Master Consultants Ltd
Growing People, Growing Organizations

COURSE OUTLINE

INTERNATIONAL DIPLOMA IN LEADERSHIP & TEAM MANAGEMENT

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Module 1 - The Human Resource

Financial and material resources
Why we use the term "human resource"
The meaning of "management" as an activity
What management involves
Levels of management
Why people work
Types of work
Employers and employees
Organizations
Why employers recruit employees
Types of employers:
- government
- non-government organizations:
  - businesses
  - professional organizations
  - non-profit making organizations
  - self-employed
  - business owners

Casual and permanent employment
Types of activities:
- industrial
- trading and distribution
- service-providing
- multi-activity

The interdependence of organizations
Products:
goods
services
Rates of pay:
- time rates, piece rates, commission

Employment benefits:
- paid holiday or leave
- sickness benefit, maternity leave
- pensions
- other benefits

Working conditions

Module 2 - Planning and Organising Work

The modern workforce:
- why employers need employees
- encouraging employees to work well and willingly

Training of employees:
- its importance
- what and how work is to be performed
- types of training

Organising:
- when and where work is to be performed

The "team" - practical example:
- the players, the captain, the team manager

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The work team or workgroup:
 the "goal", the "target"
The supervisor:
 as part of the team
 as leader of the group
The manager:
 what distinguishes a manager
 leadership:
  what it involves
  twofold duties of managers
Planning:
 practical example
 plans as routes to objectives
 what a manager's plans must cover
 activity planning
 adaptable planning
Forecasting:
 what it involves, its relationship to planning
Organising:
 work to be performed
 the work place
 tools
 materials
 utilities
The work environment:
 health and safety
Planning and organising:
 everything in the right places at the right times
Co-ordination of efforts:
 directing towards a common objective
Styles of leadership and management

Module 3 - Supervision and Control of Workgroups

Motivation:
 its importance
 individuals and motivations:
  common motivations
 goals and expectations
 extrinsic motivation
 intrinsic motivation
Job satisfaction:
 factors which contribute to a good "work
climate" Motivating individuals and the group
Motivation by the supervisor:
 Leadership
 setting good examples
 interest in subordinates
 being understanding
 fairness and honesty, being unbiased and impartial
 giving praise and encouragement
Building a good working relationship:
 being approachable

dealing with subordinates' mistakes
developing a good "working spirit"
Developing commitment
Records: what they are and why they are needed
Control
Standards: what they are, why they are set, types of standards
Records of performance: why they are maintained
Spans of control: factors involved

Module 4 - Responsibilities of Management

The meaning of responsibility
in everyday life and in management
Responsibility and rewards:
seniority and increased responsibilities
seniority and greater "rewards"
The meaning of authority:
its relationship with responsibility:
practical examples
Responsibilities towards the employing organization:
for subordinates
for customer-satisfaction:
practical examples
for security and confidentiality
for improvements
for harmonious management/employee relations
protection of assets
achieving profits
Responsibilities towards subordinates:
for fair, honest and equal treatment
for organising, allocating and arranging workloads
for good working conditions for safety and health:

accident prevention:
environmental factors, work and job factors
for training and promotion
Responsibilities towards the community:
providing what citizens need
employment opportunities
avoiding dangers, hazards and inconvenience
conservation
avoiding industrial disputes
Companies:
shareholders
the board of directors:
composition, duties and responsibilities
the managing director: dual role
executive directors
non-executive directors

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The meaning of accountability

Module 5 - Delegation of Responsibility

The meaning of delegation:
authority and answerability
Why the need for delegation arises
Factors which affect the need for delegation
The first stages in delegation:
    what can be delegated
    seeking the right people:
       internal promotion
       external recruitment
       maintaining "managerial control"
Delegating in the right way:
    teaching and training
    allocation of work
    how much responsibility to delegate
    increasing responsibility
Mistakes to avoid in delegating
Monitoring performance
Benefits arising from delegation
Decision-making by subordinates:
    advantages in teaching them more
Decision-making by managers and supervisors:
    the need for self-confidence
    the decision-making process
    implementing the decision
Using initiative

Module 6 - Workgroup and Team Building

Division or specialisation of labour:
    how it came about and what is involved, its advantages
Specialisation and delegation:
    practical example
How businesses expand:
    the development of workgroups, sections, departments
Workgroups:
    what distinguishes workgroups and teams
    meaning of teamwork
    benefits of proficient team leadership:
       fostering creativity and learning
       blending complementary strengths
       building trust
       creating a sense of involvement
       teaching conflict resolution skills
    personality differences due to:

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different work styles, backgrounds, attitudes
factors affecting the behaviour of workgroups
steps to building an effective team
Group and team norms:
  informal rules or codes of conduct
  benefits of good group norms
  active or passive, positive or negative attitudes
  helping groups attain their objectives
Group or team cohesiveness:
  factors which encourage or influence cohesiveness
Stages in group or team formation:
  forming, storming, norming, performing
Team values:
  integrity, respect, empathy
Core values:
  factors typically making up team values
  ### *Module 7 - Leadership Styles*

