

## Rubric for Module #1 Leadership Learning Scenario

	Criterion	Scoring Rubric	Score	Comments (1 or 2 bullet points)
	The Leadership Learning Scenario clearly answers the 3 questions from the prompt	Fully satisfied: 3 Mostly satisfied: 2 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
	Author uses their top strengths and personality type to explain the 3 messages to send	Fully satisfied: 5 Mostly satisfied: 4 Partially satisfied: 2 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
	The overall Leadership Learning Scenario is professional, free of spelling mistakes, good word choices, meets the 350 +/- 20 word count	Fully satisfied: 2 Mostly satisfied: 1.5 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
		<b>Total Score</b>	XX / 15	

Prompt: Accountable leaders must make the deliberate decision to lead. They need to consciously commit to being truly accountable. They must have high expectations for their personal performance and that of those they lead. As the leader of a large portfolio of programs, you have the responsibility to manage the ever-changing need for talented people.

**You just lost a large contract and now have to reduce headcount by 10% or about 150 people. You write a memo to your top leadership, defining the problem and asking for their suggestions for reductions, you are looking for a fair, balanced and expeditious approach that can be communicated to all employees. You give the memo to your Technical Assistant to send to your top leadership team of 5 folks. Your Technical Assistant mistakenly sends the memo to a much, much larger group of leaders.**

You are now getting large amounts of negative feedback from this group of leaders; they feel blindsided by this turn of events.

**Using your top strengths (Client Strengths Top 5 Strengths are Learner, Relator, Harmony, Analytical, Consistency) and personality type (ISTJ), explain what message you would send to:**

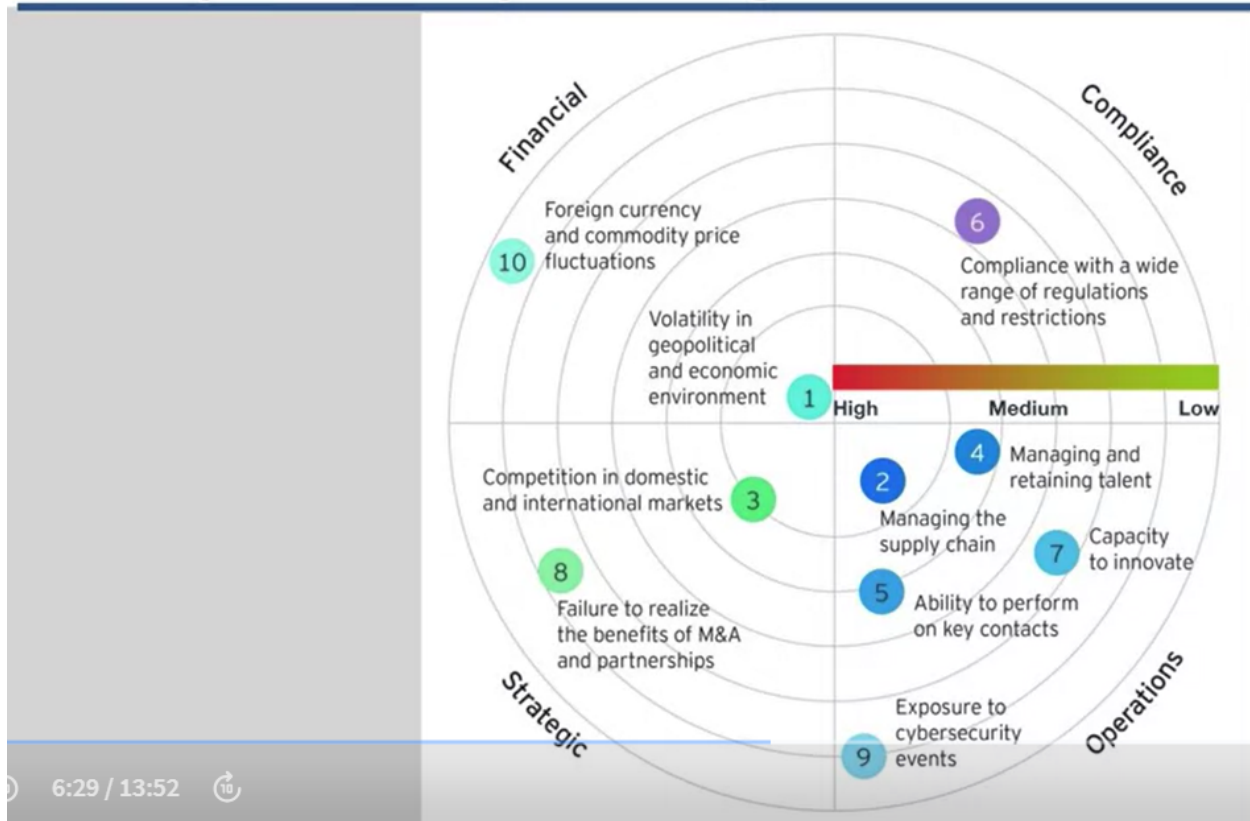
1. **Your top leadership and how would you deliver it?**
2. **Your team and how would you deliver it?**
3. **Your Technical Assistant and how would you deliver it?**

