



### **ILM Level 5**

# Qualifications in Leadership and Management

### Who are these qualifications for?

The Level 5 Award, Certificate or Diploma in Leadership and Management are designed for practising middle managers, helping them to develop their skills and experience, improve performance and prepare for senior management responsibilities.

### Benefits for individuals

- Use core management techniques to drive better results
- Develop your ability to lead, motivate and inspire
- Provide strategic leadership as well as day-to-day management
- Benchmark your managerial skills
- Raise your profile in your organisation.

### Benefits for employers

- Encourage strategic thinking at this level of management to foster business improvement
- Engage middle managers with training and development these qualifications are designed to provide clear, measurable benefits to career-minded professionals
- Customise these qualifications to your development needs.

The qualifications are made up of a broad range of units covering skills in six core areas – working with people, managing yourself and personal skills, providing direction, facilitating innovation and change, achieving results, and using resources. The flexibility in unit choice allows the qualification to be tailored to meet the needs of the individual and employer.

### **Progression**

These qualifications will provide progression opportunities to other qualifications including:

• ILM Level 5 Diploma in Principles of Leadership and Management.





## **Qualification overview**

| Qualification title<br>Level 5 Award in<br>Leadership and Management<br>QAN: 600/5855/9 | Credit value Minimum 6 credits Maximum 12 credits | Total qualification time 60 hours | <ul> <li>Structure</li> <li>One hour induction</li> <li>At least three hours tutorial support</li> <li>Minimum of two units from Group 1</li> <li>All units must be taken from Group 1</li> </ul> |
|---|---|-----------------------------------|---|
| Level 5 Certificate in<br>Leadership and Management<br>QAN: 600/5854/7                  | Minimum<br>13 credits<br>Maximum<br>36 credits    | 130 hours                         | <ul> <li>Two hour induction</li> <li>At least seven hours tutorial support</li> <li>Minimum of 7 credits from Group 1</li> <li>Maximum of 6 credits from Group 2</li> </ul>                       |
| Level 5 Diploma in<br>Leadership and Management<br>QAN: 600/5856/0                      | Minimum<br>37 credits                             | 370 hours                         | <ul> <li>Two hour induction</li> <li>At least seven hours tutorial support</li> <li>Choice of optional units from Groups 1 and 2</li> <li>Maximum of 18 credits from Group 2</li> </ul>           |

<sup>\*</sup>Refer to table below for unit details

## **Rules of combination**

### **Award**

- Minimum 6 credits, maximum 12 credits
- Minimum of two units from Group 1
- All units must be taken from Group 1

### Certificate

- Minimum 13 credits, maximum 36 credits
- Minimum of 7 credits from Group 1
- Maximum of 6 credits from Group 2

## **Diploma**

- Minimum 37 credits
- Choice of units from Groups 1 and 2
- Maximum of 18 credits from Group 2

## **APL** of expired units

8607-530 Level 5 Understanding the Skills, Principles and Practice of Effective Management Coaching and Mentoring (5 credits) UAN ref: L/503/9614

Please note any new learners registered from 1 July 2020 must complete the current unit(s) as follows: 550 not 530

Any learner who has already achieved 530 or who is on programme but was registered prior to 1 July 2020 may claim 530 as APL.



