

Effective Line Manager

The essential guidance to be an
effective leader/manager

Foreword

Welcome to the Effective Line Manager Blended Learning Programme.

This Guided Learning Resource gives you the freedom to learn at your own pace and provides you with a framework and direction to move forward.

You have all the materials you need, all built around the NHSBT learning framework with the focus being around leadership and management.

The workbook gives you space for reflection and the opportunity to answer questions such as:

- How do I apply my learning in the workplace?
- How does this help me perform my role better?
- How does this relate to how I formally assess my leadership capability?

Introduction

NHSBT recognises that management is a skill and is committed to supporting leaders and managers to gain, maintain and develop their confidence and competence.

This workbook is designed as a blended approach to learning and as you work your way through you will find information, graphics and links to various videos and articles. **Text in this colour** identifies a resource, *Press Ctrl and click on the text or image* to view the video or open the document. You will also find questions and space for reflecting on your learning and how you will apply it. These spaces are to give you some structure and guidance, not for you to be constrained, so please feel free to reflect, share and discuss your learning in a way that suit you best.

Below you will see the questions and subjects you will cover in the workbook but, before you start:

- ✓ Make yourself comfortable
- ✓ Make sure you can see and hear what you are going to watch, listen or read
- ✓ Give yourself a chance to avoid being interrupted

What is different about being a manager and leader?

- Leadership vs management
- From “Doer” to “Manager of Doers”
- Your Transition and the Transition Dip
- Steven Covey’s Four roles of a Leader
- Reflection

What is expected of a leader?

- The Competency Cycle
- Authentic Leadership (Jack Welch)
- Action Centred Leadership (John Adair)
- NHSBT Purpose
- Team Purpose using 4MAT
- Reflection

How do teams operate?

- Teamwork – benefits vs consequences
- Group Dynamics (Tuckman’s Forming, Storming, Norming, Performing)
- Team effectiveness questionnaire
- Reflection

How do I behave as a leader?

- Situational Leadership (Blanchard & Hersey model)
- Behavioural (Social) Styles
- Leadership Skills
- Reflection

How do I manage myself and others?

- Motivational Theories (Maslow, McGregor)
- Managing my Reputation (Authentic Leadership)
- Reflection

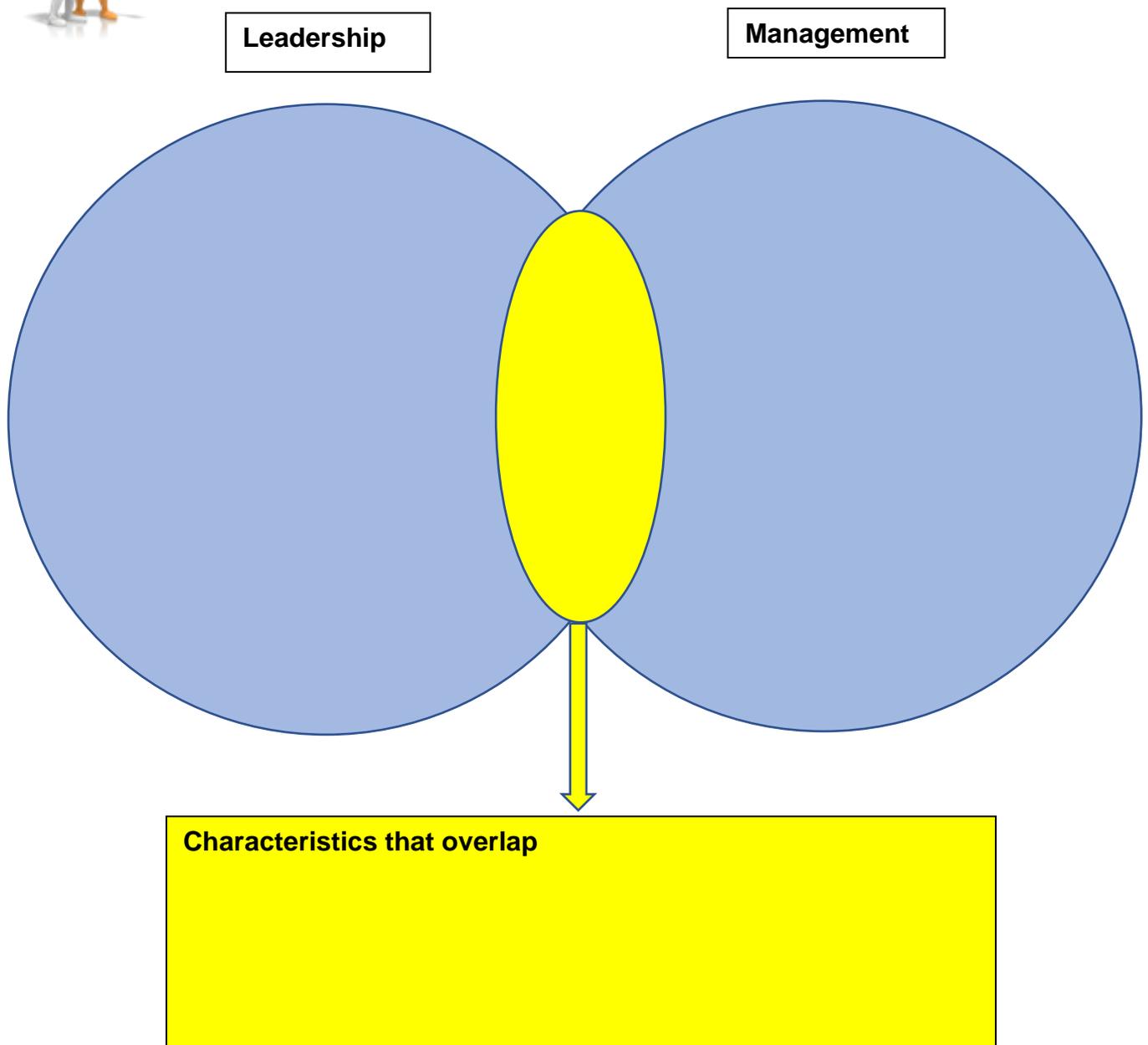
What is Different about being a manager and leader?

The terms leadership and management are often intertwined. If you are an aspiring manager, or actual line manager understanding the characteristics and role/tasks associated with each will be of value when leading a team. What must always be remembered is that you do not have to be in a management role to be a leader.

Take some time to consider what you think the differences are between being a leader or manager, then watch the [video](#). Use the Ven diagram to capture the characteristic of each and identify those that overlap.



Speak to your own manager to gain their thoughts.



You were good at your job and someone has placed trust in you as a manager, you are moving from being a “doer” to a “manager or doers”, the requirements of your role will begin to reveal themselves.

From Doer to Manager of Doers click on the title and watch the video

Consider these differences and the adjustments you will have to make as you transition from being a ‘doer’ to a ‘manager of doers’.



