

For CEOs, Directors & Heads of Department  
who want a cultural transformation of their workplace

# happy<sup>©</sup>

## Creating joy at work

Introduction	1	Module 2: Working with change, uncertainty and risk	5
About Happy	2	Module 3: Strategic clarity	6
Is this programme for you?	3	Module 4: Building empowered teams	6
Required Qualifications	3	Module 5: Sustainability	7
How much does it cost?	3	Module 6: Stakeholder engagement	7
Contents of the Programme	4	Module 7: Financial acuity and agility	8
How it works	4	Module 8: Innovation and creativity	8
Programme Overview	4	Post–Apprenticeship	9
The Eight Core Modules	5	What can you expect from Happy?	9
Module 1: Cultural foundations	5		





**Would you like to transform the culture of your organisation? This Level 7 Senior Leaders programme is not about learning a few leadership tips. It is designed for senior leaders who want a cultural transformation of their workplace.**

A huge shift in organisational priorities happened in 2020. The pandemic has triggered a re-examination of the meaning of work and the purpose of organisations. Whilst a focus on the bottom line remains critical, the **emphasis on people and culture** has been shown to be vital in creating more agile, innovative and resilient organisations. Research has shown that those organisations who have a people-focused strategy are more productive, creative and profitable.

The course draws upon the principles of The Happy Manifesto. Written by our Chief Happiness Officer, Henry Stewart, this international bestseller formulates what we regard as a fundamental truth — **staff perform best when they feel good about themselves.**

However, this is not for the faint-hearted. You need to **be brave, positive, open-minded** and committed to some hard work. You need to be a senior leader of your organisation (CEO, Director or Head of Department), with the ability to implement the ideas you learn. This will be rewarded with **real tangible results**. By creating self-managed teams, you will unlock the strengths, ideas and potential of everyone and help drive the sustainable success of your organisation.

This is a Level 7 qualification and the **equivalent of a postgraduate degree or MBA**. But you do not need a degree to join the programme, and as an apprenticeship qualification, the focus is on implementing ideas and on the job learning rather than sitting in long dull lectures.

**You are required to dedicate a minimum of 6 hours per week during the practical period of this programme of 20 months.**

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“ Much of the 20% of my time on the course — particularly after a few of the workshops — was in trying experiments and implementing new things, as much as it was reading and continuing to learn about each area of the course. This on-the-job implementation is critical to the course to ensure you take forward any learnings as you go.

**Ann Hartland | Cedar Communications**

## About Happy

**Established in 1987, Happy is an award-winning learning and development organisation. We want to create organisations where people feel trusted and empowered, and where they have the skills they need to succeed in their roles.**

Happy was originally created to make learning about IT software an enjoyable experience. It developed quite a reputation — rated **one of the UK's top five workplaces** for five successive years. Following this success, in 2003 Happy developed a range of leadership and management programmes so it could bring Happy's management style and philosophy to other organisations. Happy has further developed this with a range of long-term management programmes, funded by the Apprenticeship Levy.

The benefits of happy workplaces are well documented.

When a work culture is based on trust, every measure of performance improves. Staff are more productive, retention is higher and sick days reduce — increasing income.

Because of this, it is **our goal at Happy that all staff find joy in at least 80% of their work** (and yes, we do measure it!) —and to help you do the same at your own organisation.





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“ Following the Level 7 programme, I took on a senior role and helped the business achieve the highest operational profit achieved for the region. My team are happier, customers are happier, and all targets were achieved.

Allen Castro | ATS

## Is this programme for you?

**To qualify for the programme you must be a senior leader. This could be a CEO, a Director or a Head of Department. This can be in the commercial world, the public sector, a social enterprise or a charity — as long as you are in a position where you are able to implement the ideas you learn.**

### Required Qualifications

There are no qualifications required to attend this programme. Although Level 7 is the equivalent of a post-graduate qualification, we do not require a degree to attend it.

However, English and Maths Level 2 (GCSE A\*–C or equivalent) are required elements for completion of this programme.

You will need to either provide your existing certificates or you will need to achieve Functional Skills L2 English and/or Maths prior to taking the End Point Assessment.

### How much does it cost?

This programme costs £14,000. For people based in England, it is fully funded by the Apprenticeship Levy.

There will also be a £60 registration fee and the cost of travel and accommodation on visits to organisations.

For those paying the Levy (organisations with payrolls over £3 million) those are the only costs, beyond the Levy. For those not paying the Levy, it is 95% funded by the government, so the extra cost will be £700.

