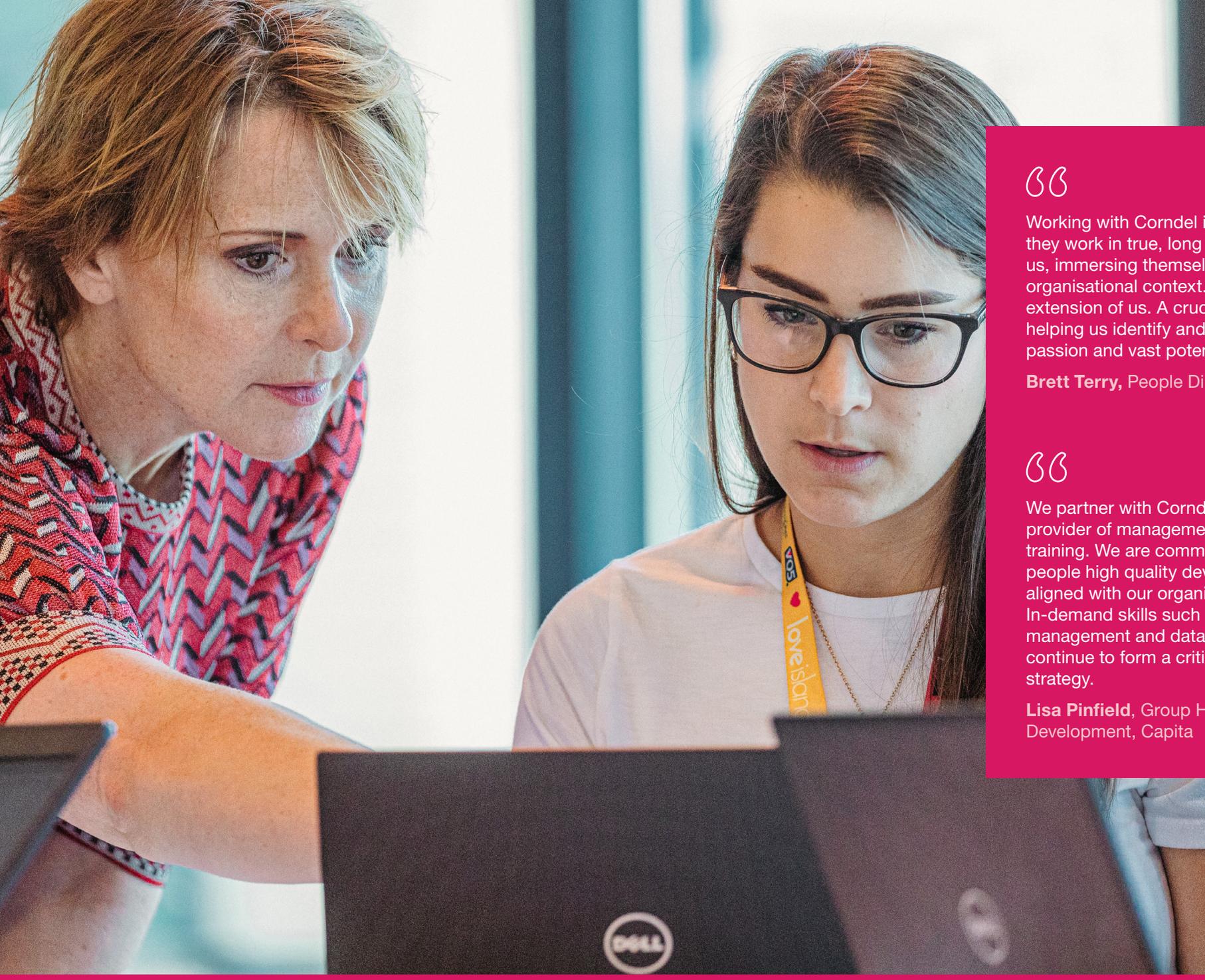
Level 3

Our Level 3 Diploma in Management is a performance-focussed programme aligned to the Team Leader / Supervisor apprenticeship standard. Most candidates will either already have management responsibilities or plan to move into management roles.



Designed for the third sector

We create tailored training and coaching programmes for charities and not-for-profits.



BB

Working with Corndel is perfect for us as they work in true, long term partnership with us, immersing themselves in our culture and organisational context. This makes them an extension of us. A crucial part of our family; helping us identify and unlock the huge passion and vast potential of our people.

