# Evolving Leader: The Art of Leading Others

*Skills Programme (4 days)*

**Study Block 2** **THE HUMAN EQUATION**

**Introduction**

The purpose of this programme is to maximise the potential of leaders to become successful Manager of Others by providing them with practical, measurable approaches which will give them direction and confidence in the challenges they face in ***leading*** others.

## Programme Outcomes

The qualifying learner will be capable of:

- Contextualise the role of leadership in a changing environment
- Understand and apply the fundamentals of leadership qualities and roles
- Differentiate between the role of a manager and role of a leader
- Identify and develop the leading skills, time and value requirements for managing others
- Understand and apply the psychology of leadership to self and others
- Apply motivational principles creating an environment for growth and synergy
- Understand and develop strategies to build and lead a diverse team

## Programme Structure

- Role and qualities of First Time Leaders
- Management versus Leadership Competencies
- Visionary and Servant Leadership
- The Leadership Pipeline and the requirements for world class manager-of-others application
- Resonant Leadership
- The biology of leadership
- The leadership foot print
- Motivational models and principles
- Team building and managing a diverse team
- The Art of delegation

## Who should attend?

This programme is suitable for (a) employees who are currently managing the performance of others; (b) employees who are earmarked to become managers of others; and (c) managers who manage Manager of Others

## Mode of Delivery

- Lecture contact time and video analysis and workplace application
- Self-assessment activities, case studies, group and individual interaction sessions

## Other information

(Optional)A 20 minute action learning work related presentation providing evidence of PDCA application and closure/part closure of identified performance gaps or a written submission of Portfolio of Evidence

# Evolving Leader: The Art of Managing Others

*Skills Programme (4 days)*

**Study Block 3** **THE HUMAN EQUATION**

**Introduction**

**The purpose of this programme is to maximise the potential of managers to become successful Manager of Others by providing them with practical, measurable approaches which will give them direction and confidence in the challenges they face in *managing* others.**

## Programme Outcomes

The qualifying learner will be capable of:

- Explaining and applying the fundamentals of management competencies
- Differentiating between performance types and selection of appropriate strategies to manage each performance type
- Designing performance criteria constituting full and exceptional performance
- Identifying appropriate development strategies to enhance and/or close performance gaps
- Applying the principles of operational planning, organising and controlling
- Demonstrating knowledge and understanding to apply the psychology of performance feedback
- Applying behavioural reinforcement strategies
- Effective Communication – Empathetic Listening and Questioning Skills
- Conflict management skill
- Delivering Results
- Working with People

## Programme Structure

- Fundamentals of Performance Management
- Management – Planning, Organising and Controlling
- Managing the performance, development and potential of direct reports
- Development strategies – management coaching
- Performance review feedback skills
- Behaviour reinforcement ensuring sustainable performance
- Team leadership and developing high performing teams

## Who should attend?

This programme is suitable for (a) employees who are currently managing the performance of others; (b) employees who are earmarked to become managers of others; and (c) managers who manage Manager of Others

## Mode of Delivery

- Lecture contact time and video analysis and workplace application
- Self-assessment activities, case studies, group and individual interaction sessions

## Other information

(Optional)A 20 minute action learning work related presentation providing evidence of PDCA application and closure/part closure of identified performance gaps or a written submission of Portfolio of Evidence

# Evolving Leader: The Art of Performance Analysis

*Skills Programme (4 days)*

**Study Block 4** **THE HUMAN EQUATION**

**Introduction**

**The purpose of this programme is to coach and train individuals to conduct an in-depth PERFORMANCE PROBLEM ANALYSIS in order to systematically and accurately determine various causes (Training, System &/or Process) of inadequate performance.**

## Programme Outcomes & Competence Elements

The qualifying learner will be capable of:

- Devising appropriate strategies to close identified performance gap
- Appling a systematic PLAN, DO, CHECK and ACT continuous improvement methodology
- Determining a Benefit Cost Ratio (BCR) and a Return on Investment % (ROI) for the company
- Problem-solving, Judgement & Decision Making
- Delivering Analysed & Proven Results
- Working with People
- Calculations, ratios & graphs, designing & administering metric tools

## Programme Structure

- Performance Analysis Worksheet – Interview client to identify performance problem and cost of performance discrepancy
- Determine objectives
- Develop provisional gap analysis
- Develop pre-action plan to address gap identified
- Design data gathering tools & analyse data
- Identify and conclude systems, process and/or training issues
- Determine potential ROI (%) & BCR (ratio)
- Submit recommendations for gap closure
- Develop final action plan
- Analyse and compare results
- Conclusion and evidence for year to date gap closure – ROI (%) & BCR (ratio) to date
- Recommendations and action plan for full gap closure

## Who should attend?

This programme is suitable for (a) employees who are currently managing the performance of others; (b) employees who are earmarked to become managers of others; (c) employees who are expected to demonstrate analytical problem solving and continuous improvement skills to get results through others and ensuring success of direct reports/teams/units/functions.

