

# Diploma in Leadership and Management

Lesson 2  
Management  
Competencies and why  
they matter

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IN LEADERSHIP AND MANAGEMENT



## Lesson Two

## Management competencies and why they matter



Management and leadership competencies



Application of basic management competencies



Contrasting styles of leadership

Pillar 1

# Management and Leadership Competencies

“The most important thing in terms of your circle of competence is not how large the area of it is, but how well you've defined the perimeter.”.

Warren Buffet

Management and leadership competencies

# Skills and competencies

## What is a Skill?

A proficiency, facility, or dexterity that is acquired or developed through training or experience.

## What is a competency?

Competencies refer to skills or knowledge that **lead to superior performance**. A cluster of related abilities, commitments, knowledge, and skills that enable a person to **act effectively** in a job or situation.



Management and leadership competencies

# Behavioral competencies that are part of the job

## Job effectiveness

- Achieving Results
- Communicating Effectively
- Effective Decision-Making
- Planning / Organization
- Problem Solving / Judgment
- Taking Responsibility

## Relationships

- Recognizes Others' Achievements
- Resolving Conflicts
- Managing poor performance
- Dealing with Diversity
- Understands Others' Perspectives

## Organizational Success

- Commitment to Quality / Process Improvement
- Creativity / Innovation
- Customer Orientation
- Displaying Vision
- Adaptability to Change
- Teamwork / Cooperation

Behavioural competencies encompass knowledge, skills, attitudes, and actions that distinguish excellence across three areas: job effectiveness, building relationships and organizational success.

Core competencies of leadership

# Leading Oneself



## What you need to demonstrate

- Build **integrity** into your job.
- Great leaders articulate a common **purpose**, shared values, and a aligned vision.
- You have **stature** when those around you recognize you as someone who can help and provide direction when they need support.
- Managing **yourself** means learning how to be accountable and **following through with excellence**.
- Develop an authentic leadership style.
- **Leading Oneself** is about how leaders learn as they go, they re-align and recalibrate as needed.

Core competencies of leadership

# Leading Others



## What you need to demonstrate

- Leaders **communicate effectively**. They are active listeners.
- Great leaders make each employee feel that their values are recognized, understood and respected.
- **Developing others** new skills is viewed as the third most significant driver of employee engagement..
- Leaders provide a clear sense of direction.
- **Leading others** is about team members being clear on what they need to do to succeed.
- Ultimately, leading others is first and foremost about **respect**.

Core competencies of leadership

# Leading the Organization



## What you need to demonstrate

- Leaders get buy-in and experience of others prior to embarking on any **change** initiative.
- Leaders learn to scan the environment in which they work. They learn how to **navigate** through the red tape.
- Leaders appreciate that **Risk** is built into the desire to be innovative.
- Leaders spend some time to articulate the **vision** they have. This is what they want organization to become.
- Leaders see where the **gaps** are in performance and will provide opportunities for departments, teams and individual to **upskill**.

Pillar 2

## Application of basic management competencies

"Anyone can steer the ship, but it takes a leader to chart the course. Leaders who are good navigators are capable of taking their people just about anywhere."

John C. Maxwell

All managers and leaders must master these four competencies

# Basic leadership and management competencies



## Setting Directions

- Be clear
- Set SMART goals
- Agree understanding

## Recognizing Performance

- Recognition
- Managing conflict
- Influencing others

## Giving Feedback

- Empowering and delegating others
- Leading positive change
- Building effective teams

## Communicating

- Active listening
- Verbal and non-verbal communications
- Using body language
- Paraphrasing and getting agreement

Application of basic management competencies

# Setting Directions and Goals



## Be clear in what your asking.

- Employees and teams get **frustrated** when they're not clear what the boss wants done.
- **Write it down** and **follow up** so all team members are **aligned** and ready to go.
- Use the opportunity to **motivate** the team and explain why the project is kicking off.

## Use SMART objectives.

- Specific, Measurable, Attainable, Relevant and Time Bound.
- Use the **6Ws** Who, What, Where, When, Which and Why.
- If you set a goal that you have no hope of achieving, you will only demoralize the team.

## Verify employee understands what's been asked of them.

- Always check back after the team meeting to see if everyone is clear on the tasks.
- If you need to clarify, do so, and verify again..
- Check in regularly to see if everyone's aligned

Application of basic management competencies

## Giving Feedback



1. Purpose of feedback is to improve performance.
2. Managers must give regular feedback.
3. Positives must outweigh the negatives.
4. Focus on the behaviour not the individual.

