

# Behaviours Mapping

## Level 5 Diploma for Leaders and Managers

This document outlines how the assessment criteria used in the ILM Level 5 Diploma for Leaders and Managers can be used to gather evidence of the behaviours required for successful completion of the Operations/Departmental Manager 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 5 Diploma for Leaders and Managers could be used to demonstrate each of the behaviours in the apprenticeship standard.



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**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)
Building Relationships	1.1 Create a climate of mutual trust and respect by behaving openly and honestly.
	1.2 Address issues that may affect stakeholder relationships.
	2.1 Carry out research to prepare for the negotiation, identifying costs and benefits for both parties.
	2.2 Establish a negotiating position taking into account ideal and minimum acceptable outcome.
	2.3 Conduct a negotiation to achieve an outcome at or above the minimum acceptable.
	2.4 Produce an agreement and course of action that is acceptable to both parties.
	2.5 Review own performance in the negotiation process.
	3.1 Assess a conflict situation, selecting an appropriate conflict management model to resolve it.
	3.2 Apply chosen model to resolve conflict situation.
	3.3 Review how effectively the conflict was managed.
	4.1 Identify and share good practice across different levels of an organisation.
	4.2 Take action to ensure that good practice is embedded.
	4.3 Evaluate the extent to which the good practice has been embedded.
	5.1 Identify work that would benefit from collaboration.
	5.2 Conduct a cost benefit analysis of any potential collaboration.
	5.3 Secure agreement/investment for collaborative working.
	5.4 Create a plan for collaborative working.
	5.5 Work collaboratively to achieve an agreed outcome.
	5.6 Reflect on the effectiveness of the collaborative working arrangements.

Demonstrated BEHAVIOURS															
Takes Responsibility				Professionalism				Inclusive			Agile				
1	2	3	4	1	2	3	4	1	2	3	1	2	3	4	
Drive to achieve in all aspects of work.	Demonstrates resilience and accountability.	Determination when managing difficult situations.	Seeks new opportunities.	Sets an example.	Is fair, consistent and impartial.	Open and honest.	Operates within organisational values.	Open, approachable and authentic.	Able to build trust with others.	Seeks the views of others and values diversity.	Flexible to the needs of the organisation.	Is creative, innovative and enterprising when seeking solutions to business needs.	Positive and adaptable, responding well to feedback and need for change.	Open to new ways of working.	
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Unit Title	Assessment Criteria (AC)
Leading People	1.1 Analyse how organisation's vision and goals relate to own team.
	1.2 Communicate organisation's vision and goals to team.
	1.3 Assess team members' understanding of how they contribute to achievement of vision and goals.
	2.1 Use motivational techniques to support the development of others.
	2.2 Use appropriate coaching and mentoring models to improve performance of individuals.
	2.3 Produce records of coaching and mentoring activity.
	2.4 Review the effectiveness of performance improvement activities.
	3.1 Describe the features of a High Performing Team.
	3.2 Set objectives and measures for a High Performing Team.
	3.3 Ensure the team has the balance of skills needed to facilitate high performance working.
	3.4 Ensure team members share leadership and accountability for achieving best quality outcomes with resources available.
	3.5 Monitor and support team in achieving objectives.
	3.6 Review team performance in achieving objectives.
	4.1 Evaluate the impact of a change on own team including the effect on: <ul style="list-style-type: none"> <li>● individuals</li> <li>● team</li> <li>● operations</li> </ul>
	4.2 Implement a strategy to support team through change.
4.3 Reflect on how effectively individuals and team have been supported through change.	

Demonstrated BEHAVIOURS															
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1	2	3	4	1	2	3	4	1	2	3	1	2	3	4	
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				Takes Responsibility				Professionalism				Inclusive			Agile				
				1	2	3	4	1	2	3	4	1	2	3	1	2	3	4	
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Managing people	1.1	Set individual and team objectives, based on operational plan.							●		●								
	1.2	Analyse information from a range of sources on individual and team performance.							●										
	1.3	Undertake 1-2-1s and appraisals to support development and monitor performance.			●	●			●	●			●						
	1.4	Develop the strengths that exist within a team to improve performance.		●						●		●				●			
	1.5	Implement strategies to improve individual and team performance.		●													●	●	
	2.1	Evaluate opportunities for developing talent within a team.					●			●	●			●				●	
	2.2	Manage talent through: <ul style="list-style-type: none"> <li>Reward and recognition</li> <li>Succession planning</li> <li>Supporting development</li> <li>Empowering team members</li> </ul>					●		●		●		●		●				
	2.3	Review the effectiveness of talent management activities.							●		●			●					
	3.1	Assess suitable opportunities for delegation, taking into account capacity and capability.					●		●			●	●					●	
	3.2	Delegate work, providing clear guidelines and parameters.			●								●		●				
	3.3	Monitor and provide support appropriate to the level of delegation.			●					●			●		●				
	3.4	Review and provide feedback on delegated work.			●					●			●						





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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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For more information contact  
ILM Customer Services

**T +44 (0)1543 266 864**  
**E [customer@i-l-m.com](mailto:customer@i-l-m.com)**

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ILM  
1 Giltspur Street  
London EC1A 9DD  
[www.i-l-m.com](http://www.i-l-m.com)  
[@ILM\\_UK](https://www.instagram.com/ilm_uk)

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