

Running Head: GRADUATE PROJECT

Graduate Project

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HBD6776.E1 Leadership Theories and Practice

Rubric: Leadership Skills/Theory Assessment

Item to Assess	Needs Work 1 point	Meets Expectations 2 points	Exceeds Expectations 3 points
Profile Assessment	Profile application to leadership potential not defined	Leadership potential in the assessment profile generally defined	Profile application to leadership potential clearly defined. Indicates some issues are more important than others and explains why.
Perspectives	Does not recognize the theoretical perspectives of assessment profiles	Considers theoretical perspectives of assessment profiles	Clearly describes the unique theoretical perspectives of assessment profile
Knowledge	Simply repeats theory provided and does not discuss the relevance	Considers application of theory and cites related knowledge from theoretical or empirical research	Clearly discusses theory in relation to empirical and theoretical research; adds knowledge from personal experience
Actions	No action proposed or proposes infeasible action(s)	One reasonable action proposed.	Proposes multiple actions; seem to deal with the most important issues
Consequences	No positive or negative consequences are identified	Some positive and negative consequences for each action are discussed	Consequences are clearly tied to the issues deemed most important.
Self Assessment Tool Support	Fails to provide evidence of self assessment tool utilized; scoring not provided	Provides evidence of assessment tool utilized with scoring on most but not all categories.	Provides clear evidence of assessment tool utilized supported by score and implications
Writing skills; grammatical presentation	Many grammatical errors exist	Organized however contains a few grammatical errors	Clearly organized and free of grammatical errors
Completeness; follows instructions	Fails to identify all assessment profiles assigned; instructions not followed	Omits one assessment profile; follows instructions.	All assessment profiles are identified; clearly follows instructions

Total: 21/24 points 92% (200) = 184 points

Exceeds Standards: 24 to 21 points

Meets Standards: 20 to 16 points

Needs Work: < 16 points

Note.....need an abstract per APA requirements

Graduate Project

Leadership Potential Profile

Leadership potential is a possible indicator of an individual's desire to lead as well as the ability to lead others, but it does not guarantee leadership success. In Chapter 1, Self-Assessment 1, my score of 26 rated on the high end of the leadership potential scale. This score indicates that I have the potential for leadership. Again, potential does not guarantee success as a leader. Like many pursuits, leadership is a skill that must be practiced, studied, and honed to become better at it. Having little experience in the management of others, I do not think of myself as being ready to take charge of people. However, I would be more willing to assume responsibility for leading and managing people in the future. In the past, I have tried to influence coworkers and managers in helpful ways, including assisting people in learning new technologies. Through my effort and results, I have also demonstrated a willingness to lead by example. This may mean that I will continue to be a follower who influences and leads at times, or it could mean growing into a more responsible leadership position in the future.

According to Self-Assessment 1, I have a willingness to provide input to leaders when performance is under consideration. The input I have provided in the past has been in the form of business processes or related to technology. As time passes and I gain more knowledge about a specific business or industry, I will definitely continue to maintain a willingness to provide input to the leaders with which I work. Regardless of whether I become a more prominent leader in an organization, I can provide valuable input at any level of a company. (Lussier & Achua, 2010)

My preference to share responsibilities with members of a group is an indicator that I am willing to delegate to others. If a member of a group has more expertise in an area than I do, then it will quite possibly be beneficial to listen to their input and consider it. Accepting the role of follower can, at times, be the best choice that a leader can make. (Lussier & Achua, 2010) When employees are adept at solving problems in certain situations, the leader can provide input instead of being the primary influence.

The statement about setting goals and plans to achieve those goals describes how I tend to manage my work and career. From pursuing an MBA to identifying priorities to achieve goals at work, I believe in systematically planning in the pursuit of success. In my job as a programmer/analyst, I am allotted the opportunity to manage the work that is assigned to me. At some point, if I assume a management role, I will need to change my perspective about setting goals to be able to set direction for a group. (Lussier & Achua, 2010) This part of leadership is essential for leaders to help people achieve success in their own careers. Setting goals means that the leader and followers have a clear understanding of what needs to be accomplished in order for a team to be successful.

