



LEADER PROGRAM

LEADERSHIP SOFT SKILLS

Profit from Performance

Powering Sustainable Growth and High Performance

We help people identify their soft skill gaps and work with them to improve their abilities – giving them the confidence and tools, not just to do their job well, but do it better and better. Delivering outstanding personal and organization-wide impact across:

- Greater creativity and effective problem solving
- Better information management and decision-making
- Increased contribution, motivation and engagement
- Improved self-efficiency and emotional stability
- Superior work performance and productivity
- Better development and greater retention of talent

Closing the soft skills gap – cost effective investment in the future of your organization

Skillogy PERFORM[®] effectively builds and grows individual, team and organizational performance regardless of organizational, market, organization or sector, creating critical competitive advantage and greater organizational resilience. Unique in its proven, research backed structure our programme will help you close your soft skills gap, ensuring your people develop highly effective personal productivity, together with better interpersonal and processing skills for improved job performance and a measurable return on investment.

Fundamental and lasting change

Our approach is unique, in that our courses are inter-related, just like our own abilities and skills, they support and impact upon one another forming a cohesive and powerful soft skill development model that creates fundamental and lasting change. Developing individuals and teams through flexible online learning, results in superior work performance, the attraction and retention of talent and greater personal and organizational growth. The Skillogy PERFORM[®] series is offered by the following three (3) streams or as a complete library which includes all streams:

1. Self
2. Manager
3. Leader

This document lists the Modules, Module description, Courses, Course overview(s), Course Aims and Objectives, Learning Objectives and Study time for each module for the **Leader** stream and includes the following course modules:

1. Creativity and Originality
2. Ethical Leadership
3. Innovation
4. Meeting Management
5. Motivating People
6. Organizational Knowledge
7. Personal Character
8. Persuasion and Negotiation
9. Power and Influence
10. Transforming Leadership