## Overview of units

## Group 1

| 8607-501 Managing Improvement 8007-502 Making a Financial Case 8007-503 Making a Financial Case 8007-504 Leading Innovation and Change 8007-505 Managing Individual Development 5 4 18 8007-505 Managing Individual Development 5 4 18 8007-506 Managing Individual Development 5 4 18 8007-507 Understanding the Organisational Environment 5 5 5 24 8007-508 Understanding Organisational Culture and Ethics 8007-509 Understanding Organisational Culture and Ethics 8007-509 Managing Streen Relations 8007-501 Managing Green Relations 8007-501 Managing Green Relations 8007-510 Managing Projects in the Organisation  | Reference | Unit title  | Level | CV* | GLH** | eWorkbook† |
|--|-----------|---|-------|-----|-------|------------|
| 8607-503 Developing Critical Thinking  | 8607-501  | Managing Improvement  | 5     | 3   | 8     |            |
| 8607-504       Leading Innovation and Change       5       5       24         8607-505       Managing Individual Development       5       4       18         8607-506       Managing Stress and Conflict in the Organisation  | 8607-502  | Making a Financial Case   | 5     | 3   | 14    |            |
| 8607-505 Managing Individual Development 5 4 18 8607-506 Managing Stress and Conflict in the Organisation  | 8607-503  | Developing Critical Thinking  | 5     | 4   | 18    |            |
| 8607-506 Managing Stress and Conflict in the Organisation  | 8607-504  | Leading Innovation and Change   | 5     | 5   | 24    |            |
| 8607-507       Understanding the Organisational Environment       5       5       24         8607-508       Understanding Organisational Culture and Ethics       5       3       12         8607-509       Managing Gustomer Relations       5       3       10         8607-509       Managing Gre Efficiency and Effectiveness       5       4       18         8607-511       Managing Projects in the Organisation  | 8607-505  | Managing Individual Development   | 5     | 4   | 18    |            |
| 8607-508       Understanding Organisational Culture and Ethics       5       3       12         8607-5090       Managing Customer Relations       5       3       10         8607-510       Managing for Efficiency and Effectiveness       5       4       18         8607-511       Managing Projects in the Organisation  | 8607-506  | Managing Stress and Conflict in the Organisation                                | 5     | 3   | 8     | WB6        |
| 8607-509       Managing Customer Relations       5       3       10         8607-510       Managing for Efficiency and Effectiveness       5       4       18         8607-511       Managing Projects in the Organisation   | 8607-507  | Understanding the Organisational Environment                                    | 5     | 5   | 24    |            |
| 8607-510       Managing for Efficiency and Effectiveness       5       4       18         8607-511       Managing Projects in the Organisation   | 8607-508  | Understanding Organisational Culture and Ethics                                 | 5     | 3   | 12    |            |
| 8607-511 Managing Projects in the Organisation   | 8607-509  | Managing Customer Relations   | 5     | 3   | 10    |            |
| 8607-512       Managing Resources       5       4       12         8607-513       Managing Information       5       4       12         8607-514       Managing Recruitment       5       5       24         8607-515       Managing Work Analysis       5       3       12         8607-516       Analysing and Interpreting Statistics to Inform Management Decisions       5       2       10         8607-517       Understanding the Management of Facilities       5       2       9         8607-518       Making Professional Presentations  | 8607-510  | Managing for Efficiency and Effectiveness                                       | 5     | 4   | 18    |            |
| 8607-513 Managing Information 5 4 12 8607-514 Managing Recruitment 5 5 2 24 8607-515 Managing Work Analysis 5 3 12 8607-515 Managing Work Analysis 5 3 12 8607-516 Analysing and Interpreting Statistics to Inform Management Decisions 5 2 10 8607-517 Understanding the Management of Facilities 5 2 9 9 8607-518 Making Professional Presentations  | 8607-511  | Managing Projects in the Organisation   | 5     | 4   | 18    | WB9        |