Brett Terry, People Director, NSPCC

BB

We partner with Corndel as a leading provider of management and digital skills training. We are committed to offering our people high quality development that is fully aligned with our organisational strategy. In-demand skills such as leadership, project management and data essentials will continue to form a critical part of our talent strategy.

Lisa Pinfield, Group Head of Talent & Development, Capita

The Level 7 Imperial College and Corndel Executive Development programme

Imperial College Business School and Corndel's strategic partnership brings together the academic excellence of a world-leading University and the coaching expertise of the UK's largest management training provider.

The prestigious programme provides a transformative and personalised development journey from an internationally renowned University, integrated with one-to-one mentoring and support through Corndel's award-winning coaching model.

Our offer

The course will be delivered over 13 months, covering six core leadership topics. It is designed to enable flexible study through a personalised, blended delivery model.

Participants will learn via a combination of personalised one-to-one executive coaching and mentoring, group learning sessions, and online learning using industry-leading resources. In addition learners can access leading-edge leadership insight via twelve masterclasses designed and delivered by Imperial College Business School.

The Imperial College and Corndel Executive Development Programme is accredited by the CMI and all learners, upon completion of the course, are awarded a Corndel and

Imperial College Level 7 Senior Leader Apprenticeship and a CMI Level 7 Award in Strategic Management and Leadership Practice. Learners will also graduate with CMI Chartered Fellow Status.

In addition managers completing the programme will be entitled to Associate Alumni status with Imperial College's Business School, which includes invites to worldwide alumni events and professional development events with thought-leadership discussions and guest speakers.

Who will benefit?

The programme is designed for ambitious managers, typically with 5+ years' professional experience, looking to build the strategic and commercial skills needed to succeed and progress as leaders in the third sector.

This course is also suitable for managers who have undertaken a Level 5 Corndel Diploma programme.



Programme features

- 13 months
- 6 units
- Imperial College Business School Masterclasses
- Fortnightly Coaching
- Professional qualification and certificate from a Top 10 global University
- Associate Alumni status with Imperial College's Business School

The Level 7 Executive Development programme structure



UNIT 1: Personal effectiveness (8 modules)

- Value-based leadership
- Transformational leadership
- Personal presence and storytelling
- Confidence, trust and collaborative working
- Difficult conversations and managing conflict
- Delegation and effective challenge
- Brand and reputational management
- Candid feedback

UNIT 2: Inspirational leadership (11 modules)

- Leading with purpose
- Developing a high performing culture
- Championing values and diversity
- Organisational structure and talent management
- Leading high performing teams
- Coaching and mentoring techniques
- Organisational and team dynamics
- Matrix management, cross team working and virtual teams
- Influencing and negotiating strategies
- Goal setting and accountabilities
- Financial, legal and regulatory governance

UNIT 3: Strategy and change management (9 modules)

- Challenging strategic directions and operational processes
- Drivers of change through innovative and disruptive technologies
- The role of technology in transformation
- Leading and implementing change
- Knowledge and data management
- Analysis of evidence
- Changing customer demand, trend analysis and economic theory
- Competitive market strategies
- Governance and accountability

UNIT 4: Implementing business solutions (9 modules)

- Communications strategy
- Communication and behavioural change
- Systems thinking
- Programme management
- Sponsoring projects
- Building a business case
- Business modelling financial strategies, trends and assumptions
- Building relationships with internal and external stakeholders
- Working with the board, corporate leadership structure

UNIT 5: Driving business performance (9 modules)

- Entrepreneurial leadership in a high performance organisation
- Continuous improvement and business transformation
- Development of financial strategies
- Monitoring of strategies using financial and non-financial information
- Strategic workforce planning and development
- Effective decision making using big data
- Strategic partnerships for customer experience
- Procurement, supply chain management and contracts
- Marketing and branding

UNIT 6: Leadership and the external environment (4 modules)

- Corporate social responsibility and sustainable leadership
- The environmental, social and political environment
- Global and horizon scanning perspectives
- Crisis and risk management strategies

The Corndel Level 5 Diploma in Leadership and Management

The Corndel Level 5 Diploma in Leadership and Management develops the critical knowledge, skills and behaviours required by senior managers.

Our offer

Delivered through connected and closed cohorts, the programme builds a cadre of highly trained, effective managers who think critically about their organisations challenges and ambitions, and nurture high-performing teams.

