



Redefining Leadership

In a changing world

ILM Webinar July 2026

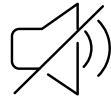


Housekeeping



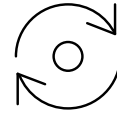
This session is being recorded

The session is being recorded, which will be sent to all attendees after the webinar, along with the slides.



Everyone is on mute

Everyone is on mute but can you hear us?
Emoji use welcome



Questions & polls

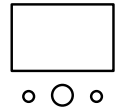
Please add your questions into the question function on. Will we aim to answer all questions although will follow up with the Q&A with the webinar recording.

There will be poll questions, so have your phone to hand.



Captioning

A captioning function is available, which you can activate individually from the banner at the bottom of the screen.



If the session cuts off

Please use the original webinar link to gain access back into the session.
To join over the telephone, select “Phone Call” in the Audio pane and the dial-in information will be displayed

Introducing Our

Main Speakers



Julie Rowlett

ILM Technical
Advisor

Julie.rowlett@cityandguilds.com



Joe Ballantine

ILM Product
Manager

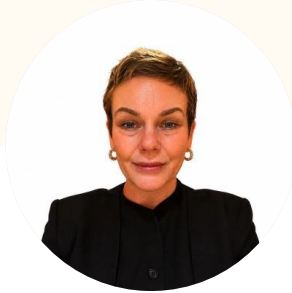
joe.ballantine@cityandguilds.com

Introducing Our

Supplementary Speakers



Morice Hole
Partnership
Manager
City & Guilds



Heidi Thomas
Coach and award-
winning researcher
The Oxford Group



Salvatore Maggio
Bar Manager
One Aldwych



Kay Knight
Qualifications
Centre Manager
Avara Foods

Let's take a look at what is happening today

Agenda

- 1 What is changing for leaders?
- 2 What employees now expect
- 3 What employer experience tell us
- 4 Technology, AI, talent
- 5 Why ILM is transforming, qualification and portfolio direction
- 6 Panel discussion
- 7 Closing thoughts and next steps



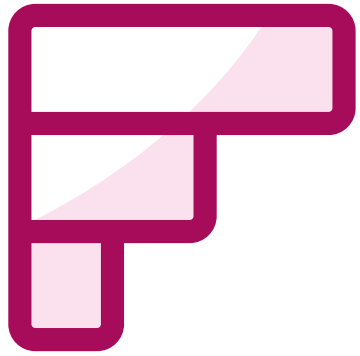
What is changing for leaders?

Employee expectations and employer experience

Julie Rowlett



In one word, what is the biggest change affecting how you lead people today?



What do employees most expect from leaders and managers today?

Employee expectation have shifted

Fair pay, security
and stability

Flexibility and
work–life balance

Wellbeing and
manageable workloads

Purpose and
values led leaders
and managers

Learning, growth
and future skills

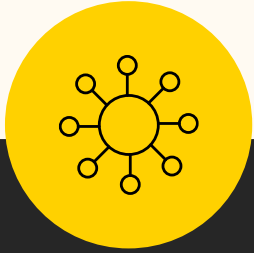
Trust, voice, inclusion
and psychological safety

Clear communication
through change

Work that feels secure, fair, flexible, meaningful, human and enabling.

Modern leadership sits between two pressures

Leadership is the bridge



External / organisational pressures

- Change and uncertainty
- Hybrid work
- Technology / AI
- Skills shortages
- Funding and budget pressure
- Talent retention

Leadership
capability
is the bridge



Employee expectations

- Trust
- Voice
- Inclusion
- Wellbeing
- Flexibility
- Development and progression

Psychological safety in everyday leadership moments

Can people speak up?

“I think we may have a problem.”

“I made a mistake.”