In terms of learning new things, Self-Assessment 1 has a statement about changing the way my job is done that describes my willingness to change and adapt. Working in the realm of information technology and business, it is critical that I am willing to change both the applications that I use as well as the processes that are required. With the rapid rate of change of technology, maintaining an openness to experience is necessary for any pursuit of success. This predisposition to change can lend itself to leadership. A procedure may be in place that has worked for years for a company, but it may not be very efficient. A common mindset is to

avoid changing things that are not broken, but a leader, who embraces change, will want to have to will to enact improvements to existing procedures. Given that I have always had to adapt to new technologies and changes in the workplace, I should be willing to embrace the risk inherent in changing the status quo if I find myself in a more prominent leadership roles in the future. (Lussier & Achua, 2010)

As indicated by Self-Assessment 1, I do tend to like helping others succeed in their endeavors. Although I work within the department of Systems and Programming with other programmer/analysts, I spend most of my time working on tasks individually. It might not seem like this type of work would translate to helping people directly. All of my tasks, however, involve improving computer applications to help coworkers to do their jobs better. In order to turn an idea into a fully working system, people skills are required, as I must work with coworkers to implement their requirements. People skills are also necessary when troubleshooting problems that coworkers find that cannot be easily reproduced. These skills, however, are not as closely aligned with the leadership skills that will be needed as a manager. Thus, it is important for me to take advantage of as many opportunities that require leading people as I can.

Self-Assessment 2 of Chapter 1 shows that I need to work on remembering people's names when I meet them. I have a tendency to forget names shortly after being introduced to individuals. Mastering this skill can be of great help in becoming a leader. Relating to people on an individual basis is important to followers as it helps them to feel like an important part of a team.

Further examination of my potential leadership profile was found in Chapter 3 Self-Assessments. In Self-Assessment 1, my score of 5 on the task leadership style scale means that I am moderately oriented toward this style. My score of 10 on the people leadership style scale means that I am highly oriented toward this style. These scores indicate that I care about getting the work done, but I also maintain concern for employees. It could be that if I enter into a position of more authority, I will be able to take into consideration the wellbeing of employees while also placing emphasis on completing projects. Self-Assessment 2 of Chapter 3 reveals that my U of M leadership style is primarily job-centered, while my OSU leadership style is primarily High Structure and High Consideration. This Self-Assessment also indicates that my leadership grid style is primarily middle-of-the-road leader, and my LMP is primarily surgency. Overall, these results mean that I want to be in control of the job, while maintaining a serious approach to completing work. However, I also want to ensure that my employees are getting satisfaction out of the work that they do.

Thorough!

Personality Profile

A personality profile suggests the type of leader an individual might become or could already be or whether they prefer to be a follower based on their personality. In Chapter 2, Self-Assessment 1, my agreeableness score of 20, which is in the middle of the range of scores, indicates that I am moderately agreeable. My surgency, adjustment, conscientious, and openness-to-experience scores are all between 25 and 30. These higher scores illustrate that my personality has a strong blend of these dimensions. In other words, my personality profile shows that I am characteristically competitive, emotionally stable, responsible, dependable, hard-working, and unconventional, among other qualities. (Lussier & Achua, 2010)

My scores on Self-Assessment 1 indicate that I maintain self-control, am dependable, and am willing to improve my performance through different means. In addition to many traits, leaders must convince followers that they are dependable and in control of themselves. Dependability in a leader indicates to followers that he or she does not simply speak, but will

follow through with action. A dependable leader's statements and actions should not be doubted by followers. Leaders who maintain self-control instill confidence in their followers. This quality allows followers to focus on the work at hand rather than wondering if they should second-guess their leader due to the possibility of emotional instability. The combination of high scores for the adjustment personality dimension and the conscientious personality dimension attest to the characteristics that I have exhibited and need to continue to develop as a problem solver.

