

Paul L. Gerhardt, Jr.

For: Dr. David Whitfield

Chapman University



OL 600 - Term 3C

Journal of Learning

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Snowball Questions

Week One

1. What would make this one of the best classes you have ever taken in your life?

Answer.

It will rank as one of the best, if I can walk away at the end of this course, not only knowing the material, but also knowing that this course has changed my life and my leadership style.

2. What skills, experiences ect. do you have to offer to this class to add to the level of learning we will experience in OL 600?

Answer.

I believe that in my 12 years as a manager, both as a leader and a follower, I have had some unique experiences that may add to our learning level. I have worked for some good managers, who were leaders and some extremely poor managers, whom I would not consider leaders at all, just good examples of people who thought they were leaders, but were only leaders of being poor leaders.

3. Talk about the area(s) related to leadership that you would like to be sure to discuss in the class.

Answer.

I would like to discuss the development of leadership vision and goals and their importance within an organization. Plus I'd like to discuss the different ways, or techniques, which can be used to ensure

these concepts, are received and understood by everyone within the organization.

3. *Comment on your skills a facilitator.*

Answer.

As a small group leader/instructor, I've facilitated many classes and exercises. However, I've found that the most difficult thing about being a facilitator is remaining completely objective. Often, I tend to want to put my own spin on things, to ensure the success of the group. However, in doing so I often realized that I might have, in fact, reduced the growth curve of the group.

4. *Tell a "war story" about a great leader at your place of work (or tell about a person in a leadership position doing a poor job.*

Answer.

In my company there is a manager, who has is my counter part in another market. This manager brags about his own ability to create higher profit margins and about how he thinks he is one of the greatest market managers in the company. Admittedly, he does make great sales and great profits, but his employee turnover is huge. One day, I worked with him, because my market was closed for a remodel. During this day, he talked down to me and micro-managed me all day long. I final got fed up with him and told him that he was not my boss and if he were I would probably want to quit also, because of how belittling he treats people. I continued to tell him that I was going to

stop helping him and go home. He apologized and began to kiss-up to me, when he realized how right I was.

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Week One: Introduction to course

During this initial class, we were asked to define what is the importance of getting a Masters Degree.

I really want to increase and redefine my leadership style. To me receiving a Masters Degree allows to broaden my experience as an individual, hopefully it will open doors for me when I leave my current position, and in my current position obtaining a Masters degree is professionally enhancing.

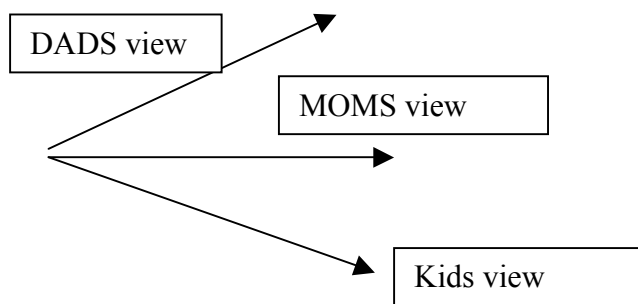
We as a class were asked to identify what's wrong with our leaders today?

Bulk of our answers centered on our leaders' lack of integrity, sense of purpose, trust, willingness to get involved, lack of values just to name a few.

Discussion.

Goal displacement concept: By Henry Blanchard

Basically, the concept is within give environment each individual has a different view of the issue, and the degree to which are views are vary equates to the degree of dysfunction.



Leadership = Function (leader x follower x situation)

How well these three functions work together determines the quality of leadership.

Teleology- Why am I here, what is my purpose. Relate this concept to your leadership.

Contrasting views of leadership

Traditional View leaders

Leadership in times of Change

Strongest

Brings out strength in others

Autonomous

Relationship with others
Heads of company are brilliant
others

Vision/influence

and

Acts in service to

Leaders provide vision

Safe environment for

others

Have already arrived
journey
Rescues others

Knows the solutions
problem

Comes with position
activity shared

Leaders on a

Cares for others
Not co-dependent
Leader gives

Back to group

Leader

With multiple sources

In class, Dr. Whitfield mentioned that studies proved that women are more effective managers. I had a hard time believing it. I later did some research on the Internet and did not come up with any conclusive evidence, but I believe Dr. Whitfield.

