Higher National Unit Specification

General information for centres

Unit title: Leadership

Unit code: F0EJ 35

Unit purpose: This Unit is designed to enable candidates to develop the leadership skills and personal effectiveness required by those in promoted posts in police organisations and to build a foundation for their future development.

On completion of the Unit the candidate should be able to:

1   Evaluate approaches to leadership
2   Analyse the effect of inter-personal skills on leadership
3   Analyse the role of leaders in organisational change

Credit points and level: 2 HN Credits at SCQF level 8: (16 SCQF credit points at SCQF level 8*).

*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.

Recommended prior knowledge and skills: Candidates should have a good working knowledge of general procedures gained through experience of working in a police environment. They should be aiming towards a promoted police post within the police service. Candidates should have good communication, analytical, evaluative and diagnostic skills which could be demonstrated by successful completion of units in Modules 1, 2 and 3 of the Professional Development Award: Diploma in Police Service Leadership and Management.

Core Skills: There are opportunities to develop the Core Skills of Communication and Working with Others at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: This Unit can be assessed holistically by means of a report on leadership from the point of view of a manager in a police environment. Candidates will be expected to demonstrate that they can apply relevant concepts to situations which they could face in a leadership role in a police environment. They will also be expected to evaluate various aspects of the work of a leader including suggesting a possible leadership approach to a situation. The report could be supplemented by oral questions to ensure all aspects of the evidence requirements are fully met.

Higher National Unit specification: statement of standards

Unit title: Leadership

Unit code: F0EJ 35

The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Evaluate approaches to leadership

Knowledge and/or skills

♦   Differences between managers and leaders
♦   Functions of leadership
♦   Models of leadership
♦   Influences on leadership behaviour

Outcome 2

Analyse the effect of inter-personal skills on leadership

Knowledge and/or skills

♦   Sources of power
♦   Influencing
♦   Managing Conflict
♦   Negotiation

Outcome 3

Analyse the role of leaders in organisational change

Knowledge and/or skills

♦   Levels of change
♦   Force field analysis — drivers for change; resistors
♦   Stages of change
♦   Strategies for change
♦   Methods of overcoming resistance to change

Higher National Unit specification: statement of standards (cont)

Unit title: Leadership

Evidence Requirements for the Unit

Candidates must provide evidence which draws on knowledge and/or skills items from all three Outcomes to show that they can:

♦ select and justify an approach to leadership which could be used in a particular situation in a police organisation and draw a reasoned conclusion, based on comparison of different approaches, on why it is likely to be effective in this particular case
♦ evaluate the use of two different inter-personal skills which a leader could use and, with reference to a particular situation relevant to a police organisation for each skill, draw conclusions on how each skill could contribute to the effectiveness of a leader in the situation
♦ use relevant concepts to analyse the role of the leader in the management of change in a police organisation and to suggest and justify actions which a leader could take to ensure that all aspects of the change are effectively implemented
♦ provide valid and coherent reasons based on relevant concepts to justify conclusions and suggestions and to draw attention to possible implications and consequences of the conclusions and suggestions

Evidence must cover routine and non-routine aspects of leadership in a police organisation. Candidates will be a given a brief to which they have to respond. Candidates must obtain a mark of 50%, or more for the response to the brief.

Assessment guidelines

Assessment for this Unit can be undertaken holistically. Candidates can be asked to investigate selected aspects of their own organisation or they can be given a case study of a police organisation and the leadership role of a manager within it.

Candidates can present their evidence in the form of a report in which case it should be about 3,000 words long which can be completed in their own time. A written report could be supplemented by oral questions to ensure all aspects of the evidence requirements are fully met.

Administrative Information

Unit code: F0EJ 35

Unit title: Leadership

Superclass category: AF

Original date of publication: August 2006

Version: 01

History of Changes:

Version	Description of change	Date

Source: SQA

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Customer Contact Centre for further details, telephone 0845 279 1000.

Higher National Unit specification: support notes

Unit title: Leadership

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 80 hours.

Guidance on the content and context for this Unit

This Unit is intended for all police officers who are seeking promotion in the police service in Scotland. Candidates will normally be following a recognised training and development programme such as that developed by the Scottish Police Service.

The Unit is one of two units which make up Module 4 of the Professional Development Award: Diploma in Police Service Leadership and Management. The other is People Management.   Both focus on human resource aspects of the work of a manager within organisations such as the police service.   Both these units build on the Module 3 unit Organisational Management.