| 8607-514 Managing Recruitment 8607-515 Managing Work Analysis 8607-516 Analysing and Interpreting Statistics to Inform Management Decisions 8607-517 Understanding the Management of Facilities 8607-518 Making Professional Presentations ● 8607-519 Developing and Leading Teams to Achieve Organisational Goals and Objectives 8607-519 Developing and Leading Teams to Achieve Organisational Goals and Objectives 8607-520 Assessing Your Own Leadership Capability and Performance 8607-521 Managing Own Continuing Professional Development (Certificate and Diploma only) 8607-522 Becoming an Effective Leader 8607-523 Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery 8607-524 Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only) 8607-525 Improving and Maintaining the Organisation's Environmental Performance 9 5 5 14 8607-526 Managing Remote Workers 9 5 5 12 8607-527 Partnership Working ● 9 5 4 10 WB8 9 8 8 8 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9  | 8607-512  | Managing Resources  | 5     | 4   | 12    |            |
| 8607-515 Managing Work Analysis 8607-516 Analysing and Interpreting Statistics to Inform Management Decisions 8607-517 Understanding the Management of Facilities 8607-518 Making Professional Presentations ● 5 2 9 8607-518 Making Professional Presentations ● 5 2 9 8607-519 Developing and Leading Teams to Achieve Organisational Goals and Objectives 8607-520 Assessing Your Own Leadership Capability and Performance 8607-521 Managing Own Continuing Professional Development (Certificate and Diploma only) 8607-522 Becoming an Effective Leader 8607-523 Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery 8607-524 Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only) 8607-525 Improving and Maintaining the Organisation's Environmental Performance 95 14 12 8607-526 Managing Remote Workers 9607-528 Understanding Governance of Organisations 95 14 10 WB8 8607-529 Knowledge and Information Management 95 15 36 8607-531 Improving Own Leadership Performance Through Action Learning (Diploma only) 9607-531 Improving Own Leadership Performance Through Action Learning (Diploma only) 97 15 20 10 10 10 10 10 10 10 10 10 10 10 10 10  | 8607-513  | Managing Information  | 5     | 4   | 12    |            |
| 8607-516 Analysing and Interpreting Statistics to Inform Management Decisions  5 2 10  8607-517 Understanding the Management of Facilities  5 2 9  8607-518 Making Professional Presentations    8607-519 Developing and Leading Teams to Achieve Organisational Goals and Objectives  5 4 18  8607-520 Assessing Your Own Leadership Capability and Performance  5 6 15  8607-521 Managing Own Continuing Professional Development (Certificate and Diploma only)  5 15 20  8607-522 Becoming an Effective Leader  8607-523 Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery  8607-524 Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  8607-525 Improving and Maintaining the Organisation's Environmental Performance  5 5 14  8607-526 Managing Remote Workers  5 5 12  8607-527 Partnership Working    8607-528 Understanding Governance of Organisations  5 14  8607-529 Knowledge and Information Management  8607-531 Improving Own Leadership Performance Through Action Learning (Diploma only)  8607-533 Managing Mental Health in the Workplace  | 8607-514  | Managing Recruitment  | 5     | 5   | 24    |            |
| 8607-517 Understanding the Management of Facilities  8607-518 Making Professional Presentations    8607-519 Developing and Leading Teams to Achieve Organisational Goals and Objectives  5 2 9 WB14  8607-519 Developing and Leading Teams to Achieve Organisational Goals and Objectives  5 4 18  8607-520 Assessing Your Own Leadership Capability and Performance  5 6 15  8607-521 Managing Own Continuing Professional Development (Certificate and Diploma only)  5 15 20  8607-522 Becoming an Effective Leader  8 7 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9 9  | 8607-515  | Managing Work Analysis  | 5     | 3   | 12    |            |
