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| **Minor Award Name** | **Team Leadership** |
| **Minor Award Code** | **6N1948** |
| **Level** | **6** |

**Suggested resources to support delivery:**

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| --- | --- | --- | --- | --- |
| **Theme/Topic** | **Type** | **Relevance** | **Author/Source** | **Web Link** |
| Stages of Team Development | Book | Chapter 12: Explains Tuckman’s 5 stages of team development: Forming, Storming, Norming, Performing and Adjourning. | Building Management Skills: An Action First Approach, R. Daft & D. Marcic, (2014), South Western | [https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref=sr\_1\_1?s=books&ie=UTF8&qid=1470840450&sr=1-1&keywords=Building+Management+Skills%3A+An+Action+First+Approach](https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1470840450&sr=1-1&keywords=Building+Management+Skills%3A+An+Action+First+Approach) |
| Stages of Team Development | Webpage | This webpage includes a video explaining Tuckman’s 5 stages of team development model as well as a section examining the actions of leadership at each stage. | MindTools | <https://www.mindtools.com/pages/article/newLDR_86.htm> |
| Types of Teams | Blog | This blog looks at the most common types of teams in the workplace. | Capsim Blog[Evan Meyer](http://www.capsim.com/blog/author/evan/) | <http://www.capsim.com/blog/what-different-types-of-teams-are-in-the-workplace/> |
| Multi Team environment | e-book | This e-book provides a framework for organisations to build effective global teams. | Global Teams: How Top Multinationals span Boundaries and Cultures with High Speed Teamwork | [http://dlx.bookzz.org/genesis/573000/148fc62e4d0bd79fb976a120d0e4a040/\_as/[Michael\_Marquardt]\_Global\_Teams\_How\_Top\_Multinat(BookZZ.org).pdf](http://dlx.bookzz.org/genesis/573000/148fc62e4d0bd79fb976a120d0e4a040/_as/%5BMichael_Marquardt%5D_Global_Teams_How_Top_Multinat%28BookZZ.org%29.pdf) |
| Characteristics of Effective Teams | Book | Chapter 12: Examines six elements that contribute to effective and successful teamwork. | Building Management Skills: An Action First Approach, R. Daft & D. Marcic, (2014), South Western | [https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref=sr\_1\_1?s=books&ie=UTF8&qid=1470840450&sr=1-1&keywords=Building+Management+Skills%3A+An+Action+First+Approach](https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1470840450&sr=1-1&keywords=Building+Management+Skills%3A+An+Action+First+Approach) |
| Characteristics of Effective Teams | Webpage | This web link lists the characteristics of a good team and team member. | [The Team Building Directory](http://www.innovativeteambuilding.co.uk/) | <http://www.innovativeteambuilding.co.uk/characteristics-of-a-good-team-and-team-member/> |
| Team effectiveness | Webpage | This article: ‘Team Effectiveness Assessment, How Good is Your Team?’ outlines how to assess how effective a team is. | Mindtools | <https://www.mindtools.com/pages/article/newTMM_84.htm> |
| Roles within Teams | Website | This website identifies nine different behaviours that individuals display in teams, as theorized by Dr. Meredith Belbin. | Belbin Team Roles | <http://www.belbin.com/about/belbin-team-roles/> |
| Leadership & management | Journal | This article distinguishes between the concept of leadership and management. It provides a useful table of comparisons between leadership and management.  | International Journal of Management, Business, and AdministrationVolume 14, Number 1, 2011Fred C. Lunenburg | [http://www.nationalforum.com/Electronic%20Journal%20Volumes/Lunenburg,%20Fred%20C.%20Leadership%20versus%20Management%20IJMBA%20V14%20N1%202011.pdf](http://www.nationalforum.com/Electronic%20Journal%20Volumes/Lunenburg%2C%20Fred%20C.%20Leadership%20versus%20Management%20IJMBA%20V14%20N1%202011.pdf) |
| Leadership Styles | Book | Chapter 4: Discusses leadership philosophy and the commonly observed leadership styles: authoritarian, democratic and laissez-faire.  | Introduction to Leadership, Concepts and Practice, P. G. Northouse, (2015), California: Sage Publications, Inc. | [https://www.amazon.co.uk/Introduction-Leadership-Concepts-Peter-Northouse/dp/1412989523/ref=sr\_1\_1?s=books&ie=UTF8&qid=1470840520&sr=1-1&keywords=Introduction+to+Leadership%2C+Concepts+and+Practice](https://www.amazon.co.uk/Introduction-Leadership-Concepts-Peter-Northouse/dp/1412989523/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1470840520&sr=1-1&keywords=Introduction+to+Leadership%2C+Concepts+and+Practice) |
| Leadership Traits | Book | Chapter 2: Discusses leadership traits and how they are related to effective leadership.  |
| Leadership theories | Webpage | This webpage provides an overview of the models, styles and philosophies of leadership. | James Scouller and Alan Chapman 2011-14. | <http://www.businessballs.com/leadership-theories.htm#kurt-lewin's-three-styles-model> |
| Leadership | Webpage | This webpage describes the leadership process model; which shows the relationship between four key factors (leader, followers, the context and the outcomes) that contribute to leadership success or failure. | Mindtools | <https://www.mindtools.com/pages/article/leadership-process.htm> |