**NOTE: You do not qualify for the funding if you already have a Level 7 qualification in business or leadership (MA or MBA).**

## Contents of the Programme

Spread over two years, the Level 7 programme will include:

- Monthly **face-to-face** sessions (either online or in the classroom)
- **Group coaching** between each session
- Creation of groups of five to six to collaborate with, and **buddies** to keep in regular touch with
- Use of an **online portal** with a wide range of resources
- **Visiting** a progressive organisation
- **Keynote speakers** that are at the cutting edge of new ways of working

“ The programme has influenced how I manage and structure my team and how I partner with the organisation. I have acquired theoretical knowledge of models and structures that underpin progressive leadership thinking.

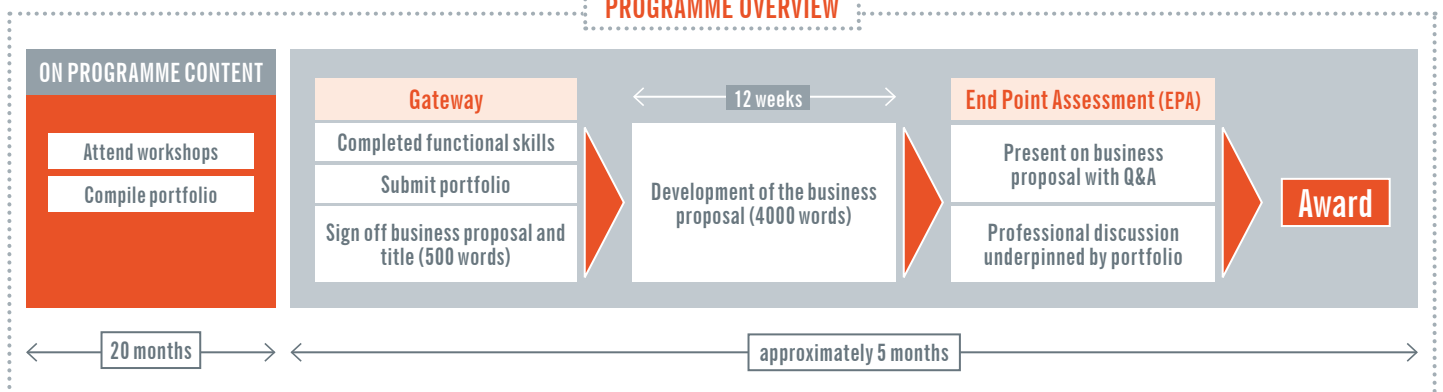
Tim Jennings | London Borough of Hounslow

### How it works

For 20 months, you must dedicate **6 hours of your work time per week** to this programme (regardless of how many hours you work). This is an absolute requirement of apprenticeship funding.

You will need to **allow a full 25 months to complete this programme**. The delivery element of the programme lasts for 20 months, with a further five months allowed for completion of your End Point Assessment (EPA). This involves the development of a 4,000 word Strategic Business Proposal based on a genuine business challenge. As part of your EPA, you will then present this and answer some questions. You will be supported by us throughout the programme from beginning to end. To complete the programme, 50% of the marks is based on a portfolio that meets the knowledge, skills and behaviours set out in the apprenticeship and 50% is based on the Strategic Business Proposal, presentation and Q&A session.

### PROGRAMME OVERVIEW





## The Eight Core Modules

### Module 1: Cultural foundations

You will learn how to:

- Put your people first and establish the principles of self-management
- Give staff freedom within clear guidelines — the key to a highly engaged workforce
- Transform your organisation by creating a culture of autonomy and trust
- Apply values-based leadership models such as The Happy Manifesto and Intent-Based Leadership
- Create an inclusive culture where diversity and difference are valued
- Develop a culture of collaboration to drive high performance

### Module 2: Working with change, uncertainty and risk

You will learn how to:

- Lead in a crisis guided by your ethics and values
- Build resilience in yourself and your workforce
- Provide inspiring leadership when steering your team through change
- Apply techniques to support business continuity and help mitigate risk

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“ This has been a professional life-changing experience delivered by first-rate tutors, with a group of engaged and envisioned co-learners.

Adele Paterson | International Health Partners

“ As a manager who is pretty much self-taught, the course content has verified that my skills and knowledge are at the right level for the job I am doing. I have been able to participate fully in the discussions, workshops and with peers, and have been actively encouraged to stretch and broaden my thinking. The apprenticeship has also provided me with insight into new ways of leading and managing my team, as well as encouraging personal development.