- How am I feeling?
- What am I thinking?
- How do I demonstrate that I trust individuals and my team?
- How and what do I delegate? How do I decide who to delegate to?
- Can I ‘let it go’? (because I will need to learn to!).



If letting go is an issue, discuss this with your manager and agree an action plan for delegating.



For Action

What will I do now?

The table below identifies some of the key differences between the worker and manager roles.

WORKER ROLE	MANAGER ROLE
<ul style="list-style-type: none"> ▪ Does the work to deliver the service or product ▪ Short time span for decision-making ▪ Follows the direction of others ▪ Accountable for own performance ▪ Performs according to standards set by manager 	<ul style="list-style-type: none"> ▪ Ensures the work is done to desired standards ▪ Plans over weeks and sometimes months ▪ Gives direction and support to others ▪ Accountable for own and others’ performance ▪ Interprets standards and sets performance goals

Moving into the management job is not just a practical rational thing. It involves a transition at personal and emotional levels.

Practical changes in my situation	Emotional and personal changes
<ul style="list-style-type: none"> ▪ Tasks ▪ Routines ▪ Working pattern ▪ <u>Your</u> focus 	<ul style="list-style-type: none"> ▪ Hierarchical ▪ Friendships ▪ Popularity ▪ Your network ▪ Boundaries

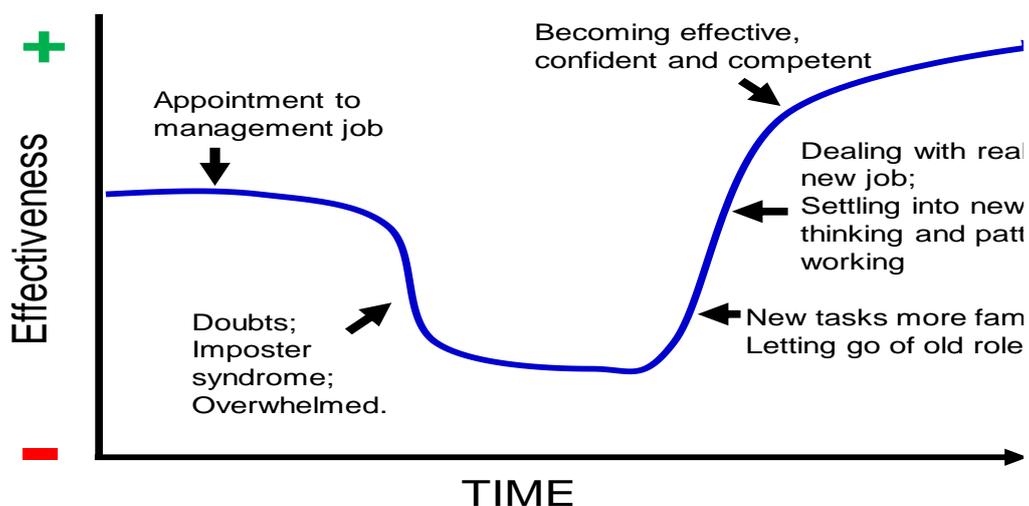
Being promoted into a new role is the beginning of a change to everything that you do. Although there is excitement your confidence may dip, and you begin to experience personal doubts about your abilities. This is part of the transition dip where you may not be as effective as you were in your previous role, this is a normal experience. How quickly you transition through the phases depends on the relationships you build, how you develop into and learn the role, and the support you seek out.

Imposter Syndrome definition: “*imposter syndrome is the experience of feeling like a phony—you feel as though at any moment you are going to be found out as a fraud—like you don’t belong where you are, and you only got there through dumb luck.*”

Find out more by reading this article [What Is Imposter Syndrome?](#)

View this video [The Transition Dip](#) (Linda Hill: Harvard Business Review 2003)

The Transition Dip





As I was / am transitioning through the dip, what did it / will it mean for me and my team?

Stephen Covey has provided a roadmap of leadership truths to enable new and established leaders to excel. Click on the title to start the video.

Stephen Covey – [Four Roles of a Leader](#)

(from *The 7 Habits of Highly Effective People*, 30 million copies sold)

 For Action	My personal actions to achieve each role
Inspire Trust	
Create Vision	
Execute Strategy	
Coach Potential	



There is a longer 45 min YouTube video by Jennifer Colosimo that further explores the Four Essential Roles of a Leader.

Reflection:

What have I learned about what is Different about being a Manager and Leader?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

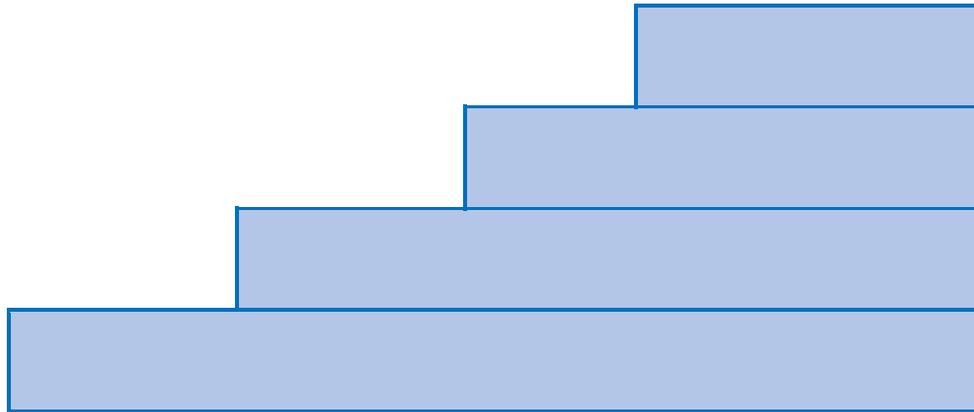
So, what am I going to do now?

 For Action

What is expected of a leader?

When we become proficient in any new task we go through a series of steps which are described in [The Competency Cycle](#)

Insert the 4 'steps' so this aligns with the video.



Consider a new task that is part of your role:

Where am I in the cycle?

What can I do to reach the Conscious Competent zone?

What are the risks of being Unconsciously Competent?

Being an Authentic Leader is essential if you want to build a strong effective and resilient team. Each member of your team needs to get to know you as a genuine leader that is concerned about them as individuals and as a team.

Jack Welch – Authentic Leadership



John Francis "Jack" Welch Jr. (born November 19, 1935) is an American business executive, author, and chemical engineer. He was chairman and CEO of General Electric between 1981 and 2001. During his tenure at GE (the biggest company in the world at the time), the company's value rose 4,000%. In 2006, Welch's net worth was estimated at \$720 million. When he retired from GE he received a severance payment of \$417 million, the largest such payment in history. He is recognised as one of the best leaders of his generation.



Having watched the Jack Welch clip

- What does authentic leadership mean to me?
- What changes do I need to consider making in the way I lead and manage people and situations?

What would it mean to my team if I became the....?

John Adair's Action Centred Leadership

Consider each statement and give a score for how much you agree with it between 1 and 10. If you are not in a leader/manager position score for your manager.

