

# LISTED PROGRAMMES

## Breakfast Seminar

The influence of emotional intelligence on a leader during transformation .....	2
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## Workshops

Managing Lecturers for Excellence in Teaching .....	3
Leadership for Research and Scholarship .....	4
Leading with Emotional Intelligence .....	5
Whole Brain Leadership .....	6
Brain-Based Change Leadership .....	7
Building High Performance Teams .....	8
Financial Management for non-financial managers .....	9
Leadership Practises Inventory (LPI) Feedback Workshop .....	10
BUILDING A CULTURE OF INTEGRITY AND ASSESSMENTS .....	11

## Bookings:

E-mail your name, course name & date to Henda Britz at  
britzsh@tut.ac.za

# Breakfast Seminar

## The influence of emotional intelligence on a leader during transformation

Prof. Hellicy Ngambi  
Executive Director and CEO (Interim)  
Graduate School of Business Leadership (SBL - UNISA)



**Date:** 23 May 2006  
**Time:** 8:15 for 8:30–10:00  
**Venue:** Denisburg

Professor Hellicy Ngambi has been appointed executive director and CEO (interim) for the SBL as of 18 April 2005. She has been the deputy executive dean of the College of Economic and Management Sciences at UNISA since 2001. Prof Ngambi is the first woman and black person to lead the SBL or hold any managerial position in the old UNISA Faculty of Economic and Management Sciences. She is highly recognised for her management and academic expertise in Africa, Europe and the US.

Professor Ngambi was also the director of international and institutional affairs of the SBL. In addition, she was the founder, principal and former managing director of the Academy of Business Management in Botswana for six-and-a-half years. She started her academic career at the University of Zambia in 1984, where she remained until 1988. She lectured at the University of Botswana in 1994. In 1997 she lectured at the University of South Florida, Tampa in the US.

Prof Ngambi has conducted research and provided consultancy, seminars and workshops on leadership and workforce diversity for various organisations in Africa and abroad. She is currently conducting research on leadership in the African context, workforce diversity and alternative work arrangements in Africa.

She is the first black woman to hold a Doctor of Business Leadership (DBL) degree, from the SBL. She also holds a Master of Business Administration (Marketing) degree from Ball State University, Indiana, US and a Master of Science in Management (Leadership and Organisational Effectiveness) degree, and obtained a Beta Gamma Sigma Award from University of South Florida, US, a Bachelor of Arts (Economics - with merit) degree from the University of Zambia, an International Teacher's Certificate from the London Business School, UK and a Chartered Institute of Marketing Certificate, UK. She is a motivational speaker and has written and published various articles and book chapters.

# Free Workshops for TUT managers

## Managing Lecturers for Excellence in Teaching

**Presented: Dr Marina le Grange**

**Date:** 19 May 2006

**Time:** 8:30-13:00

**Venue:** Pretoria Campus, building 4:151

This is a hands-on workshop based on an action learning approach specifically designed for Heads of Academic Departments. A model will be developed to ensure proper human resources management for maximum potential performance.

The course attendee will be able to:

- Discuss the importance of the development of academic staff to reach their full potential
- Design a personal development plan for each staff member
- Draft a mentorship strategy for the department
- Design the most appropriate teaching and learning strategy for the department, including the most appropriate teaching and learning methodology
- Apply whole brain learning principles in the department
- Ensure that the department functions on the principles of a learning organisation.

### **About the presenter: Dr Marina le Grange**

*Marina started her career as a teacher after completing her BA and Postgraduate diploma in education. Since then she completed her B Ed and Masters degree cum laude at the Rand Afrikaans University and D Ed at Johannesburg University. The title of her dissertation was "The training and development of lecturers within the framework of the relevant acts on Higher education".*

*Marina is currently Director: Centre for Continuing Professional Development at TUT and responsible for the management of the training unit at the institution.*

*She represents HESA on the ETDPSSETA Board and FOTIM on the Gauteng Education and Training Council. People development is her passion and is thus reflected in her career.*

# Leadership for Research and Scholarship

**Presented by: Prof Elsa Albertse**

In TUT we are working in a research environment that requires from us to be flexible, resourceful, and responsive in the face of new government research agendas, new public, social, medical, scientific, economic, and cultural mandates, new funding opportunities, and new intellectual issues and opportunities. That is without a doubt, a big challenge for TUT. To address this challenge will require that we develop leadership excellence regarding research and scholarship amongst our HOD's and provide them with research infrastructure of high quality.

