e-eupa Certification for Administration Personnel

Level 5

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Unit details

WA11: Team and Self-Management

5.1 Act as a Manager

LO5.6. Demonstrate the ability to define common goals, interests and perspectives for staff in order to accomplish a specific task

LO5.7. Demonstrate the ability to shape the vision for your team and a strategy to achieve it

LO5.8. Improve leadership skills

LO5.9. Handle leadership pressures

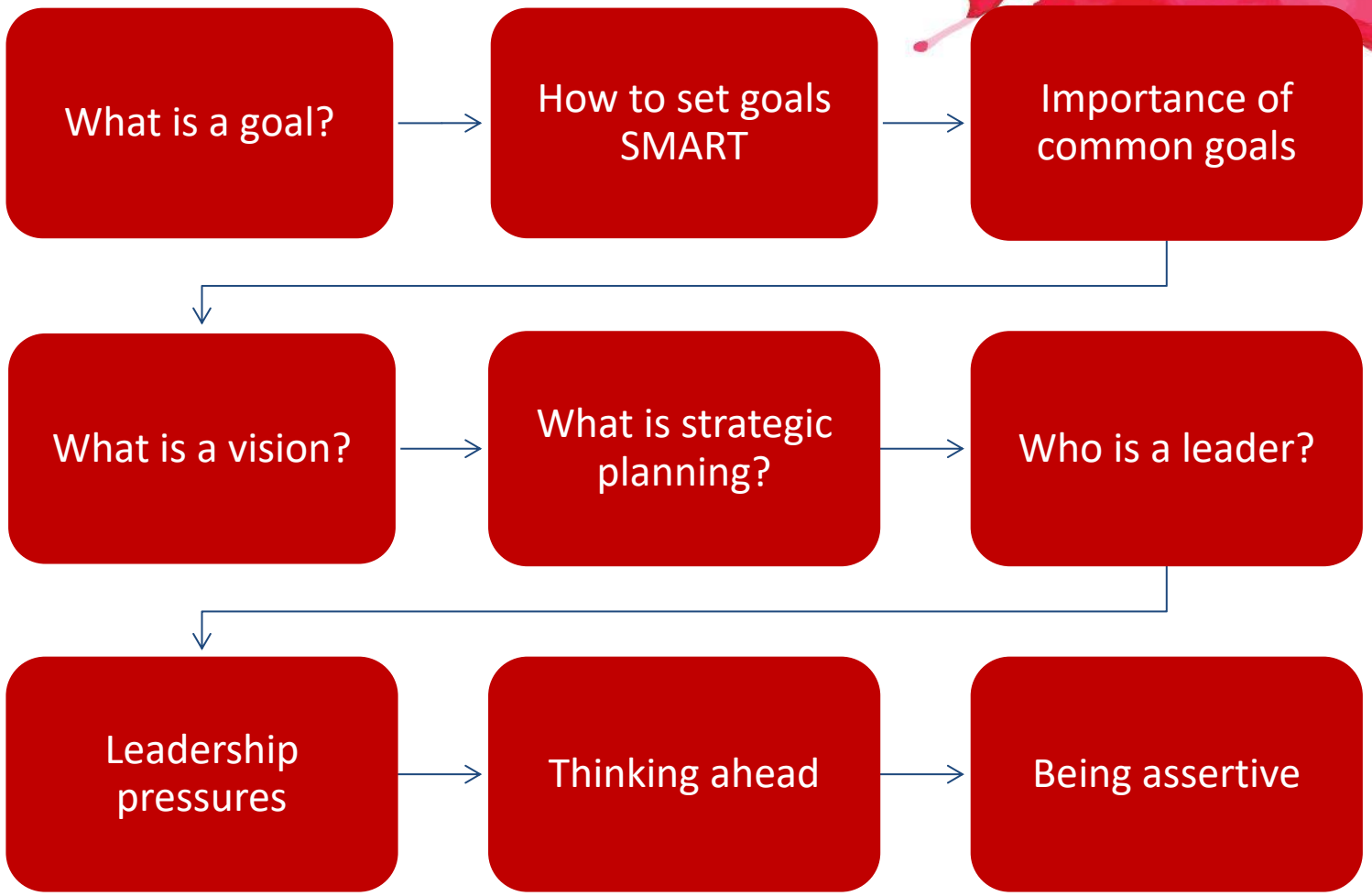
LO5.10. Think ahead in order to prevent a crisis

LO5.11. Motivate own resources in order to achieve the set objectives

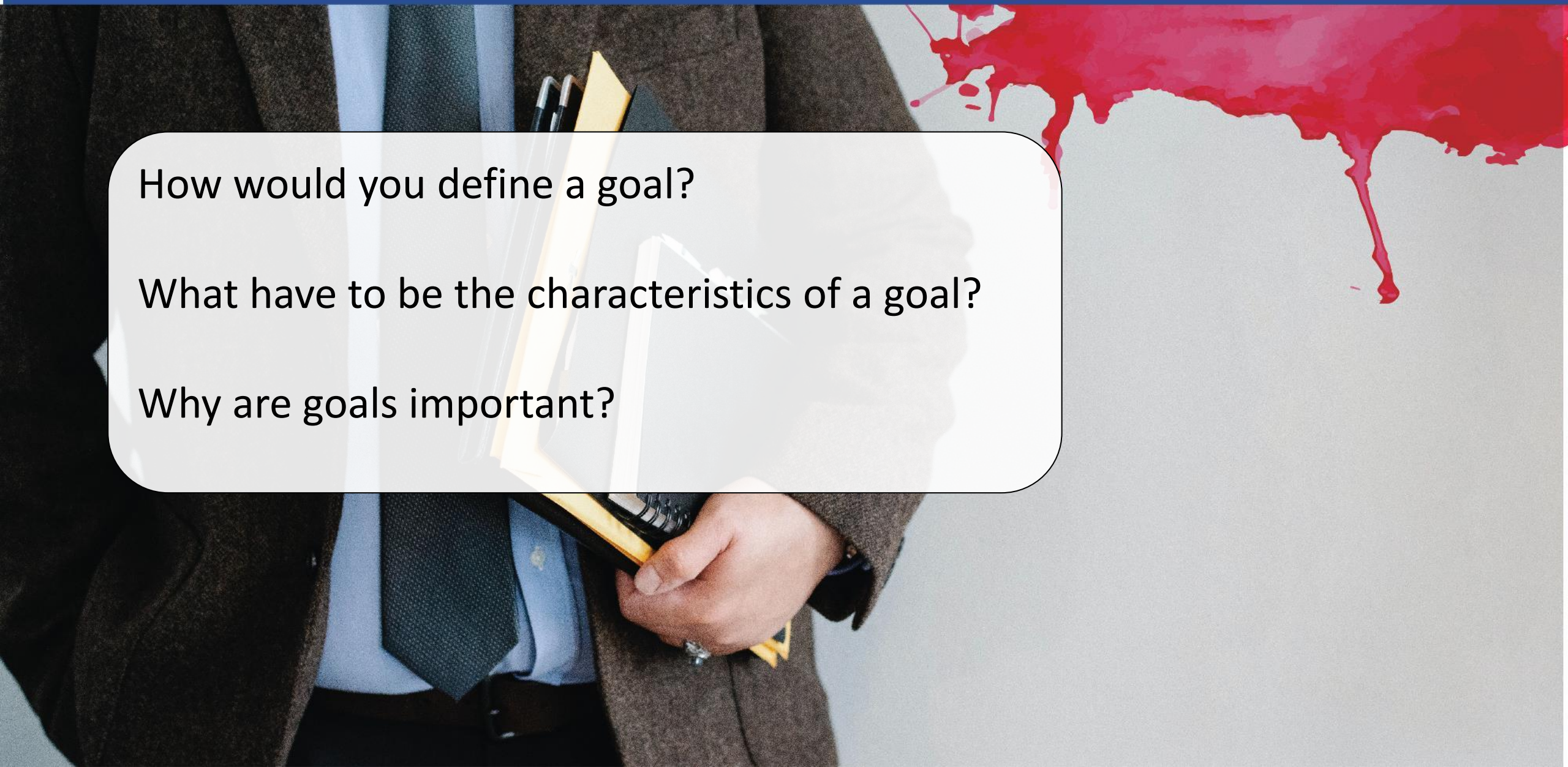
LO5.12. Demonstrate the ability to act and react assertively and sensitively

LO5.13. Demonstrate situational leadership (the 60-second PA)

Route map


What is a goal?
How to set goals SMART
Importance of common goals
What is a vision?
What is strategic planning?
Who is a leader?
Leadership pressures
Thinking ahead
Being assertive

What is a goal?



How would you define a goal?

What have to be the characteristics of a goal?

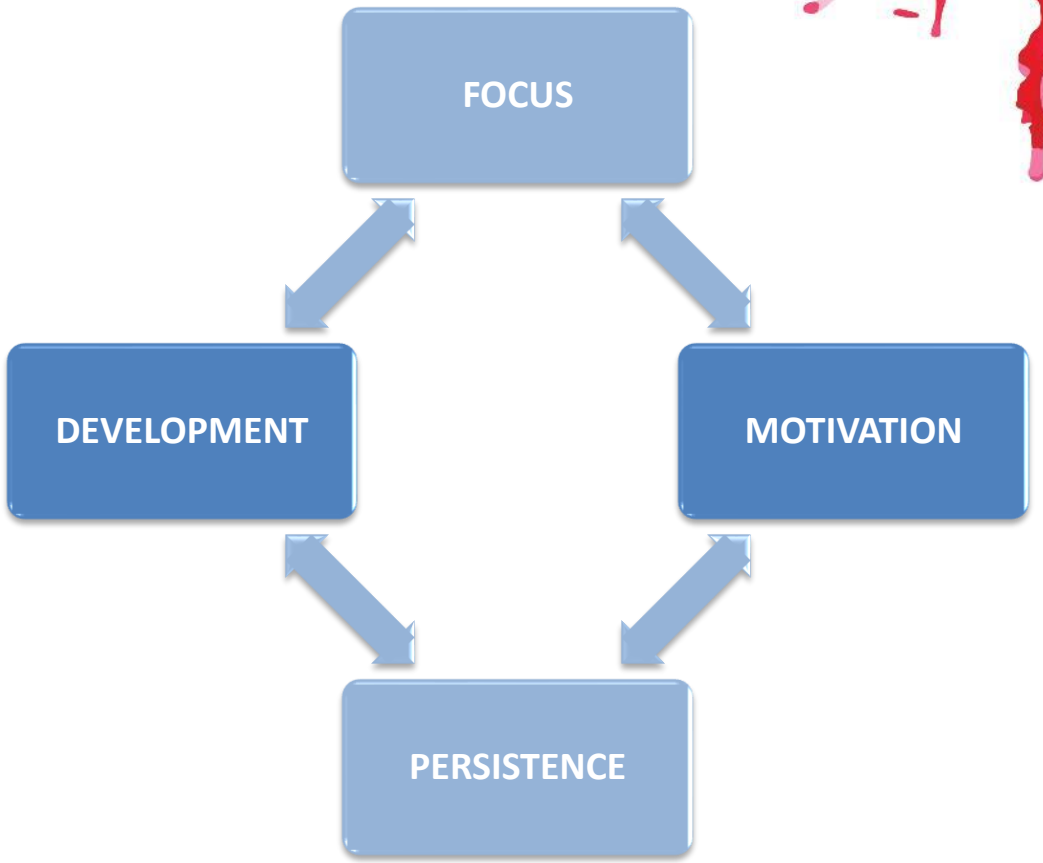
Why are goals important?

What is a goal?

"A desired result a person or a system envisions, plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines."

(Wikipedia)

Why are goals important?



How to set goals? Keep them SMART!

Specific	• Well-defined • Focused
Measurable	• Include concrete numbers • Track progress
Achievable	• Don’t set goals beyond reach – you will not attain them • Make sure your goal is realistic
Relevant	• Consistent with the mission • Consistent with the vision • Reflects one or more core values
Time based	• Establish a realistic time frame for achieving your goal

