

# LICENSE TO LEAD

Development Programme  
for  
Leading  
at  
Operational Management Level



The **“License to Lead”** inspires and equips participants to take up their “license” to take the lead. Instead of waiting to be told what to do, or to be asked by others, participants develop the **competence** as well as the **confidence** to stand up to the challenges of leading.

Although Executive Managers will also benefit, the programme focuses on the development needs of people who lead at operational level; whatever the nature of the organisation is. The leadership principles apply through all industries.

## ACCREDITATION

**Pro Talent**, the programme owner is a **SETA Accredited Provider** (Accreditation number 3949) in terms of the South African Qualifications Authority Act of 1995 and the programme offers Unit Standard credits at **NQF Level 5** towards the Qualification: **National Certificate: Generic Management**

**Pro Talent** is a **Level 4 BBB-EE** contributor and a **Value-adding** company.

## CONTACT:

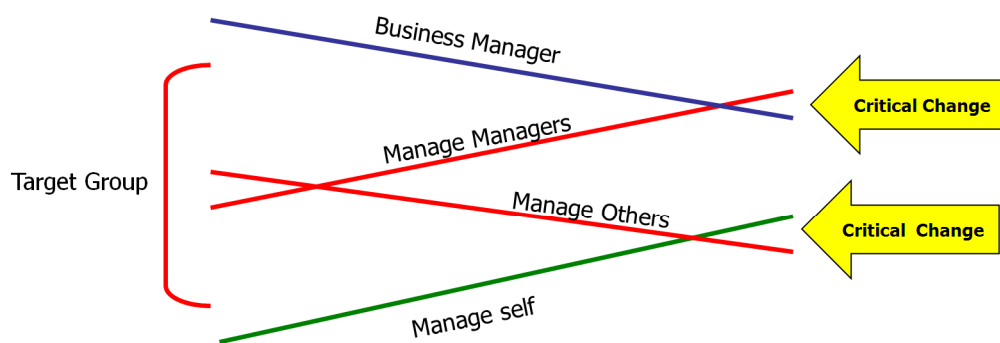
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## Target Group

With reference to Drotter's Leadership levels



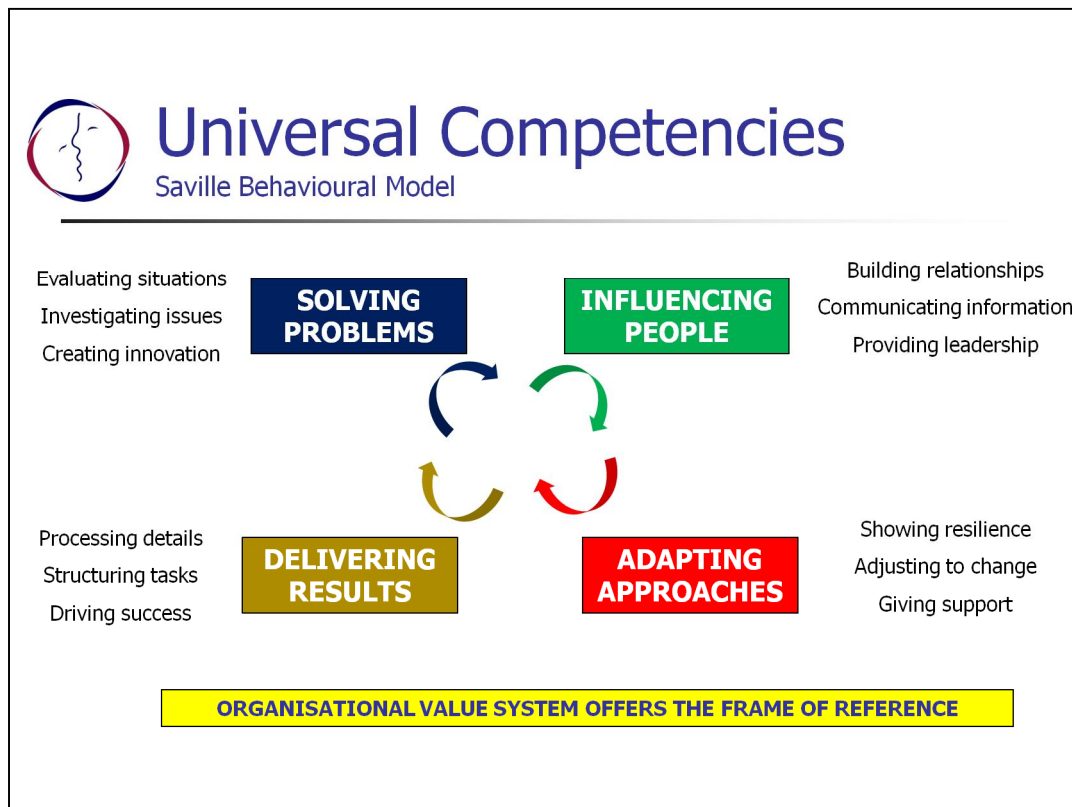
The programme also applies to Specialists, Project Managers and many others who have to lead work although they do not have direct people management responsibility

