

ILM (Level 3) Leadership & Management Enniskillen Cohort Evaluation



November 2025

Introduction

The ILM Level 3 Leadership & Management course, delivered in Enniskillen between September and October 2025, was designed to strengthen leadership capacity among staff and volunteers within the Community and Voluntary sector in Fermanagh. Funded by the Halifax Foundation NI and hosted at Fermanagh House, the programme aimed to provide accessible, high-quality training that removed barriers such as cost and travel.

Over six weeks...

15

participants

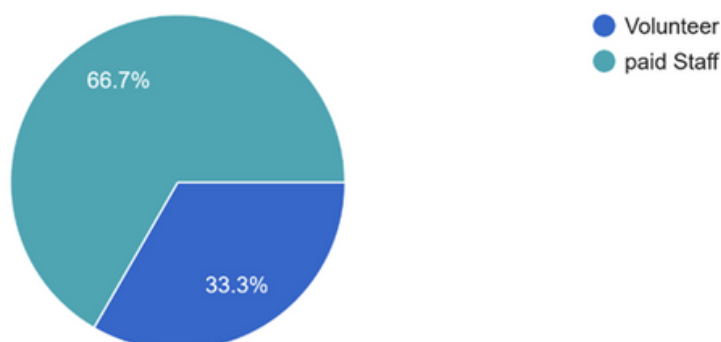
from a diverse range of organisations engaged in interactive learning focused on leadership styles, emotional intelligence, conflict resolution, and practical management tools. This evaluation summarises participant feedback, learning outcomes, and the overall impact of the course.

A total of 15 participants enrolled in the course, comprising 10 staff members and 5 volunteers from a diverse range of community organisations. These included:

- Fermanagh Women's Aid
- Lisbellaw Area Initiative Committee
- YouthAction NI
- The Courthouse Kesh
- The Cedar Foundation
- Support 2gether
- Enniskillen Drama Festival
- Fermanagh Trust
- Now Group
- SEFF (South East Fermanagh Foundation)
- Fermanagh Positive Youth Outlooks
- Chinese Community
- Cancer Connect
- PIPS
- Northwest Mountain Rescue Team

Are you a Volunteer or paid member of Staff?

15 responses



Participant Roles and Leadership Responsibilities

Participants in the ILM Level 3 Leadership & Management course held a wide variety of leadership and emerging leadership roles within the Community and Voluntary sector. These included youth workers, project managers, team leaders, trustees, and committee members, many of whom were responsible for supervising staff, coordinating volunteers, managing services, and leading strategic development. Others led community initiatives, theatre festivals, and outreach programmes, while some played key roles in operational management within social enterprises and support hubs. Several participants also acted as advocates and facilitators for underrepresented groups, including neurodiverse adults and ethnic minority communities.

In addition to those in established leadership positions, the cohort included individuals in frontline or support roles who were seeking to build their leadership capacity. These participants expressed aspirations to move into management and saw the course as a valuable opportunity to develop the skills needed to take on greater responsibility. The diversity of roles and experiences across the group highlights the relevance and accessibility of the ILM Level 3 course, which provided practical tools and insights to strengthen leadership across a broad spectrum of community-based organisations.

Motivations for Participation

Participants were motivated to join the ILM Level 3 course to strengthen their leadership capabilities and support their professional development within the Community and Voluntary sector. Many expressed a desire to gain formal qualifications to complement their hands-on experience, particularly those transitioning into new leadership roles or aspiring to progress into positions such as team leader, manager, secretary, or committee chair. Several participants had recently completed community development training and saw this course as a natural next step in their learning journey. Others were keen to build confidence, improve communication and conflict resolution skills, and gain practical tools to lead with clarity and purpose.

There was also a strong emphasis on applying new skills to benefit their organisations and communities. Participants hoped the course would help them better support staff, volunteers, and service users, improve event and meeting organisation, and contribute to strategic planning and sustainability. Some were motivated by the opportunity to connect with peers across the sector, share best practices, and learn from others' experiences. Overall, the course was seen as a valuable opportunity to enhance leadership effectiveness, build resilience, and foster positive change within their teams and wider community networks.