| Coaching and mentoring | Blog | A useful table showing differences between coaching and mentoring. | [Thresette Briggs](https://www.td.org/Publications/Author.aspx?ItemId=EE39CDFF51F645649D500F8543CF2A22): Association for Talent Development | <https://www.td.org/Publications/Blogs/Management-Blog/2013/07/Developing-Future-Leaders-with-Mentoring-and-Coaching> |
| Coaching and mentoring | Webpage | This article outlines the key differences between coaching and mentoring. | Management Mentors | <http://www.management-mentors.com/resources/coaching-mentoring-differences> |
| Coaching and mentoring | Online document | Chapter 2: Outlines the key differences between coaching and mentoring and the key principles that ensure quality coaching and mentoring. | Fran Deans and Louise Oakley: INTRAC | <http://www.intrac.org/data/files/resources/371/Praxis-Paper-14-Coaching-and-Mentoring-for-Leadership-Development.pdf> |
| Leadership Skills | Online document | This is a guide which helps a person to review their interpersonal skills and leadership style. | Failte Ireland | <http://www.failteireland.ie/FailteIreland/media/WebsiteStructure/Documents/2_Develop_Your_Business/1_StartGrow_Your_Business/Leadership-Skills.pdf> |
| Learning Organisation | YouTube | A 2 minute animated clip outlining what a learning organisation is. | Aya Frankel | <https://www.youtube.com/watch?v=BbZw6ceHdLQ> |
| Project Management | Website | This website provides information on project management, tools and processes involved. | Business Balls | <http://www.businessballs.com/project.htm#project-management-tools> |
| Leadership | YouTube | A 3:30 minute video clip: What makes a great leader? By Peter Senge, Author of The Fifth Discipline. | Peter Senge | <https://www.youtube.com/watch?v=1aYaj2-GZqk> |
| Leadership | TEDEd | A 1:40 minutes video clip: Peter Senge: Are Great Leaders Born or Made? | Peter Senge | <http://ed.ted.com/on/Nx0Rom5W> |
| Organisational Planning | Blog | How to create smart objectives. | George Ambler | <http://www.georgeambler.com/how-to-create-smart-objectives/?utm_medium=twitter&utm_source=twitterfeed> |
| Organisational Planning | Blog | This blog outlines how to write SMART goals and objectives. It also has a good graphic on SMART. | Cognology | <http://www.cognology.com.au/learning_center/howtowritesmartobj/> |
| Goal setting | Document | This white paper provides an overview and refresher about setting goals. It shows how goals cascade through an organisation from business down to team to individual. It also shows how goals connect to project management. The GROW model of coaching is described and how it can be used in goal setting and performance. | Oracle | <http://www.oracle.com/us/media1/goal-setting-fresh-perspective-ee-1679275.pdf> |
| Teamwork strategies | Blog | It outlines how to teach teamwork and includes team formation, project design and teamwork strategies.  | Ben Schneiderman | <http://blog.oup.com/2016/07/teaching-teamwork/> |
| Organisational Planning | Webpage | SMART Goals: How to Make Your Goals Achievable. | Mindtools | <https://www.mindtools.com/pages/article/smart-goals.htm?utm_source=Twitter&utm_medium=social&utm_campaign=mtpage> |
| Teamwork planning, agreeing objectives, monitoring and evaluation | Document | This document is a national (Northern Ireland) occupational standard and outlines making the best use of a team and its members so that they can achieve an organisation's objectives. It covers allocating work, agreeing objectives, and setting out plans and methods of working. It also involves monitoring and evaluating the work of your team and its members and providing feedback to them on their performance. | Northern Ireland Fire Rescue Service | <http://www.nifrs.org/wp-content/uploads/2015/06/SFJEFSM14.pdf> |
| Goal planning | Webpage | This webpage provides an outline of goal planning and a goal planning template. | Business Balls | <http://www.businessballs.com/goal_planning.htm> |
| Organisational Strategy | Book | Chapter 1: What is strategy and why is it important? | Crafting and Executing Strategy The quest for competitive advantage, Thompson et al. (2013), McGraw Hill | [https://www.amazon.co.uk/Crafting-Executing-Strategy-Competitive-Advantage/dp/B00BUS2QIA/ref=sr\_1\_1?s=books&ie=UTF8&qid=1470996990&sr=1-1&keywords=crafting+and+executing+strategy](https://www.amazon.co.uk/Crafting-Executing-Strategy-Competitive-Advantage/dp/B00BUS2QIA/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1470996990&sr=1-1&keywords=crafting+and+executing+strategy) |
| Objectives | Book | Chapter 2: Charting an organisation’s direction: vision and mission, objectives and strategy. It outlines the purpose of setting objectives and the need for objectives at all organisation levels. |
| Goals and objectives | Online document | This chapter is an extract from e-book Management Principles. Chapter 6: Goals and objectives. It outlines the difference between goals and objectives and how they link to organisational planning. | Carpenter, Bauer & Erdogan | <http://saylor.org/site/wp-content/uploads/2011/06/BUS208-4.2.pdf> |
