I. Assessment Recap

Length: **1,800 (+/- 10%)**

Task: The task involves reflecting on personal leadership qualities using diagnostic tools to measure three specific areas of leadership and identify strengths and weaknesses. Based on self-discovery, a draft leadership development plan is to be created. The plan must then incorporate industry feedback from a chosen leader holding a leadership position. The leader should provide direct feedback on the draft plan. This Work Integrated Learning (WIL) assessment aims to apply knowledge and skills gained from Assessment 2 in a real workplace context, emphasizing engagement with industry feedback.

Suggested structure:
1. Title page
2. Table of contents
3. Introduction (~150 words)
4. Body with headings and sub-headings: Leadership development plan (~1000 words); Industry feedback (~500 words)
5. Conclusion (~150 words)
6. References, which will include:
    - your leader's feedback in the Industry feedback checklist
    - your Leadership diagnostic tests results
    - initial Leadership development plan (before feedback from chosen leader)
    - final Leadership development plan (incorporating feedback from chosen leader)
    - background information about your leader who will provide feedback on your plan.

II. Theories - Key term Definition

Skill inventory
The Three-Skill Approach in leadership, proposed by Robert Katz in 1955, outlines three essential skills that effective leaders should possess. These skills are categorized into three distinct types

Technical Skill	- Definition: Technical skill refers to the knowledge and proficiency in a specific field or discipline. - Application: Leaders with strong technical skills are adept at understanding and performing specific tasks related to their area of expertise. This skill is crucial for hands-on, operational aspects of the work.
Human Skill	- Definition: Human skill, also known as interpersonal or people skill, involves the ability to work effectively with others. - Application: Leaders with strong human skills can communicate, collaborate, and relate well to individuals and groups. This skill is vital for building and maintaining positive relationships within a team or organization.
Conceptual Skill	- Definition: Conceptual skill involves the ability to think strategically, analyze situations, and understand abstract concepts. - Application: Leaders with strong conceptual skills can grasp the bigger picture, make decisions based on complex information, and formulate plans and strategies. This skill is crucial for top-level management roles where a broad understanding of the organization and its environment is essential.

According to Katz, the importance of these skills may vary depending on the level of management within an organization. Lower-level managers often require strong technical skills to oversee day-to-day operations, while higher-level managers need well-developed conceptual skills to make strategic decisions. Human skills are considered essential at all levels, as effective leadership involves working with and through people.

This Three-Skill Approach provides a framework for understanding the multifaceted nature of leadership and emphasizes the need for a balance between technical, human, and conceptual skills for leaders to be successful in their roles

[The Three- Skill Approach to Leadership](#)
[Katz the three–skill approach](#)
[Lack of dynamic leadership skills and human failure contribution analysis to manage risk in deep water horizon oil platform](#)
[Transformational and transactional leadership and skills approach: Insights on stadium management](#)

Emotional Intelligence (EI) in leadership refers to the ability of a leader to recognize, understand, manage, and effectively use emotions—both their own and those of others—in various leadership situations. It involves a set of skills and competencies that contribute to effective interpersonal relationships, communication, and overall leadership effectiveness.

The concept of Emotional Intelligence was popularized by psychologist Daniel Goleman in the 1990s, and it has since become a key aspect of leadership theory. Goleman identified five components of Emotional Intelligence:

Self-Awareness:
- Definition: The ability to recognize and understand one's own emotions, including their impact on thoughts, decisions, and behavior.
- Leadership Application: Self-aware leaders are better equipped to manage their reactions, remain composed under pressure, and make sound decisions.

Self-Regulation:
- Definition: The ability to control and manage one's own emotions, particularly in challenging or stressful situations.

- Leadership Application: Leaders with strong self-regulation can maintain emotional balance, avoid impulsive decisions, and foster a positive work environment.

Motivation:
- Definition: The drive to achieve goals, persist in the face of challenges, and continuously improve oneself.
- Leadership Application: Motivated leaders inspire and energize their teams, fostering a culture of enthusiasm, commitment, and achievement.

Empathy:
- Definition: The capacity to understand and share the feelings of others, demonstrating compassion and consideration for their perspectives.
- Leadership Application: Empathetic leaders build strong relationships, connect with their team members, and create a supportive and inclusive workplace.

Social Skills:
- Definition: Proficiency in managing relationships, including effective communication, conflict resolution, and collaboration.
- Leadership Application: Leaders with strong social skills can navigate complex social dynamics, build effective teams, and influence others positively.

In the context of leadership, Emotional Intelligence is essential for building trust, fostering teamwork, and adapting to the ever-changing demands of the workplace. Leaders with high Emotional Intelligence are better equipped to navigate interpersonal challenges, inspire their teams, and create a positive organizational culture.

[Interrelations between enhanced emotional intelligence, leadership self-efficacy and task-oriented leadership behaviour–a leadership coaching study](#)

[The relationship between Emotional Intelligence (EI) and Middle Management Leadership Styles (Transformational and Transactional Leadership) among managerial personnel at Khartoum State](#)

[Instrumental leadership: Measurement and extension of transformational–transactional leadership theory](#)

Key components of Diversity Management Capability include:

Cultural Competence:
- Definition: The ability to understand and respect different cultural perspectives, norms, and values.

- Leadership Application: Culturally competent leaders create inclusive workplaces by recognizing and appreciating cultural diversity, fostering a sense of belonging among team members.