Underpinned by one-to-one executive coaching, the programme develops strategic management capabilities, leadership skills, self-awareness and communication skills.

What to expect

Each participant is paired with an executive coach, who supports their professional development dedicated one-to-one support.

Corndel designs and builds bespoke workshops for each organisation, focussing on their strategic priorities and the capabilities which support growth.

Over 13 months, participants explore challenging and stretching content,

including approaches to leadership, budgeting, project management and data driven decisions.

Corndel coaches support learners to practically apply new ideas to the way they work, and facilitate tailored workshops to share best practice and build networks in the organisation.

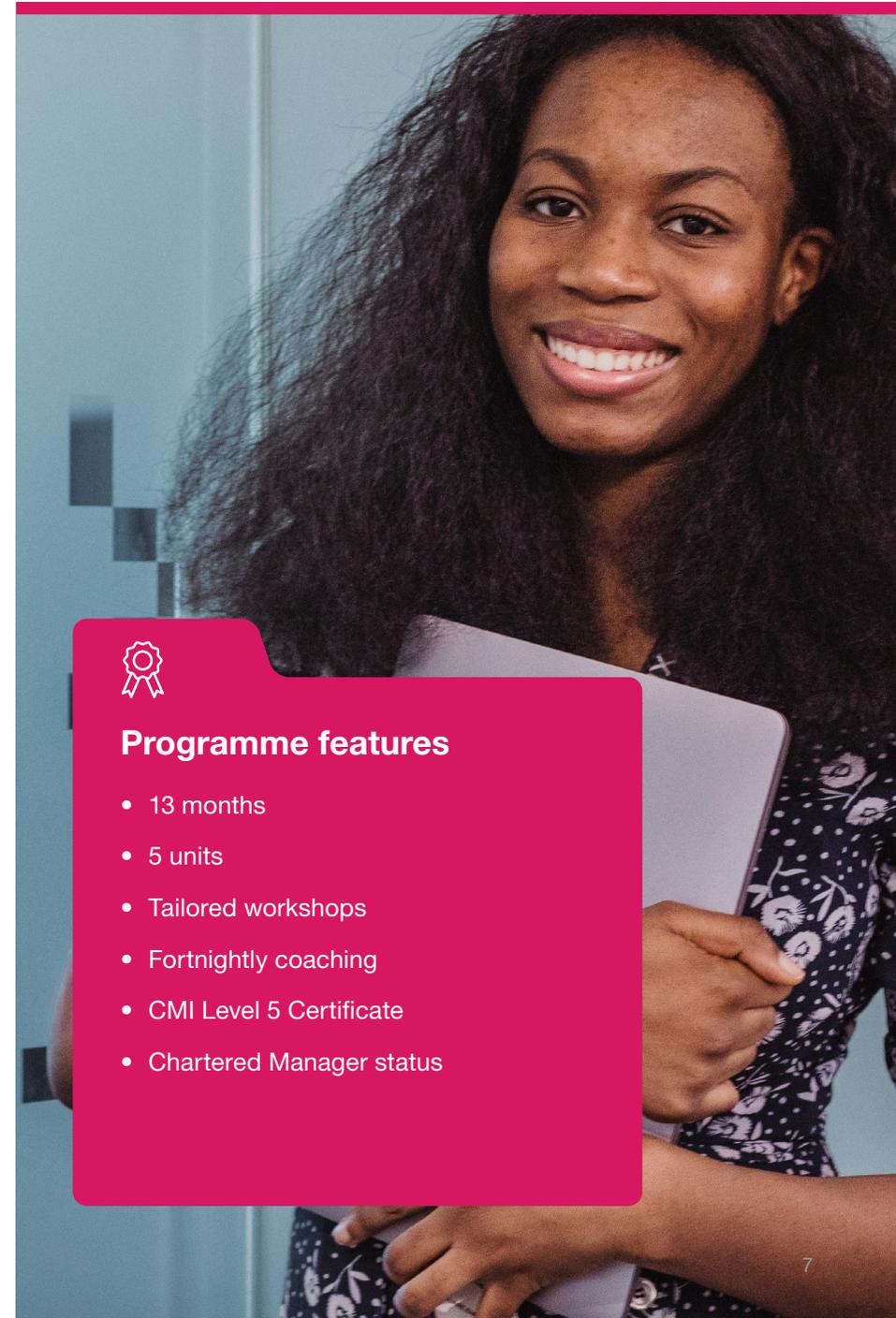
Corndel facilitates regular 360° feedback and threeway progress reviews with the learner's line manager to support their career development.

