

Candidate Support Pack

Diploma in Management



Management: Organisational Leadership and Development (DV8A 36)



Sample Activities

Management: Organisational Leadership and Development



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 ONE

ACTIVITY – VALUES

<p>Activity</p>	<p>The following is a list of values which can be held by individuals or organisations. Identify any others which you feel are relevant to you or your organisation. Add these to the list below. You will be using the information you gather later in the workbook.</p> <p>Examples of values are: ambition, competency, individuality, equality, integrity, service, responsibility, accuracy, respect, dedication, diversity, improvement, enjoyment/fun, loyalty, credibility, honesty, innovativeness, teamwork, excellence, accountability, empowerment, quality, efficiency, dignity, collaboration, stewardship, empathy, accomplishment, courage, wisdom, independence, security, challenge, influence, learning, compassion, friendliness, discipline/order, generosity, persistence, optimism, dependability, flexibility.</p>
<p>Suggested approach</p>	<p>This activity was set to encourage you to think about values which organisations may hold. You should take time to reflect on the values listed and then add any others that apply to you and your organisation. To gain inspiration for this process you should take some time to review the values for a range of different types of organisations such as charitable organisations, not-for-profit organisations, as well as commercial organisations.</p>

ACTIVITY – ORGANISATIONAL VALUES

<p>Activity</p>	<p>At this stage in the workbook it would be interesting for you to think about the organisation you work for and the core values it holds dear, if any. Try to identify what values are truly central to the organisation and note these down. If you have more than four or five you may be confusing them with operating or business practices or cultural norms of the organisation (something we will look at later).</p> <p>Remember, the values must stand the test of time. After you have drafted a preliminary list of the core values, consider each one; would it still be kept if circumstances changed inside or outside the organisation? If you cannot honestly answer yes, then the value is not core and should be dropped from consideration.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you distinguish between core values and business practices and cultural norms. Talk to the leaders of your organisation; research any existing documentation which expresses its mission, vision, purpose, etc. It may help you to carry out this activity with some of the people you work with. If possible, try to include someone who was involved in the original creation of any documents. You should then follow the steps set out in the activity; these steps should help you to identify the core values of your organisation.</p>

ACTIVITY – YOUR CORE VALUES AS AN INDIVIDUAL

<p>Activity</p>	<p>Having looked at your organisation, it is worth looking briefly at the core values that you hold personally. Think about the following and note down your thoughts.</p> <p>What are your core values and how do you distinguish them from other beliefs or strategies in life? What core values do you personally bring to your work? (These should be so fundamental that you would hold them regardless of whether or not they were rewarded.) How do you think they impact upon the way you work?</p> <p>If you awoke tomorrow morning with enough money to retire for the rest of your life, would you continue to live those core values?</p> <p>Does this reflection upon your core values help you to understand your organisation's values?</p>
<p>Suggested approach</p>	<p>This activity has been designed to encourage you to reflect upon your core values and how they may impact upon what you do in your professional life. This is a thinking and discussing exercise. Talk around the subject with friends and people close to you, those who have an understanding of you as a person.</p> <p>The written response should take the form of notes only, which should allow you to identify your core values.</p>

ACTIVITY – THE IMPORTANCE OF PURPOSE

<p>Activity</p>	<p>Look at what your organisation does in terms of services or product. Identify the main function or output. Then ask the question ‘Why is that important?’ five times and write down your answer each time. After a few ‘whys’, you will find that you are beginning to establish the fundamental purpose of your organisation. Try this out with someone you know, or someone who is on your course, or someone who works for another organisation. Do any of the real core purposes of either organisation involve the purpose of ‘maximising shareholder wealth’?</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you identify the core purpose of your organisation, or one that you are familiar with. Within your approach you should try to carry out the following:</p> <p>If possible, set up a meeting with senior managers within your organisation to carry out the activity above. Note down all their responses.</p> <p>Carry out the same exercise with members of your team or department. Note down all their responses.</p> <p>Put together a short report outlining your findings and whether there were differences between the two groups.</p>

ACTIVITY – YOUR CORE PURPOSE

Activity	Apply the same technique used in the activity above to gain an understanding of your own core purpose as an individual. Within your life, ask yourself what you do. Then ask the question 'Why is that important?' five times and write down your answer each time. Do this for your working life and your personal life. You may begin to see what you perceive to be your main purpose in each. Are they the same?
Suggested approach	This activity has been designed as a thought-provoking exercise. Your response should take the form of notes only. It may help you to discuss around the issues with friends, family and work colleagues. You may wish to share what you have discovered with your course tutor or course members as part of an informal discussion.

