

Leadership and Management

COURSE DURATION:

Five days (or 35 contact hours)

COURSE INTRODUCTION:

Now, as perhaps never before, there is a growing awareness that the success of organisations is directly dependent on the effective use of human resources.

Today's business leaders are facing challenges that are unique to our time. These include issues such as globalisation, technological change, ambiguity, organisation dynamics and the changing gender profile of the workforce. We need to understand and practice sound leadership and management in our organisations to meet the special challenges of the 21st century!

This course recognises and addresses the competencies required by managers and team leaders today.

BENEFITS:

Participants on this course will gain insight into the fundamental responsibilities of managers and team leaders. The course will identify and equip participants with the competencies they need to be successful as captains of industry and commerce, whether in the private or public sectors. Participants will gain new appreciation for the important role they play in the success of the organisation, and the significant potential they have to positively influence outcomes.

WHO SHOULD ATTEND?

Managers, Supervisors, Project Team Leaders, Foremen, Coaches, Mentors, Contract Managers, Consultants and Specialists with sapiential authority.

COURSE METHODOLOGY:

This workshop is highly interactive, allowing for maximum, active participation and sharing of experience during sessions. There will be several short lectures, followed by case studies and group discussions.

COURSE OBJECTIVES:

After attending this course, participants should be able to:

- understand the essence of behavioural science as it applies to the practice of leadership and management
- distinguish between management and leadership
- describe the fundamental competencies required by successful leaders and managers
- discuss and apply the various approaches to motivating employees and team members
- explain and apply the situational leadership model
- understand and take advantage of a model promoting sound interpersonal relations

- discuss the dynamics of organisational change, and various techniques associated with successful management of such change
- describe what constitutes an effective team, and how the leader can facilitate this

TOPICS TO BE COVERED:

Day 1 –

1. Management and leadership
 - The distinction between management and leadership
 - Leadership competencies
 - The management process
 - Effective human skills
 - 21st century business leadership
2. Motivation theory
 - Expectancy theory
 - Hierarchy of needs
 - Motivation needs
 - Theory X and theory Y
 - The Hawthorne studies
 - Motivation-Hygiene theory

Day 2 –

3. Leadership traits and attitudes
 - Scientific management
 - Human relations
 - Trait approaches to leadership identification
 - Attitudinal approaches to leadership
4. Situational approaches to leadership
 - Successful and effective leadership
 - Organisational effectiveness
 - Participative management
 - Leadership styles
 - Followers' styles
 - Situational variables
 - Contracting for an appropriate leadership style

Day 3 –

5. Perceptions and the impact of power
 - Power defined
 - Position power and personal power
 - Other bases of power
 - The readiness of followers to follow

6. Developing human resources
 - The development cycle
 - Determining readiness
 - Increasing readiness
 - The regressive cycle
 - Problems in development

Day 4 -

7. Effective interpersonal relations
 - Social styles
 - Identifying various styles
 - Adapting one's style
 - Strategies for enhanced interpersonal effectiveness
8. What is an effective team?
 - How to identify an effective team
 - What are the common factors in effective teams?
 - The typical stages team go through
 - Establishing the team's purpose
 - Defining the team's goals

Day 5 -

9. Who does what?
 - Determining team strategies
 - Structuring the team for the challenges ahead
 - Allocating responsibilities to individuals
10. Hurdles and challenges along the way
 - Inappropriate leadership styles
 - Personality differences
 - Interpersonal problems and the handling of conflict

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