CLEARERTHOUGHTS

PERSONAL DEVELOPMENT, COMPUTER AND MANAGEMENT TRAINING

™

Duration   4 days

Overview

This course will develop knowledge and understanding of leadership as required by a practising or potential first line manager, including innovation and change in an organisation and how to manage conflict and support individuals.

Through a mixture of lecturer input, discussions, exercises and work-related learning delegates will explore these concepts and their importance in their own working lives. Each of the three modules is assessed by means of an assignment task, a series of questions which leads the delegate to consider the topics studied in the light of their own work organisation and team.

The course leads to a nationally accredited qualification.

Recommended for

Staff who are working as first line managers or staff who are working towards becoming a first line manager.

Objectives

At the end of the training the delegate will be able to successfully:

- Describe the factors that will influence the choice of leadership styles or behaviours in workplace situations

- Explain why these leadership styles or behaviours are likely to have a positive or negative effect on individual and group behaviour

- Assess own leadership behaviours and potential in the context of a particular leadership model and own organisation's working practices and culture, using feedback from others

- Describe appropriate actions to enhance own leadership behaviour in the context of the particular leadership model

- Explain the benefits of innovation and change for the organisation

- Identify the barriers to change and innovation in the organisation

- Explain practical ways of overcoming these barriers

- Describe which planning, monitoring and review techniques could be used to manage innovation and change

- Explain why communication is important in successful implementation of innovation and change

- Explain possible human effects of innovation and change upon people and teams in an organisation

- Identify causes of conflict at work

- Describe the stages in the development of conflict

- Explain the effects of conflict on individual and team performance at work

- Explain any recognised technique a manager could use to minimise and resolve conflict in the workplace

- Describe how a manager could promote a positive atmosphere in order to minimise the adverse effects of conflict

using the documentation and support provided.

Modules covered in this course

8600-308 Understanding Leadership

- The qualities of leadership

- The leader – roles and responsibilities

- Differences and similarities between leadership and management, and the need for each of them

- Range of at least three leadership models (such as trait, contingency, situational, distributive, servant leader, transactional/transformational) and their significance for task performance, culture and relationships

- Leadership behaviours and the sources of power

- Identification, development and appropriate choice of personal leadership styles and behaviours

- The role of trust and respect in effective team leadership

- Supervised practice or simulation to develop the ability to apply knowledge and skills

8600-301 Understanding Innovation and Change in an Organisation

- The benefits of change and the consequences of not changing

- The role of change in the survival and prosperity of organisations

- Concepts of creativity and innovation and their significance for organisational success and change management

- Barriers to change and innovation – how to identify them and other difficulties in implementing change

- Means of overcoming barriers and difficulties including unfreezing and freezing techniques

- Methods to monitor and control progress of innovation and change against plan, including use of Gantt charts, network planning

- The role of communication in successful implementation of innovation and change

- Change fatigue and its adverse effects

- Ways to organise and co-ordinate resources and activities to achieve planned innovation and change

- Direct and indirect aspects of innovation and change – human and financial effects upon other people, departments and organisations

8600-312 Understanding Conflict Management in the Workplace

- Possible causes of internal conflict, e.g. personal versus business objectives/values

- Causes of interpersonal friction at work, including bullying and harassment

- The effects of conflict on performance and the individual at work

- Stages in the development of conflict

- The manager's responsibility in minimising and resolving conflict, and techniques to achieve this

Schedule

The course will be delivered as follows:

- Induction – ½ day
  Introduction to the course; the ILM; delegates' own hopes and expectations; study skills

- 8600-308 – 1 day

- 8600-301 – 1 ½ day

- 8600-312 – ½ day

- Assessment workshop – 2 hrs
  Delegates should bring their draft assignment tasks for any or all of the three modules and will receive tutor assistance in bringing these to an appropriate level for submission. An additional 1 hour per delegate is included for individual telephone or face-to-face discussion during the course of the programme.

Timetable

- We run these courses 2-3 times per year each over approximately 6-8 weeks allowing time for consolidation and assessment etc.

- Final dates will be agreed when all delegates have registered.

Cost

Total cost of the course is £600 plus VAT per delegate.

This includes:

- Registration with ILM for course and module assessments

- Study membership of the ILM for 6 months

- Courseware

- Individual support as described above

Clearer Thoughts - for greater clarity in your business

Clearer Thoughts Ltd. Bridle House, 1 Bridle Way, Netherton L30 4UA
Tel: 0151 285 3656 Fax: 0151 525 2298 Email: info@clearerthoughts.co.uk
www.clearerthoughts.co.uk

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