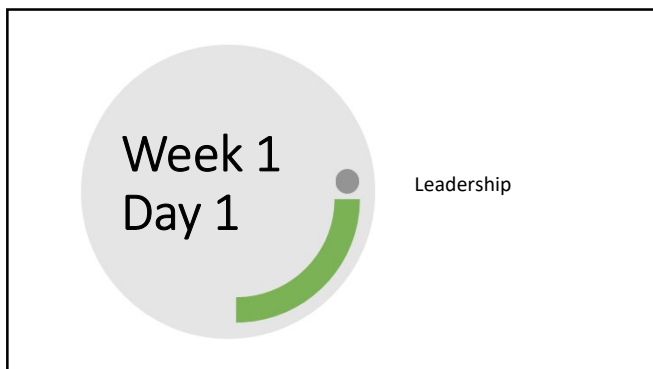




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2



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Lets do the Introduction part first

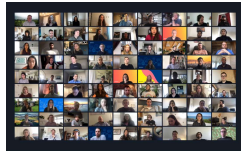
- Can you all hear me?
- Do you all access to recourses?
- Are any of you having difficulty gaining access to the site?



4

Teams

- Could you please turn off your microphones
- We will have breaks throughout the session and I will take questions then.
- Please ensure your cameras are off, there are 38 of you and I only have a little laptop screen.



5

My
background

...



HPL for the
University



PGCE, MBA,
MSCHRM

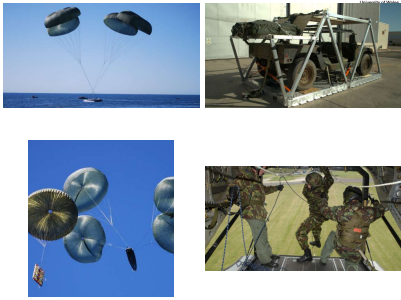


HR – Learning &
Development



6

Learning & Development Manager



7

7

Overall Aims & Outcomes

Aims

1. To develop knowledge and understanding of a range of leadership and management theories and their contemporary application in a range of organisational settings.
2. To provide a theoretical framework to support the development of critically reflective leadership and management practice

8

8

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.

9

9

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
2	09/03/21 11/03/21	Approaches In Leadership	- Different Approaches To 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	- Situational Leadership - Sustainable Leadership

10

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

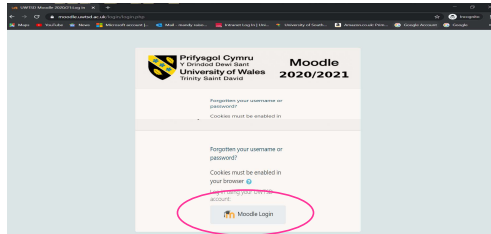
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Timetable

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

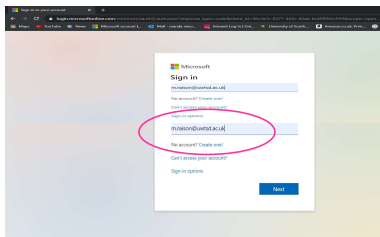
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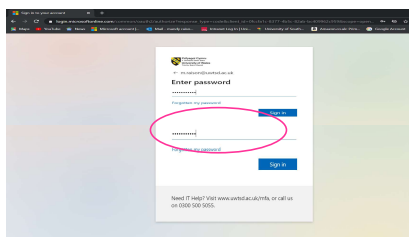
13

Sign In Using Your University Email



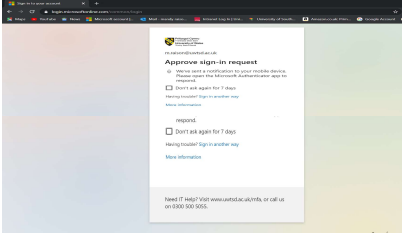
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Enter Your Password



15

Approval Will To Be Sent To Your Phone



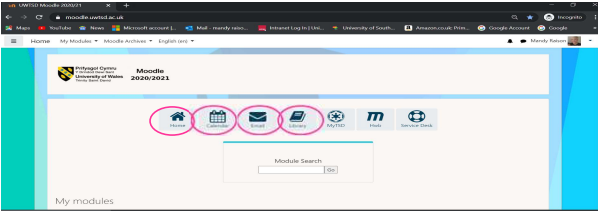


16

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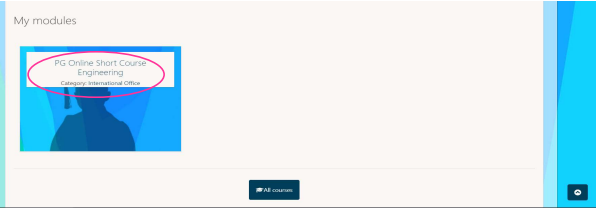