Challenges Faced by Participants

Participants described a wide range of challenges in their leadership and operational roles within the Community and Voluntary sector. Many highlighted the complexities of working with the general public, volunteers, and committee members, where strong personalities and differing expectations often require careful negotiation, diplomacy, and conflict resolution. Youth workers noted the emotional demands of their roles, including building trust with vulnerable young people, managing group dynamics, and maintaining motivation in under-resourced environments. Others spoke of the difficulty in balancing authority with approachability, navigating ethical dilemmas, and ensuring inclusivity in diverse communities.

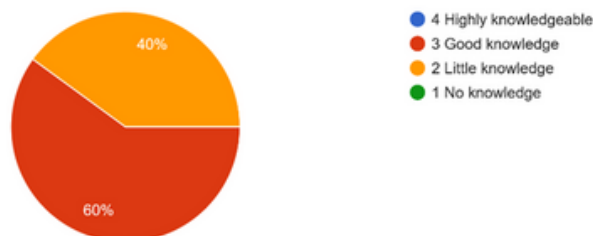
Operational and strategic challenges were also common. Participants managing social enterprises and outreach hubs cited rising costs, succession planning, and volunteer recruitment as ongoing concerns. Several individuals expressed the difficulty of transitioning into leadership roles, especially when lacking formal qualifications or entering established teams with entrenched dynamics. Others faced challenges in staff supervision, HR issues, and supporting team wellbeing, particularly in trauma-informed environments. Motivating volunteers, managing cross-site collaboration, and adapting to the ethos of the community sector after working in commercial settings were also noted as key areas requiring leadership development and support.

Self-Assessment Evaluation

Of the 15 participants who enrolled in the course, 14 successfully completed the programme. One participant was unable to finish due to health-related issues and work commitments. To assess the impact of the training, participants completed pre- and post-course self-assessments. This data provides valuable insight into the improvements in their knowledge, skills, and understanding gained through their participation in the ILM Level 3 Leadership & Management course.

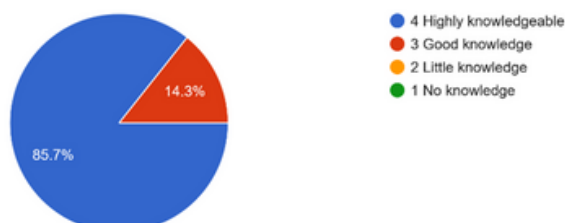
Pre-Course, Self-Assessment

I understand my own leadership approach and how it impacts on other
15 responses



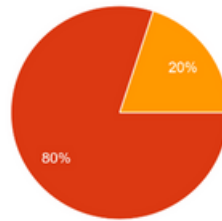
Post-Course, Self-Assessment

I understand my own leadership approach and how it impacts on other
14 responses



Pre-Course, Self-Assessment

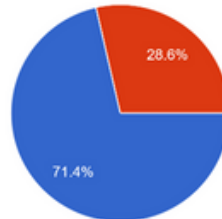
I know how to give and receive feedback constructively
15 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Post-Course, Self-Assessment

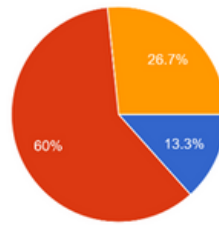
I know how to give and receive feedback constructively
14 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Pre-Course, Self-Assessment

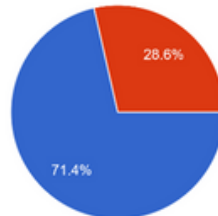
I understand the role of emotional intelligence in leadership
15 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Post-Course, Self-Assessment

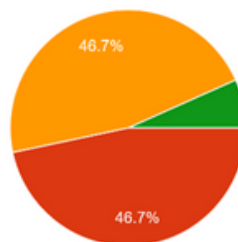
I understand the role of emotional intelligence in leadership
14 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Pre-Course, Self-Assessment

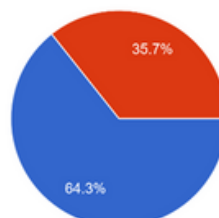
I apply structured techniques to solve problems and make informed choices.
15 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Post-Course, Self-Assessment

