GET-UP Lesson Plan for Masterclass

Module 8: Managing and Leading Others

Unit 2 – Leadership Styles and Techniques

Learning Outcomes: On completion of this workshop, green entrepreneurs (learners) will be able to:

- ❖ Understand the different styles of leadership.
- ❖ Identify their own leadership style.
- ❖ Understand the difference between management and leadership.

Content and Instruction Method	Timing (minutes)	Materials/ Equipment Required	Assessment/ Evaluation

Introduction and Ice-breaker:
❖ Trainer welcomes all learners to the face-to-face session and provides an outline of the topics to be covered in this short workshop.
❖ Trainer introduces learners to the topic of leadership styles through the ice-breaker: '***Word from Strings'*** (see Annex 1)
❖ After this activity, the trainer should lead a group discussion to answer the following:
  o In each team, which learner(s) took the lead in the group to complete the exercise?
  o How would you describe their style of leadership?
  o How did the group work together under this leadership style?
❖ Trainer should summarise the points made, write them on a flipchart.
	10 minutes	❖ Agenda/Overview of the training content;
		❖ A piece of paper per group;
		❖ One marker per group;
		❖ One piece of string per learner;
		❖ Flipchart and marker for recording feedback.
			❖ Learners will engage in the ice-breaker activity and will engage in the group discussion.

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Group discussion and brainstorm activity:
❖ Using a flipchart and marker, the trainer asks the learners to identify: What are the differences between entrepreneurs, managers and leaders?
❖ The trainer takes note of the learners' definitions on a flipchart.
❖ Following on from this, the trainers asks the group to discuss the following questions:
  ❖ Of these 3 roles, which is most relevant role for an entrepreneur to have when starting a green business?
  ❖ Does it require a mixture of all 3 roles to start a business idea?
  ❖ Is there a stage in developing your business when you have to be all 3?
  ❖ As you develop your business, will you stop taking on one of these roles?
  ❖ Using the definitions provided, discuss how you need to do things differently at different stages.
❖ Following on from this, ask learners to reflect on how the different leadership styles relate to starting and running a small green business (e.g. someone with a clear vision and leading the development of the business by themselves vs. a team-based start where the vision is co-created between them in a more democratic fashion)
	20 minutes	❖ PowerPoint Slides;
		❖ Projector and screen;
		❖ Laptop;
		❖ Copies of the _'Leadership Styles'_ handout for all learners;
		❖ Copies of the _'Self-assessment Quiz'_ for all learners;
		❖ Pens and note-taking materials for learners;
		❖ Flipchart and marker for brain-storming activity.
			❖ Learners will take notes to support their learning.
			❖ Learners will complete the short self-assessment quiz to determine their own leadership style.

Trainer presentation and handout: ❖ Using PowerPoint slides, trainer introduces the characteristics, advantages and disadvantages of the 3 styles of leadership: Authoritarian or Autocratic; Participative or Democratic; Delegative or Laissez Faire.	_15 minutes_		

❖ Trainer distributes copies of the **'Leadership Styles'** handout to learners for them to reflect on as part of their self-directed learning (see Annex 2).
 	
 Self-assessment quiz and discussion:
 ❖ Trainer distributes copies of the '**Self-assessment Quiz'** to all learners and asks them to complete the quiz to determine their own leadership style (see Annex 3).
 ❖ Following this quiz, the trainer leads a group discussion on the following:
     ❖ Where you surprised with the results of the quiz?
     ❖ Did you think you had a different style to what the quiz shows?
     ❖ How can you use this style to your advantage in starting your business?
 	
 Group brain-storm:
 ❖ Following on from the results of the self-assessment quiz, trainer leads a short group brain-storm activity on the topic: What makes a leader?
 ❖ Trainer will write down all of the characteristics, traits and behaviour mentioned by the group.
 ❖ The results of this activity will be re-visited by the group in unit 3.
	<u>*10 minutes*</u>		

Handout and Small group activity: • Using flipchart and marker, the trainer asks the group to identify the differences between 'management' and 'leadership' in their opinion? • Next, using PowerPoint slides and a handout, the trainer introduces the group to the differences between management and leadership behaviours according to	<u>*20 minutes*</u>	❖ PowerPoint Slides; ❖ Projector and screen; ❖ Laptop; ❖ Copies of the **'Differences between**	❖ Learners will take notes to support their learning.

