

## **Guided Leadership Behavior Reflection Paper**

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The Student Leadership Practices Inventory 360 (SLPI) presented a leadership overview through two lenses, how I see myself and how others view my leadership. My observers included peers, subordinates, and senior leaders to round out all views. On average, observers rated me higher than I rated myself. For example, the average of observers was two points higher for Model the Way, four points higher than Inspire a Shared Vision, three points higher for Challenge the Process, and one point higher for Enable Others to Act and Encourage the Heart (Posner & Kouzes, 2005).

As I dig deeper into the breakdowns of leadership behaviors, it is interesting to see the differences in how others view my actions. Observers for the Model the Way rated higher on four questions. The most significant discrepancy appeared when asked if I talked about the values and principles that guide my actions (Posner & Kouzes, 2005, p. 9). I believe this is because in my role as a Leader or follower in the Army, the mission is predetermined, and there is usually no reason to discuss motivating factors. Concerning Inspire a Shared Vision, the observers also rated me higher than I did myself. The most significant discrepancies were speaking with passion about the higher purpose and talking to others about how their interests help to reach the goal (Posner & Kouzes, 2005, p. 11). From this assessment, I am learning that I need improvement in looking for ways others can try new ideas and celebrating others' accomplishments. My top three behaviors are treating others with respect, actively listening to diverse viewpoints, and fostering cooperative relationships. My bottom three are providing leadership opportunities for others, helps others try out new ideas, and talking about values and principles.

The leadership challenge is a methodology used to inform and help organizations develop leaders at all levels. The challenge involves improving the behaviors of leaders, learning, and self-development through five principles. First, Model the way behavior is when a leader sets the example and performs in both word and deed. Second, leaders must be ethical and almost above reproach because society expects leaders to enforce and follow the rules. Third, inspiring a shared vision requires a leader to create and provide a leadership philosophy and a vision or direction to lead. Fourth, creating and expressing a vision generates buy-in from a team, thereby leading to success that all members can share. For example, as U.S Army Recruiters, we told our Army story of why we served so that we could provide a vision and a shared understanding of the values to engender a commitment. When we think about challenging the process, it sounds like thinking outside the box. Challenging requires changes to the thinking methods to help the team see the bigger picture because people get caught up in redundancy too often. Taking risks and experimentation in the office can drive the process of ideas within the organization. The remaining behaviors, Enabling others to act and Encouraging the heart, involve leaders learning about their team to foster collaboration, recognize achievements, and give kudos as needed to build cohesive teams.

According to the Clifton assessment, the identified strengths are context, restorative, communicative, arranger, and realtor (Clifton, 2022). My leadership philosophy in the last five years is based on what I learned from past interactions. Whenever I arrive at a new location, I like to assess my section of the organization for 60 to 90 days before I make any changes. Once I have evaluated all aspects, then I begin to problem solve. I believe in open communication as a key to success and building relationships through trust and competent leadership. I enjoy explaining how we will take on a task or mission. Explaining provides the opportunity to learn

about others through communication, learn about how they view the job and determine if they are genuinely involved in the processes

The Jung Typology assessment classified me as Extrovert (53%), Sensing (3%), Thinking (34%), and Judging (34%) or ESTJ (*Humanmetrics Jung Typology Test*, 2022). Previously, I had taken the Myers-Briggs personality test, where I was coded as an introvert (INTJ), and typically I sway between introvert and extrovert. I can be somewhat of an ambivert, depending on the situation. My indices and assessments paint me as an active listener who is comfortable hearing diverse viewpoints, fosters collaborative leadership, and treats others with respect (Posner & Kouzes, 2005). Clifton studies show that I am a cautious leader who uses past experiences to influence leadership. This study also suggests that I am a problem solver and one who cherishes partnerships and previously formed relationships. Based on these assessments, I see minimal disconnects in themes and messaging.

I developed a servant leadership approach because I joined the Army during the time of servant leadership philosophy. Successful Army leaders give back in service to the force, and I want to do all I can to ensure that my team is successful. In addition, the Army has adopted a people first, winning matters stance; people first is a philosophy, and winning matters is an attitude. Finally, the Army's top generals and members of Congress have a responsibility based on the three assessments. My takeaways are to improve my bottom behaviors by providing leadership opportunities, helping others find new ideas, and being more open in expressing my values and principles. The military is a rank-based organization, and most judge success based upon your ability to move up the ladder. I am focused on making the rank of Colonel in the long term. Currently, I am on track to make the rank of Lieutenant Colonel in one year, and in the near future, I want to be known as a trusted leader representing the entire organization's values.

Understanding that rank constitutes authority, many leaders have power-based leadership. I have worked with many military officers who relate being in command as an "it's lonely at the top" undertaking. I firmly disagree with them because I want inclusive leadership, and not just I am in charge, and it is my call. Therefore, I am most interested in servant leadership and transformational leadership.

I look forward to inspiring a future generation of leaders and framing my leadership around the principle of trust. On many occasions, I worked for leaders; the only takeaway from the experience was what not to do. I hope to take information from the SLPI, CliftonStrengths, and the Jung Typology personality assessments to improve my leadership skills.

## References

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