**Senior Leader Apprenticeship Module Mapping - KSBs by Module (Sept starters)**

**Sept 23- Mar 24 Module 1 – Managing Strategy, Innovation and Change (D1; D4; D9) – 10 plus 2 of 4 Bs**

* K1: How to shape organisational mission, culture and values.
* K2: Organisation structures; business modelling; diversity; global and horizon scanning perspectives; governance and accountability; technological and policy implications.
* K4: Innovation; the impact of disruptive technologies (mechanisms that challenge traditional business methods and practices); drivers of change and new ways of working across infrastructure, processes, people and culture and sustainability.
* K7: Competitive strategies and entrepreneurialism, approaches to effective decision making, and the use of big data and insight to implement and manage change.
* K13: The external social and political environment and use of diplomacy with diverse groups of internal and external stakeholders.
* S1: Use horizon scanning and conceptualisation to deliver high performance strategies focusing on growth/sustainable outcomes.
* S4: Lead change in their area of responsibility, create an environment for innovation and creativity, establishing the value of ideas and change initiatives and driving continuous improvement.
* S6: Act as a Sponsor/Ambassador, championing projects and transformation of services across organisational boundaries *such as those impacted by sustainability and the UK Net Carbon Zero by 2050 target.*
* S10: Oversee development and monitoring of financial strategies and setting of organisational budgets based on Key Performance Indicators (KPIs), and challenge financial assumptions underpinning strategies.
* S12: Oversee procurement, supply chain management and contracts *such as consideration of sustainable approaches*

**Mar 24- Sept 24: Module 2 – Social Responsibility, Governance and Risk (D2; D3; D5; D11; D12) – 6 plus 2 of 4 Bs**

* K6: Ethics and values-based leadership theories and principles.
* K17: Crisis and risk management strategies.
* K19: Approaches to developing a Corporate Social Responsibility programme.
* S5: Lead and respond in a crisis situation using risk management techniques.
* S7: Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management.
* S8: Apply principles relating to Corporate Social Responsibility, Governance and Regulatory compliance.
* B1: Work collaboratively enabling empowerment and delegation.
* B2: Take personal accountability aligned to clear values.
* B4: Value difference and champion diversity.
* B5: Seek continuous professional development opportunities for self and wider team.

**Sept 24- Mar 25: Module 3 – People, culture and communications (D6; D7; D8; D10) – 11 plus 2 of 4 Bs**

* K10: Organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures.
* K11: Approaches to strategic workforce planning, for example, talent management, learning organisations, group work, workforce design, succession planning, diversity and inclusion.
* K18: Coaching and mentoring techniques.
* K20: The organisation’s developing communications strategy and its link to their area of responsibility
* S9: Drive a culture of resilience and support development of new enterprise and opportunities.
* S21: Shape and manage the communications strategy for their area of responsibility.
* S14: Create an inclusive culture, encouraging diversity and difference and promoting well-being.
* S15: Give and receive feedback at all levels, building confidence and developing trust, and enable people to take risks and challenge where appropriate.
* S16: Enable an open culture and high-performance working environment and set goals and accountabilities for teams and individuals in their area.
* S17: Lead and influence people, building constructive working relationships across teams, using matrix management where required.
* S18: Optimise skills of the workforce, balancing people and technical skills and encouraging continual development.
* B1: Work collaboratively enabling empowerment and delegation.
* B2: Take personal accountability aligned to clear values.
* B4: Value difference and champion diversity.
* B5: Seek continuous professional development opportunities for self and wider team.

**Mar25 -June/ Sept 25: Module 4 – Delivering Value at Work – 14 plus 1 B**

* K3: New market strategies, changing customer demands and trend analysis.
* K5: Systems thinking, knowledge/data management, research methodologies and programme management.
* K8: Financial strategies, for example scenarios, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and non- financial information such as the implications of sustainable approaches
* K9: Financial governance and legal requirements, and procurement strategies.
* K12: Influencing and negotiating strategies both upwards and outwards.
* K14: Working with board and other company leadership structures.
* K15: Brand and reputation management.
* K16: Working with corporate leadership structures, for example, the markets it operates in, roles and responsibilities, who its stakeholders are and what they require from the organisation and the sustainability agenda.
* S2: Set strategic direction and gain support for it from key stakeholders.
* S3: Undertake research, and critically analyse and integrate complex information.
* S11: Uses financial data to allocate resources.
* S13: Use personal presence and "storytelling" to articulate and translate vision into operational strategies, demonstrating clarity in thinking.
* S19: Manage relationships across multiple and diverse stakeholders.
* S20: Lead within their area of control/authority, influencing both upwards and outwards, negotiating and using advocacy skills to build reputation and effective collaboration.
* B3: Curious and innovative - exploring areas of ambiguity and complexity and finding creative solutions.

**Module 5 – 60 credit – Extended Work Based Project**

Complete EPA Preparation days