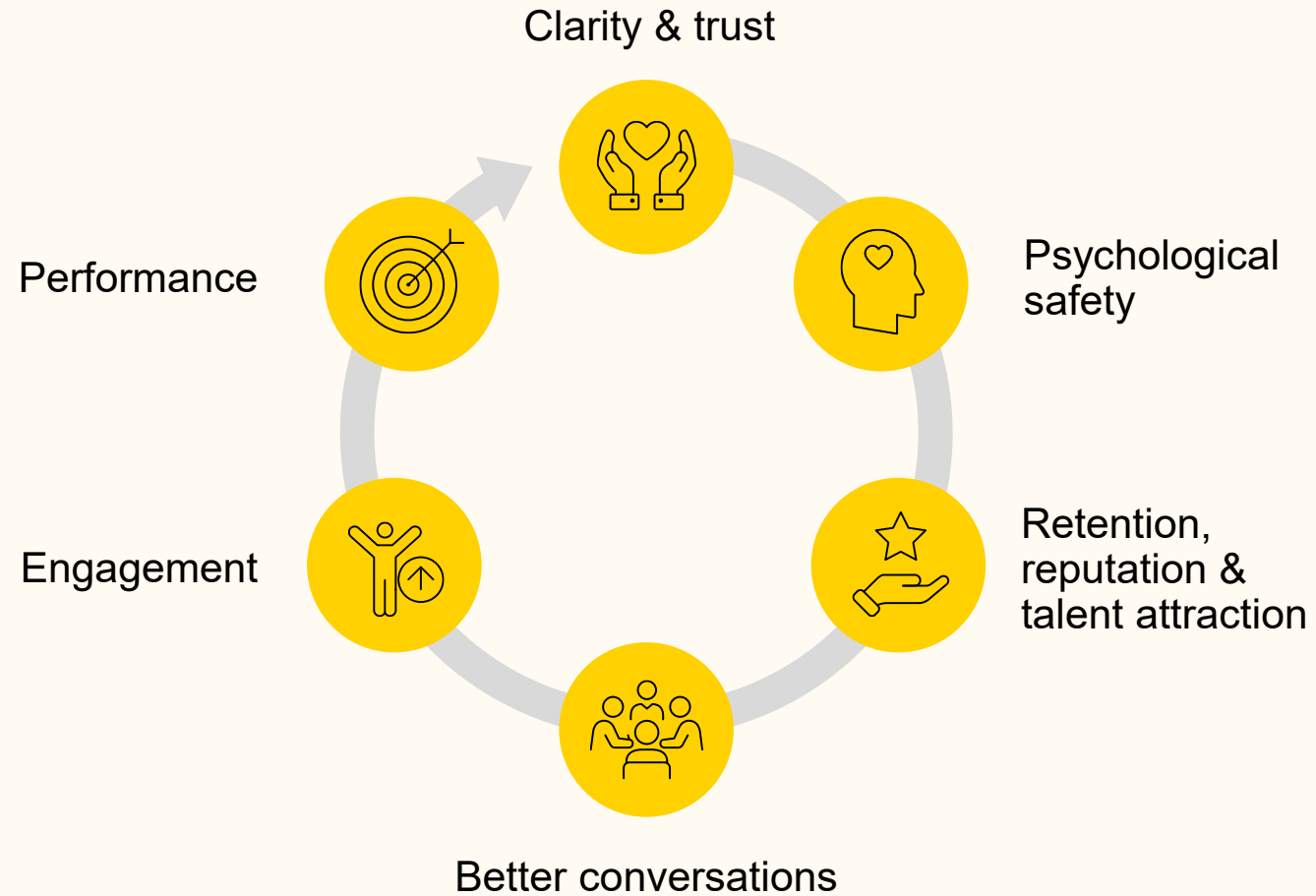
“Can I challenge that?”

“I have an idea.”

Psychological safety is not about avoiding accountability
— it is about speaking honestly, learning quickly and addressing problems early.

