



**Tshwane University
of Technology**
We empower people

Invite to: All Managers & HOD's

LEADERSHIP DEVELOPMENT PROGRAM (LDP) Preliminary Programme 2012

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 experiential workshops are not to be missed as part of the transformation of your department.

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

John Quincy Adams



The programme is managed by: Dr Tessie Herbst (Registered Psychologist @ Human Resource Development) and includes various presenters.



Invitation

Directorate: Human Resource Development
www.tut.ac.za

LEADERSHIP DEVELOPMENT PROGRAM (LDP)

Preliminary Programme 2012

All modules of the Leadership Development Program can be presented on an in-house basis for groups between 8-20 people. Managers can contact Dr Tessie Herbst at extension x5901, to arrange a date & venue that suite your division/department.

Terms & conditions: *Once your enrollment for a workshop is confirmed, you will be held liable for costs (delegate fee, catering and/or training material), should you fail to attend or not cancel 48 hours prior to a workshop.*

Individuals, who are interested in attending an open-enrolment workshop, can e-mail Henda Britz at britzsh@tut.ac.za – include your contact details and the workshop name + date.

Open-enrolment workshop dates (venue: Thupellong (4-151), Pretoria campus):

- 19 March or 16 April 2012** - Financial Skills For Non-Financial Managers
- 9 May 2012** - Authentic Leadership
- 23 May 2012** - The Leader As A Trust Builder
- 13-14 June 2012** - Advanced Negotiation Skills
- 25 July 2012** - Whale Done! The Power Of Positive Relationships
- 22 August 2012** - Leading With Emotional Intelligence
- 6 September 2012** - Introduction To Situational Leadership® II Training Program
- 13 September 2012** - The Five Practices Of Exemplary Leadership
- 25-26 September 2012** - Negotiation Skills: Intermediate Level
- 17 Oct 2012** - MBTI Leadership Workshop: Unleashing The Power Of Personality

In-house workshops:

All modules of the Leadership Development Program can be presented on an in-house basis for groups between 8-20 people. Managers can contact Dr Tessie Herbst at extension x5901, to arrange a date & venue that suite your division/department.

Duration: 1 or 2 days (9:00 to 16:00)

The preliminary programme includes **five new workshops** for 2012 based on the needs of managers as indicated in the Workplace Skills plan.

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1. AUTHENTIC LEADERSHIP

The ongoing challenges in the business world over the past five years have underscored the need for a new kind of leader in the 21st century: the **authentic leader**. Anyone can learn to be an authentic leader. Authentic leaders work hard at developing self-awareness through persistent and often courageous self-exploration. Denial can be the greatest hurdle that leaders face in becoming self-aware, but authentic leaders ask for, and listen to, honest feedback. These leaders make time to examine their strengths and development areas as leaders and to reflect on them. In doing so, they grow both as individuals and as leaders. They also use formal and informal support networks to help them stay grounded and lead integrated lives.



Purpose: To equip learners with an understanding of the current strengths and development areas regarding the skills and abilities for effective leadership

Entry Requirements: Must be in a management position.

Learning Outcomes:

Upon completion of the *Authentic Leadership* workshop, participants will be empowered to:

- Understand their own strengths and weaknesses regarding their leadership skills and abilities
- Interpret their own assessment reports on the following leadership abilities and skills
 - The 5 Practices of Effective leaders (Leadership Practices Inventory Report)
 - Emotional intelligence profile
 - Management Competency Profile
- Understand the impact of these on their effectiveness and impact as leaders
- Develop an understanding of you “dark side” – those ongoing patterns of behaviour exhibited by leaders that they are often unaware of and that results in negative organizational outcomes based on the interactions between the leader, follower and the environment
- Utilize the Kouzes and Posner leadership model (the 5 practices of effective leaders) to focus leadership activities
- Develop a personal development plan to increase their leadership effectiveness

Assessment: Please note that these assessments need to be arranged at least **one week before commencement of the workshop**. Please contact Dr Herbst (herbstt@tut.ac.za) in this regard.

Requirement: Successful completion of written assignment.

Open workshop date: **9 May 2012 from 9:00 – 15:00** at Building 4-151, PTA.

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see terms on first page.*

2. THE LEADER AS A TRUST BUILDER

Transform your department and establish a culture of trust with this one day workshop developed by Ken Blanchard.



This workshop you will learn how to improve communications across all levels of your department/faculty, create a common language for your team, and you how to address topics or situations on trust and discussion innovative ways to address challenging issues.

Leaders and managers will learn what their strengths in building trust with others are and where there are opportunities for improvement. They also create a plan for action that provides next steps for behavioral improvement.

This workshop utilizes the ABCD's of building trust in business—*Able, Believable, Connected, and Dependable*.

