BCS Professional Certificate in Team Leadership Syllabus

Version 2.0
October 2018

This professional certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualification in Wales, CCEA or SQA

Contents

Change History

Any changes made to the syllabus shall be clearly documented with a change history log. This shall include the latest version number, date of the amendment and changes made. The purpose is to identify quickly what changes have been made.

Version Number	Changes Made
Version 2.0 October 2018	Revised syllabus
Version 1.2 December 2016	Strapline regarding regulated statement has been added
Version 1.1 July 2016	Update to pass mark
Version 1.0 October 2015	Syllabus Created

Introduction

The BCS Professional Certificate in Team Leadership assesses knowledge and understanding of the concepts, tools and techniques used to successfully lead and manage teams for high performance. The syllabus assesses candidates understanding of a range of best-practice models for leadership, management and interpersonal skills, which are required in the modern workplace.

Assessment Objectives

Candidates should be able to:

- Understand the impact of management and leadership behaviour on teams, individuals and the organisation
- Understand the importance of being a behavioural role model for the team
- Identify the benefits and drawbacks of different leadership styles
- Describe the key factors that will influence the choice of leadership style in your team
- Describe appropriate actions to enhance leadership behaviour in the context of Adair's Action-centred Leadership
- Assess own leadership and management behaviours and potential in the context of Goleman's EQ using feedback from others
- Understand how communication affects team behaviour and performance
- Explain how to communicate and influence effectively
- Describe a range of tools to engage and empower individuals and teams
- Understand the value of managing performance for organisational and individual needs
- Explain how to manage team members in the context of Hersey & Blanchard's Situational Leadership Model®
- Explain the four stages of competence development
- Describe how to set clear performance objectives for individuals, which are aligned with organisational strategy and vision
- Understand how to evaluate and manage the performance of individuals in the team
- Describe the value of performance feedback and how to provide it effectively using a range of tools
- Explain how Whitmore's GROW model can be used to coach team members to high performance
- Identify a range of techniques for dealing constructively with underperformance
- Understand how to prioritise work effectively in a changing environment
- Describe techniques for decision-making which support different levels of team empowerment
- Understand the effects of organisational change on individuals
- Describe effective communication strategies to lead the team through change
- Explain Kotter's process for implementing change

Target Audience

This certification is relevant for anyone wishing to gain an understanding of the key frameworks and techniques applied when leading teams. The certification will be of benefit to anyone responsible for leading teams on business change projects, in particular senior business analysts.

Eligibility for the Examination

There are no pre-requisites for sitting this examination although candidates should be prepared to be assessed in line with the objectives listed in the previous section. While not compulsory, it is recommended that candidates attend a BCS accredited training course.

Duration and Format of the Examination

The format for the examination is a 90 minute examination. It consists of 40 multiple choice questions. The examination is closed book i.e. no materials can be taken into the examination room. The pass mark is 26/40 (65%).

Additional time for candidates requiring Reasonable Adjustments due to a disability

Candidates may request additional time if they require reasonable adjustments. Please refer to the reasonable adjustments policy for detailed information on how and when to apply.

Additional time for candidates whose language is not the language of the examination

If the examination is taken in a language that is not the candidate's native / official language then they are entitled to 25% extra time.

If the examination is taken in a language that is not the candidate's native / official language then they are entitled to use their own **paper** language dictionary (whose purpose is translation between the examination language and another national language) during the examination. Electronic versions of dictionaries will **not** be allowed into the examination room.

Format of the Examination

Type	40 multiple choice questions
Duration	1 Hour and 30 Minutes. Candidates are entitled to an additional 23 minutes if they are sitting an examination in a language that is not their native/official language.
Example Question	A senior business analyst, Julia Preece, has taken over leadership of a new team. Julia knows many of the team members and has decided to adopt a friendly approach, treating them as peers rather than her staff. Which of the following will be a problem for a leader who adopts such a 'country club' leadership style as defined in the Blake-Mouton grid? **A. Content workforce/low productivity** B. Discontented workforce/high productivity C. Discontented workforce/low productivity D. Content workforce/high productivity
Pre-requisites	Accredited training is strongly recommended but is not a pre-requisite
Supervised	Yes
Open Book	No
Pass Mark	26/40 (65%)
Distinction Mark	None
Calculators	Calculators cannot be used during this examination
Delivery	Paper-based examination

Syllabus

For each top-level area of the syllabus a percentage and K level is identified. The percentage is the exam coverage of that area, and the K level identifies the maximum level of knowledge that may be examined for that area.

