

Personal Leadership Development

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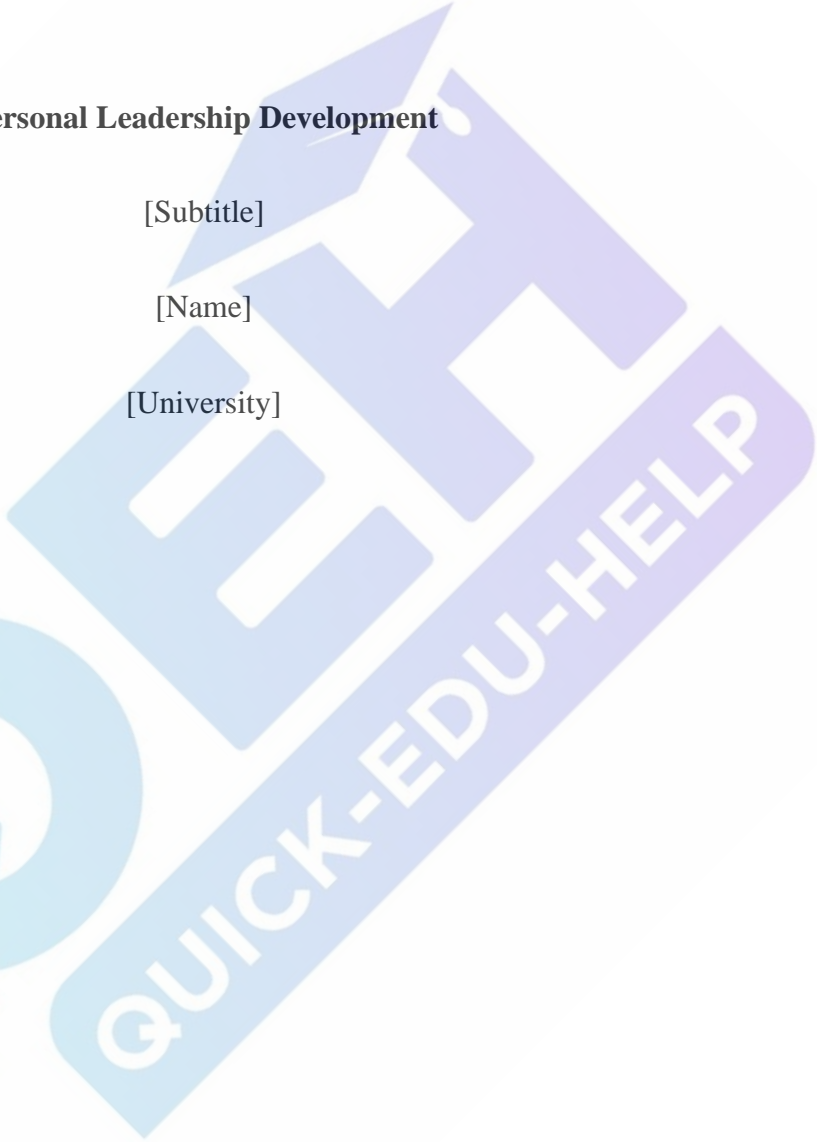
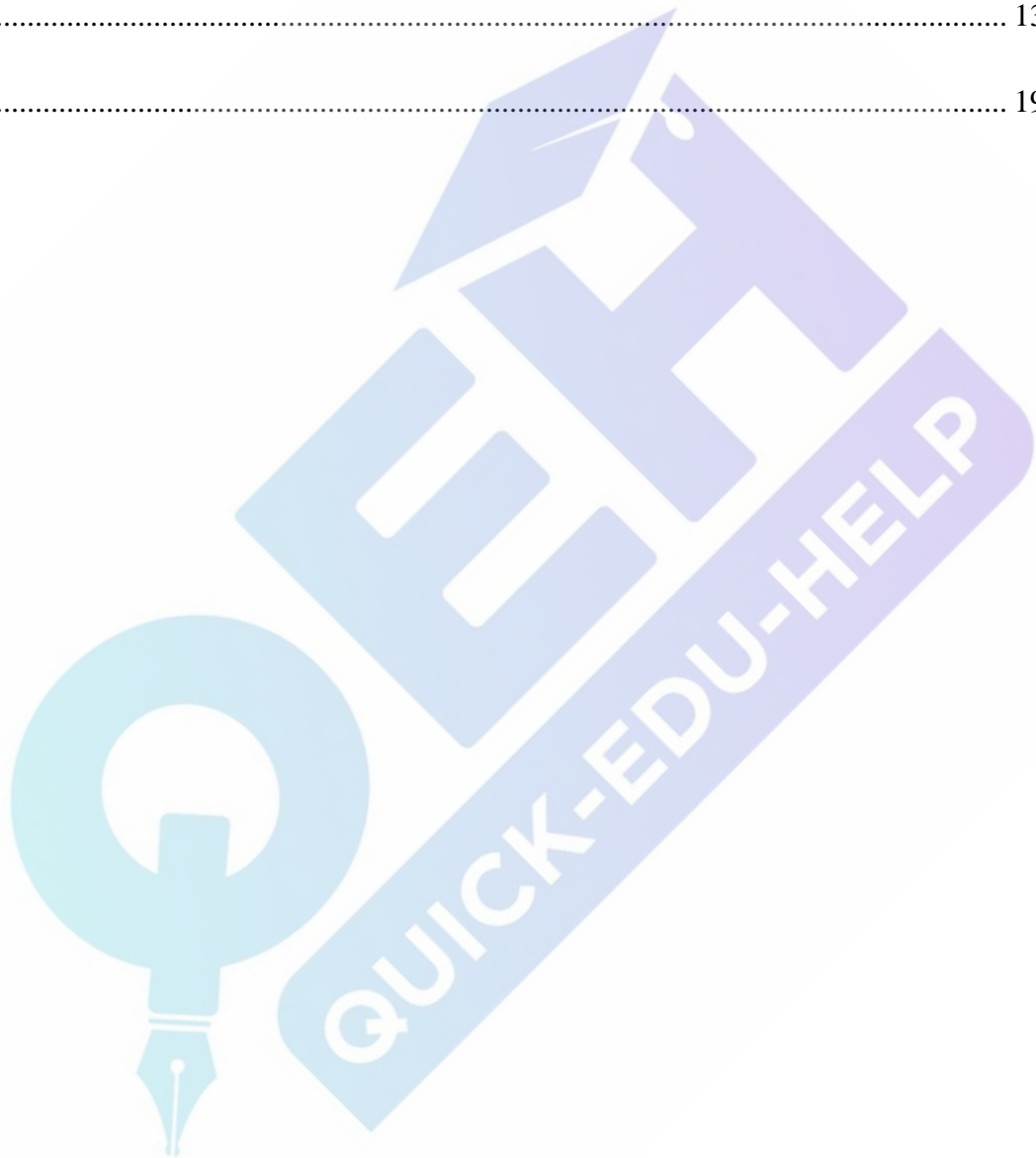