Differences between managers and leaders
Task-oriented (TO) leadership:
  characteristics and behavioural pattern
  focus on the task at hand
  ability to delegate
  possible benefits and disadvantages of TO
Relationship-oriented (RO) leadership:
  characteristics and behavioural pattern
  focus on welfare and needs of team members
  offering incentives, mediation, interaction
  benefits of RO:
    reducing conflicts, dissatisfaction, boredom
    helping subordinates feel valued
  challenges of RO
 Leadership using a mixture of TO and RO:
   striking the right balance in the situation
Leadership and management needs:
  task needs
    exercise of individual technical skills
  relationship needs:
    getting things done through the efforts of others
    building a motivational environment
  interdependence between task and relationship elements
Conflict and conflict resolution:
  personality clashes, resource shortages, different ways
  of working, misunderstandings, differences of opinions
  and values, gender differences positive and negative
  conflict common causes of negative conflict

  methods of dealing with workplace conflict:

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direct approach, bargaining and compromise,
retreat, de-emphasis, enforcement of team rules
Leadership style:
how a leader deals with team members and other people
common styles of leadership:
characteristics of paternalistic, autocratic,
democratic, controller, bureaucratic, laissez-faire leaders
Situational leadership:
an adaptive and flexible leadership style
adapting to the circumstances or situation
typical leadership styles within situational leadership:
descriptions of styles:
coaching, pacesetting, democratic, affiliative,
authoritative, coercive
adopting a mixture of styles
Leadership style and focus on team development:
Dr Tuckman's model of team life-cycle
difference between style and focus
forming: establishing a team:
features, leadership style and focus
storming: developing the team:
features, leadership style and focus
norming: starting to perform and achieve results:
features, leadership style and focus
performing: sustaining team performance:
features, leadership style and focus
adjourning: dissolution of the team:
features, leadership style and focus
Implications and consequences of the team life-cycle
Practical applications:
providing guidance
building morale
fostering creativity
promoting values

Module 8 - Different Types of Teams

Why different types of teams are needed
Project teams:
temporary endeavour to produce a deliverable
reasons for forming and differences between
functional teams: baton passing
matrix teams: overcoming the two-boss problem
contract team: members from outside the client organization
project teams in practice:
strengths and weaknesses contrasted
Operational teams:
undertaking ongoing activities
well-defined roles and responsibilities
operational teams working as project teams

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Cross-functional teams:
    composition: personnel from different work areas
    aims and benefits
    common examples
Self-managed teams:
    differences between and comparison with other team types
    why they are formed and how they operate problem- solving
    teams
    leading a self-managed team
    benefits and potential problems
Communities of practice:
    definition, reasons for growing popularity
    characteristics:
        the domain, community, practice
Roles in teams:
    technical, functional, team
    allocating roles to team members:
        team leader, record keeper,
        document controller, progress chaser
    active or passive behaviour in teams
    positive or negative behaviour in teams
Decision-making within teams
    steps to reaching a decision
    cause -and-effect of problems
    group decision-making models:
        autocratic, majority rule, majority rule with minority opinion
        steps to reaching a consensus
Trust in teams:
    definition of trust
    why trust in teams is critical
    problems cause by lack of trust
    strategies for building trust
Virtual teams:
    working across time, space and boundaries
    advantages claimed for virtual team working
    classification and types of virtual teams
    virtual team sociology:
        building blocks
    virtual team management:
        challenges for leaders and managers
        strategies for successfully building
        and managing virtual teams
        Module 9 - Team-Role Theory

Glossary of terms
Specialisation of roles and functions
Empowered workforces
The work and research of Dr Meredith Belbin
The Belbin Team Roles theory:
    behavioural patterns:
        action oriented roles:
            shaper, completer, implementer

peoople oriented roles:
  resource investigator, co-ordinator, team worker
thought oriented roles:
  plant, monitor/evaluator, specialist
characteristics and personality traits:
  variations between individuals
strengths and weaknesses
  comparison charts
mix of role players for team success
Changes in behaviour
Using Belbin team roles in practice:
  steps to be taken
The work of John Adair
Action-centered leadership:
  the three elements:
    achievement of the task or goal
    building and maintaining the team
    developing the individuals
  how task, team and individual overlap:
    steps to finding the right "balance"
Adair's view of leadership:
  team leadership, operational leadership, strategic leadership
Adair's 8 leadership functions:
  defining the task, planning, briefing, controlling, evaluating,
  motivating, organising, setting good examples
Practical applications:
  responsibilities for achieving the task
  responsibilities for the team
  responsibilities for each individual
 Responsibility and accountability:
  differences and relationship

