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Standard in development

L6: Leadership and management professional (Degree)

Title of occupation

Leadership and management professional (Degree)

UOS reference number

ST0272

Core and options

No

Level of occupation

Level 6

Occupational maps data

Route: Business and administration

Pathway: Management and Administration

Cluster: Management professional

Typical duration of apprenticeship

48 months

Degree apprenticeship

non-integrated degree

Target date for approval

01/01/0001

Resubmission

No

Would your proposed apprenticeship standard replace an existing framework?

No

Does professional recognition exist for the occupation?

No

Regulated occupation**Is this a statutory regulated occupation?**

No

Occupation summary

Professional managers in the private, public or third sector and all sizes of organisation. Specific job roles may include: Manager; Senior Manager; Head of Department; Operations Manager; or anyone with significant management responsibilities. Professional managers capable of managing complexity and delivering impact at a strategic and/or operational level with management and leadership responsibility for setting and delivering organisational objectives through a wide range of functions. Professional managers who want to develop fully all aspects of their management and leadership skills, knowledge, self-awareness and behaviours. These include strategic decision making, setting direction and achieving results, building and leading teams, clear communication, developing skills and motivating others, fostering inclusive and ethical cultures, leading change, project management, financial management, innovation, risk management, & developing stakeholder relationships.

Typical job titles

Delivery manager Head of department Manager Operations manager Project manager Senior manager

Are there any statutory/regulatory or other typical entry requirements?

No

Occupation duties

Duty	KSBs
Duty 1 Develop ethical and sustainable solutions which meet strategic organisational and stakeholder needs	K1 K2 S1 S2 S3
Duty 2 Develop and manage strategic relationships with internal and external stakeholders to enable organisational delivery	K3

Duty	KSBs
	S4 S5
Duty 3 Shape and drive current and future workforce development throughout the employee lifecycle within scope of the role	K4 K5 K6 S6 S7
Duty 4 Lead and manage individuals and teams to achieve organisational outcomes	K7 K8 K9 K10 S8
Duty 5 Shape and influence organisational culture to achieve equity, diversity, inclusion and belonging principles	K11 S9
Duty 6 Empower and support individuals and the wider organisation to achieve objectives	K12 K13 S10 S11
Duty 7 Drive a culture of open, multi-directional and effective communication	K14 S12 S13
Duty 8 Drive and implement organisational compliance, governance, regulatory and statutory requirements in own area of responsibility	K15 K16 S14
	K17
Duty 9 Own, manage and mitigate risks related to area of responsibility	S15
Duty 10 Engage with wider organisation to enhance ways of working, policies and procedures to ensure they are fit for the future of the organisation	K18 S16
Duty 11 Collaborate across the organisation to lead or deliver projects in alignment with organisational strategic priorities	K19 K20 S17
Duty 12 Drive innovation and change to deliver impactful outcomes for the organisation	K21 K22 S18 S19
Duty 13 Lead a culture of continuous improvement and excellence within your area of the organisation	K23 S20

Duty	KSBs
Duty 14 Drive the collation, analysis and communication of relevant data to inform and influence evidence-based strategic decisions to improve team capability and performance	K24 S21
Duty 15 Role model the use of current and emerging technologies to drive forward organisational capabilities, creating more efficient and effective ways of delivering impactful outcomes	K25 K26 S22
Duty 16 Interpret financial information and its impact to make informed management decisions	K27 K28 S23
Duty 17 Role model leadership to drive the sustainability agenda, inspiring advocacy, innovation and continuous improvement	K29 K30 S24

KSBs

Knowledge

K1: Principles, theories and models for developing and implementing organisational strategy

K2: The impact of ethical and sustainable decisions on strategic planning and organisational decision making

K3: Strategies for internal and or external stakeholder engagement and management

K4: Factors impacting the changing and future landscape of workforce management for example, multi-generational workforces, hybrid working and automation

K5: Strategic approaches to workforce management for example recruitment, performance management, talent management, resource planning and reward and leading teams

K6: Approaches to monitoring and managing individual and team health and wellbeing

K7: Inclusive leadership approaches and models in different situational and organisational contexts

K8: The roles of leaders as coaches, mentors and managers of conflict and challenge

K9: Approaches to managing and developing self as an inclusive leader

K10: A range of leadership approaches, styles and models and the impact on the team

K11: Approaches to developing and influencing organisational culture and the principles of equity, equality, diversity and inclusion

K12: Theories and approaches to inspire, motivate and manage people across the performance range

K13: Approaches to setting goals and measuring performance at individual and team levels

K14: Theories, approaches and strategies to organisational and team communication, including adapting for different audiences and situations

K15: Importance of values, ethics and culture in approaches to organisational governance