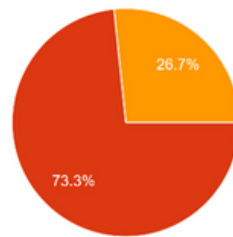
I apply structured techniques to solve problems and make informed choices.
14 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Pre-Course, Self-Assessment

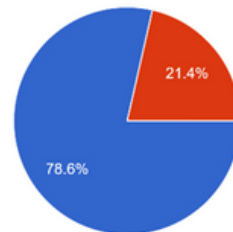
I evaluate options and assess risks effectively
15 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Post-Course, Self-Assessment

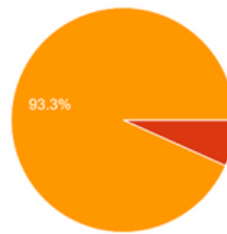
I evaluate options and assess risks effectively
14 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Pre-Course, Self-Assessment

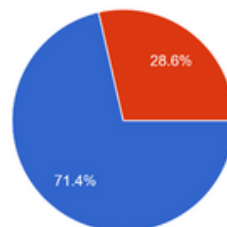
I am aware of practical tools available to me to manage and resolve conflict constructively.
15 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Post-Course, Self-Assessment

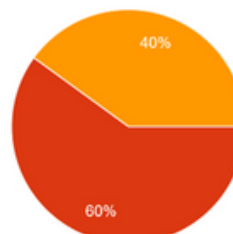
I am aware of practical tools available to me to manage and resolve conflict constructively.
14 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Pre-Course, Self-Assessment

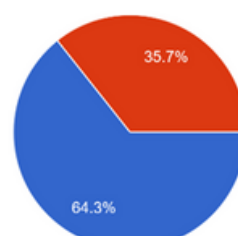
I know how to motivate and support team members to achieve goals
15 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

Post-Course, Self-Assessment

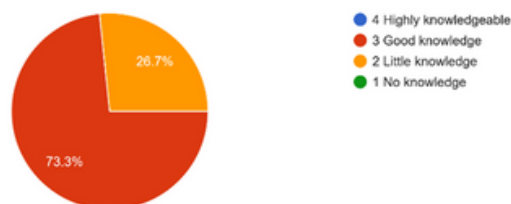
I know how to motivate and support team members to achieve goals
14 responses



- 4 Highly knowledgeable
- 3 Good knowledge
- 2 Little knowledge
- 1 No knowledge

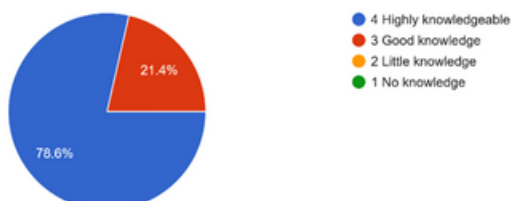
Pre-Course, Self-Assessment

I am able to set clear objectives and priorities enabling me to manage my time and resources efficiently.
15 responses



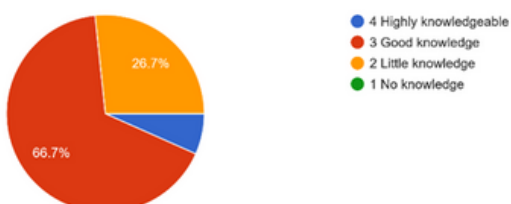
Post-Course, Self-Assessment

I am able to set clear objectives and priorities enabling me to manage my time and resources efficiently.
14 responses



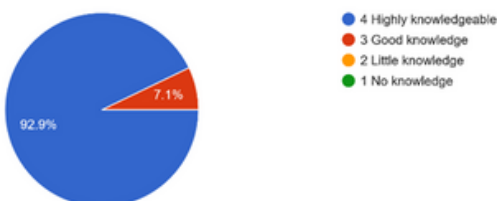
Pre-Course, Self-Assessment

I understand the importance of self-reflection in order to create a personal development plan to enable me to continue growing as a leader.
15 responses



