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**Major: Business Administration**

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**Leadership Development I**

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**Introduction**

Write 2 to 6 paragraphs introducing the topics of this exam.

There are several aspects of leadership that one must recognize to be able to develop oneself to become a better leader. In this exam, I can walk you through the ABCDEF of leadership.

A is for Authenticity. Being an example to those who are following you means that you walk the talk. Several questions will be asked of you to assess if truly you are an authentic leader.

B is Boundary breaking. Empowering people is not enough. As a leader, pushing at boundaries must be one of our skills so that we will be able to balance rules and responsibilities that may constrain us.

C is for Coaching. For us leaders to develop new leaders, we must master the art of coaching. Coaching is one way of developing the best team (Gordon, n.d.).

D is for Distributed leadership. It is to empower other workers to perform well in their specific areas of assignments. It is also learning to delegate and doing away with being a one-man show in the organization.

E is for Emotional Intelligence and F is for Feedback. Both leadership skills are needed to be able to work well with other people.

**Answers to Exam Questions.**

Write the questions from the exam then give your answers.

Authenticity

* What values and beliefs are most important to you as a person?

As a person, I value family and integrity the most. I believe that for a person to build intimate and long-lasting relationships, trust must be developed over time. One way to build trust is being a person of integrity. Authenticity is part of integrity. Being authentic starts in the family and that is why I value family.

Wikipedia defines Integrity as the practice of being honest and showing a consistent and uncompromising adherence to strong moral and ethical principles and values (Integrity, n.d.). I believe that when you align who you are with what you do that speaks of authenticity but when you do that in a consistent and uncompromising manner because of your strong moral and ethical principles and values, then you develop integrity.

* How do you demonstrate them in what you do as a leader?

I demonstrate my values of family and integrity by example. What I am inside my home is the same me outside my home. That is integrity, being one, being whole. I always see to it that I do not live a double life. As I am a leader and a servant in my church and in my workplace, I see to it that I lead my family by serving them.

There is no better way to test authenticity than asking your family members who you really are at home. I demonstrate the values of family and integrity as a leader by treating each member in the church or each staff in the hospital as family and also by not compromising honesty and moral and ethical principles as I live as a pastor and a doctor at the same time.

Boundary breaking

* What are the boundaries that constrain you at work?

The boundaries that constrain me at work are my scope of responsibilities as Chief of Clinics and as pediatric consultant all at the same time, the duration of time required of me to do both jobs, and the distance from home to work. As Chief of Clinics of a provincial hospital that is a 2-hour drive from our home, it really constrains me to be physically and mentally present in the hospital after personally driving for 2 hours and then when I get to the hospital, I do the responsibilities of a Chief of Clinics and a Pediatric Consultant for 24 hours. Then after 24 hours, I drive 2 hours again to go home.

As a Chief of Clinics, I sign paper works and check the performance and system of the medical staff, and that includes the doctors and the nursing staff. At the same time, I go on 24-hour duty as a Pediatric consultant. I do the rounds at the ward with a patient average of 30 admissions and before I leave for work the next day, I do my rounds at another ward with an average of 20 admissions. When there are problems in the hospital under my jurisdiction and I’m not on duty, they either inform me the next week when I go on duty or the Chief of Hospital will take the responsibility and I only get the news when it gets blown up because the Chief of Hospital has not given attention on it yet. I could have done so much more if given the permission from the government’s capitol to extend my time at work and to have a clear definite job description and authority as my role as Chief of Clinics.

* Where could you add value as a leader if you pushed at a boundary?

I could have add value as a leader if I pushed at a boundary of going on duty twice a week, separating my day of duty as a Pediatric Consultant and Chief of Clinics. I have observed so many things that needed change in the hospital system, specifically in the interaction between the nursing staff and the medical doctors. Since the hospital has grown bigger, the system must be upgraded and the medical staff be reoriented of their tasks and responsibilities. The present system has been lagging and problematic because of the fact that both nursing staff and medical doctors have not been on the same page, regarding proper system of referral and actual management of patients in a specialty setup. We currently have 32 specialists and 8 residents on duty. The nursing staff has head nurses, staff nurses, midwives, and nursing aids. As of the moment, we are still building a system that will allow a smooth flow of referral and co-management between the medical specialists and resident doctors, and between resident doctors and nursing staff.

