PROFESSIONALISM AND LEADERSHIP

Module Workbook

MSc Advanced Practice in the Human Services

Introduction

Welcome to this Module Workbook for the *Professionalism and Leadership* module. This is to be your working tool to guide you through the module. It should be used in conjunction with the Module Handbook.

As with the *Critically Reflective Practice* module workbook, the purpose of this document is to:

1. Give you a focal point for your studies (which is why we recommend that you print it out and store it in a lever arch file or equivalent alongside other course documents).
2. Provide a place for you to keep notes (feel free to insert additional sheets as you see fit).
3. Present a set of exercises for you to complete. These are not compulsory, but it is strongly recommended that you complete them to consolidate and strengthen your learning.
4. Serve as a reminder of the aims and learning outcomes of the module.
5. Provide you with further information about the module materials associated with each of the 12 topic areas, the sequence to be followed etc., so that you have a sort of 'road map' to refer to.
6. Provide you with a reference source for future use when studying later modules and beyond the completion of the course.

If there is anything you are not clear about at any point about how to use this workbook, do not hesitate to ask.

Module aims

The overall aims of the module are:

- To develop a sophisticated understanding of the roles of professionalism and leadership in contemporary organisations.
- To recognise the historical changes in definitions of professionalism and the current emphasis on 'authentic' professionalism.
- To appreciate the leadership element involved in all professional roles and not just in management ones.

Module Learning Outcomes

By the end of the module you should be able to:

Demonstrate an understanding of the role of human services professionals in relation to leadership.
Critically analyse the role of professionalism in the human services.
Develop and sustain the 'three Rs': resourcefulness, robustness and resilience.

Topic areas and associated materials

There are 12 topic areas, with audio-visual materials associated with each. The materials are presented by Neil unless stated otherwise:

1. *Introduction: Why study professionalism and leadership?*

This topic is covered by a webinar that sets the scene for the module.

2. *What is professionalism?*

Here we have an audio presentation that is part of a series recorded while Neil was teaching a group of social work students. If you are not a social worker, do not worry, as the points Neil makes are applicable across the human services with minimal need to adapt or refocus them.

3. *What is leadership?*

This topic is covered by another audio in the series plus some video materials previously developed by Neil for an e-learning course.

4. *Organisational culture*

This is also covered by one of the audio programmes in the series.

5. *Motivation and morale*

Another audio from the series is used to cover this topic.

6. Effective communication and supervision

The effective communication element is covered by an audio from the series, while the supervision element is covered by video materials developed by Neil for an e-learning course on reflective supervision.

7. Teamwork and managing conflict

Each of the two elements is covered by video materials Neil developed for e-learning courses on these important subjects.

8. Anti-discriminatory practice

There are three sets of resources for this topic: a further audio from the series, plus video materials first on PCS analysis and then on language and discrimination. The latter two resources are from materials Neil developed for an e-learning course.

9. Stress and self-care

This topic also has three sets of resources: an audio from the series, video materials Neil developed for an e-learning course plus a webinar specifically developed for this module.

10. Authentic leadership

This topic relies on an audio recording of a masterclass Neil presented at a university as part of a book launch for his *The Authentic Leader* book.

11. Self-leadership

This is based on the final audio in the series.

12. Pitfalls to avoid: obstacles to professionalism and leadership

This final topic is covered by a webinar specifically developed for this module.

1. *Introduction: Why study professionalism and leadership?*

NOTES

EXERCISE 1

What do you hope to gain from this module? Think carefully about this and make some notes below.

2. *What is professionalism?*
   NOTES

EXERCISE 2

If you needed help from a professional, what would you expect of them in terms of their professionalism? What would you regard as unprofessional and why?

What do your answers to these questions tell you about your own professionalism?

3. *What is leadership?*

   NOTES

EXERCISE 3

Think of three people you regard as good leaders. What is it that makes them stand out as good leaders for you?

Are there any lessons you can learn from this for your own leadership role as an advanced practitioner?

4. *Organisational culture*

   NOTES

EXERCISE 4

How would you describe the organizational culture that you work in? What would you see as its positive elements? What would see as its negative elements? What can you do to influence it in a positive direction?

5. *Motivation and morale*

NOTES

EXERCISE 5

Identify three things that can contribute to high morale. Identify three things that can undermine morale. What can you do to maximise the former and minimize the latter?

6. *Effective communication and supervision*

NOTES

EXERCISE 6

Have you had any negative experiences of supervision? If so, what can you learn from these?

What positive experiences of supervision have you had? What can you learn from these?

7. *Teamwork and supervision*

   NOTES

EXERCISE 7

Consider three situations you have been involved in. With hindsight, is there anything you would do differently? If so, why? If not, why was what you did so effective?

8. *Anti-discriminatory practice*
    NOTES

EXERCISE 8

List at least one example of discrimination occurring at (i) a personal level; (ii) a cultural level; and (iii) a structural level. These levels interact and reinforce each other, Can you see how these interactions apply to the examples you have given?

9. *Stress and self-care*

    NOTES

EXERCISE 9

Support is an important factor in keeping stress at bay. What support (formal and informal) do you have available to you? Is there anything that might prevent you from using any of these? What can you do to address any such obstacles?
What support do you feel you can and should provide to colleagues as an advanced practitioner?

10. Authentic leadership

NOTES

EXERCISE 10

What do you understand by the term 'authentic leadership', as explained by Neil? What would you need to do to put this idea into practice?

11. Self-leadership

NOTES

EXERCISE 11

The notion of self-leadership sounds deceptively simple, but it has a number of complex, interacting elements. If you were asked to develop a 'Self-leadership action plan' what would you want to incorporate in it? Who would you trust most to help you with it?

12. Pitfalls to avoid: obstacles to professionalism and leadership

NOTES

EXERCISE 12

Of the pitfalls highlighted, which two are you most likely to succumb to? What can you do to avoid them?

Summary of learning: Identify below five key ideas from this module and five key action points:

Key ideas

1

2

3

4

5

Key action points

1

2

3

4

5