Self-Assessment 1 reaffirms that losing is bothersome to me and that I put in the hard work that is necessary to achieve success. Because of this drive for success, I usually perform well under pressure. Again, the composite of the conscientious personality dimension and the adjustment personality dimension have allowed me to work through problems in a calm, rational, and logical manner that would not be possible otherwise. People who are emotionally unstable may not be able to focus on their work. They may have a personal life that weighs on their thoughts and emotions. Through the years, I have demonstrated solid organizational citizenship behavior with my commitment to employers, putting in extra time, and placing emphasis on my organization. (Lussier & Achua, 2010)

To facilitate success, I tend to be well organized to be prepared for opportunities, which allows me to remain relaxed and secure. Maintaining this personality helps me to solve problems, which allows people to see me as credible. Much of my job performance is predicated on my continual improvement in organizing the tasks that I am assigned. In any given week, I could have several projects to coordinate. Without making an effort to organize my responsibilities, I would have difficulty completing the more intensive assignments.

My personality and drive for success makes me want to achieve successful outcomes including when other people have different suggestions. I remove my resistance to suggestions and take time to consider them rather than shooting them down immediately. My score of 30 in the openness-to-experience personality dimension means that I am willing to listen to new ideas whether they come from coworkers, people external to my company, or technical information that I may read. As long as a deadline is not imminent, my willingness to be unconventional and imaginative makes me open to new ideas. (Lussier & Achua, 2010) The openness-to-experience personality dimension is underscored by a readiness to commit effort to exploring ideas. This effort is found in research and development, testing, and building models. Analysis of data is critical to understanding how an idea may or may not work.

Good insight....however...please name the profile assessment above to avoid confusing (Big Five) Also note the Byers Briggs was required of this category.

Motive Profile

The motive profile of an individual can help to determine where their needs lie and how they are motivated in the work setting. In Chapter 2, Self-Assessment 2, my motive profile shows that my need for achievement (conscientiousness) is highest with a score of 30, followed by my need for power (urgency) with a score of 25, and my need for affiliation (agreeableness) with a score of 20. My motive profile with socialized power in Chapter 2, Self-Assessment 3 signifies that my power is more social than personal. Leaders with socialized power have a sense of ethics that prevents them from pursuing personalized power, which would create personal gain at others' expense. (Lussier & Achua, 2010) Having a consideration for others is essential to leading people in today's business environment. Gone are the days of simply managing workers to perform in the most efficient methods available. Socialized power includes being perceptive of employees' wellbeing.

My need for achievement score being highest is not surprising given my desire and willingness to work hard to bring about success. Seeking achievement is common among

leaders, but pursuing individual achievement is not necessarily indicative of leaders. (Lussier & Achua, 2010) The reason for this contrast is that chasing individual achievement can make a person focus on personalized power rather than socialized power. This concept makes my high score in the need for achievement area seem as though I am most concerned with individual achievement. In a sense, individual achievement is important to me, as witnessed by completing a bachelor's degree and the eventual completion of a master's degree in addition to finishing projects at work. At this point in time, where I do not supervise employees, the need for individual achievement is essential to being successful in my career. Having a realization that greater achievement can be produced by organizations rather than individuals will help me to make the transition to placing more emphasis on socialized power. To coordinate large projects that involve one or more groups of people that accomplish success for an organization is a greater achievement than individual small project completion. Understanding this concept now, relatively early in my career, will help me to become a stronger leader in the future.

Although I have a need for affiliation, it is not as great as my need for power, which is consistent with my preference to be in control of situations at work. I am granted opportunities on a regular basis to manage myself in the projects that I am assigned rather than being micro-managed. Leading these individual projects is something that I enjoy and provides some satisfaction for my need for power. However, I realize that these projects are building blocks that provide credibility which can lead to more important assignments. The goal is to be able to lead a team or teams and coordinate them among the tasks within projects. Knowledge and experience provide the basis for completing complex tasks, but leadership skills provide the basis for leading people in their work on complex projects.

