



Directorate Human Resource Development
Tshwane University of Technology

Leadership Development Workshops

Diversity • Ethics • Relevance • Entrepreneurship • Quality • Care • Partnership • Professionalism

Leadership Development Workshops

Each workshop is specifically designed to give leaders practical tools that can be applied to their leadership style empowering them to lead at a new level.

These one-day experiential workshops are not to be missed as part of the transformation of your department.

All workshops can be presented (FREE for staff) on an in-house basis for groups between 8-20 people. For individuals who are interested in attending an open-enrolment workshop, please forward your name and the workshop you are interested in to Henda Britz at britzsh@tut.ac.za.



*If your actions inspire others to dream more, learn more,
do more and become more, you are a leader.*

John Quincy Adams

About the presenter: Dr Tessie Herbst

Tessie is a registered psychologist at the Human Resource Development Department, where she is responsible for Management and Leadership Development. She has a special interest in leadership and neuropsychology as well as emotional intelligence and is involved in research projects in the field of leadership. She is also a licensed associate of the 6 seconds international emotional intelligence network and a certified trained of the MSCEIT (an ability measure of emotional intelligence) as well as the Bar-On EQ-i. She is the author of various peer reviewed 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.

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Conflict
Resolution – the
Emotional
Intelligent Way

The Five Practices
of Exemplary
Leadership
Workshop

Management
Assessment
Intervention

Leadership
Development
Workshops

MBTI Leadership
Workshop:
Unleashing the
power of
personality

Team
Building
Workshops

Situational
Leadership

Leading with
Emotional
Intelligent –
Improving your
interpersonal
effectiveness

Conflict Resolution – The Emotional Intelligent Way

Leaders are responsible for creating a work environment that enables people to thrive. If disagreements and differences of opinion escalate into interpersonal conflict, you must intervene immediately.

Managed well, conflict can lead to better decisions, more creative ideas and higher quality output from the team. Managed badly, it can stop teamwork and hinder individuals from achieving their personal goals. Effective conflict management comes from the successful application of several emotional intelligence abilities.

Through this workshop people can learn how to work with conflict in an emotionally intelligent way that leads directly to more productive outcomes and stronger relationships. Literally

everyone would benefit from this workshop, although managers and supervisors are a priority.

OUTCOMES OF THIS WORKSHOP

By the end of this workshop you should be able to:

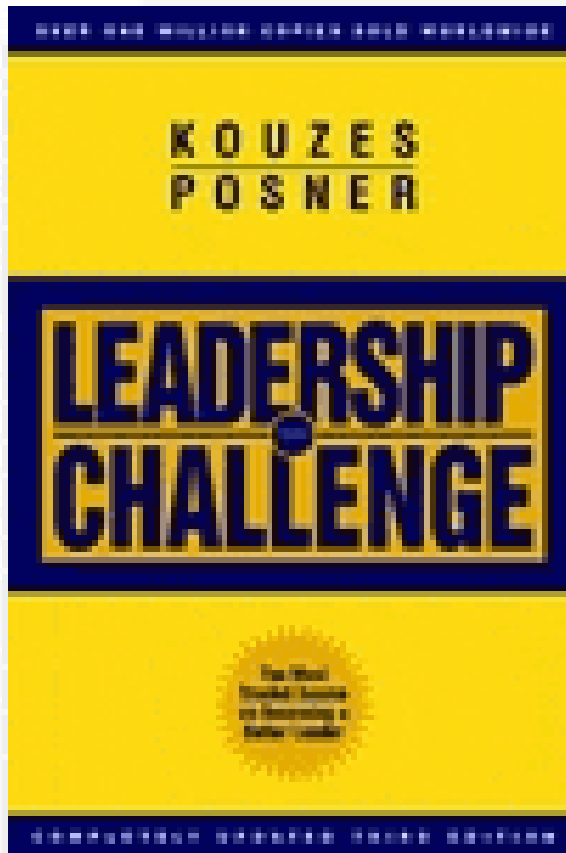


- Describe the three ego states (adult, parent, child) and the impact thereof on interpersonal effectiveness
- Identify your own dominant ego state and the impact it has on your communication style as well as your ability to deal with conflict effectively
- Identify the differences among passive, aggressive and assertive behaviour in

handling conflict

- Identify your own style in dealing with conflict
- Assess the effectiveness of your conflict management style and practice more effective styles in dealing with conflict
- Understand emotional intelligence and why it is an important ability in handling conflict effectively
- Interpret an assessment of your emotional intelligence and the impact thereof on your ability to deal with conflict effectively
- Apply the emotional intelligence abilities to improve your ability to resolve conflict effectively
- Understand the emotional dynamics that are at the heart of the conflict for the others involved
- Move others through a process where everyone feels that their needs are met in a respectful manner.
- Use appropriate techniques for identifying and managing negative emotional reactions that accompany a conflict

The Five Practices of Exemplary Leadership Workshop



How do you make it possible for ordinary people to accomplish the extra-ordinary? How do you get people to follow you to places they've never been before? How do you get other people to move forward on a common purpose? 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.*** This **one-day workshop** applies the proven best practices of leadership to accomplish extraordinary results.