- Create a workplace that unlocks the energy of employees.
- Propel leaders to become more engaged and empowered.
- Build effective teams that enhance profitability

Presented by: Dr Tessie Herbst

Open workshop date: **23 May 2012 from 9:00 – 15:00** at Building 4-151, PTA.

All workshops can be presented on an in-house basis, in line with the PDP's of managers, for groups between 8-20 people. Managers/HOD's, contact Dr Tessie Herbst to arrange a date & venue that suite your division/department.

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see terms on first page.*

3. FINANCIAL SKILLS FOR NON-FINANCIAL MANAGERS

This one day workshop will equip all managers and HODs within in the university with the knowledge and skills to manage all financial related matters within their departments/faculties.



The workshop consists of the following sessions:

Part 1: Higher Education Finance and Business Etiquette – Presented by Dr D Tromp, CFO, TUT

Part 2: Budget and Financial Management – Presented by Petro Barnardo: Head General Ledgers

Part 3: Purchasing Procedures – Presented by Kobus Odendaal: Head Procurement

Part 4: Claims Procedures – Presented by Vanessa van Graan: Head Creditors

Workshop date: **19 March 2012** from 9:00 – 16:00 or

(choose one of the dates): **16 April 2012** from 9:00 – 16:00

Venue to be confirmed: Pretoria campus

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page.*

4. INTRODUCTION TO SITUATIONAL LEADERSHIP® II TRAINING PROGRAM

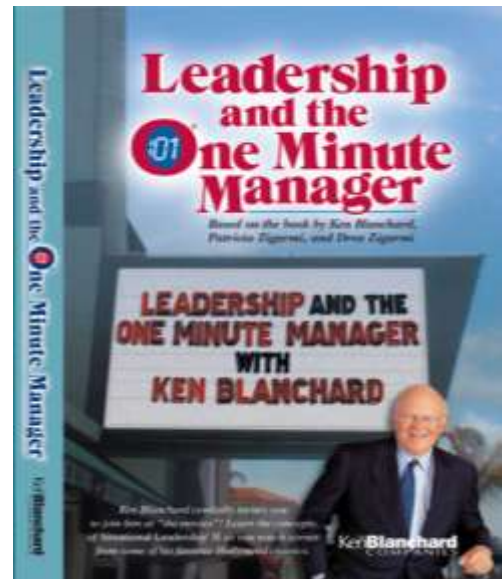
Presented by Dr Tessie Herbst

Situational Leadership is a dynamic, engaging 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

You will discover why, and how the most effective leaders use a combination of four styles— *Directing, Coaching, Supporting, and Delegating*. Situational leadership fosters confidence and competence—helping people become more skillful, adaptable, and open to new challenges!

During this workshop you will receive a quick overview of Situational Leadership® II theory and two very important skills of a Situational Leader. Exposure to these two skills— *Diagnosis* and *Flexibility*—will set you up for more advanced learning and skill training as you grow as a manager. This introductory course will help you develop and give you some leadership essentials.

The **Leadership and the One Minute Manager DVD**, featuring Ken Blanchard, will form part of the workshop and will illustrate the key concepts of SLII through some of Hollywood's most entertaining moments.



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

Open workshop date: **6 September 2012** from 9:00 – 15:00 at Building 4-151, Pretoria

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page.*

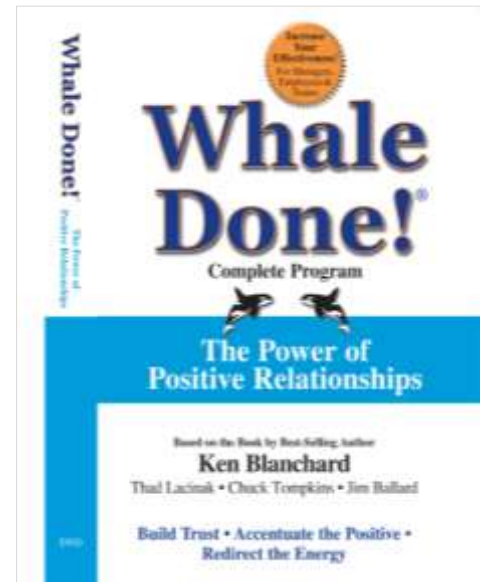
5. WHALE DONE! THE POWER OF POSITIVE RELATIONSHIPS

Presented by: **Dr Tessie Herbst**

What does training killer whales have to do with training humans? More than you think! In this inspiring training program, supported by a DVD by Ken Blanchard and top SeaWorld trainers Thad Lacinak and Chuck Tompkins managers are taught a technique that actually increases employee effectiveness at work—a technique perfected over twenty years at SeaWorld!

Whale Done!™ is designed to teach people how to improve their relationships at work in order to become more productive and to achieve better results.

