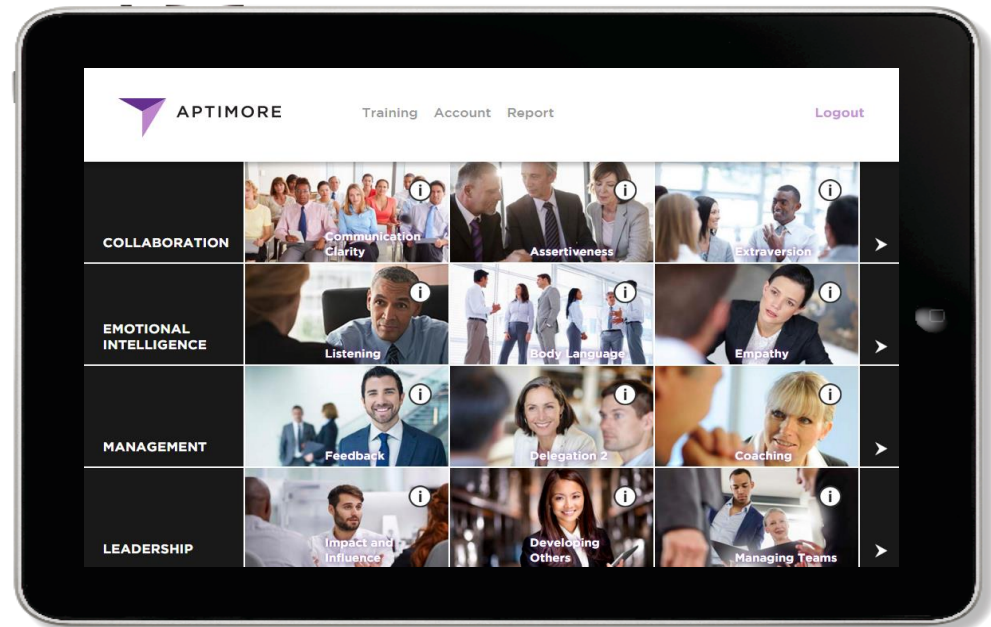




APTIMORE

Using Aptimore's online learning programme to deliver key knowledge, skills and behaviour elements of Level 3 and Level 5 Apprenticeship Standards



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Aptimore's online learning programme is an effective and economic way to deliver key knowledge, skills and behaviour elements of Level 3 and Level 5 Apprenticeship Standards.

The following pages show how the individual elements of the Level 3 and Level 5 Apprenticeship Standards are addressed by the Aptimore online learning units.

- Aptimore's learning units address most of the Interpersonal Excellence standards at both Level 3 (Team Leader/Supervisor) and Level 5 (Operations/Departmental Manager).
- The Aptimore learning units develop the Self-Awareness element of the Personal Effectiveness standards as well as aspects of Self-Management.
- The Aptimore learning units also underpin development of the key Behaviours defined by the standards.

The Aptimore online learning units are as follows:

Collaboration	C1	Extraversion/introversion
	C2	Assertiveness
	C3	Communication Clarity
	C4	Communication Tone
	C5	Communication Frequency
	C6	Personality in Teams
Emotional Intelligence	E1	Listening
	E2	Empathy
	E3	Reading Faces
	E4	Body Language
	E5	Motivation
Management	M1	Delegation 1
	M2	Delegation 2
	M3	Feedback
	M4	Coaching
	M5	Handling Underperformance
Leadership	L1	Impact and Influence
	L2	Managing Teams
	L3	Developing Others

Apprenticeship Standards: Level 3 Team Leader/Supervisor

Mapping against Aptimore Learning Units

KNOWLEDGE	What is required (through formal learning and applied according to business environment)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Leading People	Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion.	C1 Extraversion/Introversion C2 Assertiveness E1 Listening E2 Empathy M2 Delegation 2 M3 Feedback M4 Coaching M5 Handling Underperformance L1 Impact and Influence L2 Managing Teams L3 Developing Others	Supplement with further understanding of different types of organisational culture.
Managing People	Understand people and team management models, including team dynamics and motivation techniques. Understand HR systems and legal requirements and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback, and recognising achievement and good behaviour.	C1 Extraversion/Introversion C2 Assertiveness C6 Personality in Teams E5 Motivation M1 Delegation 1 M2 Delegation 2 M3 Feedback M5 Handling Underperformance L2 Managing Teams L3 Developing Others	Supplement with further understanding of HR systems and legal requirements.

Apprenticeship Standards: Level 3, mapping against Aptimore units (cont.)