## Mode of Delivery

- Lecture contact time and video analysis and workplace application; Action maze case studies; computer generated analyses & mock panel presentations
- Self-assessment activities, case studies, group and individual interaction sessions

## Other information

45 minute client directed action learning work related project combine with a final presentation providing evidence of closure/part closure of identified performance gaps (Refer to the 16 step model on the next page).

# .The Art of Performance Problem Analysis (Mini Needs Analysis)

***Note:  The presentation must address ALL 16 stages below.  No stage may be skipped / omitted.***

**STAGE 1 (PLAN)**
- Interview the client using the Performance Analysis Worksheet (Note:  The completed PAW remain in Block 1 as evidence)
- Ensure information is quantifiable

**STAGE 2 (PLAN)**
Organogram showing proposed Target Population as well as yourself in relation to the target population

**STAGE 3 (PLAN)**
Determine objective:
- Why…
- Who…
- Where…
- What…
- How (well)

**STAGE 4 (PLAN)**
Provisional Gap Analysis based on PAW
- Required standard
- Gap
- Actual standard

All to be measurable

**STAGE 5 (DO)**
Draw up an action plan to gather data from Target Population

**STAGE 6 (DO)**
- Design relevant data gathering tools. (Note:  The BLANK tools remain in Block 6 in the body of your portfolio.)
- Administer tools to target Population

**STAGE 7 (CHECK)**
Analyse data from tools (Note:  The COMPLETED tools are placed in a clearly marked Annexure to Block 7 at the end of the process after Block 10).
- Draw meaningful graphs
- Draw meaningful tables

**STAGE 8 (CHECK)**
Use the Problem Analysis Quadrants to consolidate and summarise the information for:
- Training
- System
- Process

**STAGE 9 (CHECK)**
Draw conclusions by:
- Drawing a final gap analysis & splitting the gap into training, system & process %'s
- Writing conclusions for training, system & process
- ROI % & Benefit Cost Ratio

**STAGE 10 (ACTION REMEDIAL)**
Give recommendations for:
- Training
- System
- Process

Design a new detailed action plan for future follow-up. Discuss any year-to date identified gap closure

**COMPILE INTERIM MANAGEMENT REPORT**
- **Executive Summary (short overview of your Performance Problem Analysis – similar to reading the back cover of a book to get a feel for the content.)**
- **Body comprising Stages 1 – 8 (refer to the blocks above for what is included in the body of the report and what is an annexure).**
- **Conclusions Stage 9**
- **Recommendations and year-to-date gap closure Stage 10**
- **Final signature and signing off by client**

**STAGE 11 (ACTION REMEDIAL)**
Draw up a **detailed action plan** for the implementation of the recommendations given at Stage 10 for:
- Training
- System
- Process

It is **CRITICAL** to ensure that there are check points and milestone dates given **PRIOR to the final presentation**.

**STAGE 12 to Stage 16 (ACTION REMEDIAL)**
During the next few stages you need to re-apply what you did during the previous **Stages 6 through 10** by administering / analysing / plotting the **SAME** previously designed tools / instruments to see how much the initial identified gap has been closed for:
- Training
- System
- Process

**Stage 12 (similar to Stage 6):** Re-administer the same instruments
**Stage 13 (similar to Stage 7):** Analyse the re-administered instruments and compare to initial findings by drawing comparison graphs / tables, etc
**Stage 14 (similar to Stage 8):** Replot the Problem Analysis Quadrants and compare to previous plot.
**Stage 15 (similar to Stage 9):** Return to initial gap analysis and indicate where the gap has closed / is busy closing for the Training /System & Process percentages.  Calculate the ROI% and BC Ratio for the current gap closure.  Discuss conclusions based on the status quo of the current gap closure.  Identify further tangible / intangible benefits realised
**Stage 16 (similar to Stage 10):** Highlight area where remedial or further action is required regarding gap closure.

**COMPLETE FINAL MANAGEMENT REPORT**
- **Add Stage 12 through Stage 16 to your Management Report and to your final presentation**
- **Final signature and signing off by client**

*NB:  All hard copies of completed instruments/tools used to collect data to be clearly marked as Annexures at the back of the Management Report.*