

Introduction to Leadership

Version number: 1

Level: H

Credit value: 40 credits (ECTS equivalent credit value 20)

Effective from September 2013

PRE AND CO-REQUISITES

None

AIMS

- To allow the student to critically reflect on their existing competence in basic leadership skills developed as a result of experience or those typically found in organisation-based training programmes
- To identify skills deficits and plan to meet these through the programme itself or by construction of a Personal Development Plan.
- To enable practitioners to meet appropriate professional standards and requirements, e.g. Professional Capabilities Framework

INTENDED LEARNING OUTCOMES

Having completed this unit the student is expected to demonstrate:

1. An ability to evaluate the effectiveness of their existing practice in managing self and others, using evidence based knowledge, an understanding of legal and policy contexts and the policies and procedures of their own organisations.
2. An ability to access a range of strategies and behaviours that will help them to achieve and maintain effectiveness in managing self and the performance of others.
3. A critical application of appropriate theoretical issues and frameworks in reflecting on and analysing a complex, work related situation.
4. That they have met appropriate professional standards and requirements, e.g. Professional Capabilities Framework

LEARNING AND TEACHING METHODS

- In this unit the student will be supported via formal presentations and workshops.
- A resource book designed specifically for this unit will contain readings, teaching materials and pose questions for discussion in groups.
- Students' reflections on their own experiences of managing self and others and the small group discussions related to activities undertaken between sessions will help in applying theoretical concepts to practice.

ASSESSMENT

Summative Assessment

All ILOs will be assessed by coursework. Evidence will be submitted in the form of a portfolio - 100% pass/fail

Indicative Assessment Information

The above intended learning outcomes will be assessed by a portfolio of work, which could consist of an assignment and a third party testimony; both of which need to be of a pass standard.

The assignment focuses on developing, delivering professional organisational and personal outcomes for improving and enhancing existing practice.

Two parts of the assignment will incorporate the following;

- Part A – (2,000 to 3,000 words) Action plan with critical analysis of chosen outcomes.
- Part B – (3,000 to 4,000 words) Reflection and critical analysis of the implementation of the above aligned action plan.

The above work will be complemented by a third party testimony to confirm real application in practice. This would normally be provided by the student's line manager.

INDICATIVE CONTENT

Leading and managing in complex, ever changing, and financially challenged organisations requires flexible and adaptive professional leaders. This unit will encourage the student to explore their leadership capability starting with self, critically reflecting upon their impact and experience, developing a matched action plan focused on two objectives a personal professional, and organisational focused improvement outcomes.

- Health and social care change, vision and values; policy directives
- Current challenges in meeting the new health and social care agenda
- Implications for leading self and others in changing climates
- Fundamental concepts in relation to leadership and management
- Skills analysis using appropriate national management and occupational standards, e.g. the Professional Capabilities Framework and the principles of social care management
- Study skills
- Modes of reflective practice
- Personal development planning.

INDICATIVE KEY LEARNING RESOURCES

Bavister, S. and Vickers, A., 2010. *Essential NLP. Teach yourself*. Abingdon: Hodder Headline

Blanchard, K., 2007. *Leading at a higher level; Blanchard on how to be a high performing leader*. London: FT Prentice Hall.

Gray, I., Field, R., & Brown, K., 2010. *Effective leadership, management and supervision in health and social care*. Exeter: Learning Matters.

Holroyd, J., 2012. *Improving personal and organisational performance in social work*. London: Sage Learning Matters.

Kouzes, J.M., and Posner, B, Z., 2007. *The leadership challenge*. 4th ed. London: John Wiley & Sons, Inc.

- Lawlor, J. and Bilson, A., 2010. *Social work management and leadership. Managing complexity with creativity*. London: Routledge
- Neck, C.P. and Manz, C.C., 2010. *Mastering self-leadership: empowering yourself for personal excellence*, 5th ed. New Jersey: Prentice Hall.
- O'Connor, J. and Seymour, J., 2002. *Introducing NLP psychological skills for understanding and influencing people*. London: Harper Element.
- Rutter, L. and Brown, K., 2012. *Critical thinking and professional judgement for social work*. London: Sage: Learning Matters.
- Senge, P.M., Kleiner, A., Roberts, C., Ross, R.B., and Smith, B.J, 1999. *The fifth discipline- strategies and tools for building a learning organisation - Field book*. New York: Nicholas Brealey Publishing.
- Wake, L., 2010. *NLP principles in practice*. St Albans: Ecademy Press.
- Weick, K.E., 2009. *Making sense of the organisation – the impermanent organisation*. London: John Wiley and Sons