Leadership Lab Crib Sheet

Knowledge Test

At the end of your apprenticeship you will undergo a knowledge test. You will need to consider the following items. We have prepared a pointer sheet to direct you to the training areas online to revise your knowledge for these answers.

1. Lead People	Key Knowledge	Where find it
1.1 Explain a range of leadership Styles	Pacesetting, Authoritative, Affiliative, Coaching, Coercive, Democratic Autocratic, Bureaucratic, Laissez-faire, Transformational	B2 Lead your team – Part B https://youtu.be/WfVjgMO5NY4
Action Centred Leadership	John Adair develop this theory. This is basically that when you lead, there will be Task Needs, Group Needs and Individual Needs. At certain times, the needs of one may exceed the other two. Although there will always be exceptions, Adair recommends that your decisions should be based on the greatest good for the greatest number of people.	The following may be helpful for you. https://padfieldpartnership.com/introducing-action-centred-leadership/
1.2 Describe benefits of coaching to support people and raise performance	Empowerment	B3 – Manage People – Part D https://instituteofcoaching.org/coaching-overview/coaching-benefits
Feedback to support & improve performance, including reinforcement and punishment		B3 – Manage People – Part D https://courses.lumenlearning.com/waymaker-psychology/chapter/operant-conditioning/
Intrinsic & extrinsic motivations		https://www.verywellmind.com/differences-between-extrinsic-and-intrinsic-motivation-2795384
Describe organisational cultures and how equality, diversity and inclusion are incorporated	https://gothamculture.com/what-is-organizational-culture-definition/	B1 – Professional relationships – Part D

2. Manage People	Key Knowledge	Where find it
Describe a range of people and team management models, including team dynamics and motivation techniques	Team management approaches	B2 Lead your team – part D
	Herzberg's (1959) Motivation-Hygiene Theory.	https://youtu.be/jnIuBktpwaM Click this link for article
	Lencioni (Team Dysfunctions),	Click to read the summary.
	Goleman (Emotional Intelligence)	Click this link. For the article
2.1 Understand people & team management models and motivation techniques	Tuckman's (1965) Stages of Group Development.	Read leading team theories summary. Click this link to read it.
	Classical theories of management, including: Taylor's Scientific Management Theory.	
	Contingency Management Theory.	
	Weiner's (1972) Attribution Theory.	
	McClelland's (1961) Theory of Needs.	
	Maslow's (1943) Hierarchy of Needs.	
	Reinforcement Theory of Motivation (Skinner).	
	Mayo's (1933) Theory of Motivation.	
2.2 Explain the systems used and legal requirements that must be adhered to in human resource management	The roles and responsibilities of human resources and how they work collaboratively with team leaders.	Talk to your HR department about specific ways they do for Mosaic. https://courses.lumenlearning.com/boundless-business/chapter/the-functions-and-goals-of-hr/ https://www.truity.com/career-profile/human-resources-manager
	The benefits of effective collaboration between human resources and team leaders.	https://smallbusiness.chron.com/should-hr-line-managers-work-together-10377.html https://www.thehrdirector.com/features/leadership/5-ways-hr-can-help-develop-leaders4222019p/
	Employee rights, including: pay, breaks and flexible working.	https://www.acas.org.uk/working-hours
	Equalities Act Protected characteristics Disability Act	B1 – Professional relationships – Part D