| 8607-518 Making Professional Presentations    8607-519 Developing and Leading Teams to Achieve Organisational Goals and Objectives    8607-520 Assessing Your Own Leadership Capability and Performance    8607-521 Managing Own Continuing Professional Development (Certificate and Diploma only)    8607-522 Becoming an Effective Leader    8607-523 Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery    8607-524 Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)    8607-525 Improving and Maintaining the Organisation's Environmental Performance    8607-526 Managing Remote Workers    8607-527 Partnership Working    8607-528 Understanding Governance of Organisations    8607-529 Knowledge and Information Management    8607-531 Improving Own Leadership Performance Through Action Learning (Diploma only)    8607-533 Managing Mental Health in the Workplace    85  | 8607-516  | Analysing and Interpreting Statistics to Inform Management Decisions            | 5     | 2   | 10    |            |
| 8607-519Developing and Leading Teams to Achieve Organisational Goals and Objectives54188607-520Assessing Your Own Leadership Capability and Performance56158607-521Managing Own Continuing Professional Development (Certificate and Diploma only)515208607-522Becoming an Effective Leader5598607-523Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery5888607-524Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)511128607-525Improving and Maintaining the Organisation's Environmental Performance55148607-526Managing Remote Workers55128607-527Partnership Working Partnership Working Normance of Organisations5410WB88607-529Knowledge and Information Management55148607-531Improving Own Leadership Performance Through Action Learning (Diploma only)515368607-533Managing Mental Health in the Workplace538   | 8607-517  | Understanding the Management of Facilities                                      | 5     | 2   | 9     |            |
| 8607-520 Assessing Your Own Leadership Capability and Performance  8607-521 Managing Own Continuing Professional Development (Certificate and Diploma only)  8607-522 Becoming an Effective Leader  8607-523 Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery  8607-524 Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  8607-525 Improving and Maintaining the Organisation's Environmental Performance  5 5 7 14  8607-526 Managing Remote Workers  5 5 12  8607-527 Partnership Working ●  10 WB8  8607-528 Understanding Governance of Organisations  11 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  12 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  8607-525 Improving and Maintaining the Organisation's Environmental Performance  5 5 14  8607-526 Managing Remote Workers  5 5 12  8607-527 Partnership Working ●  10 WB8  8607-528 Understanding Governance of Organisations  11 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  12 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  13 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  14 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  15 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  16 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  17 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  18 Number of the Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  19 Number of the Methodologies to Operational Problems in Service Delive  | 8607-518  | Making Professional Presentations   | 5     | 2   | 9     | WB14       |
| 8607-521Managing Own Continuing Professional Development (Certificate and Diploma only)515208607-522Becoming an Effective Leader5598607-523Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery5888607-524Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)511128607-525Improving and Maintaining the Organisation's Environmental Performance55148607-526Managing Remote Workers55128607-527Partnership Working   | 8607-519  | Developing and Leading Teams to Achieve Organisational Goals and Objectives     | 5     | 4   | 18    |            |
