

## TEAM DEVELOPMENT LEADERSHIP SKILLS CURRICULUM OUTLINE

<b>Unit Standard</b>	242674=3 Credits, 120300=8 Credits, 14667=10 Credits, 113909=5 Credits, 114597=4 Credits, 15224=4 Credits, 242824=12 Credits, 15096=5 Credits, 252031=4 Credits, 120305=8 Credits, 15094=5 Credits, 114226=8 Credits, 15235=3 Credits, 120274=4 Credits
<b>NQF</b>	Level 3-6
<b>Credits</b>	Total of 83 Credits
<b>Duration</b>	11 Days and 1 Day Workshop
<b>Organisational Development Area</b>	Team Leaders, Supervisors and staff on MDP

### MODULE 1: LEADERSHIP SKILLS THROUGH PLANNING, ORGANISING, LEADING AND CONTROL

- **INTRODUCTION:**
  - The modern organisation;
  - Contemporary challenges;
  - The functional framework (PLOC).
- **LEADING:**
  - The basis of leadership;
  - The leadership challenge;
  - Leading self;
  - Leading others;
  - Leading change;
  - Leadership & performance;
  - The leadership jigsaw puzzle #1.
- **PLANNING:**
  - The nature of planning;
  - Goal-setting;
  - The planning process;
  - Creativity & innovation #1;
  - Planning for action.
- **ORGANISING:**
  - The structure of organisations;
  - Allocating work;
  - Distributing responsibility & authority;
  - Selecting individuals & teams;
  - Power & conflict;
  - Organisational systems.
- **CONTROLLING:**
  - Managing action;
  - The control model;
  - Problem-solving & decision-making;
  - Creativity & innovation #2;

- Performance management.

## **MODULE 2: COACHING AND MENTORING SKILLS**

- Introduction to coaching and mentoring;
- Mentoring and coaching skills;
- Mentoring coaching options;
- Identifying common pitfalls;
- A process for mentoring and coaching.

## **MODULE 3: MOTIVATING STAFF MEMBERS AND YOURSELF**

- Understand and manage issues affecting people in the modern organisation;
- Understand and apply fundamental principles of leadership affecting individuals and teams;
- Understand and apply sound principles of team-building and the development of a service ethic;
- Understand how values, attitudes and beliefs affect behaviour;
- Understand and manage problems in motivation both in an individual and a team context;
- Understand and improve efficiency and effectiveness both in the individual and in the team;
- Understand and improve the management of change in the Facilities context;
- Apply learning's in a real-life organisational context.

## **MODULE 4: STRESS MANAGEMENT SKILLS**

- Defining stress and how it affects us;
- Identifying causes of stress;
- Stress and time;
- Managing stress;
- Stress and perception;
- Taking care of your body and mind;
- Stress management strategies.

## **MODULE 5: EMOTIONAL INTELLIGENCE IN THE WORKPLACE**

- The emotional brain;
- The nature of emotional intelligence;
- Emotional intelligence applied;
- Windows of Opportunity;
- Emotional literacy.

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## MODULE 6: CONFLICT RESOLUTION SKILLS

- Conflict in the workplace;
- Interpersonal communication;
- Gender differences at work;
- Guidelines for handling communication breakdowns;
- The signs and kinds of conflict;
- Your conflict management style;
- Types of conflict experienced personally and professionally;
- Skills you need to resolve conflict;
- The conflict resolution process.

## MODULE 7: BEHAVIOURAL INTERVIEW SKILLS

- Why Behavioural Interviewing?
- Before the Interview:
- Forming the Interview Questions;
- Consistent Resume Screening;
- Developing an Interview Format:
- Interviewing Techniques;
- Interviewer Errors to Watch Out for;
- Rating Interviews.

## MODULE 8: PERFORMANCE MANAGEMENT AND APPRAISALS

- The history of performance appraisals;
- Trends;
- Things that have not changed;
- Technology and PA's;
- Manager and employee responsibilities in the PA process;
- Employee's concerns about pa's;
- The performance management process;
- The power of setting goals;
- The performance management cycle;
- The basis for review;
- Key results areas (KRA/KPA's);
- Performance contract linked to job profile;
- Developing objectives and setting standards;
- Managing poor performance;
- When is training the answer?
- Feedback and communication;
- Characteristics of effective feedback;
- Make it personal... the right way;

- Accepting criticism;
- Listening skills;
- Paraphrasing.

## **MODULE 9: CUSTOMER RELATIONSHIP MANAGEMENT SKILLS**

- The importance of a clear customer experience strategy;
- Selecting the correct people;
- Developing, motivating and managing your people;
- Establishing effective service delivery processes;
- Building in continuous improvement;
- Ensuring managers are the key change-agents.

## **CONSOLIDATION WORKSHOP – 1-DAY WORKSHOP SESSION**

- Feedback session from delegates to facilitators;
- Information will be based on integration of learned information in the workplace;
- Difficulties and issues in the workplace will be discussed;
- Extra information required will be given.