This Action Learning programme is aimed at Heads of Departments to empower them to lead research and build a culture of research in their departments. The Action Learning approach, in which participants will be guided through a series of work-based reviews and processes, will enable stronger linkages to the real work context, ensure relevance and increase the likelihood of transferal back into work practices and processes. The Action Learning process also enables better sharing of both issues and effective practices across the peer networks.

*“Leadership cannot be taught, it can only be learned”*

This programme will form part of an Action Research Project to develop and evaluate a development programme for leadership in research and scholarship. If you are interested in participating in this project, please contact the project leader.

Dr Tessie Herbst (012 318-5901)

# Leading with Emotional Intelligence

**Presented by: Dr Tessie Herbst**

**Dates:** 21 February from 9:00-16:00 at Soshanguwe campus  
or 23 February from 9:00-16:00 at Pretoria campus, Building 4:151

## **Outcomes of this workshop:**

Upon completion of this workshop, you will be able to:

- Explain the role of emotions in leadership
- Describe what is meant by the term “emotional intelligence”
- Describe the relationship between emotional intelligence and leadership
- Understand the term “emotional high jacking” and the role it plays in your ability to lead in an emotionally intelligent way
- Understand the four emotional intelligence abilities and how it relates to leadership
- Interpret an assessment of your own emotional intelligence and the impact thereof on your leadership effectiveness
- Apply the emotional blueprint to improve your ability to lead with emotional intelligence
- Apply the four abilities of emotional intelligence to:
  - Promote change within your department
  - Build trusting relationships with your team members
  - Influence your team members towards achieving your department’s vision
  - Create an enabling environment

AS PART OF THE WORKSHOP, AN ASSESSMENT OF YOUR EMOTIONAL INTELLIGENCE WILL BE DONE BY MEANS OF THE MSCEIT TEST (OPTIONAL). THIS REPORT WILL BE USED AS A BASIS FOR DISCUSSION DURING THE TRAINING WORKSHOP

In research conducted by CCPD during 2005, in which 138 managers within TUT participated, emotional intelligence emerged as a strong predictor of leadership effectiveness.

# Whole Brain Leadership

**Presented by: Dr Tessie Herbst**

**Dates:** 7 March from 12:00-16:00 on Soshanguwe campus  
or 27 March from 9:00-13:00 on Pretoria campus,  
building 4:151

The 21st century leader will need to be a whole brain leader, a leader that understands the different brain preferences of his team and leads individuals in a way that would inspire them most. This workshop is based on an assessment of your **Leadership Brain Profile**, helping you to understand your own leadership style and how this would impact on those you lead. Developing a better leadership style, making more dynamic contributions and decisions are but a few of the advantages of understanding your own thinking profile.

The Neethling Leadership Profile is a descriptive, objective analysis of your thinking choices, with no profile being better or worse than another. Instead, the report gives a description of an individual's thought preferences, and makes recommendations based on those. The successful leader is the person that can lead and manage others according to their particular preferences at times.

This test is developed and distributed by Dr Kobus Neethling and is specifically standardized for the South African population. This workshop is also available on request on an in-house basis as part of a team development initiative.

# Brain-Based Change Leadership

**Presented by: Dr Tessie Herbst**

**Date:** 19-20 April 2006

**Time:** 9:00-13:00

**Venue:** Building 4:151, Pretoria Campus

It is time to lead with the brain in mind. Emerging revelations about the brain are of natural interest to all in a position to influence the success of others. The intent of this workshop is to help leaders act on new knowledge about how people learn and achieve and how to lead change successfully.

- Why do people **fail to see** the need to change even when opportunities or threats stare them in the face?
- Why do they often still **fail to move** even once they've realised the need for change?
- Why do people often **fail to finish** – not going far or fast enough?

This workshop reveals not only how the brain creates these three barriers to change, but how the brain may also generate the key to breaking through them.

