



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

LEADERSHIP AND MANAGEMENT SKILLS

MANAGING ONE'S OWN APTITUDES AND ATTITUDES. TEACHING GUIDE

[2022-23]

GENERAL DETAILS

Name of the module:	Managing one's own aptitudes and attitudes
Academic Year:	2022-2023 First Quarter
Degree:	Master's in Management and Leadership
Number of credits (ECTS):	6
Date of latest revision:	October 2022
Lecturers in Charge:	Mr Ramón Lacruz Mr Rubén Fernández

1. GENERAL DESCRIPTION

Once the right levels of personal-professional self-knowledge have been achieved, the moment it is the moment to start managing the concepts discovered during introspection. This is one of the fundamental bases on which it will be possible to develop other competencies and skills that involve the others (collaborators, parents, superiors, clients, suppliers). Aspects such as positioning or managing one's own wellbeing are key to becoming a successful manager in the context of healthy organisations where social impact becomes positive.

The subject is divided into three sections differentiated by topics:

- Process and conflict management for an efficient leadership.
- Management of wellbeing.
- Empowerment scenarios.

The chapter **Process and conflict management for an efficient leadership** deals with the way to manage internal conflict, as a step previous to dealing with conflict involving others or the mediation in conflicts among third parties. Moreover, it points towards the importance of differentiating between conflict and polarities, and with the complexity of interpersonal relationships.

The chapter **Management of wellbeing** travels through the "soma" and listens to the signs that integrate the body through a number of practical exercises. This allows for the necessary manager's alignment with their three integrated structures: feeling, thinking and doing. In this way, by accepting what they are (trust), managers feel they are the protagonists of everything that happens to them.

The chapter **Empowerment scenarios** comprises the theme of organisations as ecosystems we inhabit for a good part of our lives. Their leaders have a clear influence on the quality of those vital experiences. A leader who is aware of her capacity to influence may turn her organisation into an empowerment scenario, not only at the personal, but also at the collective level. Starting from the advances in the field of the empowerment theories applied to organisational environments, we

intend to accompany the (self)reflection work of those leaders who seek to facilitate empowerment scenarios.

2. OBJECTIVES

- To analyse the factors intervening in conflicts in order to learn how to alleviate their effects.
- To apply resilience to conflict management.
- To learn how to boost one's own personal-professional traits.
- To strengthen the strategies of personal empowerment.

3. CONTENTS

UNIT 1. Process and conflict management for an efficient leadership

UNIT 2. Management of wellbeing

UNIT 3. Empowerment scenarios

UNIT 1. Process and conflict management for an efficient leadership

Learning outcome

After studying the chapter and solving the exercises, students will be able to:

- Work to establish sustainable relationships as the foundation of conflict management.
- Develop tools that enable one's own management and that of the others within the framework of conflict.
- Be aware of the range and privilege of relationships.

Content

1. Tools and ideas to facilitate interactions.
2. The complexity of personal relationships.
3. Learning to manage difficult relationships.
4. Polarities and conflict.
5. Effective management of power.

UNIT 2. Management of wellbeing

Learning outcome

After studying the chapter and solving the exercises, students will be able to:

- Find their Purpose through facilitation.
- Work somatically towards focusing.
- Explore the power of intention.

Content

1. Purpose: A simple way to find it.
2. Time management.
3. Focusing (somatic work).
4. Decision making (effective methodology).
5. Principles of Holocracy (tips for a different way of organisation).

UNIT 3. Empowerment scenarios

Learning outcome

After studying the chapter and solving the exercises, students will be able to:

- Share and explore experientially the components and levels that define a conscious leadership strategy towards one's personal and organisational empowerment.
- Explore and act from the full presence of relational roles and styles that define the conscious leader.
- Explore and act on the intelligence of values that guide the empowered and empowering leadership.

Content

1. Conscious leadership.
2. Intelligence of values.
3. Dramatisation as the basis.
4. Exploration of levels of awareness.
5. Wheel of learnings and feelings-thoughts.

4. TEACHING AND LEARNING METHODOLOGY

The teaching and learning methodology will develop from simple theoretical explanations to introduce examples and cases that will make it possible to apply immediately to the workplace all the contents dealt with in each theme. The deployment of the 'Learning by Doing' model, based on experiential ability, allows participants to obtain action-oriented learnings.

This is carried out through class participation and the exchange of experiences among participants, as well as through exercises and dynamics of varied impact. Said approach fosters the analysis and solution of contents that make up the subject, while at the same time it takes into account the different optics and perspectives. This becomes a highly didactical formula for the understanding and assimilation of each one of the topics.

5. ASSESSMENT

The Master's in Management and Leadership is based on an assessment model based on competencies. We value the student's progress as they achieve the objectives laid down in the syllabus through reflection and analysis of practical cases and a test.

The subject's final mark will be calculated by doing the arithmetic mean of the marks obtained in the two assessment activities suggested.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

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6.2. WEBGRAPHY

- *Capital Humano* [en línea]. Disponible en: <http://capitalhumano.wolterskluwer.es/content/Inicio.aspx>.
- *Spanish Recruitment Group* [en línea]. Disponible en: <https://spanishrecruitmentgroup.com/>.
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