We have to rely on and work with others in order to be productive and achieve results. The problem is that many work environments are not conducive to positive relationships. Instead, they employ the GOTcha approach (catching people doing things wrong). If an employee makes a mistake, then someone else is waiting to catch the employee with a GOTcha! Many times, GOTcha is the result of a lot of programs that focus on fixing problems. This type of culture can be unproductive and self-defeating. While focused on the mistake, we are inadvertently reinforcing what we don't want to happen—the negative behavior.



The **Whale Done! approach** can have a dramatic positive impact on your relationships with others. It is contagious and will help your entire organization increase productivity, improve employee morale, and achieve better results.

Once managers through the course, they should be able to:

- Explain the impact of positive relationships and the **Whale Done! approach** can have on their departments
- Identify ways to build trust with others in the university
- Identify and implement the five steps of redirection
- Identify and implement the four steps of the **Whale Done! Response**

Open workshop date: 25 July 2012 from 9:00 – 15:00 at Building 4-151, Pretoria

All workshops can be presented on an in-house basis in line with the PDP's of managers for groups between 8-20 people.

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page.*

6. BACK TO BASICS PEOPLE MANAGEMENT: BLENDED LEARNING PROGRAMME

The on-line **Back to Basics: People Management Programme** was developed by Commissioner Abel Venter and is ready for implementation in 2012. The programme consists of the following two parts:



PART ONE: THEORETICAL COMPONENT available on-line on <http://mytutor9.tut.ac.za>.

All HODs and section heads of all faculties have been loaded onto the system and can access the system by clicking on the link provided above, using their staff number as both their username and password. Each of the seven modules has a revision test which needs to be completed after each module, and a pass rate of at least 80% obtained in order to proceed to the next module.

The successful completion of all seven modules with their revision tests is a prerequisite for Part Two.

MODULE 1: Introduction to management and the responsibilities of a Manager

MODULE 2: Resources of a Manager

MODULE 3: Planning

MODULE 4: Organising

MODULE 5: Controlling

MODULE 6: Leading

MODULE 7: Team Building

PART TWO: PRACTICAL COMPONENT which consists of a **one day class room workshop** where candidates will be provided with the opportunity to apply the theory obtained in part one by means of simulations and interactive exercises. During this workshop they will also obtain feedback on their effectiveness in applying their knowledge in People Management. **As soon as candidates have completed part one on-line, they can book themselves on any one of the workshop dates that will also be posted on mytutor9.**

Date: Scheduled after completion of part 1. Contact Dr Tessie Herbst at x5901.

Venue: **Thupellong (4-151), Pretoria**

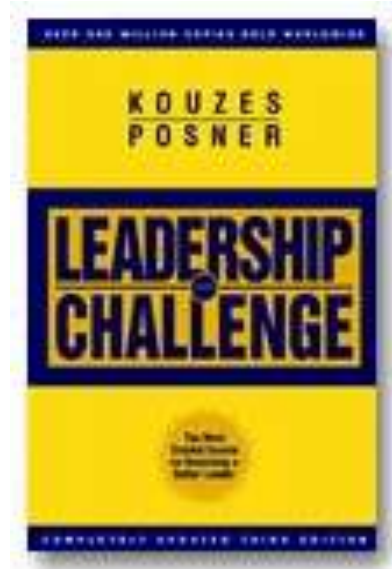
Time: **9:00 – 15:00**

7. THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP

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.

The workshop is based on the results of your confidential 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.

Presented by: **Dr Tessie Herbst**

Open workshop date: **13 September 2012 from 9:00 – 15:00** at Building 4-151, PTA.

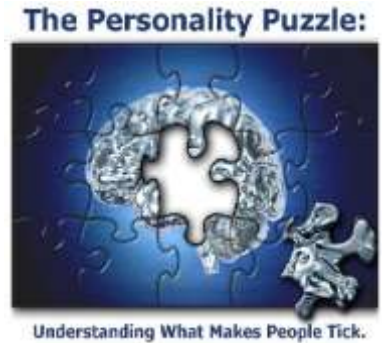
All workshops can be presented on an in-house basis in line with the PDP's of managers for groups between 8-20 people. Managers/HOD's, contact Dr Tessie Herbst to arrange a date & venue that suite your division/department.

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page.*

8. MBTI LEADERSHIP WORKSHOP: UNLEASHING THE POWER OF PERSONALITY

Presented by: **Dr Tessie Herbst**

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.

Open workshop date: 17 October 2012 from 9:00-15:00 @ building 4-151, Pretoria

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page.*

9. 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



Presented by: ***Dr Tessie Herbst***

Open workshop date: **22 August 2012 from 9:00 – 15:00** at Building 4-151, PTA

All workshops can be presented on an in-house basis in line with the PDP's of managers for groups between 8-20 people. Managers/HOD's, contact Dr Tessie Herbst to arrange a date & venue that suite your division/department.