Quiz

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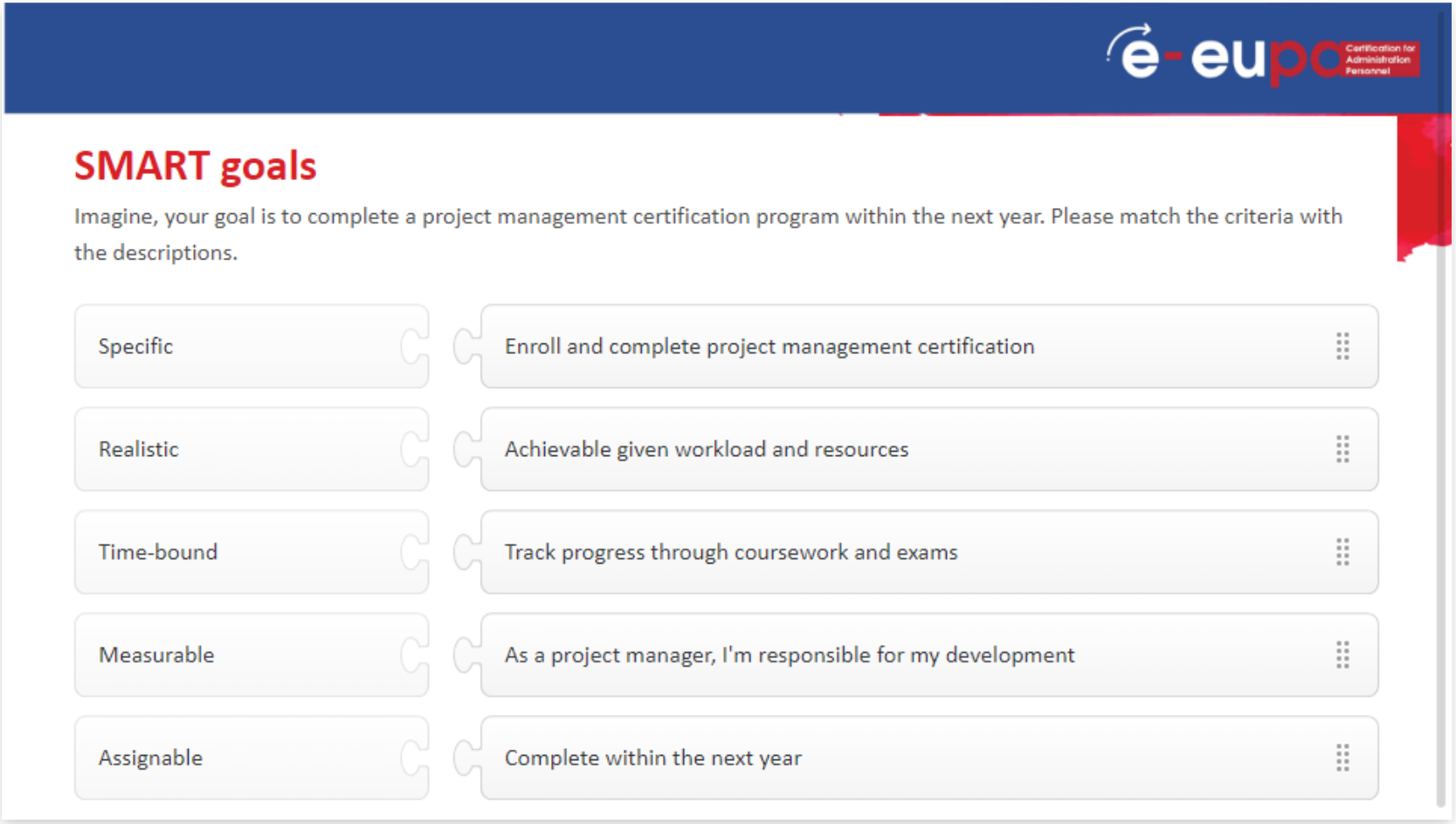
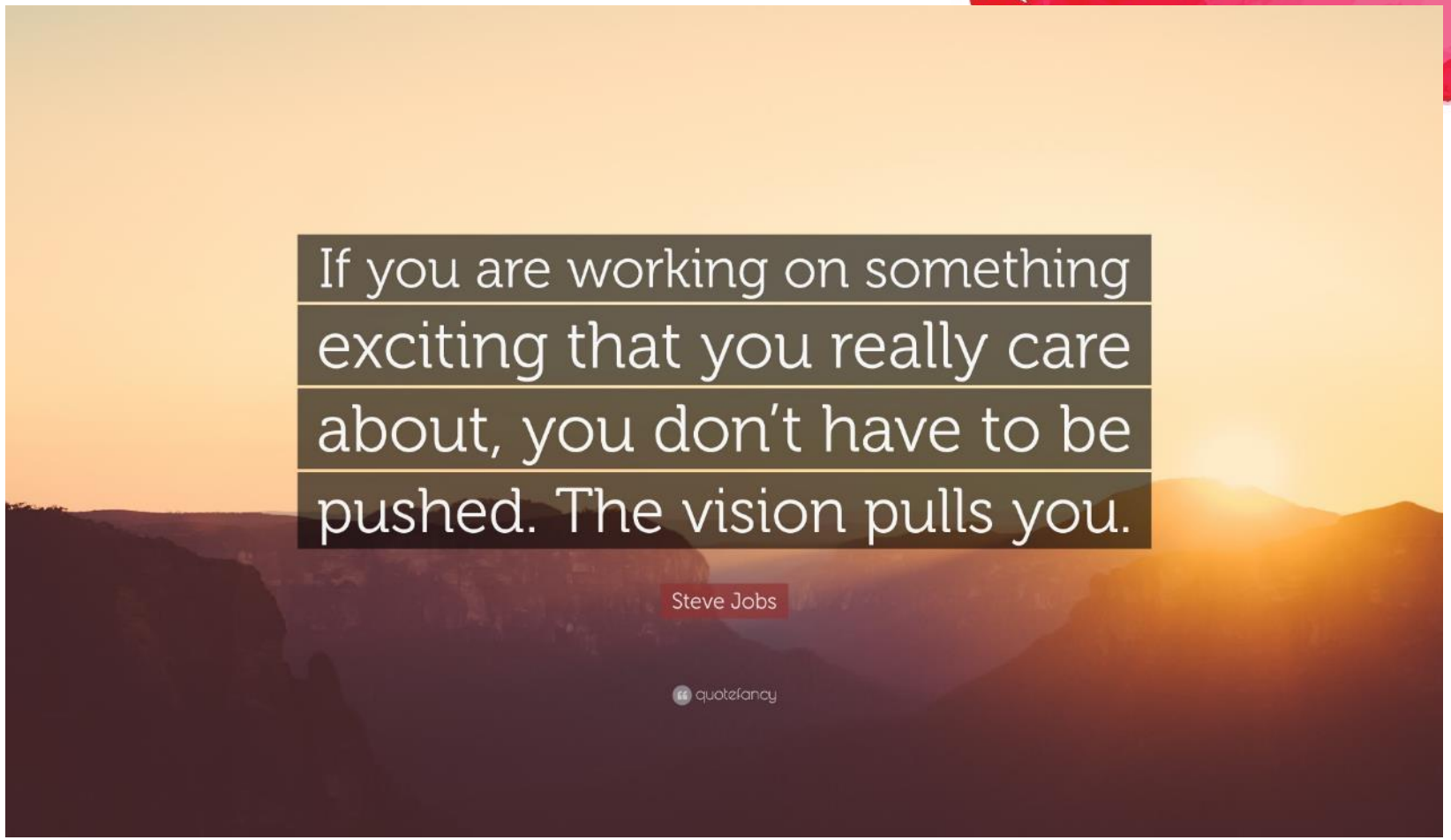


Importance of common goals

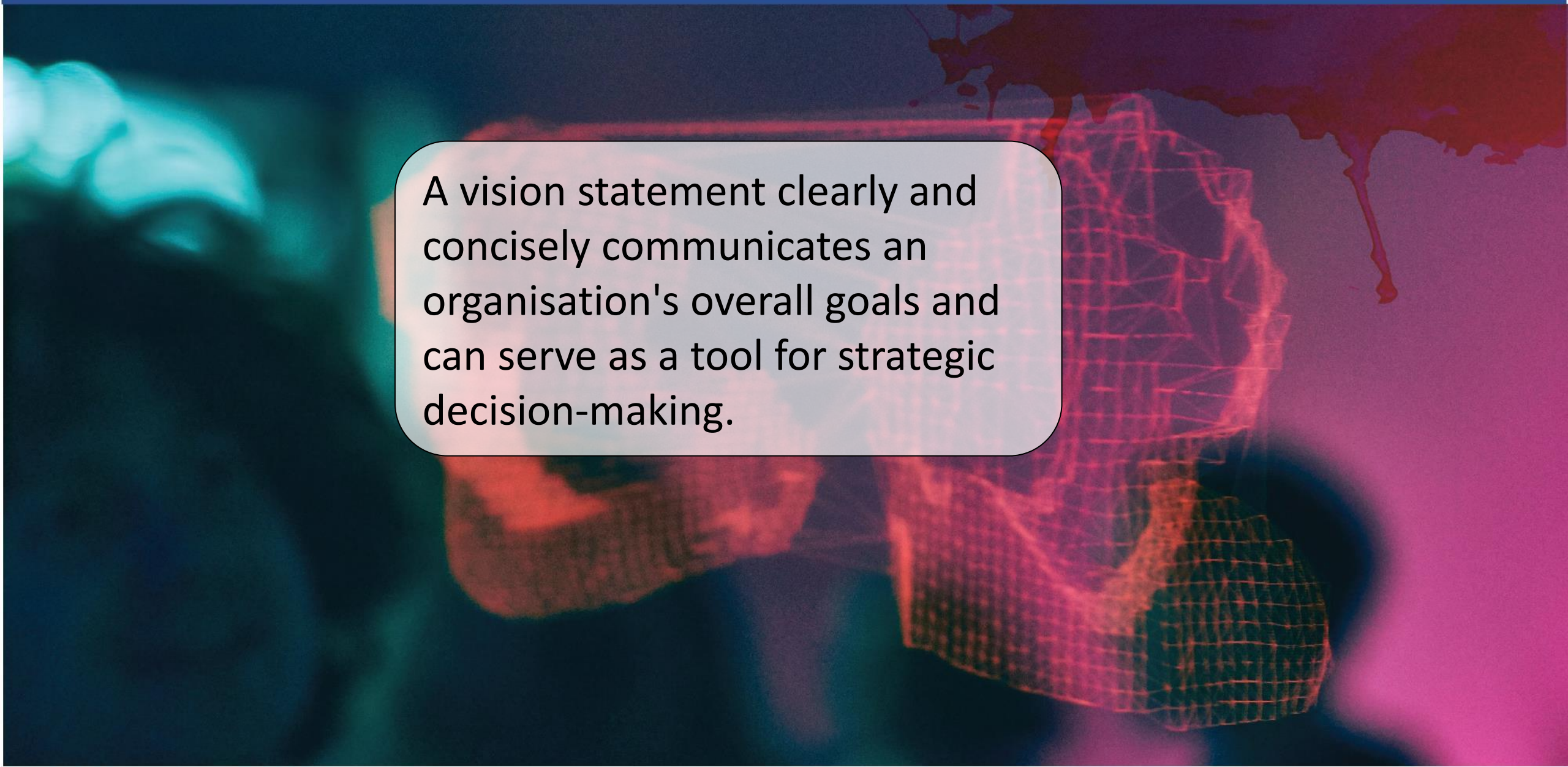
- Communication of goals
- Involvement of all
- Rewarding for achievement of common goals
- Building a team to achieve common goals

What is a vision?



Self reflection

What is a vision?



A vision statement clearly and concisely communicates an organisation's overall goals and can serve as a tool for strategic decision-making.

Examples

Apple
"To make the best products on earth and to leave the world better than we found it"

BBC
"To be the most creative organization in the world"

Microsoft
"To help people throughout the world realize their full potential"

Amazon
"Our vision is to be earth's most customer-centric company, where customers can find and discover anything they might want to buy online."

Quiz

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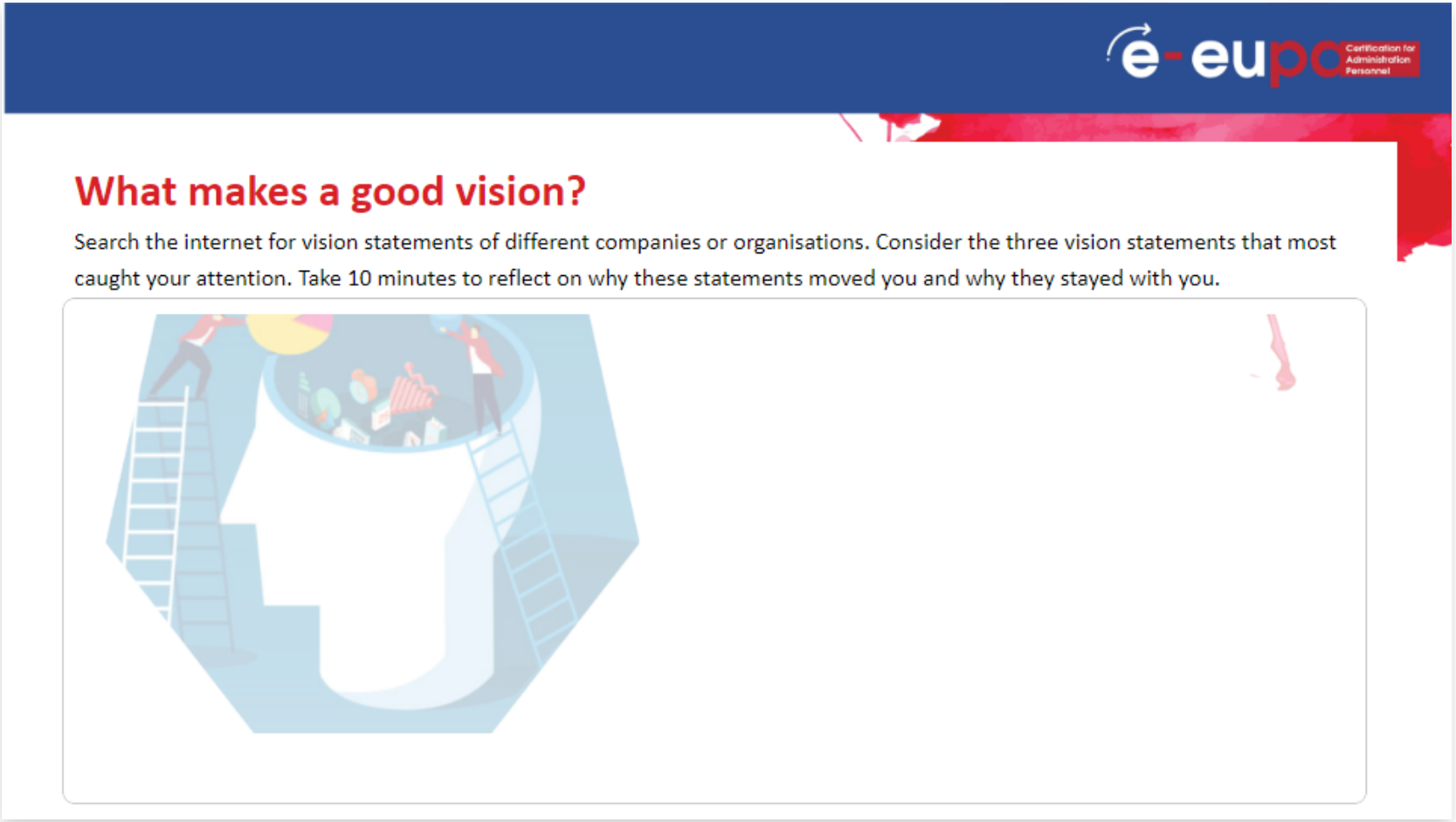


Creating a vision

- A vision provides direction, sets priorities, serves as a bar
- To create a vision, focus on the organization's **strengths** by using tools such as **PEST Analysis** and **SWOT Analysis**
- Think about how the industry is likely to evolve, and how the competitors are likely to behave
- Leadership shall be proactive

