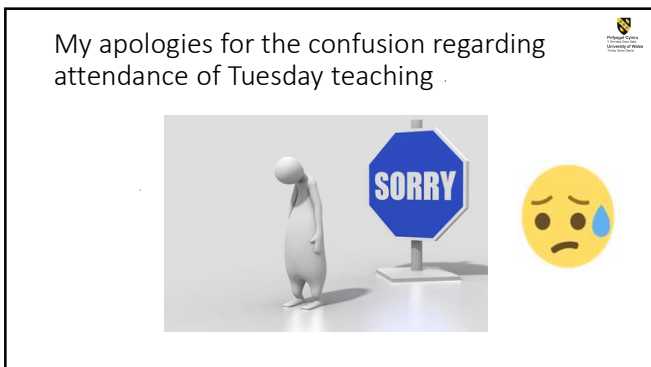




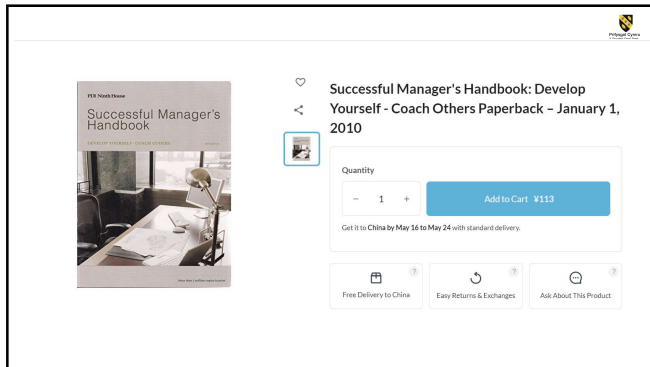
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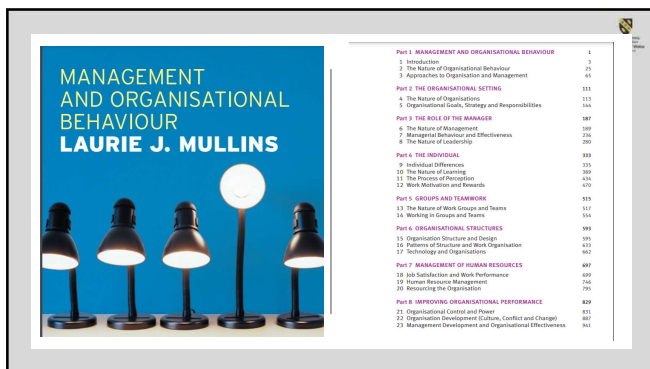
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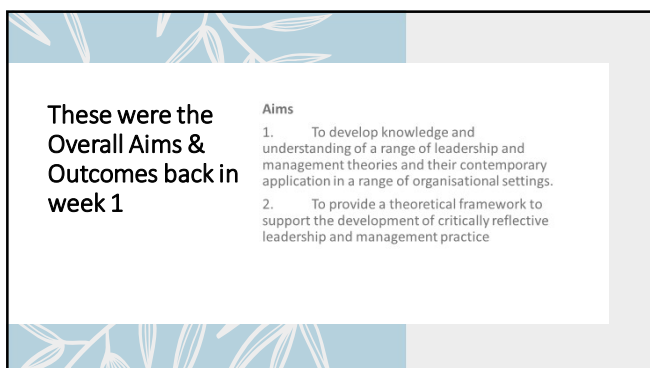
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5



6

Learning Outcomes:

- Upon successful completion of the module students will:
- Critically evaluate the development of leadership and management theory
 - The ability to critically appreciate the nature of leadership and management theories and their application in a range of organisational settings.
 - Understand some traditional and emerging theoretical approaches to the study of leaders and leadership
 - Specify the importance and challenges of leader and leadership development
 - Critique approaches to leader and leadership development
 - This module focuses on some of the key leadership and management theories and assesses their influence on organisational practices.

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Timetable

Week	Date	Title For The Week	Elements To Be Covered
1	02/03/21 04/03/21	Introduction To Leadership & Management	• Differences Between Leadership & Management • Different Models Of Leadership • Leadership Styles • Different Approaches To Leadership
2	09/03/21 11/03/21	Approaches In Leadership	• Leadership Traits • Leadership Characteristics • Functional Leadership • Transactional And Transformational Leadership • Emerging Approaches To Leadership • Emotional Intelligence
3	16/03/21 18/03/21	Approaches In Leadership Continued	• Sustainable Leadership

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Timetable

4	23/03/21 25/03/21	The Function And Role Of The Manager	• Define The Role Manager • Identify Roles And Functions Of Management • Recap On The Differences Between Leadership & Management
5	13/04/21 15/04/21	Introducing Approaches To Organisation & Management	• Classical Approaches (Scientific Management (Taylor 1856 - 1917), Administrative Management (Fayol, 1841 - 1925) . And Bureaucratic Management (Weber, 1864 - 1920)
6	20/04/21 22/04/21	The Employment Relationship	• Conflict & The Employment Relationship • Organisational Behaviour • Employee Engagement • Positive & Negative Behaviour • Diversity At Work

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Timetable			
7	27/04/21 29/04/21	Leading, Managing, And Developing People	- Choice Of Learning & Development Techniques - Succession - Aligning Strategy & Learning & Development - Leadership Development - Motivation
8	04/05/21 06/05/21	Recap & Presentation	- Any additional information that will be beneficial to the subject. - Presentation/Recap On All Of The Above

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End of course Presentation.

