

BUSINESS LEADERSHIP CURRICULUM OUTLINE

Unit Standard	120300 - Analyse leadership and related theories in a work context
NQF	5
Credits	8
Duration	2 days per module (A and B) and half day consolidation workshop
Organisational Development Area	Business employees, Junior, Senior, Executive Management levels

MODULE ONE A: INTRODUCTION TO EFFECTIVE LEADERSHIP

- Leadership defined;
- The definition of a leader;
- The definition of a follower;
- Effective leadership;
- Skill, a developed talent or ability;
- Responsibilities of a leader;
- Developing a vision;
- Developing a mission and goals;
- Working towards achieving goals and objectives;
- Building a cohesive team;
- Identifying and meeting team needs;
- Measuring team performance;
- Holding team members accountable;
- Motivating team members;
- Leadership potential;
- Everyone can be a leader;
- Circumstances make and shape leaders;
- Leaders embrace responsibility;
- What do you need to be an effective leader?
- Clear goals;
- Training;
- Followers;
- Leadership vs. Management;
- Leaders lead and manage.

MODULE ONE B: CHOOSING THE APPROPRIATE LEADERSHIP STYLES-DEVELOPMENTAL

- Action-Centered Leadership;
- Autocratic leaders;
- Bureaucratic leadership;
- Charismatic leadership;
- Contingency theories;
- Democratic leaders;
- Functional support;
- Hersey-Blanchard Situational Leadership Theory;
- Laissez-faire leaders;
- Leadership styles;
- People-oriented leadership or relations-oriented leadership;
- Power and influence theories;
- Relational support;
- Servant leadership;
- Situational leadership;
- Situations may change;
- Task-Oriented leadership;
- The follower;
- The transitional nature of leadership;
- Trait theories – What type of person makes a good leader?
- Transactional Leadership;
- Transformational Leadership.

CONSOLIDATION WORKSHOP

The Workshop participants will be able to integrate the procedures given over in the training, and then consolidate the learning with questions and answer feedback in the workshop. Other areas that will be covered in the workshop are:

- Demonstrate knowledge of theories associated with influence and persuasion;
- Critically reflect on the impact of working with politics and power;
- Consider and demonstrate the importance of leadership;
- Reflect on your own approach to influencing.

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MODULE TWO A: DEVELOPING A STRATEGIC PLAN - FOUNDATIONAL

- Vision;
- Definition;
- Purpose;
- Direction and Destination;
- Passion and Values;
- Guidelines or Standards;
- Vision Plan, Mission, Goal;
- Objectives;
- Plans;
- Mission plan;
- Guidelines For Developing A Mission Plan;
- Communication and Vision Developing A Clear Vision;
- A Vision Culture;
- Clarity and lack of ambiguity;
- Vivid and clear picture;
- Description of a bright future;
- Memorable and engaging wording;
- Realistic aspirations;
- Alignment with organisational values and culture;
- Business trends analysis;
- Market analysis;
- Competitive analysis;
- Market segmentation;
- Marketing-mix;
- SWOT analysis;
- Positioning - analysing perceptions;
- Sources of information.

MODULE TWO B: EFFECTIVE DECISION MAKING– DEVELOPMENTAL LEVEL

- Effective Decision Making;
- Establishing Criteria;
- Rating Criteria;
- Problem Identification & Analysis;
- Problem Resolution;
- A look at Problem Resolution;
- Implementation;
- Collective Approach To Success And Failure;
- Pareto Analysis - Choosing what to change;
- Paired Comparison Analysis - Working out the relative importance of different options;
- Grid Analysis - Making a choice taking into account many factors;
- PMI - Weighing the pros and cons of a decision;
- Force Field Analysis - Analysing the pressures for and against change;
- Six Thinking Hats - Looking at a decision from different perspectives;
- Starbursting - Understanding options better by brainstorming questions;
- Stepladder Technique - Making better group decisions;
- Cost/Benefit Analysis - Seeing whether a decision makes financial sense;
- Cash Flow Forecasting with Spreadsheets - Analysing whether an idea is financially viable;
- Decision Trees - Choosing by valuing different options;
- Decision Making Under Uncertainty - Making the best choice with the information available;
- Quantitative Strategic Planning Matrix (QSPM) - Choosing the best strategic way forward;
- The Vroom-Yetton-Jago Decision Model - Deciding how to decide;
- What Are Your Values? - Deciding what's most important in life;
- Monte Carlo Analysis - Bringing uncertainty and risk into forecasting;
- Linear Programming - Optimising your limited resources;
- Critical Thinking - Develop the skills for successful thinking;
- Impact Analysis - Identifying the "unexpected" consequences of a decision;
- The Ladder of Inference - Avoiding "jumping to conclusions";
- Blindspot Analysis - Avoiding common 'fatal flaws' in decision making;
- The Kepner-Tregoe Matrix - Making unbiased, risk assessed decisions;
- Nominal Group Technique - Prioritising issues and projects to achieve consensus;
- The Delphi Technique - Achieving well thought through consensus among experts;
- Avoiding Groupthink - Avoiding fatal flaws in group decision making;
- Reactive Decision Making - Making good decisions under pressure;
- Spiral Dynamics - Understanding how people's values may affect their decision making;
- Are You a 'Cautious' or 'Courageous' Decision Maker? - Understand your risk profile and make better decisions;
- Multi-Voting - Choosing fairly between many options.