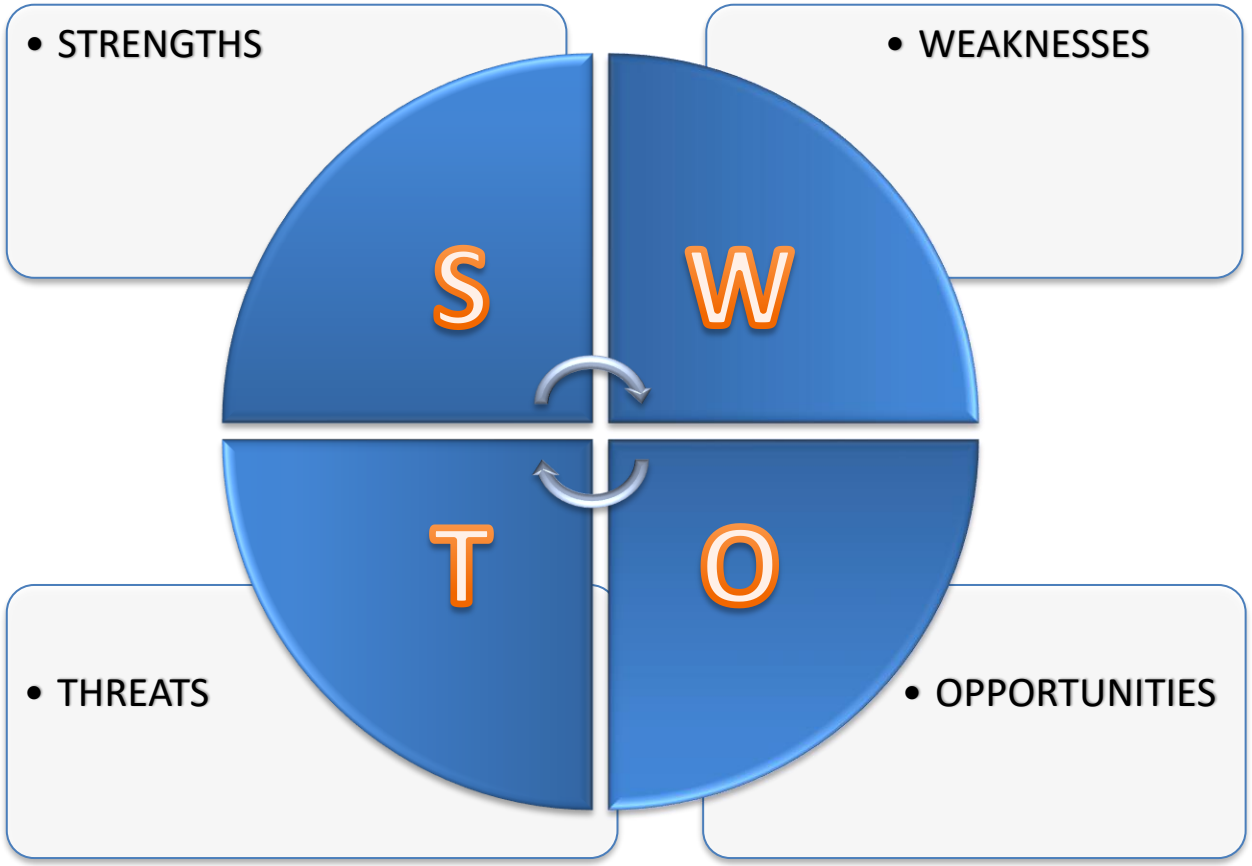
How to address strengths and weaknesses

PEST analysis

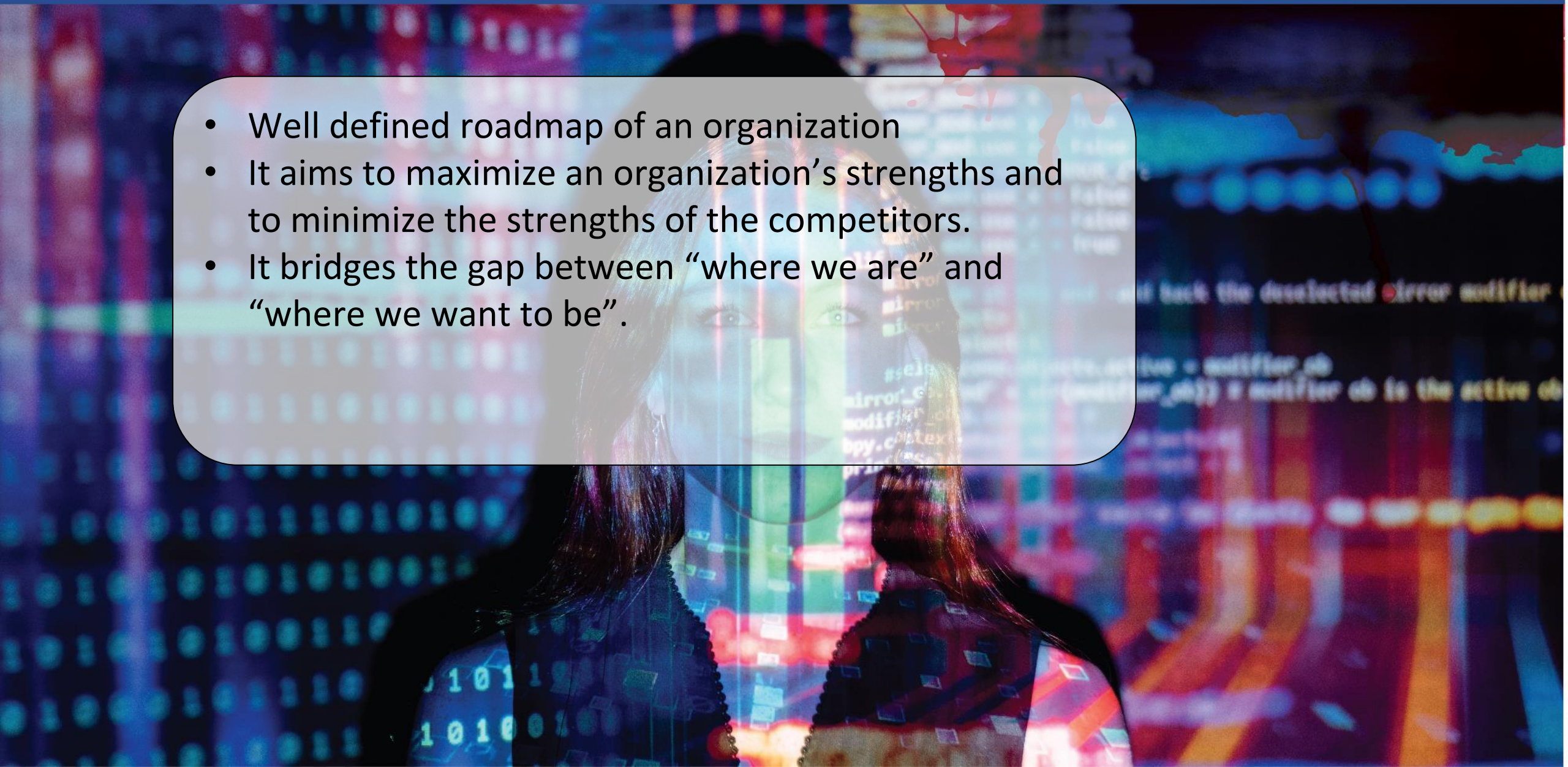
P	• Political factors
E	• Economic factors
S	• Sociocultural factors
T	• Technological factors

How to address strengths and weaknesses

SWOT analysis



What is a strategy?

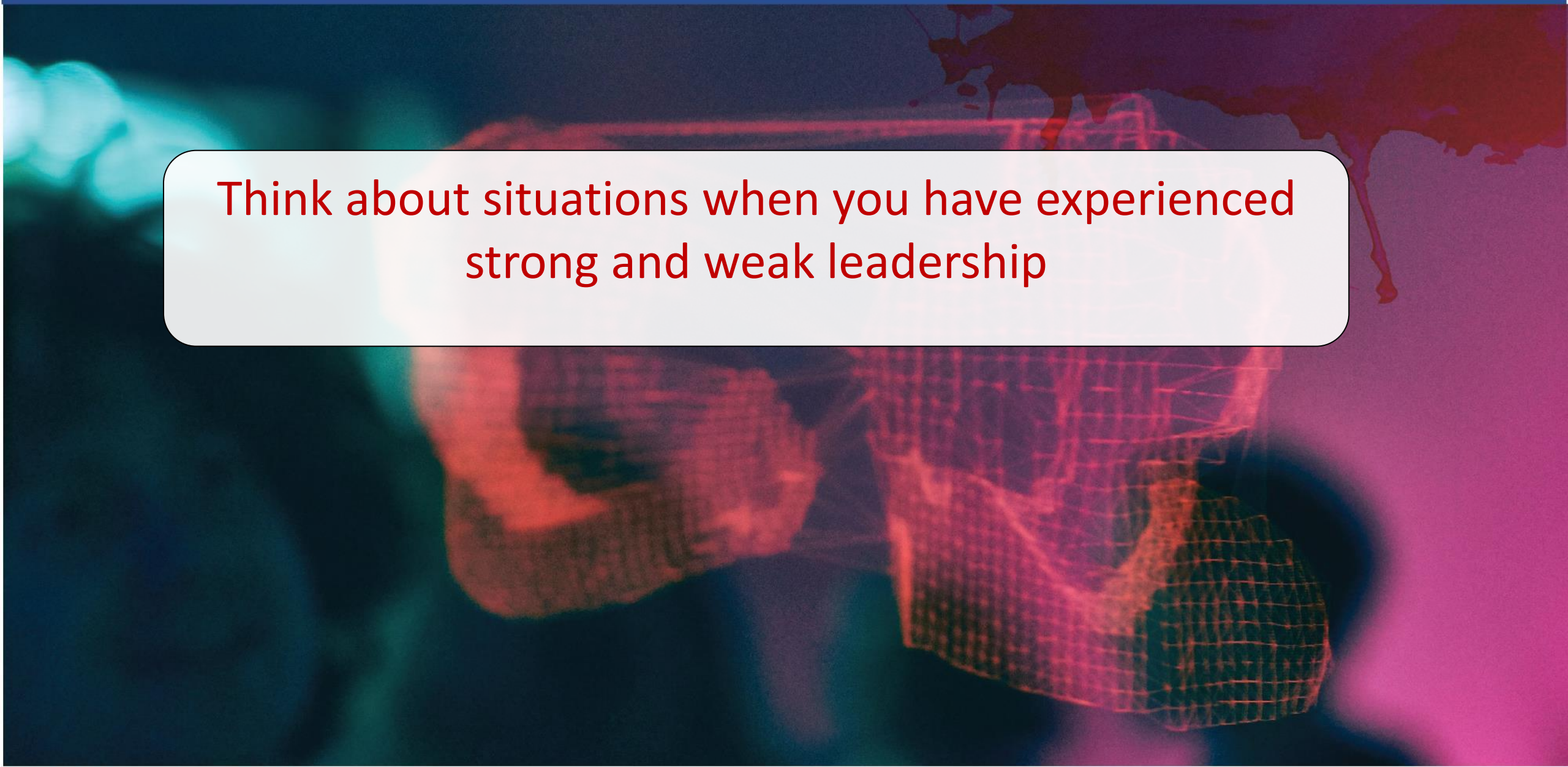


- Well defined roadmap of an organization
- It aims to maximize an organization's strengths and to minimize the strengths of the competitors.
- It bridges the gap between "where we are" and "where we want to be".

Strategic planning steps

Gather inputs → Perform SWOT analysis → Review inputs → Define strategies → Review and adjust

Self-reflection



Think about situations when you have experienced strong and weak leadership

Be a leader

GOOD LEADER
focus on team interests and needs
inspiration
integrity
clear goals
good example
vision
clear communication
expects the best
support
encouragement
recognition
stimulating work

Traits and skills of leaders

- Adaptable to situations
- Clever (intelligent)
- Alert to social environment
- Ambitious and achievement-oriented
- Assertive
- Cooperative
- Decisive
- Dominant (willing to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Stress-resistant
- Willing to assume responsibility

- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Responsibilities of a leader

1. Coordinate team members
2. Set mission and purpose, clarify roles and responsibilities, allocate tasks and set objectives
3. Clarify working methods
4. Focus on performance

Accountability, responsibility, and authority

- Accountability
- Responsibility
- Authority

Quiz

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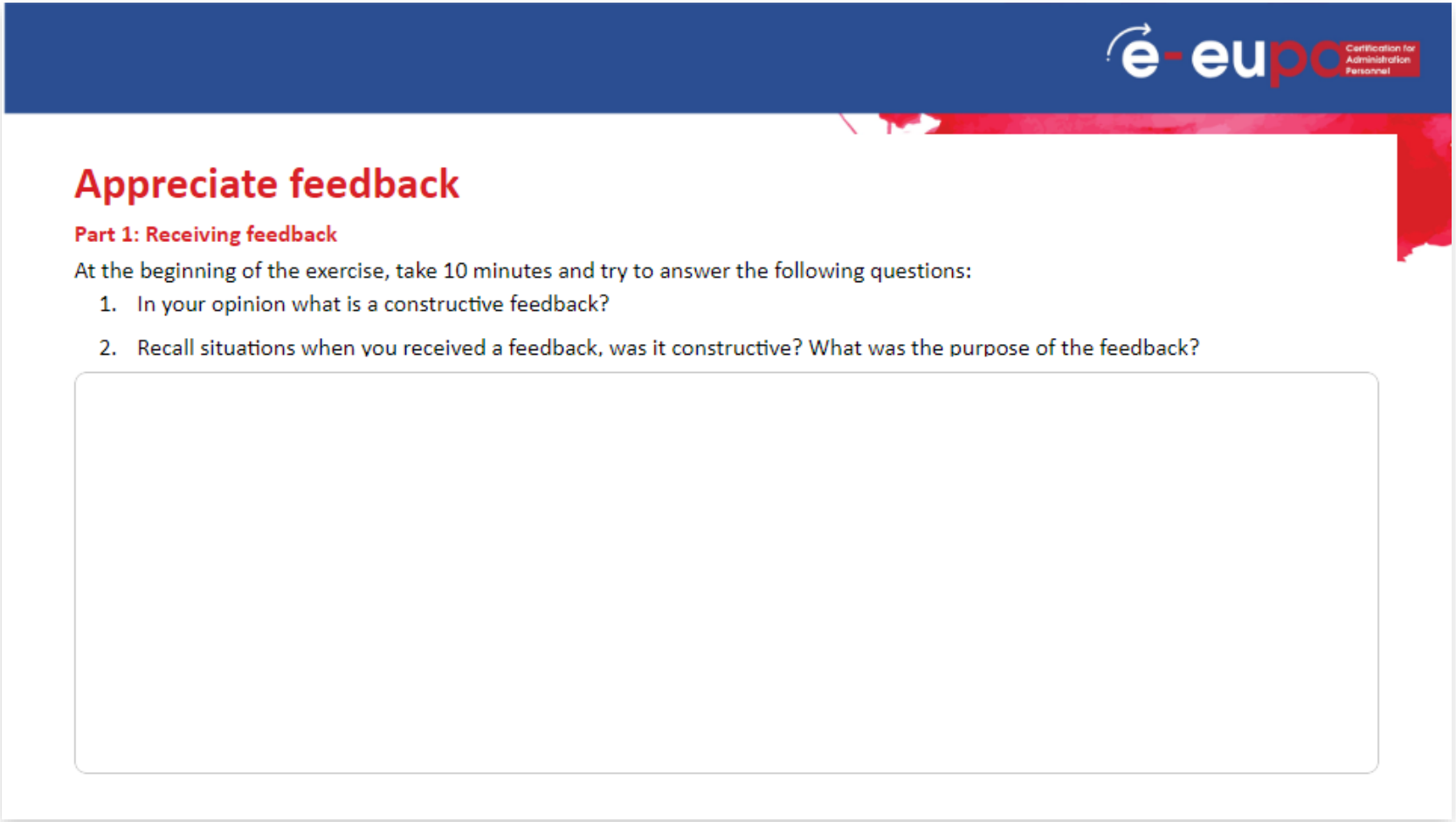


