# MODULE 6 UNIT 3

## Activity submission

Learning outcome:

LO3: Reflect on opportunities for the future based on acquired knowledge and insight.

### Name: Donal Phipps

#### 1. Instructions and guidelines (Read carefully)

##### Instructions

1. Insert your name and surname in the space provided above, as well as in the **file name.** Save the file as: **First name Surname M6 U3 Activity Submission** – **e.g., Lilly Smith M6 U3 Activity Submission.** **NB:** *Please ensure that you use the name that appears in your participant profile on the Online Campus.*
2. Write all your answers in this document. There is an instruction that says, “Start writing here” under each question. Please type your answer there. Question 1.1 also requires you to paste a screenshot, or summarize, your 4-CAPS+ skills profile scores, under the instruction that says, “Paste your screenshot, or summarize your scores, here.”

3. Submit your assignment in **Microsoft Word only**. No other file types will be accepted.

4. Do **not delete the plagiarism declaration** or the **assignment instructions and guidelines**. They must remain in your assignment when you submit.

**PLEASE NOTE:** **Plagiarism cases will be investigated in line with the Terms and Conditions for Participants.**

IMPORTANT NOTICE: Please ensure that you have checked your program calendar for the due date for this assignment.

##### Guidelines

1. There are 6 pages and 2 questions in this assignment.

2. Make sure that you have carefully read and fully understood the questions before answering them. Answer the questions fully but concisely and as directly as possible. Follow all specific instructions for individual questions (e.g. “list,” or “in point form”).

3. Answer all questions in your own words. Do not copy any text from the notes, readings, or other sources. **The assignment must be your own work only.**

|  |
| --- |
| **Plagiarism declaration:** |
| **1. I know that plagiarism is wrong. Plagiarism is to use another’s work and pretend that it is one’s own.**  **2. This assignment is my own work.**  **3. I have not allowed, and will not allow, anyone to copy my work with the intention of passing it off as his or her own work.**  **4. I acknowledge that copying someone else’s assignment (or part of it) is wrong, and declare that my assignments are my own work.** |

#### 2. Questions

In this program, you explored your own leadership signature, learned about the capabilities of effective leaders as outlined in the 4-CAPS+ Leadership Framework, and discovered how to use X-teams as vehicles for distributed leadership and innovation. For this activity submission, use your acquired knowledge to think about what the dynamic future holds for you and your team. Answer the questions that follow.

##### Question 1

In the interactive infographic, you scored your capabilities using the 4-CAPS+ Leadership Framework. Question 1 considers this score and your 4-CAPS+ skills profile.

###### Question 1.1

Paste a screenshot of your result for the interactive infographic. Alternatively, summarize the areas of the 4-CAPS+ Leadership Framework in which you scored highly, and the areas that reflected lower results.

Paste your screenshot, or summarize your scores, here:

A screenshot of a cell phone

Description automatically generated

Figure 1

Figure 1, above, shows my personal visualization of my leadership capabilities and the capability sub-dimensions. This was created using an Excel document which I made to help me understand and measure the 4-CAPS+ framework.

Vertical bars on the far left of each box show my overall ability for a given capability, where 1 = Not at all skilled, 2 = Somewhat skilled, 3 = skilled and 4 = Exceptionally skilled. Radial charts in the centre of each box show the same skill values for the sub-dimensions.

Full excel file available at <https://github.com/Phippsy/mit-leadership/blob/master/projects/self-assessment.xlsx>

###### Question 1.2

Based on your 4-CAPS+ skills profile, what does your future as a leader look like? In your answer, consider the following criteria:

* Explain how your capabilities will play a role in your career trajectory and ongoing challenges. Which capabilities will be most valuable to you going forward?
* List three skills that you want to improve going forward, and explain how you will do this. Remember, it is not always wise to focus on your lowest scores. Your leadership signature can be strengthened by improving the things that you do well and looking to others to complement your skills.
* Reflect on how your leadership signature might change in the next five years as you further develop these three skills. Explain how this change will benefit you.

(300–400 words)

Start writing here:

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Figure 2

To help answer this question, I ranked each sub-dimension of the 4-CAPS+ framework according to their relevance to my ongoing leadership journey and personal context[[1]](#footnote-2).