Post-Course, Self-Assessment

I understand the importance of self-reflection in order to create a personal development plan to enable me to continue growing as a leader.
14 responses



Self-Assessment Impact and Learning Outcomes

The self-assessment results demonstrate a clear and significant improvement in participants' confidence and competence across all three areas: knowledge, skills, and understanding. Before the course, most participants rated themselves at a basic or intermediate level, indicating limited familiarity with structured leadership approaches and management tools. Post-course scores show that participants now feel equipped with practical strategies to lead teams, manage conflict, and communicate effectively. This shift suggests that the training successfully addressed gaps in leadership capability and provided participants with actionable frameworks they can apply immediately in their roles.

Beyond technical skills, the findings highlight growth in participants' self-awareness and confidence as leaders. Many entered the course seeking clarity on leadership principles and ways to handle complex challenges such as staff wellbeing, volunteer motivation, and strategic planning. The marked improvement in scores reflects not only knowledge acquisition but also a stronger sense of preparedness to take on leadership responsibilities. This learning will have a ripple effect, enhancing organisational resilience, improving service delivery, and fostering more inclusive and collaborative environments within the Community and Voluntary sector.

Networking & Building Relationships

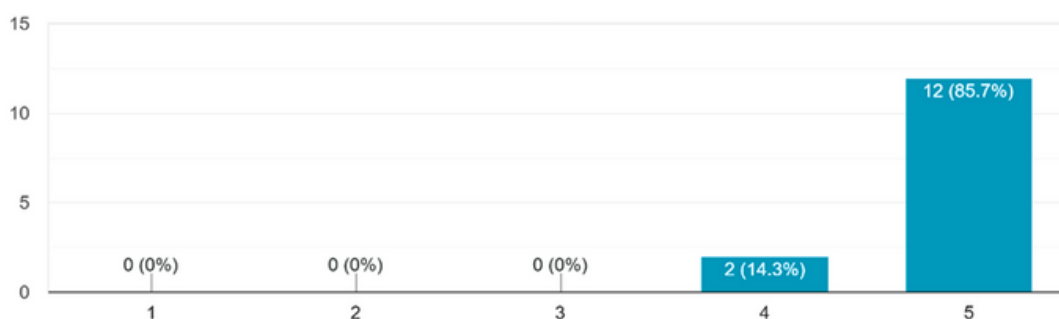
This chart shows overwhelmingly positive feedback on networking and relationship-building opportunities during the course:

85.7% of participants (12 out of 14) rated their experience at the highest level (5), and the remaining 14.3% (2 participants) rated it at level 4.

This suggests the course was highly effective in fostering collaboration and peer connections. Participants not only gained leadership skills but also built valuable relationships that can strengthen partnerships across the Community and Voluntary sector. Networking was clearly a strong added benefit of the programme, contributing to shared learning and future cooperation among organisations.

Networking & Building Relationships Throughout the sessions I feel I had opportunities to build connections with others participating on this training

14 responses



Confidence

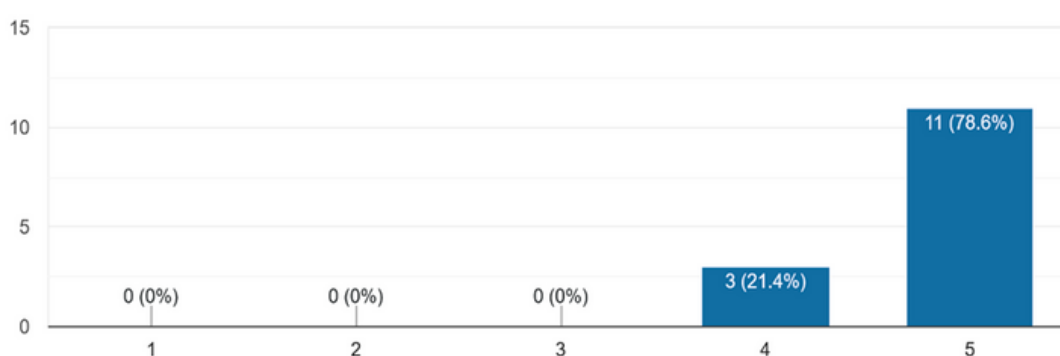
This chart shows very strong evidence that the course significantly boosted participants' confidence.