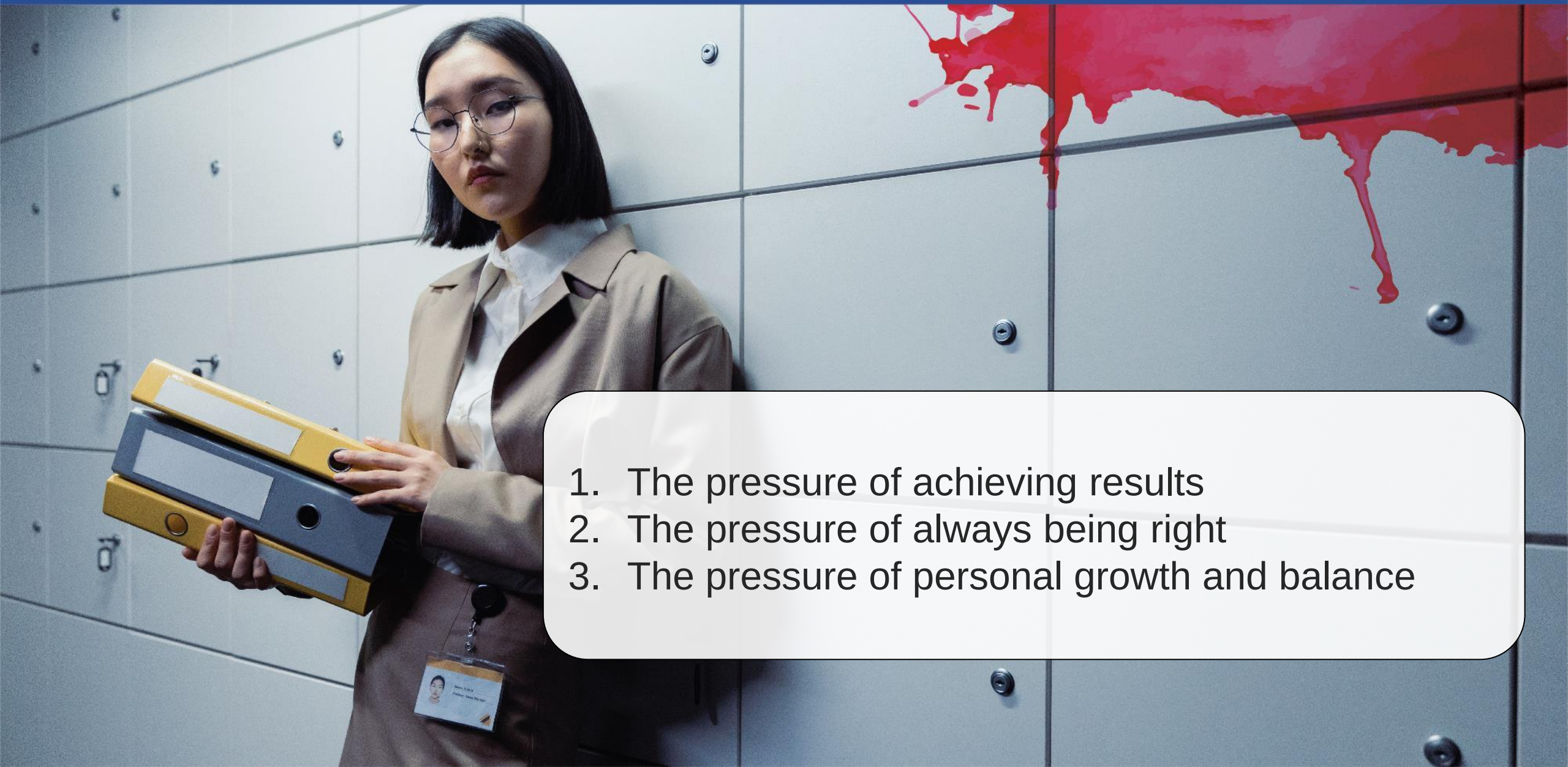
Leadership pressures

Leadership comes with pressures!

Self-reflection

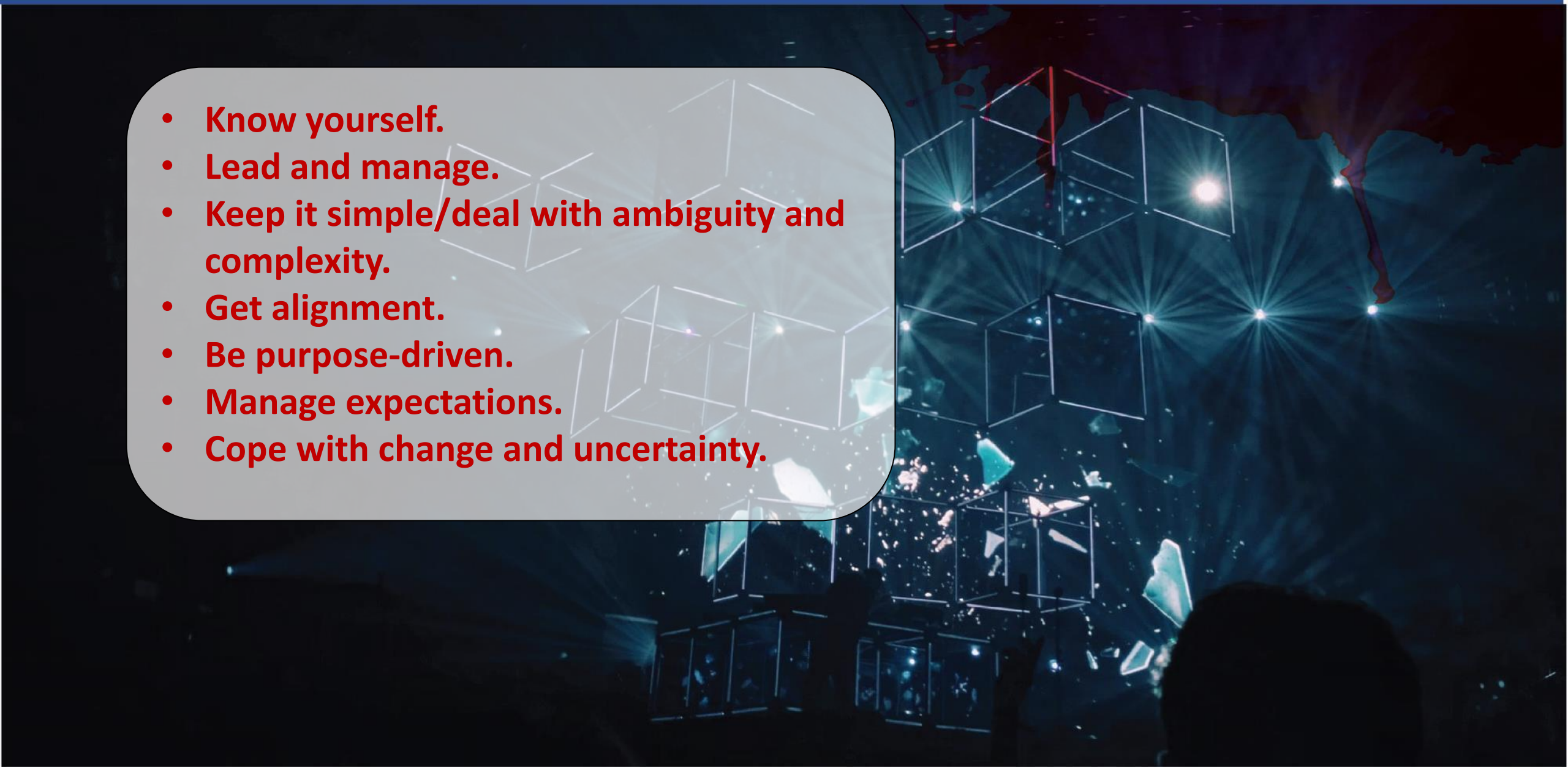
What pressures do leaders face?

Leadership pressures



1. The pressure of achieving results
2. The pressure of always being right
3. The pressure of personal growth and balance

How to tackle leadership pressures



- Know yourself.
- Lead and manage.
- Keep it simple/deal with ambiguity and complexity.
- Get alignment.
- Be purpose-driven.
- Manage expectations.
- Cope with change and uncertainty.

Quiz

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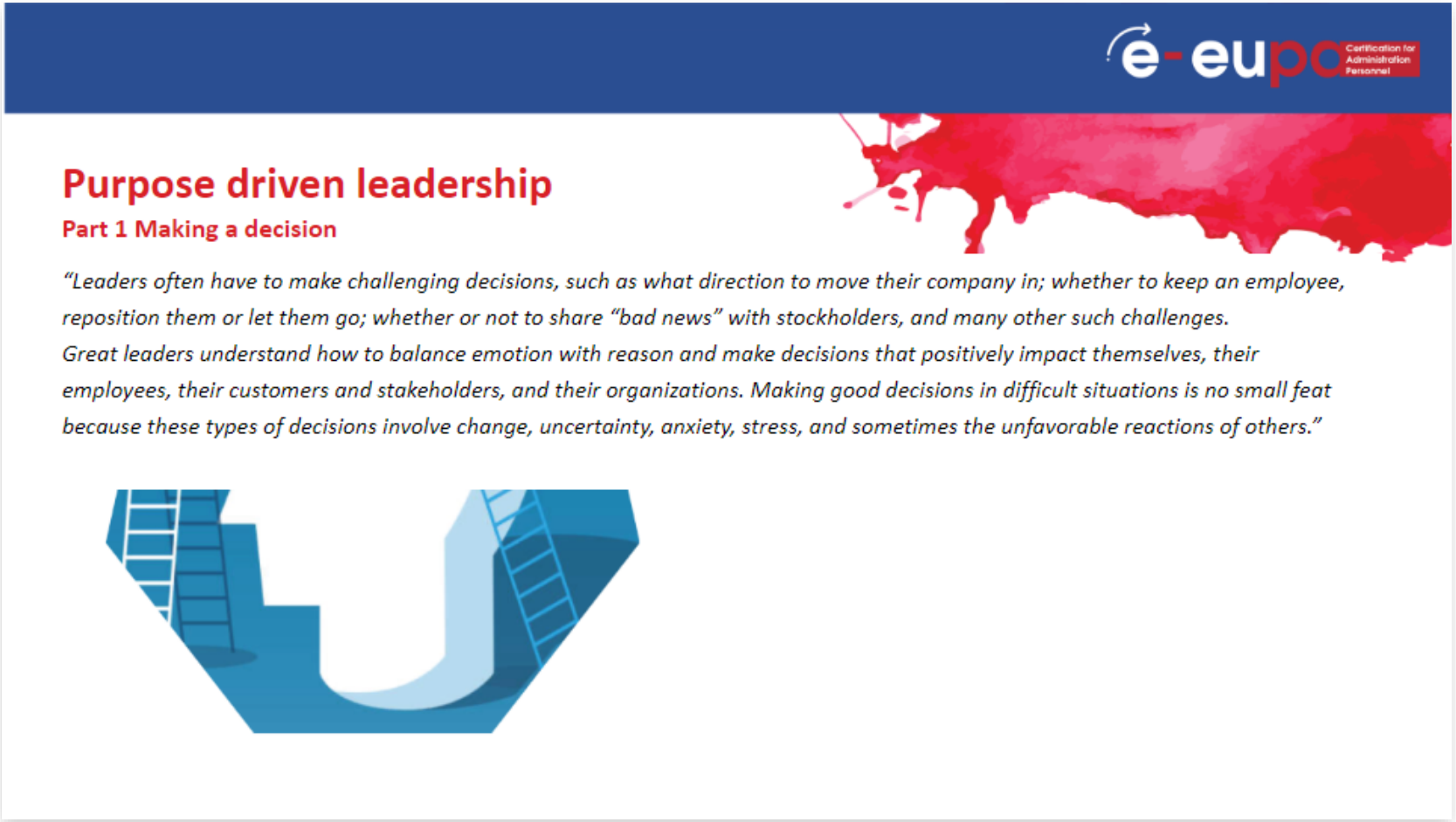


Thinking ahead

A man who does not think and plan long ahead will find trouble right at his door.

~ Confucius

AZ QUOTES

Preventing crises

Preventing crises

1. Reverse-engineer your industry's crises

Research the organizations in your industry thoroughly using relevant search queries.

Preventing crises

2. Conduct a vulnerability audit

- A multi-disciplinary risk assessment aimed at determining current and potential areas of operational weakness and strength and finding potential solutions.
- Ideally, every functional area of an organization is examined to identify anything that could lead to a significant interruption in business and/or reputational damage.

Preventing crises

3. Engage in crisis prevention planning and training

- Develop a plan covering every possible situation that might be fatal to your organization.
- Train every employee on using it in a variety of scenarios.

Preventing crises

4. Collect information useful for crisis prevention

- Develop a framework for Internet-centered communication.
- Know your crisis prevention tools.
- Keep both eyes open.
- Let your employees help you with information gathering.

Preventing crises

5. Optimize physical systems for crisis prevention and response

- Make sure you have a means of communication that functions perfectly in a critical situation.
- Don’t forget about back ups!

Preventing crises

6. Form your crisis response teams by capabilities

- Pay attention to social and personal competencies and talents.
- Keep your crisis management plan in mind.

Preventing crises

7. Have a backup

for:

- Every vendor or contractor whose services are critical to your operation
- Every member of your crisis response teams
- All of your primary methods of communication
- All of your primary places for doing business
- Any employee whose knowledge is critical to daily operation of your organization

Preventing crises

8. Ensure your employees' crisis prevention and response-related knowledge and skills remain relevant and up-to-date

- Conduct refreshment trainings regularly.

Preventing crises

9. Regroup regularly to reverse-engineer, self-audit and adapt crisis prevention and response plans accordingly

- Fresh perspective
- Optimised plans and training
- Better team work

Efficient risk management

- Risk assessment
- Mitigation plan development

Identifying risks

Method 1: Lessons learned
Checklists based on experience from past projects

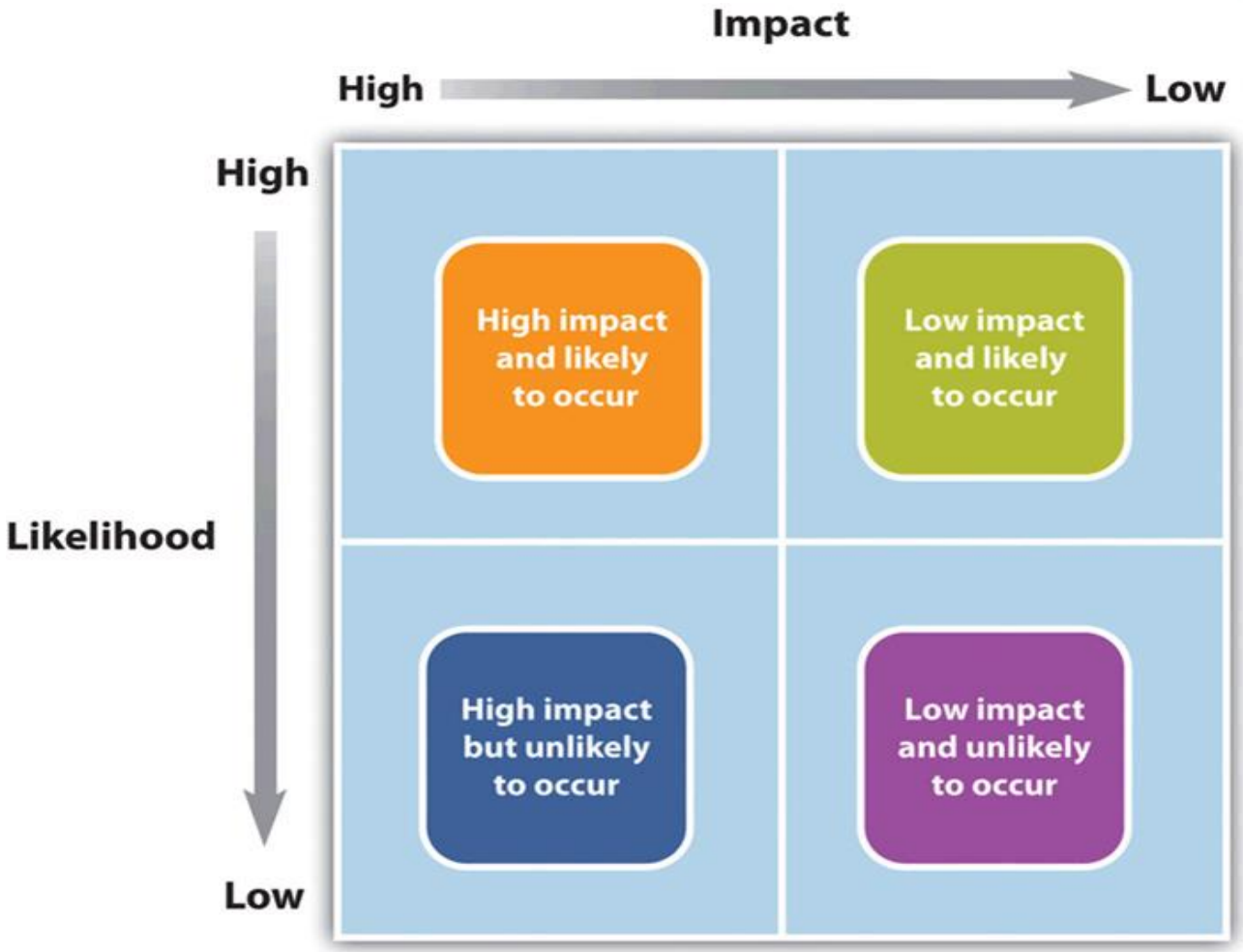
Method 2: Identifying the sources of risk by category

Identifying risks, RBS

A risk breakdown structure (RBS) organizes the risks that have been identified into categories using a table with increasing levels of detail to the right.