 Hopefully some of this recap will help you with your presentation.

 The template presentation is located in Team and Model

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Leadership



Hopefully you feel we have covered the objectives.

12

What makes someone a leader?



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Qualities of a Good Leader

- Honesty
- Confidence
- Patience
- Focus
- Dedication
- Consistency
- Motivate Others
- Effective Communicator
- Responsibility
- Enthusiasm
- Reliability
- Decisiveness
- Determination
- Loyalty
- Courage
- Humility
- Ability to Listen
- Avoid Arguments
- Lead by Example
- Appreciate Co-workers
- Have a Clear Vision
- Create a Positive Atmosphere

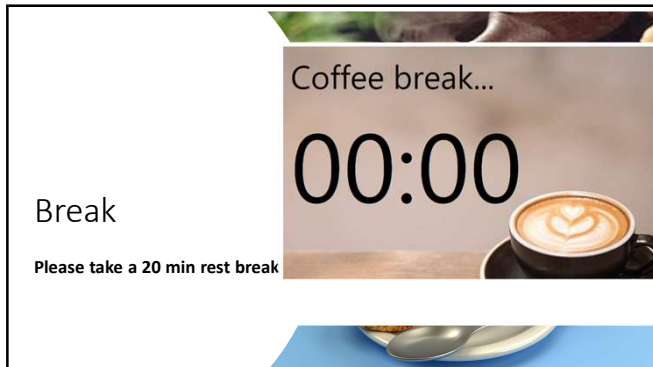


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Video Leadership – 12:14



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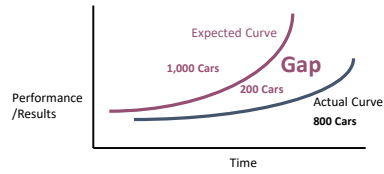


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The Gap Concept



In training terms this means we need to develop programs to fill the Gap

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Training Needs

The reasons for not making the 1,000 cars:

- Not enough resources
- Poor machines
- Poor staff skills

As training experts we must analyze the situation to determine if:

- Expected result too high
- Target achievable
- Is training the only way to make it happen
- Are there other factors.



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20

What is Training?

- Training is a systematic process through which an organization's human resources gain knowledge and develop skills by instruction and practical activities that result in improved corporate performance.

21

21

Differences between Training, Education & Development

- **Training** is short term, task oriented and targeted on achieving a change of attitude, skills and knowledge in a specific area. It is usually job related.
- **Education** is a lifetime investment. It tends to be initiated by a person in the area of his/her interest
- **Development** is a long term investment in human resources.

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The ASK Concept

- If we follow the GAP concept, training is simply a means to use activities to fill the gaps of performance between the actual results and the expected results.
- This GAP can be separated into 3 main themes
 1. Attitude
 2. Skills
 3. Knowledge

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Activity

Rank **ASK** by difficulty to develop in people

- | | |
|--------------|-------------------------|
| 1. Attitude | A. Easy |
| 2. Skills | B. Moderately difficult |
| 3. Knowledge | C. Most difficult |

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Activity – Breakout Rooms – 10 min

- Match 1, 2 & 3 to A, B & C
- Write in the chat column

1. Attitude

2. Skills

3. Knowledge

A. Easy

B. Moderately difficult

C. Most difficult

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Activity

10 min to complete this activity

Finishing in...

10:00

Start

Stop

Reset

mins: 10

secs: 0

type: Finishing

26

Feedback

Rank *ASK* by difficulty to develop in people

1. Attitude

2. Skills

3. Knowledge

A. Easy

B. Moderately difficult

C. Most difficult

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Nine Steps in the Training Process

1. Assessing training needs
2. Preparing training plan
3. Specifying training objectives
4. Designing the training program(s)
5. Selecting the instructional methods
6. Completing the training plan
7. Implementing the training program
8. Evaluating the training
9. Planning future training

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Exercise 1

- Imagine you are the manager of a factory with 500 workers making ice cream for export to Europe.
- What information and evidence do you need before you can say the employees need training?
- Try to list 5 ideas.

29

Activity – Breakout Rooms – min

- Imagine you are the manager of a factory with 500 workers making ice cream for export to Europe.
- What information and evidence do you need before you can say the employees need training?
- Try to list 5 ideas.



30

Activity

20 min to complete this activity

Finishing in...

20:00

Start

Stop

Reset

mins: 20

secs: 0

type: Finishing

Breakdown for PowerPoint by Flow Simulation Ltd.