78.6% of respondents (11 out of 14) rated their confidence at the highest level (5). The remaining 21.4% (3 participants) rated it at level 4.

This indicates the course was highly effective in building leadership confidence, a core objective of the ILM Level 3 programme. Participants moved from uncertainty to feeling empowered to take on leadership responsibilities. Increased confidence is likely to translate into better decision-making, improved team management, and greater willingness to step into leadership roles within their organisations and communities.

Confidence I feel more confident as a result in participating in this training

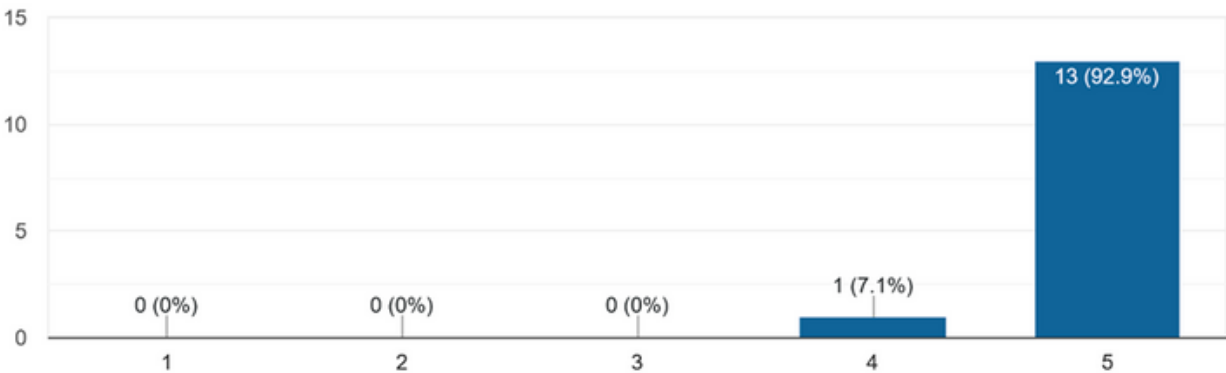
14 responses



This second chart shows exceptionally strong results for confidence and skills transfer: 92.9% of participants (13 out of 14) rated their confidence at the highest level (5) for taking knowledge and information back to their community or team. The remaining 7.1% (1 participant) rated it at level 4.

This indicates the course not only improved individual leadership skills but also empowered participants to share and implement learning within their organisations. The ability to transfer knowledge is critical for creating wider impact, as it strengthens organisational capacity and promotes sustainability. These results suggest the training will have a multiplier effect, benefiting teams, volunteers, and service users across the Community and Voluntary sector.

Confidence & Skills Development I feel confident taking back knowledge and information to my community or team.
14 responses



Topics or activities participants found most useful

Summary of Participant Feedback

Participants highlighted the value of peer interaction and networking opportunities, noting that sharing experiences and perspectives with others in similar roles was highly beneficial. Group activities and team-based problem-solving were praised for fostering collaboration and practical learning. Emotional intelligence and conflict management emerged as key topics, alongside exploring leadership styles and engaging in personal reflection.

Practical application of leadership theory and performance management were also considered useful. While some found presentations challenging, they appreciated the learning gained from the experience. Overall, the course was regarded as engaging, relevant, and supportive of both personal and professional development.



- I found all elements of the course very interesting, as I felt they all fed into each other. But the main thing for me was being in a room with people in similar situations, being able to share our views and be challenged by one another to think differently as well.
- Group activities were very useful in learning different techniques used by others and being able to problem solve as a group was beneficial
- The opportunities to network and the teaching on emotional intelligence and leadership styles. I enjoyed the presentations by each member of the class
- Emotional intelligence and conflict
- I found it all beneficial the relaxed approach from tutors, peer learning & group work tasks
- The interactive sessions where we worked together and shared our own experiences
- Exploring all the types of leadership styles and time to personally reflect free from judgement
- To understand different leadership styles and my own as well. I also like the managing conflict
- I found the presentation the most challenging part, but I appreciate the learning that came from it.
- I found learning about the importance of emotional intelligence very useful.
- Performance management and emotional intelligence
- Practical application of leadership theory
- It was more the team dynamics and group activities that really worked well
- Team working scenarios