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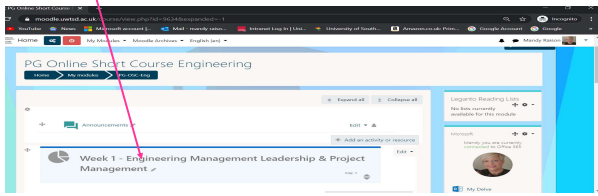






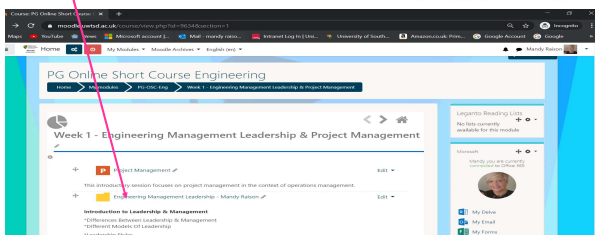
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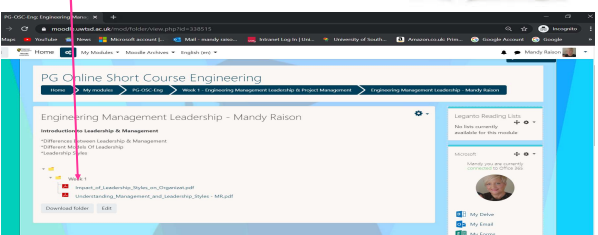
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20

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21

Leadership

Now we can begin

22

Activity:- take 10 min to makes some notes.

- Can you think of a couple of very important people; people who have been the greatest influence in your life?

MR1

- It may be people you met in education, at the workplace or in a sporting situation. Perhaps it is someone you have seen on television or a leader who offered inspiration:



23

Activity

- Who do you think of as inspirational leaders?
- What qualities do they possess?
- How do others view them?



24

MR1 another 2 slides

Mandy Raison, 28/02/2021



25

Feedback for the Activity- think about the following

- What personal qualities do they have?
- What strategic qualities make them stand out of the crowd?
- Do you think they are effective leaders?
- If so, why? If not, why not?
- What have these people taught you about leadership?
- Can a teacher be a leader?
- From any of your previous business studies, are you able to think of any leadership/strategic theories which explain his or her success?
- What leadership characteristics do they have?
- What makes them different from managers?

26

Definitions to leadership include the following:

- Chester Barnard (1938) "The ability of a superior to influence the behavior of subordinates and persuade them to follow a particular course of action".
- Burns (1978) "Leader is attentive to the needs and motives of followers and tries to help followers reach their fullest potential".
- Cole and Kelly (2011) "The process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives".
- Northouse (2013) "...is a process whereby an individual influences a group of individuals to achieve a common goal".

27

*"Leadership is the capacity to
translate vision into reality."*

Warren G. Bennis

28

*"The function of leadership is
to produce more leaders, not
more followers."*

Ralph Nadar

29

Break

Please take a 10 min rest break



30

What is Leadership?

- "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal [strategy]." (Northouse 1997, p.3)
- A process in which an individual influences other group members towards the attainment of group or organisational goals (Shackleton, 1995)
- "Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals." (Donnelly, Ivancevich & Gibson, 1985, p.362)

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What is Leadership?

- Leadership requires using power to influence the thoughts and actions of other people. (Zalenik, 1992)
- "Leadership is an interaction between two or more members of a group that often involves a structuring or restructuring of the situation and the perceptions and expectations of members...Leadership occurs when one group member modifies the motivation or competencies of others in the group. Any member of the group can exhibit some amount of leadership..." (Bass, 1990 p.19-20)

32

Organisations struggle to survive and achieve long-term success

- According to Metcalf and Benn (2012), the 21st century brings major changes, forced by rapid development of new technologies and increasing globalization.
- Forces of change are likely to cause significant turbulence, uncertainty and insecurity.
- Therefore, leadership is necessary for corporate survival and helping organizations cope with the rapid changes and uncertainty in their industries and general environment.



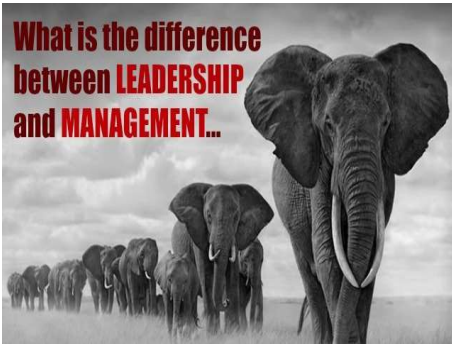
33

Uncertainties.....

