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Part 1

The results of the self-assessment titled ‘‘Behavior Questionnaire’’ revealed my level of leadership skills in directing tasks and the level at which I make employees feel comfortable. Although, I may dislike the behaviors of my subordinates, I have skills that enables me to disregard the dissimilarities and emphasize on creating a productive working relationship. In fact, people are able to cooperate to complete common tasks if their relationship is in a good shape. Apparently, positive relationships among the co-workers or team is of paramount importance to the leaders because they manage the tasks and employees effectively. However, productivity decreases when workers are not in good terms. Leaders also face challenges in helping the employees work as a group.

Sincerely, this course has changed my perception on supervision and leadership. For instance, the course has helped me to identify my strengths and weaknesses. Acknowledging one's strengths and weaknesses is of paramount importance, especially when interacting with other people. Essentially, my participation in the assessments contained in this course has presented me with the opportunity to identify new strengths and weaknesses. Fundamentally, the

assessments have opened my eyes and made me to acquire a deeper understanding of how I can change my behavior, traits and characteristics to make a successful leader out of myself.

Leadership is not about personality only, leadership involves behavior, ethics, an observable vision and set of skills and abilities. In fact, to become a good leader, it is necessary to have a self-motivation in identifying your strengths and weakness. Secondly, a good leader must know how to eliminate weaknesses or to improve on their weaknesses. Since leaders are bombarded with myriad issues and challenges every day, a great leader should understand or have a basic knowledge of what to pay attention to and what to avoid completely. Furthermore, the leaders need to choose their words wisely when they are addressing a group of people.

I was honored to be a contributor of the assessment questionnaire. It makes me understand the concept of supervision and leadership better. The five questions guide organizations in developing a results-focused strategic plan. Indeed, it helps to improve the capacity of achieving goals of leadership. Below, I have illustrated how I have used these questions to reflect on the workplace. I do believe those are the five most important questions to better describe myself:

How do you set standards of performance for a group member? As a leader, I set the standards of performance depending on the quality of work required in each task. Therefore, the highest standard of performance corresponds to the highest level of quality of tasks. Conversely, the lowest standard of performs corresponds to the work of the lowest quality.

How do you help others in the group feel comfortable? As a leader, I help other employees feel comfortable by directing them politely. A good leader avoid being rude when training or directing the employees. Encouraging a positive relationship is another way of helping others feel comfortable.

Do you treat others fairly? Yes, we should treat people fairly. We should treat other people equally with decency, understanding, and compassion. Treating others fairly improves productivity because employees are comfortable working with their leaders.

How do you encourage group members to do high-quality work? First determine which competencies you are developing in the group and break complex skills down into sub-skills. Consequently, demonstrate general skills to the group and show them how to achieve the desired quality of work. Provide regular feedback on how the employees are performing and focus on the corrective changes that need to be made. Finally, provide the employees with the opportunities to practice the new skills.

The journey to improve my leadership skills is not a one-day activity. However, I have to challenge myself with new things every day. I would commence with taking on small challenges before graduating to challenging myself with larger challenges. For instance, I would start with a small challenge such as challenging myself to trust other employees. From my past, I have trouble trusting in other people. By so doing, I will begin trusting in my employees and enhance my leadership skills.

Secondly, I can enhance my leadership skills by teaching myself to listen to other people. Outstanding listening skills is a milestone in leadership. In this case, a leader is required to pay attention to every employee without bias. Essentially, effective listening skills leads to more productive and effective communication, resulting to more successful interactions. The acquisitions of listening skills will assist me in my entire life, especially in my future career.

The attempt to evaluate myself using the self-assessments has imparted me with a deeper understanding of what leadership skills I possess at the moment. Furthermore, I have learnt my deficiency in leadership skills. Importantly, the assessment has changed my perception toward

leaders. In the past, I believed that leaders are born but now I believe that anyone can become a leader after acquiring the desirable skills and traits. Therefore, I intend to challenge myself gradually until I become a success leader in the future.

Part 2

Certainly, there are various styles of leadership including the transformational leadership, situational leadership, charismatic leadership and democratic leadership amongst other (Lussier & Achua, 2016). However, I would like to be a leader that observes various leadership concepts including situational approach, trait approach, leadership ethics, team leadership, behavioral leadership and lastly gender and culture leadership. In short, I would like to be a multifaceted leader. For me, I would like to obtain an employment in a company that develops software programs as the project manager. As a project manager, I would be responsible for managing both time and costs of the IT projects, directing tasks to junior software developers and approve their work upon completion, and participating in the recruitment of new software developers. Additionally, I would be mandated to making recommendations for the software developers that want promotion.