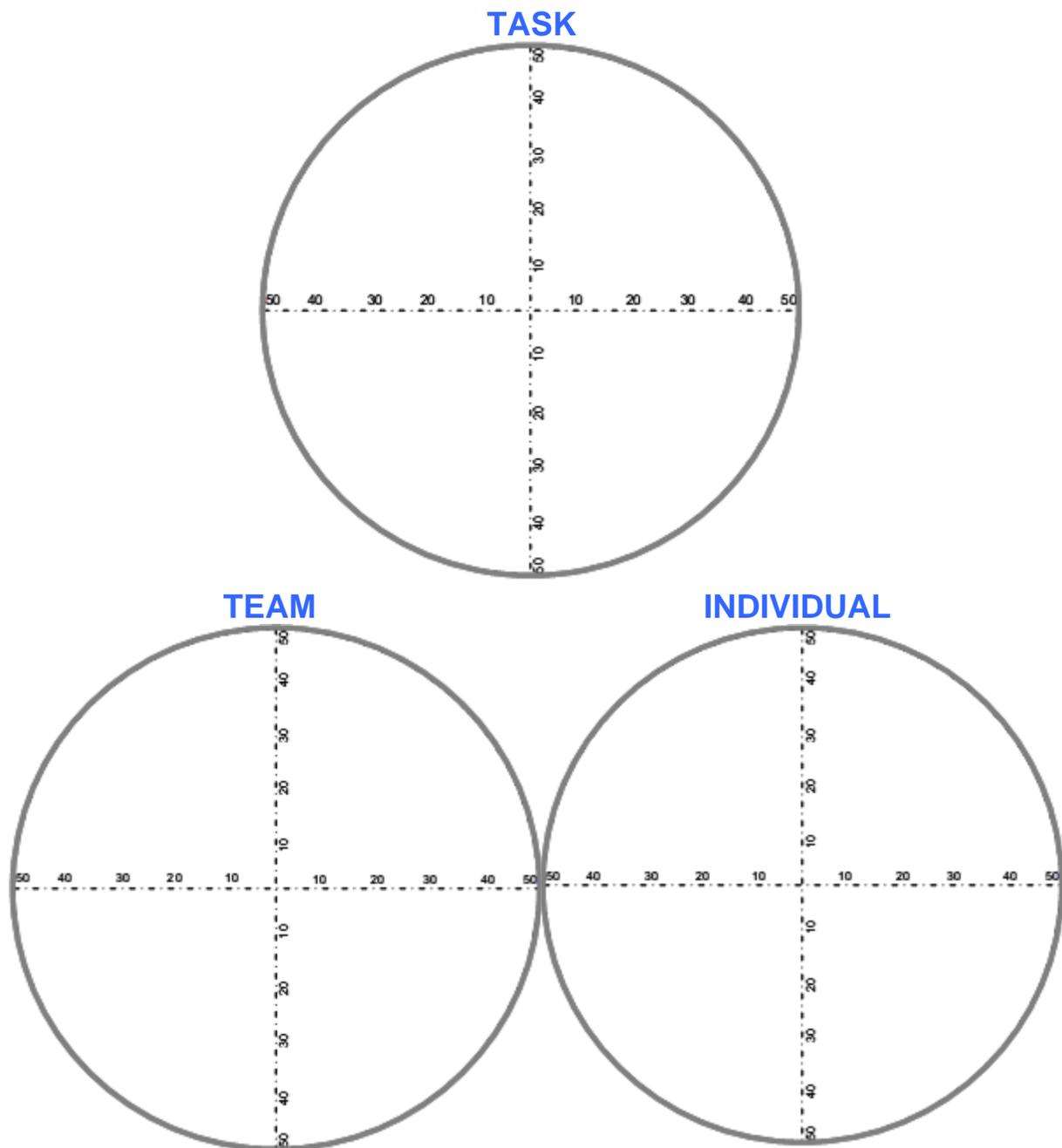
1 for don't agree at all 10 for totally agree

TASK	
People know how their work fits into the wider purpose of the team.	
People know their own role, who is responsible for what and there is mutual accountability for doing the work.	
Everyone is clear about how to do their job and each person is performing to their expected level.	
Each person is kept up to date with their own progress and performance.	
I do everything in my power to make sure we have all the right resources (people, processes, systems, equipment and tools) to do the work.	
Total Score out of 50 for Task	
TEAM	Score
Everybody understands the purpose of the team and knows what our shared values are in terms of what is OK or not OK behaviour, language and attitude.	
Conflict and disagreements are dealt with in a timely way and people take collective responsibility to resolve issues.	
You make every effort to develop the collective maturity and capability of the group – and are progressively increasing group freedom and autonomy.	
The team's development and shared learning needs are regularly attended to.	
There is a culture of flexibility and in this team it's acceptable to have mini-teams, sub teams and special short term roles – to get the job done.	
Total Score out of 50 for Team	
INDIVIDUAL	
You know your people as individuals, their aspirations, interests, skills, strengths and areas to improve.	
You have identified realistic individual responsibilities, goals and objectives for everybody	
You make every effort to utilise each individual's capabilities and strengths	
You hold meaningful conversations to identify training and development that is fit for purpose	
You enable people to develop individual freedom and authority appropriate to their ability.	
Total Score out of 50 for Individuals	

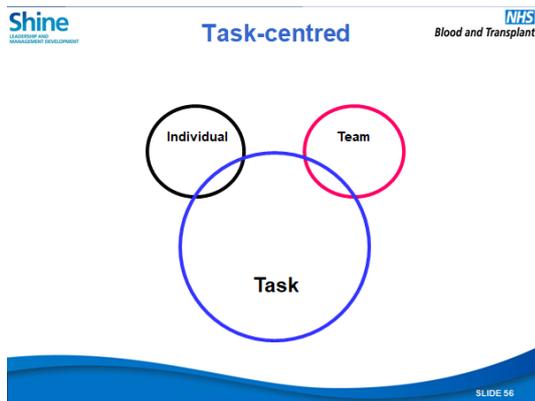
My Action-Centred Venn Diagram

Using the scores from your questionnaire, draw circles in each of the 3 areas to reflect your current focus.

