

Module Specification

Module Summary Information

1	Module Title	Understanding Personality, Potential and Performance for individuals, teams and organisations (blended)
2	Module Credits	20
3	Module Level	7
4	Module Code	LBR7656
5	Semester Taught	S1 and AYR (All Year Round)

6	Module Overview
<p>This module is part of the MSc Transforming and Leading Health Care and aims to facilitate advancing of your self-learning and self-understanding. It will give you insight into your personal and professional strengths, your limitations, your leadership, communication skills and work styles, and how these affect your behaviours including how you learn and your personal resilience. It incorporates psychometric tools and instruments. Understanding personality and effectively reading the behaviour of other people is not a hit and miss process but a skill which can be learned and then applied into every aspect of work and life. It is a core skill that will influence your professional working life. It contributes to win/win situations and provides the skills to deal with conflicts before disruptive behaviour is escalated. The aims of the module are to enable you to apply a series of interpersonal and behavioural skills within your workplace; develop interpersonal skills and behavioural competence for self-management, team working; and to enable improvements in the way you practice and deliver services. This module will help you manage yourself more effectively, lead others more compassionately and authentically and influence your teams and organisation on how to progress in key areas under your remit in your workplace.</p> <p>The module both augments and underpins the entire range of interpersonal and behavioural skills and applies them to leadership, team working and performance management, negotiation, implementing change or service improvement as well as to day-to-day routines. You will consider your self-management and your knowledge of self and directing your own actions toward achieving goals and creating win/win situations. The module reviews support mechanisms that you may consider in your career, to ensure that you maintain a reflective view on how you and others affect your performance.</p> <p>You will critically appraise evaluate a series of interpersonal and behavioural skills which influenced a situation and the outcome, looking for evidence base and the impact of this on professional relationships and patient care. Throughout this module, you will be encouraged to undertake student led activities and independent study with guidance and facilitation from designated academic support. This will include viewing and learning from a range of resources including video and written content.</p> <p>You will be expected to identify an area, or topic of study that is of interest to you and which you would like to critically review and evaluate, applying and reflecting this to your practice and/or your professional development. Your assessment will draw upon your own experience and how you can apply your learning throughout the module content and identify key learning points for your own approach to future situations.</p>	

7	Indicative Content
<p>Key themes will be addressed:</p> <ul style="list-style-type: none"> • Understanding yourself • Interpreting your psychometric questionnaire results • Learning what drives your own behaviour • Leading and managing teams in complex organisations • Utilising the strengths and differences of others • Identifying and working with organisational culture, climate, politics and power 	

- Influencing in complex situations
- Managing conflict
- Influencing upwards in the organisation
- Reflecting on your experiences to learn lessons from them

8		Module Learning Outcomes
On successful completion of the module, students will be able to:		
	1	Critically appraise individual self-management skills, including an understanding of self that is focused on professional values, character, integrity, and creativity in a work based situation.
	2	Appraise and evaluate interpersonal skills and behavioural competencies (own and others) to work with, manage and lead teams, understanding the behaviours of groups and group dynamics and use this to influence and improve practice and service delivery.
	3	To evaluate, explore and apply behavioural approaches with managerial skills and organisational know-how to inform tactics, strategy and establish effective relationships.

9				Module Assessment
Learning Outcome Number (from table 8)	Coursework	Exam	In-Person	
1 – 3			Pre recorded Presentation followed by Viva 100%	

10			Breakdown Learning and Teaching Activities
Learning Activities	Hours	Details of Duration, Frequency and other comments	
Scheduled Learning (SL) includes lectures, practical classes and workshops as specified in timetable	36	5 full day workshops online Tutorials as offered by module tutor – on campus	
Directed Learning (DL) includes placements, work-based learning, peer group learning external visits, on-line activity, Graduate+, peer learning, as directed on VLE	39	Engagement with videos, reading resources, completing instruments/assessments	
Private Study (PS) includes preparation for exams	125	Reading around the topics, preparing for assessment, self reflection	
Total Study Hours:	200		

11 Key Texts and Online Learning Resources

You will be introduced to the Virtual Learning Environment (VLE) and be expected to engage with materials throughout this on line module. The module has a reading list online. This which will be a comprehensive and continually updated resource of a variety of sources of literature and information that will support learning and achievement of learning outcomes. You may also have access to your workplace library and resources.

Below is a sample that will support your learning:

Collins, J.C. (2001) *Good to Great*. William Collins

Davis, J. and Tallis, R (eds) (2013) *NHS SOS*. One World

Department of Health (2012) *Leadership Qualities Framework for Adult Social Care*. National Skills Academy for Social Care <https://www.nsasocialcare.co.uk/about-us/leadership-qualities-framework>
NHS (2013) *NHS Change Model*. NHS Improving Quality. Resources available at:
www.changemodel.nhs.uk/

Goleman, D. (1995) *Emotional Intelligence*. Bantam Books

Hillcroft House (2013) *NHS Leadership Culture, 2014 and Beyond*.
http://www.hillcrofthouse.co.uk/sitefiles/upload_docs/NHSLeadershipCulture2014andBeyondv2.pdf

Huczynski, A & Buchanan, D (2013), *Organizational behaviour*, 9th edition. Pearson

Kellerman, B. (2004) *Bad Leadership: What it is, How it happens, Why it matters*. Harvard Business Press

Mullins. L.J. (2016) *Management and organisation behaviour*: Pearson

NHS (2013) *NHS Health Care Leadership Model*. NHS Leadership Academy. Resources available at:
<http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/>

The Mid Staffordshire NHS Foundation Trust Public Inquiry: *The Francis Report* (2013)
<http://www.midstaffpublicinquiry.com/report>