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Part – 1

Emotional Intelligence is one of the most important skills which is needed by leaders to support and justify business decisions. According to Goleman (2009), emotional intelligence allows a person to control their own emotions as well as those of others too. In addition to this, people having higher emotional intelligence can understand their own feelings, give a name to their emotions, and can understand how these emotions might affect other people. Stein, Papadogiannis, Yip, and Sitarenios (2009) found that emotional intelligence is important for the success of leaders. Goleman (2009) also emphasize the importance of emotional intelligence for a leader who wants to lead a team towards success. A leader, who cannot stay calm under stress, is incapable of assessing a situation calmly.

To evaluate emotional intelligence, Goleman (2009) identified five key elements which determined the emotional intelligence of an individual. The five elements included self-awareness, social skills, self-management, empathy or relationship management, and motivation. More importantly, emotional intelligence does not refer to simply anger control or managing relations with people, but it extends beyond that. Goleman (2009) describes it as having a clear understanding of one's own emotional make-up and those of others. Further, this understanding should be at such a degree that a person can move other people as well, towards the achievement of common goals.

Self-awareness, in Goleman's (2009) theory of emotional intelligence, is knowing about how a person feels about their self. This allows a person to have an in-depth knowledge of their own weakness as well as strengths. This is essential when a leader has to improve their emotional intelligence because they can work on their weaknesses to eradicate them and work on strengths to enhance them.