In response to the recent miscommunication regarding the memo, I will thoughtfully engage with each group and align my strategy with my strengths and professional approach.

1. To the top leadership team, I will conduct an in-person meeting to clarify the memo's intent and emphasize the value of their guidance. I will acknowledge that the memo was intended solely for their input on the fair and strategic management of the headcount reduction. I will express my regret for its unintended distribution and the subsequent impact on the larger leadership group, highlighting the importance of their collaboration in developing a transparent and balanced solution. Their expertise and leadership are critical, and I am grateful for their continued support as we navigate this sensitive issue.
2. Next, I will address the broader leadership group through an all-hands video broadcast and a written summary. I will acknowledge the mistake, apologize for any confusion caused, and provide context regarding the memo's original purpose. My commitment to transparency and fairness is paramount, and I will reassure them of my dedication to involving them appropriately as we move forward. I will invite their feedback through established channels and outline the steps we will take to manage this process with integrity and respect. I aim to rebuild trust and ensure alignment across the organization by promoting open communication.
3. Lastly, I will meet privately with my Technical Assistant to discuss the error. I will explain the significance of the mistake and its implications, emphasizing the importance of confidentiality and precision in communication. I will frame this conversation as a learning opportunity, offering actionable steps such as double-checking recipient lists and clarifying instructions before distribution. While addressing the issue constructively, I will express confidence in their ability to improve and develop from this experience.

This approach reflects my strengths as a Learner, Relator, and Analytical thinker while also leveraging my ISTJ traits of structure, reliability, and practicality. By fostering trust, encouraging collaboration, and maintaining fairness, I will effectively manage the situation and guide the organization through this challenge with integrity and authenticity.

## LTO Corporation's Top 10 Strategic Risks



## Rubric for Module #2 Leadership Learning Scenario

	Criterion	Scoring Rubric	Score	Comments (1 or 2 bul
	The Leadership Learning Scenario clearly describes the process you, the VP will use to make the decision	Fully satisfied: 3 Mostly satisfied: 2 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
	There are explanations for the process steps selected and a rationale for why the steps in the process maximize the chance for a win and provide long term value for the organization	Fully satisfied: 5 Mostly satisfied: 4 Partially satisfied: 2 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
	The overall Leadership Learning Scenario is professional, free of spelling mistakes, good word choices, meets the 350 +/- 20 word count	Fully satisfied: 2 Mostly satisfied: 1.5 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
11:52 / 13:52		<b>Total Score</b>	XX / 15	

Prompt: The strategic plan developed at the corporate level has been communicated and flowed down to the business areas. Corporate would like to see a 6% revenue growth year over year. They are concerned that the company has stagnated even though customer satisfaction is high and margins are the highest they have been in several years. Corporate will not dictate the strategy how to achieve this growth yet wants to be informed about the strategic decisions made.

Military Space has a key opportunity next year, to bid on a large new program in an adjacent mission area. Unfortunately, the request for proposal is coming out sooner than expected. Investments have been made in technologies that could be discriminators, yet they are not mature enough to be considered manageable risk.