Level 1	Level 2	Level 3
Focus group with stakeholders	Contact stakeholders	Stakeholders not interested
		Stakeholders not available
	Book venue	Suitable venues fully booked
		Wrong choice of snacks for the coffee break
		Stakeholders have allergies or different preferences
	Develop schedule	Wrong estimation for each session
		Non practical approach

Evaluating risks?



Likelihood + Impact = RISK

Quiz

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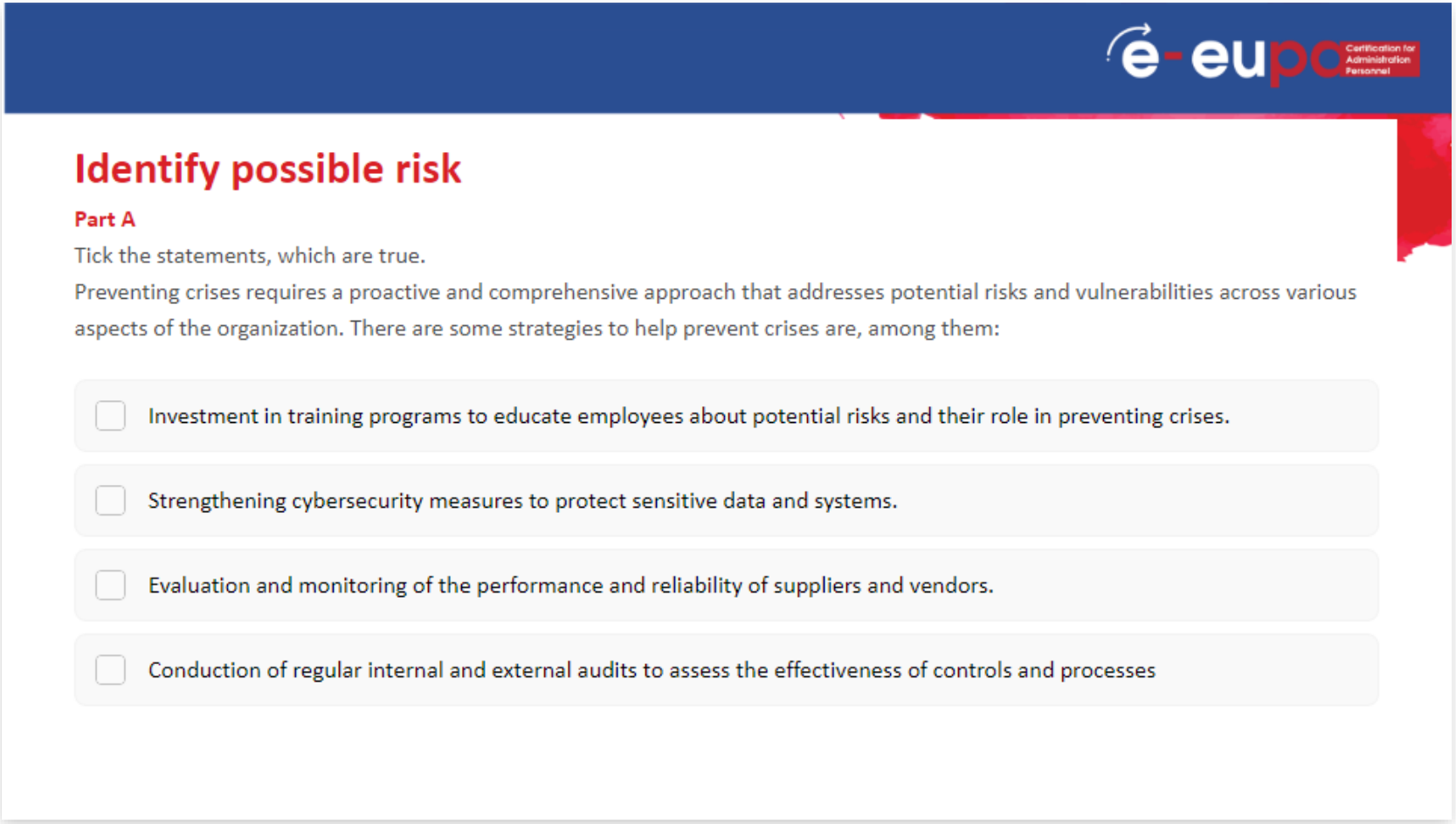
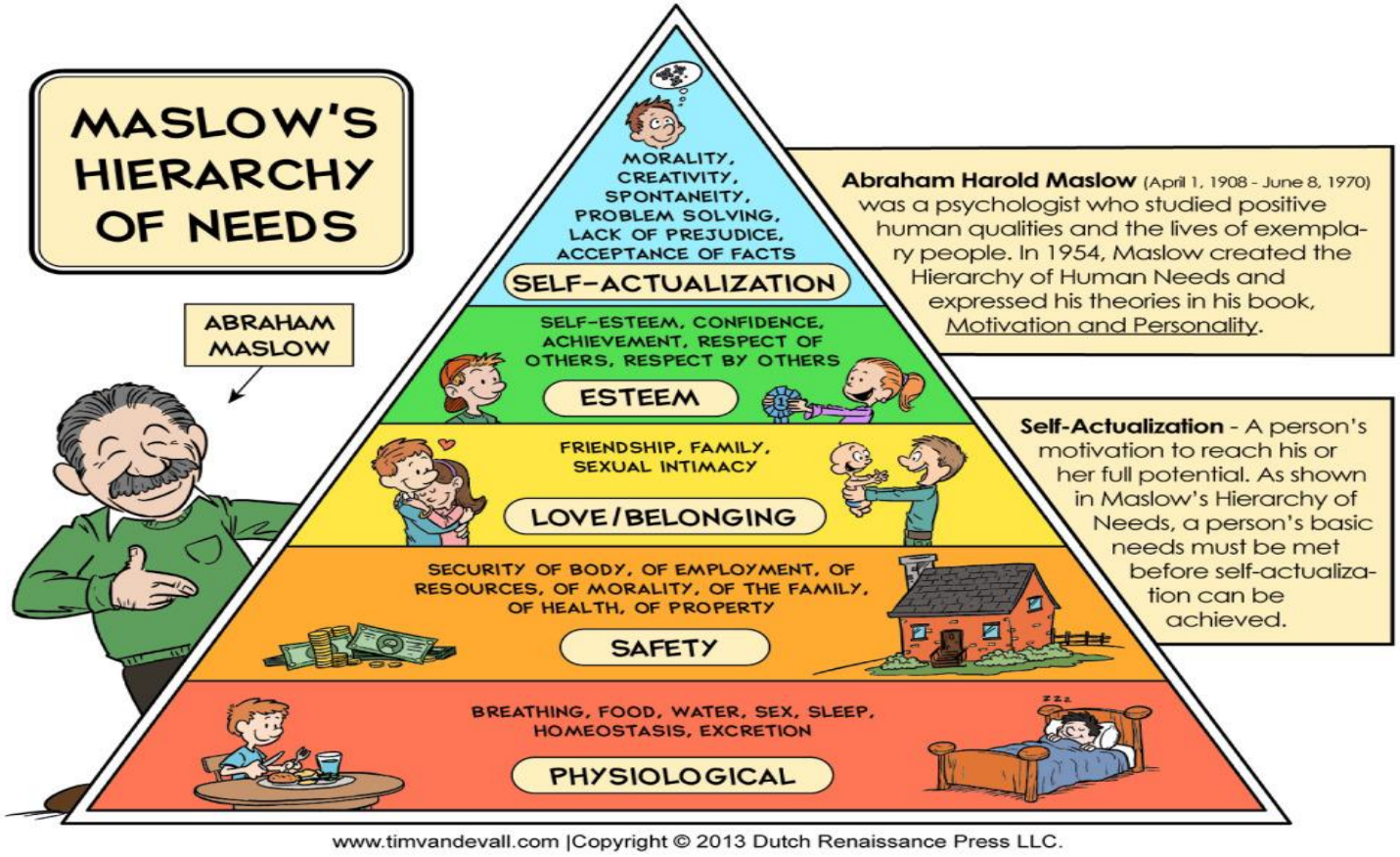


Maslow's hierarchy of needs



Maslow's hierarchy of needs

1. Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep

2. Safety needs - protection from elements, security, order, law, stability, freedom from fear

3. Love and belongingness needs - friendship, intimacy, trust and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work)

4. Esteem needs - achievement, mastery, independence, status, dominance, prestige, self-respect, respect from others

5. Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences

Motivation techniques

1. The employee is always right

These techniques focus on improving the levels of trust between the leadership of the company and its staff.

1. The employee is always right

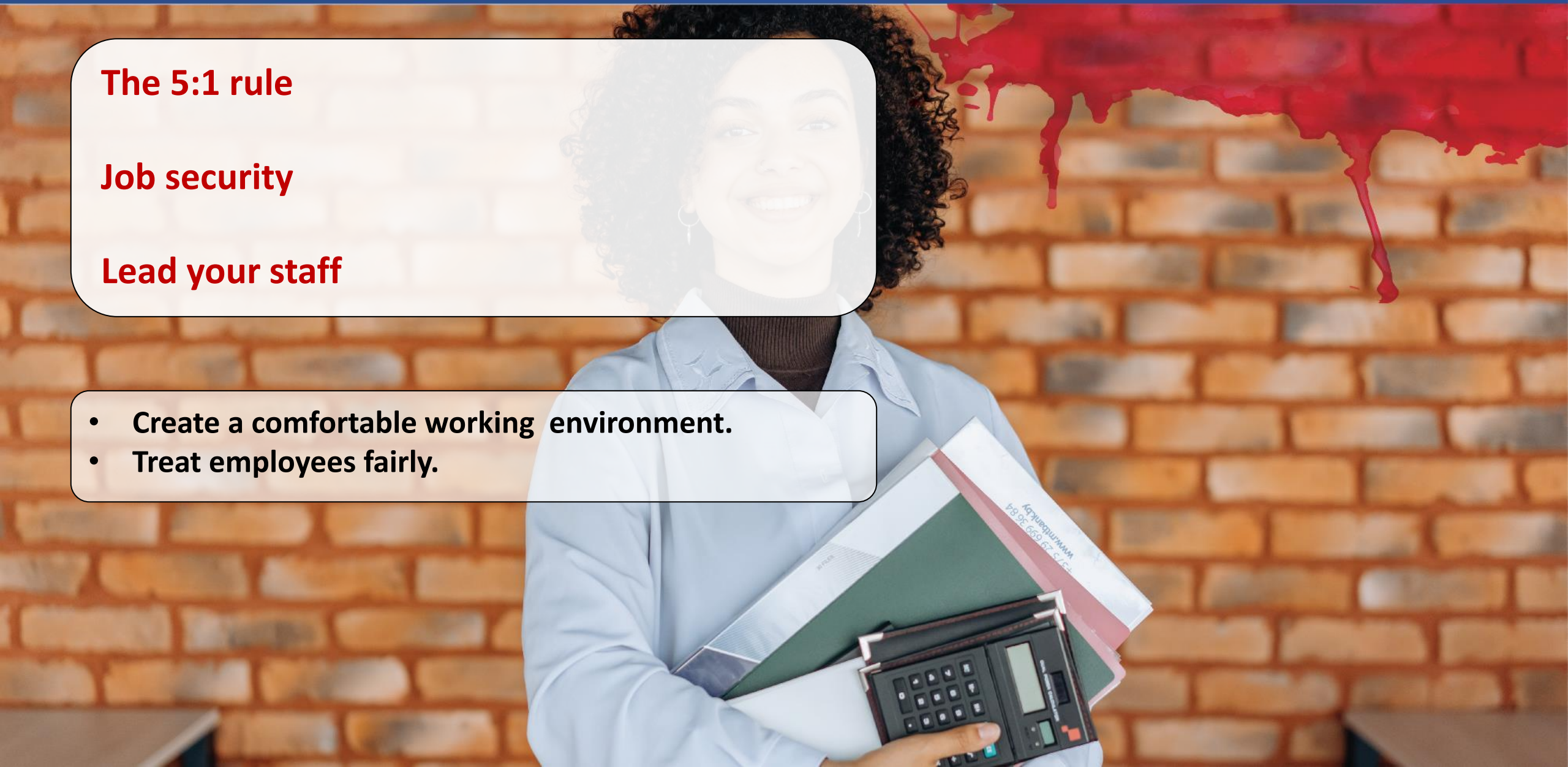
- **The right job for the right person**
- **Employees are empowered**
- **Cooperation *instead* of competition**
- **Performance *instead* of a façade**
- **Employees participate in company development**

Motivation techniques

2. The employee must feel safe

These techniques focus on making employees feel secure in the work environment, which helps them perform better.

2. The employee must feel safe



The 5:1 rule

Job security

Lead your staff

- **Create a comfortable working environment.**
- **Treat employees fairly.**

Motivation techniques

3. The power of acknowledgement

These employee motivation techniques focus on how to praise, acknowledge and give positive feedback.

