

Leadership and Enterprise

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Introduction

This report will aim to explain the leadership attributes I am strong with and some that I am attempting to improve. The report will begin by evaluating the group presentation, what my group did and how, as well as what leadership attributes I used throughout the group work. The report will then explain my insight into what leadership strengths and weaknesses I possess when evaluated using the leadership questionnaires. Finally, the report will reflect on my personal learning throughout my term at university, I will evaluate how the attributes I have learned in lessons and how they have applied to other areas of my studies.

Group presentation reflection

To achieve the group presentation, I worked with three other people, as a team we worked on gathering and filling out relevant information and definitions onto the presentation. I did not see myself as the leader of the group, no leader was decided however it seemed that one person did take the roll naturally as the leader, I was ok with this as I didn't feel comfortable being the leader of the group as the rest of the group didn't appear overly bothered by the work.

During the preparation for the presentation, our group was formed quite late, the presentation was initially started by me with no input from anyone else, another member who would later go on to take the roll of leader joined the team. Very minimal amount of communication was exchanged leading up to the presentation. In hindsight I could have pressed harder on the team and taken a leadership role to steer out group towards a successful presentation, but this did not happen. During a lesson our group was able to meet and work on the content a bit more, other members seemed a quite laid back about the upcoming deadline and did not seem to mind whether the content was completed or not, I continued to try and fill in what information I could on the presentation.

Presentations were done over 2 days on 2 different weeks, our groups were on the second day, this gave out team chance to see other groups work. The week before our presentation, two of the team had worked together on the presentation without any communication. They remade the presentation and shared what they had done with me, the presentation had not been finished, so I still had chance to contribute to the presentation. Most of the work I had done on the previous iteration had been copied over. I then had a week to try learning what I was going to say, no communication had been done again so none of the team knew what content was going to be presented by who.

When it came our teams time to present, the person who had been somewhat leading so far begun the presentation, it was observed that I had my arms in a defensive position, this is something I need to work on to put myself forward and not remain defensive, I also stumbled over my words and needed to be saved on occasion, this lead to me needing to read the presentation content, word for word in order to not get as lost. This can be uninteresting and can remove the eye contact that a good leader and presenter should have when explaining something they are already knowledgeable in. Overall, the presentation went well, as a team we had a good knowledge of the topic and were also praised for having a good volume when speaking. Our group were also able to sufficiently split the slides between us so that we each had equal speaking time.

Leadership awareness

A self-insight I made was Are you ready? This Insight allowed me to picture myself in a former career position and think about what decisions I would make. Readiness of Followers is important because as I work on becoming a strong leader with the correct qualities, I as a leader need to have a good following who are ready to collaborate along with me. However, because of the insight quiz, I became aware that I had a moderate level of readiness, suggesting that I may not have the readiness of any potential followers and that I need to work on how I present myself to other people. How you present yourself in a role is a large tell on how ready other will be to follow you as a strong leader. A good leader will be able to go above and beyond, performing to the best of their abilities so that those who work around them can recognise them as an expert. I can work on this by putting myself forward and trying harder to push myself with my colleagues to have them see me as a potential leader.

The questionnaire called, what is your leadership orientation, shows that I have a high consideration of leadership, suggesting that I have the knowledge on what to apply to becomes a better leader in a formal setting, I can put suggestions to the group and be able to help everyone with personal problems. However, the questionnaire also showed that I have a low orientation towards initiating the behaviour towards leadership. This result could suggest that when it comes to practically taking up a leadership role, I hold back and am unable to initiate leadership roles within a team, such as assigning the roles to team members to achieve the right success for all members. I can work on this by not being afraid to take leadership and implementing a structure that can work within a team. Leadership orientation is an important skill to have when a good leader; A good leader would be able to sufficiently instigate leadership roles to keep a check on the amount of work that the team needs to accomplish, they would also be able to suggest ways the team can adapt to improve the level of work they are achieving.