Why leadership matters more than ever

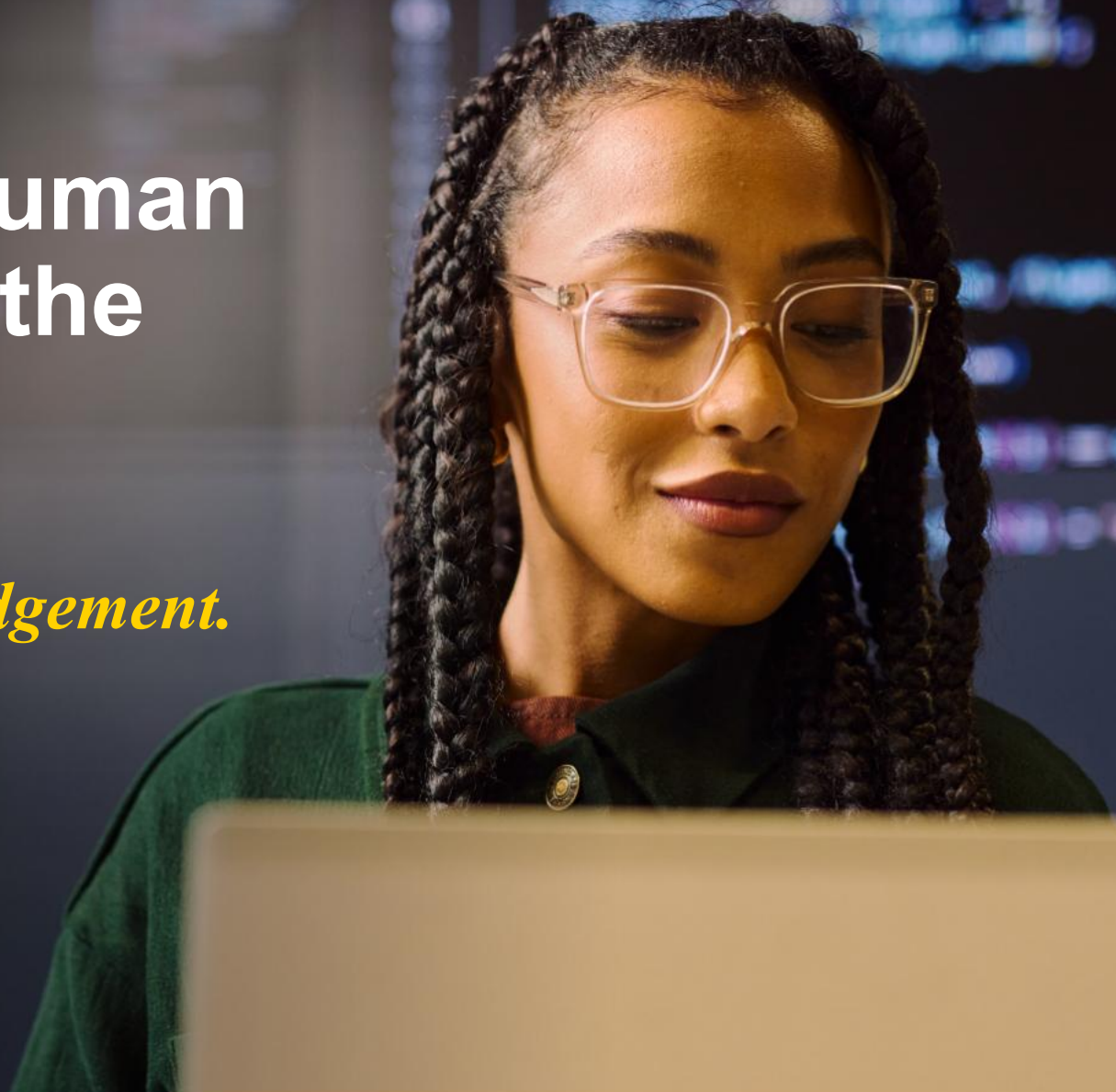
Effective Leadership Creates a Performance Flywheel