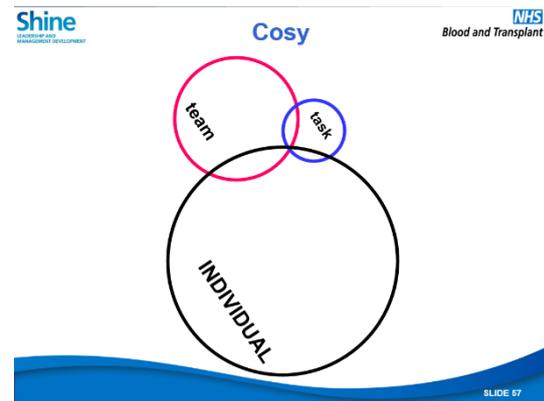
Plot the score for each of the three areas (e.g. Task 46, Team 30 and Individual 12 on each axis and then draw a 'circle')



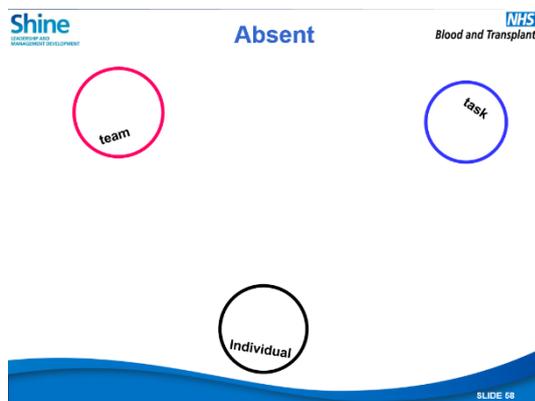
Now watch this sort video [Action centred leadership](#)



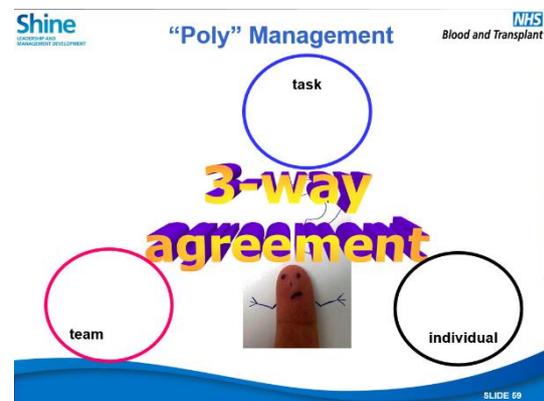
Focus is primarily on the Task.



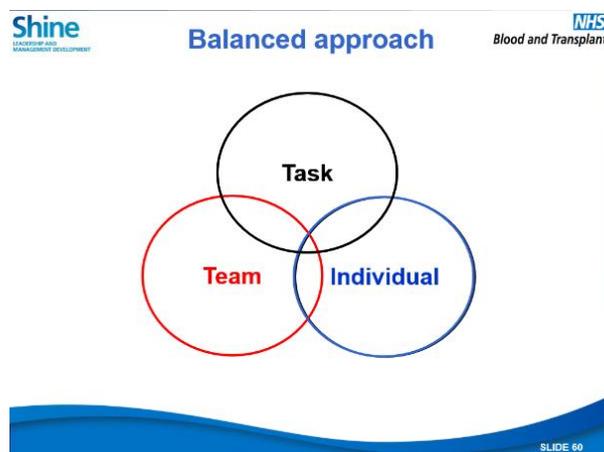
Where too much energy is invested in one individual at the expense of both the Task and the Team.



Where the leader manager is not connected to any aspect of the role.



Often seen in when there are multiple supervisors. it is essential that there are agreed practices so that direct reports are given the same responses to FAQs, including annual leave.





My Action Centred Venn Diagram



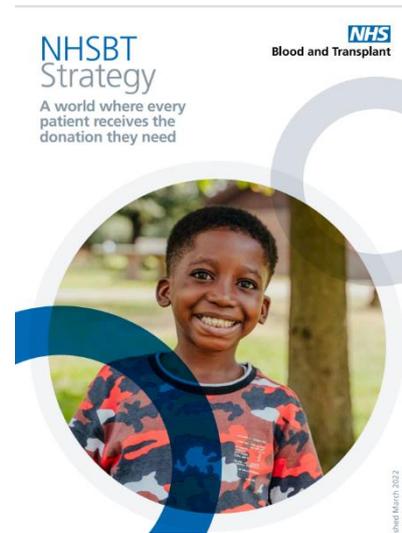
<p>How balanced is my management Venn diagram?</p>	
<p>What balance am I providing in the management of my people?</p>	
<p>What does this say about my current focus and balance?</p>	
<p>What energy will I put into the Task, Team and Individual</p>	
<p> For Action</p>	<p>What will I do now?</p>

Everyone in the organisation should know that our core purpose is Saving and Improving Lives and the connection to the core values of Caring, Expert, Quality.

Make sure you are fully up to date with [Our Vision and Values](#).

NHSBT Strategy sets out our key targets to ensure as many patients as possible get the specialist life-saving or life-enhancing treatment they need.

As a leader and manager, you should be able to articulate the organisation's purpose and plan to your team.



What are the key actions in the current organisation wide strategy?



What are the key actions in the strategy for my directorate? This could form part of my PDPR conversation with my line manager, or with my direct reports.

Communicating Purpose - 4MAT

This tool was created by Bernice McCarthy in 1980. It is a cyclic process starting with Why, What, How and finally What if. It has a variety of uses that relate to communicating. This model could be used to make your team aware of the of the directorate strategy.



Think about your job or team: Use the 4MAT to plan your communication to someone outside of your directorate. What makes your team/job stand out from the rest that do similar work to you? Communicate with a colleague who is not in your team sharing the 4MAT cycle. **Hint: Always start with Why.**

1. WHY?

'Why', is about your team's purpose. Why does your team exist within our organisation? What is so special about your team and its role?

2. WHAT?

What you actually do? What you are good at? What value you bring to the organisation? What is your potential?

4. WHAT IF?

How your work affects others? What would be the effect on NHSBT if your team didn't exist?

3. HOW?

How do you accomplish your work? How do you need to be when you are together if you want work to be satisfying? How do you contribute to the overall success of NHSBT? How does what you do affect the donor / patient?

Reflection:

What have I learned about what is Expected of a leader?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

So, what am I going to do now?

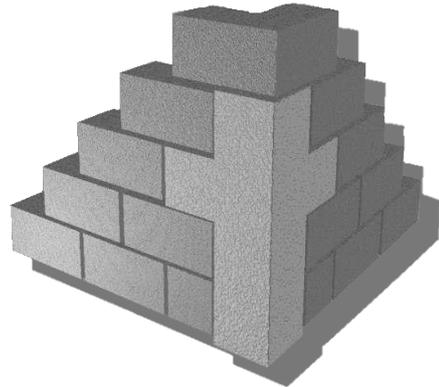
 For Action

How do teams operate?

It does not matter if you are leading a team of 1 or 1000 this section will identify key principles for success.

As a leader/manager of people you need to have an understanding about how teams operate if you want to create an environment that will allow everyone to thrive.

Clear roles are like jigsaw pieces, everyone knows and understand how each person fits in and contributes. Community rules will actively demonstrate inclusivity by their actions and conversations. Having a clear shared purpose is the backbone that ensure “we are in it together” and demonstrate internal support systems.



Cornerstones of a great team.

Can you answer these statements?

Clear Roles

- Where do I fit in?
- Where do you fit in?
- Clear accountability

Community Rules

- Values in action
- What's OK behaviour?