| Strategy | Webpage | This webpage explains what strategy is and how it exists at different levels of an organisation | Tutor2U | <http://www.tutor2u.net/business/reference/what-is-strategy> |
| Motivation theories | Online Video | Video explaining Maslow’s Hierarchy of Needs.  | Tutor2U  | <http://www.tutor2u.net/business/reference/motivation-theory-maslow-video> |
| Motivation theories | Online Video | Video of Herzberg’s Two Factor Theory of employee motivation which explains Motivators and Hygiene Factors.  | Tutor2U  | <http://www.tutor2u.net/business/reference/motivational-theory-herzberg-two-factor-theory> |
| Motivation theories | Webpage | This web link explains McGregor’s X Theory and Y Theory which looks at how a manager's perceptions of what motivates his or her team members affects the way he or she behaves | MindTools | <https://www.mindtools.com/pages/article/newLDR_74.htm> |
| Strategies to enhance team motivation | Webpage | This web link evaluates how the different motivational theories can improve team performance. | Educational Business Articles | <http://www.educational-business-articles.com/motivation-theories/> |
| Strategies to enhance team motivation | Book | Chapter 12: Examines how managers can enhance team motivation by:* Designing motivating jobs
* Using rewards appropriately
* Empowering people
* Giving meaning to work through engagement
 | Building Management Skills: An Action First Approach, R. Daft & D Marcic, (2014), South Western  | [https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref=sr\_1\_1?ie=UTF8&qid=1477047471&sr=8-1&keywords=Building+Management+Skills%3A+An+Action-First+Approach](https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref%3Dsr_1_1?ie=UTF8&qid=1477047471&sr=8-1&keywords=Building+Management+Skills%3A+An+Action-First+Approach)  |
| Strategies to enhance team motivation | YouTube video | This HR video presentation describes how Supervisors can motivate staff, increase employee retention, and create high performing employees. | Employee Engagement and Productivity -How Supervisors Can Motivate Staff:MyHRpro  | <https://www.youtube.com/watch?v=hCKiAWjMCyo> |
| Team Building | Webpage | This webpage outlines the steps to build an effective team. | Berkley Human Resources | <http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/steps> |
| Team Building | Webpage | This webpage outlines five team-building exercises that can help a team communicate better.  | MindTools | <https://www.mindtools.com/pages/article/team-building-communication.htm> |
| Team Building | TED Talk | In this 7-minute TED Talk, designer Tom Wujec presents the example of a simple team building exercise he calls “the marshmallow problem” to highlight how a good design is an outcome of sound, skilled collaboration. | Tom Wujec – Build a Tower, build a team | <http://www.ted.com/talks/tom_wujec_build_a_tower> |
| Supporting the team | Webpage | This webpage examines the stages of team development in more detail by explaining the feelings and behaviours of team members at each stage as well as the team tasks required. | Judith Stein - Using the Stages of Team Development  | <http://hrweb.mit.edu/learning-development/learning-topics/teams/articles/stages-development> |
| Supporting the team as an effective team leader | Webpage | This webpage explains the characteristics of an effective team leader in supporting the team and getting the best out of them. | Management Study Guide – Role of Team Leader in Team building | <http://www.managementstudyguide.com/role-of-team-leader.htm> |
| Motivating the team | Webpage | This webpage describes a basic toolkit of motivational strategies to maintain team member cooperation. | Jonathan Lister - How to Motivate a Team with Good Leadership Qualities | <http://smallbusiness.chron.com/motivate-team-good-leadership-qualities-36865.html> |
| Motivating the team | Book | Chapter 7: Examines the link between individual needs and motivation. The chapter includes an examination of intrinsic and extrinsic motivation and the types of rewards associated with both. It explains how to motivate people by shaping behavior. | Building Management Skills: An Action First Approach, R. Daft & D Marcic, (2014), South Western | [https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref=sr\_1\_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills](https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills)  |
| Interpersonal Communication | Book | Chapter 6: Outlines the interpersonal skills required by an effective leader including:* Being Socially Perceptive
* Showing Emotional Intelligence
* Handling Conflict
 | Introduction to Leadership, Concepts and Practice, P. G. Northouse, (2015), California: Sage Publications, Inc. | [https://www.amazon.co.uk/Introduction-Leadership-Concepts-Peter-Northouse/dp/1412989523/ref=sr\_1\_1?s=books&ie=UTF8&qid=1470840520&sr=1-1&keywords=Introduction+to+Leadership%2C+Concepts+and+Practice](https://www.amazon.co.uk/Introduction-Leadership-Concepts-Peter-Northouse/dp/1412989523/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1470840520&sr=1-1&keywords=Introduction+to+Leadership%2C+Concepts+and+Practice) |
