

# Practitioner information

## Introduction

This resource helps learners understand a leader's unique role and vital tasks. They also consider four common leadership styles and their advantages, disadvantages, and applications. Learners explore how they can develop skills and qualities for leadership by themselves and with help from a mentor, before considering the role of leadership in the enterprise environment.

## Topic links

- Leadership
- Enterprise
- Skills for employability, teamworking, and project management

## Suggested learning outcomes

Learners will be able to:

- define leadership and describe a leader's roles to inspire, enable, and deliver success
- list skills and qualities a leader might apply to inspire and enable their team
- describe four leadership styles and the importance of leadership style in the uncertain environment of innovation or enterprise.

## Why this topic is relevant for engineers

The path from concept to successful project or product is uncertain and can be difficult. While engineers can solve challenging technical problems, effective leadership is needed to ensure the right problems are being solved and the right steps are being taken, communicate a clear vision of the future, and create followers who help to deliver success through new and innovative forms of customer value.

## Delivering the theory: Understanding leadership

- Learners may find it helpful to first share ideas of leaders they have seen in films and on TV, discussing their qualities, successes, and failures, before considering any examples of leadership within engineering. This can also help illustrate the different leadership styles.
- Sport can be a good way to discuss the three responsibilities to inspire, engage, and deliver by looking at, for example, a familiar manager or team captain.
- It is helpful to unpack the importance of enabling and how the three aspects of task, team, and individuals relate and interact. What might happen if a leader neglects one of these three areas?

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## Delivering the theory: Developing your leadership

- Learners could vote on whether they think leadership is something anyone can do or a quality only some people have. Challenge learners by emphasising that everyone lies on a continuum rather than this being a simple yes or no question, and most people can improve their position on this continuum by developing their skills and qualities.
- Take time to unpack the diagram and explore ideas for self-development and support from a mentor.
- Help learners identify possible sources of mentoring for young and less-experienced entrepreneurs (this highlights the importance of enterprise hubs and networks for those who may not have yet developed a wide personal network).

## Delivering the theory: Leadership in innovation and enterprise

- Highlight that these are questions every entrepreneur or intrapreneur needs to ask and – importantly – answer.
- Help learners identify that the focus remains on innovation and the customer.
- Ask learners to identify how an enterprise might need to be flexible or agile in response to each question, for example, to adapt or pivot.

## Delivering the case study: Planning for leadership

- Explore the idea of sensing and biometric data. Some learners may already track simple data using their smartphone or smartwatch, such as daily steps, pulse, etc.
- What other biometric data do learners think people might benefit from monitoring, which might require a skin sensor?
- Sensors already exist, for example, Bluetooth diabetes monitors; however these cannot generally be easily recycled.
- The case study highlights the importance of hiring new expertise to help apply a technology in a new market application.