Kotter and Bennis (seen Annex 4). • Trainer first introduces a short literature review from Kotter and Bennis, and then divides the learners into smaller groups of 3/4. • In these smaller groups, the trainer asks learners to review the qualities and behaviours listed in Annex 4. • First working on an individual basis, the learner should pick the 3 most relevant behaviours for them to adopt when starting their own business. • Then working in their groups, the learners should pick just 3 behaviours with agreement from all group members. • The trainer will bring the whole group back together and will ask all groups to list their 3 chosen behaviours while the trainer writes them on a flipchart. • Trainer leads a short group discussion on the chosen behaviours, highlighting which ones are listed as managers or leaders.		***Management and Leadership*** handout for all learners; ❖ Pens and note-taking materials for learners; ❖ Flipchart and marker for group feedback.	
Closing Session and Evaluation ❖ Trainer closes the master-class with a short verbal feedback session. ❖ Trainer will distribute copies of the workshop evaluation form to learners and asks them to complete it.	*5 minutes*	❖ Copies of evaluation forms for learners; ❖ Pens and note-taking materials for learners; ❖ Flip-chart and markers for verbal feedback	❖ Learners will engage fully in the evaluation and feedback activities and will complete the evaluation form.
Total Time	**90 minutes**		

Annex 1 – Ice-breaker – Word from Strings

(Ice-breaker, adapted from source: www.leadershipgeeksactcom)

- ❖ **Description:** *Word from Strings* is a game that fosters communication, coordination and teamwork within the group to complete the task. Learners have to cooperate by controlling a marker with their strings to write a full word.
- ❖ **Purpose:** Team bonding, improving communication, fun team activities.
- ❖ **Time and Materials:** This activity takes 10 minutes with a group of 5/6 learners; this should be followed by a group discussion and feedback session. To deliver this activity, trainers will require one large sheet of paper per group, one marker per group and one piece of string for each learner.

Instructions: Leadership Game – Word from Strings

1. Trainer divides the learners into groups with 5 or 6 participants.
2. Each group will sit in a circle with the piece of paper in the center.
3. The strings that each participant holds should now be tied to the marker. Each marker should have 5-6 strings tied to it.
4. One end of the string will be tied to the marker, while the other end will be held by each participant.
5. Next, the group will have to decide on a quality regarding leadership.
6. Then, they will have to manoeuvre the marker by only holding on the strings to write out that quality that they have chosen on that piece of paper.

Debriefing Notes

After the activity, the trainer should ask the learners the following questions:

1. Who was the person in your group who chose to take the lead immediately when I gave you the instructions?
2. What system did you use to write out the words?
3. Was that system effective? Did your group choose to change how to do it in the middle of the challenge?

Annex 2 – Handout – Leadership Styles

Authoritarian or Autocratic Leader:	**Traits:** € Headstrong € Determined **Behaviours:** € Allows little or no chance for consultation. € Dismissive of other's suggestions. € Imposes their own ideas and decisions on others. **Benefits**: € Clear decision making € Team and others know the direction they are going in and what is required € Respect from others in your company – sign of strong leadership **Drawbacks:** € Good ideas and views can be suppressed € Promotes a culture of dependency within the company.
Participative or Democratic Leader:	**Traits:** € Collaborative € Fair **Behaviours:** € Encourages team-work, consultation and participation of others in decision making. € Considers all opinions before making a decision. € Distributes responsibility to others.

	Benefits: € Builds a consensus € Encourages the ideas and creativity of others € Builds commitment as individuals agree together what needs to be done. **Drawbacks:** € Can cause delays when quick decision-making is required. € Confusion if communication is not clear about what action has been decided or who is in charge of the task at hand.
Delegative or Laissez-faire Leader:	**Traits:** € Flexible € Laid-back **Behaviours:** € Delegate authority to capable experts € Maximize the leadership qualities of staff € Allow staff to solve problems and manage challenges **Benefits**: € Staff and collaborators are empowered to work on their own initiative. € People with different skill sets can enrich the business in its early development. € Creativity can be fostered in the company with different collaborators. **Drawbacks:** € Entrepreneurs may lose their grip on the decision-making processes in their business € Entrepreneurs may lose their power to influence the direction their company is taking.

Exercise: To identify which style most suits your natural leadership tendencies, ask yourself the following questions and consider your preferences:

When developing your business idea up until this point:

❖ Do all decisions whether large or small require your final approval before action can be taken?
❖ Would you prefer to encourage advisors, consultants and family members to offer suggestions and recommendations on your business before you make a final decision?
❖ Would you prefer for others to make the decisions about your business on your behalf?

Annex 3 – Handout – Leadership Style Self-assessment Quiz

(source: https://www.mindtools.com/pages/article/leadership-style-quiz.htm)

For each question, complete the statement by choosing one of the three options: A, B or C. Please answer according to how you would behave in reality, rather than how you think you should.

To get your total score, please attribute a score of 1 for every statement where you ticked A, a score of 2 for every statement answered B and a score of 3 for every statement where C was selected and then add your points for all statements together.