Shared Purpose

- Why are we here?
- What's our goal?



For Action

Do I need to provide clarity to my team or individuals?

Use the 4MAT template to begin developing my communication.

Blank 4 MAT Template

1. WHY?

2. WHAT?

4. WHAT IF?

3. HOW?

What makes a great leader?

Management theorist Simon Sinek suggests, it's someone who makes their employees feel secure, who draws employees into a circle of trust. But creating trust and safety - especially in an uneven economy - means taking on big responsibility.

Get yourself comfortable and watch this 12min video from Simon Sinek [Why good leaders make you feel safe?](#)



What are my thoughts?

Have a look at the article [When teamwork is good for employees and when it isn't.](#) which explores aspects of teamwork.



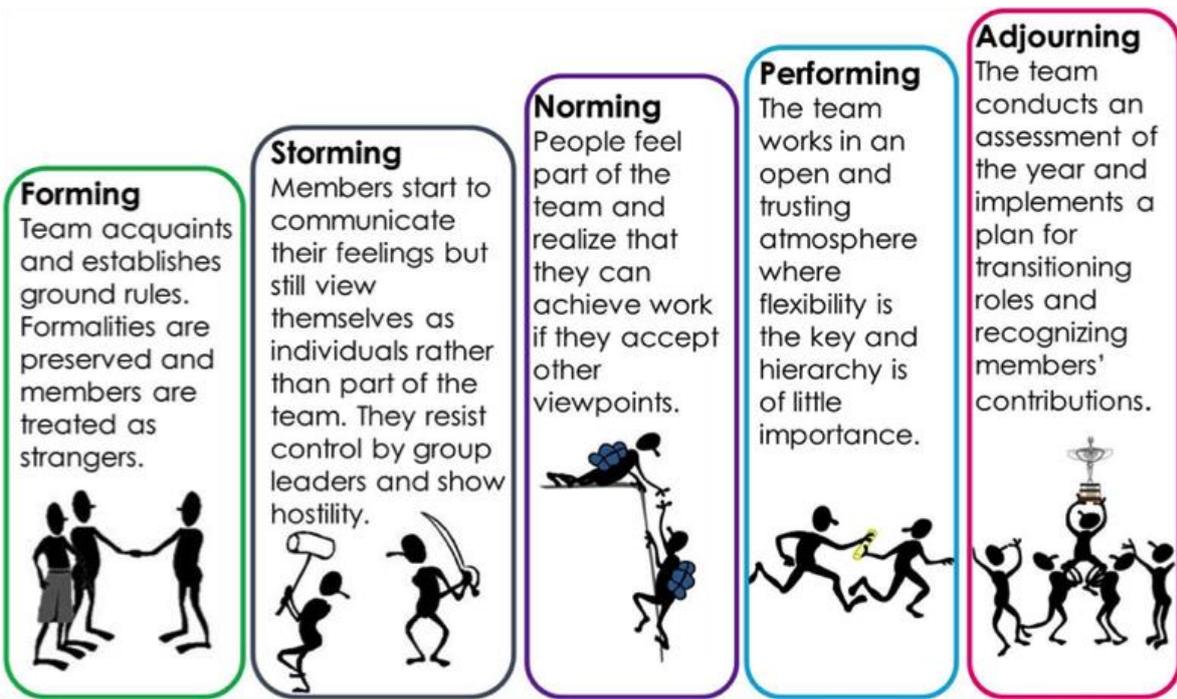
What are my thoughts?

Bruce Tuckman's Group Dynamic is a model that has been used as a reference point since 1965. Forming, Storming, Norming and Performing are the key 4 stages for all teams and groups, Adjourning is seen as the conclusion to temporary groups e.g. formation of a group to complete a specific project.

Watch this short video [Forming, Storming, Norming, and Performing: Bruce Tuckman's Team Stages Model Explained](#)



Further reading about this model can be found using the link below; it also aligns to Ken Blanchard's Situational Leadership model <https://www.businessballs.com/team-management/tuckman-forming-storming-norming-performing-model/>



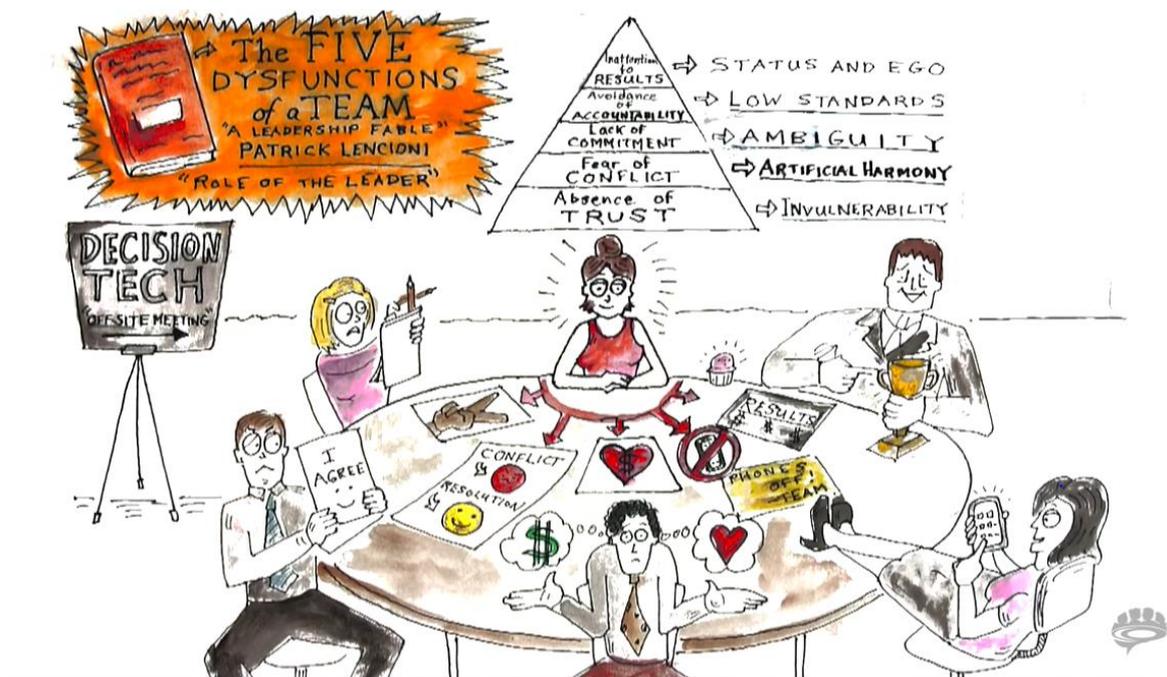
	What is happening in my team?	How do we move to the next level?
Forming		
Storming		
Norming		
Performing		
Adjourning		

Since the beginning of 2020 many managers have had to learn how to lead their team on a virtual platform i.e. the person is not physically in front of you. The following video provides hints and tips on how to be an [Inclusive Leader](#) leading a remote team.