A further leadership insight I was quizzed on was Listening and Asking questions. This is an important leadership skill to have, People who can effectively listen and know what questions to ask are more liked by their peers. A leader who can actively listen ensures that they are attentive to what others say and are able to formulate a response, to show that they understand fully what they are being told. My results show that I have room for improvement when listening as my score showed that I am of moderate skill level. I can be attentive to what others say however my mind may begin to wonder if what they are saying becomes uninteresting or dull. Asking questions follows on from listening, a good leader should know what questions to ask after a person has finished and be able to inquire on others points in a conversation. My results showed that I had an excellent score for asking questions. This shows that I believe I know what questions to ask my peers and colleagues after they have finished. It also shows that I can probe deeper into a conversation so that I can find out more information. However, the results also show that I can hesitate before I ask a question as I fear it may appear as a 'Dumb Question', This is a weakness that I need to work on as good leaders aren't afraid to ask a question as every opportunity to ask a question is extra details that the person didn't previously know. I can work on this by pushing myself to ask questions and give answers as making mistakes is only part of the learning process.

A Final insight I made was Are you engaged, this self-insight investigates whether I as a leader can go above and beyond, expressing themselves through their work. This leadership insight means that a good leader who is engaged in their work, is proactive at asking the right questions so that they are well informed as well as being very active with participation. An engaged leader in the workplace can encourage close collaboration with their followers, this can make a tight knit workplace who are all able to work together professionally, while being close socially at the same time. The results shown on the questionnaire that during my learning I believe that I study regularly and put in as much effort as I can; This is important because to learn to the best of my knowledge, I need to ensure that I am not allowing myself to fall behind. However, it also shows how I may not be as proactive, even in my favourite classes. I feel that, although I am not fully engaged socially, I am still proactive with my studying and work. The questionnaire shows that I believe that I do not participate well in small group discussions, I believe this is because I would prefer to work alone and is something that I need to work on to become an engaged student and leader.

To conclude the leadership awareness, the questionnaires that I took, I believe, show my willingness to be a strong leader. However, the results also showed how I have a long way to go in personal development to become a great leader in the future. I would like to push myself further academically so that I am not afraid to go wrong, as making a mistake is only part of learning. "There are almost as many different definitions of leadership as there are persons who have attempted to define the concept" (Stogdill, 1974) This is a quote I found that I believe explains my situation well; The quote explains how there is not a fixed definition on what a leader is and anyone who attempts to define it only creates a new concept of a leader.

Personal Learning

In reflection from the learning I have done, I believe that I am not as strong of a leader as I can be, but I am more informed of the type of leader I would like to be. However, I believe I do have some good leadership strengths. One strength I have is active listening, a good leader should be able to listen to people and be able to build and assist on what they are being told. I can listen to my colleagues who I am working with and build on this feedback to keep morale high. Being able to listen affectively can help me as a leader to grow and learn what I need to improve to make myself a better leader.

Another strength I have is situational awareness, I can be aware of what is happening around me and be able to react to situations and implement changes that are needed to ensure a smooth operation. Awareness also ensures that quick responses are made to any bumps that may occur along the way ensuring that the company's reputation is protected, and employees can continue without any major delays.

However, I also feel I have weaknesses when it comes to leadership. One of these weaknesses would be being able to energise and inspire others, this attribute consists of a strong leader being able to get behind and effectively cheer on their colleagues. I struggle with this as I don't believe I have the confidence to be able to energise others. A good leader would be able to always know how their team are feeling and be able to apply the appropriate means of inspiration to get their team over the line and have the required work be sufficient. A final weakness that I believe I have is being able to raise the bar. A good leader would be able to take what is required of them and raise it, make it better and more impressive so much so that they create a new standard to work up to. This process shows that a good leader can leave their mark and have their teamwork at new heights in industries. I believe that I am weak in this area because I am unable to find the means to push the standard higher than it already is. In order to be a strong and effective leader I need to work on a way to push what is expected of me to new heights and boundaries.