All organisations are making the transitional shift from a pyramid type hierarchical organisation (which used to work in the industrial era where laborers had to be supervised) to a flatter and more open structure consisting of networks across divisional lines.

The primary function of leaders has changed from controlling laborers to achieving results through knowledge workers.

The biggest challenge is to make the shift from DOING the work; to MANAGING the process of getting work done through the creative talent of people who should think for themselves and accept accountability for their own performance.

When someone moves into a managerial role, one needs new skills, a different time perspective and a shift in one's value orientation. This programme helps participants to understand and to make the shift.



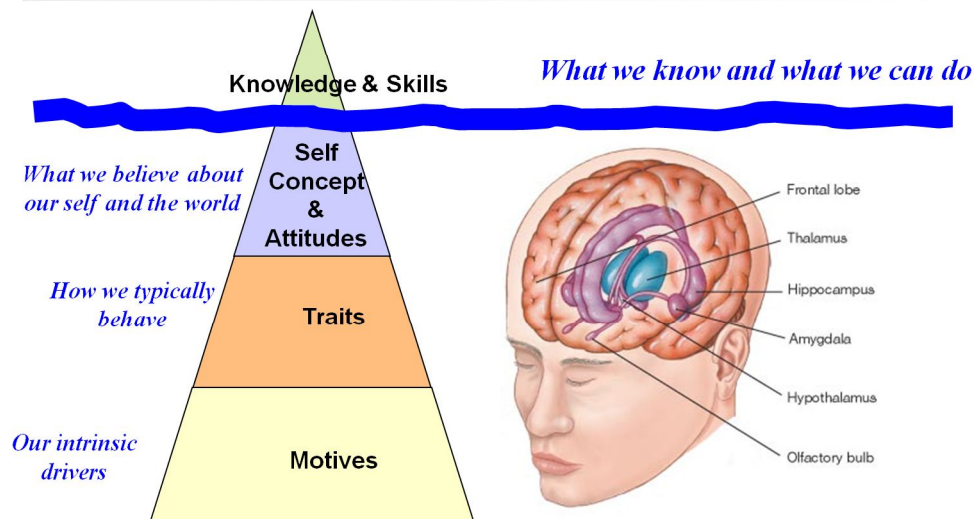
Most large organisations have their own competency frameworks which describe the critical human competencies required to achieve their strategic objectives. Yet, the same critical leadership competencies are required by effective leaders at this level of work.

License to Lead covers the full spectrum, but it also recognises the fact that there are focus areas as determined by the role of each individual.

License to Lead also reminds participants that they are supposed to lead within a unique organisational system which is defined by a value orientation. This helps participants to adapt to their environment, although they may not always agree with everything.