I then visualised each sub-dimension (Figure 2), placing them in (y-axis) order of ranking, and showing (x-axis) my perceived skill level in each sub-dimension.

I can see that Sensemaking appears to be the most important capability, having 4 sub-dimensions ranked <= 8 in total. This makes sense to me, since digital marketing is a field where new technology and changing consumer expectations mean that companies must quickly adapt their products and services in order to remain competitive. Sensemaking will help me to monitor customers, competitors and our organization so that I can be alert to new demands.

Visioning and relating appear to be of equal secondary importance, having 2 capabilities each with ranking <= 8. Given the pace of change, visioning and projected self-belief will be an important means of instigating the adoption of new ideas and technology within our organization. Relating will be necessary to bring stakeholders and collaborators along on this journey with me.

All sub-dimensions of inventing appear in the lower half of the listing.

**Skills to improve**

"Building a Shared Vision" is both highly relevant but not an area of personal strength. Through wider reading and networking, I will seek out examples of how others have built a shared vision, so I can model my behavior on others’. I will leverage my strength in supporting and coaching to build trust and rapport with stakeholders and team members. I will then look for opportunities to inquire into their personal vision and how we might build a shared vision together.

Creating urgency for change will help motivate stakeholder organisations to adopt new approaches and ideas, but is not an area where I am skilled. I am fortunate that my line manager, our director of digital, is highly skilled in this area. I will pay close attention to how he communicates this urgency with our finance teams and c-suite, when requesting funding and describing our digital roadmap.

My ability to remain open-minded is another area where I aim to capitalise. Throughout this program, Prof. Ancona has highlighted the exponential pace of change in our world, and the resulting need to change our behaviours. I believe my open-mindedness makes me receptive to new information, new approaches and able to adjust my behaviour quickly. I'll also aim to apply my open-mindedness to my personal journey: by fostering the belief that I am capable of changing my leadership style through practice and exposure to new experience, I am optimistic that I can change and grow as a leader.

I am most excited to grow my ability to build a shared vision during the coming 5 years. This is because I feel that a shared vision reflects authentic collaboration and gives way to “emergence” – a collective which is more valuable together than individually. This concept inspires and excites me. Remaining open-minded will expose me to a sense of adventure at work. If I am able to successfully create urgency for change through collaboration, I will have objectively demonstrated the strength of a shared leadership vision.

##### Question 2

Since no leader can operate alone, what does your team’s future look like? In your answer, consider the following criteria:

* If you do not currently have a team, write about a future team that you would like to create.
* Going forward, what types of individuals would you include in your team to complement your skills? How will they increase your team’s ability to adapt and thrive in an exponentially changing world?
* Will you distribute leadership throughout your team? Explain your answer.
* Will you create an X-team or “X-ify” your current team? Explain your answer.

(200–250 words)

Start writing here:

Because negotiating, making tough decisions and creating urgency for change are not currently personal strengths, these are aspects which I will look to incorporate through others into our team. It is my belief that each of these 3 personal weaknesses can be effectively bolstered by partnering with members from our commercial (i.e. sales) teams. Sales outcomes are core to our organisation's success. Having a purpose and vision which can be expressed in terms which are credible and meaningful to the sales organisation will grow the likelihood that others will take it seriously and view it as a priority.

Through regular sensemaking and inquiring, I will aim to build X-teams with a number of individuals in our global sales team. I'll collect their input and priorities and find opportunities to incorporate them into our shared vision. I will collaborate with sales colleagues at all levels of the organisation, in order to obtain feedback from multiple perspectives.

I am also already encouraging my direct reports to seek input from stakeholder functions as we build a shared roadmap. I have asked each person to create a 2020 plan reflecting their vision, and to document how stakeholder feedback has influenced their prioritisation.

I will also reflect back to my team members how I view their personal capabilities and expertise with the respective sub-dimensions. I expect this to stimulate interesting and useful conversations with them about how we can work better together, and where we can compensate for any lack.