3. The Power of Acknowledgement

- **“How are you?”**
- **Recognize their participation as well as results.**
- **Stand up for your people.**
- **Praise in public, correct in private.**

Quiz

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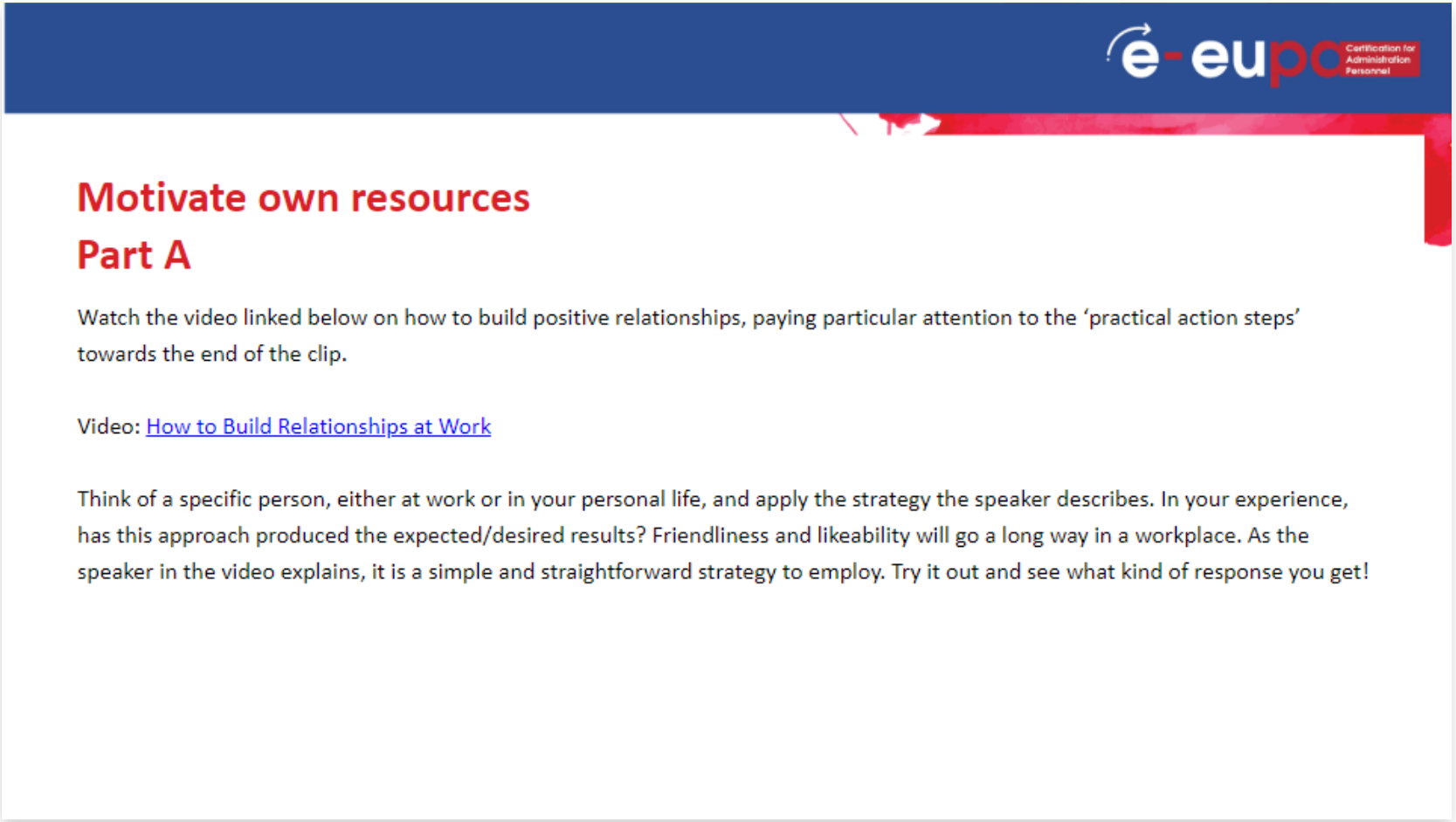
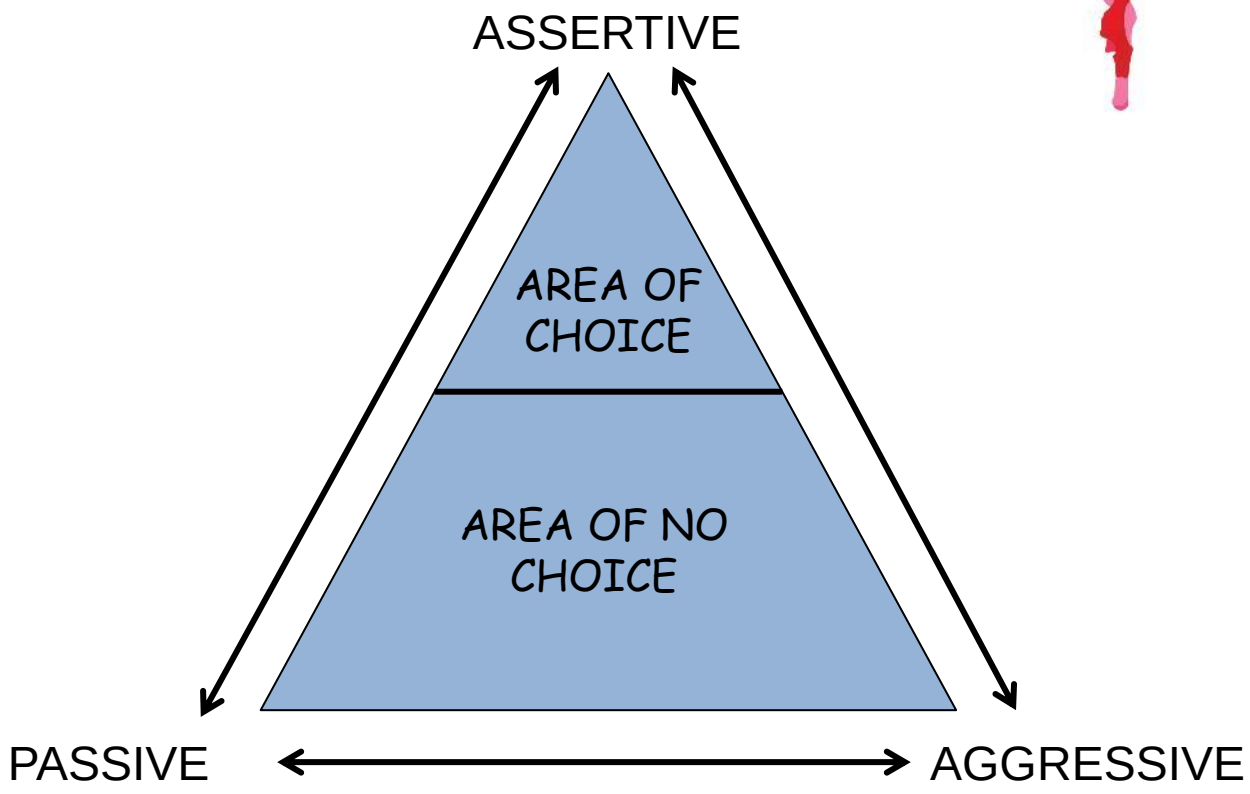


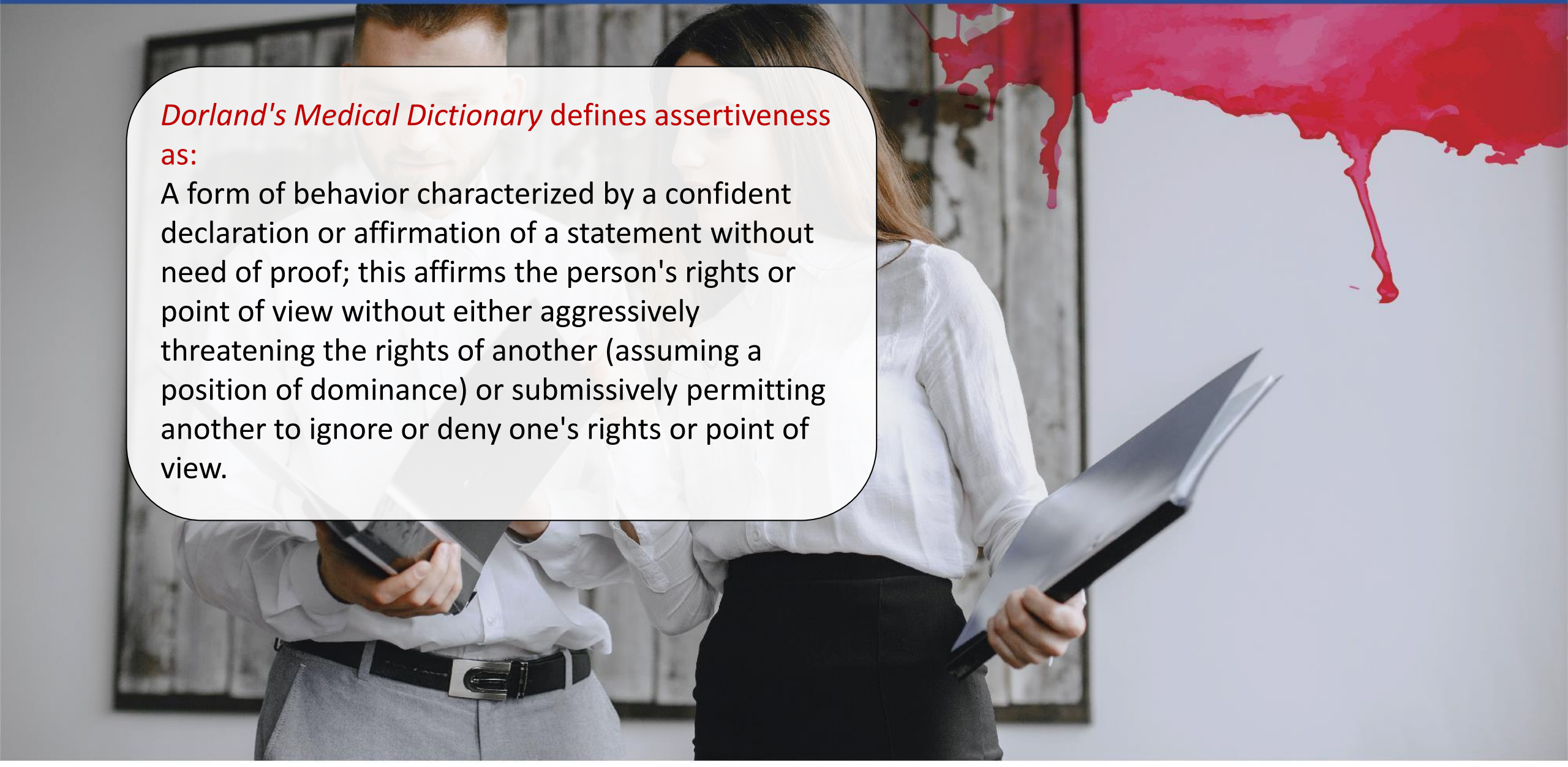
Assertiveness

What you allow,
is what will continue.

Assertiveness triangle



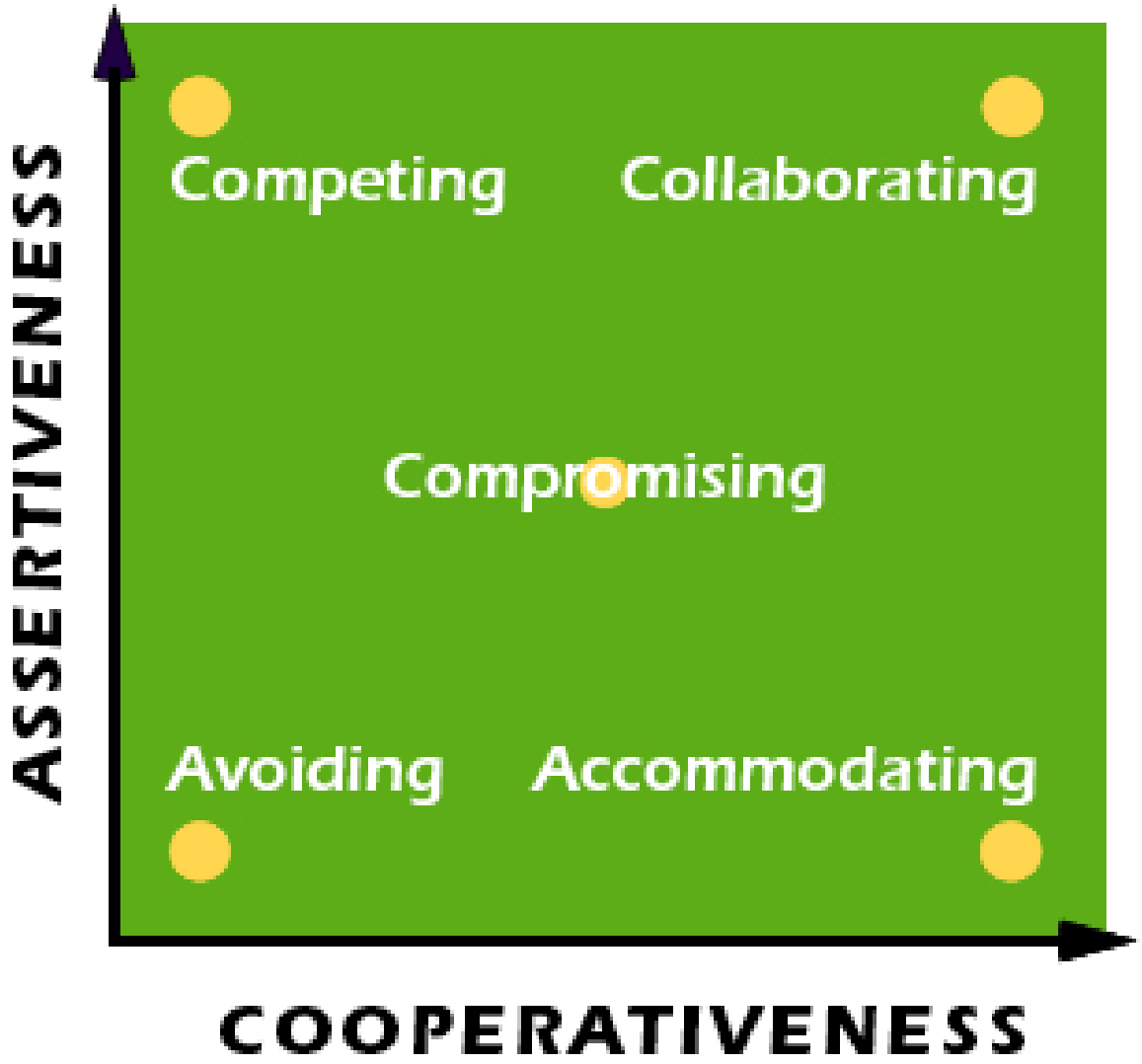
Assertiveness



Dorland's Medical Dictionary defines assertiveness as:

A form of behavior characterized by a confident declaration or affirmation of a statement without need of proof; this affirms the person's rights or point of view without either aggressively threatening the rights of another (assuming a position of dominance) or submissively permitting another to ignore or deny one's rights or point of view.