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.

MBTI Leadership Workshop: Unleashing the power of personality

Leadership today faces a profound paradigm shift and the old paradigms for managing effectively are no longer enough. To meet the needs of this changing paradigm, leaders must know how to support and develop the intelligence around him or her in a dynamic, systems-oriented way. In this one-day workshop we will explore the leadership paradigm in the context of sixteen different mental patterns, or personality types, including leadership strengths and weaknesses as well as preferred modes of perception and judgement. These sixteen mental patterns are based on Jungian psychological type theory and correspond to the sixteen personality types used in the **Myers-Briggs Type Indicator (MBTI)** personality inventory, the most widely used personality assessment in the world. During this workshop we will explore the psychology of leadership and discover how the way we think, the nature of our perceptions, and the manner in which we are perceived by others become important

variables in understanding leadership. How the sixteen personality types adapt to change, respond to challenge, and interact with other people will be explored. The goal is to help each leader find his or her pattern and achieve excellence in work and relations.

As a leader, you may find the workshop very insightful about how to engage all of your people to do their best work - when you know their MBTI preferences...you are able to communicate to them so that they can hear you.

The workshop will enable you to:

- Build a management framework that affirms differences and allows for them
- Increase your self-awareness. Self-awareness alone is a compelling predictor of success at work and accounts for one-third of job performance. Awareness of your unique personality profile is an essential starting point.
- Understand individual differences. Social awareness is the key to working well with others and the MBTI helps people understand the differences in how people work and interact.
- Understand how personality affect how you communicate, interact, make decisions, solve problems and manage conflict as well as shaping your overall work style.
- Communicate in a way that encourages trust and a sense of being treated fairly.
- Compare and contrast different leadership style tendencies based on your personality for a better understanding of how others may perceive your leadership style in contrast to how you see yourself.

The Personality Puzzle:



Understanding What Makes People Tick.

LEADING WITH EMOTIONAL INTELLIGENCE – IMPROVING YOUR INTERPERSONAL EFFECTIVENESS



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 structure and function of the brain regarding emotional processing and behaviours
- Understand the emotional intelligence abilities and how it related to leadership
- Apply the emotional blueprint to improve your ability to lead with emotional intelligence
- Apply the emotional intelligence skills to build trusting relationships with your team members
- Apply the emotional intelligence skills to influence your team members towards achieving your department’s vision
- Apply the emotional intelligence skills to promote change within your department

SITUATIONAL LEADERSHIP

Situational Leadership is a dynamic, engaging ½ **workshop** that provides the fundamentals of a time – tested, behavioural model of **how to best influence the performance of people**. The Situational Leadership Model is an essential tool for people wanting to **lead in a way that yields top performance and fosters a positive work environment**.

Situational Leadership helps leaders to **identify which influence behaviours to use** in which situations to achieve maximum success and effectiveness.