A recognised qualification?

The Corndel Level 5 Diploma in Leadership and Management is equivalent to a foundation degree in management.

On completion, participants achieve a Chartered Management Institute Level 5 Certificate, and they are awarded Foundation Chartered Manager (fCMgr) status or Chartered Manager (CMgr) status (depending on experience).

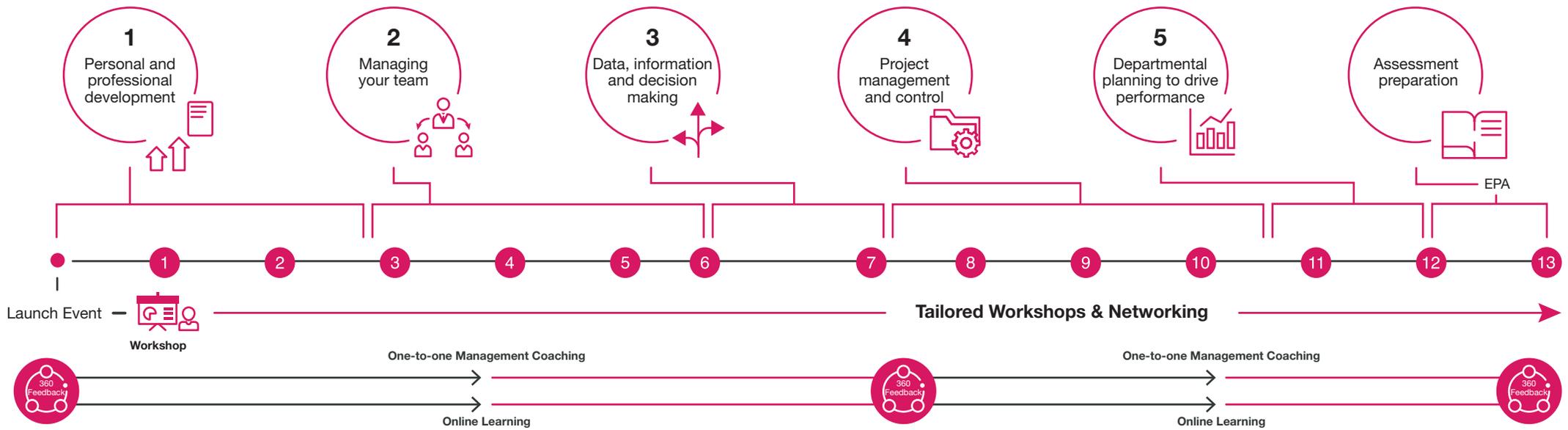
Find out more at [corndel.com](https://www.corndel.com)



Programme features

- 13 months
- 5 units
- Tailored workshops
- Fortnightly coaching
- CMI Level 5 Certificate
- Chartered Manager status

Level 5 Diploma in Leadership and Management structure



UNIT 1: Personal and professional development

- Learning styles
- Personal development planning
- Emotional intelligence
- Interpersonal skills and active listening
- Time management
- Feedback

UNIT 2: Managing your team

- The Golden Thread and organisational alignment
- Trust
- Organisational culture, inclusivity and unconscious bias
- The GROW model of coaching
- Difficult conversations
- Delegation

UNIT 3: Data, information and decision making

- The nature of data, information and knowledge
- Sources of data and information
- Knowledge management
- Presenting data
- Decision making skills and biased decision making
- De Bono's models of group decision making

UNIT 4: Project management and control

- The business case
- Project charters
- Stakeholders
- Project management v operations management
- Project research and analysis
- Work breakdown structures

UNIT 5: Departmental planning to drive performance

- Operational planning to deliver targets
- Continuous improvement
- Budgeting and sales variances
- Drawing up a departmental budget

Case study

NSPCC



There are countless areas of the course that enable you to develop the skills to apply a situational approach to management. Communication was a key module – thinking and reflecting on communication styles, and being mindful of how messages are received, is a really important aspect. If you are trying to be supportive, but are coming across as directive, this prevents you from being able to demonstrate a situational approach to your team members. I am currently applying the situational approach to a team skills audit and development plan. The framework has helped me to identify the range of confidence in my team.