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page.*

10. NEGOTIATION SKILLS

YOU CAN CHOOSE ANY ONE OF THE FOLLOWING TWO WORKSHOPS TO SUIT YOUR LEVEL OF COMPETENCE AND EXPERIENCE WITHIN THE FIELD OF NEGOTIATION



10.1 NEGOTIATION SKILLS: INTERMEDIATE LEVEL

Course Outcomes:

By the end of this course delegates will be able to:

- Explaining the need for negotiation skills in business.
- Explaining the steps in the negotiation process.
- Applying the steps in the negotiation process to an authentic situation.
- Explaining strategies that could be used in negotiation.

Entry requirements: Any staff member involved in negotiations or conflict resolution disputes at a junior management level

Open workshop date: 25-26 September 2012 from 9:00-16:00 @ building 4-151, PTA.

All workshops can be presented on an in-house basis in line with the PDP's of managers for groups between 8-20 people. Managers/HOD's, contact Dr Tessie Herbst to arrange a date & venue that suite your division/department.

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page.*

About the facilitator:

Esme Van Dyk has had an extensive career in both the corporate and academic worlds. She has managed a variety of commercial and other projects and in terms of training and development she has assisted in the development of a RPL Tool, presented numerous training courses and workshops. She has also lectured at various levels and for a number of different universities – currently at the University of Pretoria
Esme Van Dyk has an excellent academic record and extensive commercial experience including the management of a large variety of different projects and organisational events. This background together with her training and lecturing activities makes her ideally suited to present a high quality Negotiation Skills workshop of this nature.

10.2 ADVANCED NEGOTIATION SKILLS

All senior managers are involved in the vital function of negotiating – internally within the university with colleagues, subordinates, and other senior management, and externally with clients, customers, suppliers, and other stakeholders.

Being able to successfully negotiate at a high level involves thorough planning and preparation as well as using the appropriate strategies for the situation at hand and being able to conduct rigorous analysis both prior to and post the negotiation process. Success is ultimately achieved by taking this knowledge together with an appreciation the different roles and functions within all negotiations and being able to develop an appropriate and effective individual style.

This intensive two day course will equip delegates with the knowledge and tools necessary to be able to negotiate more effectively – thereby ensuring greater success for themselves and their departments/university.

Course Outcomes:

- Planning & preparation for negotiations
- Role conflict for negotiators
- Roles and functions in negotiations
- Strategies for negotiations
- Negotiation analysis
- Post-negotiation analysis
- Managing intra-and inter-organisational conflict while negotiating
- Individual negotiation style and intelligence
- Contract negotiations: achieving bottom line and service requirements
- Feedback to constituencies

Entry requirements: Previous experience in negotiations or conflict resolution and disputes at the senior or middle management level

Open workshop date: 13-14 June 2012 from 9:00-16:00 @ building 4-151, PTA.

Bookings: E-mail Henda Britz at britzsh@tut.ac.za – include your name and the workshop name/date. *The workshop is free for staff – see Terms & conditions on first page*

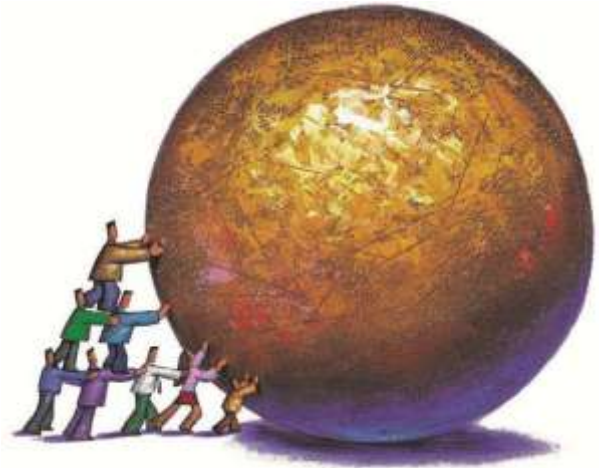
About the facilitator:

Dr L Nieuwmeijer undertakes, co-ordinates and manages consultation, training and research in negotiation, conflict management, organisational communication and other areas of Strategic Relations Management for both public and private organisations in South Africa, as well as on a global level. She is listed in Harvard's International Directory for Scholars and Practitioners in Negotiation and was selected and accepted by all the signatories of the National Peace Accord as one of four South Africans to be a member of an international committee that evaluated the effectiveness of the peace structures.

11. 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.

Contact person: Dr Tessie Herbst at x5901 or herbstt@tut.ac.za

About the presenter: Dr Tessie Herbst

Tessie is a registered psychologist at the Human Resource Development Directorate, 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 a number of research projects in the field of leadership. She is also a licensed associate of the 6seconds 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.