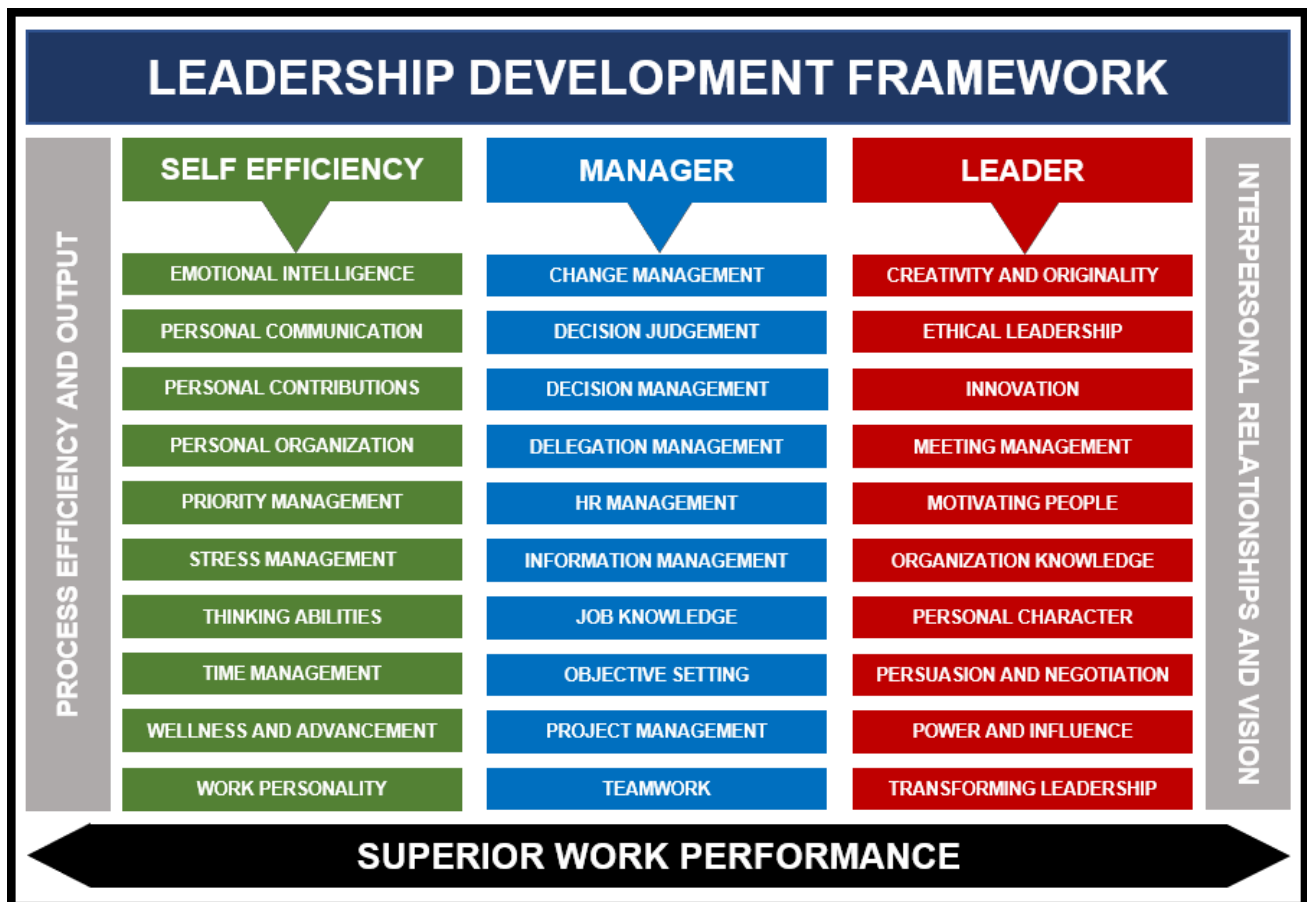


LEADER STREAM

Interpersonal Relationships, Vision, Direction and Results: 10 Key Skills comprising 78 Essential Abilities

Essential to performance at a consistent high level are our abilities in leadership. With these skills we motivate, influence and change behavior. The emphasis on being a leader is on inspiring team members, setting the tone and articulating a vision. It requires acting ethically and decisively, as well as putting other people first.

Under the Skillogy PERFORM[®] Leader Manager Framework, each stream has a set of modules that are specifically designed to deliver competency-based job skills to improve performance. Please refer to the courses listed under the **Leader** stream.



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MODULE | CREATIVITY AND ORIGINALITY

Much of management is about finding creative solutions to problems and identifying the appropriate course of action. Creativity and originality explore the power of the mind in bringing things into being from original thought or basic concepts. This module sets out to demonstrate how the power of imagination can build on original thoughts to create solutions and plans, which contribute to workplace performance. This module has 8 course tutorials.

Course Tutorial	Overview
Introduction to the Module	Introduction to Creativity and Originality
Creative Process	This is your ability to follow the creative process of preparation, incubation, illumination and verification and to allow time for this process to mature.
Areas of Creativity	This is your ability to focus your creativity and that of the team on relationships, productivity and innovation.
Creative Personality	This is your ability to recognize your own creative personality and that of others in your team.
Problem Solving	This is your ability to define a problem correctly, search for the facts, interpret the facts, draw conclusions and then select a solution.
Creative Techniques	This is your ability to organize and use effective problem-solving techniques with your team.
Creative Environment	This is your ability to create and nurture the right environment for the stimulation of creativity in your team.
Creative Imitation	This is your ability to focus upon innovation rather than invention and the ability to focus the team's resources on making things work and making things better.

Creativity and Originality Aims and Objectives

- To examine the issues relating to the creative process and how to utilize these to best advantage
- To demonstrate the importance of focusing creatively on relationships, productivity and innovation
- To identify your own creative personality and that of other team members
- To show how to define a problem, search for the facts, interpret, draw conclusions and make a choice of solution
- To illustrate how to organize and hold effective analytical sessions with your team
- To show how to create and nurture the right environment for stimulating creativity
- To focus on innovation in improving team resources and output
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Use the creative process to best advantage
- Focus creativity on relationships, productivity and innovation
- Use personal aspects of creativity and creativity in others
- Use problem solving and analytical techniques
- Run effective analytical sessions with team members
- Be aware of your individual style and its impact on others
- Improve team resources and output

Study Time

As a general guide, each course tutorial is designed to be completed in around 30 minutes. However, this time may vary depending on a number of factors; the time allocated to work based objectives and review, individual learning styles, differing levels of ability in the subject area etc. The overall objective is not how quickly the courses can be completed but how well the learner acquires the new knowledge and applies this in their work to improve their performance.

