**Developing your**

**Leadership style (Unit 406) &**

**Becoming and effective leader (Unit 522)**

**Activity book for task 2**

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**Task 2a: Performance and Engagement**

**Unit 406 – AC 1.1 Evaluate the importance of performance and engagement with followers in an organisation**

Having watched the video presentation for task 2a and conducting your own research into performance and engagement with staff, please evaluate their importance for you as a leader and the organisation on a whole.

Possible questions to frame your answer:-

*What does performance look like in your organisation? How is it measured? Is it effective? If yes/ no, why and how do you know this? What is the importance of both tactical and adaptive performance for your organisation? What could be the impact if your team did not perform well? Can you think of examples to support? Why is engagement important? How do you know if staff are engaged? What could be the impact if staff were disengaged? What could be the reasons for this and what could best practice look like?*

**Task 2b: My ability to adapt as a leader**

**Unit 406 – AC 3.2, 4.1, 4.2**

**3.2 Evaluate the impact of changes in situation on the effectiveness of the adopted style**

**4.1 Evaluate the factors which impact on leadership effectiveness**

**4.2 Assess own leadership behaviour in terms of these factors**

1. Using the information gathered from the video 2b and your own research, please consider at least **3 changes** to a situation which could impact on the effectiveness of your naturally adopted leadership style. Evaluate how these could impact both positively and negatively on the team and you as a leader.
2. Different **factors** also come into play when evaluating leadership effectiveness. Explain **at least 3** **factors** which relate to you/ your organisation and evaluate their impact. You will also need to assess your leadership **behaviour** in terms of these factors.

**Task 2c: Blanchard and Hersey’s Situational Leadership**

**Unit 522 AC 1.1**

**Evaluate own ability to use a range of leadership styles, in different situations and with different types of people, to fulfil the leadership role**

Following the information presented in video 2c, please think of 4 examples where you have used each of these leadership styles (directing, coaching, supporting, and delegating)

* What was the situation?
* Who was the individual?
* Why did you choose this style over the others?
* Was this style right for this particular situation and this person? How do you know this? If not, why and how do you know this?
* Could you have done anything better?
* Draw conclusions and recommendations for yourself.

**Task 2d: Emotional intelligence**

**Unit 522 AC 1.2**

**Use theories of emotional intelligence to review the effect of emotions on own and others’ performance**

After watching video 2d you will hopefully know a little bit more about EI theories. You will now need to review the effect of emotions on your own **and** others’ performance. Where possible, think of examples – did this end up being a positive or negative experience? Why? What impact did it have on you and the team? Was there anything you would do differently next time?

At least one example of the effect on **own** performance and at least one example of **others’** performance required please.

**Task 2e: Key skills as a leader - Setting direction, motivating, delegating and empowering**

**Unit 522 AC 2.1 and 2.2**

**Review own ability to set direction and communicate this to others**

**Review own ability to motivate, delegate and empower others**

Please watch video 2e to assist you with this activity.As part of the review of the above, please consider how well do you do this, and what may need to be done about it?

**Optional additional activity: Personal Development Action Plan**

As for task 1, you can use the activities you have completed to identify further areas where you could improve your leadership approach. From this, formulate an Action Plan to develop your own leadership styles.

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| Area for development (Goal) | Specific action to be taken  (Objective) | Benefits of development (How will this improve your leadership and management) | Success Criteria  (How will you know you have been successful in achieving the objectives) | Target date | Monitoring and Review  (How will you monitor and review your progress) |
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