| Interpersonal Communication | Webpage | This webpage outlines three key core aspects of interpersonal communication as it relates to leadership. | C. Robert Newton -Interpersonal Communication Keys to Effective Leadership | <https://www.linkedin.com/pulse/20140925170603-27733619-interpersonal-communication-keys-to-effective-leadership> |
| Meeting Management  | Book | Chapter 12: Examines 5 keys to holding effective meetings. The chapter also gives consideration to running virtual team meetings. | Building Management Skills: An Action First Approach, R. Daft & D Marcic, (2014), South Western | [https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref=sr\_1\_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills](https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills)  |
| Time Management | YouTube video | In this 4:41 minute video clip Paul Mitchell examines the "Three Types of Time" that exist in any executive's life and explain why you need to address all 3 to be an effective leader. | Paul Mitchell: The Three Types Of Time | <https://www.youtube.com/watch?v=BMNE3BRJ4u4> |
| Team leadership and Inter/Intra-team reporting structures | Webpage | This webpage looks at the specific challenges of leading a cross-functional team versus a single-function team. It also shows how to use the capabilities that a cross-functional team can provide. | Mindtools | <https://www.mindtools.com/pages/article/newTMM_30.htm> |
| Team Negotiation | Webpage | This webpage outlines how a manager of a project should focus on his/her team when executing a plan. | Jennifer Russell – Project Smart | <https://www.projectsmart.co.uk/dont-just-manage-the-plan-engage-your-team-members.php> |
| Team Negotiation  | Webpage | This team planning exercise involves all team members in planning and sharing out the workload. | KnowhowNonprofit website | <https://knowhownonprofit.org/people/teams/effectiveteam/exercise> |
| The Skill of Delegation | Webpage | This webpage discusses delegation as a management skill.  | Business Balls | <http://www.businessballs.com/delegation.htm> |
| Effective Delegation  | Book | Chapter 9 pgs. 349-350: Discusses what it means to delegate effectively and considers key points to consider when you begin delegating.  | Building Management Skills: An Action First Approach, R. Daft & D Marcic, (2014), South Western | [https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref=sr\_1\_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills](https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills) |
| Effective Delegation  | Online Video | This video and accompanying webpage explains how a team leader can identify what tasks they are doing that could be delegated to other team members. | Stephen Goldberg – Optimus Performance | <http://www.optimusperformance.ca/yikes-my-boss-is-doing-my-job-2/> |
| Monitoring and evaluation | Document | This document is a national (Northern Ireland) occupational standard and outlines making the best use of your team and its members so that they can achieve your organisation's objectives. It also covers the work of a team and providing feedback to them on their performance. | Northern Ireland Fire Rescue Service | <http://www.nifrs.org/wp-content/uploads/2015/06/SFJEFSM14.pdf> |
| Monitoring  | Document | This document explains why and how a team’s performance can be monitored. | Institute of Leadership & Management | <http://www.teamenterprises.co.uk/wp-content/uploads/2014/10/Monitoring-the-teams-performance.pdf> |
| Establishing a team plan, Negotiation, monitoring progress | Document | This document outlines what an effective team is, shared leadership. It describes establishing a team plan, negotiation and monitoring progress. | Achieving team goals | <https://www.dlsweb.rmit.edu.au/toolbox/legal/OFFICE/T07/T07_A/T7_LIB/T5_ATG.HTML> |
| Working in teams | Webpage | This webpage outlines how teamwork can be used to build a better workplace.A Chartered Management Institute case study. | Business case studies | <http://businesscasestudies.co.uk/cmi/using-teamwork-to-build-a-better-workplace/#axzz4GBjKWfH6> |
| Measure and review progress | Book | Chapter 13: Outlines how to set goals and expectations, develop action plans, measure and review progress and appraise performance. It also discusses how to evaluate people. | Building Management Skills: An Action First Approach, R. Daft & D Marcic, (2014), South Western | [https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref=sr\_1\_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills](https://www.amazon.co.uk/Building-Management-Skills-Action-First-Approach/dp/1285188225/ref%3Dsr_1_1?s=books&ie=UTF8&qid=1476892589&sr=1-1&keywords=Building+Management+Skills) |
| Building a team | Webpage | This webpage outlines the steps a leader takes building an effective team. | Berkeley Human Resources | <http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/interaction/team-building/steps> |

