

Unit 1: Provide Leadership and Management

Unit reference number: L/506/1953

QCF level: 4

Credit value: 5

Guided learning hours: 28

Unit summary

In this unit, you will learn how to inspire and engage stakeholders and colleagues to deliver results. You will be introduced to the principles supporting leadership and management and learn how current theories of management and leadership can be applied to specific workplace situations. This will enable you to examine the relationship between management and leadership and the different perspectives, particularly in relation to the behaviour of managers/leaders.

You will examine the impact an organisation's structure and culture have on the leadership and management practices. The structure and culture of an organisation are key factors, which contribute to motivating the workforce at all levels of the organisation.

Learning outcomes and assessment criteria

To pass this unit, the learner needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria outline the requirements the learner is expected to meet to achieve the unit.

Learning outcomes	Assessment criteria
1 Understand the principles supporting leadership and management	<ul style="list-style-type: none">1.1 Analyse how leadership and management theories may be applied1.2 Assess the influence of an organisation's culture on its leadership styles and management practices1.3 Assess the influence of an organisation's structure on its leadership styles and management practices1.4 Analyse how theories of motivation may be applied in the practice of leadership1.5 Evaluate the role of stakeholder engagement in leadership and management1.6 Assess the suitability of a range of leadership styles and management practices to the culture of an organisation

Learning outcomes	Assessment criteria
<p>2 Be able to engage and inspire stakeholders and colleagues</p>	<p>2.1 Display behaviours and attitudes that show a commitment to the achievement of an organisation's goals</p> <p>2.2 Display behaviours and attitudes that show a commitment to the fulfilment of an organisation's vision and the expression of its values</p> <p>2.3 Identify who stakeholders are and the nature of their interest</p> <p>2.4 Take action to ensure that colleagues and other stakeholders understand their role in achievement of organisational objectives</p> <p>2.5 Win the trust and support of colleagues and other key stakeholders through exemplary performance and behaviour</p> <p>2.6 Take action to maintain morale through difficult times</p> <p>2.7 Take action to secure the on-going commitment of colleagues and other key stakeholders</p>
<p>3 Be able to deliver results</p>	<p>3.1 Make planning and resourcing decisions that optimise the available resources, skills and expertise</p> <p>3.2 Use delegation techniques whilst delivering targets</p> <p>3.3 Empower individuals to take responsibility for their decisions and actions within agreed parameters</p> <p>3.4 Adapt plans, priorities and resource allocations to meet changing circumstances and priorities</p>

Unit amplification

AC1.1: Analyse how leadership and management theories may be applied

- *Leadership and Management*: perspectives on leadership, e.g. influencing others, having followers; definitions of management, e.g. planning, organising, coordinating, controlling; differences between management and leadership in terms of behaviours e.g. Adair, Bennis, Covey, Drucker
- *Theories*: universal theories e.g. Transformational Leadership, Transactional Leadership (Bennis, Bass), charismatic leadership (Weber, Conger and Kanungo); contingency theory e.g. Fiedler; situational theories e.g. Hersey and Blanchard, Vroom and Yetton; emotional leadership styles e.g. Goleman's six styles, Hay and McBer's Emotional Competence Inventory, Dulewicz and Higgs Leadership

AC1.2: Assess the influence of an organisation's culture on its leadership styles and management practices

- *Organisational culture*: classification of organisational culture, e.g. power culture, role culture, task culture, person culture; cultural norms and symbols; values and beliefs; development of organisational culture, cultural issues
- *Models and styles of leadership used in organisation*: e.g. Continuum of Leadership Manager-Non-Manager behaviour (Tannenbaum and Schmidt, 1973); Leadership Styles- Authoritarian, Democratic and Laissez-faire; functional approach; situational Approach, Fiedler's Contingency Model

AC1.3: Assess the influence of an organisation's structure on its leadership styles and management practices

- *Organisational structures*: functional, product-based, geographically based, multi-functional and multi-divisional structures, matrix, centralisation and decentralisation
- *Impact on leadership styles and management practices*: organisational charts; spans of control; internal and external network structures; flexible working

AC1.4: Analyse how theories of motivation may be applied in the practice of leadership

- *Motivation theories*: Maslow's Hierarchy of Needs; Herzberg's Motivation- Hygiene theory; McGregor's Theory X and Y; Vroom and Expectancy theories; Maccoby, McCrae and Costa – personality dimensions
- *Application of motivation theories*: to influence, reward and persuade others; effective empowerment; delegation

AC1.5: Evaluate the role of stakeholder engagement in leadership and management

- *Stakeholder engagement*: identifying stakeholders, e.g. stakeholder analysis, power/interest grids; purpose, e.g. involvement in decisions that affect them; consultative; awareness of changes and the impact on performance; role in leadership and management, e.g. interacting with stakeholders, agreeing a strategy, dealing with conflict, getting feedback on leadership performance

AC1.6: Assess the suitability of a range of leadership styles and management practices to the culture of an organisation

- *Leadership styles and management practice*: e.g. autocratic, charismatic, persuasive, participative
- *Influences on style*: e.g. culture of organisation, beliefs and values of manager/leader; expertise of team members; nature of the organisation industry
- *Differentiation between management and leadership styles in given situations*: Blake and Mouton's Managerial Grid; developing a compelling vision; recognising and developing the leadership capability of other people