

# UJ | TRANSFORMATION DIVISION



UNIVERSITY  
OF  
JOHANNESBURG

COLLEGE OF BUSINESS  
AND ECONOMICS

We develop critical  
thinkers and problem  
solvers who address  
business, economical  
and societal challenges

**The Future  
Reimagined**

Department of Industrial Psychology and People Management  
**CONTINUING EDUCATION PROGRAMME**

## THE UJ YOUNG LEADERS DEVELOPMENT PROGRAMME (UJYLDP)

The Young Leaders Development Programme involves the empowerment and preparation of Young Leaders to be social change agents by developing their understanding of others and self-awareness of their roles and responsibilities as leaders in different contexts.

In the South African context, student representative councils (SRCs) at universities are an important mechanism to ensure that all South African students receive quality higher education in a safe, disciplined and healthy environment, underpinned by access, success and equity, which are critical areas of focus in the transformation process. SRCs, as a well-organised body with the necessary skills, can channel their capability and commitment towards improving university life for students.

### ONLINE CERTIFICATE IN ORGANISATIONAL LEADERSHIP

One of the programmes offered through the UJYLDP is the online certificate in Organisational Leadership. This programme is offered by the Department of Industrial Psychology and People Management, Continuing Education Programme unit in partnership with UJ's Transformation Division. The programme aims to provide Young Leaders with leadership skills required at different levels of work, with the aim of shaping character, caring, competence and commitment towards the University.

### PROGRAMME OVERVIEW

The aim of this 6-month programme is to help participants to develop a basic understanding of what it takes to be a masterful leader. The programme's conceptual framework is based on the three dimensional leadership universe: Me, We, World. Five competencies of masterful leadership: character, competence, caring, commitment and connected; and five intelligences of masterful leadership: intra- and interpersonal, conceptual, spiritual, action and contextual. The programme is offered fully online in partnership with Higher Education Partners South Africa (HEPSA).



To supplement the online learning, participants will be invited to attend additional workshops arranged by the UJ Transformation Division to further explore and complete each learning unit.

The programme consists of three main units, each comprising five lessons.

## **PROGRAMME CONTENT**

### **Unit 1**

#### **Lesson 1: Mapping the Leadership Universe & Personal Mastery as a leader: Character**

This lesson covers the Leadership Universe with its respective dimensions and ingredients. The first sphere of the Leadership Universe introduces students to personal mastery as a leader: Me as an integrated, whole person. The lesson further explores destroying the myths of leaders being born and not made. The lessons in Unit 1 relate specifically to the C of Character and the interpersonal intelligence.

#### **Lesson 2: The role of my Brain and Mind in Personal Leadership**

This lesson explores the relevance of the brain to Personal Leadership. Differences between the mind and brain is explored as well as the physiology of a mindset and the ability for it to change.

#### **Lesson 3: The role of personality, temperament, behavioural style and socio-cultural frame of reference in Personal Leadership**

This lesson provides students with insights into personality, temperament types and behavioural styles as well as socio-cultural frames of reference. It also provides insight into the effects of one's own interaction with others and how this may cause derailment and burnout.

#### **Lesson 4: The role of spirituality in Personal Leadership: My core beliefs, values and purpose**

This lesson explores the impact of mindset on core beliefs and values. Other themes include the power of conditioning and the influence of beliefs and the self-fulfilling prophecy. Personal values, beliefs and purpose are explored in relation to the C of Character.

#### **Lesson 5: My Personal Wellbeing**

This lesson explores personal wellbeing and its importance for leaders. The lesson ends with assessing one's current wellbeing and enhancing personal wellbeing.

### **Unit 2**

#### **Lesson 1: The Leadership Process with its key levers as the centre piece of Leading Others**

This lesson focused on the second sphere of the Leadership Universe – leading others: We. The lesson explains the criticality of being a master of the leadership process. It provides insights into the multiple relationships and interactions in which and through one has to lead: one-on-one, team, peers and stakeholders. The lessons in Unit 2 relate to the two C's of Caring and Connectedness as well as interpersonal intelligence.

#### **Lesson 2: Achieving with one: Building healthy, constructive one-on-one relationships**

The themes explored in this lesson include the importance and features of healthy constructive one-on-one relationships. It provides insight as to how one can build and maintain trusting relationships with the appropriate relationship tools.

#### **Lesson 3: Achieving with many: Building a high performance, engaged team**

This lesson unpacks the purpose and importance of teams. It further explores key building blocks of teams, recognising the stage of a team's development as well as how to build high performing and engaged teams.

#### **Lesson 4: Achieving with colleagues: Jointly making it happen as a leadership community**

This lesson covers themes related to how to achieve with colleagues. It explores the types and functions of relationships with colleagues as well as discovering one's own style of negotiation, power and preferred trust in influencing others to work and achieve together. The types of interdependencies between work units and processes are explored along with mobilising discretionary effort.



## **Lesson 5: Achieving with those that have a say: Obtaining sponsorship and endorsement from stakeholders**

This lesson focuses on the criticality of having sound relationships with stakeholders. It addresses themes related to being able to identify relevant stakeholders along with their needs as well as how stakeholders may differ in ethical behaviour. The lesson explores how to craft an effective stakeholder engagement strategy in order to build high social capital and to jointly create value together.

### **Unit 3**

#### **Lesson 1: Contouring the context with its complexity requirements**

This lesson introduces the student to the third sphere of the Leadership Universe – Leading the World: the context. Students will understand how to map the contours of the world in which they lead as well as profile the contextual complexity of an organisation's operating arena. The lessons in Unit 3 relate to the two C's of Commitment and Competence as well as conceptual, action and contextual intelligences.

#### **Lesson 2: Putting on the right set of glasses in engaging with the context**

This lesson provides insights into the importance of a leader's set of glasses in engaging with his/her context. It further explores the makeup of the leader's glasses: worldview, decision-making frameworks and values orientation to understand that leaders have different sets of glasses.

#### **Lesson 3: Engaging at the requisite level of complexity with: the world at large, my industry and organisation**

This lesson introduces students to the emerging, new world order with its critical success factors. The five competitive forces informing industry are explored along with different psychosocial contracts between the organisation and its people.

#### **Lesson 4: Engaging at the requisite level of complexity with: my position and career**

This lesson focuses on the profile of a future-fit leader and being able to function at the requisite level of work. The lesson provides students with a toolkit of leadership survival skills as well as the management of one's career.

#### **Lesson 5: Generating and crafting a personal leadership story**

This module centres on generating a personal leadership story: past, present and future along with creating an appropriate personal stance and brand to be a masterful leader in the Leadership Universe.

### **ASSESSMENT OF PARTICIPANTS**

Participants will be required to answer multiple-choice questions before moving to the next module. A 90% pass mark is required to pass the final integrated multiple-choice test.