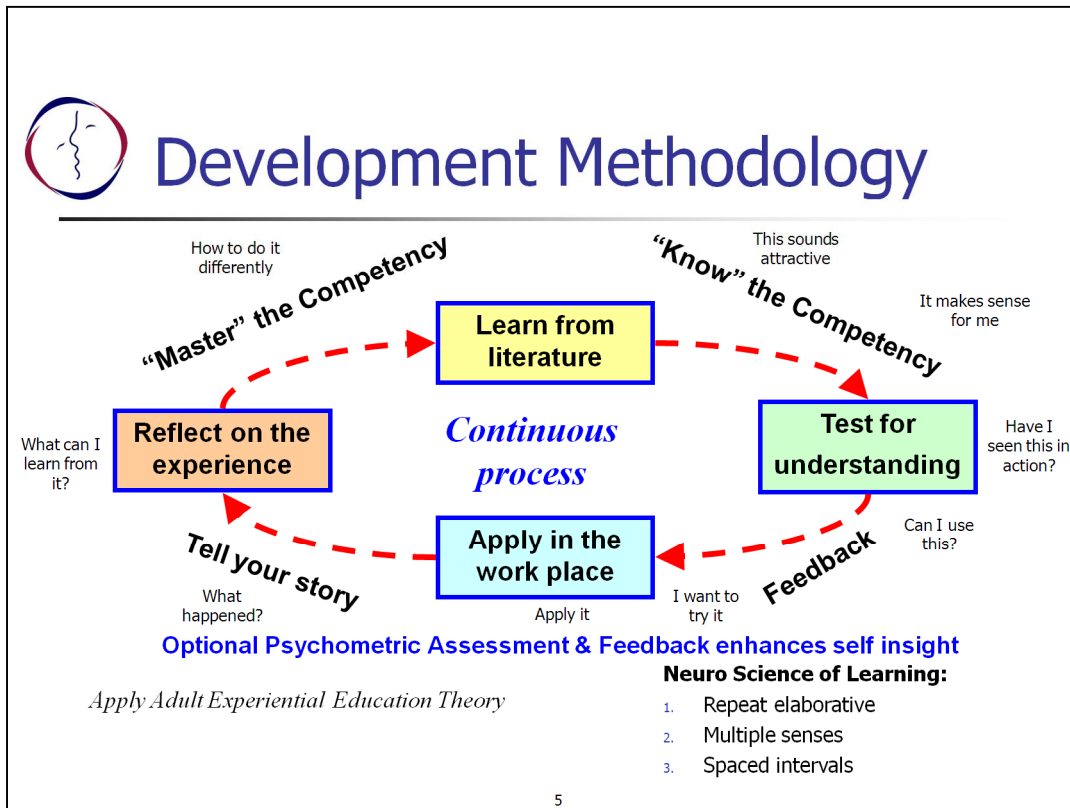
## Building the person



Neuro-Leadership: "A science for leadership and leadership development that directly takes into account the physiology of the mind and the brain" Dr. AH Ringleb & D. Rock

What is written in a CV is mostly acquired knowledge and skills. While this is a prerequisite for effective performance, we all know that it does not guarantee effective behavior in the role. People's performance is strongly influenced by underlying attitudes and motives.

License to Lead helps participants to explore and understand their own attitudes and motives and through the programme they must do honest introspection and they learn how to manage their personal feelings. This helps them to remain positive and to behave like leaders, although they may also experience frustrations. No work environment is totally ideal.



Through the programme participants go through all the stages;

1. In the group sessions they work through the material and understand the principles around leadership competence. This is where they debate issues in small break away groups and test their understanding
2. They get to know themselves through feedback from psychometric assessments; discovering their natural strengths and unique leadership styles - also becoming aware of their blind spots
3. Between modules, they apply newly acquired skills and tools in the real work life. While this adds immediate value, it also gives participants a mandated opportunity to test drive and “experience” the practical application which is further reinforced when they come back to share their experiences with the rest of the group
4. The programme creates sufficient opportunity for reflection and “looking in the mirror” to complete the learning cycle



# Programme

4 Modules of 2 Days each with 5 week break between Modules

	First Module 2 Days	Break	Second Module 2 Days	Break	Third Module 2 Days	Break	Fourth Module 2 Days
Opening Session	Introduction to the LDP	<b>ASSIGNMENT</b>	Follow-up and Review Module 1	<b>ASSIGNMENT</b>	Follow-up and Review Module 2	<b>ASSIGNMENT</b>	Follow-up and Review Module 3
Middle Session	Module 1 Workshop		Module 2 Workshop		Module 3 Workshop		Module 4 Workshop
Closing Session	Instructions for Module 1 Practical Assignment		Instructions for Module 2 Practical Assignment		Instructions for Module 3 Practical Assignment		Presentation Ceremony

License to Lead is an integrated programme where the four modules follow logically on each other. After each module there is a structured practical assignment which gives participants a mandated opportunity to try things out.

During the first session of the following module each participant is required to give feedback to the rest of the group. By sharing their experiences, participants learn from each other and they develop confidence in their own application.

The programme reaches a climax when participants do their final presentations to their “sponsors” on the last day.



## Creating Self Insight

1. Personality profile
2. Emotional intelligence
3. Leadership style
4. Levels of work
5. Competency assessment (360-degree feedback)
6. Moral competence (Trust & Integrity)
7. Listening style
8. Transactional analysis ego states
9. Conflict handling style
10. Assertiveness assessment
11. Personal motivators
12. Development priorities for a Personal Development Plan

As participants go through the four modules, they receive feedback on at least a dozen assessments.

