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**(Leadership Development I)**

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**Introduction**

Leadership is about working with people to do new things in a world which is increasingly complex and fast changing. We need organizations that are flexible and sustainable, and organizations are made up of individuals. Leadership is not necessarily linked to authority. It is about mobilizing people to tackle the toughest problems and to do their best work. Leadership is embedded in every one of us, but the key is to unlock our personal passion which will give us the courage to do things that appear difficult, uncertain or even unpopular

According to Peter Drucker, leadership is to bring an individual perspective to the next level, to help the others to break through limit of oneself, in order to attain higher achievement. As a result, the potential and other innovative momentum of an individual can be brought out, and let him attain the unimaginable accomplishment (Ming, 2022)

This assignment intends to provide answers to the question as highlighted in the book chapter Leadership: A guide to developing enlightened leaders pg. 3 to 8. The chapter covers Authenticity, boundary breaking, coaching, distributed leadership, Emotional Intelligence (EI), and Feedback.

In this assignment, various specific questions will be answered of which each session has some highlighted issues to be addressed for instance, in the authenticity section, various questions will be answered including what values and beliefs are most important to you as a person, how do you demonstrate them in what you do as a leader and so forth.

**Body of Assignment**

Write essay, exam answers or multiple-choice questions.

1. Authenticity
* What values and beliefs are most important to you as a person? How do you demonstrate them in what you do as a leader?

Answers

Values and beliefs are the guiding principles in our day-to-day life as leaders. Values inform the application of leadership qualities as the competencies of leadership are activated – learned, developed, and practiced – within the set of core values.  By focusing on what people believe and value, and then positively building on this understanding, we have the potential for impact far wider reaching than if we approached leadership development as a problem-solving activity

The following are the key values and beliefs that are most important and how do I demonstrate them as a leader in day to day operations

**Respect**: In daily execution of my duties as a leader, I use to demonstrate self-respect and respecting others regardless of differences; treating others with dignity, empathy and compassion; and the ability to earn the respect of others. I exercise this value by ensuring effective listening, eliminating the absence of disrespect such as avoiding rude, insulting and devaluing words as well as speaking with respect to followers

**Integrity**: As a leader, I believe in integrity which means honoring commitments (including to yourself) and doing what I say will do, as well as approaching challenges in ways that are coherent with other values and beliefs. Integrity is demonstrated by moral courage, ethical strength, and trustworthiness; keeping promises and fulfilling expectations people who work for us notice if we only exhibit our values when times are good. By knowing your leadership values, reviewing them, and having them guide your actions, you will be leading with integrity no matter what your company faces

**Courage**: as a person, I use demonstrate courage by possessing a strength of self to act with intention on behalf of the common good; taking a stand in the face of adversity; acting boldly in the service of inclusion and justice

**Wisdom**: this is being emphasized by demonstrating a broad understanding of human dynamics and an ability to balance the interests of multiple stakeholders when making decisions; this can both take a short- and long-term perspective in decision-making.

**Accountability**: this includes taking responsibility for one’s duties and goals and, at times, owning responsibility for the shortcomings of one’s team. However, as a strong leader, I have to be prepared to hold their employees accountable for the tasks they are responsible for, which helps to promote personal growth with your team.

**Patience**: Patience is a value that is often learned with time but is an incredibly important skill for those in leadership roles. As leaders, I use to demonstrate a high level of patience with new hires who aren’t up to operating speed yet. I also require patience with existing team members who are working out how to deal with complex issues. This is especially true where the leader may be able to tackle with greater ease. Patience also benefits leaders who have long-term goals, such as quarterly or annual sales targets. These goals can only be achieved incrementally through perseverance and patience.

2. Boundary breaking

* What are the boundaries that constrain you at work?
* Where could you add value as a leader if you pushed at a boundary?
* Where could you remove a boundary for people that would increase their freedom to act as leaders?