Participants shared their key pieces of learning

Summary of Key Learning

Participants reported significant growth in understanding and applying leadership principles. A recurring theme was the importance of adapting leadership styles to suit different situations and individual needs, with many noting how situational leadership can transform facilitation and team management. Emotional intelligence and conflict resolution were highlighted as essential skills, alongside strategies for responding rather than reacting in challenging scenarios. Learners valued insights into building effective teams, prioritizing tasks, and recognizing the needs of others. Self-reflection and confidence in assertive leadership were also identified as critical takeaways. Overall, participants appreciated the practical relevance of topics such as leadership styles, transformative leadership, and performance management, reinforced by peer learning and tutor guidance.



- Something that really stuck with me was about the situational leadership styles, and where my natural stance would have been in a facilitation role – but I have learned that I can change my leadership style based on the person I am leading and meeting their needs.
- How different management styles can impact outcomes
- Managing conflict and building effective teams
- Different styles of leadership, how important emotional intelligence is in the workplace, dealing with conflict
- Each subject over the 6 weeks
- Conflict resolution and the key elements of emotional intelligence
- Respond and not react
- Managing the conflict has been very helpful for me as i would avoid most time.
- Prioritising the important stuff and recognising the needs of others.
- Learning from others on the course as well as Roisin was fantastic.
- The importance of emotional intelligence and how my leadership style can adapt depending on who I'm managing
- Leadership styles, and what transformative leadership looks like in practice, conflict resolution.
- My key learning was all around the importance of self-reflection and having the confidence to be assertive in leading my team
- Leadership styles, emotional intelligence



Course Facilitation

Feedback on course facilitation was overwhelmingly positive. Participants consistently praised Roisin's engaging and supportive approach, describing her as an excellent, knowledgeable, and thought-provoking facilitator. Comments highlighted her ability to encourage adult learners, maintain honesty, and create an environment conducive to peer learning. Her presentations were regarded as highly informative, and her communication skills were noted as superb. Quantitative feedback reinforces this sentiment: 92.9% of respondents rated the facilitator's presentation methods and tools as '5 – Excellent,' with the remaining 7.1% rating them as '4 – Very Good.' Overall, Roisin's facilitation was a key strength of the course, contributing significantly to its success.