Inclusive Leadership:
- Definition: Leadership that actively seeks to include all team members, values their contributions, and promotes a sense of belonging for everyone.
- Leadership Application: Inclusive leaders ensure that diverse voices are heard, ideas are considered, and all team members feel valued and respected.

Equity and Fairness:
- Definition: Ensuring fairness and impartiality in policies, procedures, and decision-making processes, with a focus on creating equal opportunities for all.
- Leadership Application: Leaders with a commitment to equity promote a workplace where individuals are judged based on their skills, abilities, and contributions rather than demographic characteristics.

Flexibility and Adaptability:
- Definition: The capacity to adapt leadership styles and organizational practices to accommodate diverse needs and preferences.
- Leadership Application: Flexible leaders create environments where individuals can work in ways that suit their strengths and preferences, contributing to overall team effectiveness.

Conflict Resolution Skills:
- Definition: The ability to address and resolve conflicts that may arise due to differences in perspectives, experiences, or values.
- Leadership Application: Leaders skilled in conflict resolution create harmonious work environments by addressing and resolving issues related to diversity and preventing potential sources of tension.

Diversity Recruitment and Retention:
- Definition: Proactively seeking and retaining a diverse workforce through recruitment, development, and retention strategies.
- Leadership Application: Leaders who prioritize diversity in talent acquisition and retention initiatives contribute to the creation of a diverse and dynamic organizational culture.

Key components of Cultural Intelligence include:

Cultural Knowledge:

- Understanding the values, beliefs, norms, customs, and practices of different cultures.
- Applying cultural knowledge to interpret behaviors and situations in a culturally appropriate manner.

Cultural Awareness:
- Recognizing and appreciating cultural differences.
- Being aware of one's own cultural biases and avoiding ethnocentrism.

Cultural Adaptability:
- Adjusting one's behavior, communication style, and decision-making to fit the cultural context.
- Demonstrating flexibility and openness to new cultural experiences.

Interpersonal Skills:
- Building positive relationships with individuals from diverse cultural backgrounds.
- Effectively communicating and collaborating in cross-cultural teams.

Global Mindset:
- Having a broad perspective that transcends one's own cultural context.
- Being able to think and act globally, considering the interconnectedness of different cultures.

Cross-Cultural Motivation:
- Having the motivation and confidence to engage with diverse cultures.
- Viewing cultural diversity as an opportunity for personal and professional growth.

[The Cultural Intelligence Difference: Master the One Skill You Can't Do Without in Today's Global Economy](#)
[Cognitive flexibility and cultural intelligence: Exploring the cognitive aspects of effective functioning in culturally diverse contexts - ScienceDirect](#)

The ability to work under ambiguity is a crucial leadership skill that refers to a leader's capacity to operate effectively and make informed decisions in situations characterized by uncertainty, unpredictability, and lack of clarity. In today's dynamic and fast-paced business environment, leaders often encounter situations where information is incomplete, goals are unclear, and outcomes are uncertain. The ability to navigate and thrive in such ambiguous conditions is vital for effective leadership. Here are key aspects of this leadership concept:

Comfort with Uncertainty:
- Leaders with the ability to work under ambiguity are comfortable with uncertainty and ambiguity.

- They do not get paralyzed by the lack of clear information or well-defined paths.

Adaptability:
- Adaptive leaders can quickly adjust their strategies and plans in response to changing circumstances.
- They embrace change and view ambiguity as an opportunity for innovation and creativity.

Decision-Making Skills:
- Leaders working under ambiguity possess strong decision-making skills.
- They can make well-informed decisions even when faced with incomplete or conflicting information.

Tolerance for Ambiguity:
- Tolerance for ambiguity is the capacity to manage stress and discomfort in uncertain situations.
- Leaders with high tolerance can maintain composure and focus amid ambiguity.

Strategic Thinking:
- The ability to work under ambiguity is often linked to strategic thinking.
- Leaders can envision future scenarios, anticipate potential challenges, and formulate flexible plans.

Effective Communication:
- Leaders must communicate clearly and transparently in ambiguous situations.
- Providing guidance, setting expectations, and keeping teams informed are essential communication skills.

Innovation and Creativity:
- Ambiguity can be a catalyst for innovation.
- Leaders encourage creative thinking and foster a culture where team members feel empowered to explore new ideas.

Learning Orientation:
- Leaders with this ability embrace a learning orientation.
- They see ambiguity as an opportunity for continuous learning and improvement.

Risk Management:
- Effective leaders assess and manage risks associated with ambiguous situations.
- They are willing to take calculated risks while considering potential outcomes.

Resilience:
- Resilient leaders bounce back from setbacks associated with ambiguity.

- They view challenges as learning experiences and remain focused on long-term goals.

Benefits of Diversity in Networking:

- *Learning Opportunities:* Diverse networks provide opportunities to learn about issues beyond one's specific field.

- *Perspective and Problem-Solving:* Different perspectives in a diverse network offer insights into addressing issues and making career decisions.

- *Thought Process Expansion:* Exposure to diverse ideas challenges and expands one's reasoning ability.

- *Global Perspective:* A large, diverse network can shift an individual's view from a local to a more global perspective.

[Mentoring, networking, and leadership\](#)

[The future of leadership development: The importance of identity, multi-level approaches, self-leadership, physical fitness, shared leadership, networking, creativity, emotions, spirituality and on-boarding processes](#)