As I continue my study here at AIU, I can surely add value as a leader by applying the leadership and management principles that I have learned from my Business Administration courses. I will be able to push the boundary of mediocrity in the performance of the medical staff, and be able to put things in order and push goals towards excellence and better care and management for the patients and other partners in health care.

* Where could you remove a boundary for people that would increase their freedom to act as leaders?

I would remove the boundary of professional hierarchy between doctors and nurses so that there would be an increase of freedom to act as leaders in their own departments. Respect is expected for both fields of expertise but the low self-esteem of the nursing department has contributed to the failure of giving the best medical management to the patients since they fear referring the condition of the patients to doctors who seem intimidating. As Gordon (n.d.) states that “Leadership is about pushing at boundaries, using initiative and doing new things”, I plan to build their confidence and push them out of their comfort zones and initiate new things for them to see the potential that is inside all of them.

Leadership trainings must be initiated. There is indeed a need to remove unnecessary fear. “Yes, You Can Increase Accountability” (n.d.) mentioned that, “When there is fear, people tend to hide, hold back and do only the minimum of what is expected.” That is why Browning (n.d.) explains that, “The best advice is to build it consistently over time by being competent in the work, knowing when to communicate openly and when to keep things in confidence, and following through on what you say you will do.” (as cited in “Yes, You Can Increase Accountability”, n.d.). This is precisely what our institution needs.

Coaching

* What have you done recently that was successful?

Recently, a couple in the church whom I am coaching had a marital problem in a sense that there were changes in their daily routine that has really affected the wife. The husband began to accept more responsibilities in their family business and had no more time to assist her in their couple ministry. The wife unwillingly took over their tasks in the ministry and she wasn’t happy anymore. It burdened and hurt her a lot that she asked me to be relieved of some of the major tasks assigned to them. At the end of our conversation, I was successful enough to utter words that convinced her to change her mind and made her more secured and confident to perform the major tasks entrusted to her in the church.

* What made it go successfully?

I believe it was my compassion for their marriage as well as my testimony of perseverance despite weaknesses and challenges that made her realize of her wrong mindset. My life testimony revealed to her that we don’t need to be perfect to serve God. We don’t need to perform before people to please them but only to please God. Moreover, she realized that she needs to renew her mind that she needs these tasks to be equipped, not to become a pastor, but to be a blessing to many people. That is how our conversation went successfully. It was really wisdom from the Lord that brought about the change of heart of my friend.

* How did you feel about it?

After our conversation, she hugged me and thanked me for allowing her to see things in a different perspective. It made me feel fulfilled knowing that her potential will be unleased as she pursues the things that God wants her to do and as she overcome all her negative mindset and emotions. Joy filled my heart as well since they are the couple who is next in line to me as their Head Pastor. Together as a couple, they oversee the members of the church and they really have the heart in taking care and nurturing the people. I realized that they are really growing in their faith and they are now entering into the next stage of their journey with God.

* How can you build on this success?

I can build on this success by not giving up on them and continually coaching them in the day to day challenge of this life. Proper communication is very essential to build this relationship. Since they live 1.5 hours away from me, the beauty of technology is what we depend on so that both of us will benefit from this coaching.

“What is Leadership Coaching?” (n.d.) states that Leadership Coaching “is a partnership — one in which both sides work to reach an agreed-upon destination. The aim of the partnership is to bring about sustained behavioural change and transform the quality of the leader’s working and personal life”. Understanding the aim of this partnership helps me to desire to bring this relationship to the next level of success that both of us will arrive at our destination which is to fulfill our life purpose here on earth. Having a heart of a coach really makes this leadership challenge a beautiful process.

Distributed leadership

* What could you delegate today?

I could delegate to a leader from Tagum my task of giving orientation to the participants of the Destiny Weekend Retreat who are also coming from Tagum city which is 1.5 hours away from my home. It is a needed requirement for the upcoming retreat which will be 2 days from now. I can only fetch them on the day of the retreat but going there before the retreat just so they will have the pre-requisite orientation will cost me fuel, time, and extra effort. By delegation, I will be able to manage my resources, time, and physical well-being properly and at the same time, equip the leaders of that community for this task.

* Who would you empower to do it?

I would empower those leaders who are next in line in the leadership in our church in Tagum city. Since the delegates are women, I would empower the female leader who has the heart to coach these women.

* What result are you looking for?

I am looking for the result of empowerment of the Destiny Weekend participants even before they actually set their foot on the venue of the retreat. A visible result of the success of my delegation is that the participants will be all the more excited and prepared to receive more of what is in store for them in the retreat.

