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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. 9 to 14. The chapter covers Global Leadership, Hero or Helper, Influence, Job Performance, Know yourself, Level 5 leaders, and Manifesto.

In this assignment, various specific questions will be answered of which each session has some highlighted issues to be addressed for instance, in the Global Leadership, various questions will be answered including where are your strengths, what capabilities do you need to develop and many others

**Body of Assignment**

Write essay, exam answers or multiple-choice questions.

1. **Global Leadership**

**Where are your strengths, what capabilities do you need to develop?**

Answers

Global changes have necessitated organizations to look for new ways of doing things than traditional leadership. For instance, the impact of Covid-19 has taught a lot of things especially change of mindset of leaders in strategizing and implementing new policies that can help the organization to sustain the post pandemic phase to better regulate and focus on work culture. Remote work has become a new way normal with HR professionals making new work from home policies to provide better work experience. According to the research conducted by the Rokkey park Institute on global leadership, leaders need to have capabilities that distinguish them as global leaders. These capabilities include; strategic thinking, intercultural competency, crisis management, political astuteness, ethical leadership improvisation and global mindset

As a leader in this new era, I have built my strengths to cope with the changing situations., I have to ensure maintain my strengths that include working hard, effective communication, team work, flexibility, innovativeness and problem solving. The changing world requires critical thinking in coming with a new way of doing things and address the problem quickly; effective risk management skills are highly needed as the development of technology expose leaders with some potential risks that may hinder organizations operations. Effective communication with the application of appropriate technological devices is of paramount to work as a global leader in this era

On top of the capabilities that distinguish global leaders mentioned above, as a leaders I have to develop the following capabilities including; self-awareness (the ability to monitor my own emotions and reactions as a leader for becoming better to react to situation or people who may trigger me as a leader); situation awareness-being aware on what is happening around, and taking the organization forward, listen, observe and consider the dynamics of a situation to make decisions; excellent communication skills-as a leaders, I have to be an effective communicator, therefore it is vital that am able to thick clearly, and critically and able to handle rapid flow of information within the organization and among customers, partners, employees and other relevant stakeholders; effective negotiation skills-this is required to enable cope with a variety of different situations whether working on complex deal, mediating in difficult situation, or negotiating a new contract, it is likely there will be some compromise needed to reach a desirable solution; conflict resolution skills; collaboration skills and intercultural sensitivity; ability to work with different personal styles and approaches; and being able to make courageous decisions

1. Hero or Helper



Depending on the situation, a leader may at some point be the Hero or Helper although my self I stick more on helping (Helper). In most cases I am a Helper not Hero. I genuinely listen to others, am friendly, tends to remain steady and calm. I use to share personal feelings on an appropriate level, and often have coaching skills. I am terrific at handling conflicts, generous and unselfish, care about others with no strings attached, prefer working together and recognize each team member’s contribution towards the success of the organization goal

1. **Influence**
* How do you influence others - by making clear statements about what you want or by asking questions and drawing out other people’s needs?
* Is your attention focused primarily on you, or on the other person?
* Do you identify common ground before trying to influence the other person?
* How do you define common ground?

Answers

As Ken Blanchard said, ‘’the key to successful leadership today is influence, not authority” the ability to influence an essential leadership skill. To influence is to have an impact on the behavior, attitude, opinion and choice of others. In my leadership, Influence is not about manipulating others to get your way rather is about noticing what motivates employee commitment and using that knowledge to leverage performance and positive results. I have the ability of having influence with others based on building trust.