Appendix

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Self-Evaluation Form for Group Work

Your Name: Jake Cunningham**Group Members:** Joseph Healy, Dimitru Sava, Benjamin Daniel

| | Often | Seldom | Sometimes |
|---|-------|--------|-----------|
| I contributed ideas | | X | |
| I listened to and respected the ideas of others | X | | |
| I positively encouraged others in my group | X | | |
| I compromised and co-operated | | X | |
| I was flexible and willing to follow others | X | | |
| I took initiative when needed | | X | |
| I helped to solve problems | | | X |
| I was willing to explore something/ ideas new to me | X | | |
| I did my share of the workload/tasks | X | | |
| I attended group meetings regularly and on time | X | | |

Table of Leader Self-Insight Results

| Theme | Leader's Self-Insight number and name | Numerical Scores and/or other Outcome Measures |
|---|--|--|
| Wk5 Nature of Leadership | 1.2 Your Leadership Potential | Count of Mostly True (even numbered) = 4 Count of Mostly True (odd-numbered) = 6 |
| | 1.3 Are You on a Fast Track to Nowhere? | Count of Mostly True: People Skills = 1 Count of Mostly True: Working with Authority = 2 Count of Mostly True: Networking = 0 |
| Wk6 Traits, Behaviour and Leadership | 2.1 Rate Your Optimism | You score= 2 |
| | 2.2 What's Your Leadership Orientation? | Consideration Behaviour Score (Mostly True, items 1-4) = 4 Initiating Structure Behaviour Score (Mostly True, items 5-8) = 2 |
| | 5.2 Emotional Intelligence | Your Score for Self-Awareness = 4 Your Score for Self-Management = 2 Your Score for Social Awareness = 4 Your Score for Relationship Management = 3 |
| Wk7 Contingency Approaches | 3.1 T-P Leadership Questionnaire: An Assessment of Style | Your "T" Score (Mostly True for 1-5) = 2 Your "P" Score (Mostly True for 6-10) = 3 |
| | 3.2 Are You Ready? | Your "Readiness" Level = 5 |
| Wk8 Leading Teams | 10.2 Are You a Contributing Team Member? | A. Goal Setting: Items 1, 2= 0 B. Performance Management: Items 3, 4= 1 C. Preparation: Items 5, 6= 2 D. Communication for Problem Solving: Items 7, 8= 2 E. Social Support: Items 9, 10= 2 |
| | 10.3 How Do You Handle Team Conflict? | Score for Dominating (Items 1, 2, 3) = 2 Score for Avoiding (Items 4, 5, 6) = 3 Score for Compromising (Items 7, 8, 9) = 3 Score for Accommodating (Items 10,11,12) = 3 Score for Collaborating (Items 13, 14, 15) = 3 |

| | | |
|---|--|--|
| WK10 Motivation | 8.3 Are you engaged? | Part A score= 4 Part B score= 3 |
| | 5.1 Mindfulness | Your scores are: Open or Beginner's Mind= 1 Independent Thinking= 1 Intellectual Stimulation= 1 |
| | 5.3 Love or Fear? | Your "fear of failure" score is the number of Mostly True answers for questions 1 – 5= 5 Your "love of task" score is the number of Mostly True answers for questions 6 – 10= 2 |
| Wk11 Followership | 7.1 The Power of Followership | Independent Thinking Total Score = 5 Active Engagement Total Score= 5 You Followership Style= Pragmatist |
| | 7.3 Ready for coaching | Total score= 6 |
| Wk12 Communication | 9.2 Listening and Asking questions | Listening score= 4 Asking questions score= 5 |
| | 9.3 Do You Speak with Candour? | Candour Score= 1 |
| WK13 Power, Influence and Leadership | 6.1 Ethical Maturity | Your score for the ethical maturity= 6 |
| | 12.3 Your Leadership Orientation (Framework) | Structural (sum all of the "a's") = 16 Human Resource (sum all of the "b's") = 18 Political (sum all of the "c's") = 13 Symbolic (sum all of the "d's") = 13 |
| | 6.3 Assess Your Moral Courage | Total score= 5 |

Pictures/Screenshots of Group Slides



The
Breakdown
of Buckley's
Statement.

In this presentation we will be breaking down the statement presented by George Buckley, the CEO of company 3M.

There are 2 questions we will be aiming to answer-

- What do you think about Buckley's statement that leaders and managers differ? Do you agree? Why or why not?
- Regarding the SIX leadership attributes that the company feels is important, please explain what you think each one involves, and discuss why these six attributes are important.

In order to answer these questions, we will be analysing the statement and sharing our views to distinguish a clear and concise argument and conclusion.

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Leadership Traits

Traits of a Leader

Buckley stated "A leader is as much about inspiration as anything else. A manager is more about process."