Nicky Pemberton | The Lord Taverners

### Module 3: Strategic clarity

You will learn how to:

- Put people at the heart of your strategy
- Design and deliver a successful strategy through effective engagement and empowerment
- Shape your organisational mission, culture and values through engagement and consultation
- Investigate and research how future trends, big data and external factors will shape your strategy
- Translate your strategy into a powerful and purposeful plan through clear communication and storytelling

### Module 4: Building empowered teams

You will learn how to:

- Implement pre-approval and how to unleash creativity through radical delegation
- Recruit for attitude, train for skill to ensure you get the best people for your culture
- Implement self-managed teams
- Ensure your structures and organisational design allow people to play to their strengths
- Create a culture where open and honest feedback is valued and encouraged







## Module 5: Sustainability

You will learn how to:

- Design your organisation around your purpose and values
- Measure social impact – ensuring you have a positive impact on the world around you
- Apply the principles of community-led design
- Create a robust sustainability strategy
- Use horizon scanning and conceptualisation to deliver high performance

## Module 6: Stakeholder engagement

You will learn how to:

- Influence and negotiate with a diverse group of stakeholders including Boards and external partners
- Work collaboratively to achieve outstanding results
- Appreciate the external social and political context in order to influence and implement the strategic plan
- Harness the contribution of your employees as a key stakeholder group
- Develop a robust communication strategy
- Protect the brand and reputation of your organisation

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“ This course is inspiring and has revolutionised how I lead. I no longer give myself a hard time for every decision I have made, even when things don't go how I wanted ... for someone who gives herself such a hard time, that's massive. As a result of being braver and a newfound confidence, I have found my anxiety has decreased. The course is life-changing and has allowed me to lead, and has given me the knowledge needed in a rapidly expanding charity.

Hannah Briars | Little Gate

“ The Level 7 leadership programme from Happy has given me a new paradigm within which to work and a new lens to use to better see and understand the personal and organisational challenges that come my way. I have re-evaluated my concept of leadership and developed in a few ways.

I used to think I had to have all the answers, but now I know we will achieve more if I focus on asking the right questions and coaching my people to maximise their potential. There have also been positive changes within my organisation, such as improved outcomes for our students and lower staff turnover.

Meetings are more democratic, draw on a wider and more diverse range of views and regularly employ Liberating Structures. It's been a blast — I never knew Zoom could be so much fun!

David Shaw | Bilborough Sixth Form College

## Module 7: Financial acuity and agility

You will learn how to:

- Build the economic case for happy organisations — how happy workplaces have a positive effect on your bottom line
- Deliver financial sustainability driven by your purpose and values
- Use key financial strategies that will help you build robust scenarios and models
- Apply economic theory to your financial decision-making
- Use financial data to influence your decision-making
- Demonstrate effective governance of budgeting and procurement
- Move beyond budgeting

## Module 8: Innovation and creativity

You will learn how to:

- Identify strengths in order to optimise the talent in your organisation
- Develop a culture where mistakes are celebrated — the art of learning from when things go wrong
- How disruptive technologies and new ways of working are going to impact the world of work
- Develop your skills in using Liberating Structures as a framework to release ideas and new thinking
- Investigate ways to broaden your thinking and look beyond the obvious solutions

See full details of the Knowledge, Skills and Behaviours required by the apprenticeship, along with full details of the Standard on our website [www.happy.co.uk](http://www.happy.co.uk) ▷

### What can you expect from Happy?

We will provide **highly interactive training** that will be enjoyable, relevant and will enhance your capability as a senior leader. Each programme will be **facilitated by our experts**, who are all Level 7 qualified themselves and are experienced coaches. Their sessions will be complemented by **outstanding speakers** including Henry Stewart, Founder and Chief Happiness Officer at Happy, and other leaders in their field who have implemented these ideas.

In addition to workshops, you will have access to one-to-one and group coaching. Our facilitators are experienced and expert business coaches. Previous Level 7 participants have remarked that coaching has been invaluable in supporting their growth as a leader and in helping them to apply learning to real life workplace situations.

Happy has an **unrivalled reputation** for delivering training in high trust models of engagement and development. We are part of a progressive network of organisations focused on making work more enjoyable and meaningful. We would be thrilled if you would join this growing movement.

“ I have been able to implement ideas and strategies which have completely changed the way we think about working with staff. This has been crucial in helping us adapt to new hybrid ways of working, and has really helped with talent retention.

Looking at people as individuals and focusing on their experiences, acting as a coach rather than micro-managing, is a real shift of focus which is starting to become effective. The facilitators are excellent, knowledgeable and approachable.

Suzanne Radford | MetroSafety



3<sup>rd</sup> Floor, Robert Dolan House,  
9 Alie Street, London E1 8DE  
apprenticeships@happy.co.uk  
www.happy.co.uk

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“ Progressive organisation leadership practices is a relatively new discipline. Happy is one of the few training organisations that ‘walk the talk’ (i.e. they are organised and operate as a progressive organisation themselves) and I feel their experience in applying these techniques has been very helpful to ensure that this is not just a theoretical programme, but a deeply practical one.

Chris McQueen | Stroke Association