Answers

Boundaries define what people are responsible for and enable them to decide what to do and what not to do. Most organizations set work boundaries by establishing various milestone that everyone have to contribute towards attaining the overall goal of the organization. This is ensured through setting targets, defining performance goals that are stated in job descriptions and are pined to the specific job positions as well as setting the hierarch of reporting/reporting lines.

It is true that, these boundaries constrain people in the way they deliver to the organizations. The following below are the boundaries and how they constrain people’s work

**Organization’s culture**: this encompasses underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of the organization. Organization culture sets the limit of which the organization is doing in comparing to the other ones; this limit goes beyond to set a boundary of what staff within the organization should be doing and what they not.

This do not consider the specific abilities and personal capacity of the staff can deliver to the organization. Regardless of the level of knowledge and understanding of the organization’s staff, the organization culture should be put forward, this constrain them to demonstrate their ability especially which are not in the limit of what the organization do

Internal and external pressure: The work environment has a lot of pressure built into it. Your ability to accept and release some of that pressure will benefit you in the long run. You can’t run at full speed 100% of the time and allowing some quieter moments that help you find balance will be paramount to your success as a leader

**Communications**: Each organization set the ways or channels through which it communicates internally and externally. This may pose some constraints to people’s work due to the fact that, the nature of communication to be done has be within the scope and limit of what the organization decided to communicate. Also, there is a level of who should communicate what, to whom and when to communicate; all these set some limit of working beyond the comfort zone

**Organization resources**: Resource constraint assesses the accessibility of both human capital and supplies. This limitation relates to cost, because the amount of money available for the project regulates the availability of supplies and the amount and expertise of human capital that the company can access. Because of dynamic business settings, project managers sometimes supervise teams in different geographical locations or in different departments within an organization.

* Where could you add value as a leader if you pushed at a boundary? Where could you remove a boundary for people that would increase their freedom to act as leaders?

Answers

The organizations have to adjust and become highly flexible to operate in changing environment. Due, to emerging and vast development of science and technology, the organization has to set systems and procedures that are adaptive to a competitive and changing work environment. In an environment in which the speed and frequency of changes is high, desired skill-sets and organizational needs change accordingly.

For instance, in the past, organizations used to define roles using job descriptions; increasingly, this practice is not practical in post-modern organizations. As a manager, involve your employees in direct and open dialogues to define job roles to allow easy interaction and exercise their freedom to act as leaders

The value has to be added in the areas of allocating adequate resource that allows the organization to ensure full operations beyond the resource limits; this can be easily done by setting reliable and consistent resource plans that enable organizations adaptability. The jobs positions have to be set in a way that, adjust with emerging situations and future needs of the competing environment. The job description should focus on the what not to be done than setting the what to be done which mostly limit the capacity of leaders to do what is not stated in their job positions

Ensuring full involvement of workers is of high concern to allow ownership of employees to decide what to be done at what time. This also enable effective allocation and utilization of resources to achieve the intended goals. They have to be involved in both setting the organization vision and goals as well as organizations decision making

Improving communication practice is also an important aspect of increasing freedom of people to act a leader. People within the organization have to feel free to agree on the methods and ways through which the communication to be done; they have to be in the loop in the important conversations and decision making, the communication methods have to be friendly enough for all people within the organization

1. Coaching
* What have you done recently that was successful?
* What made it go successfully?
* How did you feel about it?
* How can you build on this success?

Answers

In executing my duties as the executive Director, I managed to achieve the following successes. Managed to increase staffing from 35 to 63 within six months. This achievement is because of the great efforts of working with various stakeholders in expanding the scope of operations.

