Leadership

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UAT MS559

Assignment 1

Personal Biases

Over-Education Bias

This bias is rooted in my experience interviewing job candidates for dozens of roles at different levels and for different teams. Nearly universally in my experience, candidates whose education exceeds their practical experience perform far worse across the board in all stages of the interview process. While this bias may have some rational backing, that actual experience generally is more effective than education, it still leads to pre-conceived notions when reviewing candidate resumes and pre-interview documentation.

I am regularly confronted with this bias, which is my plan to overcome it. Acknowledging the bias and understanding that it is a bias is the primary way to overcome any bias. In this case, though there is a decent amount of personal history backing up this bias, knowing that even that amount is a miniscule drop in the bucket of the overall data is a key driver of overcoming the bias. There are so many other variables at play that over-education may just be a coincidence, and regardless the single factor of potential over-education has never factored into a hiring decision.

Empath Gap Bias

Empathy gap bias is the tendency, willingness, or desire to ignore the feelings of others in conversation. This bias for me is less based on history or willingness and more on being generally bad at and/or uncomfortable in social situations. The tendency to want to escape a conversation at all costs brings with it the tendency to ignore the feelings of the other participants.

I have been attempting to overcome this bias by more explicitly asking instead of trying to intuit. This is much easier to do in pandemic-era society where the majority of interactions are virtual.

Overconfidence and/or Underconfidence Bias

Overconfidence bias is the tendency for one to judge their own abilities as either greater than they actually are or greater than their colleagues. I can be susceptible to this bias, while at the same time being susceptible to the exact opposite bias. Overconfidence and underconfidence can drastically impact the communication of ideas, as another related bias is that data communicated confidently is believed to be more true or accurate (and vice versa). Overcoming these conflicting biases is an ongoing process of attempting to evaluate myself from a neutral perspective.

Leadership Style

Servant Leadership

Servant Leadership is my preferred style of leadership, not only because it's the only kind I'm good at but because it follows closely everything I find to be effective in leaders of teams. Any high-functioning team is made up of skilled individuals that want to succeed, they don't need an autocrat to tell them how to succeed or what needs to be done on a minute-by-minute basis, they need someone who knows that employees work best when they're happy, healthy, know the plan, and are allowed to do what they do best without any roadblocks in the way. To use a trite example, in a racing team the servant leader is the pit crew; not out for fame or glory, but absolutely integral in keeping every other aspect of the race going without a hitch.

Servant leaders put the individual needs of their team above their own need for glory or recognition, and in doing so make the individuals in the team feel more valued and cared for, which builds a stronger sense of community. Servant leaders also prioritize the needs of the customers and community being served by the team, whether they be external customers or other internal teams. In

prioritizing customers and team members, the servant leader can improve the workflow of the team by

catering to their individual needs, which allows them to make the best products possible.

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