K16: Comprehend organisational key regulatory and statutory requirements

K17: Factors which affect risk strategies, how to develop and implement decisions that balance innovation, business continuity and risk mitigation

K18: Approaches to creation, implementation and evaluation of organisational processes, policies and procedures

K19: Project lifecycle, including how to lead and manage teams to deliver outcomes aligned to organisational goals and strategy

K20: Approaches, models and metrics for develop proposal development and project management

K21: Models of change and innovation, how to overcome barriers to change, best practices in leading through uncertainty

K22: Techniques to develop resilience in self and others

K23: Models and or principles of continuous improvement including the use of metrics and technology to lead improvement activities

K24: Principles of data analysis, evaluation and communication to support management decision making

K25: Approaches to digital innovations and frontier digital technologies, their impact and how their application can be used for organisational improvement and development

K26: Practical and cultural considerations of embedding new technologies and the risks/controls which these may present/require

K27: Methods to interpret and analyse financial and resource management information to make informed management decisions

K28: Approaches to calculation of metrics to support proposals and projects (such as use of labour, return on investment, cash flow requirements)

K29: Approaches to sustainability into organisational practices and measure progress

K30: National and international sustainability targets (such as Net Zero and the UN SDGs) and how they influence organisational strategies

Skills

S1: Develop and execute organisational strategies, plans and projects in line with ethical and sustainable practices

S2: Lead individuals and teams to deliver organisational strategy, goals and projects

S3: Collaborate within the organisation and create purposeful alignment to overall strategic direction

- S4:** Influence and manage stakeholder relationships by using tools and frameworks to assess and enhance engagement and impact
- S5:** Negotiate and challenge in order to drive strategic outcomes
- S6:** Critically evaluate current and future workforce needs, applying equality, diversity and inclusion principles
- S7:** Input and or influence the organisations strategic plan strategic workforce plan and or talent management processes to build capability and talent
- S8:** Demonstrate leadership and management best practices, for example relationship building, adapting approaches and managing conflict and challenge
- S9:** Demonstrate approaches to foster collaboration that promotes an inclusive organisation culture
- S10:** Use coaching and mentoring theories and approaches to support the achievement of individual and organisational objectives
- S11:** Set, measure and manage individual and or team objectives and performance to achieve organisational goals
- S12:** Develop and implement open and multi-directional communication across the team
- S13:** Use and evaluate channels, tools and techniques to meet and adapt to internal and external stakeholder needs
- S14:** Develop and support the creation of processes and policies to comply with organisational governance, regulatory and statutory requirements
- S15:** Critically evaluate and develop the strategies that support risk mitigation, contingency planning and organisational resilience
- S16:** Collaborate with stakeholders to identify and or implement improvements to organisational processes, policies and procedures
- S17:** Lead strategic or significant projects, inspiring and motivating individuals and the team to achieve key performance indicators
- S18:** Drive and deliver improvements or growth in organisational process, product or service
- S19:** Lead through change and transformation to achieve organisational strategy and objectives
- S20:** Apply problem-solving techniques, identifying opportunities, and making informed recommendations that enhance organisational outcomes
- S21:** Use data visualisation and analysis tools to inform and or influence team and organisational to make evidence decision
- S22:** Critically evaluate current and emerging technologies and make recommendations that consider ethics and risks, aligned with organisational policies
- S23:** Apply commercial acumen to manage resources and make effective financial decisions
- S24:** Develop and embed the sustainability agenda within the area of responsibility, reviewing and or improving current policies and practices, delivering progress against targets and KPIs

Behaviours

B1: Role models ethical behaviour and values

B2: Demonstrates transparency, honesty and integrity in working interactions

B3: Values and enables a diversity of views to support decision making

B4: Operates collaboratively by personal example, encourages and facilitates co-operation

B5: Demonstrates tenacity, accountability and flexibility

B6: Enables learning opportunities and continuous professional development for self and others

Qualifications

English and Maths

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Does the apprenticeship need to include any mandated qualifications in addition to the above-mentioned English and maths qualifications?

No

Consultation

Progression Routes

Supporting uploads

Mandatory qualification uploads

Mandated degree evidence uploads

Professional body confirmation uploads

Involved employers

CMI, Acivico, Agillisys, Anglo Educational, Balfour Beatty, Barchester Healthcare, Barclays Bank, Boots UK Ltd, BBC, Civil Service, Codegent, Co-op, Evolution Partnership, HMRC, Kinnerton Confectionery, NISA Retail Limited, One Stop, Opus Building Services, Sainsburys, Santander UK plc, Serco, umi Digital / Anglo Educational, Virgin Media, ILM, TUI, Markerstudy, Babcock, Gateshead Council, Lifetime

Subject sector area

15.3 Business management