Social skills have been pointed out as an important element of leadership development by Goleman (2009). Leaders who have better social interactions with other people are able to communicate in a more effective way than others. It makes them capable of hearing bad news and good news with an open attitude. Such abilities help them to gain the support of their team. More importantly, they can effectively convey their goals to their team and increase excitement among the team members.

Self-management is an element of emotional intelligence which assists leaders to regulate themselves efficiently and effectively against verbal attacks from other people. This enables them to take decisions in a very calm manner; the consequences of which, are rarely negative, then. In addition to this, leaders with good self-management are better at staying in control (Goleman, 2009).

Empathy or relationship management is also a critical element when it comes to managing a team or organization. Leaders with better social awareness or better relationship management are capable of understanding the situation of other people, allowing them to act as empathetic leaders. In this way, they develop skills of their team members, go against people who act unfairly, and listen to the people in need. Earning respect or loyalty of team members is further enhanced by empathy (Goleman, 2009).

Motivation is an even important element of emotional intelligence, as has been identified by Goleman (2009). Self-motivated leaders have the drive to work towards the achievement of their goals. To attain their aims and objectives, such leaders set high standards for quality of work.

Vries and Florent-Treacy (2002) also identified three major meta-values for effective leadership development, which include community, meaning, and pleasure. According to Vries

and Florent-Treacy (2002), CEOs around the world are usually desirous of attaining global level achievements; however, the employees of many organizations do not have the same spark as their leaders. Many of these organizations are growing at a fast rate, due to the efforts of their leaders. However, the employees of such organizations are usually not very motivated or satisfied, as have been noted by Vries and Florent-Treacy (2002). The motivation of employees is an essential factor; without which, organizations will be completely hampered and will be unable to operate or function. To ensure that leaders can effectively influence their employees and subordinates, Vries and Florent-Treacy (2002) found three important meta-values.

Community refers to the fostering of good citizenship behaviors among the employees. The second meta-value, pleasure, refers to enjoying working in a thriving environment. By taking pleasure, a leader can continuously learn new things. The third meta-value, meaning, refers to higher commitment for employees. Vries and Florent-Treacy (2002) have noted that people can work for money but tend to die for a cause, which is exactly what the third meta-value is based on.

Entrepreneurial skills are also important in the development of leadership. According to Thompson (2002), entrepreneurs are individuals who like to transform and innovate processes. They can change rules and turn the direction of a company around. Entrepreneurial leaders combine the skills from entrepreneurs and leaders, which makes them superior to ordinary leaders. Thompson (2002) noted that such leaders understand the complexity of operations in organizations but can handle them effectively. In addition to this, they take decisions by considering the long-term benefits of their teams and organizations, which makes them even more effective and efficient leaders. Additional skills that are commonly found in entrepreneurial leaders include productivity, management, social skills, and understanding of consumers' needs.

Another leadership framework which defines the key skills required for leadership development was introduced by Thompson (2004). The elements of this leadership model include:

- **Focus** – to put efforts into delivering the required results and outcomes. These efforts are to be individual as well as from the whole team since only the leader cannot take an organization towards success. Therefore, the focus for required outcomes must come from all members of a team, including the leader.
- **Advantage** – identification of elements where value can be created. Opportunities are usually available for organizations and leaders, but not everyone can avail them. It takes good leadership skills to identify an opportunity, understand its prospects, and create value to it by working on it. This leadership skill has strategic importance in organizational performance.
- **Creativity** – to generate opportunities and ideas. For an organization to succeed under a leadership, a flow of ideas and opportunities is vital. These ideas are to be generated by the talent pool of the organization or the leadership. In any case, it is the responsibility of the leader to channel the creativity in the right direction.
- **Ego** – determines the temperament and efficiency of talents in an organization. A leader needs to manage the temperament of employees inside an organization effectively. Skills such as courage and self-determination are to be encouraged by the leader. Furthermore, this can help the leader exploit talents in a more effective way.
- **Team** – it is viewed as a multiplier which assists in the operations of FAC characteristics. A team is necessary for FAC to work because a single leader is not enough to drive the

organization and its operations while managing everything. It takes a team to make an organization successful, under the right leadership.