On the other hand, I do the following to ensure influential is successful in my leadership; establish credibility-by enhancing integrity, intent, capabilities and results; Engage others and build on connection-leadership is not a sole act, am involving others by seeking inputs on important decisions that will affect them individually or the team as whole especially when proposing or implementing changes, also building connection with others by seeking to understand the needs, motivations, and values of others, showing a sincere commitment to what matters to someone else

Clarifying expectations and practice accountability-I use to enlist, persuade and engage others. However, before expecting employee’s commitment, as a leader I must clearly delineate expectations, define the results and clearly communicate them to others, I hold myself and others accountable to the expectations; sharing my passion-this is a contagious quality because passion is not something you can fake. Research has shown that, one of the traits people admire most in leaders is their ability to be forward looking. It is not enough for a leader to have a vision, she/he must be able to communicate it and get others excited about it and supporting it (Mehrotra, 2021)

My self as a leader, I do define common ground as a space in which the collective views and experiences of members within the group/organization serve as a foundation for shared learning and understanding of the pursuit of a shared view of the certain topic or subject matter. Common ground is built when every diverse voice has value and is embraced and the purpose, processes, functions, and messages become owned and promoted by all, there must be a shift from focusing on their own part to focusing on the whole (a shift away from individual agency ownership to ownership by the collaborative). For a common ground process to be successful, a leader must motivate a group to build common ground; the leader manages the process of both building and sustaining common ground; and a leader must measure aspects of common ground to determine if the group is making progress and moving effectively in a predetermined direction. Measuring should provide feedback for the processes of motivating and managing

1. Job performance
* Have a conversation today with a co-worker - ask them what they do best.
* Discuss with them how they can do more of their best work. Then create the opportunity for them to do it.
* Write 4 paragraphs about your conversation

Answers

As a result of the conversation with co-workers, the following are their responses

What they do best?

Most of the co-workers during conversation, they responded that, they are doing best in communicating with customers and solve their inquiries. They enjoy communicating with customers, asking their concerns, seek for suggestions on how to improve the services provided by the organization. This brings the great expose to them and they so excited receiving feedback from customers regarding the services they are providing to them, also it is the room for them to understand what is going on and know how best their services are and what have to be improved do far. Although, it may be not a simple task to receive negative feedback from customers but as long as they seek for improving performance, most of co-worker stay positive and agree on what can be done for improvement.

They also responded that, they are enjoying working as team than working individually. They responded that, the team work spirit enables them to sought for the common challenge, identify problem and agree on the common solution. It is easy for them to correct each other and share experience as a team. They also share learning on their areas that went well and areas that needs to be improved for effective provision of services to their customers. Team work brings the effective and quality results, and it is easy for each of the team member to feel involved and value what has been achieved by the organization, this also aid as a good tool for effective communication since every team member is in the loop and informed of what is going on. It promotes common sharing and sense of ownership of the organization vision, it is easy to achieve the vision since team members feel excited and energetic to give out their contributions

How they can do more of the best work?

In the course of how they can do more of their best work, they responded that, they are going to continue stick more of what they do best that is customer service for them to keep energy and find the best move to realize more results. They insisted on the role of hard working to ensure efficiency and effectiveness. They will continue commit their time and efforts to keep their best work visible to both leaders and co-workers. The team work sprit was also insisted by co-workers because it enable them to identify challenges and agree on the way forward together, they also insisted on the role of being innovative to bring new ideas and new ways of doing things to aid on producing competitive products and services in the market.

They also insisted on effective communication for them to keep their best performance because it ensures everyone understands their duties and responsibilities; helps build quality client and employee relationships and keeps employees engaged and productive, promotes employee satisfaction hence high performance. Furthermore, effective communication helps in mitigating conflicts, increase employee engagement with the organization, improved productivity, improved client relations, health workplace culture, improved direction for employees, increased innovation, strengthen team building, and improved visibility of good work and public impression. Therefore, the co-workers have to embrace practicing active listening, provide positive feedback, and have regular face to face meetings

1. **Know yourself**

|  |
| --- |
| Write down your top three strengths. How can you use these to best effect? Write down three weakness that need to be developed, what can you do to improve these areas |
| **Strengths** | **Weaknesses** |
| 1. Effective communicator
2. Hard worker
3. Team worker
 | 1. Low self-confidence
2. Inability to delegate
3. Being unrealistic
 |

1. **Level 5 Leaders**

Take time to review a recent success and a failure. Using the idea of the Mirror and the Window, write about:

* Who or what contributed to the success? And how? How could you recognize their contribution?
* What can you learn from the failure? What could you have done differently?

