

LEADERSHIP AND MANAGEMENT SKILLS

Award in Essential Skills for Emerging Leaders - MQF Level 4

DURATION AND COMMITMENT:

3 full days or 6 half days spread over a maximum period of 3 weeks plus self-study of session notes provided.

TOTAL LEARNING HOURS

- Contact Hours: 24
 - Self-Study Hours:1
- Total: 25 hours

NUMBER OF ECTS ON COURSE COMPLETION?

1

WHO IS THIS PROGRAMME FOR?

This programme is targeted towards anyone new to a leadership/supervisory role wishing to acquire the essential leadership skills necessary to lead a team.

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

By the end of the programme the learners will be able to:

- sharpen their interpersonal skills to communicate successfully with their teams
- enhance their confidence to assert themselves in their role as leader
- develop high-impact team leadership skills
- expand their knowledge of key leadership theories and concepts
- equip themselves with practical techniques and examples to allow them to lead their team effectively on a day-to-day basis

TOPICS

The programme will cover the following 6 topics:

1. An Introduction to Leadership

- Leadership and Management; what's the difference?
- Leadership Theories (Overview)
- Leadership Styles (Authoritative, Democratic, Laissez-Faire)
- Situational Leadership

2. An Introduction to Teams

- What makes a team? What is teamwork?
- Team Norms
- Team Development (Tuckman)
- The 5 Dysfunctions of a Team (Lencioni)

3. Communication Skills for Leaders

- Basic Communication Concepts; identifying the purpose, understanding the receiver
- Encoding the Message
- Choosing the right Communication Channel
- Decoding the Message; Active Listening
- Non-Verbal Communication (Body Language)

4. Motivating your Team for Peak Performance

- Theories of Motivation (Maslow, Herzberg)
- Intrinsic vs Extrinsic Motivation
- Harnessing Intrinsic Motivation

5. Managing Performance and Behaviour through Feedback

- Setting Performance Standards and Behavioural Expectations
- Goal Setting (S.M.A.R.T.)
- Monitoring Performance and Behaviour
- Feedback vs Criticism
- Developmental Feedback
- Constructive Feedback

6. Resolving Conflict at Work

- Understanding the Root Cause of Conflict
- Conflict Styles (Thomas/Kilman)
- Different Ways of Handling Conflict
- Moving towards Win/Win