

modul : **Vodenje**

usposabljanje: **Management / Leadership**

Izvajalec : **Colm Hyland, Hosca Management Consultants, Irska**



Izobraževalni cilji (Educational aims)

- to Provide participants with an insight into Management / Leadership at an individual and team level
- to provide tools and techniques to identify best practices
- to improve overall capability and enhance performance

Opredelitev znanj in kompetenc, ki jih bodo slušatelji pridobili

Splošna znanja in kompetence (General skills and competences)

A successful manager is one whom others want to follow and will demonstrate the following competencies:

- Builds effective and responsive interpersonal relationships
- Communicates effectively
- Builds the team and enables other staff to collaborate more effectively with each other
- Understands the business drivers, sets goals, measures and documents staff progress and success
- Knows how to create an environment in which people experience positive morale and recognition
- Leads by example and provides recognition when others do the same
- Helps people grow and develop their skills and capabilities through education and on-the-job learning

Modulsko specifične znanja in kompetence (To module specific skills and competences)

- Situational Leadership
- Positive Power and Influence
- Belbin Team Role Analysis

Vsebina modula in rezultati (Content of module and results)

Vsebina modula (po tematskih sklopih)	Predvidene vsebine
ESM1 Management and Leadership (1/2 day)	<ul style="list-style-type: none">– Leadership in context– Management versus leadership– Situational leadership – LEAD– The role of the Team Leader/Manager and Leadership behaviours– Leadership qualities – leadership in practice
ESM2 Team Building – Understanding and Engaging (1 day)	<ul style="list-style-type: none">– The stages of Team Development– Facilitation input on Belbin self perception questionnaire– Preferred team roles are identified for the group– Managers must have an appreciation of the difference in people in teams and their contribution to the team.– Personal reports will be issued and a presentation on the overall results of the Belbin team analysis and the implications for team management going forward.– Belbin Contribute Exercise: The group will be divided into 2 groups based on the spread of the Belbin results. The team will compete against each other through a series of exercises “The Contribute Game”– Conflict and conflict management – Conflict mode instrument
ESM3 Positive Power and Influence (1/2 day)	<ul style="list-style-type: none">– Communication and engagement– Understand the manager’s role in building and maintaining self esteem– Planning to Influence – Effective influencers– Understand the different influencing styles

	<ul style="list-style-type: none"> - Be able to recognize different personality types and identify the best approach in dealing with each of them - Effective communication - How to use different influencing styles to influence people - Understand the basics of the psychological contract - Transactional Analysis – understanding interpersonal relationships
ESM1 Management and Leadership (1/2 day)	<ul style="list-style-type: none"> - Leadership in context - Management versus leadership - Situational leadership – LEAD - The role of the Team Leader/Manager and Leadership behaviours - Leadership qualities – leadership in practice

Uspozabljanje bo predvidoma izvedeno na GZS v Ljubljani. Uspozabljanje bo večdnevno. Izvedeno bo v angleškem jeziku brez prevajalca, zato se od udeležence pričakuje solidno znanje angleščine. Prvenstveno je usposabljanje namenjeno vodstvenim in vodilnim delavcem.

Colm Hyland BSC. DPM, DMS, MCIPD, MIITD, MILM, MIMC

Colm is a Managing Partner in HOSCA and works with a large number of clients in a diverse range of consulting and training areas. This includes Organisational and Management Development, training design and assessment and Quality Systems implementation. He is an ISO Auditor and EFQM Assessor. Colm also carries the Business Development brief for the company in Ireland and has registered Hosca with Fás, the Institute of Commercial Management, The Institute of Leadership & Management, the Institute of Management Consultants and FETAC. He manages the training partnership with Fingal Chamber of Commerce and Chambers Ireland. He has recently set up Hosca Lean and Green as a separate company to provide services in the emerging Clean Technology Sector.

Colm was first employed as a Graduate Trainee in the Housing Executive in Belfast. He moved from this scheme into the HR function working on recruitment and training programme development. He had responsibility for apprentices and Youth Training Programme trainees. Colm also liaised with the Belfast Institute of Further Education to set up the Institute of Housing's post graduate diploma and taught on the Management Studies programme.

He completed his time with the Housing Executive managing a policy unit; developing procedures on a broad range of H.R. issues including Employment Equality and Performance Management.

Colm then moved to Amdahl Ireland as Training and Development Manager and helped design and deliver the Company's Total Quality and World Class Manufacturing drives. He managed the entire training curriculum and was heavily involved in Employee Relations and Communications.

He then took up a similar position with Coca Cola Atlantic, where again the role included World Class Manufacturing introduction and the development of Employee Relations Strategies. He helped to introduce ISO 9000 and facilitated a corporate review of the Performance Management System.

In both Amdahl and Coca Cola, Colm introduced the Open Universities Open Business School and provided tutorial support on a series of modules. His relationship with the Open University continues in areas such as Healthcare and Energy.