| Becoming an Effective Leader  Becoming an Effective Leader  Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery  Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  Beor-525 Improving and Maintaining the Organisation's Environmental Performance  Managing Remote Workers  Managing Remote Workers  Partnership Working  Understanding Governance of Organisations  Knowledge and Information Management  Managing Own Leadership Performance Through Action Learning (Diploma only)  Managing Mental Health in the Workplace  5 5 9  8 8  8 8  8 8  8 9  8 9  9 9  9  | 8607-520  | Assessing Your Own Leadership Capability and Performance                        | 5     | 6   | 15    |            |
| Preparing to Apply Lean Production and Improvement Methodologies to Operational Problems in Service Delivery  Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  B607-525 Improving and Maintaining the Organisation's Environmental Performance 5 5 14 5 12 5 12 5 12 6 14 10 WB8 15 10 WB8 1607-527 Partnership Working  | 8607-521  | Managing Own Continuing Professional Development (Certificate and Diploma only) | 5     | 15  | 20    |            |
| Service Delivery  Applying Lean Production and Improvement Methodologies to Operational Problems in Service Delivery (Certificate and Diploma only)  8607-525 Improving and Maintaining the Organisation's Environmental Performance  5 5 14  8607-526 Managing Remote Workers  5 5 12  8607-527 Partnership Working    9 5 4 10 WB8  8607-528 Understanding Governance of Organisations  5 6 18  8607-529 Knowledge and Information Management  5 5 14  8607-531 Improving Own Leadership Performance Through Action Learning (Diploma only)  5 15 36  8607-533 Managing Mental Health in the Workplace   | 8607-522  | Becoming an Effective Leader  | 5     | 5   | 9     |            |
| Service Delivery (Certificate and Diploma only)  8607-525 Improving and Maintaining the Organisation's Environmental Performance  5 5 14  8607-526 Managing Remote Workers  5 5 12  8607-527 Partnership Working   6 4 10 WB8  8607-528 Understanding Governance of Organisations  5 6 18  8607-529 Knowledge and Information Management  5 5 14  8607-531 Improving Own Leadership Performance Through Action Learning (Diploma only)  5 36  8607-533 Managing Mental Health in the Workplace  5 3 8  | 8607-523  |   | 5     | 8   | 8     |            |
| 8607-526 Managing Remote Workers  8607-527 Partnership Working   10 WB8  11 WB8  12 WB8  13 WB8  14 WB8  15 WB8  16 WB8  16 WB8  17 WB8  18 WB8  18 WB8  18 WB8  18 WB8  19 WB8  10 WB8  10 WB8  10 WB8  10 WB8  10 WB8  11 WB8  12 WB8  13 WB8  14 WB8  15 WB8  16 WB8  17 WB8  18 WB8  18 WB8  18 WB8  18 WB8  19 WB8  10 WBB  10 WB | 8607-524  |   | 5     | 11  | 12    |            |
| 8607-527       Partnership Working   | 8607-525  | Improving and Maintaining the Organisation's Environmental Performance          | 5     | 5   | 14    |            |
| 8607-528Understanding Governance of Organisations56188607-529Knowledge and Information Management55148607-531Improving Own Leadership Performance Through Action Learning (Diploma only)515368607-533Managing Mental Health in the Workplace538  | 8607-526  | Managing Remote Workers   | 5     | 5   | 12    |            |
| 8607-529Knowledge and Information Management55148607-531Improving Own Leadership Performance Through Action Learning (Diploma only)515368607-533Managing Mental Health in the Workplace538   | 8607-527  | Partnership Working   | 5     | 4   | 10    | WB8        |
| 8607-531 Improving Own Leadership Performance Through Action Learning (Diploma only) 5 15 36 8607-533 Managing Mental Health in the Workplace 5 3 8  | 8607-528  | Understanding Governance of Organisations                                       | 5     | 6   | 18    |            |
| 8607-533 Managing Mental Health in the Workplace 5 3 8   | 8607-529  | Knowledge and Information Management  | 5     | 5   | 14    |            |
| 8607-533 Managing Mental Health in the Workplace 5 3   | 8607-531  | Improving Own Leadership Performance Through Action Learning (Diploma only)     | 5     | 15  | 36    |            |
|  | 8607-533  |   | 5     | 3   | 8     |            |
|  | 8607-550  |   | 5     | 6   | 20    |            |