Finally, I intend to advocate for the principles of 4-CAPS+ within our organisation. In April 2020, we became a new brand[[2]](#footnote-3), giving us a rare opportunity to redefine our organizational culture. I will share the details of this training course with my CMO and the head of Brand, suggesting that leaders in our company be trained up. This is inspired by Prof. Ancona’s course conclusion – her call to build a distributed organization.

#### 3. Rubric

Your submissions will be reviewed according to the following rubric.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Criteria not met** | **Criteria met** | **Good** | **Exceptional** |
| **Reflection on how capabilities might play  a role in the future (Question 1.2)**  *Participant explains how their capabilities will play  a role in their career trajectory and ongoing challenges, focusing on the capabilities in which they are skilled, and which will be most valuable going forward.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially explains how their capabilities will play a role in their career trajectory and ongoing challenges. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately explains how their capabilities will play a role in their career trajectory and ongoing challenges. All relevant aspects are addressed. | Participant perceptively explains how their capabilities will play a role in their career trajectory and ongoing challenges. All relevant aspects are insightfully addressed. |
| **Reflection on which skills to improve going forward (Question 1.2)**  *Participant explains which skills they want to improve going forward, and how they will do this.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially explains which skills they want to improve going forward and how they will do this. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately explains which skills they want to improve going forward and how they will do this. All relevant aspects are addressed. | Participant perceptively explains which skills they want to improve going forward and how they will do this. All relevant aspects are insightfully addressed. |
| **Reflection on future leadership signature (Question 1.2)**  *Participant considers how their leadership signature might change in the next five years as their skills improve, and what benefits this change might bring.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially considers how their leadership signature might change in the next five years as their skills improve, and what benefits this change might bring. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately considers how their leadership signature might change in the next five years as their skills improve, and what benefits this change might bring. All relevant≠ aspects are addressed. | Participant perceptively considers how their leadership signature might change in the next five years as their skills improve, and what benefits this change might bring. All relevant aspects are insightfully addressed. |
| **Reflection on possible team members going forward (Question 2)**  *Participant details what types of individuals they would include in their team to complement their skills and explains how these team members will increase the team’s ability to adapt and thrive.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially details what types of individuals they would include in their team to complement their skills and explains, to some degree, how these team members will increase the team’s ability to adapt and thrive. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately details what types of individuals they would include in their team to complement their skills and explains how these team members will increase the team’s ability to adapt and thrive. All relevant aspects are addressed. | Participant perceptively details what types of individuals they would include in their team to complement their skills and convincingly explains how these team members will increase the team’s ability to adapt and thrive. All relevant aspects are insightfully addressed. |
| **Reflection on possibility of distributing leadership throughout the team going forward (Question 2)**  *Participant discusses whether or not they will distribute leadership throughout the team and explains their decision.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially discusses whether they will distribute leadership in their team going forward and explains their decision to some degree. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately discusses whether they will distribute leadership in their team going forward and explains their decision. All relevant aspects are addressed. | Participant perceptively discusses whether they will distribute leadership in their team going forward and convincingly explains their decision. All relevant aspects are insightfully addressed. |
| **Reflection on possibility of creating an X-team going forward (Question 2)**  *Participant discusses whether they will create an X-team and explains their decision.* | No submission or attempt.  OR  The response is not related to the question. | Participant partially discusses whether they will create an  X-team and explains their decision to some degree. However, at least one aspect of the answer is irrelevant or inadequately addressed. | Participant adequately discusses whether they will create an X-team  and explains their decision. All relevant aspects are addressed. | Participant perceptively discusses whether they will create an X-team and convincingly explains their decision. All relevant aspects are insightfully addressed. |
| **Structure and logic of writing**  *Submission is clearly and logically structured.* | No submission or attempt. | Submission has some logical structure and is clear enough to comprehend. | Submission is well-structured in terms of logic and clarity. | Submission is exceptionally well- structured in terms of logic and clarity. |

1. https://github.com/Phippsy/mit-leadership/raw/master/projects/my\_ongoing\_approach.xlsx [↑](#footnote-ref-2)
2. <https://www.bostonglobe.com/business/2020/03/31/danaher-completes-acquisition-healthcare-life-sciences-division/cKdIJunuqZWZul4CfyDcvM/story.html> [↑](#footnote-ref-3)