

Candidate Support Pack
HNC Management



Management: Leadership at Work

 [DV88 34]



INTRODUCTION

It is important for you to complete the activities that are provided throughout the workbook. These activities are designed to help you start to apply your learning and prepare you for your final unit assessment.

This section is designed to help you access the activities included within the workbook. It looks at each of the activities and aims to help you generate your answers, by suggesting ways to complete the different activities. The information provided for each activity aims to help you create your answer by recommending a structure and possible approach, linked to the content of the learning programme.

It is recommended that you consider the information provided in this section before undertaking the activities themselves. Discussions with your tutor, regarding the activities, are also recommended before you initiate the work.

SECTION 1

ACTIVITY – MANAGEMENT THEORY

<p>Activity</p>	<p>Write a summary describing the different management theories, explaining their basic premise and how they compare with each other. Identify the theory that applies best within your own organisation and explain its application.</p>
<p>Suggested approach</p>	<p>This activity was set in order to review your understanding of management theories. You will also need to evidence your ability to link management theory to practice.</p> <p>Your response should be based on the content of Section 1.2 and the findings of your research activities. It should provide a brief summary of the following management theories developed by:</p> <ul style="list-style-type: none"> • Henri Fayol • Max Weber • Abraham Maslow • Ludwig von Bertalanffy • Eric Trist • Frederick W. Taylor • Elton Mayo <p>For each, you should provide an overview of the theory, describing its features, strengths and weaknesses. You should compare these theories, identifying similarities and differences in respect to where the theories are applied.</p> <p>Finally, you should provide a clear explanation regarding which of these theories best supports your own organisation.</p>

ACTIVITY – MISSION STATEMENT

<p>Activity</p>	<p>Obtain your organisation’s mission statement or write your own. Discuss it with your colleagues to see if they agree with the vision it presents, or have other ideas. Review the statement in the light of these discussions.</p> <p>N.B The mission statement could be at a department or section level.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of organisational aims.</p> <p>Your response should be based on research completed within your organisation. You should analyse your mission statement so that you fully understand its underlying aims and how important each aim is. To complete this activity you should seek the opinion of other members of staff regarding how they view the mission statement.</p> <p>You should review the content of the mission statement based on your findings, commenting on the statement and how it serves the needs of the organisation.</p> <p>Finally, based on your findings, you should recommend ways of strengthening the statement.</p>

SECTION 2

ACTIVITY – LEADERSHIP

<p>Activity</p>	<p>There will be many more that you could add to the list above. Look at a visionary leader that you know of – perhaps someone like Ghandi or Churchill.</p> <ul style="list-style-type: none"> • List their characteristics? • How do these compare with the list above? • Are there dangers in this style of leadership?
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of leadership trait theory.</p> <p>In developing your answer you should prepare a report which:</p> <ul style="list-style-type: none"> • Identifies a leader who shows specific leadership traits • Lists the character traits that you can see in the leader, remembering to consider all traits – those that you would consider as positive to leadership, and those that you may consider to be negative traits • Compare these traits with those listed in Section 2.1 <p>You should conclude your answer by identifying and explaining the dangers associated with that style of leadership.</p>

ACTIVITY – MANAGEMENT STYLE

<p>Activity</p>	<p>Spend some time producing a brief summary for each of the following questions:</p> <ol style="list-style-type: none"> 1. Where is the natural position of your own manager on this continuum? 2. Where is your natural management style? 3. How do these behaviours have an impact on the behaviour of the staff?
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of leadership behaviours.</p> <p>The activity relates specifically to the content of Section 2.2.2, describing the Tannenbaum and Schmidt continuum. You should use these techniques to identify the natural style of your own manager. Try to identify how their natural style may vary depending on the following contexts:</p> <ul style="list-style-type: none"> • Legislation • Financial • Organisational • Individual staff <p>Spend time reflecting on your own style, to identify any 'critical moments' in the past which have given you an insight into your natural style. Try to determine if you give consideration to how you will act before doing so, or if your actions are completely unconscious.</p> <p>Finally, write a report to summarise your findings, defining your manager's management style and then your own. Within your report, you should provide an assessment of how you feel these management styles impact the behaviour of your staff.</p>

ACTIVITY – LEADERSHIP

<p>Activity</p>	<p>You may recognise that leaders can be constructive or destructive. Would you recognise Hitler as a transformational leader? Think for a while, and create a list of other leaders that you think could come under this heading? Now think of a leader that you have experienced and describe:</p> <ul style="list-style-type: none"> • Where did his/her power come from? • Was he/she an introvert or extrovert? • Was he/she intelligent? • Was he/she a good communicator? • Did he/she have a main focus?
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the influence that leaders have on their 'followers'.</p> <p>In developing your answer you should list some different leaders and explain why you have selected them and why you consider them to be transformational. For each of these leaders you should look at their history to identify how they developed their power and influence over others.</p> <p>Your answer should then identify a leader from your own experience, this could be someone you work with or someone you have encountered in your private life. For example: through sport or hobbies.</p> <p>You should use the questions above to structure your answer and hence fully describe your selection. The research you completed as part of Section 2.3 should help you prepare your answers to these questions.</p>