Gemma Storer, Team Manager, NSPCC

“Firstly I would like to say that I feel privileged to have been given the opportunity to do the apprenticeship. One of my long term goals was to be the Centre Manager for the National Training Centre and I am happy to say this has now become a reality, All that I have learnt in the past 10 months has helped me achieve this, I even quoted the Covey Matrix in my application form and communicating with different audiences, stakeholders and staff welfare in my interview.

In my new role I will direct line manage two more people and one of these line manages 4 people, so I know that I will put into practise most of what I have learnt and look forward to the challenge, knowing that I have the knowledge to do a good job thanks to the apprenticeship.”

Sam Oxford, Centre Coordinator, NSPCC

“I have been struck recently how the conversations with my PDE about providing feedback have directly impacted on how I approach this with my team. For the most part, I find my team are high achievers and meticulous in their delivery of the service. However, the recent learning has brought home to me just how important it is that positive feedback is also specific – not just that what they are doing is great, but in what way and the impact they are having on the service and the learning of their colleagues, so they feel motivated to continue these behaviours as they can see that they are noticed and appreciated. It also got me thinking about what’s to be gained in providing feedback if I am feeling emotional in some way about a negative situation – better to reflect and consider how best to move things forward rather than simply pass on the feeling in the moment.”

Sarah Walker, Schools Service Area Coordinator – Kent & Medway, NSPCC

“I just wanted to send you my heartfelt thanks for being such a supportive, flexible and all round brilliant PDE. You have been a huge part of my journey and my really positive experience of this programme, so for that, thank you. On many an occasion during my recent furlough, you offered enormous flexibility, often having late evening 121s and flexing your time to suit in order that I could get to EPA. I am so pleased that I signed up to the programme, it has been hugely challenging at times but I got there with your support and now feel an enormous sense of achievement and satisfaction both personally and professionally.

Three of my line reports have also enrolled in the programme and they have all shared very positive feedback. It’s a brilliant programme and has made me challenge my way of thinking, equipped me with tools which I know I will take forwards long into my professional career and continue to adopt in my current role at the NSPCC.”

Nikki Donohoe, Head of Special Events – Partnerships, NSPCC

The Corndel Level 3 Diploma in Management

The Corndel Level 3 Diploma in Management is a 13-month coaching and training programme for front-line managers.

Our offer

Our programme introduces participants to tools and frameworks which help them effectively manage people and resources, and uses one-to-one coaching to instil professional management behaviours.

Delivered across income streams, business functions and throughout service provisions, it turns front-line management into business advantage, driving efficiency, productivity and financial performance.

Underpinned by one-to-one coaching, the programme develops strategic management capabilities, leadership skills, self-awareness and communication skills.

What to expect

Each participant is paired with an experienced management coach, who works with them intensively to support their personal and professional development objectives identified through 360° feedback.

Drawing on Corndel's library of original content, participants complete embedded Continuing Professional Development activities which help them change the way they manage in the workplace.

Corndel brings each cohort together throughout the year for workshops focused around key business priorities, as well as management best practices such as time management, delegation and effective communication.

A recognised qualification?

At the end of the programme participants are awarded a Chartered Management Institute (CMI) Certificate in Principles of Management and Leadership.

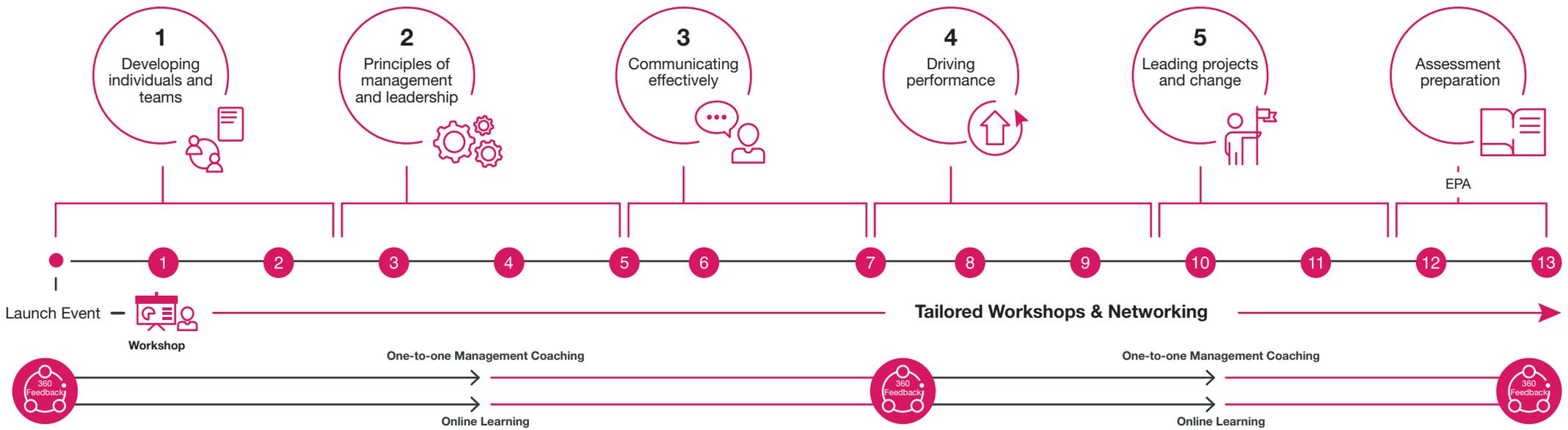
On completion, participants achieve Foundation Chartered Manager (fCMgr) status from the CMI.