<sup>\*</sup>Credit value \*\*Guided learning hours  $\,^\dagger$  ILM eWorkbooks are available to support unit delivery



## Group 2

| Reference | Unit title  | Level | CV* | GLH** | eWorkbook† |
|-----------|---|-------|-----|-------|------------|
| 8607-400  | Understanding the Management Role to Improve Management Performance                           | 4     | 4   | 15    |            |
| 8607-401  | Planning and Leading a Complex Team Activity  | 4     | 4   | 6     |            |
| 8607-402  | Managing Equality and Diversity in Own Area   | 4     | 4   | 12    | WB2        |
| 8607-403  | Managing Risk in the Workplace  | 4     | 3   | 6     | WB11       |
| 8607-404  | Delegating Authority in the Workplace   | 4     | 3   | 3     |            |
| 8607-405  | Developing People in the Workplace  | 4     | 5   | 21    |            |
| 8607-406  | Developing Your Leadership Styles   | 4     | 4   | 10    |            |
| 8607-407  | Understanding Financial Management  | 4     | 3   | 12    |            |
| 8607-408  | Management Communication  | 4     | 4   | 18    |            |
| 8607-409  | Managing Personal Development (Diploma only)  | 4     | 15  | 6     |            |
| 8607-410  | Managing the Analysis of Secondary Data   | 4     | 4   | 15    |            |
| 8607-411  | Managing a Healthy and Safe Environment   | 4     | 2   | 9     |            |
| 8607-412  | Managing Meetings <b>@</b>  | 4     | 3   | 15    | WB5        |
| 8607-413  | Managing Marketing Activities   | 4     | 3   | 15    |            |
| 8607-414  | Data Collection and Analysis to Justify Management Decision Making                            | 4     | 2   | 10    |            |
| 8607-415  | Motivating People in the Workplace  | 4     | 2   | 6     | WB3        |
| 8607-416  | Solving Problems by Making Effective Decisions in the Workplace 😉                             | 4     | 3   | 14    | WB12       |
| 8607-417  | Managing and Implementing Change in the Workplace   | 4     | 6   | 24    | WB7        |
| 8607-418  | Understanding the Organisational Culture and Context  | 4     | 6   | 25    |            |
| 8607-419  | Understanding Work in Contemporary Society  | 4     | 3   | 8     |            |
| 8607-420  | Budgetary Planning and Control (e)  | 4     | 3   | 6     | WB10       |
| 8607-421  | Interpreting Financial Statements to Assess Organisational Performance Using Financial Ratios | 4     | 3   | 6     |            |
| 8607-422  | Understanding the Importance of Marketing for an Organisation                                 | 4     | 4   | 6     |            |
| 8607-423  | Using Quantitative Methods to Solve Management Problems                                       | 4     | 6   | 10    |            |
| 8607-424  | Understanding the Economics of the Marketplace  | 4     | 6   | 10    |            |
| 8607-425  | Developing Individual Mental Toughness  | 4     | 2   | 5     |            |
| 8607-426  | Understanding the Macro Economic Environment (Diploma only)                                   | 4     | 7   | 25    |            |
| 8607-427  | Developing a Culture to Support Innovation and Improvement                                    | 4     | 3   | 12    |            |
| 8607-601  | Managing Operations Research  | 6     | 3   | 10    |            |

<sup>\*</sup>Credit value \*\*Guided learning hours  $\,^\dagger$ ILM eWorkbooks are available to support unit delivery



### **eWorkbooks**

We offer a range of eWorkbooks on essential leadership and management topics. These interactive resources provide good coverage of the unit learning outcomes, with highly engaging activities that support the learning process and prepare learners to undertake the formal unit assessment.

The following eWorkbooks are available to support delivery of units highlighted with within this qualification:

- WB2 Managing inclusively
- WB3 Managing staff performance
- WB5 Managing meetings
- WB6 Managing team conflicts
- WB7 Managing change
- WB8 Managing collaboration
- WB9 Managing projects
- WB10 Managing budgets
- WB11 Managing risk
- WB12 Managing business improvement
- WB14 Managing presentations

Find out more: www.i-l-m.com/eworkbooks

## **Contact ILM**

The ILM Customer Service Team is dedicated to providing the very best in customer care. If you need guidance on any aspect of leadership and management development, whether at an individual or organisational level, contact II M.

### T 01543 266867

### E customer@i-l-m.com

All ILM qualifications are awarded by the City and Guilds of London Institute, which was founded in 1878 and is incorporated by Royal Charter.

### Learning resources

There is a range of materials available to support ILM qualifications through our online portal, Walled Garden, and the ILM website. Contact us to find out more.

### Institute of Leadership & Management membership

All ILM learners receive a minimum of 12 months membership of the Institute of Leadership & Management, bringing access to a wealth of resources to support their leadership development.

### Our ethos

Our qualifications combine innovative design with a strong focus on workplace performance. We believe this delivers well-rounded managers with a proven ability to perform to the required standards.