- Social – these characteristics include the nature of the organization and its social agenda. A good leader always crafts a good social agenda which helps them maximize their profit and operations. Without the right set of social factors, an organization cannot run effectively, in the desired way.



Part – 2

As has been discussed in the previous section, the FACETS model is an essential tool for evaluating entrepreneur leadership skills of a leader. Therefore, I would start my evaluation of leadership skills by using the FACETS model.

	Provide Examples of Personal and Professional Practice
F = Focus (targets and delivers)	<p>As for focus, I am very good at it. This is a personality trait which has led me to success since my primary school. According to the Thompson (2004), focus refers to the trait which enables a leader to set a target and then deliver it within the decided boundaries. This characteristic has been a part of me since I was in primary school.</p> <p>All the projects that were assigned to me, throughout my school days, were delivered within the given deadlines, which highlight the existence of 'focus' trait in my personality. More importantly, I have always taken a keen interest in establishing hard targets for me and to achieve them by delivering high-quality work. For instance, when I was doing my summer internship, I was a little late in joining. The supervisor had set up some targets for us, and I was running behind the deadlines. However, I caught up with the rest of my colleagues and was the first one to deliver my project within the deadline.</p>

<p>A = Advantage (picks winning opportunities)</p>	<p>Exploiting opportunities is something that I am not very good at. I have sensed the lack of 'advantage' trait at a number of times. Often, its absence or lack has led to several failures. For instance, during college, a research assistant position opened up. I had confident in me and knew that my skills were up to the standards which were required for the position. However, I did not realize the potential of that opportunity; and, therefore, did not apply for it. One of my college seniors applied for the position and got selected. She was promoted to a permanent position and had her skills polished for her future career. I regretted my decision of not taking the chance later.</p>
<p>C = (comes up with ideas)</p>	<p>Coming up with ideas is an important element, especially for leadership development. As for creativity, I am not very much creative in crafting clever ideas. However, I can usually think of transforming current practices into something with more value and use. For instance, during my last year, I appeared at an idea exhibition and presented the idea of meal delivery service via flying drones. I secured the second position in the exhibition and was awarded a shield for it. In addition to this, I worked with a group of my college fellows for waste management and the idea was generated by me. Basically, I had seen an online</p>

	<p>advertisement about it on the internet and had transformed it for the college project.</p>
<p>E = Ego (inner ego drives you forwards; outer ego meets challenges head on)</p>	<p>Ego is something that has a very important effect on leadership development. It can influence leadership skills in a negative manner as well as in a positive manner too. As for my leadership skills, I have an inner drive which keeps me pushing forward. In the last summer internship, I was awarded for delivering my project the earliest; even I had joined the latest among all other internees. I have this drive which keeps me pushing forward to achieve excellence. This is even true in my academics where I work hard to excel at studies. As for the outer ego, I like to work in a challenging and stress-induced environment. For instance, I participated in a college competition with a team where we were supposed to generate a solution to a global problem in only 10 minutes. All of my team members, except me, stressed out but I designed the solution and won the competition.</p>
<p>T – Team (how working with other multiplies your potential)</p>	<p>Team working is very important, especially in large organizations. Leadership skills are only effective if they go perfectly with a team. Even, leadership itself is all about teamwork.</p> <p>As for me, I have good teamwork skills. I feel my potential</p>

	<p>increases when I have a team of members working under me. I have had several opportunities of leading teams under my leadership, and I have been a successful leader. For instance, during my first year, I was the team leader for a science project. I organized the meetings and discussion sessions for our group. Also, I divided the work so to distribute it equally among all members. We scored the second position in that project. Also, I had the opportunity to work with a team during my last summer internship where I polished my communication skills and learned to convey my message effectively.</p>
<p>S – Social (How the work you do can make a social impact)</p>	<p>The work that I do is usually creative and based on teamwork. Usually, the ideas that I come up with are useful for the community and society. Therefore, I would say that the social impact of my work is very positive and promising.</p>

The OPI assessment revealed that my social sophistication is below average and needs to be improved. Apart from it, my interpersonal skills have found to be below average and need to be worked on. The top characteristics that have been found in my personality test include authority, concern for others, trust, and independence. Self-confidence and self-control have also been found as positive leadership characteristics. Assertiveness and influence have been found as my weaknesses, as revealed by the results of the personality test that was carried out. The strengths, revealed by the test, need to be maintained. The weaknesses, revealed by the test, need to be

eliminated and turned into strengths. The next section will discuss methods on how to turn these weaknesses into strengths.