MODULE | ETHICAL LEADERSHIP

Ethical leadership involves the way that managers and leaders carry out their decision-making in terms of moral issues and choices. Moral implications spring from virtually every decision, both on and off the job, requiring the ethical leader to have imagination and the courage to do the right thing. This module looks at the role of the ethical leader and the influence that a leader can exert in corporate social responsibility (CSR) and improving an organization's ethical climate. This module has 8 course tutorials.

Course Tutorial	Overview
Introduction to the Module	Introduction to Ethical Leadership
Organizational ethics	This is your ability to analyze your functional/organizational area in terms of social and ethical responsibilities
Leadership strategies	This is your ability to develop a clear personal and organizational-focused vision and appropriate strategies based around team involvement and consensus
Creating a positive culture	This is your ability to assess your organization and team culture and to determine and implement an appropriate culture change program
Self-management.	This is your ability to use positive self-talk in achieving your personal development goals and motivating your team
Inspirational leadership	This is your ability to establish trust and confidence among team members, peers and stakeholders in achieving desired team goals and performance
Vision into action	This is your ability to use the 7-step hierarchy in assisting you to turn vision and strategies into tangible results
Leadership and Diversity	This is your ability to assess your organization in terms of equal opportunities and the effective management of diversity

Ethical Leadership Aims and Objectives

- To bring an awareness of the corporate social responsibilities of an organization
- To provide an understanding of an ethical behavior model
- To encourage removal of communication barriers and misunderstandings
- To show how leadership strategies are required
- To explain organizational culture and change issues
- To develop positive self-esteem
- To identify skills, qualities and values of an inspirational leader
- To encourage understanding in issues of diversity and equal opportunities
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Review information based on quality and reliability
- Analyze your organizational/team in terms of social responsibility
- Develop a personal and team/organizational vision
- Implement leadership strategies relevant to your situation
- Assess your organizational or team culture
- Respond to others with higher awareness of yourself and your ethics
- Use positive self-talk in achieving a personal development goal
- Develop your ability to inspire others
- Use the 7-step hierarchy to turn a vision into results
- Assess your organization in terms of equal opportunities and the management of diversity

Study Time

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MODULE | INNOVATION

Innovation is a special and highly regarded ability in people at work. The organizations that are the most successful at innovation will gain leadership in their market. This module focuses on the role of the corporate innovator in larger scale project development and highlights the importance of building innovative teams in order to maintain a competitive edge. This module has 8 course tutorials

Course	Overview
Introduction to the Module	Introduction to Innovation
Corporate Innovators	This is your ability to assess your innovative strengths and develop the qualities of a corporate innovator.
Sources of Innovation	This is your ability to identify sources of innovation and produce innovative and value-added ideas as a team-based project.
Screening Innovations	This is your ability to recognize your own creative personality and that of others in your team.
Problem Solving	This is your ability to define a problem correctly, search for the facts, interpret the facts, draw conclusions and then select a solution.
Creative Techniques	This is your ability to organize and use effective problem-solving techniques with your team.
Creative Environment	This is your ability to create and nurture the right environment for the stimulation of creativity in your team.
Creative Imitation	This is your ability to focus upon innovation rather than invention and the ability to focus the team's resources on making things work and making things better.

Innovation Aims and Objectives

- To allow you to assess your innovative strengths and areas for improvement
- To illustrate how to create or identify innovative value-added ideas
- To show how to create evaluative criteria and screening processes
- To illustrate how to organize and take concepts through testing and project development
- To explain the format of a project-based organizational plan
- To consider the implications for a marketing plan and commercial launch
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- To identify the qualities of a corporate innovator
- To determine your own role in terms of innovation
- To generate innovative ideas as a team-based project
- To identify sources of inspiration
- To create screening criteria
- To create a decision-making matrix
- To create a research plan
- To create concepts and establish focus groups
- To establish a organizational plan
- To create a project plan
- To determine a launch model

Study Time

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MODULE | MEETINGS MANAGEMENT