By having a low to moderate score in the need for affiliation, I have a concern for relationships contributing to a successful completion of projects. However, it also means that I am willing to make a concerted effort to prevent relationships from affecting the outcome of projects. In the case of having friendships with followers, those relationships cannot take precedence over the priorities of an employer. Being a leader means accepting responsibility for making the choices that are in the organization's best interests. These choices could mean disciplining or firing followers, who have close working relationships, but who have also made poor choices that could damage the organization. (Lussier & Achua, 2010) It also means providing constructive criticism for followers when it is needed. On the same level, being a leader means respecting other leaders while also holding them accountable for the decisions they make and their influence on other followers. Leaders must understand this need for affiliation and keep it in check when working with followers and other leaders.

My preference for socialized power is greater than personalized power, as I would rather help people than gain something at their expense. This realization is consistent with my value of pursuing self-interest instead of selfishness. My belief in rugged individualism and the pursuit of happiness is self-interest, which is not at the expense of others. Taking advantage of others is a form of selfishness. Keeping the objectives of an organization in mind, I can help others as well as myself achieve goals. This attitude is in the mold of socialized power. If a follower comes to me for advice on how to improve an aspect of their work, I can demonstrate socialized power by working with them to develop the skill. Socialized power does not mean helping one follower at the expense of other followers in an organization. Showing favoritism toward friends, who are also followers, is a negative activity that leaders must prevent from happening. (Lussier & Achua, 2010) However, it is acceptable for leaders to be concerned with followers in terms of a socialized power construct. Helping followers achieve results in a company is good for everyone involved. This concern allows for affiliation without compromising the integrity of the leader.

Self-Assessment 3 of Chapter 3 allowed me to score my motivation and maintenance factors that contribute to job satisfaction. My score for motivating factors was 27, while my

score for maintenance factors was 19. These scores indicate that my job satisfaction is derived more from being motivated at work. What motivates me at work includes an interesting job that I enjoy, having job responsibility that gives me freedom to do things my way, good working conditions, and the opportunity to learn new things. These factors have always been important to me in that I have wanted to learn new programming concepts and languages. In addition, I desire to be autonomous in the work that I do.

Good insight provided!

Moral Values Profile

Ethical leaders must possess moral values to guide them in making decisions and to establish credibility with their superiors and subordinates. In Self-Assessment 6 of Chapter 2, my ethical behavior score of 85 means that I hold ethics high and work to maintain a sense of moral values. This score means that I have areas of improvement of ethical behavior, but it also means that these areas for improvement can be isolated and acknowledged in order to improve. Although I have taken long lunches and have used company phones and computers for personal use, I have also avoided cheating on homework and exams. At times, I have socialized with my coworkers rather than maintaining focus on my assigned tasks. However, I have not lied for my boss or spread false rumors about coworkers. I have worked to maintain integrity so that my coworkers and supervisors will be able to trust me. Self-Assessment 6 shows that I am not morally perfect, but I have values and am trustworthy.

Leaders must demonstrate moral values through ethical behavior on a daily basis. Being in a position of power, leaders could easily take advantage of information to which they have access. They could also use their positions of power as leverage over employees to perform unethical deeds. Self-Assessment 6 shows that, if I become a more prominent leader in an organization, I will be able to demonstrate my integrity and moral values through my ethical behavior. For the statement about signing documents I haven't read that may have inappropriate information, I would resist pressure and avoid pressuring others. Even if my employer could benefit from these documents being signed, I always have to consider the ethical matters. I would also not lie for my boss, which is another statement in Self-Assessment 6. I would prefer to lose my job and let the truth come about him or her than to allow a lie to be detrimental to the organization or myself. Living with a guilty conscience is an unenviable proposition and one that I want to avoid. For the statement about spreading false rumors, I have not done this in the past and will continue to avoid it in the future. My own personal policy is one of being friends with coworkers but not participating in false accusations. My policy basically involves maintaining my focus on work and keeping friendships that are focused on the tasks at hand. Keeping a separate life away from work is essential to avoiding spreading rumors about coworkers. In terms of dealing with customers, I would not mislead them in a sale or misrepresent myself as a representative from a competitor. I prefer to let my work and my company's products or services represent the company. In the end, maintaining moral values can be difficult in the face of temptations, but if I allow myself to falter, mistakes could have devastating long-term consequences.

