

The Tools of Leadership

Assignment Brief

- MA Leadership



Reminder of our module aims:

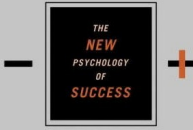
To explain the significance and nature of leadership and its role within organisations

Undertake a ***critical exploration*** of leadership tools and techniques used by successful leaders and ***explore*** different situational forces and variables in the leadership situation

Consider the concept of leadership ***occurring as a practice*** rather than residing in the traits or behaviours of particular individuals



MINDSET



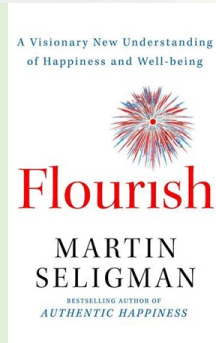
CAROL S. DWECK, PH.D.

Set learning goals toward mastery
Believe learning, talent and ability can all be developed
Effort and persistence
Embrace challenge and new ideas

'I never stopped trying to be qualified to do the job'

Darwin E Smith, CEO, Kimberly-Clark Corporation 1971-1991

Know your key strengths
and use them daily
Know how you learn best &
get more from learning
Ask questions



"Re-craft your life, work, love, play and friendships around your top strengths"

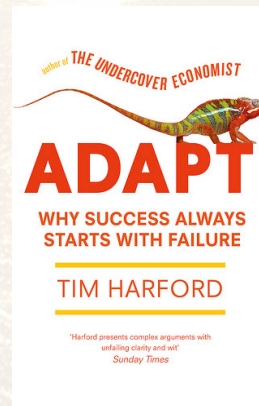
**Dr Martin Seligman,
founder of Positive Psychology**



Give your full attention to learning
Recognise the emotions you feel &
the impact they have
Allow yourself time to reflect & find value
Value the difference of others

'You can't stop the waves, but you can learn to surf'

Jack Kornfield, Buddhist Teacher & Psychologist

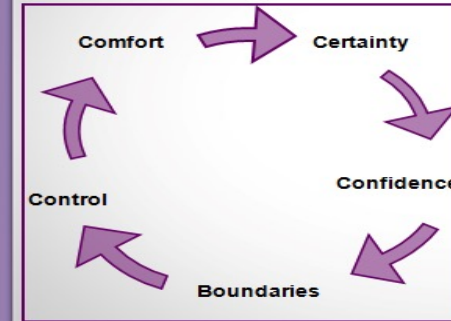


Design an experiment to test new ideas
Make the test small scale and failure survivable
Keep what works
Share your learning with others

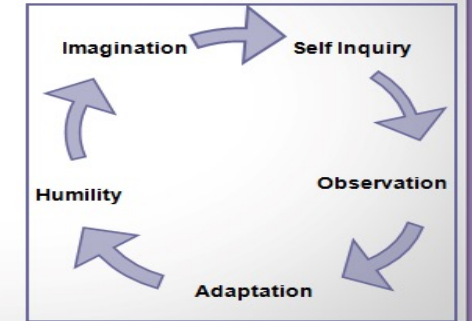
'Adapt: Why success always starts with failure'

Tim Harford, economist & author

Positive Capability



Negative Capability



Knowing more, understanding less
Be open to new ideas that challenge current thinking
Personal sense of inquiry
Reflecting on your performance

"What got you here won't get you there"

Marshall Goldsmith, leadership thinker, author, coach

Title: *The Attributes and Impacts of Leaders*

Requirement:

Submit a 5,000 word report where you have extensively researched a range of organisations and leaders and critically evaluated the attitude/behaviours of leaders and subsequent systems/processes on the impact on organisations, affecting productivity, culture and endurability.

Attributes and Impacts of Leaders

Choose one organisation within any industry/sector, and critically analyse the impact that **poor leadership** has had upon the organisation and its environment. Explain why you have chosen this organisation. Why didn't you choose others? *It would be useful to review a range of organisations to generate different perspectives, for example: BHS, Toys R Us, Blockbuster, Manchester United, Northern Rock and FIFA etc.*

Discuss the significance of leadership and critically evaluate how different leadership styles and emotional intelligence can be applied by leaders within organisations to different people and contexts. Use appropriate models/theories to support your discussion.

Discuss the enduring dysfunctional qualities of character which mark the toxic leader (as well as system/processes) with consideration of the impact and effect that toxic leaders can have upon the performance and culture of an organisation.

Critically review and appraise the role and feasibility of leadership development programmes, with reference to the benefits and limitations of such programmes. Reference should be made to the importance of leaders understanding their own strengths and limitations as a leader.

When reading/researching, keep asking...

*Use the reading list, links/resources on Moodle, the learning from lectures and then...**go far with your reading and interests...***

What is leadership in organisations? How much is it individuals? How much is it the systems people operate in? What are the power dynamics you notice?

What creates toxicity in individuals and organisations at work? What is the breeding ground? How can you notice the signs of toxicity?...In individual attitudes/behaviours?...In processes/systems?

What impact does toxic leadership have?...On colleagues?...On customers/service users?...On outcomes? How do we know?

What has worked to reduce toxicity and it's impact? What hasn't? What are ways of changing individuals to behave differently? And systems?

And throughout all your research, keep asking yourself...What do I think I know? What do I think I don't know? What would help me feel and think differently? What's a different view to my own? Where can I find this?

Writing your report

1. **Writing:** Written in English in an appropriate business/academic style (i.e 3rd Person)
2. **Focus:** Focus only on the tasks set in the assignment.
3. **Length:** 5000 words(+/-10%)
4. **Formatting:** Typed on A4 paper in Times New Roman or Arial font 12 with at least 2.5 centimetre space at each edge, do not indent the first line of a new paragraph, double spaced and pages numbered.
5. **Document format:** In business report format, with a clear title, course, and name or ID number on a cover sheet and including a bibliography using Harvard referencing throughout.
6. **Research:** Research should use reliable and relevant sources of information e.g. academic books and journals that have been peer reviewed. The research should be extensive.

The use of a range of information sources is expected – academic books, peer reviewed journal articles, professional articles, press releases and newspaper articles, reliable statistics, the views of analysts, company annual reports and other relevant information.



Any questions and keeping in touch...

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