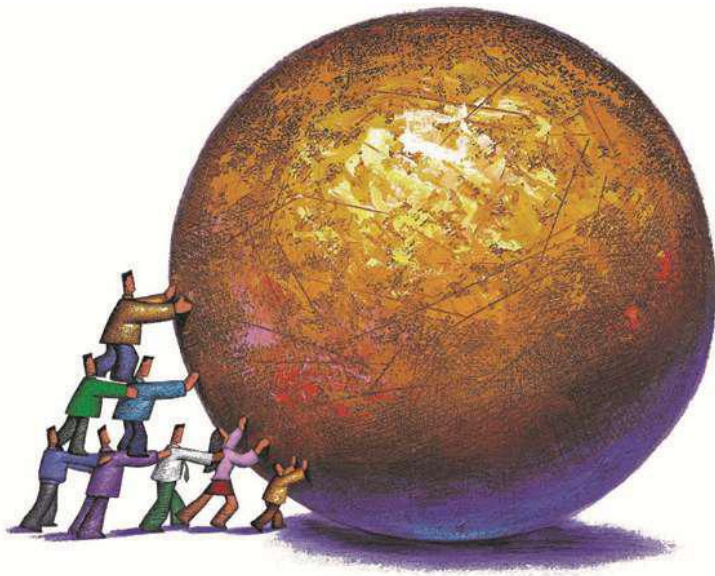
OUTCOMES OF THIS WORKSHOP

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

- Understand why leadership is situational
 - Understand the importance of flexibility, adaptability and the concept of “no best style”
 - Improve communication and become a more trusted and credible leader
 - Use situational leadership to achieve greater productivity by infusing energy, self-reliance and drive within your employees
 - Assess and understand the need for a specific leadership style based on the individual’s needs in any given situation
 - Create a collaborative work environment to achieve faster sustainable results
- Increase your effectiveness in setting goals, providing clear direction, listening, observing, monitoring and giving feedback
- Retain your most talented employees by being more responsive to their development needs
 - Understand how to empower people to contribute their best to your organization’s success
 - Apply your new awareness and situational leadership skills into your work relationships and leadership responsibilities



TEAM BUILDING WORKSHOPS

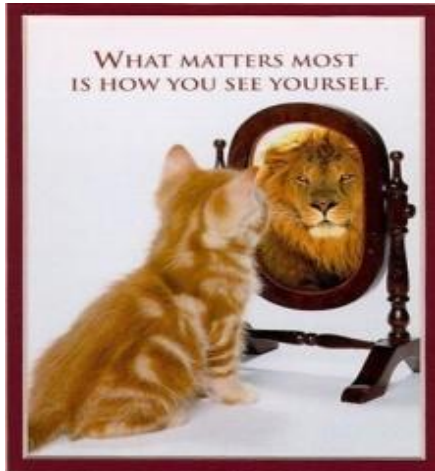


This workshop (1 or 2 days) is provided to work groups who seek one or more of the following outcomes:

- Increased interpersonal communication skills,
- Alignment with a common vision and purpose
- Getting to know and understand one another better
- Improved trust
- Decreased conflict,
- Improved team decision-making skills,
- Heightened sensitivity of interpersonal issues,
- Increased awareness of team culture, and
- Improved team effectiveness and productivity
- A better understanding of the roles people play in teams
- A better understanding of the strengths and weaknesses of the team

Each workshop's objectives are developed based on a diagnostic assessment of the current functioning of the team to ensure that team's specific goals and needs are met. This workshop provides a fun, interactive team building experience that enhances relationships and communication.

Mirror, mirror on the wall ... is that really me after all



“You can’t escape the person inside you. But you can seek to understand how you behave and how that makes an impact on your personal success.”

Self-awareness regarding how others perceive you can be an enlightening catalyst for change and development. You think you are a democratic leader – others say you make decisions without asking for their views. You believe you communicate clearly – your subordinates feel your messages are complex and inconsistent. You consider yourself flexible – your colleagues regard you as rigid. Not only do these discrepancies lead to misunderstood messages and intentions, they can cause demotivated, disengaged

and disgruntled team members. And although leaders may act in earnest, others may not always see them in the same way they see themselves.

A look in the mirror can be a powerful antidote to false impressions. However not any mirror will suffice (we all know some mirrors are more flattering than others). The tool has to be objective, honest and be capable of facilitating development. Therefore, HRD has embarked on an intervention process - namely the **Management Assessment Intervention** - to provide TUT leaders with tools to facilitate self-awareness and provide an opportunity to increase their levels of self-knowledge. The assessment process include amongst other tools, a 360-degree leadership assessment to obtain feedback from your peers, manager and subordinates; assessment of your strengths and development areas regarding your leadership and management skills, emotional intelligence and work ethics. During an individual feedback session the results are shared - especially the impact thereof on your effectiveness as leader - and implications for further development discussed.

Up to date a total of about 90 managers in TUT have undergone or are in the process of being assessed. In some cases, the feedback affirms what they already know. In others, it is a surprise. Regardless, it constitutes a valuable device to facilitate development. Because, as we know no one is flawless.

Development processes like the **Management Assessment Intervention** that encourage managers to take a look at how they behave can shift paradigms – both externally and internally. In addition to feeling really good when one reviews oneself, a little developmental plucking, pruning and pampering can definitely turn heads towards the fairest of them all.

If you are courageous enough to take this look in the mirror – please contact Dr Tessie Herbst at herbstt@tut.ac.za or x5901