Good job

Political Behavior Profile

Politics can create unfair environments in the workplace, but the savvy leader must understand these politics and exhibit a political behavior that puts them in a positive, yet honest light. On Chapter 4, Self-Assessment 2, my score of 54 is closer to nonpolitical than political on

the range of use of political behavior. Self-Assessment 2 shows that my use of politics could be improved to accomplish goals, but it also indicates that I do not go behind people to undermine them. For example, I do not say negative things about my manager or others behind their backs. I also do not publicly embarrass my manager. Rather, I speak to him about any mistakes one on one to avoid a negative and uncomfortable situation. Doing so is part of my effort to develop and maintain a good working relationship with my manager. Keeping a relationship that is positive yet honest helps us get through difficult projects as well as the more rewarding ones. Self-Assessment 2 reaffirms that I make an effort to get along with coworkers, including those people who can be difficult at times. I put the work before my objections to dealing with others. This observation is in conjunction with my need for achievement in that my goal is to successfully complete the projects that are assigned to me. Sometimes I give compliments to people on the work they have done, as it helps to maintain goodwill with my coworkers. I also make the effort to thank people for their work even if they are performing routine tasks that are a standard part of their jobs. At times coworkers have criticized my work or opposed me, but I did not fight with them. Instead, I worked to improve my work and maintained goodwill with them. No matter what disagreements I may have with my coworkers on any given day, I must continue to work with them in future engagements. This choice is part of exhibiting a positive and pleasant attitude with others. People prefer to work with others when they are pleasant and courteous. Having to work with others makes it essential to be able to compromise on issues when we have differing opinions on how something should be accomplished. Instead of being stubborn, a cooperative persona is a smart political behavior that can gain allies in the workplace. I have worked to make myself cooperative even though I have strong thoughts about how we should proceed with tasks at work. Above all else, I always tell the truth at work. Telling the truth does not mean informing my supervisor of every little detail that does not work. Rather, it is about being honest and accountable for my work. It is my responsibility to work out all of the small details in solving problems, unless I need help on particular aspects.

Taking the self-assessment made me realize that using political behavior to become more aware of the organization through legitimate methods is both acceptable and necessary if I want to take steps to become a better leader. If I want to be noticed by my superiors, it is a good suggestion to dress like they do and embrace some of their preferred activities. Getting to know those in positions of power keeps me in their minds when important matters must be addressed in the organization. Those matters could be new projects, promotions, or strategic planning. Having relationships with individuals in power can lead to positive results if they are aware of my expertise and work ethic. I should also make more of an effort to introduce myself to superiors as well as people in other departments. In addition, it helps to develop relationships with coworkers who are on the same level as me in the organizational hierarchy. I could make more of an effort to do favors for people in order to get them to do positive things for me. Self-Assessment 2 reinforces the notion of asking for help from my supervisor and coworkers. People are often taught that asking for advice or help is a sign of weakness. This perception is especially consistent with individuals tasked with solving problems, such as programmer/analysts. Problem-solvers are expected to create solutions that are flawless. However, asking for help or advice in particular aspects of solving problems can be very beneficial. Not only does advice help to solve the problem, but it also demonstrates that I am willing to seek the expertise of others. Doing so improves working relationships and is politically astute. It doesn't mean expecting my supervisor or coworkers to do my work for me. Rather, asking for advice on specific items shows them that I value their opinions, knowledge, and experience.

Outside of the organization, I could also make better use of politics in matters such as looking for a new job, networking with former managers and coworkers, or becoming more

active on social networking websites. In addition to matters within the organization, making allies and creating friendships with managers and executives could be beneficial if they leave the organization. New jobs may become available in the organizations where these people in power now are. Networking in an industry is also a good way to get my name out to people who don't know me yet. This skill is an area where I need to definitely improve, especially after my low score of 27 on Self-Assessment 3 of Chapter 4. So far in my career, I have done an ineffective job of networking. However, I maintain a network of contacts and can take steps to maintain communication with them. Networking can help me to become a better leader, because I can continue to gain knowledge from those I have worked with and those whom I have met.

Well developed!