Programme features

- 13 months
- 5 units
- Tailored workshops
- Fortnightly coaching
- CMI Level 3 Principles of Management and Leadership
- Foundation Chartered Manager status from CMI

Level 3 Diploma in Management structure



UNIT 1: Developing individuals and teams

- Developing your team
- Coaching and mentoring
- Learning styles
- Reviewing competency
- Appraisals
- Personal development plans

UNIT 2: Principles of management and leadership

- Organisational strategy
- Leadership versus management
- Situational leadership
- Theory X and Theory Y
- Trust
- Organisational governance

UNIT 3: Communicating effectively

- Methods of communication
- Active listening and emotional intelligence
- Motivation
- Developing customer focus
- Holding management meetings
- Evaluating feedback

UNIT 4: Driving performance

- SMART objectives
- Time management
- Team working
- RAG reporting
- Feedback
- Resource types & responsibilities

UNIT 5: Leading projects and change

- Continuous improvement
- Implementing change
- Cost-benefit analysis
- Force field analysis
- The project life cycle
- Monitoring and reviewing changes

Case study

Learner Emma Atkinson, Senior Manager for Retail Innovation and Nicola Durkin, Lead PDE

ASDA



Since 2018, Asda has chosen Corndel to deliver their Leadership and Management training programmes. They highly valued the one-to-one professional coaching model, alongside the ability to tailor the programmes to align with their organisational L&D strategy.

Corndel's Level 3 Diploma in Management supports Asda colleagues at C8 level to prepare for leadership and management roles. Some learners have been promoted to C10, upon course completion, where they can put their new-found skills into practice managing larger teams. C10 Managers can then go onto the Corndel Level 5 Diploma in Leadership and Management. From there, they can be promoted into Senior Management roles. The first cohorts of learners embarked on Corndel programmes in March 2018. 54 learners enrolled on Level 5 and another 54 on Level 3.

Since then nearly 200 learners have enrolled onto these programmes. In 2020, Asda selected Corndel to help them fill their future identified digital skills gap, by providing the Corndel Level 4 Diploma in Data Analytics. They additionally asked Corndel to deliver the Level 4 programme in Project Management, which commenced in June 2020.

Learner, Emma Atkinson, Senior Manager for Retail Innovation at Asda, completed Level 5. Emma gained a Level 5 Distinction and was promoted towards the end of her course, now managing a large team. She shares her experience on the programme:

