



Course Outline: LEADERSHIP & MANAGEMENT TRAINING

DEFINITION OF LEADERSHIP

Leadership is based on the ability of an individual to get one or more people together and let them function effectively as a team, being motivated to perform activities in order to achieve set objectives. Leadership describes the BEHAVIOUR of the leader.

SITUATIONAL LEADERSHIP

'Situational leadership' is a term that can be applied generically to a style of leadership, but that also refers to a recognised, and useful, leadership model. In simple terms, a situational leader is one who can adopt different leadership styles depending on the situation.

Blanchard and Hersey characterised leadership style in terms of the amount of direction and of support that the leader gives to his or her followers, and so created a simple grid:





Directing leaders define the roles and tasks of the 'follower' and supervise them closely. Decisions are made by the leader and announced - so communication is largely one-way.

Coaching leaders still define roles and tasks but seeks ideas and suggestions from the follower. Decisions remain the leader's prerogative, but communication is much more two-way.

Supporting leaders pass day-to-day decisions - such as task allocation and processes - to the follower. The leader facilitates and takes part in decisions but control is with the follower.

Delegating leaders are still involved in decisions and problem-solving but control is with the follower. The follower decides when and how the leader will be involved.

DEFINITION OF MANAGEMENT

Management is the process of completing tasks and activities efficiently and effectively with and through individuals and teams.

Management functions:

1. Planning
2. Organising
3. Management of staff
4. Directing
5. Coordinating
6. Reporting
7. Budgeting.

ROLES OF A MANAGER:

Interpersonal role

1. Figurehead
2. Coach
3. Mentor
4. Leader.



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Informational role

1. Monitoring
2. Information management.

Decisional role

1. Entrepreneur
2. Crisis management
3. On-the-spot problem-solving
4. Management of resources
5. Negotiation.

COURSE CONTENT

1. Emotional Intelligence for Leaders
2. Leadership:
 - a. The Characteristics Of A Responsible Leader
 - b. Leadership Powers
 - c. Leadership Styles
 - d. Servant Leadership
 - e. Situational Leadership
 - f. Communication: Personal Influencing Style Assessment.
3. Management:
 - a. Management Functions
 - b. The Responsibilities Of A Manager
 - c. Management Skills
 - d. Management Roles
 - e. What Makes A Manager Successful?
 - i. Communication Competency
 - ii. Planning And Administration Competency
 - iii. Strategic Action With Visionary Leadership Competency
 - iv. Teamwork Competency



- v. Global Awareness Competency
- f. Vi. Self-Management Competency
- g. General Management Tasks
- h. Planning
- i. Organising:
 - i. The Organising Process
 - ii. How To Develop A Vision
 - iii. How To Develop A Mission Statement
 - iv. Organisation Or Team Values
 - v. Personal Values And Principals
 - vi. Personal Mission Statement
 - vii. Swot Analysis (How to use it effectively)
 - viii. Management Of Staff
 - ix. Job Description
 - x. Staff Selection
 - xi. New Staff Members
 - xii. Coaching and mentoring
 - xiii. Staff Retention
 - xiv. Overcoming Complacency
 - xv. Performance Appraisals
 - xvi. Developing And Maintaining High Performance Behaviours
 - xvii. How To Deal With Absenteeism
 - xviii. Laying Down The Law To Employees
 - xix. Leading Productive Meetings
 - xx. How To Motivate Employees
 - xxi. Teams:
 - a. Stages Of Group Development
 - b. Team Dynamics
 - c. Improving Effectiveness Of A Team
 - d. Leadership Techniques For Outstanding Teams.



j. Control.

OUTCOMES OF THE COURSE

Participants will:

1. Understand and begin to apply emotional intelligence
2. Understand and buy into the principles of Servant Leadership
3. Manage and lead more effectively, using the Situational Leadership model
4. Write an aligned team strategy for immediate implementation
5. Gain more respect as a leader and manager of people
6. Have more influence with their direct reports and others
7. Be willing to listen to new ideas
8. Introspect therefore willing to make necessary changes
9. Define what leadership and management are
10. Create a collaborative workplace
11. Be a more responsible leader
12. Identify the keys to effective leadership
13. Plan self-development
14. Motivation
15. Goal setting
16. Learn how to fully utilise SWOT analysis
17. Learn difference between leading versus administering
18. Delegate more effectively
19. Identify own personal influencing style
20. Identify own personal values and principals
21. Write own personal and team mission statement
22. Effective communication
23. Establish more effective teamwork
24. Learn what performance assessments are and how to use it.



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DURATION

Three days.