Normative Leadership Style

Understanding one's normative leadership style can help an individual to become a better leader rather than relying on methods that make success more difficult to achieve. On Self-Assessment 3 in Chapter 5, my normative leadership style score attests that I prefer to facilitate rather than any other style. My facilitate score was 7, while my decide score was 2, my consult score was 1, and my delegate score was 2. It makes that my decide leadership style score was low, because this leadership style is meant for an autocratic work environment where the leaders makes the decisions. It is not necessary for me to make all decisions myself, as I am willing to collaborate with others when making decisions. My lowest score, for the consult leadership style, indicates that, to me, this leadership style is still particularly centralized to one decision-maker. It may include gathering input from others, but this process is done in a manner to gain support for the decision that one person will make. It also means that the decision-maker wants the followers to implement the decision in the way that he or she dictates. (Lussier & Achua, 2010) The delegate leadership style was also a low score for me. This style is the only one that puts the responsibility for decision-making in the hands of the group as a collective entity. (Lussier & Achua, 2010) In certain situations, the delegate leadership style makes sense, but it can also have drawbacks. If a group makes a decision, individuals within the group may not feel compelled to take responsibility should the consequences of the decision go awry.

Define the Normative categories....

My highest score by far was for the facilitate leadership style. This leadership style appears to possess a compromise between an individual and the group making decisions. Although the group gets to agree on a decision, the leader gets to set the boundaries for the decision and have the final say. (Lussier & Achua, 2010) The facilitate leadership style is commonplace in environments where I have worked. Teams have gathered to discuss ideas concerning problems. Based on those ideas, members of the team and the leader develop an action list of steps to solve the problems. The boundaries may not be completely set by the leader, though, as the problem tends to dictate the particular parameters. However, the leader has had final say as to the steps that will be taken to resolve the problem. The facilitate style fosters a sense of commitment from teams, because individuals are allowed to contribute to the end of result. Team members, however, must realize that they have to accept partial responsibility for decisions that are made. The facilitate leadership style is related to Theory Y attitudes, as I found out from Self-Assessment 5 in Chapter 2. Theory Y attitudes support the idea that people like to work and that micromanaging is more harmful than good. (Lussier & Achua, 2010) I generally believe that people like to work, because it gives them a sense of purpose. They may not be happy with their current job or position, but that does not mean that

they are completely against the concept of work. The idea is to help employees get satisfaction out of their work. Granting individuals a certain amount of decision-making power makes them feel needed. This idea is the opposite of Theory X attitudes, which hold that individuals need close supervision due to their dislike of work. (Lussier & Achua, 2010) Managers, who hold this viewpoint, will most likely use the decide leadership style to manage employees.

From Self-Assessment 3, I explored situations where my preferred leadership style is to facilitate. One situation involved employees being able to increasingly manage their work, which allowed for a discussion of new work and ideas. This situation is a very enviable in that employees are functioning fully in their jobs and the organization is experiencing success. In addition, the team is better able to grasp how their work fits into the overall success of the operation. This sense of confidence would allow me to discuss new tasks with them and gather their input. The leadership style in this situation is to facilitate any discussions and let the team handle their daily work. If they have questions or concerns, I would make myself available to discuss them. When employees are developing well, it makes little sense to micromanage them, which renders the decide leadership style as overbearing. The consult leadership style still bears too much resemblance to the decide leadership style to be utilized. With the team still being a rookie crew, using a liberal leadership style may allow mistakes to propagate. Thus, in this setting, the facilitate leadership style presents the best option for consensus between leader and followers.

In Self-Assessment 3, a situation involves changing work hours to grant employees more flexibility. Since the president of the company has approved the time flexibility, it makes sense to allow employees to help decide when those hours of work will take place. Doing so would encourage anyone who might have had a problem with getting to work on time to curb their bad habit. Although the members of the team will have input, as their leader, I will still have final approval over their choosing of hours. Knowing that I have veto power encourages the employees to be reasonable about their work schedules. The facilitate leadership style works well in this situation, as it means participatory action on the part of employees. They aren't simply forced to accept a directive decided only by their leader, which would be the decide leadership style or even possibly the consult leadership style. If the delegate style were used, it might encourage employees to take advantage of the situation, as there would not be veto power over their choosing of work hours. The facilitate leadership style prevents such thoughts from becoming reality.