Watch this video [Working from home Staying connected](#). What were the missed messages from the direct report? What would I do differently?

According to Patrick Lencioni there are five behaviours that will be demonstrated in cohesive teams. As previously stated, trust is the foundation for building a team that is able to achieve great things.

Watch this short Video Review for [The Five Dysfunctions of a Team: A Leadership Fable by Patrick Lencioni](#)



Reflection:

What have I learned about how teams operate?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

So, what am I going to do now?

 For Action

How do I behave as a leader?

The previous section examined the team. This section examines **How Do I behave as a Leader?** My leadership, behaviour, interactions and priorities all have an impact on my team and how they perform.

Click on the image and watch the 10 min video that explains the Situational Leadership Model

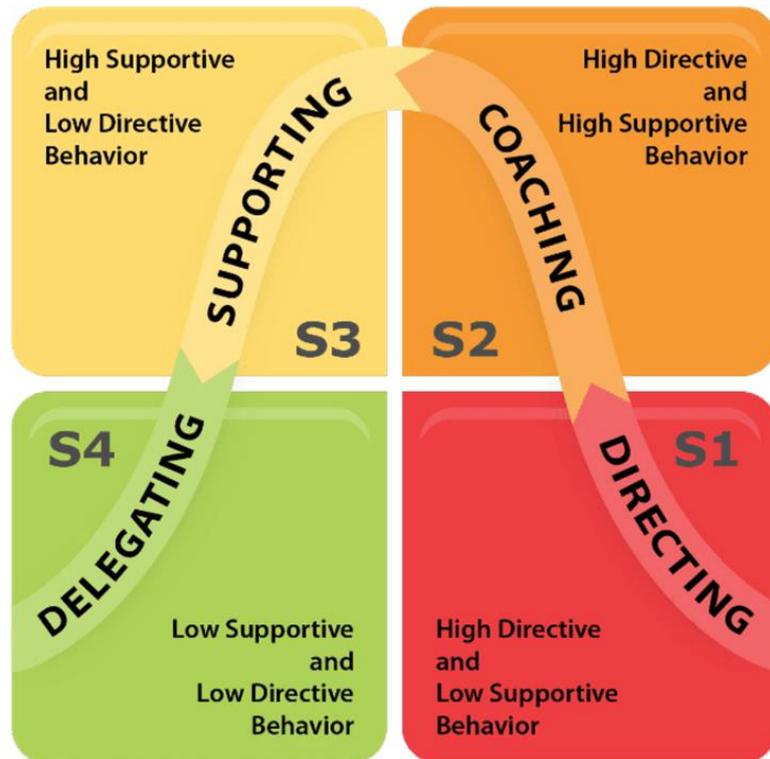


Image source:
<https://www.cloudflight.io/the-catalysts-way/situational-leadership-1653/>



- What is my preferred style?
- How flexible am I?
- How do I develop my team or individuals?
- How do I demonstrate that I trust my team or individuals within my team?

Being a good listener is an important skill for a everyone, but especially if you are leading a group of individuals or a team. The ability to really listen and ask good questions cannot be underestimated. In the previous section there was mention of coaching, and when followed through effectively this can lead to development and a building of confidence.

We hear a lot about how to speak well in public, but very little about how to learn the equally important art of listening properly to others. Learn more by watching the 5 min video

[Being A Good Listener](#)



How good a listener am I?

How can I assess my listening skill?



For Action

What will I do now?

Have you ever heard the term “Servant Leadership”? The following article provides a description of this behaviour in the context of the work environment. According to Larry C Spears there are 10 important characteristics of a servant leader which are listed within the article. Ctrl+ Click on the image to open the document.



Insert the 10 important characteristics. How do I rate my current practice within these areas?

	Characteristic	 What am I doing now? What more do I need to do? Is there something I need to stop doing?
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

[Behavioural Styles: A key to understanding yourself and others](#) Click on title to watch the 5 min video.

Consider the individuals you interact with in everyday home and working life.

How do people react to you? Consider how best to communicate with them and how best to work in ways that suit them as individuals.

People tend to relate to the world around them in several different distinct ways. Merrill and Reid¹ describe four different styles as in the table below:

Amiable	Expressive
Patient, loyal, sympathetic, team person, relaxed, mature, supportive, stable, considerate, empathetic, persevering, trusting, congenial	Verbal, motivating, enthusiastic, gregarious, convincing, impulsive, generous, influential, charming, confident, inspiring, dramatic, optimistic, animated
Analyst	Driver
Analytical, controlled, orderly, precise, disciplined, deliberate, cautious, diplomatic, accurate, conscientious, fact finder, systematic, logical, conventional	Action-orientated, decisive, problem solver, direct, assertive, demanding, risk taker, forceful, competitive, independent, determined, results-orientated

Having watched the video and read the above descriptions, choose one of the four styles that best describes your usual self.



I think my behavioural style is:

¹ Source: Merrill D W and Reid R H (1999) 'Personal Styles and Effective Performance: Make Your Style Work for You' CRC Press, London

Merrill and Reid - Behavioural Styles

Your Task

Each line on the questionnaire has words at each end which are opposites on a continuum.

For each of the lines of words, put a mark on where you think you are on that continuum when in a work environment. To help you decide, make the best guess of how you think others might perceive you.

For example:

If you think you are **very formal**, put a cross (X) in box 0 or 1.

	0	1	2	3	4	5	6	7	8	9	10	
Formal		X										Informal

If you think you are **very informal**, put a cross (X) in box 9 or 10.

	0	1	2	3	4	5	6	7	8	9	10	
Formal										X		Informal

If you think they are somewhere in between, put a cross (X) in the most suitable box. More formal than informal then put it on 3 or 4 etc. etc. etc.

	0	1	2	3	4	5	6	7	8	9	10	
Formal				X								Informal

Go with your gut feeling and make a quick decision; what is important is that you put down how **you** believe you are.

You will then tot your answers up and place them on the graph to determine what your behavioural style is.

(Y-axis) Rating Self Controlled and Spontaneous Behaviour

	0	1	2	3	4	5	6	7	8	9	10	
Formal												Informal
Controlled												Responsive
Disciplined												Spontaneous
Head Orientated												Gut or Heart Orientated
Appears Organised												Appears Disorganised
Reserved												Impulsive
Withholds Feelings												Expresses Feelings
Task Orientated												Relationship Orientated
Cold												Warm
Distant												Close

Total score for Y-axis	
-------------------------------	--

(X-axis) Rating Easy Going and Dominant Behaviour

	0	1	2	3	4	5	6	7	8	9	10	
Passive & Gentle												Aggressive & Pushy
Hesitant & Quiet Communicator												Communicates & Talks Readily
Appears Shy												Appears Confident
Submissive & Relaxed												Authoritative & Assertive
Goes Along												Takes Charge
Asks Questions												Makes Statements
Accepts Others' Views												Challenges Others' Views
Subdued & Stand-offish												Overbearing
Appears Thoughtful												Appears Active
Indirect												Direct

Total score for X-axis	
-------------------------------	--

Plotting the styles

Your answers to the questionnaire can be turned into a 'picture' of yourself.