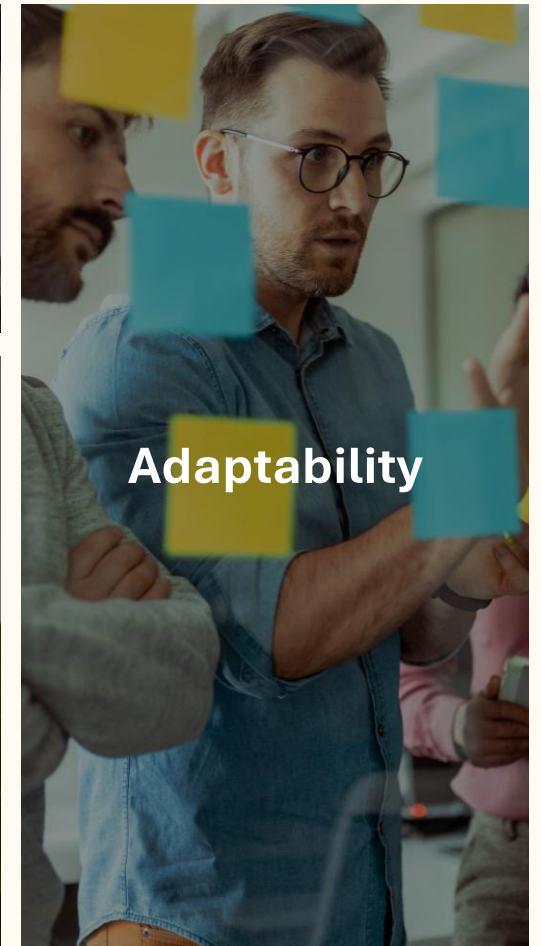
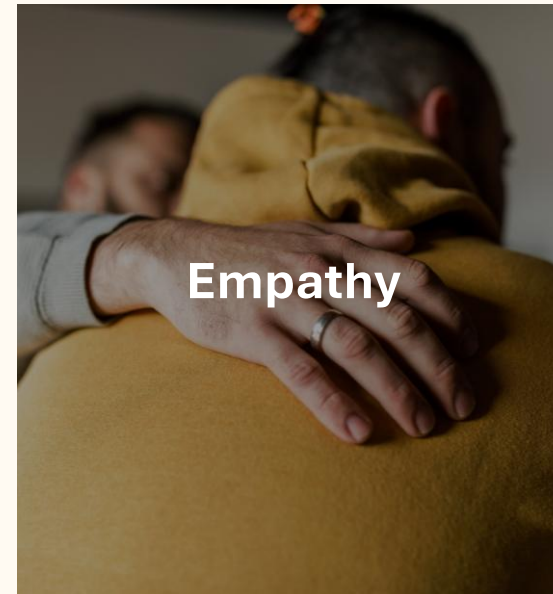
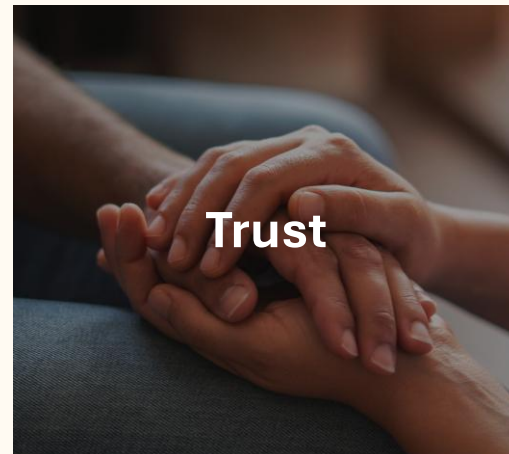
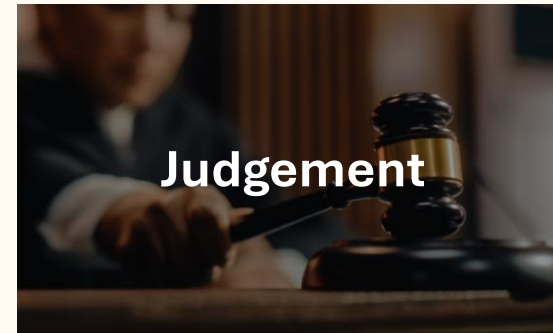
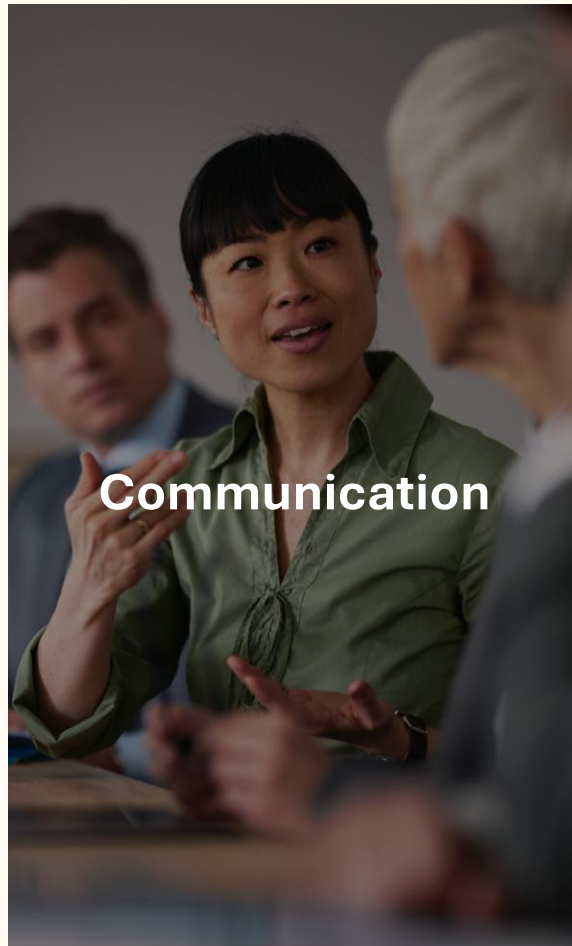
Deliberately Human Leadership in the Age of AI