A close-up photograph of a young plant sprout with three leaves growing out of dark, moist soil. The background is a soft-focus green.

**"People work for money but go the extra mile for recognition, praise and rewards."**

Dale Carnegie

"The spaces between the perceiver and the thing perceived can be closed with a shout of recognition." — Timothy Findley,

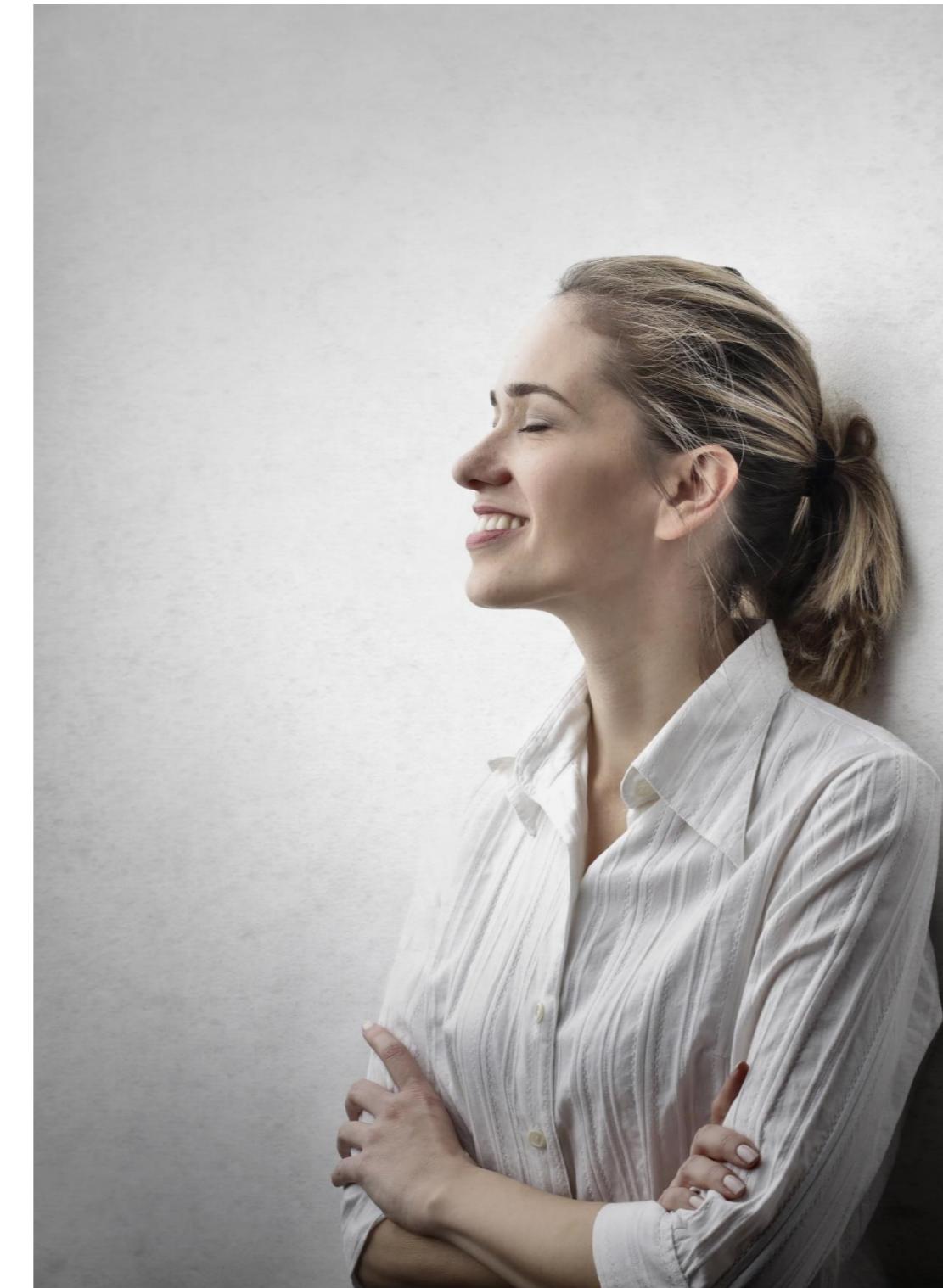
## Differences between reward and recognition

Rewards are tangible

They're Transactional

Impact is not permanent

Expected but conditional



Recognition is intangible

It's Relational

It's Longer lasting

It's Surprising

Application of basic management competencies

# Recognizing performance



## Inspire

- Recognition should inspire.
- 

## It's so simple

- Recognize effort,
- 

## Make it fun !

- Build in recognition to weekly meetings.