12 Statements to Answer	A	B	C
1. If there is serious conflict within my team: € A - I remind everyone that we have goals to meet. € B - I bring my people together so that we can talk it through. € C - I let them work by themselves so that they don't have to bother one another.			
2. I trust my team members: € A - Very much. € B - A fair amount. € C - Not at all.			
3. Some of my people are highly skilled and motivated. They: € A - Can be set free to weave their magic. € B - Often hold creative planning sessions with me. € C - Are subject to the same workplace strategies and processes as everyone else.			

4. The best way for me to ensure that my team meets its goals is to:

- € A - Lead from the front.
- € B - Encourage participation from everyone.
- € C - Delegate often and widely.

5. We have an eight-hour deadline for a project that I think requires 16 hours, so I:

- € A - Issue instructions and deadlines to each team member.
- € B - Relay the deadline and let everyone get on with it. They know what they're doing.
- € C - Ask my team members what they feel is the fastest way to complete it.

6. Poor performance should be:

- € A - Punished, so that it doesn't happen again.
- € B - Talked through with the individual, so that we can learn.
- € C - Left. It will work itself out.

7. I need to develop and apply a new social media strategy, so I:

- € A - Draw up the strategy myself and then sell it to the team.
- € B - Tell my team what the challenge is and ask for suggestions on how to meet it.
- € C - Hand over the project to my team members and ask them to come back with a plan.

8. I like to:

- € A - Let my team make the decisions.
- € B - Make a decision but not until my team has had input.
- € C - Make a decision but not until I have told the team my rationale.

9. I have a new starter in my team, so I: € A - Let him/her discover the best way of working. € B - Invite him/her into team collaborative meetings. € C - Sit with him/her until s/he understands the processes and the quality that I expect.			
10. I think that great leaders: € A - Know best. That's why they're leaders. € B - Are humble and understand that a team works best collectively. € C - Give their team members plenty of space to let them get on.			
11. When asked whether I like to serve my team, I: € A - Am not sure. € B - Say yes, wholeheartedly. € C - Frown.			
12. I notice that a member of my team is demotivated, so I: € A - Closely manage each of his/her tasks to ensure that s/he is following procedures correctly. € B - Make an extra effort to ensure that s/he is involved in team discussions. € C - Back off, as s/he probably needs some space.			

Total score = _____

Score Interpretation

Score	Comment
12-20	You most commonly adopt an **authoritarian** or **autocratic** leadership style. You rarely consult your team members and, instead, tend to tell them what you want, when you want it, and how you want it done. This style works well in a crisis, when a task must be completed quickly. However, you'll likely demoralize, demotivate and aggravate people if you use it all the time. This can translate into high absenteeism and turnover rates. You'll also miss out on a wealth of ideas, thereby stifling innovation and creativity.
21-27	You lean toward a **democratic** or **participative** style of leadership. You tend to set the parameters for the work and have the final say on decisions, but you actively involve your team members in the process. This style can build trust between you and your people, as they'll likely feel engaged and valued. But it's not great in a high-pressure situation that requires a fast turnaround, as it will slow you down. And, if you dislike disagreement or conflict, you might struggle with how people respond to consultation.
28-36	Your default leadership style is probably **delegating** or **"laissez faire."** You give your team members free rein in how they work toward their goals. This is an ideal approach when your people are highly skilled and motivated, and when you're working with contractors and freelancers who you trust. But if a team member is inexperienced or untrustworthy, or if you lose sight of what's going on, this approach can backfire catastrophically.

Annex 4 – Handout – Differences between Management and Leadership

(Adapted from source: http://dtpr.lib.athabascau.ca/action/download.php?filename=mba-12/open/BhamaniMoiz.pdf)

Management and Leadership Behaviour According to Kotter

Managers	Leaders
Seeks order and consistency	Seeks change and movement
During planning and budgeting – establishes agendas, sets timetables and allocates resources.	Establishes a direction – looks at the big picture, clarifies the situation, creates a vision and determines strategies
With relation to staffing – provides structure, job placements and defines rules and processes.	With relation to people – aligns people, communicates goals, builds teams and looks for commitment.
Focuses on control and the solving of issues by taking actions to correct issues, creating solutions and defining incentives to reward good work.	Focuses on motivating and inspiring people through empowerment, looking at how to satisfy unmet needs, and energising people.

Management and Leadership Behaviour According to Bennis

Managers	Leaders
The manager administers current ways of working.	The leader innovates to find new ways of working.
The manager copies what has been done before and is proven to be effective.	The leader provides original solutions that can be utilized.
The manager places emphasis on structure and systems in the organization.	The leader places emphasis on the people in the organization.
The manager deals with issues that are short term in nature.	The leader tends to focus on longer term problems that exist.
The manager will ask questions like "How?" and "When?	The leader will ask questions like "What?" and "Why?"
The manager continually reviews the bottom line.	The leader continually reviews the horizon.
The manager sticks with the status quo and works within it.	The leader prefers to challenge the status quo.
The manager can best be described as a "classic good soldier".	The leader can best be described as "his or her own person".