*AI provides answers.
Leadership provides judgement.*

Heidi Thomas



Deliberately Human Leadership



The Human-centred Leadership Framework



Lead Self

Curiosity
Humility
Judgement



Lead Teams

Safety
Learning
Challenge



Lead Culture

Trust
Ethics
Governance

Three AI-era Leadership Risks



Automation without judgement

AI provides information.
Humans provide judgement.



Adoption without trust

People resist uncertainty, not technology.



Speed without ethics

Speed is not the same as wisdom.

*In an AI-era, the future of leadership is not less
human.*

It is more deliberately human.

Why ILM is transforming

Direction of the new portfolio and our qualifications

Joe Ballantine

Why ILM is transforming

Responding to changes in the workplace - hybrid teams, technology advancement, AI, talent pressures, financial challenges/expectations and a greater frequency of change initiatives leading to an accelerated pace of organisational change. All of which Leaders and Managers must navigate.



We asked

- What should leadership development look like for today's world?
- How can we improve the current ILM portfolio?



We heard

- More relevance
- Continued flexibility
- Continued workplace application
- Don't fix what isn't broken



We are responding

- Simpler pathways
- Flexible learning journeys
- Stronger workplace impact

Three key design principles

Designed for capability, workplace relevance and demonstrable value.



Simplicity

A portfolio that is easier to understand, navigate and communicate to customers.



Flexibility

Modular adaptable learning journeys.



Impact

Learning that translates into workplace performance.

Leadership & Management

- Leading through change
- Building inclusive teams
- Driving performance through people

Coaching & Mentoring

- Coaching as a core leadership skill
- Capability at every level
- Better conversations and development

What this means for customers and learners

For ILM Customers

- A clearer story to take to your clients
- A stronger link between delivery and workplace impact
- Flexible routes aligned to client challenges and requirements
- Position leadership development around capability

For ILM Learners

- Practical capability they can apply immediately
- Coaching skills they can use every day
- Confidence managing people and building high performing impactful teams
- Recognition through qualifications that support real development

Learning that helps leaders operate with impact in the moments that matter.

New Leadership & Management qualifications

Launched and in-progress

Leadership & Management Skills qualifications

January 2026

- Portfolio assessment
- Work-based evidence
- Suitable for commercial & apprenticeship delivery

Learner profile

In employment

In leadership / management role

Able to generate skills evidence from workplace

Available Levels 2, 3, & 5

Leadership & Management Development qualifications

*Phased rollout Summer-Autumn 2026**

- Shorter, sharper delivery
- Assignment-based assessment
- Application of knowledge, non-work-based evidence

Learner profile

Existing or aspiring managers

Might not be able to generate work-based evidence

Available Levels 3 & 5

Across levels

Coaching and Mentoring

These qualifications are for individuals wishing to develop or with responsibility for coaching and mentoring as part of their daily role within an organisational context. They are also ideal for individuals who wish to move into a development role or start a career as a freelance professional coach or mentor.

3

- Award and Certificate
- All mandatory units (3 units)
- Knowledge and skills
- Assessed by portfolio (templates provided)

5

- Certificate and Diploma
- All mandatory units (3 units)
- Knowledge and Skills
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7

- Certificate and Diploma
- All mandatory units (3 units)
- Knowledge and skills
- Assessed by portfolio (templates provided)



- Suitable for adult learners
- Combined knowledge and skills units to support comparability of outcomes
- Portfolio of Evidence to support flexible assessment approach
- Provides opportunities for progression from level 2 to level 7 and/or career progression



ILM Portfolio

The existing core portfolio will continue to be available and has been extended to July 2027.

Launch events to follow soon.