**Useful Books:**

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| **Name** | **Author** | **Publisher** |
| Building Management Skills: An Action First Approach, (2014) | R. Daft & D. Marcic | South Western |
| Crafting and Executing Strategy The Quest for Competitive Advantage, (2013) | Thompson, Strickland, Gamble, Peteraf, Janes & Sutton | McGraw Hill |
| Introduction to Leadership, Concepts and Practice, (2015)  | P. G. Northouse | Sage Publications Inc. |
| The 7 Habits of Highly Effective People, (2004) | S. R. Covey | Simon & Schuster |

**Useful Organisations:**

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| **Name** | **Contact Information** |
| Failte Ireland | [www.failteireland.ie](http://www.failteireland.ie) |
| Enterprise Ireland | <https://www.enterprise-ireland.com/en/> |
| IBEC | [**http://www.ibec.ie/**](http://www.ibec.ie/) |
| Irish Institute of Training and Development | <http://www.iitd.ie/>  |
| Chartered Institute of Personnel Development | <http://www.cipd.co.uk/global/europe/ireland/default.aspx> |
| Belbin Team Roles | <http://www.belbin.com/> |

**Useful Reference Websites:**

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| **Name** | **Contact Information** |
| Mindtools | <https://www.mindtools.com/> |
| Business Balls | [**http://www.businessballs.com**](http://www.businessballs.com) |
| Tutor2U | <http://www.tutor2u.net>  |

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| **MOOCs (Massive Online Open Courses)** |
| Free access to online coursesSearch regularly for new courses and new start dates | <https://www.mooc-list.com/>  |
| Working in Multidisciplinary Teams | [https://www.pok.polimi.it/courses/course-v1:Polimi+WMT101+2016\_M6/about](https://www.pok.polimi.it/courses/course-v1%3APolimi%2BWMT101%2B2016_M6/about) |
| Organizational Behaviour: Managing People | [https://www.coursera.org/learn/managing-people-iese?siteID=.GqSdLGGurk-XNNlrWEuyxyCtP3wOncyjA&utm\_content=10&utm\_medium=partners&utm\_source=linkshare&utm\_campaign=\*GqSdLGGurk](https://www.coursera.org/learn/managing-people-iese?siteID=.GqSdLGGurk-XNNlrWEuyxyCtP3wOncyjA&utm_content=10&utm_medium=partners&utm_source=linkshare&utm_campaign=*GqSdLGGurk) |