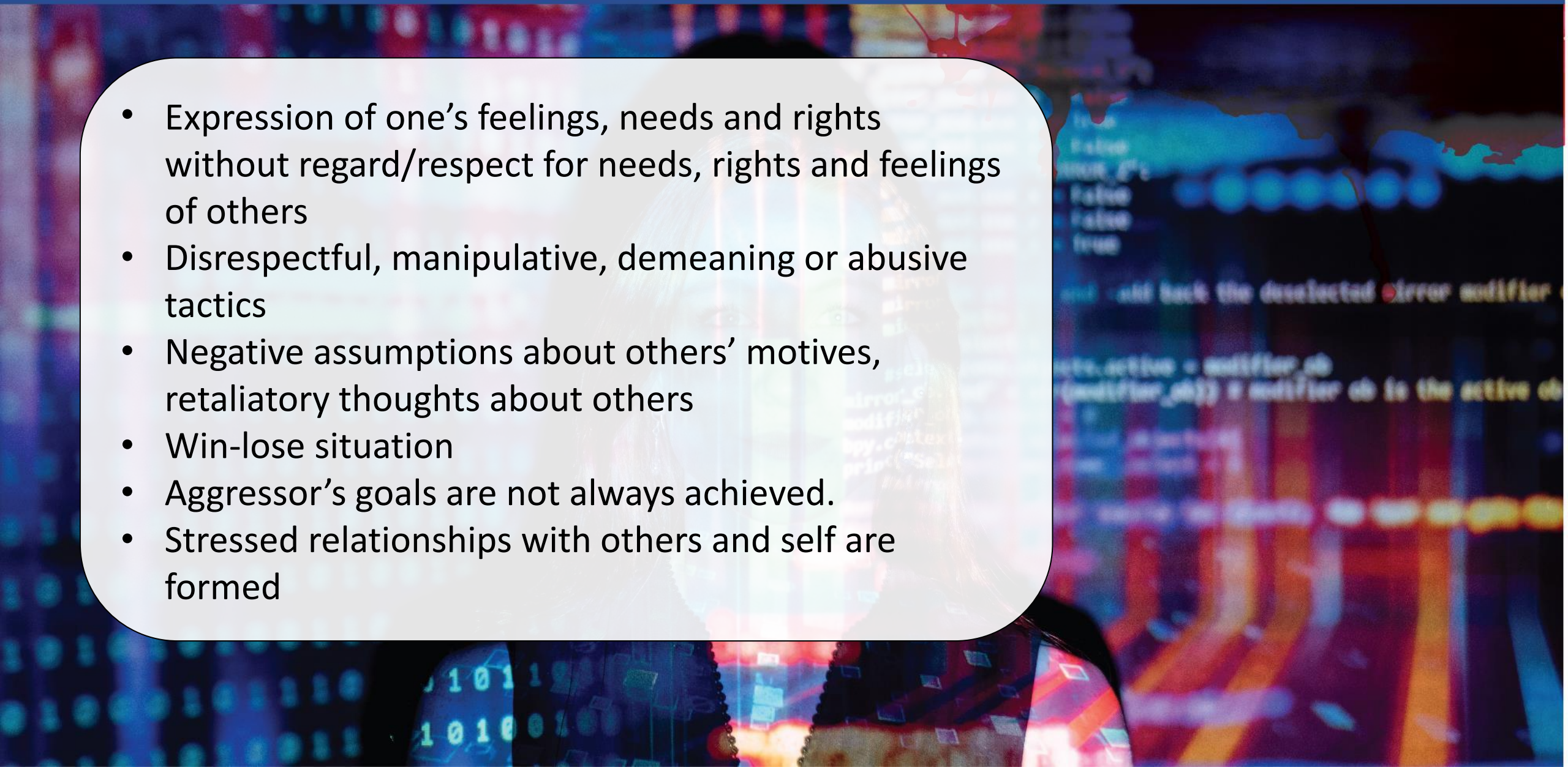
Benefits of assertiveness



Competences you should work on

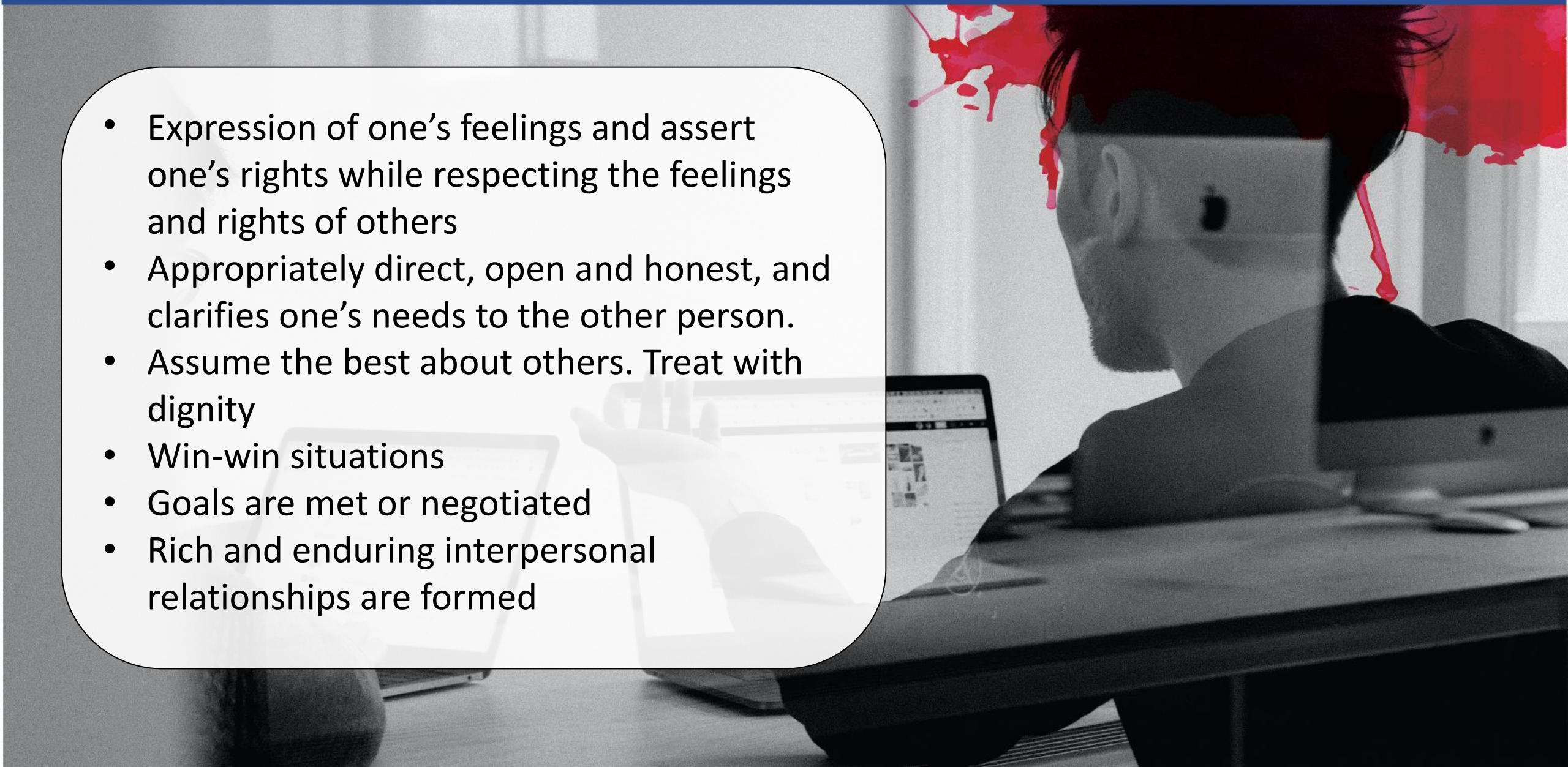
1. Value yourself and your rights.
2. Say what you want and need.
3. Don’t try to control others.
4. Express yourself in a positive way.
5. Be open to criticism and praise.

Aggressive behavior



- Expression of one's feelings, needs and rights without regard/respect for needs, rights and feelings of others
- Disrespectful, manipulative, demeaning or abusive tactics
- Negative assumptions about others' motives, retaliatory thoughts about others
- Win-lose situation
- Aggressor's goals are not always achieved.
- Stressed relationships with others and self are formed

Assertive behavior



- Expression of one's feelings and assert one's rights while respecting the feelings and rights of others
- Appropriately direct, open and honest, and clarifies one's needs to the other person.
- Assume the best about others. Treat with dignity
- Win-win situations
- Goals are met or negotiated
- Rich and enduring interpersonal relationships are formed

Assertiveness vs. aggressiveness vs. passiveness

Assertive person:	Aggressive person:	Passive person:
Expresses their feelings and asserts their rights while respecting the feelings and rights of others	Expresses their feelings, needs and rights without regard/respect for needs, rights and feelings of others	Communicates with inferiority
Is appropriately direct, open and honest, and clarifies one's needs to the other person	Employs disrespectful, manipulative, demeaning, or abusive tactics	Often feels "used" by others, keeps quiet when others take advantage
Assumes the best about others. Treats them with dignity	Makes negative assumptions about the motives of others and thinks in retaliatory terms	Finds it difficult to say "No" to others when demands are made on time/resources
Facilitates a Win-Win situation	Facilitates a Win-Lose situation	Facilitates a Lose-Win situation
Ensures goals are met or negotiated	Does not always achieve their goals	Is reluctant to express opinions and feelings, keeps their own views private
Forms rich & enduring interpersonal relationships	Causes stressed relationships with others and self	Agrees with the views/desires of the majority, even though they conflict with their personal wishes

Quiz

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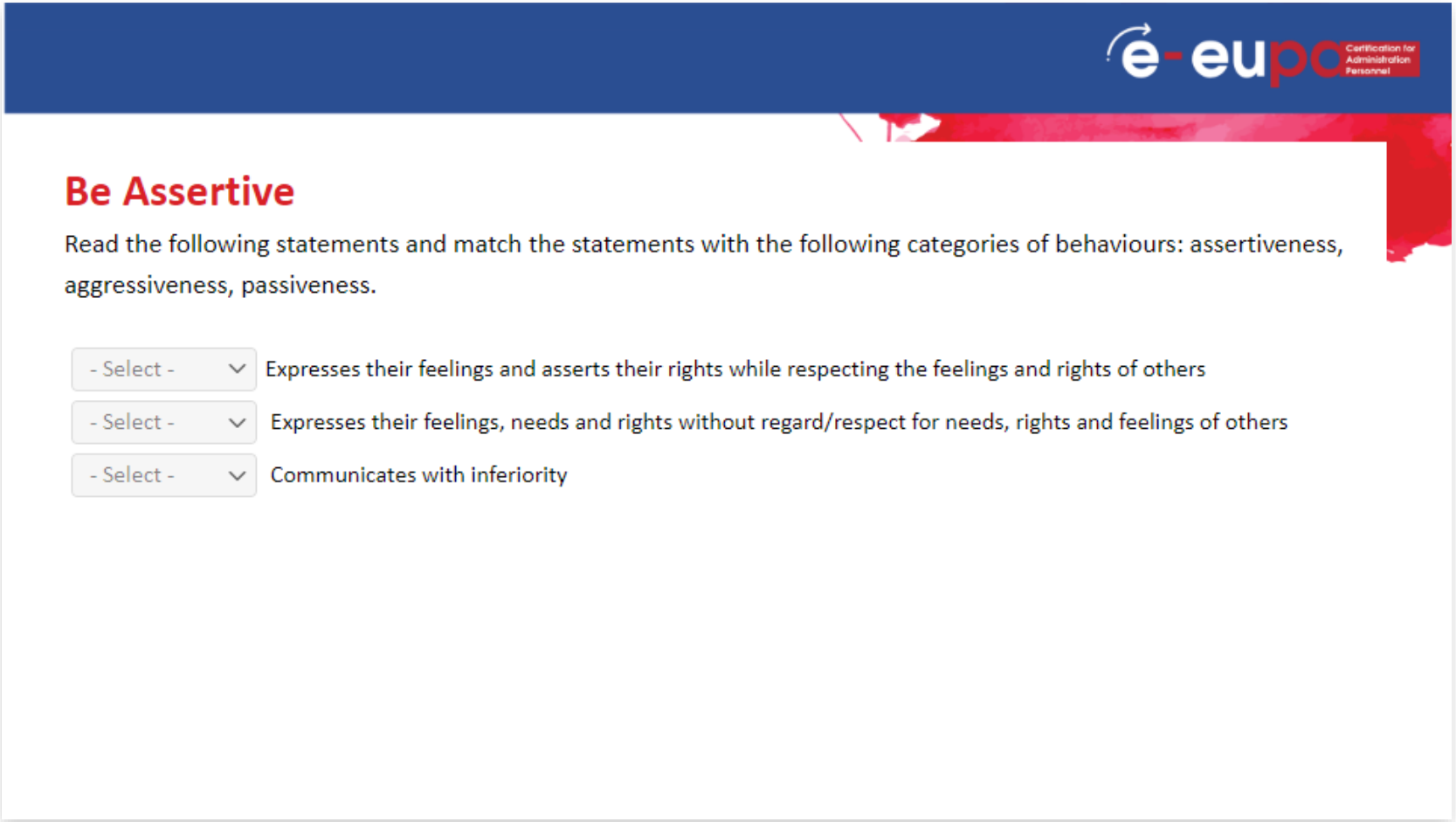


Situational leadership

The **Situational Leadership®** **Model** is a model developed by Paul Hersey and Ken Blanchard while working on their book *"Management of Organizational Behavior".*

Situational leadership

Leadership styles

S1 - Directing

is characterized by one-way communication in which the leader defines the roles of the individual or group and provides the what, how, why, when and where to do the task.

S2 - Coaching

while the leader is still providing the direction, they are now using two-way communication and providing the socio-emotional support that will allow the individual or group being influenced to buy into the process.

S3 - Supporting

this is how shared decision-making about aspects of how the task is accomplished and the leader is providing fewer task behaviours while maintaining high relationship behavior.

S4 - Delegating

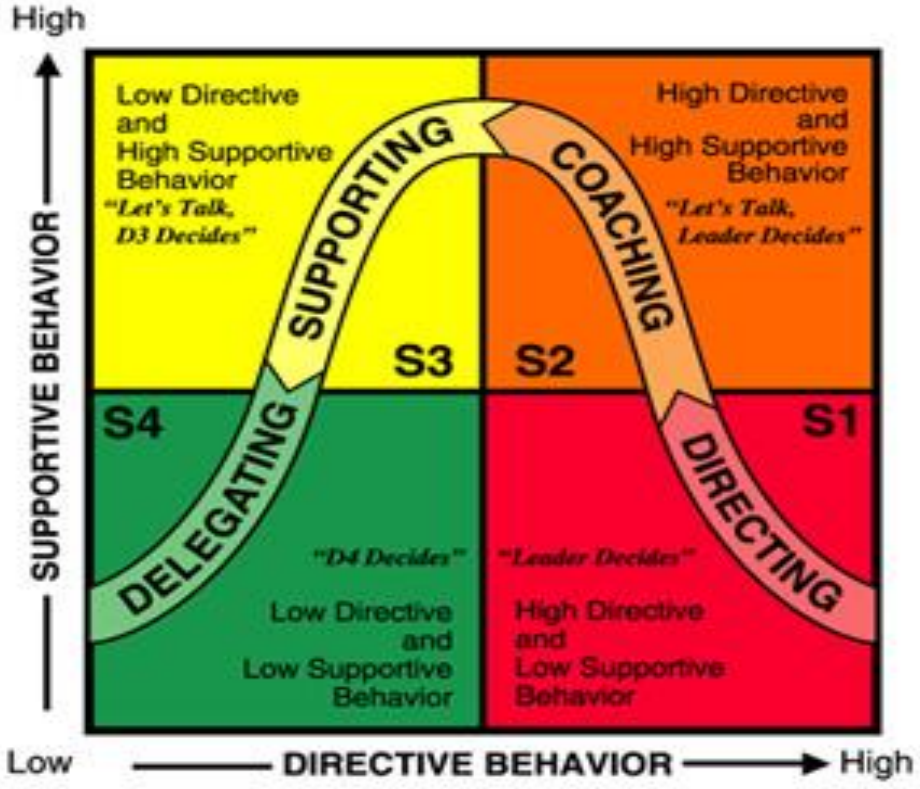
The leader is still involved in decisions; however, the process and responsibility has been passed to the individual or group. The leader stays involved to monitor progress.

