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Essential Skills :

Leadership in Practice

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What are we learning?

By the end of the short session you will:

- Explain why effective leadership depends on the needs of people, tasks and circumstances.
- Recognise when a colleague needs direction, support, involvement or greater independence,
- Apply a clear approach to delegation, including outcomes, responsibility, resources and follow-up.

Central question: What does this team need from me right now, and how might that change?

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Leadership Through Everyday Behaviour

- Leadership is not only about being in charge.
- You can show leadership through behaviours that help people understand what needs to happen, contribute effectively and move towards a shared outcome.
- Effective leadership is not about always behaving in the same way. It is about recognising what people and the work need, responding appropriately, and adjusting when circumstances change.

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Can you recognise leadership behaviours?

Consider this scenario :
A team has 30 minutes to prepare an important update for a client. Your manager has unexpectedly been called into another meeting. Nobody else has been put in charge.

Six employees discuss this, read their responses and look out for leadership behaviour.

Employee	What they say
Alex	“Morgan, would it help if I checked the figures while you prepare the slides?”
Morgan	“I'll get started on the slides.”
Sam	“The figures don't seem to match the spreadsheet. Should we check?”
Taylor	“There are four things to complete. Shall we divide them between us?”
Jordan	“Casey, you've worked with this client before. What do you think?”
Casey	“The client was concerned about the delivery date last time. We should address that.”

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Employee	What they say
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Who is leading?

Can more than one person show leadership at the same time?

- **What is Alex doing that helps the team?**
- **What is Sam doing?**
- **What is Jordan doing?**

Could more than one person be showing leadership?

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What *Is* Leadership and what is *not* leadership?

Agree

Disagree

It Depends

- "The most senior person is always the leader."
- "A good leader should know all the answers."
- "A leader needs to be confident and speak a lot."
- "Taking control is the best way to show leadership."
- "A new employee can show leadership."

Can you justify one answer using a workplace example?

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Leadership is not automatically:

Having the highest status;
Speaking the most;
Knowing everything;
Making every decision;
Taking over other people's work.

Leadership can mean helping others make progress towards a shared outcome.

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Leadership vs Authority

33. Influence without authority

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Six Everyday Leadership Behaviours

DIRECTION

What are we trying to achieve?

LISTENING

What do we need to understand?

INVOLVING

Whose contribution do we need?

SUPPORTING

What would help someone succeed?

CHALLENGING

What needs questioning?

ACTING

What needs to happen now?

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Match the statement to the behaviour

DIRECTION | LISTENING | INVOLVING | SUPPORTING | CHALLENGING | ACTING

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Same Person, Different Need

Situation A

- Casey is new to a reporting system and is unsure how to complete a task.

Situation B

Casey has used the system successfully for six months and now works confidently.

Situation C

- Casey has become the team's most knowledgeable user of a new feature.

- What might Casey need in each situation?
- Which leadership behaviour would help?
- What could happen if somebody treated Casey the same way every time?

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DIRECTION | LISTENING | INVOLVING | SUPPORTING | CHALLENGING | ACTING

What Does This Situation Need?

Now that you recognise some leadership behaviours, work in pairs to select an appropriate response to each situation

The Small Mistake: You notice a minor error in a shared document. You could correct it quickly, but the colleague who prepared it may make the same error again.

The Same Question Again: Several new employees have asked the same question about accessing a system. Different colleagues keep answering individually.

The Unexpected Visitor: A visitor arrives for an appointment, but the person they are meeting is unavailable. Reception is busy and nobody has explained what happens next.

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The Leadership Process

1. **Notice**
   What is happening?
2. **Understand**
   What is needed?
3. **Respond**
   What can I do or say?
4. **Review**
   Did it help?

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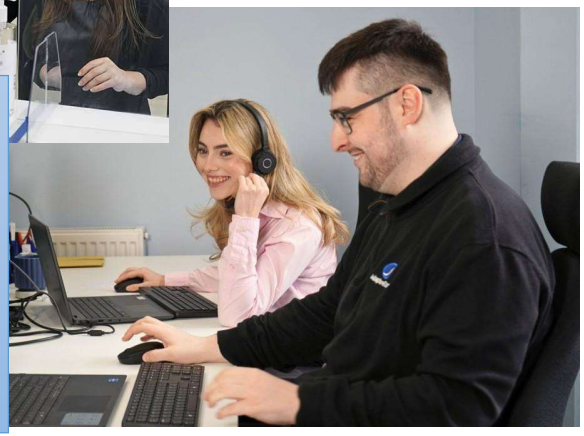
Group Activity – Monday Morning Task

Business and Marketing Task –
The Campaign Goes Live at Noon

Health and Social Care –
The Community Wellbeing Drop-In



IT and Computing –
The Digital First Day

Work in groups - **Select one** of the Monday Morning Scenarios, PDF guides available on Moodle Week 6 Use your leadership skills to plan how to approach the situation.

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Share and review

1. **Notice**
2. **Understand**
3. **Respond**
4. **Review**

- What did you plan?
- Did you all agree?
- What did you prioritise?
- What aspect of the activity was most challenging?

Reflect on your own approach to leadership and influence in the task.

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My Leadership Toolkit

Reflect of what you learnt and discussed today, think about how you will take this forward by completing the following sentences.

- **One leadership behaviour <u>I already demonstrate</u> is…**
- **One leadership behaviour <u>I want to develop</u> for my next professional role is…**

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See you next week

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