Critical Leadership: Theory and Practice U23369

Week 20 - Leader Training and Development

Session Aims

- Discuss what you have learnt from last week's Practical Leadership Tasks

- Generic feedback from Assessment 1.

- Debate the effectiveness of leader and leadership training and development

- Preparations for Personal Leadership Portfolio

Activity 1

- Reflect and discuss with a neighbour what you have learnt about last week's Practical Leadership Tasks (PLTs).

- Advantages and disadvantages (limitations)?

- To what extent are they relevant for today's business?

2.2. Summary of plans to meet identified development needs

Based on the summary of development points from section 1.3, a plan of action should be included:

Identified development need. What do you need to learn?	Planned development activity. How do you intend to learn?	Intended measurement. How will you know learning has taken place?	Timescale. When will you do this?

Be specific in your portfolio

- What is the clear learning need?
- The activities you intend to use and WHY these are appropriate e.g.
  - What self-directed learning?
  - What reading or eLearning?
  - Who will be a coach or mentor?
- If using experiential approaches
  - What experience will be used and why?
  - Who will give feedback?
  - How will you record your reflective learning?
- How will you evaluate the outcome?

Activity 2

- Select ONE thing that you suspect or now know will appear in your portfolio as a development need

- Identify a way that this could be developed

- Write 2 or 3 sentences justifying your choice

- Discuss this with a neighbour

Activity 3

- Scan the journal article by Day (2001) entitled Leadership Development: A review in Context and compare and contrast with the article by Day and Harrison (2007) entitled A Multilevel based approach to leadership development and bring out the main issues.

- Compare your findings with your neighbour/s and be prepared to discuss.

- 30 minutes

Video Ted Talk – What it takes to be a great leader

- Please watch the video and make notes on any leader recruitment, assessment and development issues for discussion.

Selected references

- Beer, M., Finnstrom, M. and Shrader, D. (2016). Why leadership training fails – and what to do about it. *Harvard Business Review*, October 2016, 50-57

- Dai, W. and Tymon, A. (2016). Leadership and leadership development. (chapter 5). In *Leading Managing and Developing People.* Rees and French (eds). London. CIPD.

- Gold, J., Thorpe, R. and Mumford, A. (2010). *Leadership and management Development*. 5th ed. London, CIP. p.151.

- Cheetham, G. and Chivers, G. (2001). How professionals learn in practice: an investigation of informal learning amongst people working I the professions. *Journal of European Industrial Training*, 25 95), 248-292

- Tymon & Mackay (2016). Developing Employees. (Chapter 10). In *Leading Managing and Developing People.* Rees and French (eds). London. CIPD.