I also managed to increase organization funding base from 1.7 million USD to 2.5 million. This is a result of commitment in working with various actors in ensuring effective resource mobilization. These resources were raised from both local and international sources of funds; with these resources, more beneficiaries are reached with services which enable the organization to expand its operation by serving many people than what it used to be in the previous

I received a certificate of a good leader from the government; the government acknowledged me as a good leader because of the great contribution made by the organization am managing. This is demonstrated by the self-behavior and commitment of achieving the set plans and organizations goals. I also managed to increase the staff motivations by ensuring staff feel comfortable working in the organization and become able to give out their contribution on achieving the intended results

I felt very pleased with the success above because as a leader I have a dream of ensuring the organization is attaining a high level of results and achieve its vision. Personally, am very glad with the result because it marks as the evidence of what am doing and make others feels happy because of my work; with these results, people’s wellbeing is improved and they can see the sense of belongingness

This success should not end here, I have the vision of continue working very hard and motivating others to bring their contributions which will expand the scope of the organization to deliver and achieve its vision. I will continue to work with others, and respect what others are doing as well learning from what others are doing in order to correct mistakes and improve. I will also enhance my ability to innovate more ideas that will yield more notable results to the organization and the society as a whole

1. Distributed leadership
* What could you delegate today?
* Who would you empower to do it?
* What result are you looking for?
* What coaching or support might be needed to enable them to achieve a good result?

Answers

It is the organizational process of a manager dividing their own work among all their people. It involves giving them the responsibility to accomplish the tasks that are delegated to them in the way they see fit. Along with responsibility, they also share the corresponding amount of authority. This ensures that tasks can be completed efficiently and that the individual feels actually responsible for their completion. It means giving the work back to people, instead of trying to be the leader who knows everything and solves all the problems

As the Executive Director, I use to delegate my followers to attend the meetings and other sessions that I believe they feel empowered and improve their capacity in executing their assigned duties. I also use to delegate followers to write the reports of the accomplished tasks. In the questions of who do I empower to do, I mostly delegate to the managers in various departments. For instance, most of finance related duties are being delegated to managers responsible for finance duties, likewise for program delivery duties. This is because of the expertise that they own in delivering the intended results with high quality

In delegating duties, I expect timely accomplishment of tasks because the delegation will reduce workload that the leader could do it alone. Therefore, delegation enable the duties to be accomplished on time. Also, delegation improve the quality of work because the job delegated are likely to be done by the relevant expertise that that of the leaders; it enhances the ability of the one delegated to and provide a source of motivation and empowerment of lower-level leaders. Delegation is a good tool for succession and ownership of organization vision. Delegation helps to boost team moral, improve efficiency and productivity, and promotes enthusiasm, innovation and cooperation

Delegation needs a lot of support to those delegated in terms of coaching, mentorship and close follow up to ensure the delegated duties are performed at the required standard. For delegation to be effective, there are key tips that have to be taken care of including identifying work to delegate (not everything can be delegated), practice letting go, clarifying priorities, understand each team member’s strengths, provide relevant guidance, prioritizing communication and feedback as well as focusing on results

1. Emotional intelligence (EI)

Think about your emotions - they usually fall into one of the following categories; happiness, sadness, anger, disgust or fear.

* Which of your emotions is most likely to take control of you, so that you feel you have no choice in your response to it?
* How could you change your response when you feel that emotion?
* What other ways of responding can you think of?

**Answers**

Emotional intelligence (EI) is the understanding of your emotions and how to manage them, and it is recognizing emotions in other people and then managing your relationship with them. The ability to recognize and manage emotions is considered as four times more important than IQ in achieving success.

To be effective, leaders must have a solid understanding of how their emotions and actions affect the people around them. The better a leader relates to and works with others, the more successful he/she will be. Take the time to work on self-awareness, self-regulation, motivation, empathy, social skills. In most cases, as leader I use to be controlled by anger and fears especially when the work is not accomplished as required. The situation of anger sometime interferes the ability of making right decisions especially when things are getting worse.