2. Manage People	Key Knowledge	Where find it
2.3 How to use performance management techniques	The importance of performance management, maintaining effective and meaningful performance management systems.	
	Goal setting & objectives Appraisals & performance management Absence management Feedback Recognising good behaviour	B3 - Part E B3 – Part E Company policy B3 – Part D B1 – Part A, E
	Types of employment status, including: worker, employee, employee shareholder, self-employed and contractor, director, office holder.	https://www.gov.uk/employment-status https://www.acas.org.uk/checking-your-employment-rights https://www.breathehr.com/blog/types-of-employment-status
	Methods of performance appraisal, including 'degreed' appraisals: 90°, 180°, 270°, 360°, 540° and 720°.	B3 - Part E https://6da8f603-44e3-45b3-b156-5aa42093ca08.filesusr.com/ugd/9bc840_643f0522aed64224819018a2e8634739.pdf
	Personal Development Plans and SMART targets.	B3 – Part E https://6da8f603-44e3-45b3-b156-5aa42093ca08.filesusr.com/ugd/9bc840_39fa0c4371854586bda773c2ef6dbd30.pdf
	Vroom's (1964) Expectancy Theory.	https://www.toolshero.com/psychology/vrooms-expectancy-theory/ https://www.ifm.eng.cam.ac.uk/research/dstools/vrooms-expectancy-theory/ https://www.potentialunearthed.co.uk/wp-content/uploads/2017/11/Vrooms-Expectancy-of-Needs-theory.pdf

3. Build Relationships	Key Knowledge	Where find it
3.1 Describe a range of approaches to customer and stakeholder relationship management (inc emotional intelligence & managing conflict	Customer Service	Vibe B2, B3, C1
	Characteristics of emotional intelligence	B2 – Part D Click this link.
	Characteristics of teamwork	B2 – Part D Click this link Herzzberg's Motivation and Hygiene factors Click this link
	Managing conflict	B3 – Part C
3.2 How to facilitate cross team objectives	Silo thinking Purpose + Alignment = shift.	B2 – Part E
	Challenges & benefits of cross team working	'silos'. Read the attached article on Silo thinking
	Methods for improving cross team communication & collaboration	Improve across team communication. Click this link.
	Characteristics of an effective team. Lencioni's work on 5 dysfunctions of a team	B2 – Part D Summary attached to understand these. Click to read the summary. Click to read this diagram

4. Communication	Key Knowledge	Where find it
4.1 Understand different forms of communication and their application	Types eg email, written, spoken, phone, verbal/non-verbal and when best to use each type.	D1 – Part A
4.2 How to chair meetings, hold challenging conversations, provide feedback and raise concerns	Chairing	D3 – Part A, B
	Feedback	B3 – Part D
	Process for raising concerns	D1 – Part D Company policy Assertive technique

5. Operational Management	Key Knowledge	Where find it
5.1 How is organisational strategy developed?	Types of organisational strategy	Read this article on organisational strategy. Organisational Strategy
	Strategic management process	PEST Analysis: https://goo.gl/JsqSX7 SWOT Analysis: https://goo.gl/rJqzWG Change Management: https://goo.gl/9H9gpH Project Management: https://goo.gl/cX7Ska Scenario Planning: https://goo.gl/JFYpij Core Competencies Model: https://goo.gl/6MtdrT Value Chain Analysis: https://goo.gl/p1aQqw Porter's Diamond Model: https://goo.gl/56ZFXm Trompenaars Cultural Dimensions: https://goo.gl/iU72hE
	Porter,	C3 – Effective Planning – Part A Read this Mindtools article on Porter's Generic Strategies
	Mintzberg's 5P's of strategy	C3 – Effective Planning – Part A https://www.toolshero.com/strategy/5-ps-of-strategy/ https://youtu.be/ZhM1JW2Bb8Q
5.2 Describe how to implement operational /team plans and manage resources and approaches to managing change within the team	Critical path, PERT, GANTT Finance	C3 – Part C C3 – Part D
	Structures Work breakdown, Organisational breakdown, Product Breakdown, Responsibility assignment	D2 – Part A https://projectmanager.com.au/understanding-breakdown-structures-in-project-management/ https://www.apm.org.uk/resources/find-a-resource/use-of-product-breakdown-structures-and-work-breakdown-structures/ https://www.visual-paradigm.com/guide/project-management/what-is-work-breakdown-structure/
	Change management theories - Kotter	D2 – Part A Read the sheet from the face to face day of Kotter's theory of change. Click this link to read it.
	Change management theories – Nudge	D2 – Part A Nudge Theory of Change. Click this link to read it.
	Change management theories – Bridges Transition	D2 – Part A Mindtools article on Bridges Transition model. Click this link to read it.
5.3 Understand data management	Data types GDPR	C1 – Part B Company policy