KNOWLEDGE	What is required (through formal learning and applied according to business environment)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Building Relationships	Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. Know how to facilitate cross team working to support delivery of organisational objectives.	C2 Assertiveness C4 Communication Tone C6 Personality in Teams E1 Listening E2 Empathy E3 Reading Faces E4 Body Language E5 Motivation L1 Impact and Influence L2 Managing Teams	
Communication	Understand different forms of communication and their application. Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.	C3 Communication Clarity C4 Communication Tone C5 Communication Frequency C6 Personality in Teams E1 Listening E2 Empathy M3 Feedback L1 Impact and Influence	
Organisational Performance - delivering results			
Operational Management, Project Management and Finance as defined in the Apprenticeship Standards are outside the scope of Aptimore			

Apprenticeship Standards: Level 3, mapping against Aptimore units (cont.)

KNOWLEDGE	What is required (through formal learning and applied according to business environment)	APTIMORE UNITS	Suggested Additions
Personal Effectiveness - managing self			
Awareness of Self	Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence.	C1 Extraversion/Introversion C2 Assertiveness C6 Personality in Teams E1 Listening E2 Empathy E4 Body Language M3 Feedback L1 Impact and Influence	Supplement with models of learning styles. Learners also need to demonstrate awareness of unconscious bias.
Management of Self	Understand time management techniques and tools, and how to prioritise activities and approaches to planning.	Aptimore's personalised advice aids self-management in this regard	
Decision Making	Understand problem solving and decision making techniques, and how to analyse data to support decision making.	N/A	

Apprenticeship Standards: Level 3, mapping against Aptimore units (cont.)

SKILLS	What is required (acquired and demonstrated through continuous professional development)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Leading People	Able to communicate organisation strategy and team purpose, and adapt style to suit the audience. Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.	C3 Communication Clarity M4 Coaching L1 Impact and Influence L2 Managing Teams	Supplement with an understanding of the process aspects of managing change.
Managing People	Able to build a high-performing team by supporting and developing individuals, and motivating them to achieve. Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.	E1 Listening E2 Empathy E5 Motivation M1 Delegation 1 M2 Delegation 2 M3 Feedback L2 Managing Teams L3 Developing Others	
Building Relationships	Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts. Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams. Building relationships with customers and managing those effectively.	C1 Extraversion/Introversion C2 Assertiveness C4 Communication Tone C6 Personality in Teams E1 Listening E2 Empathy E4 Body Language M3 Feedback L1 Impact and Influence L2 Managing Teams	

Apprenticeship Standards: Level 3, mapping against Aptimore units (cont.)

SKILLS	What is required (acquired and demonstrated through continuous professional development)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Communication	Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.	C3 Communication Clarity C4 Communication Tone C5 Communication Frequency C6 Personality in Teams E1 Listening M3 Feedback	
Organisational Performance - delivering results			
Operational Management, Project Management and Finance as defined in the Apprenticeship Standards are outside the scope of Aptimore			
Personal Effectiveness - managing self			
Awareness of Self	Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.	Aptimore development plan M3 Feedback	
Management of Self	Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.	Aptimore development plan	
Decision Making	Use of effective problem solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.	N/A	

Apprenticeship Standards: Level 3, mapping against Aptimore units (cont.)

BEHAVIOURS	What is required (acquired and demonstrated through continuous professional development)	APTIMORE UNITS	Suggested Additions
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations.	C2 Assertiveness E5 Motivation M5 Handling Underperformance L1 Impact and Influence	
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks views of others.	C1 Extraversion/Introversion C2 Assertiveness C6 Personality in Teams E1 Listening E4 Body Language L1 Impact and Influence	
Agile	Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responds well to feedback and need for change.	M3 Feedback L1 Impact and Influence	
Professionalism	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values.		

Apprenticeship Standards: Level 5 Operations/Departmental Manager

Mapping against Aptimore Learning Units

KNOWLEDGE	What is required (through formal learning and applied according to business environment)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Leading People	Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.	C1 Extraversion/Introversion C2 Assertiveness E1 Listening E2 Empathy E5 Motivation M1 Delegation 1 M2 Delegation 2 M3 Feedback M4 Coaching M5 Handling Underperformance L1 Impact and Influence L2 Managing Teams L3 Developing Others	Supplement with further understanding of types of organisational culture. Also, an understanding of how team management techniques would be adapted for remote teams.
Managing People	Know how to manage multiple teams, and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people.	C6 Personality in Teams M1 Delegation 1 M2 Delegation 2 M3 Feedback M5 Handling Underperformance L2 Managing Teams L3 Developing Others	Supplement with further understanding of process aspects of recruitment.