A full list all of withdrawals and extensions will be included in next ILM newsletter. Please note certain qualifications will have different end dates. Please check Walled Garden for all up-to-date end dates.



SAVE THE DATES

ILM Conferences 2026

City and Guilds, 5 Giltspur Street, London, EC1A 9DE

ILM Leadership & Management
Conference

6th October 2026

9.30 – 4.00

[L&M Register your interest here](#)

ILM Coaching & Mentoring
Conference

21st October

2026 9.30 – 4.00

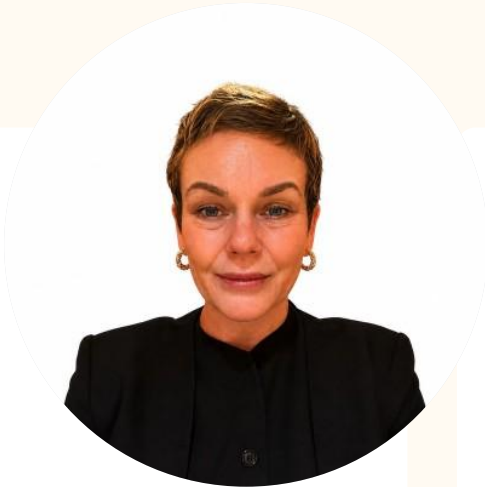
[C&M Register your interest here](#)

Panel discussion

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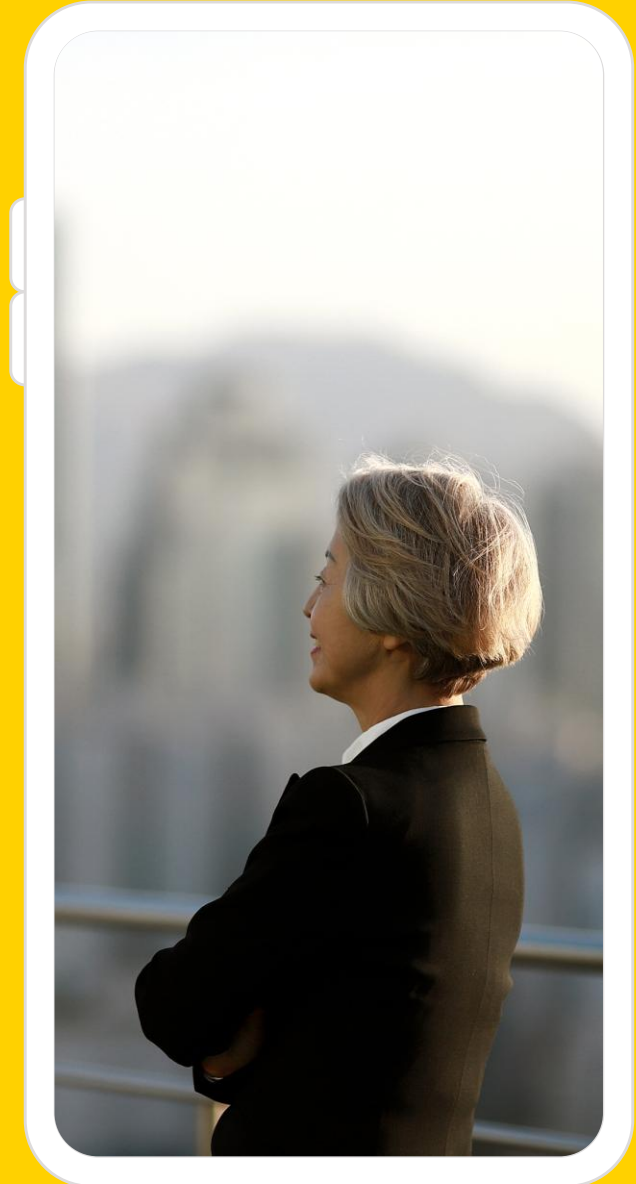
One Aldwych

We would like to say...

Q & A

Closing reflections

- Leadership has changed
- Employees expect more
- Technology and AI are accelerating change
- Talent and reputation pressures are increasing
- Capability matters
- ILM is evolving with you





Next steps

What Happens Next

- Further guidance to follow.
- Transition support.
- Resources for centres and employers.
- Opportunities to engage early.
- Continued communication from ILM.
- Built with you, not just for you.



We would like to say...

Thank you