CONSOLIDATION WORKSHOP

Workshop participants will be able to integrate the procedures given over in the training, and then consolidate the learning with questions and answer feedback in the workshop. Other areas that will be covered in the workshop are:

- Vision - Define the vision and set a mission statement with hierarchy of goals and objectives;
- SWOT - Analysis conducted according to the desired goals;
- Formulate - Formulate actions and processes to be taken to attain these goals;
- Implement - Implementation of the agreed upon processes;
- Control - Monitor and get feedback from implemented processes to fully control the operation.

Unit Standard	7503 - Demonstrate effective self-management skills
NQF	1
Credits	2
Duration	2 days per module (A and B) and half day consolidation workshop
Organisational Development Area	Business employees, Junior, Senior, Executive Management levels

MODULE THREE A: TEAM BUILDING FOR LEADERS- FOUNDATION

- A continuous process;
- Clearly interpret goals;
- Coaching teams and Commitment;
- Communicate team member's responsibilities;
- Creating a learning environment, four basic needs;
- Definition of coaching;
- Develop a coaching process as a leader;
- Developing a coaching process;
- Group vs. Team;
- Identifying training needs;
- Leading a team of leaders;
- Meeting team needs;
- Motivating teams;
- Ownership;
- Relevancy;
- Responsibilities of a team leader;
- Size;
- Team building;
- Team building benefits;
- Team communication;
- Team member selection criteria;
- Team selection;
- The benefits of diversity;
- The team member's function;
- What action do you take to get there;
- What changes need to be done to stay in;
- Where and who do you want to be?

MODULE THREE B: EQ LEADERSHIP FACTORS- DEVELOPMENTAL

- Introducing 'Emotional Intelligence' (EI):
 - Key areas of focus in developing EI;
 - 'Know thy self';
 - Understanding what makes people 'tick';
 - Freeing yourself;
 - Being yourself;
 - Motivating yourself;
 - Creating what you want.
- Use of emotions:
 - Identifying examples of using emotions at work both positively and negatively and considering the wider consequences of each.
- Emotional Intelligence at Work:
 - Developing an understanding of the value and exact nature of Emotional Intelligence in the working environment.
- Key competencies:
 - Understanding the key competencies that make up emotionally intelligent behaviour, including:
 - Self-Awareness;
 - Social Awareness;
 - Self-Management and
 - Relationship Management.
- The Self-aware Leader:
 - The importance of self-awareness for a leader's development;
 - Understanding your personal leadership strengths and weaknesses;
 - Understanding your emotional responses and their impact on others;
 - Seeking on-going feedback to become a more self-aware leader.
- The Self-managed Leader:
 - The benefits of managing and controlling your emotions;
 - Staying focused and calm under pressure;
 - Self-motivation to achieve goals;
- The Socially Aware Leader:
 - Understanding and empathising with others;
 - Building rapport with a broad range of people;
 - Managing and engaging emotions within your team;
 - Leadership strategies for developing more Emotionally Intelligent team.

CONSOLIDATION WORKSHOP

The Workshop participants will be able to integrate the procedures given over in the training, and then consolidate the learning with questions and answer feedback in the workshop. Other areas that will be covered in the workshop are:

- Understand the different models and theories associated with leadership development;
- Critically assess leadership development approaches for the information professions;
- Demonstrate knowledge of development approaches for yourself and for others;
- Understand the role of leaders in setting strategic focus and direction;
- Appreciate the role of leaders in shaping values and culture in an information services context;
- Understand the concept of change leadership;
- Appreciate people's experience and response to change;
- Making EI personal – how to recognise our own levels of EI;
- Small group and individual activity to raise awareness of how EI impacts on our leadership and behaviour;
- How to develop our own EI – some strategies and techniques to take away;
- To have a greater awareness of our own EI levels.