Add up the total scores for each axis.

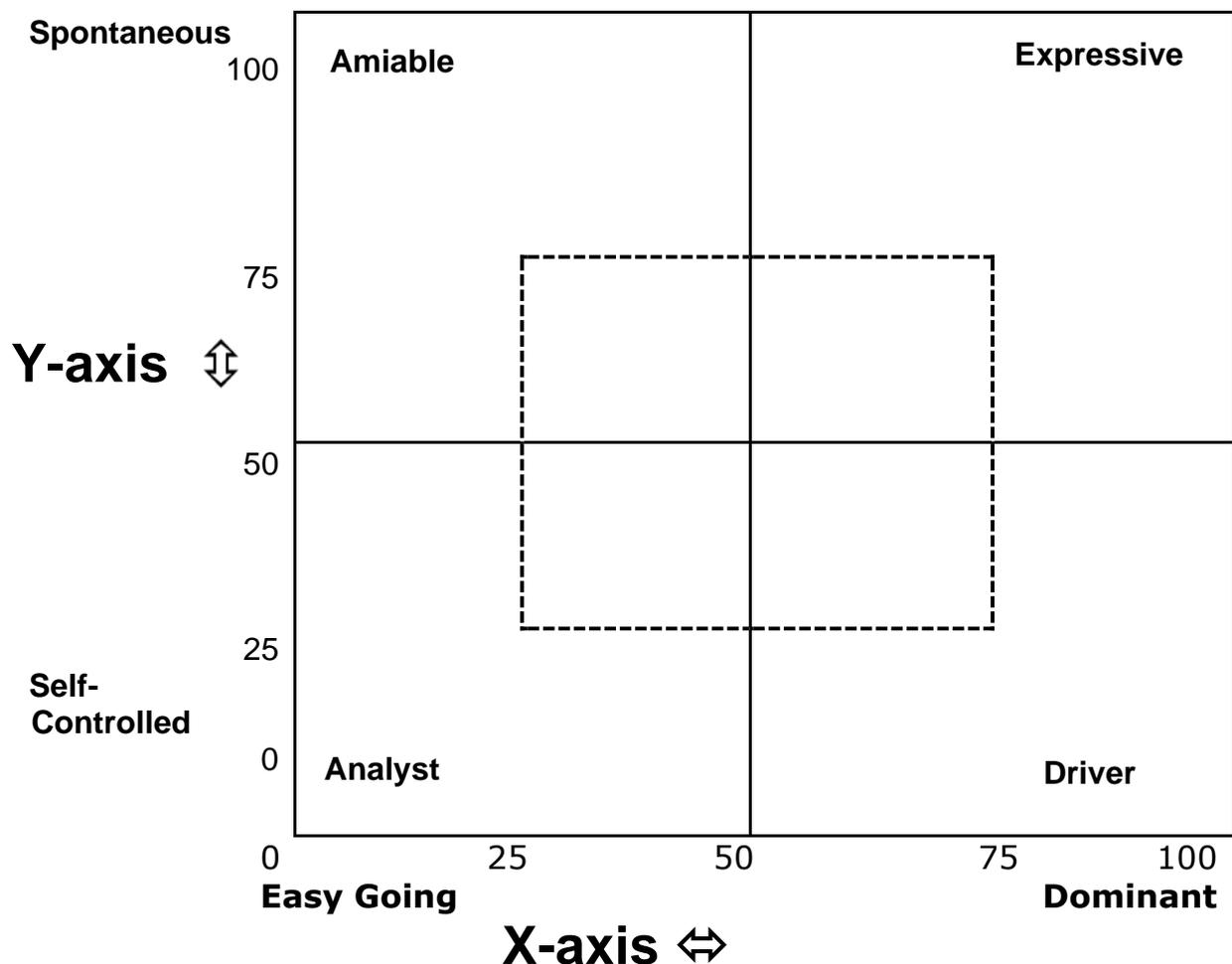
Mark the score for the "Self-Control - Spontaneous" on the vertical side (Y-Axis) of the Behavioural Style Box.

Mark the score for the "Easy Going - Dominant" on the horizontal side (X-Axis) of the Behavioural Style Box.

The position of your behavioural style is at the intersection of these two plots. Mark the position on the graph.

If your mark sits within the dotted line, then you have a less extreme behavioural style and will display a higher degree of behaviours relevant to other styles.

Behavioural styles box



Write what you thought was your behavioural style was, then the questionnaire result, finally which behaviour you think is your dominant style in a work environment. Is this style different in a social setting?



What I think my Behavioural Style might be

The Behavioural Style my questionnaire says I might be

What Behavioural Style I think I am



Personal Reflection – Understanding my behavioural style

This is my style – what do I think of it?

What's good about my Style?

What do I need to watch out for? What blind spots might I have? What does this mean for working with others?

Potential strengths and weaknesses

You can be perceived by others to have the strengths or weaknesses (or both) of your 'style'. It all depends on what you do and how you do it.

SPONTANEOUS	<p>AMIABLE</p> <p>Strength Supportive Dependable Agreeable Helpful</p> <p>Weakness Soft Submissive Indecisive Undisciplined</p>	<p>EXPRESSIVE</p> <p>Strength Ambitious Stimulating Enthusiastic Amusing</p> <p>Weakness Manipulative Excitable Egotistical Flippant</p>
	<p>ANALYST</p> <p>Strength Serious Industrious Persistent Exacting</p> <p>Weakness Dull Critical Pedantic Over-detailed</p>	<p>DRIVER</p> <p>Strength Determined Efficient Decisive Practical</p> <p>Weakness Arrogant Hard Dominating Unsympathetic</p>
	EASY GOING	DOMINANT



What will my team and colleagues experience from me on a...

Good Day?	
Bad Day?	



Consider this:

There are people I struggle to connect with, could it relate to our differing behavioural styles?

What can I do to improve these relationships?

See the following table for some suggestions.

Relating to others who have different styles

How to get the best out of your relationship with people who are 'different' depends on how flexible you are willing to be. Below are some suggestions for how you might like to behave should you work with a person with the style mentioned.

Amiable	Expressive
Smile Be relaxed Show interest in the person Be prepared to lead the discussion Suggestions, not statements GENTLY pin them down Find out what 'yes' really means Summarise frequently Be prepared to talk 'social'	Reflect their enthusiasm Adopt a positive attitude Return their humour Be open, direct and challenging DO NOT be cold with them Be ready to bring them back to the business Build on their ideas Agree the agreement in specific terms
Analyst	Driver
Avoid question and answer session Keep to specific issues Motivate them Do not laugh until they do Be more formal and serious Ask them questions Find out what is important to them Do not hurry them Have a strong agenda / structure	Do not waste time Talk about WORK, not SOCIAL Not too many smiles Come quickly to the point Do not contradict Be positive Do not be too relaxed Make the answer their idea When the business is over; Go!