In managing the situation, I have to change the response when I feel anger so as to minimize the effect that may be resulted. In response to anger I use to pause from what am doing and take a break, own up the anger situation, avoid making assumptions, learn how to manage emotions especially when under pressure, undertake ongoing leadership training and practicing self-care

Other ways of responding includes self-awareness (ability to know emotions, as well as your strength and weakness and recognize their impact on performance and relationships); control both positive and negative emotions and impulses and be flexible and adaptive as situations warrant (self-management); have empathy for others, navigate politically, and network proactively (social awareness) and inspire through persuasive communication, motivation, building bonds, and disarming conflict among individual (relationship management). Also, listen closely and withholding judgement, connect with employees on the personal level, unlock motivations, and seeking to understand more about others and yourself

1. Feedback
* Are you open to feedback?
* Do you respond with questions that help you to clarify the feedback?

Answers

As a leader, I respect the role pf feedback and am very open to receive feedback from followers and provide constructive feedback to them. I use to respond positively especially when feedback is not on my favor and ask probing questions to help clarify the feedback provided. Leaders need a communication path between them and their employees. Communicating openly and frequently is necessary for work groups and teams to function properly. Feedback also is important for leaders to be successful in their roles. Feedback helps business leaders make conscientious and informed business decisions, which helps to reduce mistakes that could have a detrimental effect on the bottom line.

With the frequent and meaningful feedback that employees provide, their supervisors and managers learn more about employees' job duties and responsibilities, as well as the challenges employees face in their jobs. Leaders then take this feedback and address employees' concerns in a manner that demonstrates their credibility. For example, an employee who is concerned that his sales approach isn't as effective as it should be voices his concerns to his manager. The manager then provides guidance on developing an effective, consultative sales approach. By doing so, the leader improves his credibility through lending his expertise.

A key component in any employer-employee relationship is that the employer needs to provide the employee with the tools necessary to meet the company's performance expectations and develop in their own leadership skills. When leaders and employees exchange feedback, it creates an environment that supports strong job performance. Feedback can be supervisor-to-employee on how to improve a process, or it can be employee-to-supervisor on the type of communication style that works best for that employee.

At least, an annual performance appraisal provides an opportunity for supervisors and employees to engage in a two-way dialogue about employee strengths and weaknesses, as well as ways the supervisor can train or mentor the employee to improve her job performance or to prepare her for additional responsibilities. Annual feedback also is important to determine how to recognize and reward employees for their performance and efforts.

Feedback is critical when in a leadership position because it enables supervisors and managers to identify potential conflict between employees or conflict that leader have with their employees. Leaders who identify workplace conflict by listening to employee feedback can take proactive measures to diffuse negative workplace situations. In addition, understanding there may be the potential for conflict with an employee opens possibilities for conflict management before the supervisor-employee relationship is destroyed.

**Conclusion**

Write 2 to 6 paragraphs summarizing the key ideas of the assignment.

Leadership is about working with people to do new things in a world which is increasingly complex and fast changing. We need organizations that are flexible and sustainable, and organizations are made up of individuals. Leadership is not necessarily linked to authority. It is about mobilizing people to tackle the toughest problems and to do their best work. Leadership is embedded in every one of us, but the key is to unlock our personal passion which will give us the courage to do things that appear difficult, uncertain or even unpopular (Roffeypark, 2022)

This short guide is intended to do just that - to review what you do and why you do it and to help you become an enlightened leader. We hope that you will take a few minutes each day to read and then think about an aspect of leadership. Devoting time to noticing how you are and what you do and say will enable you to improve as a leader. Use this booklet to make notes on the ideas suggested

Effective leadership development requires various aspects including authenticity, coaching, effective delegation, emotional intelligence and feedback. Feedback is critical when in a leadership position because it enables supervisors and managers to identify potential conflict between employees or conflict that leader have with their employees. Leaders who identify workplace conflict by listening to employee feedback can take proactive measures to diffuse negative workplace situations. In addition, understanding there may be the potential for conflict with an employee opens possibilities for conflict management before the supervisor-employee relationship is destroyed.

**Bibliography**

Put the bibliography of the books and other sources used to write the assignment.

Ming, S.L. (2022). How does Peter Drucker define Leadership? MLA Academy. 148 Connaught Road West, Hong Kong

Roffeypark (2022). A guide to developing enlightened leadership-26 lessons from A to Z (pp. 3-8). Recycled Paper, United Kingdom

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