Another situation in Self-Assessment 3 presents the situation of an employee's performance being negatively affected by a personal problem. In the past, the decide leadership style may have been deemed appropriate to deal with the employee. An autocratic manager could simply demand that the employee bring their performance back on track or they would be fired. This response to the employee's dilemma may backfire and cause them additional undue stress, which would add to their drop-off in performance. The consult leadership style might help, but it would still involve close supervision. It might not demonstrate to the employee that the company cares about her. As a manager, the delegate leadership style may be appropriate in that the employee is allowed to figure out the problem for themselves and improve their performance. Delegating to employees in this situation may, however, cause them to think that the company isn't concerned at all for their wellbeing. The employee may decide to leave the company out of anger at the lack of concern. The manager can show concern for both performance and the employee's dilemma by exercising the facilitate leadership style. Simply by discussing the problem rationally and helping the employee to identify methods for improvement, the manager can show empathy that the employee should appreciate.

Ultimately, each work situation can require a different leadership style. Although my score for the facilitate leadership style is highest, it may not be the best choice in all situations.

In circumstances where there are multiple disciplinary problems with employees, the decide leadership style is probably most appropriate. Employees, who would rather not cooperate with their supervisors, are probably not going to provide sound input for decision-making. Decisions have to be made, and employees need to be told what to do. The consult leadership style is necessary in political settings. A politician, who actually cares about what his or her constituents want, may hold a town hall meeting to gather input from voters. Ultimately, however, the politician will decide what they think is best as a representative. Finally, the delegate leadership style is appropriate for small decisions in the workplace. In offices, micromanaging has proven to be a frustration for conscientious employees. Delegating tasks, such as managing their daily or weekly workload, prevents frustration from developing. The delegate leadership style should not be used in all situations, especially the major decisions that managers need to make. However, it can make employees feel empowered, as it holds responsible employees accountable for their work.

Good

Communication Style

An individual's communication style includes listening, speaking, and nonverbal elements that can aid in their leadership abilities. Self-Assessment 1 of Chapter 6, which is about listening skills, shows that my score of 54 rates on the good listener half of the listening range. Although my score was good, it indicates that I have room for improvement in my listening skills, as the highest score possible is 75. Listening skills are essential to anyone in the workplace, whether they are a leader or a follower. Followers must listen to their leaders and perform the functions that are required. Leaders must listen to their followers to understand their concerns, gather input, and foster a positive working environment. If I want to grow into a more outstanding leader, I must take measures to improve my listening skills.

My score of 54 indicates that I am a good listener in some aspects of communication. For instance, I show my interest in what others are saying by offering nonverbal queues about what they are communicating. I do try to focus in on people when they are speaking in order to analyze their words and nonverbal communication. Doing so allows me to provide feedback as the conversation ensues. Even when I am physically and mentally committed to working on an activity, I will tend to stop what I am doing and give the speaker my full attention. My attention to nonverbal communication has helped me to get a better understanding of how the speaker might mean something that he or she has said. When I am confused by the speaker, I tend to ask questions for them to answer about what they meant rather than walking away confused. I also try to see things from the perspective of the speaker when they are talking.

My listening skills contain flaws that I must resolve if I am to become a leader in the future. Sometimes when listening to someone speak, I tend to focus on something they just said and do not pay attention to what they are currently saying. This flaw holds me back from fully comprehending the entirety of the conversation. Instead of being a rude listener and stopping the speaker to ask questions, I usually let them continue unabated. Usually, I try to listen to people with whom I disagree, but there are times when I tune them out, which can be to my detriment. They could be giving me criticism that I could use to improve myself. Occasions exist where I allow my focus on the speaker to slip, my mind wanders to personal topics. This can happen if I haven't had enough sleep or there is a personal problem that I'm trying to work out. Even if there is not a problem, my mind can wander if I have not had a proper amount of rest. If I'm in the middle of a very busy day, my mind may wander to the different tasks that I need to accomplish before the day is over. One problem that does not happen as much as it happened in the past is when I listen to a concept that I don't quite understand. In the past, I would pretend that I understood out of fear of doubt from supervisors or teachers. I am less

afraid to ask questions now about topics where I need more understanding. Sometimes, I will take notes about the subject, research it, and then send questions to the speaker about it. It is the responsibility of the listener to convey to the speaker that he or she understands what has been discussed.

