



Mind Over Matter
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The SAFE Project has been developed in partnership with:



Event Leadership & Management

Developed by Chris Kemp & Pascal Viot





Module Outline

This module has been created to provide an entry-level understanding of leadership and management skills. In events, crowd management and security areas there is a lack of accountability and responsibility. Those involved in the delivery of events, through a mixture of lack of knowledge and experience, have a tendency to avoid or relinquish responsibility for decision-making and action in tight circumstances.

The module begins with a practical exercise involving a psychological test. The purpose of this is to understand different personalities and team structure, align the right people to the right task, understand how this can be applied in evaluation and to learn the tools to work effectively with different types of people.

This module focuses on an understanding of leadership and management skills and how work packages, communication and responsibility can be devolved to managers. Using Goleman's (2000) six leadership styles, participants are required to identify

their respective merits along with those situations and occasions in which they might be best employed. This module, however, will not be focusing on the development of leadership skills, but more on the recognition of them and how the participants will recognise and appreciate these in their everyday workplace activity.

Team-building exercises are used to identify and consider aspects of functional and dysfunctional teams and how the manager/leader's role is realised in team work. A final element is that of communication, the role of which is examined critically in terms of fitness for purpose.

Learning Outcomes

On completion of this module the learner will be able to...

- understand the development of leadership and management skills in event managers and supervisors.
- demonstrate knowledge and understanding of different leadership styles in terms of their respective features, both positive and negative, and
- demonstrate this knowledge of different leadership styles and their appropriate forms of communication and apply them to practical situations that occur at events.

Level of Study

The level of this programme is "Strategic" (level 5 UK). This is evidenced by the demands of the learning process, the theoretical and practical demands placed on participants, the application back into the workplace and the level of those attending the programme.

Skills and Other Attributes

Understanding team leadership and management in the event environment is often tricky as much of the work takes place out in the field and what has been decided at the planning stage with a map and drawings often proves unviable on the ground. One of the key lessons to be learned from this module is that circumstances may well require changes to be made and these amalgamated into event plans and key decisions made, along with being communicated clearly to staff by leaders and managers prior to, during and/or after the event.

Assessment

The focus of all assessment is in the workplace. Participants will receive an outline of the six styles of leadership. They will also be given four short scenarios based on real time event activities. They will then be asked to identify which types of leadership would be used in which situations and why. Participants will then return to their workplaces and apply their new knowledge. Following their next event they will be asked to reflect on what they produced in class, edit it and submit it for marking.

Knowledge and Understanding

On completion of this module the learner will have an understanding of leadership theory and its practical application to;

- communicate and disseminate information effectively, and to devolve responsibility and accountability to others
- consider the challenges of leading and managing a team and be able to apply the theory learned on the programme to practical situations, and
- understand strategic decisions and convey these through the organisational hierarchy to staff at both a tactical and operational levels.