5. Operational Management	Key Knowledge	Where find it
	Data Mining	https://economictimes.indiatimes.com/definition/data-mining https://www.microstrategy.com/us/resources/introductory-guides/data-mining-explained
Explain how different technologies can be used in business	Executive Support Systems (ESS).	https://www.okshiksha.com/content/what-eis-and-explain-characteristics-eis https://paginas.fe.up.pt/~acbrito/laudon/ch2/chpt2-1main.htm
	Management Information Systems (MIS).	
	Transaction Processing Systems (TPS).	
	Decision Support Systems (DSS).	
	Customer Relation Management Systems (CRM).	https://www.salesforce.com/blog/2013/01/what-is-crm-your-business-nerve-center.html
	Office Automation Systems (OAS).	https://eternalsunshineoftheismind.wordpress.com/2013/03/06/office-automation-systems-oas/ https://www.managementstudyhq.com/six-major-types-of-information-systems.html

6. Project Management	Key Knowledge	Where find it	Things to consider
6.1 Explain a project life cycle	Lead Project Finance 7 Stages	C3 – Part C C3 – Part D C3 – Part A	Review, Plan, Do, Review, Repeat.
6.2 Explain how to deliver a project	Risk – PEST, GANTT	C3 – Part C	Link this to projects that you have delivered. Explain the theory and your practice.
	Project management tools including:	C3 – Part C Read this article on the Critical Path Method Read this Mindtools article on the Critical Path Method and PERT charts Read this article on PERT charts Read this article on GANTT charts Read this article on work breakdown structure.	
	The Critical Path Method.		
	Project Evaluation Review Technique (PERT) Chart.		
	Gantt Chart.		
	Responsibility Assignment Matrix		
	Work Breakdown Structure.		
	The content of a project business case.	https://www.apm.org.uk/resources/what-is-project-management/what-is-a-business-case/	
	Configuration management	In basic terms: A configuration is the set of characteristics that define a final product or something you are delivering. This includes all functional and physical specifications. Physical specifications may include the colour, size, weight, shape, and materials. Functional specifications dictate the ability for the product to achieve a certain outcome. Take a car for example. Physical specs may call for a red, 4-door vehicle. Functional specs could include the ability to reach 60 mph in 10 seconds and meet emissions standards. This may help. https://www.wrike.com/project-management-guide/faq/what-is-configuration-management-in-project-management/	
	Schedule/project compression techniques.	https://www.project-management-prepcast.com/free/pmp-exam/tips/318-pmp-exam-tip-crashing-fast-tracking-explained	

7. Finance	Key Knowledge	Where find it
7.1 Describe organisational governance and compliance	Corporate governance • Fair, • Accountability, Responsibility, • Transparency Link for core principles of good corporate governance	C3 – Part D
	• Governance, Risk Management and Compliance (GRC). • Financial compliance.	
7.1 Explain how to deliver value for money	Definition of the concept 'best value for money'. • Economy, • Efficiency, • Effective, • Equity Read this article for more details	C3 – Part D
7.2 Explain how to monitor budgets to ensure efficiencies and that costs do not overrun	Monitor budget, forecast, track spend Read this article on the importance of budgeting in a project Read this article on budgeting for a project	C3 – Part D
	How to forecast income and expenditure when setting budgets.	Link for budget and forecast
	Income statements. Cash-flow statements.	https://youtu.be/or3bOLtAV4s
	Balance sheets.	https://youtu.be/Syu2sKv05rQ
	Statement of changes in equity.	https://youtu.be/NDS8rU9gVw8
	Benefits of budgeting.	https://www.infoentrepreneurs.org/en/guides/budgeting-and-business-planning/

