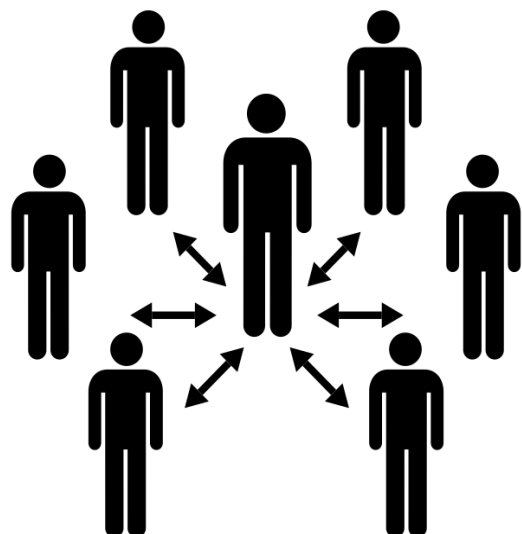


# The SEDETT project

## Example Training Materials

### Module 2

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from Noun Project

**Leadership issues and social  
enterprise organisational capacity  
development**

*EXAMPLE OF  
EDUCATION / TRAINING  
WORKSHOP MATERIAL  
Module 2*

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## Example Training Materials

### Module 2

## Aims of this workshop ...



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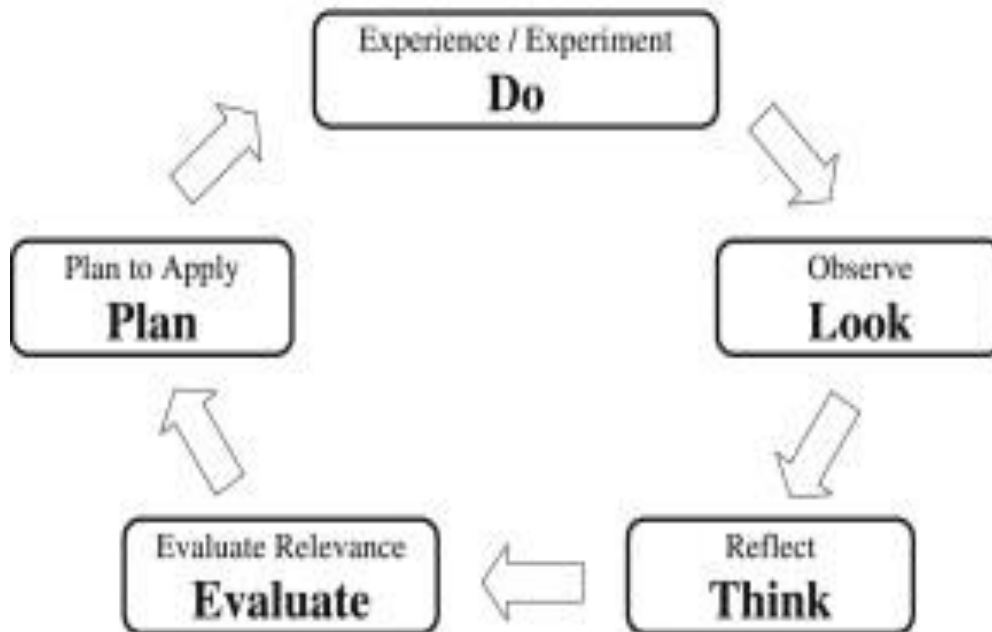
- (i) To gain an understanding of leadership and the motivations that drive leaders in social enterprises
- (ii) To appreciate the differing personal traits of leaders in social enterprises
- (iii) To identify the leadership styles found in social enterprise practice

# The SEDETT project

## Example Training Materials

### Module 2

### Reflective Learning Process



### Approach

learning through reflections on

(i) own and each others practice or

(ii) practices of practitioners in SEDETT case study

Organisations ([www.sedett.eu](http://www.sedett.eu))

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## Example Training Materials

### Module 2



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## Resources

Each others experiences & observations

SEDETT Project Case Studies ([www.sedett.eu](http://www.sedett.eu))