- The coronavirus pandemic has placed extraordinary demands on leaders in business and beyond. The humanitarian toll taken by COVID-19 creates fear among employees and other stakeholders.
- What leaders need during a crisis is not a predefined response plan but behaviours and mindsets that will prevent them from overreacting to yesterday's developments and help them look ahead.

34

What is the difference
between **LEADERSHIP**
and **MANAGEMENT...**



35

Strategic and Managerial Leadership

Strategic leadership

The activities involved in the initial creation of a business/ organisational strategy, then directing and energising organisational resources towards achieving that strategy.

'Doing the right thing'

Managerial leadership

The activities surrounding the creation, maintenance and development of an infrastructure for business operations, including organising the work of other people.

'Doing things right'

36

Leadership Is An Asset Of Management

Management is distinct from Leadership. Although an effective leader must also be an effective Manager, good Management does not necessarily entail qualities of Leadership.



37

37



Day 2

Leadership

38

Management and Leadership

Organisations need both.....



39

Leadership vs. Management

- Lead people.
- Leaders do the right things.
- Leadership sets the style and tone for achieving a vision and motivates people to sacrifice for the attainment of the vision.
- Leader is responsible for vision and how it relates to each person.
- You manage things.
- Managers do things right.
- Management is the tactical process of executing and achieving the mission.
- Management's concern lie with the details and the day to day grind without which a vision can't become a reality.
- Manager has to be willingly responsible for the details of the mission.

40

40

Key Words We Are Looking At Today 我们今天要看的关键词

This might help you
这可能会帮助你

41

Leadership Competencies - 领导能力

- The definition of leadership competencies is leadership behaviours and skills that can contribute to superior performance. ... Fully understands the organization – Knowledge of the needs, functions, and goals of the entire organization is necessary to be able to lead.
- 领导能力的定义是领导行为和技能，这些行为和技能有助于提高绩效。...充分理解组织-了解整个组织的需求、职能和目标是实现领导所必需的。

42

Leadership Styles - 领导风格

- A leadership style refers to a leader's characteristic behaviors when directing, motivating, guiding, and managing groups of people. Great leaders can inspire political movements and social change. They can also motivate others to perform, create, and innovate.
- 领导作风是指领导者在领导、激励、引导和管理群体时的特点行为。伟大的领导人可以激发政治运动和社会变革。它们还可以激励他人进行表演、创造和创新。

43

Autocratic Leadership - 专制领导

- Autocratic leadership is a management style wherein one person controls all the decisions and takes very little inputs from other group members. Autocratic leaders make choices or decisions based on their own beliefs and do not involve others for their suggestion or advice.
- 专制领导是一种管理风格，其中一个人控制着所有决策，而从其他集团成员那里很少投入。专制领导人根据自己的信仰做出选择或决定，不涉及他人的建议或建议。

44

Authoritarian Leadership - 威权领导

- The authoritarian leadership style involves leading through clear direction and control. It is also sometimes referred to as the autocratic or directive leadership style. Authoritarian managers typically assert strong authority, have total decision-making power, and expect unquestioned obedience.
- 专制的领导风格包括通过明确的方向和控制来领导。它有时也被称为专制或指令式的领导风格。威权管理者通常拥有强大的权威，拥有完全的决策权，并期待毫无疑问的服从。

45

Participative or Democratic - 参与性或民主党性

- Democratic leadership, also known as participative leadership or shared leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. This type of leadership can apply to any organization, from private businesses to schools to government.
- 民主领导，也称为参与式领导或共同领导，是一种领导风格，集团成员在决策过程中发挥更参与性的作用。这种类型的领导可以适用于任何组织，从私营企业到学校到政府。

46

Delegative - 授权

- The act of giving someone authority or responsibility for.
- One or more persons chosen to represent others.
- 赋予某人权力或责任的行为。
- 选择代表他人的人之一或多人。
-

47

Situational - 情景

- Situational Leadership® is an adaptive leadership style. This strategy encourages leaders to take stock of their team members, weigh the many variables in their workplace and choose the leadership style that best fits their goals and circumstances.
- 情境领导®是一种适应性强的领导风格。这一战略鼓励领导者评估其团队成员，权衡工作场所的许多变量，并选择最适合其目标和环境的领导风格

48

Emotional Intelligence - 情商



- Emotional intelligence is the ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and defuse conflict. ... Social awareness – You have empathy.
- 情商是以积极的方式理解、使用和管理自己的情绪的能力，以缓解压力、有效沟通、同情他人、克服挑战和化解冲突。...社会意识——你有同情心。
-

49

Empathy - 移情



- Empathy as the ability to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling.
- 同情作为感知他人情绪的能力，加上想象别人可能在想什么或感觉的能力。
-

50

Recap

On Tuesdays session



51

Management VS Leadership

- Prior to entering into a more detailed discussion on leadership, it may be important to distinguish between management and leadership; as well as the difference between a manager and a leader.