Levels of employee development

The Hersey-Blanchard Situational Leadership Theory identified 4 levels of employee development/maturity:

High	Moderate		Low
D4	D3	D2	D1
Very capable and confident	Capable but unwilling	Unable but confident	Unable and insecure

Developing people and self-motivation



Goleman's styles of situational leadership

- **Coaching leaders**, who work on an individual's personal development as well as job-related skills. This style works best with people who know their limitations and are open to change.
- **Pacesetting leaders**, who set very high expectations for their followers. This style works best with self-starters who are highly motivated. The leader leads by example. This style is used sparingly since it can lead to follower burnout.
- **Democratic leaders**, who give followers a vote in almost all decisions. When used in optimal conditions, it can build flexibility and responsibility within the group. This style is, however, time consuming and is not the best style if deadlines are looming.

Goleman's styles of situational leadership

- **Affiliative leaders**, who put employees first. This style is used when morale is very low. The leader uses praise and helpfulness to build up the team's confidence. This style may risk poor performance when team building is happening.
- **Authoritative leaders**, who are very good at analyzing problems and identifying challenges. This style is good in an organization that is drifting aimlessly. This leader will allow their followers to help figure out how to solve a problem.
- **Coercive leaders**, who tell their subordinates what to do. They have a very clear vision of the endgame and how to reach it. This style is good in disasters or if an organization requires a total overhaul.

Advantages and disadvantages of situational leadership

ADVANTAGES:

- Easy to use: when a leader has the right style, they know it.
- Simple: all the leader needs to do is evaluate the situation and apply the correct leadership style.
- Intuitive appeal: with the right type of leader, this style is comfortable.
- Leaders have permission to change management styles as they see fit.

DISADVANTAGES:

- Does not take into consideration priorities and communication styles of other cultures.
- It ignores the differences between female and male managers.
- Situational leaders can divert attention away from long-term strategies and politics.

Competences/characteristics required

- **Insightfulness:** A a situational leader must be able to understand the needs of the followers and then adjust their management style to meet those needs.
- **Flexibility**: Situational leaders must be able to move seamlessly from one type of leadership style to another.
- **Trustworthiness**: The leader must be able to gain their followers' trust and confidence.
- **Problem solving skills:** The situational leader must be able to solve problems, such as how to get a job done using the best leadership style available.
- **Ability to coach:** The situational leader must be able to evaluate the maturity and competence of the followers and then apply the right strategy to help them develop.

Quiz

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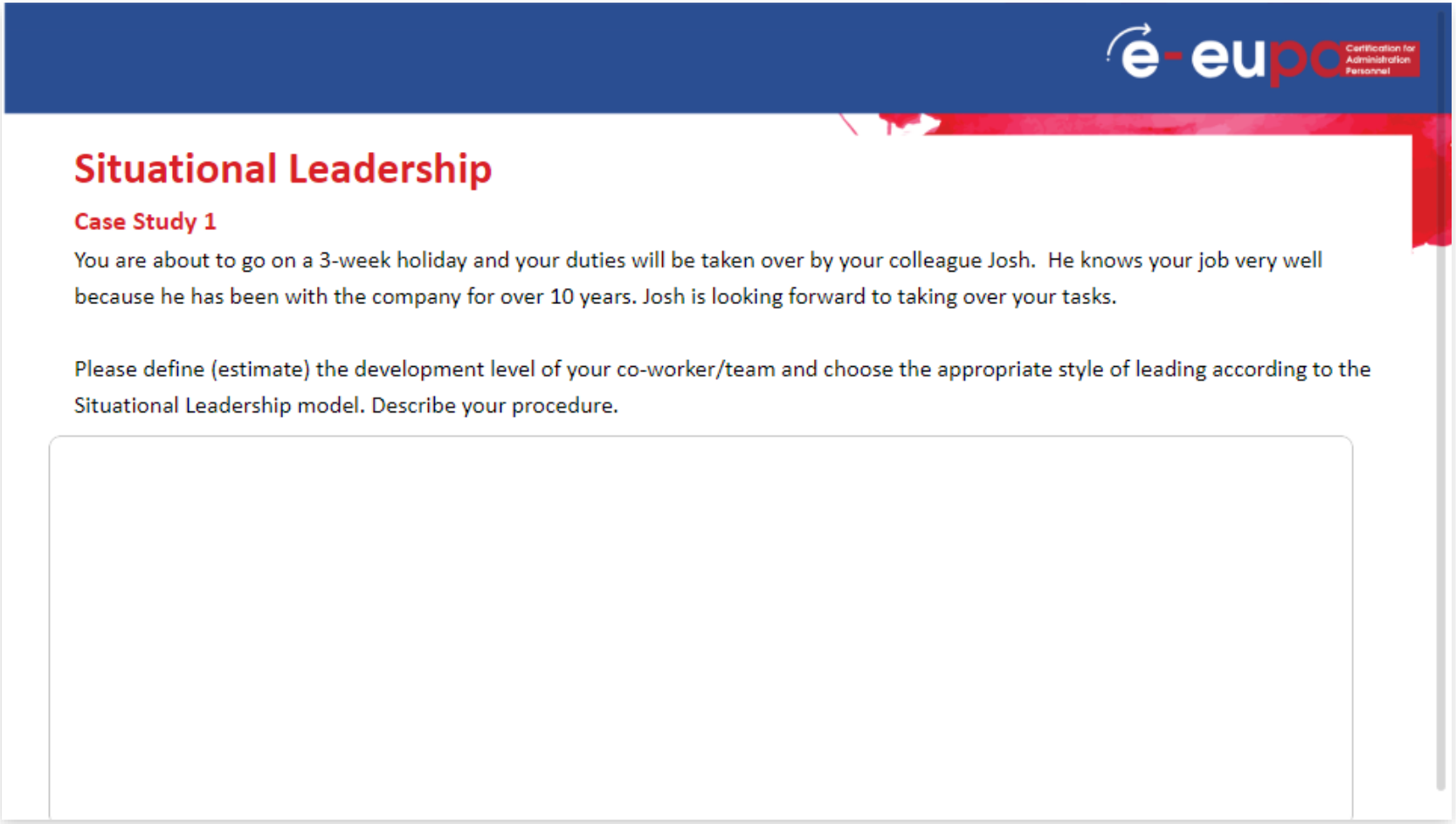
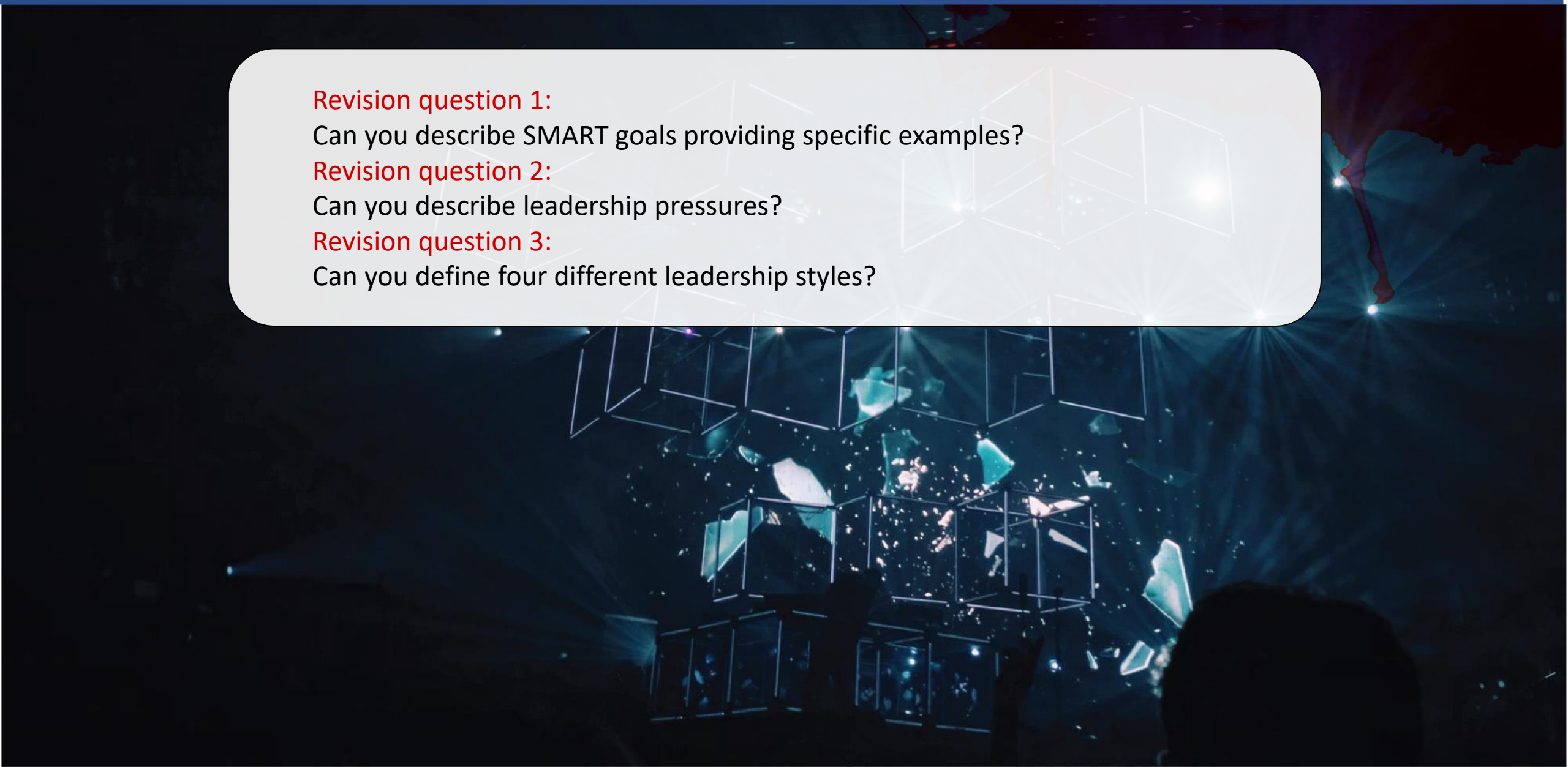


Revision questions

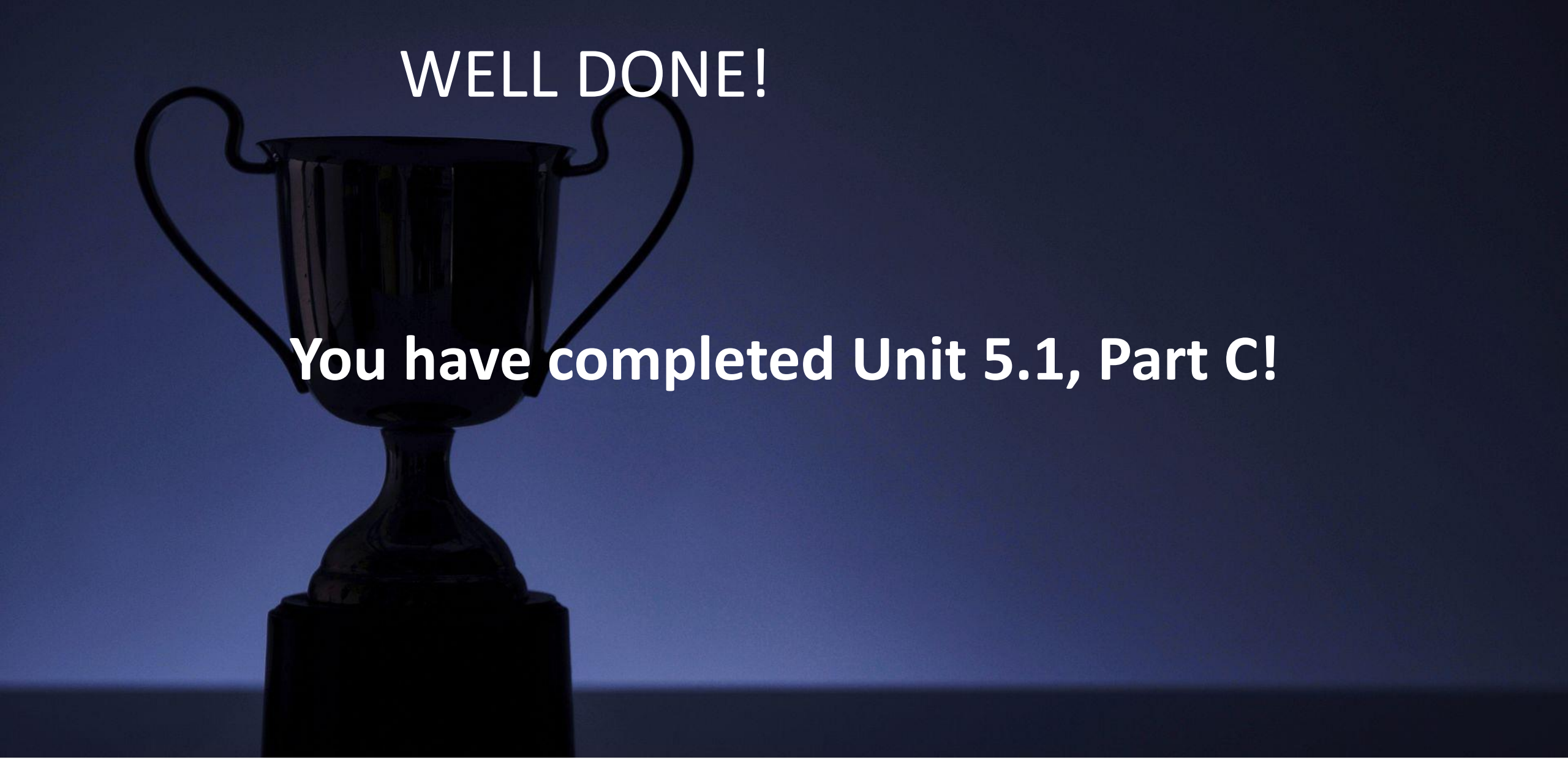


Revision question 1:
Can you describe SMART goals providing specific examples?
Revision question 2:
Can you describe leadership pressures?
Revision question 3:
Can you define four different leadership styles?

Module key points

- A goal is a desired result a person or a system envisions, plans and commits to achieve a personal or organizational desired end-point in some sort of assumed development. Many people endeavor to reach goals within a finite time by setting deadlines.
- A vision statement clearly and concisely communicates an organisation's overall goals, and can serve as a tool for strategic decision-making.
- Assertiveness is the quality of being self-assured and confident without being aggressive. In the field of psychology and psychotherapy, it is a learnable skill and mode of communication.
- A leader is a person who creates an inspiring vision of the future, motivates and inspires people to engage with that vision, manages delivery of the vision, coaches and builds a team, so that it is more effective at achieving the vision.

WELL DONE!



You have completed Unit 5.1, Part C!

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