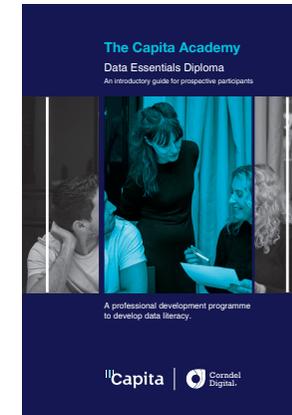
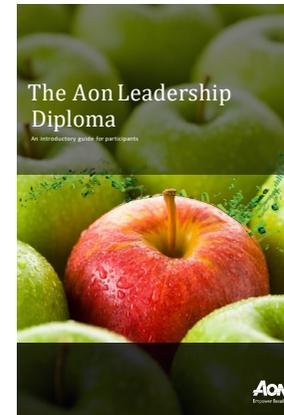
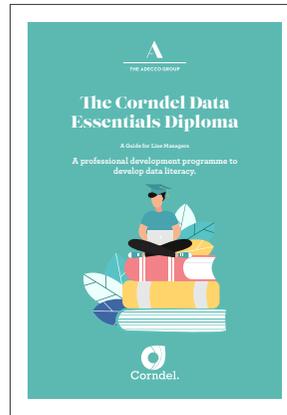
“Whilst on the programme, I moved laterally into a new team, within a completely different area. Some of the modules I completed as part of the Diploma, including managing stakeholders, setting a project and strategic development, really helped with this transition. Overall the format of the programme and the clear structure made it very manageable. I never felt overwhelmed. I enjoyed the blended nature of the materials, and the bite-sized chunks of learning, but my favourite element was undoubtedly the coaching. My coach Nicola, had a vast amount of Leadership and Management knowledge and it was very useful to have someone outside my organisation to bring a different perspective. She clearly had a vested interest in developing and supporting me.”

Nicola Durkin, Lead PDE has worked with three cohorts of Asda learners now:

“Our relationship with Asda benefits from consistency and openness” explains Nicola. “As PDEs we understand how Asda is structured and what learners need to do to progress from a C8 (prospective manager) to a C10 (manager) or above. The continuity that we are able to offer, helps us to increase our understanding of their organisational aims too.”

Tailoring your programmes

We work in partnership to customise Levy-funded programmes to meet your wider organisational needs.



Identity

We partner with your L&D team to give your programme a memorable identity, ensuring that it aligns with and incorporates your company values and addresses the challenges specific to your sector and business.

Audience-driven

Corndel works with organisations to use the Levy to design programmes that address specific needs. Past examples include:

- Parent Returners programme for Compass Group in partnership with Mumsnet
- A programme specifically for retail managers in partnership with the British Retail Consortium
- Personal development opportunity for furloughed managers at The Adecco Group
- A Future Leaders programme designed to rebalance under representation at ASOS

Aligned

We design programmes that align with your wider L&D initiatives. From using the Levy to help your graduates develop best practice management skills early in their careers, to providing more experienced managers with extra modules that supplement and embed your organisational values.

Personalised

As our model is based on one-to-one coaching, we can take a situational, learner-led approach. The huge success of learners draws heavily on our ability to work at such a granular level, flexing the learning material to resonate with individuals.



Our partnership with Corndel is one grounded in flexibility, adaptability and proactivity. We find Corndel a highly professional organisation to work with.

Lynsey Taylor, Apprenticeship Manager,
Asda

Our coaching team sets us apart

Corndel recruits exceptional individuals.

We have the expertise needed to work with charity managers and leaders. Our Professional Development Expert coaches (PDEs) understand the complexities and intricacies of the charity sector – from governance to change management, our programmes are delivered by charity professionals.



Louise Clarke, Professional Development Expert at Corndel, combines a decade of experience in the charitable sector with a Master's degree in Voluntary Sector Management, as well as an extensive career in the private sector.

Why the largest and most successful charities in the UK work with Corndel



100+ in-house coaches

The success of our learners is dependent on the quality of our coaches. That's why we permanently employ each of our coaches – ensuring we attract, recruit, and retain the very best.



Third sector experience

Our coaches have a wealth of experience to share with their learners through one-to-one support.



Experts who learn to teach

It's an important distinction – our coaches are experts in their field, at a point in their careers where they are ready to give back and share their expertise with others.



Culture of life-long learning

Corndel is built by people committed to the value of life-long learning and development. We are driven by the impact our programmes have on learners' day-to-day capabilities and long-term career development.



One team

Behind each learner is an experienced coach; and behind each client is a dedicated account management team. We have a shared vision with you as our client – to delight and progress our learners.



Genuine talent partners

We work in partnership with you as an employer, getting to know and taking care of your learners from enrolment through to programme graduation.

About Corndel

Corndel is an industry leading leadership and digital training company. We work with some of the UK's largest and most successful organisations.



Why choose Corndel



We are market leaders in designing and delivering practical, tailored apprenticeship programmes at zero cost to our clients.



We work with over 5,000 learners annually, helping each of them do their jobs better and enhance their careers.



Bite-sized, modular course content that aligns with day-to-day working practices is delivered through video, audio and text.



Dedicated personal coaching underpins every Corndel learning experience, developing practical skills that deliver real impact.



Talk to us about how to use your apprenticeship levy to upskill your management team:

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