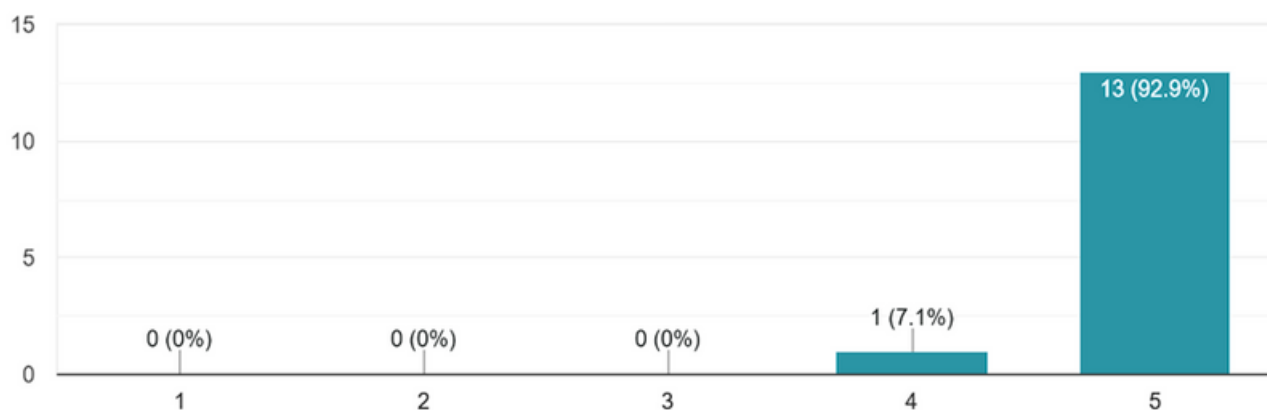


- Roisin continues to guide us through our sessions in a way that is so engaging.
- Roisin was an excellent facilitator throughout the course and very affective and encouraging for adult students
- Roisin was excellent throughout the course
- The tutor was fantastic!
- Rosin was honest and thought provoking
- It was a learning opportunity from each other.
- I found Roisin's presentation most informative on every session
- Superb throughout, knowledgeable, excellent communication - very impressive
- I can't credit Roisin enough, she was fantastic



Facilitator Overall How would you rate our Facilitators presentation methods & Tools

14 responses



Organisation and Accessibility

Participants rated the organisation of the course exceptionally highly, with 100% of respondents giving the highest score of '5 – Excellent.' Feedback praised the seamless blend of hybrid and in-person sessions, which allowed flexibility for participants to balance everyday commitments. The venue, Fermanagh House, was consistently described as warm, welcoming, and ideally suited for networking, with excellent facilities and a central location. Refreshments and lunches were highlighted as a thoughtful addition, contributing to a positive learning environment. Sonya's meticulous planning and personal engagement were commended for creating a well-structured, supportive experience, complemented by Roisin's effective delivery. Overall, the organisation and accessibility of the course were regarded as outstanding.

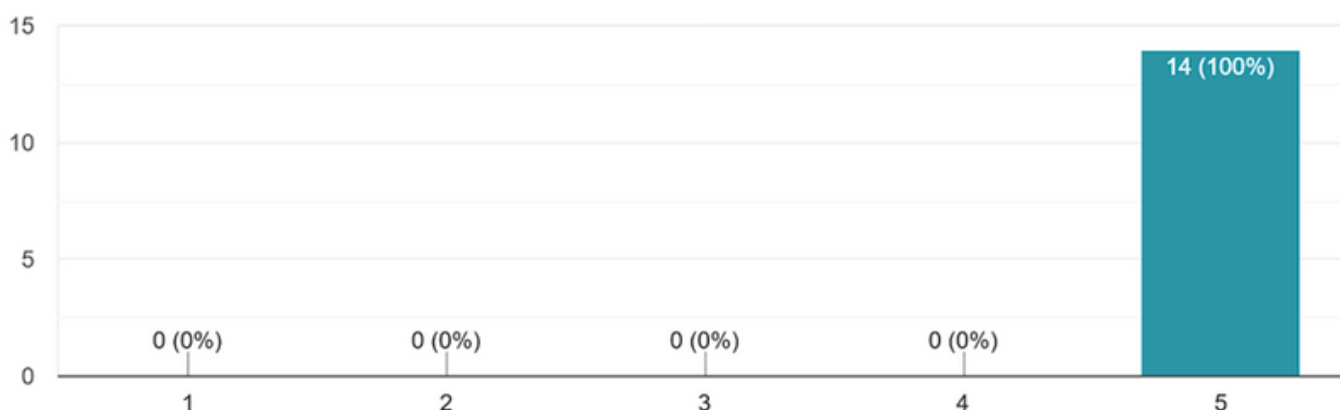


- I really liked the split between hybrid and in person, I felt that it was a really easy way to adjust everyday life around the course
- Refreshments excellent, course organisation was great
- Sonya had everything organised to a very high standard and Fermanagh House is an excellent venue and course facility
- Every week it was lovey to have tea/coffee and scones for break. Lunch was always provided too which was great. Thank you very much
- Everything was excellent, efficiently managed by Sonya & executed perfectly by Roisin from Nicva
- Fermanagh house is warm and welcoming as always. Staff are helpful
- It is excellent course, Sonya is very engaging with the group, show lots of care and personal touch to this group, well appreciated. venue and refreshments are excellent.
- Fermanagh House was excellent ;)
- Great venue and refreshments
- Fermanagh House were so well organised, great facility, very good refreshments, everything that was needed.
- Fermanagh house was an ideal venue, had everything we needed, central location and a great hub for networking



Overall How would you rate the organisation of the course overall?