People at work spend a substantial amount of time in meetings. A typical manager can spend half of their work time in meetings of one sort or another. This module looks at your ability to plan and control meetings and make effective use of your time. Well-run meetings rely upon proper planning, preparation, selection of participants, adherence to issues and time schedules, all aimed at focusing the team on superior work performance. This module has 9 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Meetings Management
Meeting selectivity	This is your ability to be selective and only hold or attend meetings that are important to achieving your job objectives
Meeting objective	This is your ability to focus a meeting on a concise and easily understood objective that is relevant to the achievement of job objectives.
Participant selection	This is your ability to limit the number of participants to the minimum for the achievement of the meeting objective.
Agenda planning	This is your ability to create a planned agenda for the meeting that will lead to the achievement of the objective.
Meeting preparation	This is your ability to ensure meeting preparation by all participants so that the meeting objective can be achieved.
Time management	This is your ability to plan and control the time in a meeting so that the meeting objective is achieved efficiently.
Meeting leadership	This is your ability to control a meeting so that the objective is achieved through the involvement and consensus of all participants.
Action planning	This is your ability to focus the meeting on the creation of clear, concise and agreed action plans so that all participants are clear about what has to be done, post-meeting.

Meetings Management Aims and Objectives

- To prompt you to be selective in meetings specific to achieving job objectives
- To highlight the need to focus meetings on concise and easily understood objectives
- To emphasize selectivity in limiting participants directly related to achieving the objective
- To illustrate the importance of a planned agenda and meeting preparation in advance
- To understand how to control time management in ensuring a successful meeting
- To understand how to control proceedings in achieving the meeting objective
- To set out guidelines for the preparation of clear, concise and agreed action plans
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Establish a personal policy regarding the time spent on meetings
- Set meeting objectives
- Select participants solely on the grounds of contribution to the objective
- Prepare clear and concise agendas
- Brief participants on meeting preparation and timings
- Schedule timings in accordance with the meeting plan
- Balance your role as a chairperson between contribution to content and control
- Prepare action plans that reflect the meeting objectives

Study Time

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MODULE | MOTIVATING PEOPLE

Leaders and managers are unlikely to be effective if they do not understand the theories and practices of motivation. What you believe about people materially affects the way your team reacts to you and your leadership. This module focuses on the inherent needs of people and how to improve productivity and motivate a workforce. The level of motivation displayed by a team reflects the skills of the leader. This module has 6 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Motivating People
The Working Environment	This is your ability to generate team ideas and solutions aimed at improving the working environment.
Positive Engagement	This is your ability to practice your role, contribution and techniques aimed at developing, improving and maintaining employee engagement.
Recognizing Problems	This is your ability to select and use problem solving techniques appropriate to your situation.
The Leader's Role	This is your ability to incorporate and develop leadership skills that improve team motivation
Creating a Winning Team	This is your ability to explain the factors that contribute to a winning team, display team building techniques and produce a team or organization plan for the development of team or group members

Motivating People Aims and Objectives

- To understand the changing nature of the working environment
- To adopt techniques aimed at developing, improving and maintaining employee engagement
- To provide tools for problem solving and identifying behavior having an adverse effect on work
- To distinguish and illustrate the leader's role in staff motivation
- To explain the factors that contribute to a winning team
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Generate team ideas and solutions aimed at improving the working environment
- Practice your role and relevant techniques aimed at developing, improving and maintaining employee engagement within your team
- Select and use problem solving techniques appropriate to your situation
- Incorporate and develop leader's skills that improve team motivation
- Display team building techniques
- Produce a team or organization plan for the development of transforming leadership

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MODULE | ORGANIZATION KNOWLEDGE

To achieve optimum performance and long-term success all organizations have to respond and adapt to the external environment. Similarly, job specifications within an organization are conditioned by the plans that need to be followed in order to change. This module addresses the ability you require in having the knowledge and understanding of your organization's objectives, strategies and plans and the external environment in which it operates. This module has 8 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Organization Knowledge
General Environment:	This is your ability to understand the nature of your organization's environment and the main trends affecting its performance.
Organizational Strategy	This is your ability to be aware of your organization's vision, mission, objectives and operational plans.
Values	This is your ability to be aware of your organization's values in seeking excellence and how these values permeate its decisions and actions.
Market Awareness	This is your ability to be aware of the main products and/or services of your organization and the trends affecting your market places.
Structure and Work Patterns	This is your ability to be aware of the main pressures for change in organizational structure and how these affect working patterns and the nature of work.
Management Style	This is your ability to assess the way your organization manages people and to make this compatible with your individual style.
Key Facts	This is your ability to determine your knowledge of key facts of your organization in relation to structure, size, people, marketplaces, competitors and direction.

