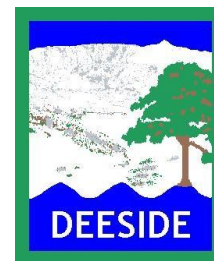


Module 8

Skills of Leadership

A Review of the Module



adult training

Module 8 introduces models, tools and techniques that will enable adults to be effective leaders of other adults and of young people.

Key Objectives

There are eight objectives for this module.

1. Describe and discuss a systematic approach to planning.
2. Apply systematic planning to any future activity.
3. Analyse the functions of leadership in terms of;
 - the task to be done and actions to assist it
 - actions to assist group cohesion
 - actions to meet the needs of individuals within the group.
4. Recognise leadership roles being exercised in the group and how the leadership function can be shared between members of the group.
5. Identify the range of leadership styles and situations in which different styles may be appropriate.
6. Identify their own predominant or preferred style of operation.
7. Evaluate the effect on the group of the leader operating in different styles.
8. Identify how the leadership skills of adults and young people may be developed.



How to use this review sheet:

- This sheet is NOT an alternative to Module 8 training.
- It can be used by Training Advisers to help decide if training is required.
- It can be used as a review for those who have attended or completed Module 8 training.

December 2009

Factsheets

FS 140031 The Skills of Leadership

FS 140093: Leadership Styles

FS 310514 Motivation of Leaders

Validation Criteria

To validate this module the learner will need to complete TWO of the following:

- 1) Use a systematic planning tool to complete a task, provide evidence of your use of the tool and discuss your experience with a Training Adviser.
- 2) Explain the Action-Centred Leadership model and apply it to an activity which you have run recently
- 3) Using a questionnaire, or similar tool, identify your preferred leadership style, and how it impacts on your role

in Scouting. Reflect on the four different leadership styles and consider how they inform your working in your Section or Group Leadership Team.

- 4) Produce evidence showing how you have led an event or activity during which your leadership style changed a number of times.
- 5) Run a game or activity to develop leadership skills in young people or adults.
- 6) Any other ideas, subject to agreement with a Training Adviser.

Skills of Leadership

Systematic Planning (DOOR)

Decide:

- What is needed or wanted?
- What do you want to achieve?
- When is it required?

Organise (ARTS):

- Activity
- Resources
- Timescale
- Skills

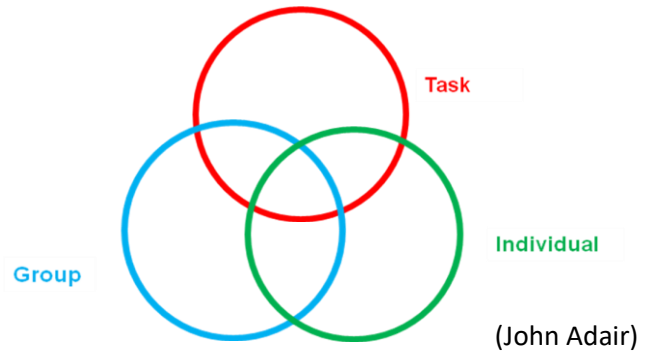
Operate (Do it!)

Review

- Did you achieve your objectives?
- How did it go?
- What did you learn?
- What is the next DOOR?

Planning is a way of transferring ideas efficiently and effectively into action.

Action-Centred Leadership



The Task

- What is it?
- How is it to be achieved?
- Is there an "objective"?
- How detailed does planning have to be?
- Is there a time limit?
- Is there provision for monitoring/modifying the plan?
- Does a review take place?

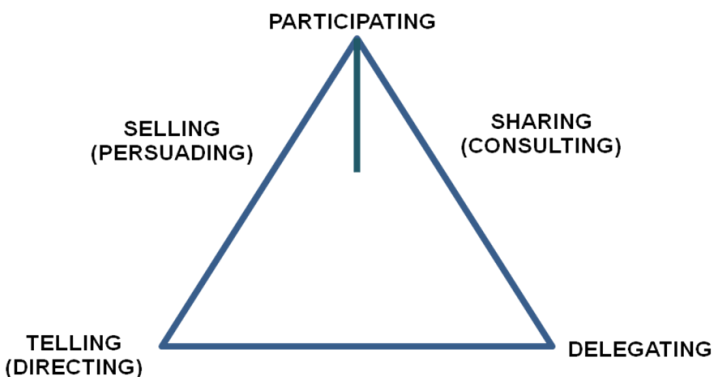
The Group

- "Ownership" of the activity
- Group participation in planning
- Shared direction
- Team work – all involved/motivated?
- Co-ordination
- Encouragement

The Individual

- Awareness of the role and responsibility
- Understanding of nature of task/activity
- Special needs accommodated?
- Possibility of progress/development

Leadership Styles



When to Use Different Styles

- **Telling style:**
when group members lack knowledge, skills or experience
- **Delegating style:**
if the team member knows more than you do about the task
- **Participating style:**
with group members who understand the objectives and their role in the task

"Leadership is not something you are born with ...and it can't be awarded or appointed *it must be cultivated.*"

Leadership Skills in Young People

- Set an example
- Teach collaboration
- Encourage decision-making
- Break tasks into manageable chunks
- Get them to:
 - Communicate effectively
 - Consider other people's needs
 - Be prepared to accept when they are wrong

"Before we can help others fulfil their potentials ...we must realise our own."

Team Leaders and Managers

Team Leader

- Part of the team
- Responsible for the programme
- Directs the team
- Motivates the team
- Reports to management

Manager

- Outside the team
- Resources the team
- Sets targets/goals/vision
- Measures success
- Responsible for growth

Identify your Leadership Style:

<https://www.verywell.com/whats-your-leadership-style-3866929>