## It's not seen

- 82% of US employees don't feel recognized.

## Small wins, win big !

- Publicly recognizing small wins keeps everyone motivated.

## Make it eligible for all

- Be transparent.

Application of basic management competencies

# Tips to communicate effectively

## Focus is on the message

Use clear concise language.  
Ensure you have mastered  
what you want to get  
across.  
Be polite, respectful.

## Focus is on restating in your own words

You need in your words to  
playback to the speaker  
what you have taken to be  
their concerns.

## Active Listener

### Focus is on the speaker

Show Empathy  
Be There  
Listen  
Observe

## Verbal Message

## Body Language

## Playback

## Summarise

### Focus is on body language

Notice if the person  
opposite is un-comfortable.  
Are your non-verbal cues  
reinforcing the message?

### Focus is on the outcome

Go over again the main  
points and get agreement  
on the action, outcome..

## Contrasting styles of leadership

Great leaders choose their leadership style like a golfer chooses his or her club, with a calculated analysis of the matter at hand, the end goal, and the best tool for the job.

Leader Effectiveness and Culture: The GLOBE Study. 2012. Center for Creative Leadership.

# Contrasting styles of leadership

**Charismatic/Inspirational/Transformational**

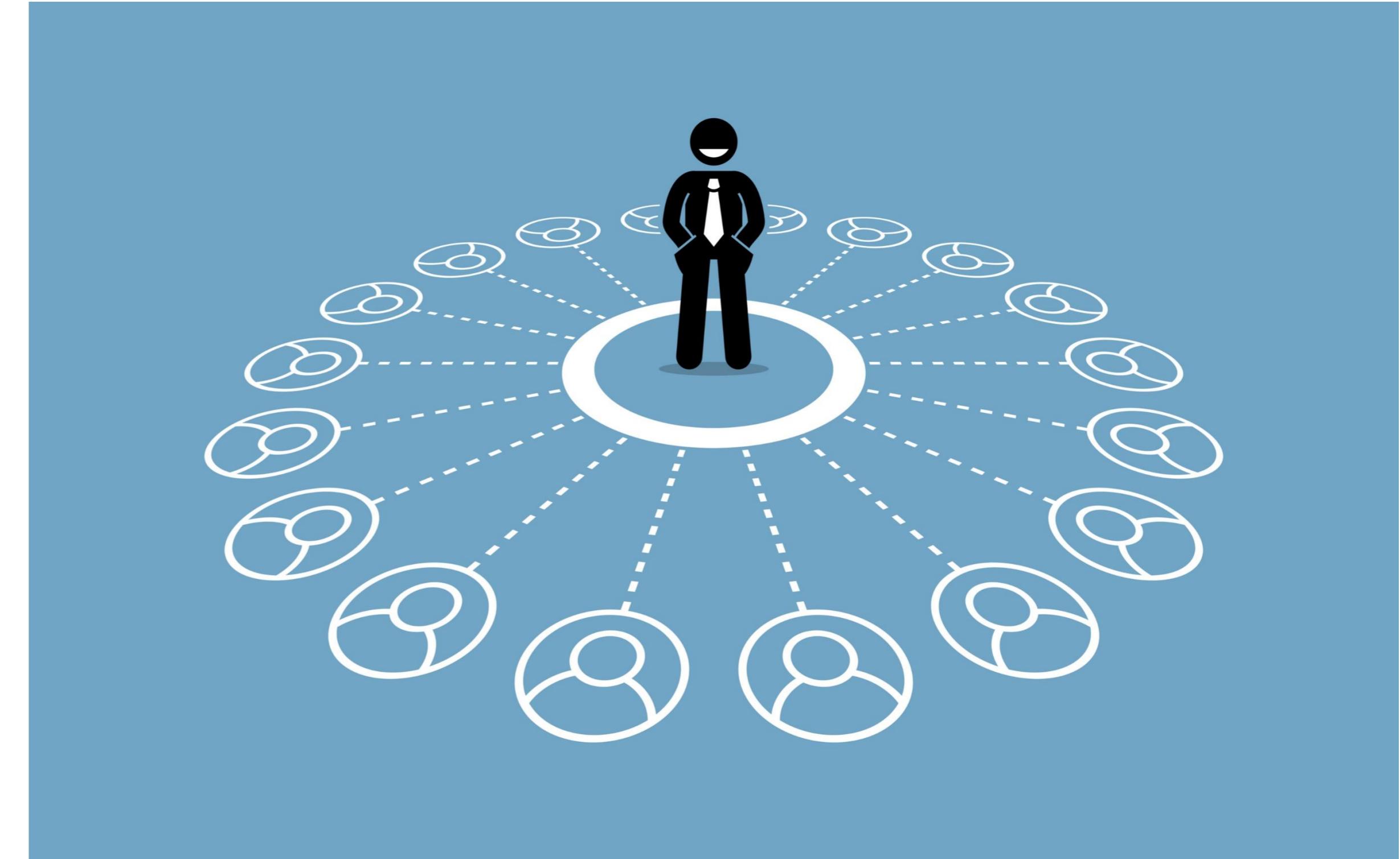
**Team Oriented**

**Participative/Democratic**

**Humane**

**Autonomous/Autocratic**

**Self-protective**



Contrasting styles of leadership

## Autonomous/Autocratic Leadership

- ✓ Autocratic leaders expect obedience, not understanding and input from their staff or followers.
- ✓ It is characterized by **very little trust** and management relies on threats and negative enforcement to get things done.
- ✓ Can be used in certain situations. When employees are largely untrained and insecure, the firm decisions that come down from an autocratic leader can be welcomed. When there is limited time to get results an autocratic style might work.
- ✓ This is a leadership style that has become something of a relic in today's business environment.



*This style of leadership won't work in the long term.  
Autocratic leaders eventually create fear and this creates low morale, which is counter-productive.*

## Contrasting styles of leadership

# Participative/Democratic Leadership

- ✓ Democratic should be thought of the complete opposite of autocratic leadership.
- ✓ Democratic leaders empower others to bring forth their creativity. They provide just enough control to guide the overall vision without imposing their own views on proceedings.
- ✓ These leaders understand that sometimes team members can establish project goals and even evaluate their own work. Involvement in decision-making improves the understanding of the issues.
- ✓ Democratic leadership styles are appropriate when work issues require a disparate and wide variety of viewpoints.



