

BCS Professional Certificate in Team Leadership Syllabus

**Version 1.2
December 2016**

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

Contents

Change History	3
Introduction	4
Assessment Objectives	4
Target Audience	4
Eligibility for the Examination	5
Duration and Format of the Examination	5
Additional time for candidates requiring Reasonable Adjustments due to a disability	5
Additional time for candidates whose language is not the language of the examination	5
Format of the Examination	6
Syllabus	7
1. Leadership (10%, K4)	7
1.1 Definition of Leadership	7
1.2 Leadership Theories	7
2. Team Leadership (15%, K4)	7
2.1 Responsibilities of the Team Leader	7
2.2 Leadership Styles	7
2.3 Action Centred Leadership	7
3. Emotional Intelligence (5%, K4)	7
3.1 Building Trust	7
3.2 Concept of EQ	7
3.3 EI Competencies	7
3.4 Strategies for Developing Emotional Awareness	7
4. Participative Leadership (12.5%, K4)	7
4.1 Team Engagement & Empowerment	7
4.2 Situational Leadership	7
5. Positive Communication (20%, K4)	7
5.1 The Betari Box	7
5.2 Mehrabian's Rule	7
5.3 Thomas-Kilmann Conflict MODE Instrument	7
5.4 Communication Styles	7
5.5 Influencing	7
6. Managing Team Performance (17.5%, K4)	7
6.1 Definition of Performance	7
6.2 Setting Performance Objectives	7
6.3 Evaluating Performance	7
6.4 Situation-Behaviour-Impact model	7
6.5 Coaching for Performance	7

7. Managing Time and Priorities (10%, K4)	7
7.1 Identifying Priorities	7
7.2 Managing Time	7
7.3 The Time Management Matrix	7
8. Leading Teams Through Change (10%, K4)	8
8.1 Impact of Change	8
8.2 The Change Curve	8
8.3 Communicating Change	8
8.4 Implementing Change	8
Levels of Knowledge / SFIA Levels	8
Question Weighting	8
Recommended Reading List	9
Relevant Websites	10

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 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®
- Describe how to set clear and performance objectives, 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 the managed 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	<p>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?</p> <p>A. Content workforce/low productivity B. Discontented workforce/high productivity C. Discontented workforce/low productivity D. Content workforce/high productivity</p>
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 Setting Performance Objectives
- 6.3 Evaluating Performance
- 6.4 Situation-Behaviour-Impact model
- 6.5 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** [The Heart of Change: Real-Life Stories of How People Change Their Organisations](#)
Author Kotter, J.P. and Cohen, D.
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