

UFS FORM 5: SHORT LEARNING PROGRAMME

SECTION A: CATALOGUE

CODE: HEQC/H06/EMS/CHOICE (Non Credit-bearing SLP)

TITLE: Leadership and Self-Deception

QUALIFICATION TITLE: The Choice & The Choice @ Work

NQF LEVEL: 6

CREDITS: **NOTIONAL LEARNING HOURS:**

FORMAL CONTACT TIME: 14 hours formal contact time (spread over two days)

LEARNING ASSUMED TO BE IN PLACE:

No formal tertiary qualifications are required, but it is assumed that participants will have matric with an ability to communicate effectively, that is, use their verbal and non-verbal skills appropriately. The assumption derives from the fact that our target audience is individuals in management positions.

LEARNING OUTCOMES:

After Phase I, participants will leave with the ability to

- Analyze the *root cause* of performance and teamwork problems
- Take greater responsibility for their personal performance and for their impact on others
- Replace an attitude of blame with an attitude of accountability
- Improve communication and resolve conflict at their *core*
- Build deeper levels of openness, trust, and loyalty with others
- Create greater cooperation and teamwork
- Build relationships focused on personal responsibility and performance rather than on blame
- Solve longstanding problems - instead of perpetuating them

After Phase II, participants will leave with the ability to

- Plan for being out of Box at work
- Focus on results in a unique way-a way that keeps them from getting into the box of self-deception and blaming others
- Make the Out-of-the-Box way the way they work towards customers
- Make the Out-of-the-Box way the way they work towards coworkers
- Make the Out-of-the-Box way the way they work towards employees
- Make the Out-of-the-Box way the way they work towards superiors
- Align their work objectives to be mutually supportive and enhancing
- Hold themselves accountable for their performance-their *results*
- Hold themselves accountable for their impact on *others'* results
- Work productively and enthusiastically with other individuals and/or teams
- Implement further elements of an Out-of-the-Box organization, over time, as they are led by their supervisor/manager

BRIEF DESCRIPTION OF CONTENT:

The Choice (Phase I) is Arbinge's one-day seminar based on the international best seller entitled *Leadership and Self-deception; Getting out of the Box*. This seminar is foundational to all of Arbinge's other interventions and change work and identifies the central issue in all organizational performance -- getting trapped in the box of self-deception. The seminar is designed to empower leaders at a deeper level beyond mere behaviour so as to complement other approaches with more of an emphasis on skills. *The Choice* shows us that our real source of influence comes from our way of being rather than our behaviour. This seminar also reveals the choice that determines our way of being and how we get in the box, how the box becomes characteristic of us, the impact of our box on others, and how we get out of the box.

The general purpose of Phase I is to help participants develop a mentality of *responsibility* rather than of blame in their work. More specifically • they learn how “self-deception” is at the heart of most people problems that occur in organizations-from problems in communication and motivation to problems in trust, morale, and productivity; • they learn what the box of self-deception is, how they get in it, and how they can get out, and; • by learning about the box of self-deception, they learn the extent to which they help create the very problems they complain about and blame on others. They learn that *they* are often the problem especially when they think they aren't.

The Choice at Work (Phase II) is a subsequent one-day seminar that applies the discovery of the problem of self-deception and being in the box to the workplace. The Choice at Work helps to fill out an understanding of the implications of the self-deception solution at work. It will help any company to begin seeing its way through organizational issues that may have seemed confusing and insoluble. It will give them leverage for significantly improving their business' overall performance. The general purpose is to help managers implement their mentality of responsibility into daily work practices. More specifically • they learn ways to work out of the box of self-deception-to focus on the organization's *results* rather than on defending themselves and blaming others; • they learn how to develop from a Level 1 organization (the least productive and most common type of organization) to a Level 4 organization -one that is focused, aligned, mutually supportive, and high performing, and; • they learn a concrete way to hold themselves accountable for their results and for their impact on others' ability to get results.

CRITICAL OUTCOMES SUPPORTED BY SHORT LEARNING PROGRAMME:

- The ability to create greater cooperation and work more effectively with others as a member of a team, group, organization, and community – effective building of relationships, and
- The ability to identify and solve longstanding problems

METHODS OF ASSESSMENT:

Participants must demonstrate the application of the knowledge and skills they acquired be handing in a **Personal Advancement Profile** 60 days after completion of the course.

ASSESSMENT CRITERIA:

These criteria will be based on participant's ability to integrate and comprehend the various aspects within the field of leadership and self-deception.

ORGANISING FIELD: 3

(1 = Agriculture and Nature Conservation)
(2 = Culture and Arts)
(3 = Business, Commerce and Management Studies)
(4 = Communication Studies and Language)
(5 = Education, Training and Development)
(6 = Manufacturing, Engineering and Technology)

(7 = Human and Social Studies)
(8 = Law, Military Science and Security)
(9 = Health Sciences and Social Services)
(10 = Physical, Mathematical, Computer and Life Sciences)
(11 = Services)
(12 = Physical Planning and Construction)

APPROVAL DATE: 22 April 2006

REVIEW DATE: 2008

DEPARTMENTAL OR PROGRAMME "HOME":

Centre for Business Dynamics, School of Management, Faculty Economic and Management Sciences (Centre is self-sustained)

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