Journal Reflection

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**Question 1**

Understanding a leader’s strengths and weaknesses is an essential way of helping to adjust the weak areas and perfect the strong ones. As such, leaders should always review their practices to ensure that their skills and approaches are suitable for their current environment (Northouse, 2018). After conducting the test, my technical, human and conceptual skills for the Northouse inventory chart were 28, 23 and 21 respectively. Therefore, I have realized that I need to work more on my human and conceptual skills to ensure that I balance all areas of my leadership practice.

**Question 2**

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| **Behavior** | **Percentage of Time Spent on Each Behavior** | **Ideally the Percentage of Time you Would Devote to Each Behavior** |
| Informing | 60% | 30% |
| Directing | 70% | 40% |
| Clarifying or justifying | 70% | 30% |
| Persuading | 50% | 40% |
| Collaborating | 60% | 80% |
| Brainstorming or envisioning | 30% | 70% |
| Reflecting (Quiet time for thinking ) | 60% | 50% |
| Observing | 80% | 60% |
| Disciplining | 30% | 10% |
| Resolving Interpersonal conflicts | 40% | 60% |
| Praising and/or encouraging  | 50% | 80% |

**The Gap in How I Should Spend My Energy**

From the chart analysis, I have realized that a significant gap exists in how I should spend my energy and how I spend it. In most cases, I give directions, clarify and justify issues, observe and reflect. However, I feel that I should spend a substantial amount of time informing others about the best practices. As a leader, it is vital to devote a lot of time influencing and empowering the juniors to ensure that they understand all the organizational practices and can perform them with minimal or no supervision (Northouse, 2018). Achieving this trait can be possible by spending much time informing rather than directing. I also need to focus more on resolving interpersonal conflicts to avoid situations that result in constant disciplining.

**Behaviors Taking Too Much Leadership Time**

I find behaviors like clarifying and justifying, reflecting observing, directing, and persuading too involving. These situations arise because I do not spend sufficient time brainstorming and envisioning. Brainstorming provides opportunities for new ideas, encourages teamwork and breaks routine. As such, the team members feel free to interact and present their views to the leader (Northouse, 2018). Justifying also takes a lot of time because I have to explain why things need to be done in a particular way. Additionally, directing and persuading require time because my juniors have to wait for my decisions regarding specific matters. Brainstorming would significantly help in mitigating these challenges. Since I find the leadership situation challenging at times, I intend to spend too much time reflecting instead of acting on crucial issues because I spend less time collaborating, praising and encouraging.

**Strategies I Can Employ**

In ensuring that I achieve my ideal distribution behavior, I would involve the team members more in decision-making practices. As such, it would be vital to establish teams and motivate individuals to ensure that they focus on the organization’s long-term vision. Encouraging communication will also be essential in ensuring that all the people involved understand the set objectives clearly, and people work towards a common goal. Therefore, it will be vital to start working in collaboration with the members and encouraging them to provide feedback and suggestions for areas that need improvement. Talking to the team members directly instead of using other individuals to convey messages will help comprehend the situation on the ground.

References

Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage publications.