You are the Military Space VP and you need to make a strategic decision on how to achieve a winning solution. Should you:

Partner with a competitor who is also a teammate?

Acquire a market leading smaller company?

Ask for a very large corporate investment in technology development dollars?

You have access to the Top Strategic Risks in the Corporation. Describe a process you should use to make this decision to maximize the chance of a win while creating long term value for the company?

### Three Strategic Alternatives

### **1. Partner with a Competitor:**

- **Competitor has the required technology but retains ownership and intellectual property (IP).**
- **Lower immediate costs but forfeits long-term technological advantage.**
- **Risks:**
  - **Risk #2: Poor supply chain management could hinder success.**
  - **Risk #3: Competition in domestic/international markets remains high.**

### **2. Acquire a Smaller Company:**

- **Acquire a smaller company with the required technology and its IP.**
- **Higher upfront costs but ensures internal ownership of the technology.**
- **Risks:**
  - **Risk #8: Difficulty realizing the benefits of mergers/acquisitions.**
  - **Employees must integrate new technology and absorb the smaller company into LTO's culture.**

### **3. Invest in Internal Technology Development:**

- **Request a large investment to develop the technology in-house.**
- **Risks:**
  - **Risk #7: Capacity to innovate within the organization may be insufficient.**
  - **Risk #4: Challenges in managing and retaining top talent needed for development.**

## **Stakeholder Impacts**

### **1. Partner with Competitor:**

- **Investors: Potential loss of opportunity to gain internal technological advantage.**
- **Customers: Benefit from access to advanced technology for the bid.**

### **2. Acquire Smaller Company:**

- **Employees: Must integrate the acquired company and learn the new technology.**
- **Suppliers: Impacted negatively as their role diminishes with the in-house technology.**

### **3. Internal Development:**

- **Employees: Increased engagement and potential for new hires.**
- **Suppliers: Loss of opportunity as the supply chain is bypassed.**

## **Decision-Making Process**

**1. Identify the Decision:**

- Clearly define the strategic decision and its connection to corporate goals (6% growth target).

**2. Gather Information:**

- Analyze corporate risk assessment, stakeholder impacts, and required resources.
- Seek input from experts in technology, supply chain, and mergers/acquisitions.

**3. Identify Alternatives:**

- Clearly outline all three alternatives, ensuring all potential strategies are explored.

**4. Weigh Evidence:**

- Assess feasibility, acceptability, desirability, and execution success of each alternative.
- Consider potential risks and stakeholder impacts for each option.

**5. Select the Best Alternative:**

- Consider breaking the decision into smaller stages (Stage Gates) for better risk management.
- Example: Partner initially while working to acquire or develop technology later.

**6. Implement the Decision:**

- Communicate the decision-making process, reasoning, and next steps to stakeholders.
- Create an implementation plan with clear roles and resources.

**7. Review and Evaluate:**

- Continuously assess the effectiveness of the decision and its impact on the organization.
- Use feedback to improve future decision-making processes.

**Key Risks and Corporate Risk Assessment**

1. Volatility in geopolitical and economic environment
2. Managing the Supply Chain
3. Competition in domestic and international markets
4. Managing and retaining talent
5. Ability to perform on key contracts
6. Compliance with a wide range of regulations and restrictions
7. Capacity to innovate
8. Failure to realize the benefits of Merger and Acquisition and partnerships
9. Exposure to cybersecurity events
10. Foreign currency and commodity price fluctuations

**• Relevant Corporate Risks:**

- Risk #2: Poor supply chain management (Partnering risk).

- **Risk #3:** Competitive market pressures (All alternatives).
- **Risk #4:** Managing and retaining talent (Internal development risk).
- **Risk #7:** Capacity to innovate (Internal development risk).
- **Risk #8:** Mergers/acquisitions failures (Acquiring company risk).