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| **Minor Award Name** | **Team Leadership** |
| **Minor Award Code** | **6N1948** |
| **Level** | **6** |

**Suggested resources to support delivery:**

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| --- | --- | --- | --- | --- |
| **Theme/Topic** | **Type** | **Relevance** | **Author/Source** | **Web Link** |
| Research the elements and stages of team development, to include different kinds of teams, a multi-team environment, the characteristics of an effective team and the need for different roles for individuals | PowerPoint | Introduces Tuckman’s “Forming, Storming, Norming, Performing” model for team development. | Scialfa Ruth H Mora | <http://www.oocities.org/estarapapax/Team_Development.ppt> |
| Website | Investigates the need for different roles within a team | Dr. Meredith Belbin | <http://www.belbin.com/about/belbin-team-roles/> |
| PDF | Examines the characteristics of an effective team. Offers activities that can be completed in class | Adapted from Problem Solving Video, Workplace Videos 2000, Glencoe McGraw | <https://www.dol.gov/odep/topics/youth/softskills/teamwork.pdf> |
| PowerPoint | Characteristics of different types of teams | California State Univerity | <http://www.csus.edu/indiv/a/antonenl/ppt/ch08.ppt> |
| Webpage | Looks at the 7 team types required in successful business | Beth Miller | <http://www.business2community.com/strategy/7-team-types-that-make-business-possible-0177106#jbKsC1HpD06DeVtt.97> |
| Website | Lists of strengths associated with Leadership and groupings to identify which one individuals belong to.  | StrengthsFinder | <http://www.strengthstest.com/strengthsfinder-leadership-themes> |
| Evaluate the concepts of leadership and management, different leadership and management styles and the principal theories that underpin these, to include leadership in different contexts and environments such as mentoring, coaching, project management, the learning organisation and the debate over leadership versus management | PDF | Introduces the concepts of leadership and management – a comprehensive overview | Kurt Darr | <http://samples.jbpub.com/9780763742911/42910_CH02_007_024.pdf> |
| YouTube | Different leadership and management styles using clips to demonstrate | Rehan Rasool | <https://www.youtube.com/watch?v=cYA7eMoxUBA> |
| Prezi | Leadership Theories – leadership in different contexts | Tim Marczak | <https://prezi.com/95rz_4dswvv7/leadership-theories> |
| Webpage | Core Leadership Theory | Mindtools Editorial Team | <https://www.mindtools.com/pages/article/leadership-theories.htm> |
| Webpage | 12 different types of leadership | Ahmed Raza | <http://wisetoast.com/12-different-types-of-leadership-styles/> |
| Webpaget | Identifying the differences between mentoring and coaching | The Brefi Group | <http://www.brefigroup.co.uk/coaching/coaching_and_mentoring.html> |
| PowerPoint | Leading vs. Managing | Cal State University | <http://web.calstatela.edu/faculty/jpark/Leadership.ppt> |
| Participate in organisational planning and in teamwork planning, to include setting specific, measurable, attainable, relevant and time-bound (SMART) objectives, ongoing monitoring of progress, and evaluation | YouTube | How to set SMART goals | TimeVest | <https://www.youtube.com/watch?v=eSFoywS7Mt4> |
| Webpage | How to implement a plan of action to strengthen teamwork | Kevin Johnston | <http://smallbusiness.chron.com/implement-plan-action-strengthen-teamwork-13104.html> |
| Document | SMART goals template | University of Texas | <https://www.uth.edu/dotAsset/9e70db2f-583f-4b82-b81a-92acf0ac3c3a.ukn> |
| PDF Handbook | 10 steps to monitoring and evaluation results based outcomes | World Bank - Jody Zall Kusek Ray C. Rist | <https://www.oecd.org/derec/worldbankgroup/35281194.pdf> |
| Webpage | How to create a monitoring and evaluation plan | tools4dev.org | <http://www.tools4dev.org/resources/how-to-create-an-monitoring-and-evaluation-system/> |