## **About the presenter: Dr Tessie Herbst**

*Tessie is a registered Psychologist at the Centre for Continuing Professional Development, where she is responsible for Management and Leadership Development. She has a special interest in emotional intelligence and leadership and is involved in a number of research projects in the field of leadership development. She is also a certified trained of the MSCEIT (an ability measured of emotional intelligence) She is the author of various articles and chapters in books in the field of management and leadership development and also presented papers and workshops at several national and international conferences.*

# Building High Performance Teams

**Presented by: Prof Drikus Kriek**

**Date:** 23 March 2006

**Time:** 8:30-16:00

**Venue:** Pretoria Campus, Building 4:151

The purpose of the workshop is to equip managers with:

- A team model (applicable to a variety of teams). A practical model to enable managers to apply the critical determinants of teams to their work teams will be discussed. Focus is on structure, pattern, process, culture, context of high performing teams.
- A teambuilding model. A basic team building model is used to explain the use thereof in initial teams and teams with performance decrease.
- Techniques and tools to utilise in a project team environment.

The workshop gives managers a broad overview of teams and allows them opportunity to apply the basic concepts of teams and teamwork in practice.

## **About the presenter: Prof Drikus Kriek**

Drikus Kriek teaches courses in organisation behaviour, change management and leadership at the Unisa School of Business Leadership. He is a registered clinical psychologist focusing on personal growth and group interaction. He specializes in team development, group dynamics, leadership and change. One of his areas of specialization is executive coaching where emphasis is put on personal enrichment and growth. He is one of the local pioneers in the field of adventure therapy where adventure is used as development medium in effecting change.



# Financial Management for non-financial managers

**Presented by: Marie Janse van Rensburg**  
**Lecturer: Management Accounting (TUT)**

**Date:** 5 & 12 May (need to attend both days)

**Time:** 9:00-15:00

**Venue:** Pretoria Campus, building 4:151 (Thupellong)

To provide the candidate with the necessary skills to understand, compile and interpret an operational as well as a personal budget.

## **Outcomes:**

- Understand the reasons why an organization compiles a budget.
- Compile an operational budget.
- Interpret the variances of a budget report.
- Compile a cash budget.
- Use the cash budget to control and manage cash flow.
- Compile a personal budget by means of spreadsheets.
- Use an amortization table to manage personal home loans.

# Leadership Practises Inventory (LPI) Feedback Workshop

**Presented by: Dr Tessie Herbst**

**Date:** 16 May from 9:00-13:00 at Pretoria campus,  
building 4:151  
or 15 May from 12:00-16:00 at Soshanguwe campus

This workshop is based on the results of your **LPI assessment report** on the Leadership Practices Inventory (LPI) - a 360-degree assessment of your leadership behaviour based on the 5 practices of effective leaders. Before the workshop you will complete a Self assessment of your own leadership behaviour and will also nominate observers (peers, direct reports, and your manager) to complete the Observer version.

Thoroughly researched and documented by Kouzes & Posner, learn how to **Challenge The Process, Inspire A Shared Vision, Enable Others to Act, Model The Way, and Encourage The Heart.**

**Follow-up action learning workshops will assist participants with practical steps for improvement of their leadership effectiveness**

**About the presenter: Dr Tessie Herbst**

*Tessie is a registered Psychologist at the Centre for Continuing Professional Development, where she is responsible for Management and Leadership Development. She has a special interest in emotional intelligence and leadership and is involved in a number of research projects in the field of leadership development. She is also a certified trained of the MSCEIT (an ability measured of emotional intelligence) She is the author of various articles and chapters in books in the field of management and leadership development and also presented papers and workshops at several national and international conferences.*

# BUILDING A CULTURE OF INTEGRITY

A development intervention designed to give managers an awareness of the Integrity Profile of their faculties/departments. Ideally suited for managers who wish to build a **culture of integrity** within their departments. The **Organisational Integrity Profile** (IP 200), a summarised profile for an entire organisation or any part thereof will form the basis for discussion and development. The ten-scale integrity profile reflects the individual's as well as organisation's unique profile in the crucial sub-fields, which are related to the integrity construct (e.g. trustworthiness, credibility, work ethic, manipulative abuse of power, transformation commitment and attitude).