### **Rubric for Paper**

#### **1. Decision-Making Process:**

- **Clearly describe the process used to analyze and select an alternative.**

#### **2. Explanation and Rationale:**

- **Justify how the process maximizes the chance of winning and creates long-term value.**

#### **3. Writing Quality:**

- **Professional tone, free of errors, with a word count of 350 words (+/- 20 words).**

Write a 350-370 word paper that describes a process you should use to make this decision to maximize the chance of a win while creating long term value for the company?

Response:

The Stage-Gate Decision-Making Process is an effective methodology for strategic decisions in military space operations. It offers systematic evaluation and risk management in incremental steps. This structured approach minimizes uncertainty and aligns with organizational objectives, making it ideal for high-stakes scenarios involving technological readiness, market dynamics, and long-term strategy.

#### **Define Scope and Criteria**

The process begins by clearly defining the decision's scope and success criteria. The objective is determining the best strategy for entering an adjacent mission area while balancing immediate needs with long-term growth. Criteria include technological readiness, risk mitigation, stakeholder alignment, cost efficiency, and contributions toward achieving the corporate goal of 6% revenue growth. This clarity ensures focus and reduces ambiguity, aligning with organizational priorities.

#### **Gather Data and Identify Risks**

The next step involves collecting comprehensive data and identifying risks, such as supply chain vulnerabilities, integration challenges, and innovation capacity. Expert input from technology, financial, and strategic domains is essential to form a multidimensional understanding. This data-driven approach provides a foundation for informed analysis, addressing bottlenecks and highlighting potential pitfalls.

#### **Develop and Analyze Alternatives**

The alternatives, partnering with a competitor, acquiring a smaller company, or investing in internal technology, are evaluated against feasibility, desirability, and risk. For instance, partnering provides immediate technological access, acquisition secures long-term intellectual property, and internal development fosters innovation. The Stage-Gate framework ensures thorough analysis, balancing short-term needs with strategic goals.

### Select the Most Viable Option

Partnering with a competitor emerges as the most viable initial step due to its ability to meet immediate bid requirements without substantial upfront investment. Simultaneously, acquisition and internal development options are explored to maintain flexibility for long-term benefits. This phased approach leverages the adaptive nature of the Stage-Gate process, balancing urgency with strategic foresight.

### Implement and Monitor

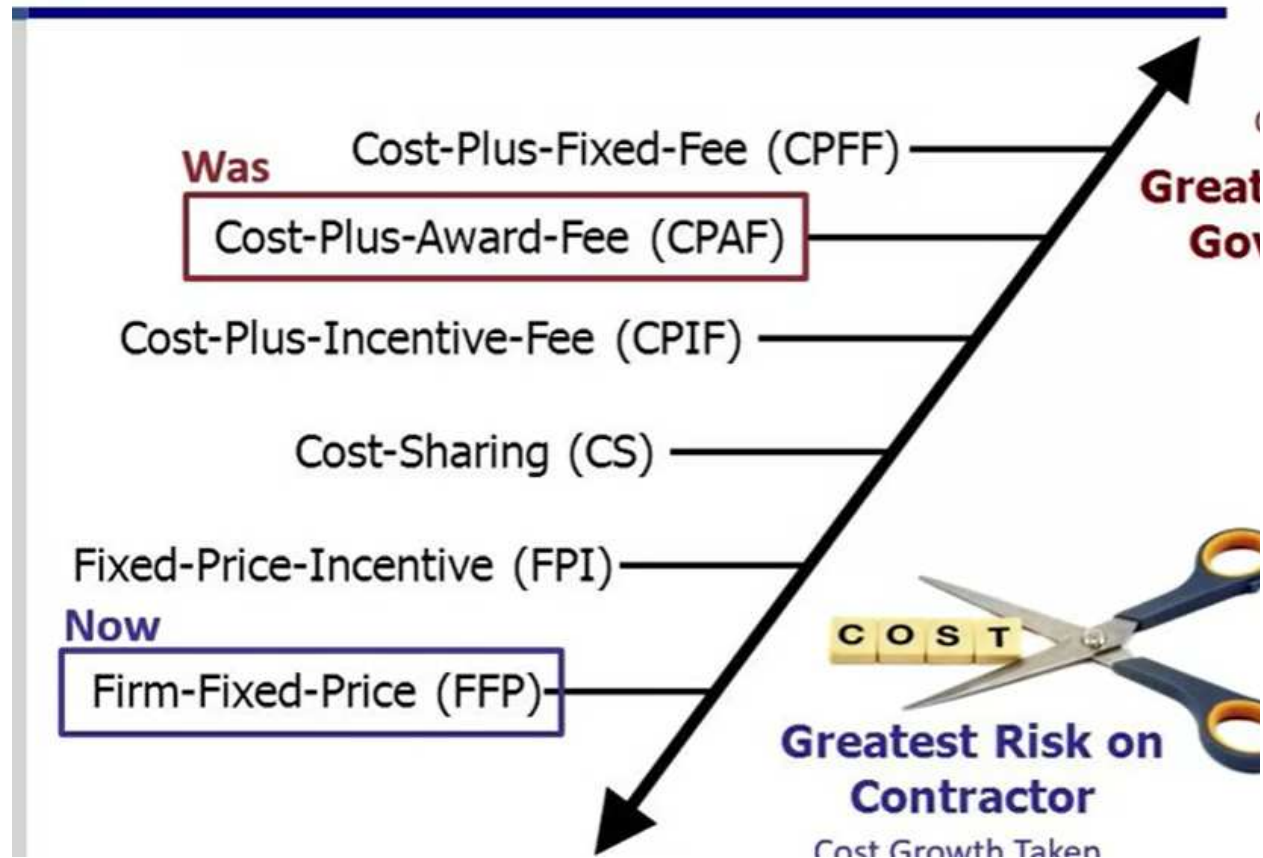
Implementation involves formalizing the partnership with clear terms to mitigate risks while establishing a task force to assess long-term strategies. Continuous monitoring ensures alignment with developments, enabling timely adjustments. This iterative process reinforces the adaptability and effectiveness of the Stage-Gate framework, maximizing success and long-term value.