Organization Knowledge Aims and Objectives

- To provide an understanding of the nature of your organization's environment and important trends affecting its performance
- To create an awareness of the organization's vision, mission, objectives and operational plans
- To identify the organization's values and their impact on decisions and actions
- To ensure you understand the product and services and the trends affecting your marketplace
- To establish your awareness of the main pressures for change and how these impact on work patterns and the nature of your work
- To obtain your understanding of your organization's approach to people management in relation to your own style
- To identify the key facts in relation to organization size, structure, people, policies, procedures, major influences and direction
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Formulate a plan to monitor the impact of the external environment on your team
- Have a broader understanding of organizational strategy and its impact on your job
- Be clear about your organizational values
- Evaluate your job in terms of change, challenge and interest
- Identify the culture and management style of your organization
- Review and understand your organization from a marketing perspective
- Hold key facts about your organization

Study Time

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MODULE | PERSONAL CHARACTER

Personal character is the sum of your moral and ethical qualities. It is these same qualities that provide the foundation for your working relationships. This module helps you to reflect on your work behavior and how this manifests in terms of integrity. Without this it is impossible to lead and manage a team with any degree of lasting success. Nor is it possible to survive in an organization, which is not dedicated to ethical relationships. This module has 9 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Personal Character
Honesty	This is your ability to actively demonstrate just, fair and truthful behavior towards others.
Loyalty	This is your ability to remain firmly faithful to people and your organization as well as to resolve conflicts of loyalty.
Trust	This is your ability to actively demonstrate dependability, reliability, faithfulness and confidentiality in dealings with others.
Tolerance	This is your ability to actively demonstrate your patient endurance of other people and to make allowances for their circumstances.
Kindness	This is your ability actively demonstrate your willingness to do good for others and to act with generosity.
Respect	This is your ability to actively demonstrate high consideration for others and to refrain from violations of their rights and interests.
Resilience	This is your ability to actively demonstrate your capacity to recoil or rebound from difficulties and then remain firmly dedicated to your purpose
Security	This is your ability to demonstrate emotional security and to accept responsibilities and accountabilities without worry or anxiety.

Personal Character Aims and Objectives

- To examine your character in terms of just, fair and truthful behavior towards others
- To promote the need for loyalty towards your organization and colleagues
- To highlight the importance of dependability, reliability, faithfulness and confidentiality
- To demonstrate the need for patient endurance towards colleagues and circumstances
- To establish an awareness of the need to do good for others and act with generosity
- To examine your capacity to remain firmly dedicated to your purpose
- To explore your emotional security in terms of responsibilities and accountabilities
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Assess eight key aspects of personal character
- Determine areas for improvement
- Examine your behavior towards team members
- Understand how you are perceived by others
- Improve your working relationships
- Heighten your awareness of the need for integrity
- Improve your feeling of self-worth and confidence

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MODULE | PERSUASION AND NEGOTIATION

Much of what you achieve will depend on your ability to persuade other people. In many respects, persuasion is the highest form of communication. This module looks at the ability of persuasion and negotiation in producing successful outcomes and the skill required in moving towards a convergence of opinion and understanding. Like much of leadership, negotiation depends on your attitudes in approach, as well as your ability to devote time to planning. This module has 8 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Persuasion and Negotiation
Persuasion	This is your ability to induce belief and conviction in others through your argument and building trust and rapport.
Negotiator's Outlook	This is your ability to approach a negotiation with the view of reaching a fair agreement and with enhanced working relationships.
Planning: Focus on Objectives	This is your ability to define negotiation objectives, negotiation constraints and limits of decision authority.
Planning: Focus on Your Counterpart	This is your ability to assess your negotiation counterpart's objectives, constraints and limits of authority as well as any personal factors that may impact on the negotiations.
Planning: Focus on Strategy	This is your ability to think through and create a viable strategy for handling the negotiations before commencement.
Negotiation Process	This is your ability to understand the five stages of the negotiation process and to conduct the negotiations in a constructive and reasonable manner.
Negotiations Tactics	This is your ability to comprehend the seven most common issues relating to negotiation tactics and use the various options in securing the desired outcome

Persuasion and Negotiation Aims and Objectives

- To improve your ability to induce belief and conviction in others
- To explore your approach to negotiation
- To look at the process for defining objectives, constraints and limits of authority
- To understand the role of negotiation from the other negotiator's standpoint
- To examine how to plan your strategy for handling negotiations
- To analyze the process and structure of negotiation
- To understand the role of tactics in overcoming issues and problems
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Improve your persuasive ability
- Maximize your style of presentation
- Prepare a personal checklist for achieving successful outcomes
- Plan and determine objectives
- Understand negotiations from your counterpart's perspective
- Determine a process for evolving effective strategies
- Identify how issues arise in determining effective tactics to overcome them