Apprenticeship Standards: Level 5, mapping against Aptimore units (cont.)

KNOWLEDGE	What is required (through formal learning and applied according to business environment)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Building Relationships	Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.	C1 Extraversion/Introversion C2 Assertiveness C4 Communication Tone E2 Empathy E4 Body Language E5 Motivation L1 Impact and Influence	Supplement with further understanding of how to identify and share best practice.
Communication	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.	C3 Communication Clarity C4 Communication Tone C5 Communication Frequency C6 Personality in Teams E1 Listening E2 Empathy E3 Reading Faces E4 Body Language L1 Impact and Influence	
Organisational Performance - delivering results			
Operational Management, Project Management and Finance as defined in the Apprenticeship Standards are outside the scope of Aptimore			

Apprenticeship Standards: Level 5, mapping against Aptimore units (cont.)

KNOWLEDGE	What is required (through formal learning and applied according to business environment)	APTIMORE UNITS	Suggested Additions
Personal Effectiveness - managing self			
Awareness of Self	Understand own impact and emotional intelligence. Understand different learning and behaviour styles.	C1 Extraversion/Introversion C2 Assertiveness C6 Personality in Teams E1 Listening E2 Empathy E4 Body Language L1 Impact and Influence	Supplement with knowledge on models of learning styles.
Management of Self	Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.	Aptimore's personalised advice aids self-management in this regard	
Decision Making	Understand problem solving and decision making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.	N/A	

Apprenticeship Standards: Level 5, mapping against Aptimore units (cont.)

SKILLS	What is required (acquired and demonstrated through continuous professional development)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Leading People	Able to communicate organisational vision and goals and how these apply to teams. Support development through coaching and mentoring, and enable and support high performance working. Able to support the management of change within the organisation.	C3 Communication Clarity M2 Delegation 2 M4 Coaching M5 Handling Underperformance L1 Impact and Influence L2 Managing Teams L3 Developing Others	Supplement with learning on process aspects of change leadership - how to plan and execute change.
Managing People	Able to manage talent and performance. Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery through others.	E1 Listening E2 Empathy E5 Motivation M1 Delegation 1 M2 Delegation 2 M3 Feedback L2 Managing Teams L3 Developing Others	
Building Relationships	Able to build trust, and use effective negotiation and influencing skills and manage conflict. Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans.	C1 Extraversion/Introversion C2 Assertiveness C4 Communication Tone C6 Personality in Teams E1 Listening E2 Empathy E4 Body Language M3 Feedback L1 Impact and Influence	Supplement with understanding of how to identify and share best practice. Learners should also understand how to identify when and how to bring in specialist advice and skills to deliver against plans.

Apprenticeship Standards: Level 5, mapping against Aptimore units (cont.)

SKILLS	What is required (acquired and demonstrated through continuous professional development)	APTIMORE UNITS	Suggested Additions
Interpersonal excellence - managing people and developing relationships			
Communication	Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of media. Use of active listening, and able to challenge and give constructive feedback.	C3 Communication Clarity C4 Communication Tone C5 Communication Frequency C6 Personality in Teams E1 Listening E4 Body Language M3 Feedback	Ensure learners demonstrate an ability to present using a range of media.
Organisational Performance - delivering results			
Operational Management, Project Management and Finance as defined in the Apprenticeship Standards are outside the scope of Aptimore			
Personal Effectiveness - managing self			
Awareness of Self	Able to reflect on own performance, working style and its impact on others.	Aptimore development plan C2 Assertiveness C6 Personality in Teams M2 Delegation 2 L1 Impact and Influence	
Management of Self	Able to create a personal development plan. Use of time management and prioritisation techniques.	Aptimore development plan	
Decision Making	Able to undertake critical analysis and evaluation to support decision making. Use of effective problem solving techniques.	N/A	

Apprenticeship Standards: Level 5, mapping against Aptimore units (cont.)

BEHAVIOURS	What is required (acquired and demonstrated through continuous professional development)	APTIMORE UNITS	Suggested Additions
Takes responsibility	Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities.	C2 Assertiveness E5 Motivation M5 Handling Underperformance L1 Impact and Influence	
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.	C1 Extraversion/Introversion C2 Assertiveness C6 Personality in Teams E1 Listening E4 Body Language L1 Impact and Influence	
Agile	Flexible to the needs of the organisation. Is creative innovative and enterprising when seeking solutions to busienss needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working.	M3 Feedback L1 Impact and Influence	
Professionalism	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values.		



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