This process was chosen for its structured approach to mitigating risks while accommodating the complexities of high-stakes decisions. It ensures immediate objectives are met and provides strategic flexibility for sustained competitive advantage.





## Profile in Contract Risk



## LTO Corporation's Desired Culture Shift



Criterion	Scoring Rubric	Score	Comments (1
The Leadership Learning Scenario clearly answers the 2 questions from the prompt: write a vision statement and describe the 2 strategies for implementation	Fully satisfied: 3 Mostly satisfied: 2 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
There are explanations for how the 2 strategies will enable a movement toward a learning culture (improved innovation, agility, flexibility and organizational learning)	Fully satisfied: 5 Mostly satisfied: 4 Partially satisfied: 2 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
The overall Leadership Learning Scenario is professional, free of spelling mistakes, good word choices, meets the 350 +/- 20 word count	Fully satisfied: 2 Mostly satisfied: 1.5 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>

Prompt: Military Space has historically served a traditional customer set through Cost Plus Award Fee (CPAF) contracts, long standing relationships built on years of working together and trust forged from many interactions (good and bad). This organization is mission success driven and any issue or risk associated with not meeting all requirements is evaluated thoroughly. The culture has evolved to ensure the right customers are communicated with very proactively with complete transparency and technical detail.

This culture is risk adverse, process driven and has been very successful because of it. You could classify our cultural style as a combination of #1 Results Driven, 2 Authority and #3 Safety subcultures. We just won a new program with a new customer. This customer wrote a Firm Fixed Price (FFP) contract with all monetary incentives put on meeting the delivery date. The requirements for the system are at a very high level and will require some interpretation.

You as the new Program Manager are asked to evaluate the culture change necessary to make sure this new team will be successful. After consulting with several experts you have determined that the most effective way to reshape LTO's culture to embrace Firm Fixed Price contracts is to move from a change adverse subculture of Authority to change embracing subculture of Learning.

