AN OVERVIEW OF COURSES IN LEADERSHIP AND MANAGEMENT

Our Courses, either 1-1 or in Groups, are based on the following Ideals and how to achieve them.

Contact anton@rocbase.org.uk for more information, discussing of your requirements and booking your place. 1-1 courses are tailored to your specific needs.

The learning is interactive and involves the application of skills in roleplay

1. What is Leadership?
   a. Creating the willingness for your people to perform in accordance with the organisation's requirements.
   b. Creating visions that your people are motivated to follow with willingness and determination.
   c. Setting examples of good practice
   d. Understanding the psychology of human behaviour
   e. Making decisions
   f. Showing determination, perseverance and courage
   g. Being prepared and admitting to being wrong
   h. Maintaining standards of ethics, integrity, honesty and consistency

2. What is Management?
   a. The art of encouraging maximum potential – Creating empowerment
   b. Encouraging dignity and respect
   c. Allowing differences of opinion
   d. Facilitating consensus
   e. Facilitating cohesion within teams
   f. Clearly presenting objectives, both individual and collective
   g. Implementing agreed policies
   h. Maintaining discipline
   i. Managing change

3. Delegation with Responsibility
   Delegation is the art of choosing who to assign tasks and responsibilities to. The responsibility is the Manager's. They need to ensure, as far as is possible, that the chosen delegate is capable of fulfilling the tasks assigned to them. if matters do not work out, the Manager takes responsibility.

4. Communication

Active Listening
Listening is a difficult art. To understand someone else, we must resist the quick impulse to judge whether what they say makes sense. Listening means working hard to find out how, what seems odd to us, can make sense to someone else and what makes sense to us may not make sense to another.

Active Listening Involves:

Paraphrasing
Reflecting back to the speaker in your own words to see if you've understood correctly.

EG.

Statement: "I couldn't complete the report due to being called into a meeting"
Paraphrase: "Do you mean you were interrupted unexpectedly?"

Exploration (Unpacking)
Looking for meaning behind a statement

EG.

Statement: "It's all going very well"
Exploratory Response: "Can you enlarge on that?" or
"What precisely do you mean by 'Going very well'?"

Reflecting Feelings
Basically, being empathic – Understanding how someone else has been affected emotionally by something

Use of Open Questioning
Avoidance of "Yes" and "No" responses (Unless required)

Focussing
Keeping to the subject: Preventing avoidance

Summarising

EG

"So far in this discussion then, we've established A, dismissed B as irrelevant and recognised a need to do C". This helps wrap up the whole exchange or each part of it as the interaction progresses and also checks whether those involved in the discussion have had their aims/objectives/concerns addressed and hopefully resolved.

5. Decision Making
   a. Acquiring all available and relevant information
   b. Discuss with relevant parties
   c. Considering potential outcomes
   d. Taking risks
   e. Accepting uncertainty
   f. Having the courage to amend or reverse decisions if circumstances indicate such a course of action
   g. Who will be affected and in what way, within a human context, by decisions made? What will be the effect on morale?

6. Creating Motivation
   a. Empowerment
   b. Common Goals
   c. Encouragement
   d. Personal satisfaction
   e. Authenticity
   f. Individuality
   g. Collectiveness