Buckley means that a leader can be developed and formed through focusing on developing key leader skills, such as strategic thinking. They need time to experience failure and learn what it takes to build a strong team and to be able to lead.

A leader needs to have people around them who are already strong leaders and have respect towards each other, this helps them grow as this allows them to absorb the behaviour and actions others take.

<https://journals.sagepub.com/doi/abs/10.1177/0022167891313010>

- Effective Communicators
- Accountable and Responsible
- Long-term Thinkers
- Self-motivated
- Confident
- People-oriented
- Emotionally Stable



| |
|---|
| Self-actualization <small>desire to become the most that one can be</small> |
| Esteem <small>respect, self-esteem, status, recognition, strength, freedom</small> |
| Love and belonging <small>friendship, intimacy, family, sense of connection</small> |
| Safety needs <small>personal security, employment, resources, health, property</small> |
| Physiological needs <small>air, water, food, shelter, sleep, clothing, reproduction</small> |



Traits of a Manager

A manager on the other hand may only be in the job for the money, they don't have the experience or respect that a true leader would possess.

A manager is a job title that anyone can achieve just by working in the same job position for some time, a manager would then not have the experience and development to be a leader in their position.

- creates trust
- Focused on employees strengths
- Doesn't get in the details
- Is strong-willed
- Boosts the careers of employees
- Handles stress well and talks the truth.
- receptive to new ideas
- Has a lot of analytical skills
- Reward and praise good work
- Be a role model
- shows employees how much you appreciate them.

What Separates Managers from Leaders?

Managers:

- A manager primarily focuses on organizing, planning and coordinating to manage a task and receive better results from the employees.
- Managers will push the employees to work harder and do more work, whereas a leader will motivate and influence them into performing better and therefore getting more work done.

Leaders:

- A leader is usually someone who is in the highest position of an organization.
- Leaders often influence people into understanding what they need to do and how it must be done.

Six Attributes that are Important in Leadership

1. chart the course
2. energise and inspire others
3. demonstrate ethics, integrity, and compliance
4. deliver results
5. Raise the bar
6. innovate resourcefully



Chart the Course

By definition, when you say you're "charting the path," you're not just following someone else's plan, but rather, creating your own.

- This helps create independence
- Helps you understand what you want, and how to achieve it.



Energise and inspire others

The strength of a company depends heavily on its management's ability to lead employees to success. More and more companies are focusing on developing leadership styles that inspire and motivate.

Inspiration not only creates more engaged employees, but it also increased innovation and business success. Employers who cultivate an environment that inspires, motivates, and engages employees will gain a competitive edge, because motivated employees make things happen.



Demonstrate ethics, Integrity, and Compliance

Ethics - Respecting ethical beliefs and values, being inspired by others' worth, and leading with a focus on their well-being are all hallmarks of ethical leadership.

Compliance - Compliance leaders are people who know how the business works and can clearly explain values, procedures, and what is expected of them.

Integrity - in leaders refers to being honest, trustworthy, and reliable. Leaders with integrity act in accordance with their words



Deliver results

Now delivering results comes in many with many different traits. For example, there can be many things that deliver results, here are a few:

- Empathy, this allows leaders to share emotions with employees and makes them feel more open to speak up
- Empowerment, this helps people act autonomously instead of waiting for approval
- Adaptability, this helps leaders overcome any problems with ease
- Collaboration, this helps leaders work with other people in aim of a common goal
- Self-knowledge, knowing your own strengths and weaknesses helps a leader understand what they need to do to lead

Fecarotta, L. (2016)



Raise the Bar

A leader should be able to raise the bar within their industry.

A leader should be constantly changing what is required by always improving and raising the expected standard overall.



Innovate resourcefully

What does innovate resourcefully mean?

It means how can someone adapt to challenges and changes; they are willing to question anything.

They aim to identify current realities and problems and discard what's ineffective and then creating something new.

Furthermore, they even encourage the same behavior throughout the company.



Why are the six attributes important overall?

They are important skills to have because a good leader/good manager is able to bring out the best abilities in his/her team members and motivate them to work together in achieving a shared goal. A good leader is also organized and keeps the team on track and focused to avoid delays.



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