- 1) Write a vision statement, that appeals to both executive leadership and general employees, compelling them to move away from an authority, rule based subculture to a more innovative flexible organization better prepared to adapt to change.
- 2) What top 2 strategies will you employ to implement your Vision that will result in moving closer to a Learning culture (improved innovation, agility, flexibility and organizational learning) at LTO to enable the company to better perform and embrace Firm Fixed Price Contracts? **Provide explanations for how the 2 strategies will enable a movement toward a learning culture.**

### Scenario Overview

- **Current Situation:**
  - LTO Corporation's **military space business** has traditionally worked under **cost-plus contracts**, where risk is borne by the customer.
  - This environment fostered a **risk-averse, process-driven culture** rooted in authority, safety, and results.
- **New Challenge:**
  - LTO has won a new program with a new customer under a **firm fixed price (FFP) contract**, shifting all risk to LTO.
  - Monetary incentives are tied to meeting cost and schedule, requiring cultural adaptation.
- **Cultural Transition Needed:**
  - Shift from **stability-focused, risk-averse culture** to a **learning-oriented, flexible culture** that embraces change and agility.

### Prompt Instructions

1. **Write a Vision Statement:**
  - Two to three sentences appealing to both executive leadership and general employees.
  - Must inspire a transition from a rigid, rule-based culture to a dynamic, innovative, and adaptive one.
2. **Develop Two Strategies:**
  - Describe how these strategies will foster:
    - Innovation
    - Agility
    - Flexibility
    - Organizational learning

- Explain how they will move the culture away from authority toward a learning culture.

### Key Frameworks

- **Kotter's Eight Steps:**
  - Focus on **Step 3: Create a Vision and Strategy.**
  - Use the vision to align all levels of the organization and guide cultural transformation.
- **Cultural Styles Continuum:**
  - Current culture: Stability, independence, and authority.
  - Target culture: Flexibility, independence, and learning.

### Rubric for Assessment

- 1. Addresses Both Prompts:**
  - **Clear vision statement.**
  - **Two actionable strategies for cultural transformation.**
- 2. Effectiveness of Strategies:**
  - **Strong rationale for how strategies will shift the culture.**
  - **Clear link between strategies and desired outcomes (e.g., learning agility).**
- 3. Professional Writing:**
  - **Clear, concise, and free of spelling/grammar errors.**
  - **Meets word count (350 ± 20 words).**

Write a 350-370 page paper

Module Notes:

Response:

### Vision Statement

At LTO, we aspire to create a future where adaptability and innovation are central to our operations, enabling us to surpass customer expectations across all contract structures. By cultivating a culture centered on learning, collaboration, and agility, we aim to convert challenges into opportunities, ensuring mission success and sustained growth within a dynamic marketplace.

### Strategy 1: Establish Cross-Functional Innovation Teams

LTO will establish cross-functional innovation teams comprising diverse employees from various levels and disciplines to facilitate our transition toward a learning-oriented culture. These teams will address

real-time challenges, promoting collaborative problem-solving and creativity. For example, teams may focus on interpreting high-level requirements associated with Firm Fixed Price (FFP) contracts or devising cost-effective solutions to meet delivery deadlines. This initiative will enhance agility and organizational learning by integrating a spectrum of perspectives. Employees will gain exposure to different viewpoints and techniques, encouraging a shift from a rigid, rule-based mindset to a more adaptive, results-driven approach. Additionally, these teams will act as incubators for new ideas, facilitating rapid prototyping and iterative improvements aligned with FFP contract requirements.

## **Strategy 2: Implement a Continuous Learning and Feedback System**

LTO will establish a comprehensive continuous learning and feedback system that prioritizes skill development, knowledge sharing, and reflective practices. This system will encompass training programs focused on agile methodologies, risk management, and decision-making under uncertainty, specifically tailored to the demands of FFP contracts. Furthermore, a structured feedback mechanism, incorporating retrospectives at project milestones, will provide employees with valuable insights into their successes and areas for improvement. By fostering a culture that encourages learning from achievements and challenges, the organization will enhance its flexibility and capacity for innovation. Leaders will exemplify these behaviors by sharing insights gained from experiences and celebrating calculated risks undertaken in pursuing innovative solutions, thereby promoting a culture that values experimentation and growth rather than strict adherence to authority.