As a project manager, I will need to apply various leadership concepts to ensure that I direct the tasks to employees properly and create a comfortable environment for the employees. Firstly, trait leadership is an indispensable concept in leadership. According to Lussier and Achua (2016), the concept advocates for leaders to acquire excellent traits. Lussier and Achua (2016) argue that every job position requires a leader with outstanding traits. Therefore, a project manager is no exception. For that reason, I would require to acquire some new traits and improve on the undesirable traits. Trait researchers associated leadership with some specific characteristics and attributes believed to make a successful leader. Since the job of developing

software programs is challenging, I need to set an example for my junior workers by acquiring traits such as the emotional stability, perseverance, self-confidence, assertiveness, intelligence, motivation and creativity amongst other. In return, the employees would gain confidence in a leader who is confident, intelligent and emotional stable. The attempt to earn respect from my junior workers is through improving on my personal traits. In fact, the junior employees would emulate my behaviors if I impart desirable traits in my leadership.

In the case of software development, situation approach to leadership plays a significant role. As a software project manager, I would be presented with junior employees with different levels of competencies. Certainly, newly hired software developers are more likely to face challenges in interpreting system requirements, coding fast, and delivering their work before the deadline. However, the experienced software developers are less likely to face these challenges. As a leader, I am supposed to understand the competency gaps and discrepancies when directing tasks to the junior software developers. In fact, this is where the situational approach to leadership comes to play. In particular, I have to understand the situation that the newly hired software developers are not experienced and require more time for training. The inexperienced software developers would require more attention than the experienced software developers.

Sincerely, everyone craves for a positive transformation. For that reason, I would use my position of the project manager to transform proficient software developers to better professionals. As a project manager, I have a responsibility to practice transformational leadership through role modeling, encouraging and motivating junior employees. Indeed, my desire would be seeing junior software developers climbing up the ranks to senior management positions. In particular, I would utilize four basic elements of transformational leadership including the intellectual stimulation, idealized influence, individualized consideration and

inspirational motivation and (Locklair, 2013). As with idealized influence, I would aim to be a role model for the junior employees and motivate them to emulate my behavior. People are more likely to become what they want when they emulate the behaviors of others. According to Locklair (2013), the individualized consideration involves studying an employee to understand strengths and weaknesses before determining what you want to coach them to become in the future. In short, I would try my best to ensure that each employee is transformed into a better professional than before.

Leadership ethics is another concept that would prevail in my leadership as the project manager. As a leader who observes ethics, I would respect the rights and dignity of the junior employees. For instance, I would not solicit a bribe from the junior employees to approve their work or make good recommendations. The practice of soliciting bribes and kickbacks is unethical and a major drawback in leadership. Locklair (2013) argues that integrity is a value that could enable me to demonstrate my leadership ethics. A leader that observes leadership ethics would reject bribes from the employees seeking favors. For me, I would issue recommendations to the employees when necessary and depending on their merits. In other words, an employee that shows an outstanding work performance deserves a good recommendation while an employee that performs poorly does not require a good recommendation. Unlike what most leaders do today, I would ensure that each employee acquires what is commensurable with their performance, experience and productivity.

Lastly, I would adopt team leadership. As a project manager, I should acknowledge and respect other leaders including the human resources manager, procurement manager, finance manager and security manager amongst other. A company might not be productive if it lacks team leadership. In fact, all leaders must be committed to achieve a common goal. As such, I

would have to liaise with the other leaders to make an effective team of leaders. Zaccaro and Klimoski (2001) argue that self-management leadership is more likely to fail because it lacks some elements contained in the team leadership. In particular, team leadership comprises of various elements including unified commitment, external support, results driven structure, principled leadership, and competent team members (Zaccaro & Klimoski, 2001).

Conclusion

In conclusion, a proficient leader needs to be multifaceted with various characteristics, attributes and traits. As discussed on this paper, a leader is not only mandated to issuing directives but also creating a health relationship among the workers. Employees need a comfortable relationship within their workplace to unleash their full capacity when attending their duties. Furthermore, the paper has discussed various concepts of leaderships including the trait approach, situational approach, team leadership, transformational leadership and leadership ethics. As with trait approach, the paper recommends leaders to adopt desirable characteristics and traits that are much needed in leadership. The paper urges leaders to utilize situational approach to attend to matters in the companies depending on the current situation. Team leadership model urges leaders to cooperate and commit themselves to meeting common goals. Transformational leadership recommends leaders to inspire other employees to become better professionals in the future. Lastly, the paper urges leaders to observe leadership ethics by upholding values such as integrity, honesty and diligence.

References

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