Part – 3

Improvement / Development Required	Target (think SMART)	Actions (Be specific)	Resources Required (what will you need, time? Physical resources? etc.)	Deadline (Be realistic)	Progress to date (if any)
Improve interpersonal skills	I will achieve a socially accepted degree of interpersonal skills, within the next one year.	For this purpose, I will join social groups that are available in our college. Also, I will talk to our communications' teacher so that she can help polish my interpersonal skills.	The resources required for these actions will include time and some financial funds. For the social groups, some fees are to be paid. While,	The deadline for this target is one year. Within one year, I need to have improved my interpersonal skills to such a level that my colleagues can feel the difference in my	Currently, I am working on my interpersonal skills by watching relevant videos available on the internet. The change in my personality is not very

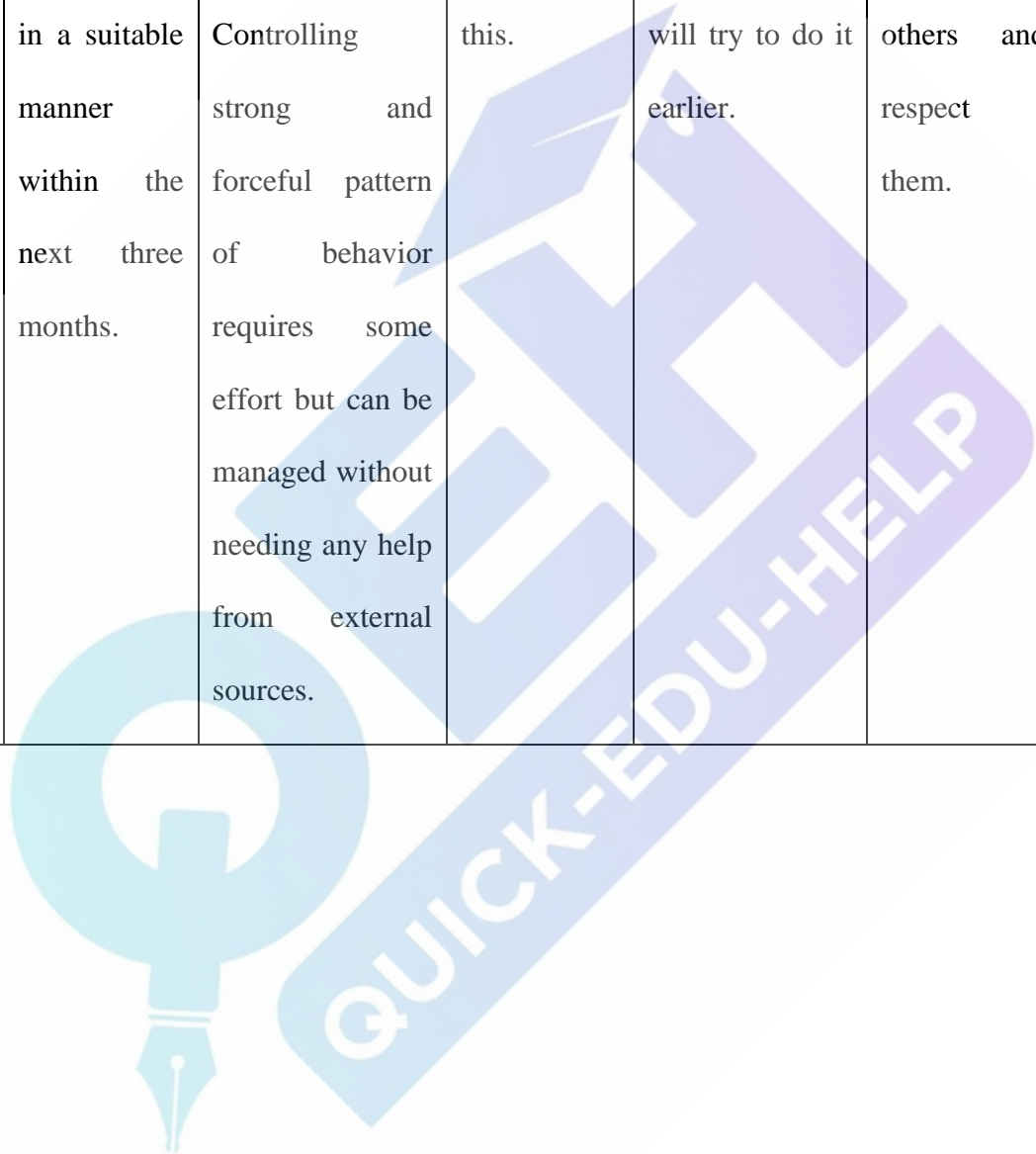
			<p>I will have to ask my teacher for help, which will be free of cost but will need time resources.</p> <p>So, I will take out some time from my regular activities.</p>	<p>communication.</p>	<p>obvious yet, but I expect to see a positive and visible change within the next 3-4 weeks.</p>
<p>Deal with social sophistication</p>	<p>I will learn to be a diplomat and tactful in social situations within the next one</p>	<p>This will be achieved by understanding that too much honesty can hurt the feelings of other people and some situations</p>	<p>The resources involved in this target will be time. Since I will not be joining any</p>	<p>The most realistic deadline for the achievement of this goal is one year. I have estimated that I need at least a</p>	<p>Currently, the progress is zero, and I am planning to start working on the goals that I have</p>