We also formed project groups. Cory, Brett, Hilary and I chose to be a group and will begin to research andragogy versus pedagogy.

Leaders must have excellent interpersonal relationships:

Trust

Respect

Confidence

Affect

Metacognition- Question your own thinking, "Why am I thinking this way.

From the Northouse Book:

Management <i>"Produces Order and Consistency"</i>	Leadership <i>"Produces Change and Movement"</i>
<ul style="list-style-type: none"> • Planning/Budgeting • Organizing/Staffing • Controlling/Problem Solving 	<ul style="list-style-type: none"> • Vision Building/Strategizing • Aligning People/communicating • Motivating/Inspiring

Traits of Leaders

- Intelligence
- self-confidence
- Sociability
- Determination
- Integrity

There is no proven Link between Traits and Group performance outcomes.

Critical Functions of team Leadership

1. Diagnosing group deficiencies
2. Taking remedial action to correct deficiencies
3. Forecasting impending environmental changes
4. Taking preventative action in response to environmental changes

Outcomes of Team Leadership

1. Clear engaging direction
2. An enabling performance situation
 - Group structure that fosters competent task work
 - An organizational context that supports and reinforces excellence.
3. Adequate material resources

From Leaders Companion – Wren

Leadership Qualities

1. Sociability, 2. Initiative, 3. persistence, 4. Knowledgeable, 5. Self-confidence, 6. AlterNet, 7. cooperativeness, 8. Popularity, 9. adaptability, 10. Verbal facility

- Intellectual abilities
- Desire to excel
- Capacity
- achievement
- responsibility
- participation
- status
- drive
- Honesty
- Integrity
- self confidence
- cognitive ability
- Knowledge of the business
- charisma, creativity and flexibility

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OL 600

Abstract #1

Article reviewed: Councilman faces charges, resigns

Author: Jenet Burkitt

Publisher: The Seattle Times

Date: June 1, 2001

Summary of the Article

The article from this edition of The Seattle Times discusses a community leader who is charged for a felony charge of forgery. The article mentions that the councilman's forgery did not involve any type of illegal activity associated with the city, itself, but in his own personal business.

The councilman was elected last January and replaced a member of the council who became mayor of Edmonds. In an interview, the mayor of Edmonds spoke well of the councilman, stating that, "For a guy in his 30s, I think he's got wisdom beyond his years when it comes to city government. He contributed to a lot to the City Council."

The article also stated that the councilman resigned immediately after being charged, because he "did not want to shadow anything the council does." The alleged forgery involved creating counterfeit checks for over \$38,000. After some investigation, the councilman admitted to authorities that he had created the checks and made-up the name of the issuer.

My personal view of this article

I believe this article, speaks of the integrity and intelligence (Lord, DeVader & Alliger) of a leader, as mentioned by Northouse. Integrity (Kirkpatrick & Locke) was described as a quality of honest and trustworthiness. "Individuals who adhere to a strong set of principles and take responsibility for their actions exhibit integrity. Leader with integrity inspire confidence in others because they can be trusted to do what they say they are going to do. Leaders are not deceptive." The councilman seemed to have a genuine sense of integrity, in the fact that he resigned from public office once charged with the felony. On the other hand, he really lacked

consistency in his integrity, as shown through his confession of creating a false check.

The mayor of the town, of which the councilman resided, spoke of his contributions to the community, which he served, his intelligence and wisdom. Northouse described Intelligence or intellectual ability, "as positively related to leadership. Having strong verbal ability, perceptual ability and reasoning." The other side of that coin is that he may have been intelligent to know how to create the false check, however, his ability to do it without getting caught and to do the illegal act in the first place, show a deficiency of the leadership trait described as intelligence.

In Summary, this article spoke about a community leader who had many of the leadership characteristics as shown in the Northouse and Wren Texts. The councilman was intelligent, popular, charismatic well respected sociable and had the integrity to resign from his political position when after being charged of an illegal act. The councilman was also human and capable of making error.