ACTIVITY – CORE COMPETENCES

Activity	Take some time to analyse an organisation you are familiar with and identify the core competences. Write a report which lists the core competences and explains your selection.
Suggested approach	<p>This activity has been designed to help you gain a greater understanding of core competences and how these can vary between organisations. Your report should give an account concerning the following points:</p> <ul style="list-style-type: none">How you identified each competenceThe type of competence (knowledge, process, customer relationship, product, culture in relation to work ethic)Whether people and competences are relevantHow the competences contribute to the success of the organisationWhether the competences are nurtured and developed

ACTIVITY – STRUCTURE AND THE IMPACT ON VISION

<p>Activity</p>	<p>Using the points above as a guide, choose two distinctly different forms of structure from the selection outlined above. For each structure, describe the effect you think it will have on an organisation’s vision, in terms of its effectiveness and success or failure.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you consider the potential effect of structure on vision. You may wish to use an organisation you are familiar with if it fits one of the structures chosen. Your report should discuss the impact that each structure could have upon the following:</p> <ul style="list-style-type: none"> Roles and responsibilities of departments and people within departments Reporting lines of managers and staff and how this can affect performance Flexibility and adaptability to change Openness to new ideas and ways of working Leadership hierarchy Effectiveness of communication and cooperation between departments and people <p>You should relate these points back to vision, in terms of its effectiveness and success or failure</p>

ACTIVITY – INFLUENCING VISION

<p>Activity</p>	<p>Choose four of the above creations that you feel could have the most influence on vision in terms of its creation or change, adoption by employees, sustainability and reinforcement and image given to the outside world. Discuss your reasons for your choice and the potential negative or positive impact each one would have on vision.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you focus upon how certain aspects of culture can influence vision. You can use examples of organisations that you are familiar with, or ones that you discover whilst researching.</p> <p>Your report should outline how each ‘creation’ has influenced vision in either a negative or positive way. You should also consider its impact upon the following:</p> <ul style="list-style-type: none"> Adoption by employees Sustainability and reinforcement of the vision The image given to the outside world

ACTIVITY – VALUES AND VISION

<p>Activity</p>	<p>Choose an organisation you are familiar with; identify any messages that convey a deep-seated or underlying set of values that are held by the company. Write a report listing the messages which identify these values and the values themselves. Explain why you think these messages convey certain values.</p> <p>Think about how an organisation’s values can have an impact upon vision — its development and implementation and ultimately its success or failure. Summarise your thoughts based upon Schein’s theory on values and beliefs.</p>
<p>Suggested approach</p>	<p>This activity has been designed to encourage you to consider messages which can convey underlying values within an organisation and how they can perpetuate, strengthen, or encourage the successful implementation of vision, whether the vision is long-established or part of the change process. Your report should contain a list of the messages you think the organisation gives out and the values that you feel these messages convey. You should also explain your reasoning on this.</p>

ACTIVITY – ORGANISATIONAL CULTURE

<p>Activity</p>	<p>Choose the organisation you work for, or an organisation you know well.</p> <p>Consider the culture within the organisation. Describe it and then match it to one of the culture types covered in this section. Show your evidence as to why you made this match.</p> <p>Discuss how you think this culture will impact, or has impacted, upon the vision of your organisation.</p>
<p>Suggested approach</p>	<p>This activity has been designed to encourage you to reflect upon the culture within an organisation you are familiar with. You need to cover the following:</p> <p>A detailed description of the culture, as you see it, on completion of your research</p> <p>Which culture type you chose as a best match to your organisation and your evidence for that choice</p> <p>The impact this culture has, or will have, on the creation and implementation of an existing vision, or a vision for change</p>