Module 10 - Theories About Motivation

Needs and wants
The performance equation:
  motivation, ability, environment
Need-Based Theories of Motivation
Maslow's Hierarchy of Human Needs:
    physiological
    safety and security
    social
    esteem
    self-actualisation
  higher-order and lower-order needs
  unsatisfied needs as motivators
  practical applications
Herzberg's Motivation-Hygiene Theory:
  typical job motivators
  hygiene factors and factors of dissatisfaction

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differences between them and their effects
comparison with everyday life
practical applications
actions for which management needs to allow
    greater freedom to team leader and managers
factors including positive job satisfaction
factors causing reduced or lack of job satisfaction
McCelland's Acquired-Needs Theory:
    need for achievement:
        high need equates to strong need to be successful
        character traits and personality
        ability to solve and master complex tasks
        strengths and weaknesses
    need for affiliation:
        need for belonging and to be liked
        emphasis on good interpersonal relations
        strengths and weaknesses
    need for power:
        need to influence and control
        important traits for success in leadership and management
        possible destructive relations with other people
    practical implications for motivating employees
Process-Based Theories on Motivation Equity
Theory:
    equity as fairness in the treatment of people
    practical example examined
    inputs as contributions, efforts, work
    outputs as perceived rewards
    referents as comparison people or groups
    possible alternative reactions to perceived unfairness
    implications for leadership and management
    enhancing perceptions of equity
Expectancy Theory- the work of Victor Vroom:
    expectancy:
        perception of worthwhile outcomes
    instrumentality:
        degree of perception of efforts bringing rewards
    valence:
        perception of value of rewards
    why employees might not feel efforts lead to high performance
    influencing expectancy perceptions influencing valence

    reward, higher motivation, greater output
    intrinsic and extrinsic rewards
Reinforcement Theory:
    behaviour as a function of its outputs
    explanation of the idea behind the theory
    positive and negative behaviour
    results of failing to reward positive behaviour

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results of rewarding negative behaviour
reinforcement interventions:
    positive reinforcement
    negative reinforcement
    extinction
    punishment or disciplinary action
using reinforcement to motivate teams:
    critical factors to consider

Module 11 - Communication in the Workplace and Communication Skills

The need for communication in the workplace:
    spoken, written and visual
    Definition of communication
The parties to a communication
Ensuring the "same meaning"
Encouraging two-way communication
The purpose of communication:
    increasing knowledge or understanding
    influencing or changing attitudes
    instigating action or influencing behaviour
Communication and motivation:
    attainable standards
    ideal or strict standards
Benefits of good communication
Lines of communication
Effective communication by team leaders and managers
Dangers of the "grapevine"
Interpreting messages:
    considerations of language and education
Implementation of policy in practice
Vertical communication:
    the need for a two-way flow:
        downwards from management to workers
        upwards from the shopfloor to management
    the need for feedback:
        care in dealing with responses
Horizontal communication:
    sideways flow of information
    what it should not involve
Oral communication:
    its ability to be adapted, stressed, pronounced clearly
    allowing for immediate responses following up oral
    messages in writing
Unspoken communication, "signals" and body language
Improving communication skills:
    listening, interpreting body language, clarity and conciseness,
    friendliness, confidence, empathy, open-mindedness, respect,
    feedback, selecting the right channel

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Overcoming barriers to effective communication caused by:
    time restraints, distractions, noise, gender, biases factors
    which impact negatively on communications:
        poor content, poor process, poor context

Module 12 - Coaching, Training and Development of Team Members

Induction:
    purpose and objective
    planning a good induction program:
        introductions
        importance of "first impressions"
        environmental induction
    the workgroup:
        introductions to existing members
        problems to avoid caused by jealousy, resentment, etc
    trial or probationary periods:
        benefits to employer and new employees
    job induction:
        settling in
        follow-up and establishing good relations
        progress monitoring
        reports from team leaders and/or managers
Coaching, training, employee development:
    advantages of training personnel
    on-the-job training
    forms of coaching and training:
        craft, activity and professional training
    methods of training
Health and safety in the workplace training:
    essential training for all personnel:
        hazards and dangers to avoid
        fire precautions and fire drills
        training for newcomers, part-time workers
        refresher training and establishing "safety consciousness"
Disciplinary action:
    why the necessity for it might arise
    minor infractions and serious misdemeanours
    stages which might be necessary
    steps which can be taken to reduce incidences
Counselling:
    causes of work-related problems
    what is involved; a two-way exchange
    the approach, attitude to take
    joint problem solving
    benefits which can arise
Preventing bullying and harassment in the workplace
Workplace stress:
    morale, distress, anxiety, depression

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causes of harmful stress in workplaces

Job design and redesign:

    job rotation:

        what is involved, possible benefits

        problems which can arise

    job enlargement:

        "horizontal" expansion of tasks

        possible benefits and dangers

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