

LEADERSHIP AND MANAGEMENT SKILLS

Award in Leadership & Management Skills for Emerging Managers (INSPIRE) - MQF Level 4

DURATION AND COMMITMENT:

12 full days of group, training sessions between 09:00-17:00 spread over a period of 12 months plus 8No, 1-hour, one-to-one, coaching sessions interspersed between group sessions. Participants are also expected to carry out self-study of session notes provided between each session.

TOTAL LEARNING HOURS

- Contact Hours: 104
 - Self-Study Hours:6
 - Assessment Hours: 6
- Total: 116 hours

NUMBER OF ECTS ON COURSE COMPLETION?

4

WHO IS THIS PROGRAMME FOR?

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

ENTRY REQUIREMENTS

None

OVERALL COURSE OBJECTIVE

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

- develop core leadership behaviours which will enable them to become effective leaders
- sharpen their interpersonal skills to communicate successfully with their teams as well as with their superiors
- enhance their confidence to assert themselves in their role
- develop high-impact team management skills

- expand their knowledge of key leadership and management 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 Module will cover the following topics:

Day 1: An Introduction to Leadership

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

Day 2: An Introduction to Teams

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

Day 3: An Introduction to Local Employment Law

- Disciplinary Procedures;
- Termination of Fixed Term Contracts;
- Penalty Clauses and Training Agreements;
- Maternity Leave & Probationary Periods;
- Non-Compete & Fiduciary Obligations;
- GDPR
- On-Call / Standby & Working Time
- Equality and Diversity

Day 4: Leading with Emotional Intelligence

- Emotional Intelligence and Why It Can Matter More than IQ (Goleman)
- Self-Awareness
- Self-Management
- Empathy
- Relationship Management

Day 5: Communicating Effectively at the Workplace

- 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)

Day 6: Motivating your Team for Peak Performance

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

Day 7: 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

Day 8: Coaching Your Team for Performance

- What is Coaching?
- Coaching as a Developmental Tool
- Core Coaching Skills
- G.R.O.W. Coaching Model

Day 9: Boosting Your Productivity

- Busy vs Productive; what's the difference?
- Getting Things Done; the art of stress-free productivity (Allen)
- Creating Focus; managing distractions and interruptions
- Delegating Effectively

Day 10: Resolving Conflict at Work

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

Day 11: Problem-Solving and Decision-Making

- I.D.E.A.L. – a model for problem solving
- Root Cause Analysis
- The Appreciation (So What?) Technique
- The 5 Whys Technique
- Brainstorming Techniques
- 6 Thinking Hats Technique (De Bono)

Day 12: Managing Stress

- Understanding the cause of stress
- How stress affects the mind and the body
- Detecting signs of stress
- Stress management techniques
- Managing stress in others