ACTIVITY – VISION

<p>Activity</p>	<p>Before you go on to look at ways of developing a vision it would be useful for you to review your research and activities around the factors which influence and contribute to the writing of a vision. Write a summary describing how these factors can have an influence on the creation of a vision and what should be considered when starting the visioning process.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you draw together what you have found out so far about structures, cultures and values, core competences and purpose. Review your research and activities and use what you have found out to write a summary document that you can refer to throughout the visioning process.</p> <p>Your summary should refer to the theories outlined in Section One in relation to organisational structures, cultures and values, core competences and purpose, and should include how each can have a negative or positive impact on vision.</p> <p>From your research you should begin to see how important it is to align the strategies created to work towards a vision, and the vision itself, with the existing structures, cultures and values, core competences and purpose of an organisation.</p>

ACTIVITY – EDEN PROJECT

<p>Activity</p>	<p>A good example of how persistent and positive communication of a vision works, and how ‘talking it up’ actually made it happen, is the Eden Project and its founder Tim Smit. Review the following links. (You can also find more on your own by typing ‘Tim Smit’ into a search engine.) Find out as much as you can about the project’s origins, the core values and beliefs behind the management style of its founder Tim Smit.</p> <ul style="list-style-type: none"> • www.st-andrews.ac.uk/media/Tim_Smit.pdf • http://www.bbc.co.uk/radio4/news/inbusiness/inbusiness_20070531.shtml • http://www.guardian.co.uk/society/2004/oct/06/environment.environment • http://www.edenproject.com <p>Smit created a management plan based around a series of rules. He has stated that: ‘It’s not the rule that is important; it’s the spirit or attitude behind the rule’. Find out what these rules are and how they perpetuate the original culture of the organisation.</p>
<p>Suggested approach</p>	<p>This activity has been designed to encourage you to find out, through case study, about how values, ethics and culture have contributed towards the realisation of the founder’s vision. You should include your findings on the following:</p> <p>How did the original vision come to be shared by so many people and in such a positive way?</p> <p>What do you think of his management style, values and culture?</p> <p>How has the culture within the organisation impacted upon the vision?</p> <p>How have these contributed to the continuing success of the project?</p> <p>Look at what Smit’s plans are for the future and consider how his values and vision shaped these plans.</p>

SECTION 2

ACTIVITY – DEVELOPMENT REVIEW

<p>Activity</p>	<p>Take some time to reflect on the content of units mentioned above and then for a situation you are familiar with specify a development review process that could be implemented with potential leaders. You should justify the processes and tools you have chosen to use.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you further develop your understanding of the development review process. As part of the activity you should identify the following:</p> <ul style="list-style-type: none"> • Current roles and contributions made to the organisation • Difficulties and obstacles being experienced by the individual • Personal qualities matched to job requirements • Training and development needs linked to current and future roles • Planning to achieve development requirements <p>As part of your report you should specify the processes used, the reasons you chose those processes, the tools you have chosen to use and why you chose those tools.</p>

ACTIVITY – DEVELOPMENT METHODS

<p>Activity</p>	<p>Familiarise yourself further with the needs of the different development methods and then for an organisation you are familiar with, write a report explaining which of the methods would best support the development of leaders in this organisation. Support your recommendations with details of the potential advantages of the selected methods as well as the weaknesses which may apply during their application.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you further develop your understanding of the methods that are available to support the development of leaders. In developing your answer you should prepare a report which:</p> <ul style="list-style-type: none"> • Identifies the characteristics of the organisation in relation to structure and culture • Identifies the characteristics of the leaders within the organisation • Shows the link between the characteristics described above and the development method/s chosen • Gives a reasoned argument for the choice of methods • Outlines the advantages and disadvantages of the methods chosen

ACTIVITY – DEVELOPING LEADERSHIP SKILLS

Activity	For an organisation you are familiar with or a named case study, identify the qualities of the leaders and then suggest which of the development methods would best support the development of these qualities and their skills as leaders.
Suggested approach	<p>This activity has been designed to help you develop your understanding of the qualities that leaders may have and how these can best be developed. Your report should contain evidence of the following:</p> <ul style="list-style-type: none"> • Identification of the leadership traits, behaviours and styles • A description of the qualities identified and your reasoning for this • How you identified the current position and future development needs of the leaders • How you matched the development needs with development methods and your reasoning on this