| Distinguish between organisational strategy, objectives and goals | Webpage | Definitions and distinguishing factors between strategy, objectives and goals | Forbes.com | <http://www.forbes.com/sites/mikalbelicove/2013/09/27/understanding-goals-strategies-objectives-and-tactics-in-the-age-of-social/#3b0e73f5658e> |
| YouTube | *Goals, Objectives, Strategies & Tactics: What's the difference?* | [RDBAweekly](https://www.youtube.com/channel/UCjAqEv67ayuHANyVPqn54RQ) | <https://www.youtube.com/watch?v=voZI75TyeHI> |
| PDF Worksheet | Identifying goals and strategy | Community Health Improvement Resources | <http://health.mo.gov/data/interventionmica/IdentifyingGoalsandPrioritizingObjectivesWorksheet.pdf>  |
| Evaluate a range of current motivation theories and practical strategies to enhance motivation in teams | Webpage | Theories of Motivation | analytictech.com | <http://www.analytictech.com/mb021/motivation.htm> |
| YouTube | The Power of Motivation | Tabitha Bailey | <https://www.youtube.com/watch?v=hmWD2HdoZ7k> |
| Webpage | How to keep employees motivated | Forbes.com | <http://www.forbes.com/2010/09/16/employees-motivation-business-forbes-woman-leadership-communication.html> |
| Webpage | Six Quick Teamwork Games to Engage Employees at Work | [Zaina Ghabra](http://www.refreshleadership.com/index.php/author/zaina-ghabra/)  | <http://www.refreshleadership.com/index.php/2012/08/quick-games-engage-employees-work/> |
| Demonstrate team leadership, to include team building, supporting team members at different stages of team development, motivation strategies, interpersonal communications, time and meeting management and use of inter-team and intra-team reporting structures | Webpage | Ultimate Guide to Team Building Activities | Emily Bonnie  | <https://www.wrike.com/blog/ultimate-guide-team-building-activities/> |
| Webpage | Resolving Team Conflict | Mindtools Editorial Team | <https://www.mindtools.com/pages/article/newTMM_79.htm> |
| Webpage | How to support your team in achieving their goals | Lighthouse | <https://getlighthouse.com/blog/how-team-achieve-goals/> |
| YouTube | Interpersonal Skills in Management | Michael O’Keefe | <https://www.youtube.com/watch?v=aRE-uciREO4> |
| PowerPoint | Time and Meeting Management | Sharon Anderson | <https://www.ohsu.edu/xd/education/schools/school-of-medicine/faculty/upload/1-HO-How-to-Run-a-Meeting.ppt> |
| Negotiate a plan or project with team members, to include effective delegation of tasks and responsibilities | YouTube | 6 Principles of Negotiation | [Ray Stendall](https://www.youtube.com/channel/UCiBp0mMoB61iJVLBKEe7L5w) | <https://www.youtube.com/watch?v=n60ib6PfazE> |
| Webpage | 5 Steps of Negotiation | Study.com | <http://study.com/academy/lesson/what-is-negotiation-the-five-steps-of-the-negotiation-process.html> |
| Webpage – activity | Delegation – pros and consA group activity | CRM Learning | <http://www.crmlearning.com/blog/index.php/2009/05/discussing-delegation-the-pros-and-cons-group-activity/> |
| Webpage - Quiz | How well do you delegate? Quiz | Mindtools Editorial Team | <https://www.mindtools.com/pages/article/newTMM_60.htm> |
| Lead progress on a work plan to include taking corrective action to ensure successful completion of the plan, on-going monitoring of progress, and evaluation | Webpage Activities | Ten Minute Leadership Activities | University of Minnesota | <http://wvde.state.wv.us/insite/files/Leadership%20Lessons.pdf> |

**Useful Organisations:**

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| **Name** | **Contact Information** |
| Leadership Management Ireland | [www.lmi.ie](http://www.lmi.ie)  |

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| **MOOCs (Massive Online Open Courses)** |
| Free access to online coursesSearch regularly for new courses and new start dates | <https://www.mooc-list.com/> |
| Leadership Skills in Business – free online course | <https://alison.com/courses/Leadership-Skills-in-Business> |