**Please note that this intervention is only available on request on an in-house basis.**

## ASSESSMENTS

**The following assessments are available on request:**

### **Integrity Profile (IP 200)**

The **Integrity Profile** (IP-200) is an integrated measuring instrument of ten substructures specially developed to assess the complex construct-field normally known as integrity. The ten-scale integrity profile reflects the individual's unique profile in the crucial sub-fields, which are related to the integrity construct (e.g. trustworthiness, credibility, work ethic, manipulative abuse of power, transformation commitment and attitude) An Organisational Integrity Profile; representing the unique, summarised profile for an entire organisation or any part thereof is also available.

### **Leadership Practices Inventory (LPI)**

**Your leadership effectiveness** can be assessed by means of the *Leadership Practices Inventory (LPI)*, which consists of 30 statements that address the essential behaviours found when people report being at their personal best as leaders. In addition to a "Self" version, the "Observer" version allows for feedback from peers, subordinates, managers and others in order to provide a balanced picture of leadership behaviours and constructive discussion of ways to improve. The LPI is based on the leadership model developed by James Kouzes and Barry Posner. They studied the data from 18 years of research and discovered a consistent pattern of leader behaviour that created extraordinary results. They have identified five distinct practices (sets of behaviour), each consisting of two strategies:

- 1. Challenge the process**
  - Searching for opportunities
  - Experimenting and taking risks
- 2. Inspire a shared vision**
  - Envisioning the future
  - Enlisting others
- 3. Enable others to act**
  - Fostering collaboration
  - Strengthening others
- 4. Model the way**
  - Setting the example
  - Achieving small wins
- 5. Encourage the heart**
  - Recognizing individual accomplishments
  - Celebrating team accomplishments

### **The Team Leadership Practices Inventory (Team LPI)**

The Team LPI focuses on the key behaviours and actions of high performing teams. It is useful as a guide in the beginning of team-development activities and as feedback on ongoing improvement efforts. It may also be used by a manager or leader with his or her work team to explore and discuss how well the fundamental leadership functions are being fulfilled within the team. The basic premise of the TEAM LPI is that the leadership responsibilities do not reside exclusively with the formal leader or manager; in high-performing work groups everyone is a leader. In fact, one of the formal leader's fundamental tasks is to liberate the leader in each team member – to turn each member into a leader. The team LPI is based on the Kouzes-Posner Leadership Model and helps you to discover to what extent your team uses the five practices of high performing teams.

### **Emotional Intelligence (MSCEIT)**

The MSCEIT is a performance test of emotional intelligence. A performance test provides an estimate of a person's ability by having them solve problems. The MSCEIT asks you to solve problems about emotions, or problems that require the use of emotion. The MSCEIT yields a total emotional intelligence score as well as two areas scores (Experiential and Strategic Emotional Intelligence). There are also four branch scores, for Perceiving emotion, Using emotion, Understanding emotion, and Managing Emotion.

### **The Neethling Whole Brain Leadership Profile**

Your Leadership Brain Profile will give you an insight into your leadership style, issues that are important to you and even where there could be room for improvement! Developing a better leadership style, making more dynamic contributions and decisions in the company are but a few of the advantages of understanding your own thinking profile.

Because the focus is on thinking preferences the end result is neither good nor bad or right or wrong. The Leadership Profile is a descriptive, objective analysis of the individual's thinking choices, with no profile being better or worse than another. Instead, the report gives a description of an individual's thought preferences, and makes recommendations based on those.

### **Personal Profile Analysis (PPA)**

The PPA is a quick, easy and accurate way of enabling you to describe your work style; it highlights your work strengths and will also reveal your work limitations. No work style is good or bad but some work styles are better suited to a particular job than others. What is important is knowing what your own style is and the style of those people you manage. The PPA provides an understanding as to how a person copes with his/her work environment and what his/her present attitudes are likely to be.

**Please contact Dr Tessie Herbst at 318 5901 or [herbstt@tut.ac.za](mailto:herbstt@tut.ac.za) if you are interested in any of these assessments.**

### **BOOKINGS:**

**E-mail your name, course name & date to Henda Britz ([britzsh@tut.ac.za](mailto:britzsh@tut.ac.za))**