ACTIVITY – EVALUATING LEADERSHIP DEVELOPMENT

<p>Activity</p>	<p>Earlier in this section we introduced a range of different methods that can be utilised to support the development of leaders. Write a report recommending for each development method the most appropriate form of evaluation and explain your selection.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you identify appropriate forms of evaluation for development methods chosen for leaders. You should carry out additional forms of research into the different evaluation methods before you start. It is important to consider the following before you select your method:</p> <ul style="list-style-type: none"> • Research you have done on evaluation methods • Whether the style of evaluation supports the style of the development methodology? ie if you are completing a formal programme of learning then it is likely that the evaluation process will be formal • Your report should contain the following in relation to each development method: <ul style="list-style-type: none"> ○ A review of the forms of evaluation using any additional research you have carried out ○ A description of the form of evaluation chosen to match the development method ○ An explanation as to why you have chosen that form of evaluation for that development method

ACTIVITY – LEARNING ORGANISATIONS

<p>Activity</p>	<p>Using the sub-systems described in this section as a base-line. Complete an audit of the organisation you work for, or an organisation you are familiar with, to determine their status as a learning organisation. Write a report summarising your findings and explaining how the concept of the learning organisation may be used to assist the development of its leaders.</p>
<p>Suggested approach</p>	<p>This activity has been designed to develop your understanding of the learning organisation and how it applies to organisations. Use the research findings on learning organisations to support your report if possible. Your report should include the following points in relation to the sub-systems:</p> <ul style="list-style-type: none"> • How does learning happen within the organisation? • Is the environment (structure, culture, strategy and vision) within the organisation conducive to learning? • How open are the people, within and around the organisation, to learning? • How is knowledge gathered, created, stored, transferred and utilised? • What technological support is there to enable access to learning? • You should also discuss, based upon the initial findings of your report, how the concept of the learning organisation may be used to assist the development of the leaders within the organisation you have chosen

ACTIVITY – MANAGEMENT STANDARDS

<p>Activity</p>	<p>Once you are familiar with the management standards, reflect on your role as a manager and identify those of the management units that best support what you do. Write a report identifying your competence as a manager against these standards, to identify what you consider you do well and any areas where you feel you are not working according to the requirements of the national standards. For any shortfalls you should suggest ways in which you can address these shortfalls.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you develop as a leader. You should enlist the help of a colleague, supervisor or manager. Make yourself familiar with the management standards, identifying the ones that support best what you do. Your report should include the following:</p> <ul style="list-style-type: none"> • Why you have chosen particular units specifying how they relate to your job role • A description of your competence as a manager in relation to your job role and the units associated with the role • A description of competences which you feel you do well in relation to the units • A description of competences which you feel you do not do so well in relation to the units • How you would address these shortfalls

ACTIVITY – APPLYING STANDARDS IN LEADERSHIP

<p>Activity</p>	<p>For a named case study or an organisation you are familiar with describe how you feel the management standards could best be used to support the development of leadership and management skills. You should identify within the report any shortfalls where you feel the management standards potentially fall short in the development of leaders.</p>
<p>Suggested approach</p>	<p>This activity has been designed to help you extend your knowledge of national standards and understand how these relate to an organisation as a whole. Your report should include:</p> <ul style="list-style-type: none"> • How the standards can be used as a framework or structure to identify the management requirements of an organisation. • The identification, using the framework, of the leadership requirements of the organisation • The identification of the leadership units which can meet these requirements • The identification of any requirements of the organisation that cannot be met by these leadership units

ACTIVITY – EVALUATING LEADERSHIP DEVELOPMENT

<p>Activity</p>	<p>For an organisation or department you are familiar with evaluate the processes employed to support the development of its leaders. Write a report describing how the overall approach to leadership development fits with the culture and vision of the organisation, identifying the strengths of the approach together with recommendations for its further development.</p>
<p>Suggested approach</p>	<p>This activity has been designed to encourage you to use your knowledge gained as a result of working through the Unit Organisational Leadership and Development.</p> <p>Your report should include:</p> <ul style="list-style-type: none"> • A description of the organisation's approach to leadership development, citing examples • How this approach fits with the organisational culture of the organisation giving examples of this • How, if at all, leadership development forms part of the vision of the organisation giving examples of this • You should then identify the strengths of the approach and suggest recommendations for its further development