

Your final project is a synthesis paper that creates a Leadership Development Profile. By definition, a synthesis paper draws on multiple sources and combines their ideas into a coherent whole. In this case, you will use the 13 self-assessments that were completed during the course as sources of information as well as at least 4 references to outside sources. Data was collected from only one subject in these questionnaires, and that subject is YOU. Therefore, you should be pretty intimately familiar with the data, and you should easily be able to infer relationships between and among them.

The bulk of the points for this assignment (24) will come from analysis of the assessments. Simply take the results of your assessments and interpret them. What impression do you have of yourself as a leader based on this data? Does research and theory suggest that you would be a strong leader? What kind(s) of leader are you according to these instruments? For full credit, you should take each assessment individually and give a short summary of your results (1 point) and an interpretation or application of the results to your situation (1 point). For example:

"On the Task/Relationship Questionnaire in chapter 5, my scores indicate that I fall into the high range for the Relationship Orientation and the moderately low range for the Task Orientation. These results did not surprise me as I have always been much more interested in developing a constructive and positive environment in my office than in actually accomplishing our outcomes. These relationship inclinations have led me to develop many strong friendships that I cherish. While serving as the middle manager of a sales team for Coca Cola, I felt it was very important that my team develop strong group dynamics. We had retreat weekends twice a year, and socialized a great deal outside of work hours. One member of the team actually asked me to serve as a bridesmaid in her wedding. This strength could almost be recorded as "overused" as defined by Eichinger and Lombardo (1999). It is in the area of task orientation that I could use some improvement. Mindleton suggests that task behaviors can be improved by "defining benchmark deadlines and adhering to them passionately" (2013). Suggestions for improving my task style included such items as developing timelines, defining roles, and clarifying responsibilities for each team member. I agree with these suggestions as they are certainly things that I currently do not implement in my daily work. My department at Texaco has an end of the year report due on December 28th. My first development activity for task-orientation will be to establish specific job duties for each member of our team, and to conduct weekly status meetings each Thursday until then to measure progress. I will know that I am successful when my report is turned into accounting by the deadline with all parts complete."

Do that 13 times, and you'll easily earn the first points. Notice the examples are SPECIFIC. That is critical! You will not get full credit if you generically tell me that you plan to define roles and develop timelines in the future. Tell me EXACTLY when (by December 28), where (my department at Texaco), how (establishing job duties), and under what conditions (conduct weekly meetings on Thursdays) you will develop these skills. Then tell me how you will measure attainment (when my report is turned in on time).

The next part of the project (3 points) is the development plan. In synthesizing your assessments, ask yourself: Do you see any themes and patterns? Are there some assessments that held more meaning for you than others? Which did you find the most and least valuable? What actions can I take to improve? For example:

"My score in chapter 5 indicated that I was moderately low in "Task Orientation", and in the Leadership Strengths Questionnaire in chapter 3, I scored moderately low as an "Analytic." Both of these assessments deal with planning, organization, attention to detail, and solving problems. These findings were very valuable to me because I know that I have struggled with managing details since I was a child trying to complete a science fair project. In order to improve my skills in organization and detail management, I will need to surround myself with people who have this ability as a strength and learn from them. On the first Tuesday of every month, I will job-shadow Nadine in our accounting office. She is an organizational and details maniac, and I admire her abilities in this area. I will observe her practices and skills and compare them against what I typically do, looking for discrepancies. I will then actively try to increase the frequency of the behaviors that Nadine employs during my own workday. Research is clear that establishing and following a plan is a surefire path to success (Ryan, 2003). Based on this principle, I will also ask for feedback from my direct reports since they have had the misfortune of having to follow my disorganized plans. I will ask them what they found most difficult about my disorganization, and use this informed feedback to improve specific areas of my planning and organization. With sustained effort, I hope to increase my leadership abilities in these categories."

Find three themes/patterns in your leadership assessments, and tell me SPECIFICALLY how you plan to take action steps to improve the areas of development that you've identified and you'll earn simple points. Incorporate external sources and research as appropriate to support your ideas, use in-text citations, and type up a bibliography for the rest of the easy points and THAT'S IT. This paper should be 8-10 pages in length (not counting cover page and reference list), double spaced, 12 point Times New Roman font with standard 1-inch margins.