In addition to listening skills, I found through Chapter 6, Self-Assessment 2 that I can take steps to improve my communication in terms of feedback, coaching, and conflict management. Many times, information is presented to me, but I do not provide feedback to the speaker or writer. If I more fully engaged myself in the communication process by giving feedback, it would help both sides to improve matters at work. The few times I have coached people, I have always tried to remain positive when suggesting ways to improve rather than simply pointing out their flaws coldly. In past conflicts, I have reacted emotionally to other people, but as time has passed, I have gained self-control and am now better able to remain reasonable when dealing with conflicts. I try to use logic and think through problems rationally rather than letting my raw emotions get the better of me. I always try to keep in mind that I can control how I respond to my emotions. By maintaining control of myself, I have improved my communication skills tremendously. I am better able to express myself understand the other person's perspective.

Good insight

Personal Values

What an individual holds in high esteem can be a significant factor in their style of leadership and work ethic. Using Self-Assessment 1 of Chapter 10 as a guideline, my personal values are mainly in the areas of professional circumstances, intellectual pursuits, and financial matters. Family, social concerns, spiritual matters, and physical activity are also important areas of personal values for me. I've found, however, that if I take care of what I value from professional, intellectual/educational, and financial standpoints, I am better equipped to deal with other personal values. When certain family events happen, however, I prioritize them ahead of all other values. It is important to make family a priority, as everyone needs a support structure. Spiritual or philosophical concerns are important, because they provide a framework and purpose for life. They help individuals identify their values. They provide refuge in times of crisis. Of course, physical activity is important, because it is necessary to maintain a healthy life and avoid bad habits that could have long-term detrimental effects.

With professional and intellectual pursuits among my highest values, I would expect followers to at least take their jobs, professions, and careers seriously. They may hold community volunteerism and spiritual pursuits higher than I do, and that would be fine. As a leader, I would expect followers to take an interest in their jobs and be able to manage their own workloads. It's necessary to respect followers' personal values so that they will not allow their performance to suffer at work.

In Chapter 10, Self-Assessment 2, culture, values, and diversity are in focus for understanding what my personal values are in these aspects. Given a choice about the culture of the organization for which I work, I would want it to have a strong research and development environment. In this environment, individuals and teams could work to investigate concepts that are meant to provide long-term projects for the organization. It's a creative environment that encourages experimentation with ideas. The values of the organization would focus on building models to understand how a concept works or might work better. It would be considered a learning, or knowledge, organization. In terms of diversity, I am mostly concerned with having an organization where I can contribute and pursue my work. I would be fine working with a diversity of people, as long as they are also committed to working hard.

Self-Assessment 1 in Chapter 11 asks several questions related to personality, leadership, and change which all encompass what a person values. One question asks whether or not I am a strategic thinker with a focus on long-term planning. Although, in the past, I only had a couple of goals and my long-term planning was murky, I have made strides to determine what I want and what the priorities are to achieve my goals on a long-term basis. So, I would say that now I am a strategic thinker with a long-term focus and that I have business and personal plans for three years from now and well beyond that. For the question about trying new things, I would definitely say that I embrace some changes and try to adapt. However, I do not take it upon myself to influence others to try new things as much. I realize that if I find myself in a position as a more prominent leader, I will need to have people try new things to see if they can improve. My influence is somewhat limited now, but I need to make strides in improving how much I try to influence people. I could do this in different ways, which might include getting more involved in technical discussion websites. I could also make more suggestions to my coworkers on how to accomplish various tasks.

Conclusion? (APA requirements)

References

Lussier, R., & Achua, C. (2010). *Leadership Theory, Application, & Skill Development*. Mason: South-Western.