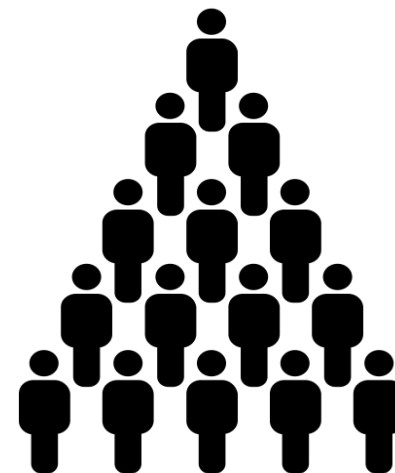
For further written information, please see

<http://www.sedett.io2mod2finalisedmaterial.eu>

[http://www.schwabfound.org/sites/default/files/file\\_uploads/leadershipinsocialenterprise2014.pdf](http://www.schwabfound.org/sites/default/files/file_uploads/leadershipinsocialenterprise2014.pdf)

<https://www.theguardian.com/social-enterprise-network/2011/aug/23/social-enterprises-need-leadership>

<https://www.cceol.com/content-files/document-482605.pdf>



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## Example Training Materials

### Module 2

The following links provide short 'you tube' video clips on the topic

Leaders v managers

<https://www.youtube.com/watch?v=wVTTBXIAGvI>

Social enterprise lessons in leadership

<https://www.youtube.com/watch?v=mWjrlF3v3g0>

Social enterprise leadership development

[https://www.youtube.com/watch?v=HSID5hn\\_TzQ](https://www.youtube.com/watch?v=HSID5hn_TzQ)

Leadership nuggets for social enterprise

<https://www.youtube.com/watch?v=fqPQMck7oWM>

Understanding the 8 styles of leadership

[https://www.youtube.com/watch?v=aZ9Qr\\_CtrS4](https://www.youtube.com/watch?v=aZ9Qr_CtrS4)



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## Example Training Materials

### Module 2



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## Creative Exercises

Before starting the workshop lets do one of the following

[www.sedettio3outputspain.eu](http://www.sedettio3outputspain.eu)  
(building a positive atmosphere)

or

[www.sedettio3outputroania.eu](http://www.sedettio3outputroania.eu)  
(climbing a mountain)

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## Example Training Materials

### Module 2

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## Leadership issues and social enterprise organisational capacity development



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Bolton and Adby (2007,p.292) indicate that

*“the single most important determinant of the success of an organisation is the quality of its leadership”.*

However, the role of leading an organisation effectively is highly complex, with no magic formula to provide good leadership, that can be replicated everywhere (McDonald, 2017)

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## Example Training Materials

### Module 2

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from Noun Project

### Reflective Exercise (i)

Consider a social enterprise (S.E) that you are either

(i) familiar with, or

(ii) as described as case study A or B (see [www.sedett.eu](http://www.sedett.eu))

and

(a) Talk about your chosen S.E. to others in your group



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## Example Training Materials

### Module 2

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### Reflective Exercise (ii)

In the context of your chosen S.E. consider

(a) the leadership of the social enterprise

(b) the management of the social enterprise

and

Talk about your experiences in terms of (a), & (b) above to others in your group

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## Example Training Materials

### Module 2

## Feedback on Reflective Exercises (ii)

Consider the following



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<b>Leadership</b>	<b>Management</b>
Motivation	Organization
Encouragement	Integration
Selection of Talented People	Planning
Coaching and Training	Measurement and Budgeting
Building Trust	Development of People

**Relationships**

**Functions**

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## Example Training Materials

### Module 2

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## Feedback on Reflective Exercises (ii) – cont'd



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## Definition of Leadership

*“a process whereby an individual influences a group of individuals to achieve a common goal”*  
(Northouse, 2013, p.23).

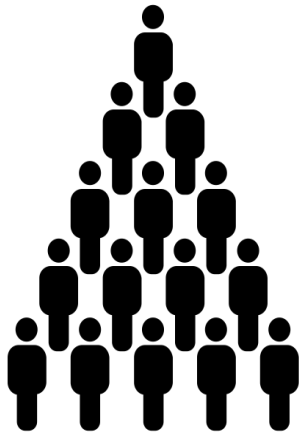
Hosking and Morley (1991, p.240) interpret leadership as

*“a more or less skilful process of organizing, achieved through negotiation, to achieve acceptable influence over the description and handling of issues within and between groups.”*

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### Module 2



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## Feedback on Reflective Exercises (ii) – cont'd

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Differing theories of leadership include:

- trait; behavioural;
- contingency; transformational;
- transactional.