These strategies will drive the transformation from a risk-averse, process-driven culture to one defined by innovation, agility, and resilience. By promoting cross-functional collaboration and a commitment to continuous learning, LTO will be well-positioned to thrive under FFP contracts while cultivating a workforce prepared to adapt and excel within an evolving industry landscape.

## Module 4

Criterion	Scoring Rubric	Score	Comments (1 or 2 bullet points)
The Leadership Learning Scenario clearly provides a strategy for approaching Alice with empathy.	Fully satisfied: 3 Mostly satisfied: 2 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
The author explains how their strengths and personality type support their strategy, offering specific examples.	Fully satisfied: 5 Mostly satisfied: 4 Partially satisfied: 2 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
The overall Leadership Learning Scenario is professional, free of spelling mistakes, good word choices, meets the 350 +/- 20 word count	Fully satisfied: 2 Mostly satisfied: 1.5 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
<b>Total Score</b>		XX / 15	

Prompt: You have been leading a development program for a little over two years and over the past year, you have learned that a key member on your team, Alice, has been reporting to your boss the progress of the team in such a way that it appears that she is the central force and the "idea person" in the group. This is not true since her contributions have been about equal to the others. The other group members don't know she has been advancing her position in the organization at the expense of others (and maybe even making others look unproductive).

Alice is the same labor grade as you, and you work well with her. You feel, however, that her easy and regular access to the boss and inaccurate reporting of the group's progress will ultimately undermine others in the group. You decided that you need to set up a critical / difficult conversation with Alice to address this. You have thought through the 9 elements of the conversation we discussed earlier, but you are struggling with how to "Be Empathetic".

Summarize your strategy for how to "Be Empathetic" during this difficult conversation with Alice. Use your strengths (CliftonStrengths Top 5 Strengths are Learner, Relator, Harmony, Analytical, Consistency) and personality type (ISTJ) to describe how you would approach Alice. Write a few paragraphs expanding on the rationale for your response.

Write a 350-370 page paper addressing the prompt

Module Notes:

Response:

To address Alice's actions empathetically, I will utilize my strengths as a Learner, Relator, Harmony, Analytical, and Consistency, combined with my ISTJ personality traits, to facilitate a constructive, respectful, and solution-focused conversation. My objective is to discuss the issue in a way that promotes understanding, preserves our working relationship, and aligns with the team's values.

Initially, I will prepare by reflecting on the facts surrounding the situation and Alice's contributions. This preparation, rooted in my Analytical strength, will ensure our discussion is based on objective observations rather than assumptions or emotions. I will also consider Alice's perspective, acknowledging her ambitions for career advancement and the possibility that she may not fully recognize the impact of her actions on the team.

During the conversation, I will emphasize perspective-taking and active listening as key components of empathy. Leveraging my Relator and Harmony strengths, I will highlight Alice's valuable contributions and their positive effect on the team. For instance, I might say, "Your efforts have played a crucial role in helping us achieve our goals, and I truly appreciate the dedication you've demonstrated." This approach aims to make her feel acknowledged and valued, reducing potential defensiveness.

Subsequently, I will address the issue directly yet collaboratively, using a tone reflecting my ISTJ clarity and respect traits. I will frame the concern regarding team cohesion and overall success as follows: "I've observed that some reports on our progress may unintentionally emphasize individual contributions over our collective efforts. I believe it would benefit us to work together to ensure all contributions are accurately represented." This phrasing, informed by my Consistency strength, underscores the importance of fairness and shared accountability.

Finally, I will propose constructive solutions to align Alice's actions with our team goals. For example, I recommend establishing a more collaborative progress reporting process that allows for all team members' input. This strategy fosters Harmony and emphasizes teamwork while maintaining fairness and clarity.

Integrating empathy with structure ensures that our conversation addresses the issue effectively without compromising our relationship, promotes understanding, and strengthens our collaborative team culture. This methodology aligns with my values and strengths, paving the way for Alice to engage meaningfully while supporting the cohesion and morale of our team.