ACTIVITY – LEADERSHIP STYLES

<p>Activity</p>	<p>Describe the styles that your colleagues show.</p> <p>Now describe your own leadership style and recognise tendencies towards your colleague's styles in your own.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop in your role as a leader. It aims to encourage the analysis of leadership styles so you can appreciate the common traits shown by leaders.</p> <p>Your response should be based on research completed within your organisation. You should identify effective practices displayed by your colleagues and determine the characteristics of their style. You should try to interview these colleagues to gain a greater understanding of their approach to leadership. This is a good opportunity to share good practice.</p> <p>You should write a report based on your findings and observations. You should describe the leadership styles of your colleagues, linked to the learning associated with Section 2 of the workbook as appropriate.</p> <p>You should then complete a self assessment process, comparing your own leadership style with that of your colleagues. The techniques introduced as part of the workbook: Management: Developing Self Management Skills, should help you with this.</p> <p>Following the completion of your own self assessment, you should write a report describing your own leadership style. This report should be illustrated with actual examples where you have demonstrated different management traits. Similarities with the styles shown by your colleagues should also be highlighted.</p>

ACTIVITY - DIFFICULTIES AND CHALLENGES

<p>Activity</p>	<p>Describe in general terms the internal and external influences that impact on your organisation. For each influence, discuss how it has impacted in terms of the difficulties and challenges created for leadership to deal with.</p> <p>For one internal influence and one external influence, describe an approach that a leader could employ to minimise the potential impact of the difficulties and challenges faced.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the difficulties and challenges faced by managers.</p> <p>Your response should be based on research completed within your organisation to identify the internal and external influences that affect your organisation. You should refer back to Section 2.4 for ideas regarding the form that these influences can take. You should write a report introducing each influence and explain the difficulties and challenges faced by the leadership of the organisation.</p> <p>You should then consider one internal and one external influence in more detail. Write a report, recommending an approach/strategy that a manager could take to maximise the positive effects and minimise the negative effects. You should remember to refer to the learning associated with Section 2 in the workbook when developing your answers. You should also explain how the leadership theory has been used to support your recommended approach.</p>

SECTION 3

ACTIVITY – GROUP OR TEAM

<p>Activity</p>	<ol style="list-style-type: none"> 1. List some groups you are part of, or are aware of, and explain why you see them as groups 2. Describe a formal group that you belong to, or are aware of, and explain why it is a team
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of team and group characteristics.</p> <p>You should prepare a list of groups that you are aware of, or are familiar with. These groups can be selected from both inside and outside the workplace, relating perhaps to leisure activities you are involved with.</p> <p>You should write a brief introduction to each group, explaining why you see them as a group. Reflect also on whether people getting together, or having things in common, makes them a group. (Remember that formal groups are usually built around a task).</p> <p>Once you have looked at groups in general, you should then look in more detail at a formal group that you have identified. You should fully explain why you consider it to be a team, highlighting how its practical features and characteristics vary from those of a group.</p>

ACTIVITY - TEAMS

<p>Activity</p>	<p>Analyse a team operating in your workplace.</p> <ol style="list-style-type: none"> 1. Describe why you recognise it as a team and where it is in respect to Tuckman's Theory 2. List characteristics of the team that you know are effective 3. List characteristics of the team that you know are ineffective 4. Identify any correlation between your work satisfaction and the effectiveness of the team and explain this relationship
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the impact that teamwork can have on an organisation.</p> <p>In developing your answer you should identify a team that is working effectively within your organisation and analyse how it functions as a team.</p> <p>You should write a report which describes:</p> <ul style="list-style-type: none"> • Where you feel the team is in respect to the Tuckman theory. Is it forming, storming, norming, performing or adjourning? • The characteristics of the team that you feel are working effectively • The characteristics of the team that you feel are ineffective and could be improved • Strategies to improve these areas • How you correlate work satisfaction to team effectiveness

ACTIVITY – TEAM ROLES

<p>Activity</p>	<p>Analyse your team at work and identify the mix of roles. Comment on the following:</p> <ol style="list-style-type: none"> 1. Are there any missing? 2. Do you have too many 'followers' and not enough 'leaders' or vice versa? 3. What strategies can you think of to deal with your natural weaknesses? 4. Does it help us to understand why our colleagues work in the way that they do?
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of the essential roles in effective team working.</p> <p>You should prepare your answer based on a team you are involved with. You should take time to understand the team roles as described by Belbin. (You may like to refer to the website on Belbin referred to in the workbook.) You should then analyse the skills of individual members and then compare these with these defined roles.</p> <p>With your team analysed, you should identify any roles that are not naturally covered by the existing team members. You should also comment on the leader/follower ratio within the team.</p> <p>As part of your report you should comment on what you perceive to be your own strengths and weaknesses, as well as those of the team as a whole. You should recommend strategies to deal with any identified weaknesses.</p> <p>Finally, you should comment on how this assessment of your team has helped to improve your understanding of teams and team working.</p>