* What coaching or support might be needed to enable them to achieve a good result?

To enable that leader to achieve a good result, I need to emphasize her potential in doing this task. I need to challenge her and help her changer her behavior of mediocrity and low self-esteem. I need to encourage her to be open to change, to step-up and to be more responsible of the tasks set before her. I think I need to focus on giving her developmental coaching.

“What is Leadership Coaching?” (n.d.) states that “Developmental coaching is about improving skills and knowledge, providing frameworks for effective work-life balance as well as developing sound emotional intelligences which are all oriented towards good leadership”. The fact that she and her husband are next in line in the leadership of the church, this coaching will enable her to perform the delegated tasks successfully and along with it gain a sense of fulfillment.

* 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?

I think fear is the emotion that most likely take control of me and sometimes I have no choice in responding to it. When fear overcome me, I get paralyzed and my mind gets clouded. I palpitate and I can no longer think straight.

* How could you change your response when you feel that emotion?

When I feel fear creep in, I can change my response by inhaling and exhaling and relaxing my muscles by singing and thinking of several positive reasons why these fearful things happen. I usually utter a prayer and a memory verse from the Bible that counteracts the negativity of the situation. Sometimes, I call my personal coach and best friends to air out the things that have brought about my negative emotions and have them pray for me. These responses usually take off that fear inside of me and hope once again arise, giving me a better perspective of the impending situation.

* What other ways of responding can you think of?

I think another way of responding to my fear is self-awareness. “Emotional Intelligence in Leadership” (n.d.) mentions that “if you're self-aware, you always know how you feel, and you know how your emotions and your actions can affect the people around you. Being self-aware when you're in a leadership position also means having a clear picture of your strengths and weaknesses, and it means behaving with humility”. I remember in times of panic attack because of fear, I forget my strengths and just focus on my weaknesses. I only realize it after the attack that my strength is actually the people around me who always support me. I often forget that because of my pride, that I can get things done on my own. When I grew in that understanding, I don’t usually have panic attacks anymore because I know now my strengths and weakness and I am already humble enough to recognize that I need the help of other people. In this way, I have conquered fear most of the time and have developed better relationships with other people.

Feedback

* Are you open to feedback?

Yes, I am open to feedback. However, I remembered there was this one monthly medical staff meeting we had wherein I raised my voice when a colleague suggested that we, pediatricians, must do a task that we were already doing. Apparently, she was an anesthesiologist and she really didn’t know the protocol we have in the hospital regarding that task. I was caught off guard and responded irritably with a rather high-pitched tone of voice, defending the rest of the pediatricians who are actually doing their responsibility in the hospital. So to answer the question, I think I may not be that open to feedback. I may need to grow that character in leadership more so I myself may be able to use that tool of leadership with integrity.

* Do you respond with questions that help you to clarify the feedback?

Yes, I often respond with questions to help me clarify the feedback given to me. I find asking questions more civilized than defending myself right away. I realized that there were so many things that I still do not know and I need to become open-minded about my blind spots. As Cornet (2019) stated, feedback “builds a foundation of trust. When done well, the feedback process should not be anxiety-inducing for either party. It should be a mutually beneficial learning experience that helps individuals gain new insights that will help them improve performance.” I agree with Cornet and I have to keep that in mind always. I believe it is what will make me a great leader and manager.

**Conclusion**

After giving your answers, write 2 paragraphs summarizing what you learned in this exam.

I learned that you cannot be a good leader if you do not develop yourself to become an authentic leader who is consistent in his words and actions. This is really a difficult task to perform because no one is perfect and that is why knowledge about authenticity is very essential to become one. A mark of a good leader is that he also breaks boundaries. A good leader is not contained to just do what is written by the book but to also set free other people from traditions and boundaries that keep them from performing according to their gifts and talents, as well as being innovative and creative. Another skill that I love is Coaching. I have benefitted from this and I continue to learn that for new leaders to be developed, coaching is essential in the journey to successful leadership.

Distributed leadership, emotional intelligence, and feedback are also the aspects of leadership that I learned in this exam. I found out that I know how to delegate, but I need to be more aware of my emotions, how they affect me and other people. I realized that I have to work on my emotional intelligence especially when I receive feedbacks that I don’t really agree on or that I get offended with. I have really learned so many things about these topics and I am excited to apply them in the workplace and in all of my relationships as well.

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