## Module 5

Criterion	Scoring Rubric	Score	Comments (1 or 2 bullet points)
The Leadership Learning Scenario response describes clearly the actions to be taken to demonstrate inclusive leadership behaviors	Fully satisfied: 3 Mostly satisfied: 2 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
The actions and approach taken refer to the unique strengths and personality type of the author	Fully satisfied: 5 Mostly satisfied: 4 Partially satisfied: 2 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
The overall Leadership Learning Scenario is professional, free of spelling mistakes, good word choices, meets the 350 +/- 20 word count	Fully satisfied: 2 Mostly satisfied: 1.5 Partially satisfied: 1 Not satisfied: 0	XX / 5	<ul style="list-style-type: none"> <li>XX</li> <li>XX</li> </ul>
<b>Total Score</b>		<b>XX / 15</b>	

Prompt: You are the Strategic Imaging Program VP and have been in your role for 2 years. You have been successful in delivering financial results and building better customer and supplier relationships. You emphasized to your leaders the need to hire a diverse workforce, and they have been successfully adding new diverse talent to their teams.

So, imagine your surprise when your human resource manager walks into your office and asks to give you some candid feedback. Recent retention data shows that your team has a higher resignation rate in the 0–5-year employees and females than any other team in the business area. Several of your new leaders are considering switching to other teams. You are incredulous.

Your HR manager then gave you some personal feedback on several of your “habits” that may be driving some of your team’s behaviors. For the last 2 years, you have only gone to the cafeteria with the same two members of your leadership team, they are old friends of yours. You tend to give stretch assignments and extra delegation to the same few on your team and you rarely get out of your office to talk to members of your team that do not sit near you. You rarely make it out to the engineering, manufacturing and test areas due to your packed schedule.

Given this data, what are you going to do? Using your strengths (CliftonStrengths Top 5 Strengths are Learner, Relator, Harmony, Analytical, Consistency) and personality type (ISTJ), write about the actions you are personally going to take to modify your non-engaging behaviors and demonstrate your approach to being an authentic and inclusive leader.

Write 350-370 word paper that clearly describes the actions to be taken to demonstrate inclusive leadership behaviors and the actions and approach taken refer to the unique strengths and personality type of the author.

#### Module Notes:

As the Vice President of the Strategic Imaging Program, I recognize that addressing retention and engagement challenges necessitates intentional adjustments to my leadership style. By harnessing my strengths in Learning, Relationship Building, Harmony, Analytical Thinking, and Consistency, along with my ISTJ personality, I will prioritize enhancing visibility, nurturing inclusion, and fostering authentic connections with our entire team.

To increase visibility and accessibility, I will arrange and block time on my schedule for regular visits to the engineering, manufacturing, and testing areas to engage with team members in their respective environments. This approach demonstrates my commitment to their work and helps build rapport. As an analytical thinker, I will utilize structured time blocks to ensure these visits are consistent and prioritized, which aligns with my strength in consistency. Additionally, I will organize informal gatherings, such as rotating lunches or team discussions, to connect with a broader group of employees beyond my immediate colleagues.

I will establish a fair and transparent framework for assigning stretch projects and developmental opportunities to enhance engagement. Leveraging my Analytical and Consistency strengths, I will track and review these assignments to guarantee that all employees, including newer and underrepresented team members, have equitable opportunities for growth and contribution. I will also conduct weekly one-on-one check-ins with new hires and team members who may feel overlooked to cultivate stronger individual relationships, drawing on my Relator strength and ISTJ inclination for structured, meaningful interactions.

To promote inclusion, I will consciously diversify my daily interactions by spending time with various team members and encouraging collaboration across different groups. I will initiate mentorship programs to support newer employees and women on the team. These initiatives reflect my Harmony strength and aim to foster a sense of belonging and teamwork.

Lastly, I will engage in self-reflection and continuous improvement by soliciting 360-degree feedback from peers and subordinates. As a Learner, I am committed to understanding how to enhance my leadership effectiveness. This feedback will assist in identifying and addressing any blind spots, ensuring that my leadership style adapts to meet the team's evolving needs.

By implementing these strategies, I aim to exemplify inclusive and authentic leadership, enhance team engagement, and create an environment where all employees feel valued, supported, and empowered to thrive.