The Unit is designed to enable candidates to become fully conversant with current approaches to leadership and the role of the leader in a modern police organisation. It aims to give candidates the foundation that they will need in order to develop their own approach as a leader which will be consistent with current leadership thinking, the culture of the organisation in which they work and the expectations of the people they will lead.   As a result, their effectiveness in promoted posts in police organisations should be increased. The unit encourages managers to base their actions on relevant approaches, models and techniques and to use these to reflect on the role of leaders and how they can operate successfully.

There is a considerable amount of material on leadership, ranging from the highly prescriptive to the strongly theoretical. This includes a significant number of models on leadership. It is also an area where there have been many developments in recent years. While candidates should be aware of the main developments in leadership and of current thinking, the main requirement is that they recognise that the theories and models can be a guide to how they approach the leadership aspect of the work of a manager in a police organisation. The following notes give some guidance on the kind of material which could be covered in each outcome. In many cases, there are alternative approaches which could also be used if desired.

Outcome 1

Differences between managers and leaders: Kotter; Zaleznik

Functions of leadership: developing sense of direction or vision (strategic); defining tasks necessary to achieve objectives and achieving objectives (task); maintaining morale and cohesion (interpersonal or maintenance); action centred leadership

Models of leadership: trait theories; style theories such as Ohio studies, managerial grid, Tannenbaum and Schmidt; transactional leadership; contingency theories (such as Fiedler, path goal theory, Hersey and Blanchard's situational leadership); transformational theories (such as charismatic leadership, emotional intelligence)

Unit title: Leadership

Influences on leadership behaviour: firm life cycle; socio-cultural factors; organisational culture; diversity issues; expectations of others such as colleagues; people who report to them; managers

Outcome 2

Sources of power: these can be stated in several ways such as French & Raven's reward, referent, legitimate, expert and coercive but they can also include control of resources and information

Influencing: differences between power, authority and influence; influencing strategies (reason, assertion, exchange, courting favour, coercion, partnership); styles of influencing

Managing Conflict: causes of conflict; handling conflict (competition, collaboration, compromise, accommodation, avoidance)

Negotiation: win-win; stages in the negotiating process; negotiating behaviours (eg avoiding irritators, counter proposals and using behaviour labelling, seeking information)

Outcome 3

Levels of change: individual; group; organisation

Force field analysis: drivers for change (eg political, economic, socio-cultural, technological, environmental, legal — PESTEL); resistors (eg self-interest, misunderstanding, low tolerance for change, different assessments of situation, fear of unknown)

Stages of change: Lewin's unfreezing, changing and refreezing; a prior planning stage and a subsequent evaluation stage could also be mentioned

Strategies for change: Storey (total imposed package, imposed piecemeal initiatives, negotiated piecemeal initiatives, negotiated total packages); Thurley and Wirdenius (directive, negotiating, normative, analytical, action-centred); Lewin's stages of change (unfreezing, changing, refreezing)

Methods of overcoming resistance to change: education and commitment, participation and involvement, facilitation and support, negotiation and agreement, manipulation and co-option, explicit and implicit coercion

Guidance on the delivery and assessment of this Unit

This Unit can be delivered on a stand-alone basis or as part of a development programme for police officers seeking promotion.

Higher National Unit specification: support notes (cont)

Unit title: Leadership

Delivery of this Unit will involve ensuring that candidates become familiar with relevant concepts of leadership. The Unit also includes skills and techniques which should enhance their personal effectiveness and help them operate more effectively as leaders. The emphasis throughout is on applying these ideas to the work of a manager in the police service. Delivery should therefore encourage candidates to relate the theories and approaches to their own experience and to consider how they could make use of them when they take up positions as first line managers in a police organisation. An important aspect of delivery, therefore, is helping candidates to develop their own approach to leadership which draws on their study of leadership but also meets the demands of police organisations and the expectations of others such as members of their team and their own managers. Candidates should be encouraged to recognise that successful leadership often requires a flexible, adaptable approach and that they should take this into account when developing their own ideas on what is required of a leader and how a leader should act.

Outcome 2 covers a number of inter-personal skills which can help candidates to develop their personal effectiveness as leaders. The delivery process should give candidates the opportunity to practise these skills.   This can be done through specific skills development sessions. However, candidates can also be encouraged to take advantage of opportunities to practise these skills in their own work environment and to reflect on both the process and outcome of doing this.