ACTIVITY – MOTIVATION

<p>Activity</p>	<p>You may agree with these goals as they are represented, but you may feel that the Western goals do not reflect your own personal goals. Take some time to specify your own life goals and what motivates you. Remember, everyone's motivation is different (remember Maslow).</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of individual motivation and the impact that it has on our effectiveness.</p> <p>You should start by completing a self assessment to identify, honestly, what motivates you and what your life goals are. Use the techniques introduced as part of the workbook: Management: Developing Self Management Skills, to help you with this.</p> <p>Write a report describing your motivation and life goals, and comment on how these relate to the work of Maslow. You should also comment on how well you feel your work role satisfies these motivations.</p>

ACTIVITY - MOTIVATIONAL THEORY

Activity	Further research the theories of motivation. Compare the theories and then complete an assessment of what motivates yourself and your team, describing which theory best describes your situation.
Suggested approach	<p>This activity has been designed to help you develop your understanding of motivation theory as it applies to yourself and your team.</p> <p>Your response should be based on the content of Section 3.5 and the findings of your research activities. It should provide a brief summary of each of the following theories:</p> <ul style="list-style-type: none"> • Maslow's theory of motivation • Adams' equity theory • McClelland's motivational needs theory • Herzberg's two factor theory <p>For each theory, you should provide an overview, describing its features, strengths and weaknesses. You should also compare the different theories, identifying similarities and differences.</p> <p>Finally, you should provide a clear explanation regarding which of the theories you feel best suits you and your team. You should justify your comments, outlining why the theories are appropriate to your own and your team's motivational needs.</p>

ACTIVITY – TEAM EFFECTIVENESS

<p>Activity</p>	<p>Analyse a team that you are part of in your organisation to determine its effectiveness in relation to empowerment, participation, communication and recognition of achievement. Recommend areas for future development for this team.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of team effectiveness linked to important aspects of management and leadership.</p> <p>In developing your answer you should analyse a team you are part of. Analyse how it functions as a team. Your response should be based on the content of Section 3.6 and the findings of your research activities.</p> <p>You should write a report which:</p> <ul style="list-style-type: none"> • Describes the purpose and objectives of the team • Identifies the members of the team, their roles and the levels of empowerment • Analyses the roles and responsibilities of each of the members • Describes lines of communication (you could use a mind-map for this) • Identifies areas of focus and/or conflict • Describes how achievement is recognised • Describes any recognised weaknesses within the team <p>Finally, based on your findings, you should provide a clear explanation as to how the team can be further developed to improve its motivation and effectiveness.</p>

ACTIVITY – GROUP THINK

Activity	Consider the elements of ‘Group Think’ as identified by Janis and Handy. Describe a current equivalent situation from more recent news events. Recommend strategies that could have overcome these dangers.
Suggested approach	<p>This activity has been designed to help you develop your understanding of the ‘Group Think’ psychology which can affect an individual’s behaviour in a group setting.</p> <p>In developing your response, you should consider the content of Section 3.7 and review the issues highlighted by Handy in respect to the ‘Bay of Pigs’.</p> <p>Once you have a full understanding of Handy’s work you should look to identify an appropriate event that shows the same ‘Group Think’ characteristics.</p> <p>You should write a report which illustrates how your selected item matches the work of Janis and Handy. You should make suggestions regarding the actions that could be taken to prevent this situation arising.</p>

ACTIVITY – COMPETITION

Activity	Comment on aspects of competition between teams in your organisation. Identify elements of positive and negative impact on team and organisational performance.
Suggested approach	<p>This activity has been designed to help you develop your understanding of the way in which competition can impact on the effectiveness of teams and team work within organisations.</p> <p>Your response should be based on research completed within your organisation, looking at the different teams and their interaction. You should identify the different teams that operate within your organisation, and identify any interaction and/or competition between them, for example teams which are performing the same task, but trying to get better results. You should find out about the different teams by talking to managers, team leaders and team members.</p> <p>You should write a report introducing your findings, describing both negative and positive impacts that team competition has on organisations and their performance. In your report you should comment on the influence of both internal competition amongst team members and competition between teams.</p>

ACTIVITY – DEALING WITH DIFFICULTIES

<p>Activity</p>	<p>Considering all of the potential difficulties that have been covered here, write a report outlining potential dangers of each, placing them in order of significance to the wellbeing of your organisation.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop your understanding of how the difficulties within teams can be dealt with.</p> <p>Your response should be based on the content of Section 3.7 and the findings of your research activities. It should provide a brief summary of each of the following difficulties:</p> <ul style="list-style-type: none"> • Group think • Inter-group conflict • Risky shift phenomenon • Team composition <p>You should write a report that takes these dangers and lists them in order of importance – focussing on the potential damage to the organisation. You should then describe a strategy for minimising each of the risks (recognising that removing these risks entirely is not always possible).</p>