Each assessment has a scientific (and therefore valid) basis which helps to create self insight in natural strengths and opportunities for further growth. In stead of putting participants in boxes and labeling them (like most assessments do), the programme helps them to play to their strengths. Each leader is unique and participants learn how to be the best they can be, while remaining true to themselves.

Assessments are done under the supervision of a registered Psychologist and the market Rand value of these assessments alone, is close to the total cost of the programme.



## Course Material

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Participants receive a hard cover ring file in color with black and white copies of 552 slides that describe the leadership principles in a lot of detail (In addition to Learner packs). Supplemented with templates and toolkits

- Module 1 = 150 slides
- Module 2 = 146 slides
- Module 3 = 128 slides
- Module 4 = 128 slides

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Pro Talent developed the content and sourced appropriate material from a wide variety of credible institutions to provide participants with a wealth of information in a neatly packaged file for future reference.





## Toolkits; How-to-do applications

1. Prevent conflict
2. Resolve conflict
3. Deal with diversity
4. Address poor performance
5. Address unacceptable behaviour
6. Counsel staff member
7. Conduct a briefing session
8. Develop staff confidence
9. Motivate staff
10. Give recognition and reward
11. Revitalise work unit energy
12. Empower subordinates
13. Delegate tasks
14. Coach others
15. Give positive/negative feedback
16. Lead for results
17. Set goals and targets
18. Conduct a performance review
19. Hold people accountable
20. Communicate change
21. Apply a problem solving model
22. Manage the change process
23. Deal with resistance to change
24. Stimulate innovation and learning

As participants work through the four modules, they get introduced to at least two dozen best practice toolkits and step-by-step guidelines on HOW TO play their role as leaders and HOW TO perform leadership functions.

Part of the programme is to “role play” activities in the class room situation. Others have to be applied in the work situation as part of the practical assignments between modules.

These toolkits are handy as a source of reference when back in the work situation.



# Programme Content

**Module 1: Personal leadership**

Managing own behavior to be respected and trusted as a leader worth following

**Module 2: Inter-personal leadership**

Interacting effectively with a wide variety of diverse people in different situations

**Module 3: Results leadership**

Empowering people and holding them accountable for results

**Module 4: Change leadership**

Coping with change, leading others through change and introducing change

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Module 1: The programme kicks off with an introduction to the leadership function with specific emphasis on personal trustworthiness and integrity as a prerequisite for success. You have to “master” yourself before you can try to influence others

Module 2: Leaders do not function in isolation. The act of influencing is within an interpersonal context. Even an introvert can be effective. Through the programme participants develop interpersonal confidence and competence

Module 3: Whenever there is an objective to be achieved, there is a need for leadership. Through this module participants learn how to achieve objectives through others

Module 4: Organisational success requires continuous improvement. Through this module leaders are equipped to act as change agents, to create “the learning organisation” and to manage change, innovation and renewal



## Accreditation

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PRO TALENT is accredited with Services SETA accreditation number 3949. The programme LICENSE TO LEAD is aligned to 4 Unit Standards and offers 17 credits towards the NQF level 5 qualification: National Certificate: Generic Management

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Participants who successfully complete the programme can receive a Certificate of Attendance.

In order to receive a Certificate of Competence and earn credits, the participant must submit a Portfolio of Evidence and must be assessed as competent.



## Does it add value?

### What participants say

I am at a loss of words, encouraged by what I hear from participants who have attended License to Lead. There is evidence already that we are influencing a change.

S.v.E, General Manager, Southern Operations, Multi Dimensional Business

License to Lead is a great course. It works, because I can see the change in participants in the work situation

M.C. General Manager; Human Resources

A great course that I would recommend for any person in a managerial or supervisory capacity to attend. Thanks!

F.O., Department Head, Manufacturing

When I started the programme I was sceptical. I have come to realise this is useful, because after every module I could go back to the work place and implement. I also have a better understanding of my leadership role within the organisation.

F.J. : Superintendent, Manufacturing Company

The course is actually building confidence. Observing the leaders on the first day and the last day, there is a drastic change in the way they see things.....and in their confidence. Understanding my role of a leader is empowering and this course encourages me to walk with my head high to reflect a discovered leadership within me

T.E.N. : Quality Assurance Superintendent

The learning experience was like a journey I've never taken before, especially where my confidence level was and where I am now; more ready to take action than ever before. I would like my manager to attend the same course with an open mind. He (and others in his leader group) would really benefit.

Anonymous Participant

Please contact us if you want to get a reference from our existing clients