The Unit offers considerable scope for candidates to relate the material to their own experience. They can be given short case studies or examples to help them to recognise different facets of leadership as well as analysing and reflecting on the work of leaders that they have come across. These case studies and real life examples could form the basis of assignments which could act as formative assessments.

There is considerable overlap between this unit and other units in the Diploma, particularly Organisational Management and People Management. In many respects these units are dealing with different aspects of the same thing and all focus on giving aspirant line managers in the police service the underpinning knowledge, skills and techniques that they will need to perform effectively when they take up posts as managers. Delivery of this Unit should take this into account and help candidates to make connections between the various different parts of the Diploma. Similar case studies could be used in the various units, for example, to help in this.

Using case studies and fostering an analytical, enquiring approach in delivery should help to prepare candidates for the final summative assessment for which they will be required to prepare a report covering aspects of leadership in a police environment. The formative assessment referred to above is likely to assist candidates to develop the skills and ability to analyse situations and problems which first line managers may face in their role as leaders.

Opportunities for developing Core Skills

Skills in accessing and evaluating relevant complex background information on management theories, issues and concerns will be developed and enhanced as the unit is undertaken. Sources used should be extensive and encompass all areas of activity, and could include textual, electronic and oral testimony. Communication skills are not discretely assessed but candidates will research and analyse complex background information and theory, and present written responses which are factually and technically accurate, clear, unambiguous and concise. Underpinning knowledge for the unit will require an in depth understanding of organisational communication theory and practice, and an ability to analyse, explain and justify the use of techniques and media which influence and motivate others.

Higher National Unit specification: support notes (cont)

Unit title: Leadership

Candidates will require a sophisticated understanding of current management theories relating to communicating and working with others. Recognition of the factors affecting and maximising success in motivating people, including methods for overcoming barriers to organisational achievement, will be an element of competence. Candidates will demonstrate a sophisticated level of knowledge of the effect of interpersonal skills on leadership. Awareness of the impact of verbal and non-verbal communication techniques in the demonstration of assertive and supportive behaviour is critical. Candidates should explore the use of a range of active listening techniques including adaptation of language and register, in influencing others and managing conflict, using contextualised case studies.

Open learning

This Unit is particularly suitable for Open Learning as candidates should be able to acquire the relevant knowledge by working through the distance learning material which will be available for this unit. Appropriate arrangements would need to be made for assessment and quality assurance. For information on this, please refer to the SQA document *Assessment and Quality Assurance of Open and Distance Learning,* which is available at SQA's website: **www.sqa.org.uk**.

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Alternative Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs,* which is available on SQA's website: **www.sqa.org.uk**.

General information for candidates

Unit title: Leadership

This Unit forms part of Module 4 of the Diploma in Police Service Leadership and Management which is a Professional Development Award accredited by SQA. It has been designed to offer developmental opportunities to police officers who aspire to promoted posts.

The Unit enables you to develop the leadership skills and personal effectiveness that you will need to fulfil your leadership role as a manager in the police service in Scotland. It also enables you to build a foundation for your future development and, in particular, start the process of developing your own approach to leadership. The Unit enables you to develop skills in influencing, negotiation and handling conflict which leaders need and which will help you to increase your personal effectiveness. Leadership is a critical aspect of modern management and this Unit should help you to perform effectively as a first line manager. The Unit will introduce to a number of different theories and approaches to leadership and also to key role that a leader has in implementing organisational change. The emphasis is on applying these to the work of a manager in a police organisation. In this way, you can operate more effectively as a manager and contribute fully to the overall performance of the organisation.

You will be given support material to help you work on this Unit on your own. It will give you the background knowledge and understanding that you need as well as case studies and examples of how different approaches and skills can be applied to the work of managers in the police service. It will encourage you to relate and apply the ideas to your own work experience and to investigate for yourself what happens elsewhere in your own and in other organisations. This will help you to develop the analytical skills which you will need for the assessment.

The assessment for the Unit is based on situations which you might meet as a leader in the police service. You will be given a brief and asked to provide a report which tests your ability to evaluate leadership issues and skills and to suggest a leadership approach which managers could take. Your report should be about 3,000 words long and you will be expected to achieve a mark of 50%, or more.

You will have succeeded in meeting all the requirements of this Unit if you pass this assessment.