14 responses



What Participants found most Enjoyable

Participants overwhelmingly valued the opportunity to network and connect with peers, describing the group as supportive and highly engaged. Many highlighted the benefit of sharing experiences and learning collaboratively, noting that the course fostered confidence and personal growth. The interactive delivery style, including group work, round-table discussions, and practical application of theory, was praised for creating an engaging and dynamic learning environment. The mix of in-person and hybrid sessions was appreciated, with several participants emphasising the effectiveness of face-to-face interaction. Overall, the combination of well-structured content, reflective learning, and a welcoming atmosphere contributed to a highly positive experience, with many recommending the course to colleagues.

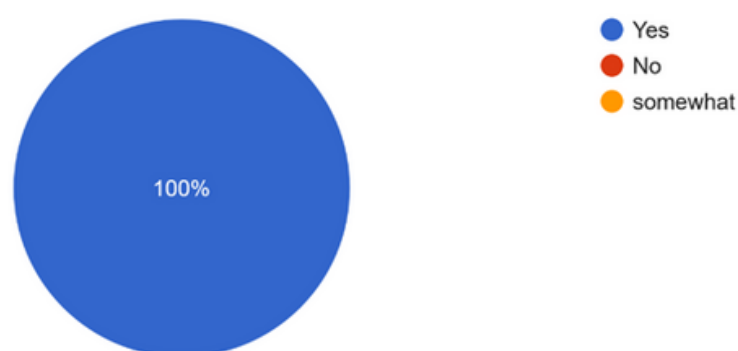


- Networking and meeting all the other participants, such a lovely group of people. And watching everyone's confidence grow by the final session was such a great experience.
- Building on knowledge and confidence and interactions with others who are in same position as myself
- The course material was pitched appropriately for adult learners. I enjoyed that each participant was highly self-motivated and engaged. The supportive network was excellent.
- I took so much both personally and professional from every week, I would really recommend to colleagues who are in a leadership or potential of leadership
- The way it was run by Sonya was excellent & equally delivered in the same manner. I look forward to doing future training with FT, thanks very much for my place & the opportunity!
- A great course with a great bunch of people. This course allowed us to share experiences and stories while applying elements of theory and practical learning tools
- The learning and the time for reflection from the programme. The learning in the room also from each other and everything everyone has to offer from their experiences
- The teacher was very good, well-arranged topics, good learning atmosphere.
- Group work, making connections, gaining confidence.
- I really enjoyed the way the course was delivered, we were learning from each other, not sat looking at a screen all day. I got more from the in-person sessions than the remote sessions but think it was a great idea to have a mix. I will definitely be recommending this course to my colleagues.
- The 'round table' approach was great as we could all talk to each other
- Discussion with other leaders on situations, theory and practice. I would recommend on several levels, - meeting others in similar situations, sharing good practice, networking, very high level of tuition, engaging tasks with an excellent facilitator in a great venue.
- The whole approach to learning and the style in which the course was delivered by Roisin. There was no death by PowerPoint. Lots of opportunities for everyone attending to get to know one another, work together and discuss real life work experience in confidence and support another
- Team work and interaction.



Course Expectations

Has this course met your expectations
14 responses



All participants (100%) confirmed that the course fully met their expectations. This unanimous response reflects the high quality of the content, facilitation, and organisation, as well as the relevance of the topics to participants' roles in the voluntary and community sector. The result demonstrates that the course successfully delivered on its objectives and provided significant value to attendees.

Conclusion

This evaluation demonstrates that the ILM Level 3 Leadership & Management course in Enniskillen successfully met its objectives, with 100% of participants confirming that it exceeded their expectations. Feedback highlights significant improvements in confidence, leadership skills, and the ability to apply learning within organisational contexts. Participants valued the interactive approach, networking opportunities, and practical relevance of the content, alongside exceptional facilitation and organisation. The overwhelmingly positive response indicates that the programme not only enhanced individual leadership capacity but also strengthened collaboration and resilience across the Community and Voluntary sector. These outcomes affirm the importance of continuing to invest in accessible, locally delivered leadership development initiatives.