Answers

Using the window and metaphor as described by Collins in explaining the facets of level 5 leaders, I came to realize the importance of recognizing others contribution towards the success of the organization. In running the organization as the Executive Directors, I Managed to see the recent success of increasing the number of staffing, expanding the scope of operations and raising the funding portfolio in the organization. In the question of who contributed, I can express my sincere gratitude to esteemed staff who are working day and nights to ensure the dream is turning true. I further, acknowledge the role played by the board of directors (The Chairperson, Treasurer, other board members) for their usual support all the time in terms of oversight and coming up with strategic ideas to achieve the organization’s mission. This could not happen without the role played by my family members who are always there to give the required support both moral and social support in executing my day-to-day duties.

In the question of what, I can explain the role played by the team members in terms of planning effective intervention and advice to ensure the intended results are realized. Staff are working hard, devoting their time, expertise and resources in designing and managing the projects that are relevant to the success of the organization. They are providing timely feedback in the areas that need immediate and strategic improvement. The board members and other external stakeholders including the government and donors are always there to provide technical backstopping and oversight in resource mobilization, strategic planning and recommendation of the opportunities that the organization is grabbing for its growth. They also give support in ensuring effective communication and visibility for sustainable and remarkable results

As a leader, I also face some failure situations for instance some of key staff are sometime leaving the organization to look for green pastures. Looking one self in the mirror, I do recognize some setbacks including inadequate motivation in terms of allocating funds for giving a range of benefits that can be the retention mechanism for staff to stay with the organization and look for long term engagement with the organization. As a leader, I could have secured an adequate resource in terms of funds that can suffice the needs for having attractive packages and benefits for staff to be satisfied and feel engaged with the organization. Moving forwards, this is the areas that have to be improved so as the organization become an employer of choice

1. Manifesto

Develop your leadership manifesto by answering the following questions:

* What do I stand for as a leader?
* What is my purpose and passion?
* What will people get from me as a leader?
* What is my vision for my team of co-workers and my area of responsibility?
* Then identify an opportunity where you can share this with your team.

Answers

As a leader, I stand to be a leader who is trusted by others and recognize others’ contribution towards achieving my personal and/or organization’s vision. I tend to empower and inspire others to find their best ways of making things happen in collaborative manner. I discourage the practice of ‘one man show’, rather influence to find the common ground and work as a team in realizing a common vision. I am respecting others and other members to respect each other. My purpose and passion are to see wellbeing of others are improved. I have the passion of helping the marginalized groups including children, youth, and women to celebrate their full potentials by addressing all roots and poverty and social injustice

They should expect me to be a good leader who always find the way of finding innovative ways of supporting them to move on and find the best solutions. They should be sure of received any required support in terms of capacity because I commit my time and resources as a leader to see the growth of others. Therefore, they should expect, growth and celebration of the success because of their contribution towards the collective success of the organization.

I have a vision of developing managers and other co-workers within the organization to become effective leaders in the future. This vision may come true because am supporting senior managers and co-workers in the areas that will make them to become leaders of tomorrow through coaching, mentorship and training opportunities. I delegate duties to them to boost their abilities in decision making, negotiation and others. I also ensure effective communication through encouraging positive feedback to me and among themselves for their growth. Through regular senior management team meeting, staff meetings and one to one session, these things can be shared for their inputs and come up with collective agreements

**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 Global Leadership, Hero or Helper, Influence, Job performance, Know yourself, Level 5 leaders, and Manifesto. It is important for leaders to understand their strength and weaknesses for the to correct and become level 5 leaders by being able to understand the contribution of others in the success, be able to evaluate their failures and decide where they can do differently.

**Bibliography**

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

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