



My past understanding

For me, leadership is the ability to conduct people towards a goal while guiding them to a better version of themselves.


I believe a leader should be open-minded, able to hear new points of view, and be humble enough to recognise when his/hers are wrong. A leader should be also empathic, balanced, and optimistic, always ready to take a pause and put himself/herself in someone else's shoes when a problem occurs or making sure to give recognition to the achievements of others. And to finish, a leader should always be able to get outside of his/her comfort zone to always be there when he/she is needed.

In the context of global challenges, all the past characteristics in a leader are vital because, now more than ever, diversity is the key to solve them. To bring solutions to the table, leaders need to be in a harmonic and safe environment to share their opinions and feel listened to. If not, we run the risk of not counting with enough voices, leading to the lack of representation of some people. In the globalised world, we live in now, we can't afford to let this happen, it is now a necessity to raise and make ourselves the right leaders. 


My current understanding

I believe I used to struggle with the idea of leadership as collaborative action. Leadership for me was a hierarchical, individualistic idea, that can be recognised in words such as "conduct" or "guide" in the first sentence.  For the PGLA module, I can see that leadership as "taking other people with you" (Principal's Global Leadership Award, 2021). Especially when it comes to addressing a "wicked" problem, it is better to handle it as a collective (Grint, 2010).

I can also distinguish that my perspective was "Leadership-as-position" and "Leadership-as-person":

"Leadership-as-position" because I thought the leader was at the top of the hierarchy. For me, it was important to give recognition to others, but only as a secondary trait that gave more power to the leader. Now I see that it is the result of the main point of leadership: to know how to pass responsibility to others (Chace, 2015). 

Moreover, it was also "leadership-as-person" related because, for me, being a leader was all about the traits: being empathic, balanced, optimistic, etc. And although I still believe that these are important (especially being empathic), I now feel closer to the idea of "leadership-as-process". More specifically, I have formed a very special connection with the Ubuntu leadership process, where everything is done in order to achieve communion (Metz, 2018).

To finalise, I still agree with the importance of having a diverse, safe environment which can be related to the "the social environment" idea of Warner (2015). He talks about the importance of studying our context and the different routines people have.  environment we work in isn't diverse, then it is very unlikely that we would learn new interesting things.

Bibliography:

Chace, S. (2015). The Cuban Missile Crisis: Leadership as Disturbance, Informed by History. *Journal of Leadership Studies*, 9(2), 63-68.

Grint, K., 2010. Leadership: A very short introduction (Vol. 237). Oxford University Press.

Metz, T., 2018. An African theory of good leadership. African Journal of Business Ethics, 12(2).

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Assessment 3 AB42233

GRADEMARK REPORT

FINAL GRADE

GENERAL COMMENTS

1000 / 1000

Instructor

Thank you for your third assessed task, which is a Pass. In addition to this report, I have also put comments on the work itself. I hope you find them useful.

I enjoyed reading your work. It is genuinely thoughtful and reflective. There is also a clear sense of movement-on, comparing the two pieces. Furthermore, the movement is signified by intelligent reflection on materials we have studied on the course.

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Comment 1

This opening statement is quite idealistic, though it's also well-informed.



Comment 2

Good, close, objective analysis of your own work.



Comment 3

Good summary of adaptive leadership.



Comment 4

Yes, I think this has emerged as quite an important point in our group.

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