	year.	call for diplomacy and tactfulness. To achieve this target, I will seek help from my leadership skills class instructor. They will be able to help me. Also, I will like to study literature in this area so that I can understand the situations where I need to be tactful.	extra classes or social groups, there will be no extra fees. All I need to do is to ask for help from my instructor in their free time.	constant practice of 1 year before I can actually master the art of tactfulness and diplomacy in social situations.	developed.
Increase knowledge about various areas.	I will increase my knowledge about	For the achievement of this goal, I will collect relevant study material	The resources required for this target are books,	Reading is my hobby, and I spend most of my time studying books.	I have asked several of my teachers about good books on

	<p>various other leadership practices and their role in the organization within the next six months.</p>	<p>from the internet. I will also make a visit to the library and collect books on leadership. This will help me to develop better leadership skills for the future since knowledge about new things is always good.</p>	<p>time, and the internet. Usually, I use the internet for exploring information. However, books from the library can also serve better than the online information in this case. As for time, it is a resource which is required essentially.</p>	<p>Therefore, this will not need much time. However, given that I have a college to attend and my studies to manage as well, I will need four months to master several leadership styles and their effectiveness.</p>	<p>leadership skills. Also, I have searched the internet and found several good books on the development of leadership skills.</p>

<p>Learn to influence others</p>	<p>I will learn to influence others by joining a class within the next year.</p>	<p>I will join a class for this target. This is something that needs to be learned from a person who already has mastered it. Therefore, for the development of this skill, I would need to join a class or group. Also, I will try to become a group leader in the coming college projects so that I can practice in real-life too.</p>	<p>Financial and time resources will be required for this target as I will be joining a social group or class for it. The fees of the class will have to be paid.</p>	<p>Since this is not something that can be learned in a week or two, I will need some time. I will also practice during my college projects. So, the duration will be nearly one year.</p>	<p>The current progress on this skill is zero and needs to be started as soon as possible. However, my hectic schedule does not allow me to start it right away.</p>

<p>Effectively deal with assertiveness</p>	<p>I will learn to express my needs and agendas in a suitable manner within the next three months.</p>	<p>This is something that can be learned by myself. Controlling strong and forceful pattern of behavior requires some effort but can be managed without needing any help from external sources.</p>	<p>Only time resource will be needed for this.</p>	<p>The minimum time required for this is three months, but I will try to do it earlier.</p>	<p>Currently, I am trying to listen to the opinion of others and respect them.</p>
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