Study Time

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MODULE | POWER AND INFLUENCE

Managers and leaders use power every day, many feel reluctant to use it or even to admit that it is part of their job. However, using power effectively is an important skill and by developing influencing techniques can lead to increased effectiveness in a team. This module describes the sources of power and strategies and assesses your abilities in line with these. Power should contribute to organizational goals, respect human rights and conform to standards of equality and justice. This module has 6 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Power and Influence
Sources of Power	This is your ability to fully understand the five main sources of power and to put them into context in the workplace.
Using Power	This is your ability to look at situations in order to determine whether power has been used ethically or not.
Influencing Others	This is your ability to understand how to influence another by the use of power, the use of politics and through social influence.
Impression Management	This is your ability to use the power of persuasion, appearance and perception, in order to change the way people, think about you in a positive direction.
Empowering Others	This is your ability to understand the potential to improve effectiveness when team members and groups of co-workers are empowered to make decisions.

Power and Influence Aims and Objectives

- To identify the issues relating to Power and Influence in organizations
- To illustrate sources of power and strategies used
- To highlight the differences between ethical and unethical uses of power
- To show the skills seen in successful influencing
- To explain impression management and the techniques used in perception
- To discuss the emerging issue of empowerment and why organizations are focused on this in the 21st Century
- To identify the characteristics and benefits of self-managed teams
- To develop and implement action plans for personal improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Identify and describe sources and strategies of power
- Assess the use of power in yourself and of those around you
- Differentiate between ethical and unethical uses of power
- Examine the tactics and dynamics of influencing techniques
- Adopt situational influencing skills
- Describe and use impression management in improving people's perception
- Identify the potential benefits of empowerment and self-managed teams
- Produce a plan that empowers your team and yourself

Study Time

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MODULE | TRANSFORMING LEADERSHIP

Transforming leadership is about leaders having a transforming approach to their work and lives. They operate from a set of core beliefs about people that when displayed and operated upon, motivate them to perform effectively and contribute to the development of the organization. This transforming approach simultaneously impacts the personal development and corporate productivity of all involved. This module explores seven key areas to help you become more effective as a leader. This module has 8 course tutorials.

Course	Overview
Introduction to the Module	Introduction to Transforming Leadership
Leading for Change	This is your ability to adopt behaviors and processes that will assist you in leading and managing change initiatives.
Self-Awareness	This is your ability to understand your personality and how you relate to and are perceived by others.
Interpersonal Skills for the Leader	This is your ability to develop appropriate interpersonal skills and techniques in the process of leading.
Coaching and Mentoring	This is your ability to recognize when problems need resolution and use appropriate intervention techniques with team members.
Operating as a Consultant	This is your ability to stand back from a situation and then take a 'helicopter' view or create a working overview of the situation.
Creating a Leadership Development Plan	This is your ability to view transforming leadership as a continuing process of planning to lead better and be an active agent of positive change.
Building a Leadership Organization	This is your ability to understand the needs of the organization in anticipating future trends, responding intuitively to change and inspiring people to commit and respond to an agreed vision.

Transforming Leadership Aims and Objectives

- To provide the tools for leadership skill development
- To build awareness of personal abilities and developmental needs
- To demonstrate effective interpersonal skills for transforming leadership
- To encourage core beliefs and conditions that build helping relationships at work
- To develop the ability to step back from the immediate situation and see an overview
- To illustrate the principles of effective human resource management
- To develop and implement action plans for improvement

Objectives of the skill development courses

At the conclusion of the skill development courses you will be able to:

- Use transforming leadership practices in order to develop personal skills
- Conduct a self-assessment and share results of leadership skills
- Learn how to use the 12 statements of self-mastery
- Practice key interpersonal skills for effective leadership
- Follow the 14 guidelines when planning a problem-solving interview
- Respond to situations more equipped to help
- Use consulting skills
- Review previous work and produce a personal development plan
- Produce a team or organization plan for the development of transforming leadership

Study Time

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QUESTIONS?

For questions about the PERFORM series please contact:

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