

## Senior Leader Master's Degree Apprenticeship

A leader is someone who has senior management responsibility, and this can include formal governance/director responsibilities. They are responsible for direction and vision, providing a clear sense of purpose and driving strategic intent. They take into account market trends and environmental influences, identifying longer-term opportunities and risks. Through inclusive leadership, they are responsible for developing ethical, innovative and supportive cultures with the ability to deliver results. They are a role model, with responsibility for those in senior positions/significant organisational budgets.

**Occupation /Profile:** Professional strategic leaders in the private, public or third sector and all sizes of organisation, who lead, manage and direct organisations. Specific job roles may include: Senior Leader, Section Leader, Executive, Director, Chief Operating Officer, Chief Financial Officer, Chief Executive Officer, Chief Information Officer, senior military officer.

### Requirements:

Knowledge	What is required
<b>Organisational Performance – delivering a long-term purpose</b>	
Strategy	Knows how to shape organisational vision, culture and values. Understands organisational structures; business modelling; diversity; global perspectives; governance and accountability; the external environment, social, technological and policy implications. Understands new market strategies, changing customer demands and trend analysis.
Innovation & Change	Understands 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. Knowledge of systems thinking, knowledge/data management, and programme management.
Enterprise & Risk	Knowledge of ethics and values based leadership; regulatory environments, legal, H&S and well-being and compliance requirements; corporate social responsibility; risk management, environmental impact and cyber security. Understands competitive strategies and entrepreneurialism, approaches to effective decision making, and the use of big data and insight to implement and manage change.
Finance	Understands financial strategies including scenarios, modelling and identifying trends, application of economic theory to decision-making, and how to evaluate financial and non-financial information. Understands financial governance and legal requirements, and procurement strategies.
<b>Interpersonal Excellence – leading people and developing collaborative relationships</b>	
Leading & Developing People	Knowledge of organisational/team dynamics and how to build engagement and develop high performance, agile and collaborative cultures. Understands approaches to strategic workforce planning including talent management, learning organisations, workforce design, succession planning, diversity and inclusion.
Developing Collaborative Relationships	Understands large scale and inter-organisational influencing and negotiation strategies. Knowledge of the external political environment and use of diplomacy with diverse groups of internal and external stakeholders. Understands working with board and company structures. Knowledge of brand and reputation management.

Skills	What is required
<b>Organisational Performance – delivering a long-term purpose</b>	
Strategy	Use of horizon scanning and conceptualisation to deliver high performance strategies focusing on growth/sustainable outcomes. Sets a clear agenda and gains support from key

	stakeholders. Able to undertake research, and critically analyse and integrate complex information.
Innovation and Change	Initiates and leads change in the organisation, creates environment for innovation and creativity, establishing the value of ideas and change initiatives and drives continuous improvement. Able to manage conflict. Manages partnerships, people and resources effectively, and measures outcomes. Acts where needed as a Sponsor, championing projects and transformation of services across organisational boundaries.
Enterprise and Risk	Challenge strategies and operations in terms of ethics, responsibility, sustainability, resource allocation and business continuity/risk management. Application of principles relating to Corporate Social Responsibility, Governance, Regulatory compliance. Drives a culture of resilience and supports development of new enterprise and opportunities.
Finance	Oversees financial strategies/management, results and setting organisational budgets, and challenges financial assumptions underpinning strategies. Is accountable for decisions based on relevant information e.g. Key Performance Indicators/scorecard. Uses financial data to allocate resources. Oversees procurement, supply chain management and contracts.
<b>Interpersonal Excellence – leading people and developing collaborative relationships</b>	
Engaging Employees	Uses personal presence and “storytelling” to articulate and translate vision into operational strategies, demonstrating clarity in thinking and using inspirational communication. Creates an inclusive culture, encouraging diversity and difference. Gives and receives feedback at all levels, building confidence and developing trust, and enables people to take risks.
Leading and Developing People	Enables an open and high performance working, and sets goals and accountabilities for teams and individuals. Leads and influences people, building constructive working relationships across teams, using matrix management where required. Ensures workforce skills are utilised, balancing people and technical skills and encouraging continual development.
Building Collaborative Relationships	Manages complex relationships across multiple and diverse stakeholders. Builds trust and rapport, with ability to positively challenge. Leads beyond area of control/authority, and able to influence, negotiate and use advocacy skills to build reputation and effective collaborations.

<b>Behaviours</b>	<b>What is required (developed and exhibited in the workplace)</b>
<b>Personal and interpersonal effectiveness</b>	
Leads by Example	Has high levels of self-awareness, emotional and social intelligence, empathy and compassion, and able to identify mental well-being in others. Works collaboratively enabling empowerment and delegation. Acts with humility and authenticity, is credible, confident and resilient.
Judgement and Challenge	Takes personal accountability aligned to clear values. Demonstrates flexibility and willingness to challenge when making decisions and solving problems. Instils confidence demonstrating honesty, integrity, openness, and trust.
Courage & Curiosity	Is confident and brave, willing to innovate, seeks new ideas and looks for contingencies. Manages complexity and ambiguity, comfortable in uncertainty, and is pragmatic.
Valuing Difference	Engaging with all – is ethical and demonstrates inclusivity, recognising diversity, championing, and enabling cultural inclusion. Empowers and motivates to inspire and support others.
Professional	Reflects on own performance, demonstrates professional standards in relation behaviour and ongoing development. Advocates the use of good practice within and outside the organisation.

**Duration:** The typical duration is 2 – 2 ½ years, depending on previous experience.

**Entry requirements:** Individual employers will set the selection criteria for their Apprenticeships. This may involve previous management experience, having undertaken an apprenticeship or qualifications.

**Qualifications** - Successful apprentices will achieve a Master’s degree in management [either MA, MSc or MBA]. English and Maths will be required at a minimum of Level 2 prior to the end point assessment.

**Level:** This apprenticeship standard is at Level 7.

**Link to professional registration:** Chartered Management Institute: successful apprentices eligible for Chartered Fellow or Chartered Manager member status depending on years of management experience. ILM –successful apprentices eligible for membership or fellowship, subject to requisite management experience.

**Review date:** This apprenticeship standard should be reviewed after three years.