Purple diagram of mountains and sea

Logo text: University of the Highlands and Islands, Executive Office, Ness Walk, INVERNESS IV3 5SQ

Oilthigh na Gàidhealtachd agus nan Eilean, Slighe Nis, Inbhir Nis IV3 5SQ

Your Time to Lead:

Reflections Journal

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| Your name: |

Reflecting is a very important part of your learning. It allows you the opportunity to think about what you are reading and the activities you are being asked to do, and record them for future reference. Throughout the Topic a reflective journal icon will direct you to complete activities within the reflective journal whenever you see the word **REFLECTION**.

Description: Description: reflection icon - used to indicate non-assessed reflection tasks

The reflective icon looks like this:

Make sure to have your reflective journal **open** so that you can enter your answers and thoughts as you go through this topic.

Attempting all the reflective tasks will really help to consolidate your learning of this topic and perhaps help to apply the learning to make you better able to deal with practicalities of your working life.

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# Introduction

## reflection icon - used to indicate non-assessed reflection tasksReflection 1: What sort of leader are you?

After you have completed the questionnaire and have found out what type of leader you are, put the results below:

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## reflection icon - used to indicate non-assessed reflection tasksReflection 2: Leaders in history

Think about an historical figure whom you consider to be a great Leader. :

* What do you think made them so?
* List a few words that spring to mind when you think of a Leader

Put your reflections in the box below:

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# Leader versus Manager

## reflection icon - used to indicate non-assessed reflection tasksReflection 3: Leadership in film

While watching the film, pick one of the main characters within the film you have chosen, think about and reflect upon the following questions:

* What do they do that shows them to be a good leader?
* What do they do which shows them to be a poor leader?
* What could they have done differently which would have made them more effective as a leader?

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# Trait Theory

## reflection icon - used to indicate non-assessed reflection tasksReflection 4: What do the traits mean?

Take each of the traits shown again below and in one sentence describe what you think each trait means.

Then think about each of them and whether your manager/supervisor/colleagues have these.

Which ones do they have and which ones do you think they are lacking?

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| * Drive/Determination * Intelligence * Leadership motivation * Honesty and integrity * Self-confidence * Cognitive ability * Knowledge of the business |

# Problems with the idea of leadership traits

## reflection icon - used to indicate non-assessed reflection tasksReflection 5: Criticisms of leadership traits

As you can imagine, the leadership traits approach has been heavily criticised in modern times.

Can you think of 3 reasons why this approach has problems?

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# Functional/group approach

## reflection icon - used to indicate non-assessed reflection tasksReflection 6: Bob’s team

After reading the small case study below, answer the following question:

Bob is the leader of a small team of printers in a printing plant. They are a good team who work relatively hard, but a new member has joined them recently and this has caused unrest and the team are unsettled. A rush order has been requested from a customer which must be printed by the close of the day, and Bob is about to announce this to the team when a member of the team comes into his office in tears because she feels she is being made to do too much work because the new member is not pulling their weight….

Using John Adair’s model, how should Bob prioritise the issues going on here?

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# Leadership styles

## reflection icon - used to indicate non-assessed reflection tasks Reflection 7: What style of leader are you?

Once you have completed the questionnaire to find out what style of leader you are, you will need to think of yourself within the context of a working group situation.

Reflect on the style of leader you have been identified as within the questionnaire. Do you think it is accurate? Or not?

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# Applying transformational leadership

reflection icon - used to indicate non-assessed reflection tasks Reflection 8: Being a transformational leader

Imagine yourself as a transformational leader within your own business. Go through Northouse’s list and provide an example against each one, of how you could meet each quality.

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| Empowers –  Strong -  Listens -  Creates –  Acts -  Helps - |

# Level 5 Leadership

## reflection icon - used to indicate non-assessed reflection tasksReflection 9: Defining ‘Narcissistic leadership’

Look up the term ‘narcissistic leader’ and write a small paragraph defining what it means.

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# Servant Leadership

reflection icon - used to indicate non-assessed reflection tasksReflection 10: Defining ‘Servant leadership’

Search the Internet and find a definition of ‘servant leadership’

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# Spiritual Leadership

## reflection icon - used to indicate non-assessed reflection tasksReflection 11: Defining ‘spiritual leadership’

Search the Internet and find a definition of ‘servant leadership’

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# Questions

## reflection icon - used to indicate non-assessed reflection tasksReflection 12: Questions on Scenarios

Is the leadership in each scenario transactional or transformational?

Why (what evidence) do you see that supports your conclusion?

If you decided it was transactional, what aspects of leadership could the bosses change that would move the leadership style from transactional to transformational?Do you see any of these leadership types in your behaviour?

Which leader do you identify most with and why?

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# Final reflections

## reflection icon - used to indicate non-assessed reflection tasksYour final reflections:

Having read this material, what are you going to do differently in order to become a better leader or to encourage your staff to change?

Listen to Martin Luther King’s speech. Why is he considered to be such a good leader?

How does he demonstrate good leadership in this speech?

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# Further notes