BTEC
HIGHER NATIONALS

Sport and Exercise Science

Higher National

Diploma Lvl 5

P Pearson

Unit 28: Leadership & Management

Unit code	K/616/1696
Unit level	5
Credit value	15

Introduction

Leadership and management skills are essential for any workplace – and not just those who officially hold positions of authority. Skills for leadership are essential in any effective team and allow individuals to develop as well as meet targets and create successful projects.

Developing professional and effective relationships in the workplace is an essential skill for anyone looking to move forward in their career. This unit will enable students to identify the key characteristics of an effective leader and manager as well as to evaluate their own ability to lead groups and teams. Students will develop the skills of organisation, mentoring, delegation and coaching to make the best of any team and generate positive results.

Students will take part in many practical activities to develop inter- and intrapersonal skills, enabling them to reflect on their own professional conduct and performance.

Learning Outcomes

By the end of this unit students will be able to:

1. Develop techniques for effective organisation and delegation within a team

2. Review skills for feedback and management of individuals to improve performance

3. Discover methods for improving leadership and management skills

4. Demonstrate knowledge of coaching and mentoring to support team members.

Essential content

LO1 Develop techniques for effective organisation and delegation within a team

Key topics for managing effectively:

Responsibility and accountability

Authority and power

Dealing with setbacks

Delegation:

Splitting up manageable tasks

Identifying priorities for action

Allocating tasks based on strengths and skills

Empowerment of colleagues

Setting and managing achievable targets

LO2 Review skills for feedback and management of individuals to improve performance

The role of the manager:

Skills: communication, assertiveness, difficult conversations

Responsibilities: identifying issues, seeking help

Feedback:

Effective praise

Framing feedback

Feedback for improvement

Motivation:

Types of motivation

Values of the team

LO3 Discover methods for improving leadership and management skills

Workplace behaviour:

Assertion and aggression

Professional language

Role modelling

Leadership styles:

Transformational/autocratic/democratic/servant/strategic, etc.

Working as a team:

Identifying strengths and weaknesses

Developing teamwork

Honesty and integrity in the workplace

LO4 Demonstrate knowledge of coaching and mentoring to support team members

The boundaries and ethics surrounding coaching and mentoring roles:

Coaching conversations and their place in the workplace

Identifying appropriate scenarios for coaching or mentoring

Characteristics of successful supportive relationships

Skills and coaching approaches:

Qualities and characteristics

Identifying personality traits

GROW model

Models of reflective practice, i.e. Gibbs, Kolb

The structure of coaching conversations

Transformational leadership in practice (Bass & Riggio, 2006)

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Develop techniques for effective organisation and delegation within a team		
P1 Differentiate between authority and power, responsibility and accountability **P2** Conduct planning tasks designed to achieve project objectives	**M1** Justify delegation of tasks to individuals, taking into account strengths and weaknesses	**D1** Demonstrate effective planning and organisation within the leadership of an activity
LO2 Review skills for feedback and management of individuals to improve performance		
P3 Investigate and report the role of the manager in improving an individual's performance **P4** Recognise the characteristics of effective feedback to improve performance	**M2** Explore the use of feedback and motivation to support performance improvements	**D2** Evaluate personal approach to feedback and motivation and identify areas for improvement
LO3 Discover methods for improving leadership and management skills		
P5 Demonstrate knowledge of the difference between aggression and assertiveness in the workplace **P6** Review interpersonal skills and qualities and how they may affect team dynamics	**M3** Review methods for improving management and leadership performance	**D3** Reflect on leadership and management experiences and create an action plan for improvement
LO4 Demonstrate knowledge of coaching and mentoring to support team members		
P7 Differentiate between coaching and mentoring and the roles they play in team development **P8** Investigate when coaching or mentoring are more appropriate and which methods to use	**M4** Explore the use of different coaching and mentoring techniques in a variety of situations	**D4** Apply knowledge of coaching and mentoring when leading a group project

Recommended resources

Textbooks

ARMSTRONG, M. (London) (2016) *Armstrong's handbook of management and leadership for HR: developing effective people skills for better leadership and management.* Kogan Page.

CLUTTERBUCK, D.A. (London) (2017) *The SAGE Handbook of Mentoring.* SAGE.

DRAGO-SEVERSON, E. (Cambridge) (2016) *Tell me so I can hear you: a developmental approach to feedback for educators.* Harvard Education Press.

REES, G. (London) (2016) *Leading, managing and developing people*. Chartered Institute of Personnel and Development.

Links

This unit links to the following related units:

Unit 2: Fundamentals of Sport & Exercise Psychology

Unit 12: Community Coaching

Unit 25: Work Experience.