For a full description of these theories see:

<http://www2.fcsh.unl.pt/docentes/luisrodrigues/textos/Lideran%C3%A7a.pdf>

Other material related to leadership in organisations can be viewed at

<https://www.youtube.com/watch?v=Hpnh8xAJOQY>

<https://www.youtube.com/watch?v=MoMuLrkdZ2k>

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## Example Training Materials

### Module 2

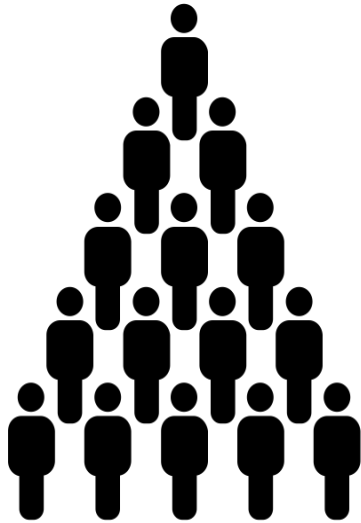
## Feedback on Reflective Exercises (ii) – cont'd

Differing theories of leadership include

Other material related to leadership in organisations can be viewed at

<https://www.youtube.com/watch?v=Hpnh8xAJOQY>

<https://www.youtube.com/watch?v=MoMuLrkdZ2k>



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## Example Training Materials

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### Reflective Exercise (iii)

In the context of your chosen S.E.

(a) identify what you consider to be an appropriate style of leadership

(b) Comment on the circumstances that have / would cause a change in leadership style

and

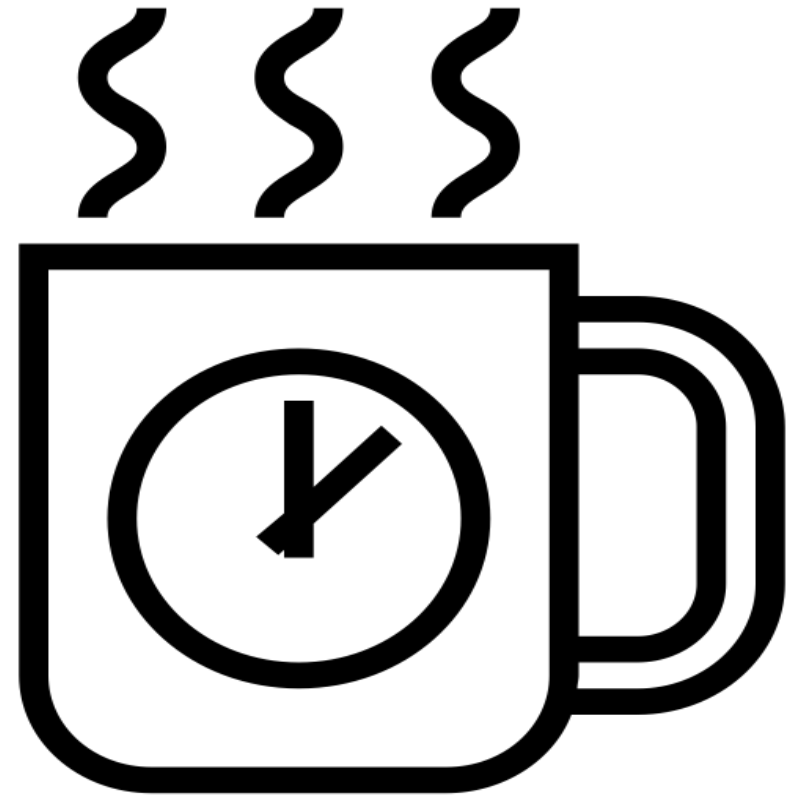
(i) Talk about (a) & (b) in the context of your chosen S.E. to others in your group

# The SEDETT project

## Example Training Materials

### Module 2

***Time for a  
break...***



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from Noun Project

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## Example Training Materials

### Module 2



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from Noun Project

## Feedback on Reflective Exercises (iii)

### Leadership Styles ..... include

Autocratic Leadership. ...  
Bureaucratic Leadership. ...  
Charismatic Leadership. ...

Democratic/Participative Leadership. ...

Laissez-Faire Leadership. ...  
People-Oriented Leadership  
Relations-Oriented Leadership. ...  
Servant Leadership. ...  
Task-Oriented Leadership.