8. Awareness of self	Key Knowledge	Where find it
8.1 Self-aware & unconscious bias	Self-aware definition	https://blog.hubspot.com/marketing/self-awareness
	Importance of self-awareness as a leader	https://trainingindustry.com/articles/leadership/the-importance-of-self-awareness-in-leadership/ https://thriveglobal.com/stories/why-self-awareness-is-vital-to-leadership/
	How to increase self-awareness	https://positivepsychology.com/building-self-awareness-activities/ https://www.developgoodhabits.com/what-is-self-awareness/ https://nickwignall.com/self-awareness/
	Value of self-reflection	https://www.ngenperformance.com/blog/leadership-2/the-value-of-self-reflection
	Unconscious bias & how to minimise it	https://youtu.be/dVp9Z5k0dEE https://youtu.be/rbe5D3Yh43o
	Promote inclusivity	https://www.forbes.com/sites/serenitygibbons/2019/08/27/how-to-encourage-inclusivity-on-your-team/#5cfd21715a38 https://www.professionalwomanmag.com/2018/01/promote-increased-inclusivity-workplace/
8.2 Learning Styles & Feedback mechanism	Honey and Mumford's Learning Styles (1986): The characteristics of activists, reflectors, theorists and pragmatists and their learning preferences.	These links explain this. Honey & Mumford Link 1 Honey & Mumford Link 2
	Kolb's (1984) Cycle of Learning.	https://www.simplypsychology.org/learning-kolb.html https://www2.le.ac.uk/departments/doctoralcollege/training/eresources/teaching/theories/kolb
	The VARK Model (Fleming and Mills, 1992) types of learners: visual, auditory, reading/writing, kinaesthetic and their preferred methods of teaching.	https://teach.com/what/teachers-know/learning-styles/ https://www.teachhub.com/vark-model-teaching-strategies
	Emotional intelligence at work	https://www.michaelpage.com/advice/management-advice/development-and-retention/importance-emotional-intelligence-work-place

8. Awareness of self	Key Knowledge	Where find it
	Feedback mechanisms	This may be helpful: https://www.cognology.com.au/what-is-a-feedback-mechanism/ It can also relate to how you give others feedback. a) Assertive techniques Communication – D1 – part D b) Performance Management - B3 – part E; c) Recognising good behaviour - B3 – Part D, B1 – Part A, E.

9. Management of self	Key Knowledge	Where find it	Things to consider
9.1 Understand time management techniques and tools, and how to prioritise activities and approaches to planning, including:	Pareto Principle	We covered this on the Lead You Team Face to Face day. You may also find this link handy https://en.wikipedia.org/wiki/Pareto_principlehttps://management.simplicable.com/management/new/examples-of-the-pareto-principle	
	The Four Generations of Time Management (Covey, 1992).	https://medium.com/@alexchen_60904/fourth-generation-time-management-e5ec673d85f6	
	Eisenhower's (1954) Urgent/Important Principle.	A3 - Part B https://youtu.be/tT89OZ7TNwc	
	Project compression techniques, including: • Fast-tracking. • Crashing. • Resource reallocation.	https://pmstudycircle.com/2012/09/fast-tracking-crashing-schedule-compression-techniques-in-time-management/	
	Time management resources.	https://www.lifehack.org/articles/productivity/10-proven-time-management-skills-you-should-learn-today.html	

10 Decision Making	Key Knowledge	Where find it	Things to consider
10.1 Understand problem-solving and decision-making techniques, and how to analyse data to support decision-making, including:	Problem-solving techniques and their benefits, including:		
	Root Cause Analysis Tree Diagram.	https://online.visual-paradigm.com/knowledge/root-cause-analysis/how-to-use-five-whys-tree-diagram/	
	Involvement Matrix. Affinity Diagram.	http://isoconsultantpune.com/seven-new-management-planning-tools/#3	
	Relations Diagram.	http://www.syque.com/improvement/Relations%20Diagram.htm https://www.skymark.com/resources/tools/relations_diagram.asp	
	The Five Whys.	https://kanbanize.com/lean-management/improvement/5-whys-analysis-tool	
	The steps to problem-solving.	https://www.mediate.com/articles/thicks.cfm	