Common Module
Leadership, Motivation and Influence
Module Description

	Implementation Group
Doc.:	IG/
Date	
Origin:	IMLA

Country **PL**	Institution **MULF**	Common Module **Leadership, Motivation and Influence**	ECTS **2.0**

	Minimum Qualifications for Lecturers
Service **ALL**	• Pedagogical, psychological, or sociological education or completed one of the social communication courses: coaching, mentoring, human resources management or business psychology.
Language **English**	• On-the-job experience of leading/commanding/managing various groups of people. • Experience as a personal skills trainer. • Has knowledge of "soft" competencies such as openness, establishes contact with people with considerable ease, focuses on the client, and solves their problems. • Has the ability to communicate knowledge in a compelling and reliable manner. • English: Common European Framework of Reference for Languages (CEFR) Level C1 or NATO STANAG 6001 Level 3 (SLP 3333).
SQF MILOF	**Competence area** - Leader and Decision-Maker **Learning area** - Leadership and management theories **Organisation level** - common

Prerequisites for International Participants	**Goals of the Module**
• Language skills: NATO STANAG 6001 Level 2 (SLP 2222) or CEFR B1. • Ability to work in a team.	• Describe relevant leadership concepts, theories, principles and good practices. • Explain the theory of motivation and influence techniques within the organisation • Examine the theory and models of performance management of the military organisation.

Learning Outcomes	Know-ledge	• Explain the mechanisms that shape motivation. • Define aim and role of the methods and tools for motivating and building authority.
	Skills	• Effectively to communicate and manage information in the process of motivating and building authority. • Cooperate in a group/team effectively.
	R&A	• Exercise the critical analysis of motivating and demotivating factors in the military organisation. • Take the initiative and assume responsibility in the ongoing motivational processes.

Verification of Learning Outcomes
• **Test**: Theoretical part of the Module can be conducted via the e-learning which includes self-evaluations after each lesson, and final test verifying learned knowledge. • **Self-assessment**: Before and after the workshop participants make a self-assessment using provided participant's self-assessment forms. • **Observation**: Throughout the workshop participants take an active part in individual and collective exercises during which they are assessed by the lecturer in relation to their use of the knowledge and skills acquired during the workshop.

Module Details
(the content is as an example and depend on the course director decision)

Main Topic	Recom-mended WH	Details	
Leadership, Motivation and Influence	4	• Introduction to motivation. • Theories of motivation and their practical application. • Individual motivation.	• Influence of a commander's self-motivation on subordinates. • (can be conducted via e-Learning).
Self-knowledge and self-awareness	8 (W)	• Self-Portrait. • How to say "ME"; "My resources". • A defect becomes an advantage.	• Building self-confidence. • My three characteristics beginning with the first letter of my name.
Constructing people	4 (W)	• Social perception.	• Personification and its distortion.
Social attitude and its change	4 (W)	• A sense of group membership.	• Voluntary changes.
Motivational mechanisms of influence on behaviour	8 (W)	• Facilitation and social idleness. • Conformity and its role in the military.	• Robert Cialdini's six principles. • Social engineering and manipulation.
Power and authority – its traps and how to build it	8 (W)	• Building the image of power. • Social advantage. • Three houses. • The puzzle of subordination.	• Alternative endings. • Reward and punishment. • How to change the perception of people and his(her)self.
Communi-cation in task group	8 (W)	• Assertiveness map. • Active listening. • Relay.	• Killing ideas. • Constructive criticism.
Total	**44**		

Additional Hours to Enhance Learning Outcomes		
	11	Self-study, pre-reading, reviews, & preparation. Course feedback provided by students.
Total WH	**55**	The number of hours for the use of the developed e-learning content is up to the module director. He/she may replace the e-learning hours/topics with residential phases. The detailed number of hours for the respective main topic is up to the course director according to national laws or the home institution's rules.

List of Abbreviations

B1, B2, C1 .... Common Reference Levels

CEFR .... Common European Framework of Reference for Languages

ECTS .... European Credit Transfer and Accumulation System

IG .... Implementation Group

IMLA .... International Military Leadership Academy

MULF .... General Tadeusz Kosciuszko Military University of Land Forces in Wroclaw

NATO .... North Atlantic Treaty Organization

PL .... Poland

SLP .... Standardized Language Profile

STANAG .... Standardization Agreement

SW .... Syndicate Work

W .... Workshop

WH .... Working Hour