For more detailed treatment - see

<https://www.lfhe.ac.uk/en/general/lf10/ten-times-tables/10-leadership-styles.cfm>



# The SEDETT project

## Example Training Materials

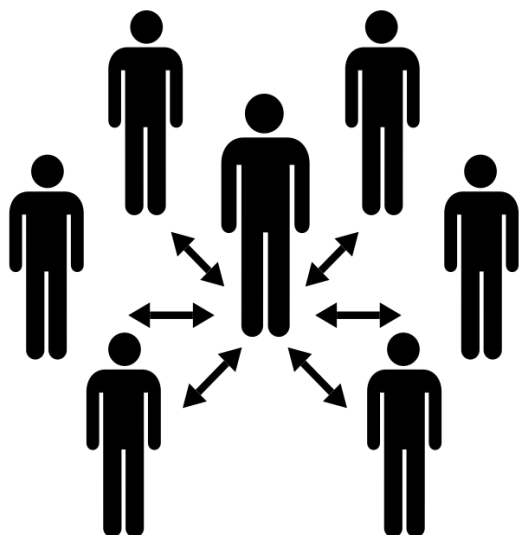
### Module 2



### Feedback on Reflective Exercises (iii)

Consider the following

Style	Best used	Strengths	Weaknesses
Autocratic	Best used in crises where decisions must be made quickly and without dissent.	Incredibly efficient decisions are made quickly, and work gets done.	People resent being treated in this manner. Often leads to high levels of absenteeism and high staff turnover.



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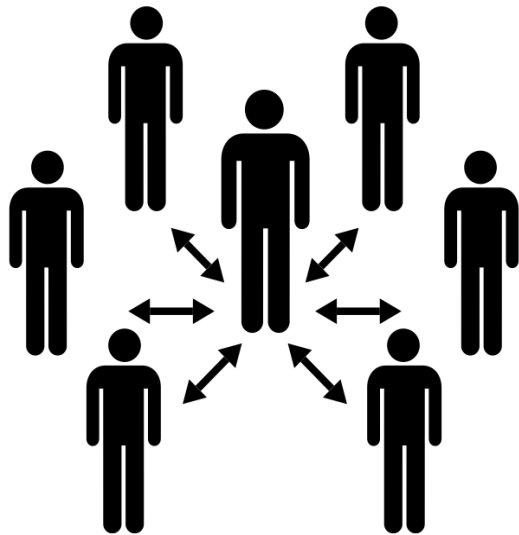
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### Feedback on Reflective Exercises (iii)

Consider the following



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STYLE	BEST USED	STRENGTHS	WEAKNESSES
Democratic	Most suitable when working in a team is essential and when quality is more important than efficiency or productivity.	Team members have high job satisfaction and are more productive as they are involved in decisions. Staff are engaged and creativity is encouraged.	Decision-making can be slow. Hinders situations where speed or efficiency is essential. Team members may not have expertise to provide high-quality input.

# The SEDETT project

## Example Training Materials

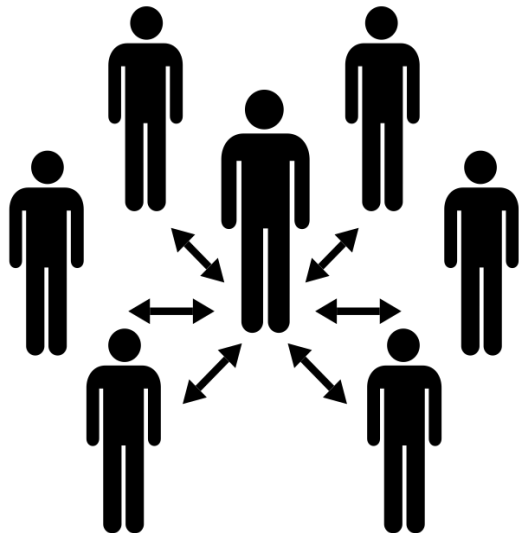
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### Feedback on Reflective Exercises (iii)- consider cont'd

Leaders interviewed as part of the SDEDETT project also used the following descriptions to describe their leadership styles:



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- To consolidate Teamwork
- To promote the competence of others
- To listen to opinions/ to share ideas/ to involve others
- Respectful Provide a family atmosphere
- Involvement at all levels of the organisation
- Sharing the vision/promoting the values of the organisation
- Sharing the bigger picture Consultative (staff and board)
- Ability to vary leadership style, when dealing with different groups. Following the values of the organisation
- Being strong Being determined
- Not staying behind a desk Ability to delegate
- Transformational/inspirational Act as an example
- Community and service/service user driven
- Freedom for staff

***Autocratic or Democratic or both ???***

# The SEDETT project

## Example Training Materials

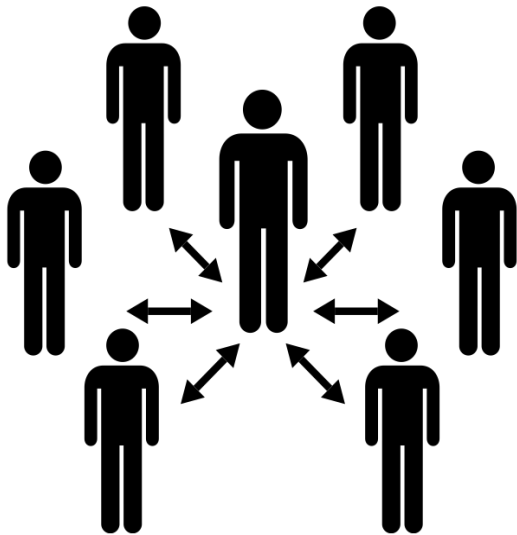
### Module 2

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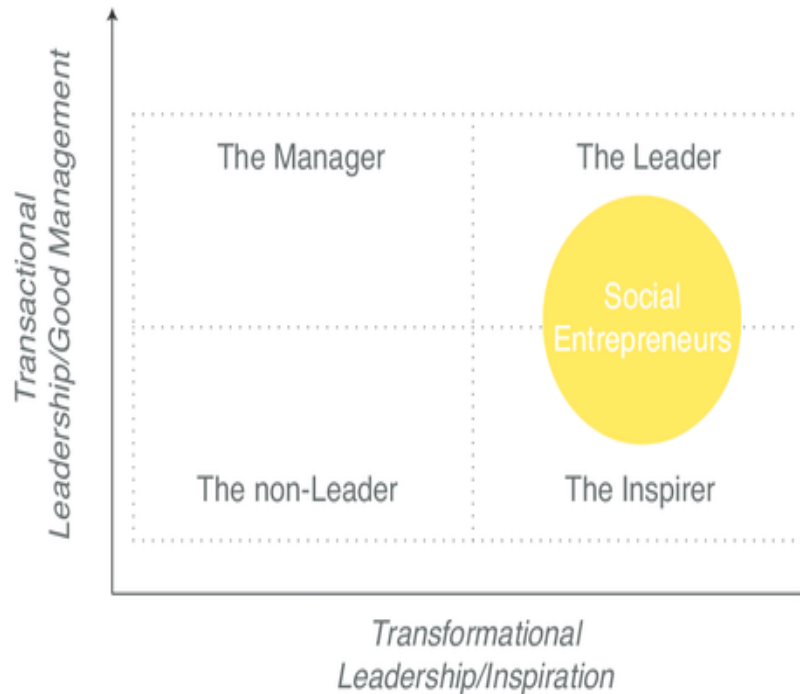


### Feedback on Reflective Exercises (iii)- consider cont'd

The Scwhabb Report found that Social Entrepreneurs were more often towards the transformational rather than the transactional side of the leadership style spectrum.



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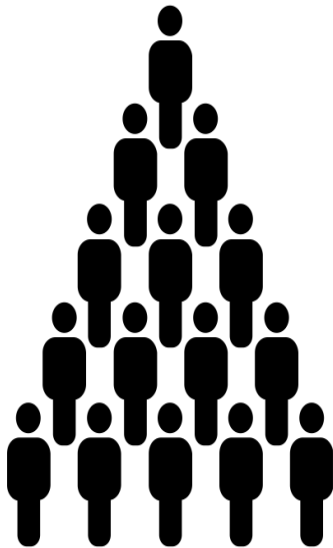


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## Example Training Materials

### Module 2

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## Workshop Summary

Consider the following questions and indicate the main points you would make in response to the following questions :-

- (i) *Why do S.Es need good leadership ?*
- (ii) *What are the main personal traits of leaders in S.Es*
- (iii) *What style of leadership is best suited to S.Es looking to increase their capacity*