1. Leadership (10%, K4)

1.1   Definition of Leadership
1.2   Leadership Theories

2. Team Leadership (15%, K4)

2.1   Responsibilities of the Team Leader
2.2   Leadership Styles
2.3   Action Centred Leadership

3. Emotional Intelligence (5%, K4)

3.1   Building Trust
3.2   Concept of EQ
3.3   EI Competencies
3.4   Strategies for Developing Emotional Awareness

4. Participative Leadership (12.5%, K4)

4.1   Team Engagement & Empowerment
4.2   Situational Leadership

5. Positive Communication (20%, K4)

5.1   The Betari Box
5.2   Mehrabian's Rule
5.3   Thomas-Kilmann Conflict MODE Instrument
5.4   Communication Styles
5.5   Influencing

6. Managing Team Performance (17.5%, K4)

6.1   Definition of Performance
6.2   Development of competence
6.3   Setting Performance Objectives
6.4   Evaluating Performance
6.5   Situation-Behaviour-Impact model
6.6   Coaching for Performance

7. Managing Time and Priorities (10%, K4)

7.1   Identifying Priorities
7.2   Managing Time
7.3   The Time Management Matrix

8. Leading Teams Through Change (10%, K4)

8.1 Impact of Change
8.2 The Change Curve
8.3 Communicating Change
8.4 Implementing Change

Levels of Knowledge / SFIA Levels

This course will provide candidates with the levels of difficulty / knowledge skill highlighted within the following table, enabling them to develop the skills to operate at the levels of responsibility indicated. The levels of knowledge and SFIA levels are explained in on the website www.bcs.org/levels. The levels of knowledge above will enable candidates to develop the following levels of skill to be able to operate at the following levels of responsibility (as defined within the SFIA framework) within their workplace:

Level	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
K7		Set strategy, inspire and mobilise
K6	Evaluate	Initiate and influence
K5	Synthesise	Ensure and advise
K4	Analyse	Enable
K3	Apply	Apply
K2	Understand	Assist
K1	Remember	Follow

Question Weighting

Syllabus Area	Target number of questions
1 – Leadership	4 (10%)
2 – Team Leadership	6 (15%)
3 – Emotional Intelligence	2 (5%)
4 – Participative Leadership	5 (12.5)
5 – Positive Communication	8 (20%)
6 – Managing Team Performance	7 (17.5)
7 – Managing Time and Priorities	4 (10%)
8 – Leading Teams Through Change	4 (10%)
Total	**40 Questions**

Recommended Reading List

Title   Effective Leadership
Author   Adair, John.
Publisher   Pan
Publication Date 2009
ISBN   978-0330504195

Title   The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work
Author   Amabile, Teresa and Kramer, Steven.
Publisher   Harvard Business School Press
Publication Date 2011

Title   The Managerial Grid: Key Orientations for Achieving Production Through People (17th Edition)
Author   Blake, R.R. and Mouton, J.S.
Publisher   Gulf Publishing Company
Publication Date 1972

Title   Business Analysis Techniques: 99 essential tools for success (2nd Edition)
Author   Cadle, James, Paul, Debra and Turner, Paul.
Publisher   BCS, Learning and Development Limited
Publication Date 2014
ISBN   9781780172736

Title   Influence: The Psychology of Persuasion
Author   Cialdini, Robert B
Publisher   Harper Business
Publication Date 2007
ISBN   978-1780172736

Title   The 7 Habits of Highly Effective People
Author   Covey, Stephen R
Publisher   Simon & Schuster Ltd
Publication Date 2004
ISBN   978-0684858395

Title   The Speed of Trust: The One That Changes Everything
Author   Covey, Stephen R
Publisher   Free Press
Publication Date 2008
ISBN   978-1847392718

Title   Emotional Intelligence: Why It Can Matter More Than IQ
Author   Goleman, D
Publisher   Bloomsbury Publishing plc

Publication Date	1996

Title	Management of Organizational Behaviour (10th Edition)
Author	Hersey, P., Blanchard, K.H. and Johnson, D.E
Publisher	Pearson
Publication Date	2012

Title	Emotional Intelligence in Action: Training and Coaching Activities for Leaders, Managers, and Teams (2nd Edition)
Author	Hughes, M., Patterson, L.B. and Terrell, J.B.
Publisher	John Wiley & Sons
Publication Date	2012

Title	Leading Change
Author	Kotter, J.P.
Publisher	Harvard Business Review Press
Publication Date	2012

Title	Silent Messages: Implicit Communication of Emotions and Attitudes. 2nd revised edition
Author	Mehrabian, A.
Publisher	Wadsworth Publishing Company
Publication Date	1981

Title	Thomas-Kilmann Conflict MODE Instrument
Author	Thomas, K.W
Publisher	CPP Inc
Publication Date	2002

Title	The Human Touch
Author	Thomas, Philippa, Paul Debra and Cadle James.
Publisher	BCS, Learning and Development Limited
Publication Date	2014
ISBN	978-906124915

Title	Coaching for Performance: Growing People, Performance and Purpose (4th Edition)
Author	Whitmore, John
Publisher	Nicholas Brealey Publishing
Publication Date	2009

Relevant Websites

www.mindtools.com