*Democratic leadership should not be used when there is little time for consultation. Why? Sometimes the decision made might be the wrong one. In addition, if the staff are inexperienced, there is a chance that end result might not be what is in the best interest of the company or customer.*

## Contrasting styles of leadership

# Charismatic/Transformational Leadership

✓ They are willing to take charge by standing front and centre and inspiring those who look up to them to perform in ways that are always reaching for excellence.

✓ Transformational leaders seek to bring about some sort of change so they are characteristically passionate and energetic.

✓ The transformational leader is there to sell belief in a process and highlight that all hands need to be on deck to achieve the change. They believe in their followers to succeed.

✓ Adopting this style of leadership is great when there is a need for a change leader. If the situation calls for conversion of ideas and processes towards a different way of thinking and doing, nothing is more appropriate than a transformational leader.



*However, don't sacrifice substance for style. Ensure you have a solid vision and plan of action. Otherwise, the followers may become quickly disillusioned.*

A close-up photograph of a young man with dark hair and green eyes, resting his chin on his hand and looking thoughtfully downwards.

You are unique !

## Determine your leadership style



Consider your values



Know your personality traits



Look to leaders you admire



Keep learning



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# Course Bonus Content

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**How leaders grow and develop talent**

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**How to develop your own leadership style**

**3**

**Why fear still reigns among managers**

**4**

**Steps to restore trust**

Bonus Video will be added to the end of the lesson recording (after the Q&A)



## Lesson 2 Summary

**Management and leadership competencies**

**Application of basic management competencies**

**Contrasting styles of leadership**

- Congratulations you have just learnt the basic of management competencies and why they matter.
- Attend all of the lessons live to ask Questions in real time and benefit the most
- We're here to help, so contact us anytime!



## Your Next Lesson Lesson 3

- The next session is “How Leaders have vision, values and purpose”.
- We look at:
  - Leadership and Culture
  - Value Based Leadership
  - Creating a Vision and Purpose
- Attend all of the lessons LIVE and your knowledge will grow
- Shaw Academy 12 Month Membership Prize during Lesson 5
- Get you Tool Kit for completing each lesson

# QUESTION TIME

**See you back next week  
How leaders have vision, values and purpose.**



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