Module Specification

Personal Mastery for Senior Leaders

Version: 2022-23, v2.0, 14 Jan 2022

Contents

Part 1: Information

Module title: Personal Mastery for Senior Leaders

Module code: UMODUS-15-M

Level: Level 7

For implementation from: 2022-23

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Frenchay Campus

Field: Strategy and International Business

Module type: Standard

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: This module is designed to be a reflective module that explores the concepts of self-leadership and professional identity in the workplace. It is designed to help students critically explore their self-awareness and knowledge around their professional identity, values, beliefs, aspirations and well-being, and how these factors contribute to their personal and professional effectiveness in a leadership role. The complexity of contemporary working environments places new demands on

those working in them and this module considers how personal characteristics such as resilience, courage, personal integrity, consistency, and inter-personal communication skills can support the ability to effectively self-lead and lead others in these contexts.

Features: Not applicable

Educational aims: This module adopts a self-reflective and introspective approach to understanding self-leadership in the workplace. The module takes a work-based, reflective and creative pedagogical approach, where learning is grounded in the personal leadership experience of the student's employment, both past and present.

Both parts of the assessment require the application of what is being learnt, as well as personal reflections, to the student's practice of self-leadership, enabling students to critically consider their future development opportunities.

Outline syllabus: Indicative content:

Self-leadership and self-management
Resilience in the workplace
Impression management
Living and practicing values in the workplace
Navigating imposter syndrome
Negative capabilities and self-leadership
Roles and role analysis
Managing and negotiating workplace identities
Navigating self-limiting beliefs in the workplace

Part 3: Teaching and learning methods

Teaching and learning methods: The approach to teaching and learning on this module is primarily experiential and student-centred, engaging students in practical exercises, personal study, and critical reflection, grounded in the external context of the student's own leadership role/roles/experiences. The readings, theory and literature provide students with the knowledge and awareness of current thinking on

self-leadership and professional identity.

Practical exercises, using text-based and visual/ arts-based methods (e.g. photography) are designed to encourage students to explore and challenge their own perspectives and practice.

The assessment is designed to provide an opportunity for the students to reflect critically on their own experience of self-leadership, critical moments in their leadership journey, how their professional identity has developed over time, and the relationship between the theory we discuss and their leadership practice, in context.

Learning on the module is achieved through a combination of class-based activity - through both individual and group work (which may take place online or in a physical classroom), independent study, and online materials.

The independent learning on this module includes hours engaged with essential reading, engaging with the tools and resources provided on the module, reflective practice-based exercises, and assignment preparation and completion.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

> **MO1** Develop a critical understanding of the theory and practice of self-leadership and its relevance for a range of professional and managerial roles

> **MO2** Gain a critical understanding of professional identity and the underpinning theory to enhance personal professional leadership practice

> **MO3** Gain a critical appreciation of the complexities of workplace identities and the impact on relationships in contemporary organisations

> **MO4** Demonstrate reflexivity in relation to self-leadership and professional identity

> **MO5** Demonstrate deep insight into effective behaviours through process of enquiry and reflection and show awareness of how they influence others

MO6 Critically evaluate and explore their own thoughts, feelings, and behaviours around self-leadership/ professional identity and then address their personal/ professional development needs

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 120 hours

Face-to-face learning = 30 hours

Total = 150

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link

Part 4: Assessment

Assessment strategy: Formative feedback is provided in a number of ways throughout the module. In preparation for the storyboard assignment, learners have the opportunity to create a smaller version of the storyboard as part of an in-class activity where they are asked to use collage materials to map out their leadership journeys thus far. In addition, we run a short session on both pieces of assessment, where learners have the opportunity to ask questions and discuss with each other and us, as a teaching team, how they can approach these pieces of work and marking expectations. Learners are able to book one-to-one appointments with either of the teaching team in order to discuss their assignments.

Summative assessment will require the students to enquire into and reflect critically on their personal experience of leadership of self and others, their strengths and development opportunities. This will include:

Students will be asked to create a 'storyboard' of their self-leadership journey thus far, which includes a combination of words and images presented on a single sheet of A1 paper/ card that summarises the student's leadership journey and critical moments that are part of this.

They will then be asked to record a 15 – 20 minute podcast. Students will be asked to a) talk about their storyboard with reference to literature on the module + the critical moments in their careers they have chosen to depict on the storyboard and b) answer 2 or 3 pre-set critical evaluation style questions (supported by references). Students work in pairs to support each other in developing/producing podcast.

Assessment components:

Reflective Piece - Component A (First Sit)

Description: Storyboard summarising their leadership journey.

Weighting: 25 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Reflective Piece - Component A (First Sit)

Description: Recorded 15 – 20 minute Podcast (in pairs/ interview style), discussing a) the storyboard and b) 2 or 3 pre-set questions.

Weighting: 75 %

Final assessment: Yes

Group work: Yes

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Reflective Piece - Component A (Resit)

Description: Storyboard summarising their leadership journey.

Weighting: 25 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Reflective Piece - Component A (Resit)

Description: Recorded 15 – 20 minute Podcast discussing a) the storyboard and b) 2 or 3 pre-set questions.

Weighting: 75 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Administration {Apprenticeship-UWE} [Jan][FT][Frenchay][2yrs] PGDip 2022-23

Business Administration {Apprenticeship-UWE} [Frenchay] PGDip 2022-23

Business Administration {Executive MBA} [Jan][PT][Frenchay][2yrs] MBA 2022-23

Business Administration [Villa] MBA 2022-23

Business Administration [Frenchay] MBA 2022-23

Business Administration [BIBM] MBA 2022-23

Business Administration [Jan][FT][Frenchay][1yr] MBA 2022-23

Business Administration [Sep][PT][Frenchay][2yrs] MBA 2022-23

Business Administration [Sep][FT][Frenchay][1yr] MBA 2022-23

Business Administration [Jan][PT][Frenchay][2yrs] MBA 2022-23

Business Administration [Feb][PT][Taylors][2yrs] MBA 2022-23

Business Administration [Jun][PT][Taylors][2yrs] MBA 2022-23

Business Administration [Sep][PT][Taylors][2yrs] MBA 2022-23

Business Administration [Mar][PT][Taylors][2yrs] MBA 2022-23

Business Administration [Jan][FT][BIBM][1yr] MBA 2022-23

Business Administration [Jan][FT][Villa][1yr] MBA 2022-23

Business Administration [May][FT][Villa][1yr] MBA 2022-23

Business Administration [Sep][FT][BIBM][1yr] MBA 2022-23

Business Administration [Sep][FT][Villa][1yr] MBA 2022-23

Business Administration {Executive MBA} [Sep][PT][Frenchay][2yrs] MBA 2021-22