- What does this mean for me?**
- How will I support individuals in my team?**
- What kind of questions could I ask them?**
- What actions could I take?**
- What approaches do I need to adopt?**



For Action

- What will I do now?**

Reflection:

What have I learned about how I behave as a leader?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

So, what am I going to do now?

 For Action

How Do I Manage Myself and Others?

As a manager you must manage both yourself and your direct reports. How motivated are you?

When it comes to your direct reports encouraging a space which will encourage motivation rather than being the cause of demotivating is an essential skill.

Read the article: [Five easy ways to motivate and demotivate employees](#)



Five Ways to Inspire and Motivate my employees:

- 1.
- 2.
- 3.
- 4.
- 5.

Five Ways to Demotivate my employees:

- 1.
- 2.
- 3.
- 4.
- 5.



For Action

What does this mean for me and my team?

What will I do now?



Theory X and Y

Douglas McGregor proposed this theory in 1960 but it is still relevant today. He suggests there are two approaches to managing people, the option you select will impact the Task, Team and Individual. For those who prefer the authoritarian style this could be the result of being inexperienced, a result of upbringing, adopting a role model's style or preferred behavioural style. As a good manager, recognising when to change your leadership style is a key skill to ensure the engagement of the whole team. Earlier in the workbook Blanchard and Hersey's Situational Leadership was introduced explored. It examined the changing levels of support and direction as individuals/team become more experienced and self-reliant.

Click on the title to watch the short video.

[McGregor's Theory X and Y Motivation Theory](#)

Theory X managers believe employees:

- Don't like work
- Need to be controlled
- Need incentive schemes
- Need to be pushed to be more productive
- Have to be directed to do the things they don't enjoy

Theory Y managers believe employees:

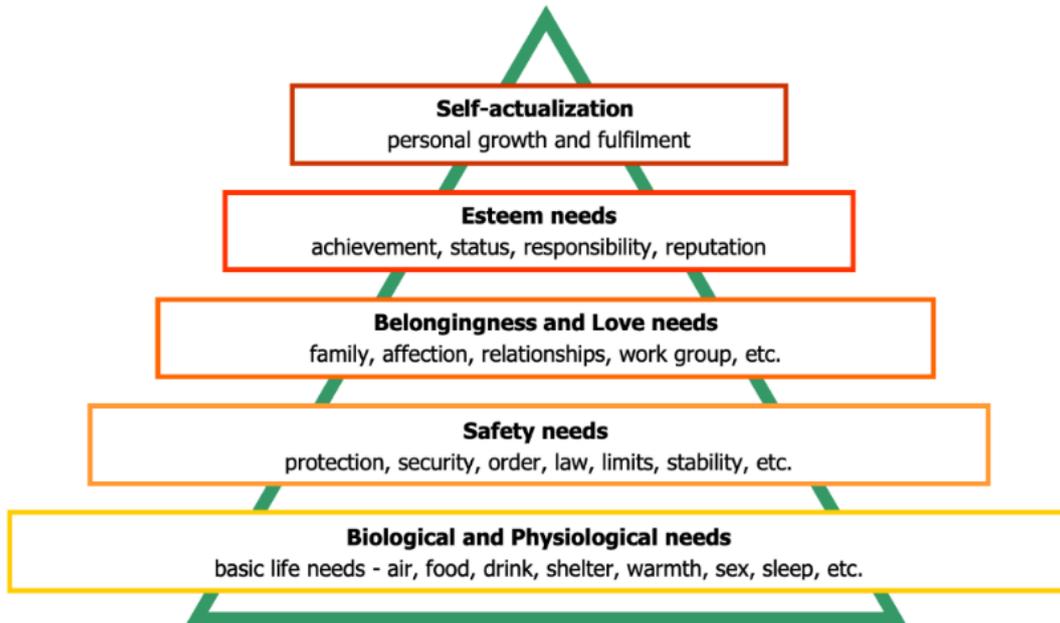
- Want to be involved
- Share ownership of tasks
- Can think for themselves and make decisions
- Will find work rewarding if given responsibility and a variety of tasks
- Have good ideas
- Can engage in a certain level of self management

	For my team do I adopt Theory X or Theory Y ways of managing?	
How does this approach affect...		
The Task		
The Team		
The Individual		

Maslow's Hierarchy of Need

This article [Maslow's Motivational Model](#) explains Maslow's Hierarchy of need model. Starting with providing the basic physiological need of an individual moving through the other levels until being able to reach one's full potential.

Maslow's Hierarchy of Needs



How is my journey to Self-actualisation? What factors have affected my continuing journey?



Thinking about my team, what can I do to support their journey to fulfilment?

The final resource looking at motivation is a 10-minute video from Daniel Pink based on his best-selling book. Click on the title to start the video [Drive: The surprising truth about what motivates us.](#)



What are the key lessons I have learnt that I can apply to support the motivation of my team and individuals within my team?



For Action

What one thing will I do or do differently?

What Is Authentic Leadership

Earlier in the programme you reflected on the video by Jack Welch looking at what you can do to support your workforce thrive.

The short article [Authentic Leadership](#) explains what Authentic Leadership is and shares 4 concepts that most theorist agree with.

	<h2>The Concepts</h2>
1.	
2.	
3.	
4.	



Reflection on my journey to being a more Authentic Leader.



As part of my journey, how do I actively encourage and role model respect for diversity, inclusion and equality of opportunity?



A word cloud featuring various terms related to diversity and inclusion. The most prominent words are 'inclusion' and 'diversity'. Other visible words include 'community', 'opportunity', 'equity', 'access', 'share', 'veterans', 'representation', 'pride', 'empowerment', 'advocacy', 'perspective', 'disability', 'sexual orientation', 'gender identity', 'compassion', 'leadership', 'growth', 'race', 'inter-faith', 'commitment', 'dialogues', 'multi-generational', and 'representation'.

Reflection:

What have I learned about how I manage myself and others?

Give yourself some time to think about what you have just experienced:

What have I learned?	
What does this mean to me?	
What am I going to do differently?	
What impact will what I am going to do have?	
How might others be impacted? Is that a good thing or bad thing?	
Are the things I am expecting of myself and others reasonable?	
What obstacles might I face and how will I get around them?	
Do I need support? How will I get that support?	
When will I start?	
How will I know I have been successful?	

So, what am I going to do now?

 For Action



Now that I have successfully completed this module:

- What are my key learning points?
- What have I put into practice?
- What actions do I need to take as a leader manager?
- How will I review my progress and the impact of these?

Please complete the [Evaluation Survey](#) to indicate that you have completed the programme.

My Action Plan

Immediate Action	Description of action and outcome
Short term (within 3 months)	
Medium term (within 6 month)	
Long term (6 months plus)	