Video – Kotter

Difference between

Management & Leadership

5.20 min

52

Leadership vs. Management

- | | |
|---|--|
| <ul style="list-style-type: none"> • Lead people. • Leaders do the right things. • Leadership sets the <u>style</u> and <u>tone</u> for achieving a <u>vision</u> and <u>motivates</u> people to <u>sacrifice</u> for the attainment of the vision. • Leader is <u>responsible</u> for <u>vision</u> and how it <u>relates</u> to <u>each person</u>. | <ul style="list-style-type: none"> • You manage things. • Managers do things right. • Management is the <u>tactical</u> process of executing and achieving the <u>mission</u>. • Management's concern lie with the details and the day to day grind without which a vision can't become a reality. • Manager has to be <u>willingly responsible</u> for the <u>details</u> of the <u>mission</u>. |
|---|--|

53

53

Managers

Administer
Maintain
Control
Short term view
Initiate
Accept the status quo
Do thing right

Leaders

Innovate
Develop
Inspire
Long term view
Originate
Challenge the status quo
Do right things

54

Figure 1.4
Identifiable
Functions in the
Management
Process



55

55

Leadership Competencies 领导能力

- Ability to think clearly
- Desire for continuous improvement
- Decision-making
- Developing the team
- Understanding the need to empower
- General management awareness
- Innovation and creativity
- Intellectual



56

56

Leadership Competencies.....

- Managing change
- Delight in diversity
- Managing uncertainty
- Performance management
- Personal effectiveness
- Self-development and learning
- Understanding the culture



57

57

Pellyngol Cyntaf
Ffôn: 01492 526261
University of Wales
E-mail: enquiries@uwales.ac.uk

-

58

[illegible]

Prifysgol Cyren
 of Southern New South
 University of Wollongong
 Wollongong, New South Wales

- [illegible]

Pellysgat Cymru
Ffordd y Ddraig
University of Wales
Trinity Saint David

-

[illegible]

Autocratic or Authoritarian-专制或专制

- This style is when leaders know what needs to be done and tell others how and when you want it done without seeking input from others.
- Should be used when you have all the information to solve the problem, you are short on time, and your employees are well motivated.
- It is NOT yelling at people or bossing others around!

61

Participative or Democratic-参与性或民主性

- In this style the leader involves others in the decision making process, however the leader maintains the final say.
- This is normally used when you have part of the information, and others have other parts.
- You don't have to know everything! Use the knowledge and skills of others.
- Using this style is of mutual benefit -- it allows them to become part of the team and allows you to make better decisions.

62

Delegative or Free Reign -授权

- Also known as Laissez faire or hands off.
- In this style, the leader allows the others to make the decisions. However, the leader is still responsible for the decisions that are made.
- You cannot do everything! You must set priorities and delegate certain tasks.
- This is not a style to use so that you can blame others when things go wrong, rather this is a style to be used when you fully trust and have confidence in others.

63

Using all 3

- A good leader uses all three styles, depending on what forces are involved between the followers, the leader, and the situation.
- Examples:
 - Using an authoritarian style on a new employee who is just learning the job.
 - Using a participative style with a team of workers who know their job.
 - Using a delegative style with a worker who knows more about the job than you.
 - Using all three: Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative).

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Forces

- These are some of the forces that influence the style to use:
 - How much time is available.
 - Are relationships based on respect and trust or on disrespect?
 - Who has the information - you, your employees, or both?
 - How well your employees are trained and how well you know the task.
 - Internal conflicts.
 - Stress levels.
 - Type of task. Is it structured, unstructured, complicated, or simple?

65

Complimentary Leadership Styles – 免费领导风格

- Charismatic Leadership - gathers followers through hint of personality and charm, rather than any form of external power or authority.
- Coercive Leadership - This "Do what I say" style demands immediate compliance.
- Transformational Leadership - all about implementing new ideas; these individuals continually change themselves; they stay flexible and adaptable; and continually improve those around them
- Servant Leadership - These leaders put the needs of others in front of their own.
- Situational Leadership - where the Leader adapts his/or her behaviour to the readiness of the followers.

66