31

Response to exercise 3

- Accidents report
- Sick leave report
- Employee compensation statistics
- Product quality control report
- Wastage report
- Efficiency report
- Machinery out-of-order report

- Staff discipline report
- Staff enquiries & complaints
- Guests complaints
- Refusal of orders made
- Quality of product report
- Market needs & trends
- Demographic data & background of employees

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Communication

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Activity – 10 Min

- Why is Communication important in a management or leadership role?



34

Activity

10 min to complete this activity

Finishing in...

10:00

Start Stop Reset mins: 10 secs: 0 type: Finishing

Breaktime for PowerPoint by Flow Simulation Ltd



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- Effective communication skills are fundamental to success in many aspects of life. Making friends, building self-confidence, having relationships and starting work - these all depend on being able to communicate well with other.

- Communication is a two-way process, so improving communication involves both how we send and receive messages.

Communication is:

- 10% words
- 20% how we say them
- 70% body language



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Effective communication

Effective communication is a key interpersonal skill and learning how we can improve our communication has many benefits.

Learn to Listen

Listening is not the same as hearing. Learn to listen not only to the words being spoken but how they are being spoken and the non-verbal messages sent with them. Clarify and reflect to confirm what the other person has said and avoid any confusion. Try not to think about what to say next whilst listening. Instead clear your mind and focus on the message.

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Non Verbal Communication

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Nonverbal Communication

Is it possible to communicate without words?

39

Nonverbal Communication

Studies show that over half of your message is carried through nonverbal elements:

- Facial expressions. The human face is extremely expressive, able to convey countless emotions without saying a word. ...
- Body movement and posture. ...
- Gestures. ...
- Eye contact. ...
- Touch. ...
- Space. ...
- Voice. ...

40

Who would you like to approach?

Video - Positive Body Language – 4 min

Posture: Upright & Arms Open. Posture: Shy or Uneasy.

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Nonverbal Communication

Before someone processes our verbal messages,

- Taken in our appearance,
- Registered our enthusiasm and sincerity
- Noted our tone of voice and processed all into nonverbal message.
- If this message reinforce the content of verbal one, it means we send a powerful message.
- If the two messages do not match, they may cancel each other and that means no messages delivered.

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Nonverbal Communication

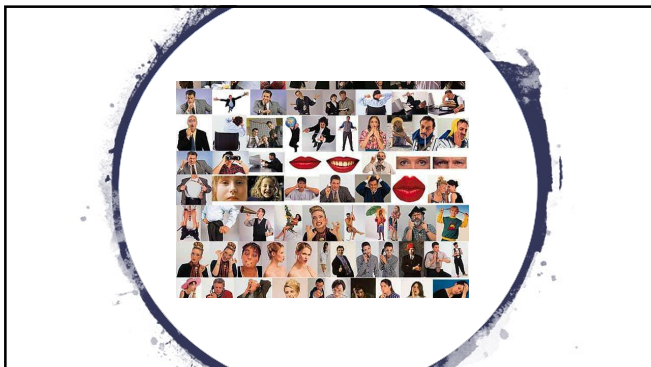
- The process of sending and receiving *wordless* messages by means of facial expressions, gaze, gestures, postures, and tones of voice.
- Nonverbal cues include *all* expressive signs, signals and cues ---which are used to send and receive messages



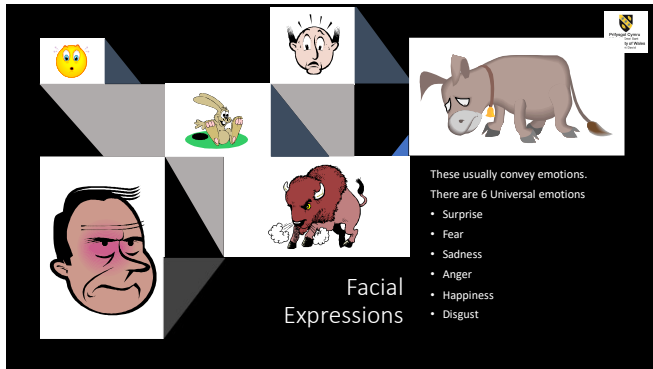
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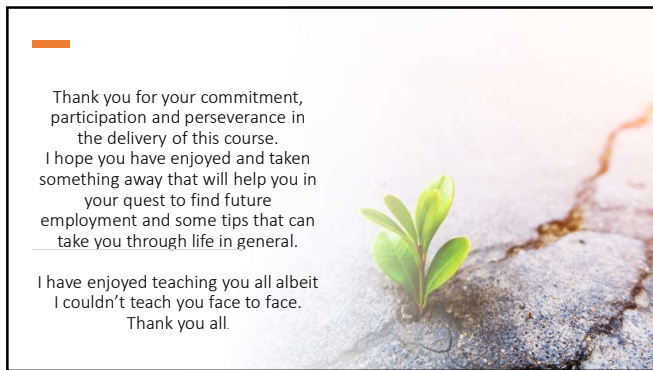
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