AccessEd: Researcher Development Programme
Researcher Engagement and Reflection Log

Workshop: Leadership models and decision making

Outline

This worksheet is designed for you to reflect on the key learning steps from the training workshop you attended and think about workshop learning outcomes in line with your learning portfolio.

We encourage you to make a note of your responses in a word document or otherwise, ensuring your record your reflections and consider what legacy this will have after the training has finished.

Consider the following actions that you might take in relation to this workshop engagement and reflection log:

- ✔ Consider sharing your reflections with your peers – Commonwealth Scholars and others
- ✔ How can you best record your notes and reflections to best suit your own individual style of learning?
- ✔ How might you use reflections from this worksheet log in the future to contribute towards learning in other workshops?

A. Self-reflection: Skills development

1. Rate your confidence in the following 'Behaviors of a good leader', which were covered during the workshop. Rate the skills from 1-5 (1 = least confident, 5 = most confident):

	Strong ability to inspire greatness in others
	A keen interest in bettering the environment they are leading in
	Confident and calm in the face of adversity
	Maintains a positive attitude and leads by example
	Focused on solutions instead of problems
	Highly productive/not one to waste time
	Honest and loyal in their pursuit for success around them
	A goal-setter and achiever
	Expert listener who is able to distill important information
	Total (max: 25)

2. Below is a list of traits covered in training, according to the 'Hersey Blanchard Situational Leadership Theory'.

Rate your perceived tendencies in these areas (1 = not like this at all, 5 = very similar to your personal leadership style):

	Directing – Leader defines the roles of the individual or the group and provides what, why, how, where, when to do task
	Coaching – While the leader is still providing the direction, he or she is now using two-way communication and providing the socio-emotional support to "sell" their message and get people on board
	Supporting – Leader shares decision-making about aspects of how the task is accomplished and leader provides less task behaviours whilst maintaining high relationship behaviour
	Delegating – Leader is still involved in decision, however the process and responsibility has been passed to the individual or group. The leader stays involved to monitor the process

3. What was your biggest learning takeaway from the workshop?

4. How will you apply what you have learnt today to your research/studies, and how does it complement your learning portfolio?

5. What is one commitment you will make to improving your leadership skills?

E.g.

Skill: *Confident and calm in the face of adversity*

Action: *Next time a stressful situation comes up, I will make myself cognitively aware of this. I will make active efforts to stay confident and calm with others, working out personal strategies to manage this for myself.*

Skill:

Action:

B. Self-reflection: Learning in relation to Leadership and Decision Making

6. During training, we discussed how leadership is distinct from management, and the key traits of a manager versus a leader. Identify a project you are currently working on. Write down the key traits and behaviour patterns you are deploying. Does this make you a leader or a manager? Are you both?

7. Leadership and power: we discussed the different types of 'power' during training, and how these will affect your personal leadership style. In the table, write down how you have used different types of power in the past. Where have these been SUCCESSFUL or UNSUCCESFUL?

Type of power	Successful	Unsuccessful
Legitimate power *Granted through hierarchy*		
Cooercive power *Force compliance via emotional threat*		
Referent poer *Power based on loyalty or charisma*		
Reward power *Power to give or withhold rewards/ incentives*		
Expert power *Power derived from information or expertise*		

8. During training, we discussed common leadership pitfalls, such as 'not making objectives clear', 'avoiding conflict', 'taking on unnecessary work', 'lacking vision', 'not giving feedback'.

   Identify one of these weaknesses, which you know to be a weakness of your own. Write down your commitment to improving on this in the context of your research project.

9. We discussed how to 'lead when you're not a leader'. This is common if you are early on in your career or degree. List one action that you will take to help you 'manage upwards' as part of your next project.

10. You did a quiz on your leadership style, and we discussed this during training. Take a moment to reflect on how you might adapt your leadership style to take on traits of other leaders in the future, and how this might improve your leadership of projects or teams that you work with.

C. Tools to takeaway: Leadership and decision making

Below is a list of further tools that can be used for research project management.

(i)   Leadership Compass Self Assessment

Use another [leadership self-assessment framework.](#)

This free tool helps you assess your dominant decision-making style. It's quick and simple to use. The value is primarily in reflecting on the 'Styles Taken to Excess' page and whether you exhibit any of those characteristics (and if so, cultivating the awareness and seeing the development opportunity).

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(i)   Your Leadership legacy

Use this tool to assess your [Instinctive Leadership Style.](#)

Your legacy is something you'll worry about later in your career, right? Not according everyone. In *Your Leadership Legacy,* these authors argue that thinking about your legacy now makes you a better leader today.

This tool explores the art of "legacy thinking," helping you to formulate a legacy that will have a positive effect on your work immediately.

D. Further reading tip....

Books:
Start with Why (Simon Sinek)
On becoming a leader (Warren Bennis)

Podcasts:
TED radio hour
The Growth Show
The Carey Nieuwhof Leadership podcast

Blogs:
Entrepreneur
Harvard Business Review
Lead Change Group