

Self-Assessment and Leadership Reflection:
A Journey of Leadership, Responsibility, and Growth

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Introduction: The Road Less Traveled

Robert Frost's (1916) poem *The Road Not Taken* has always resonated with me:

*"Two roads diverged in a wood, and I took the one less traveled by,
And that has made all the difference."*

Throughout my life, I have often found myself at a crossroads, faced with decisions that would shape my future. Choosing to pursue leadership and feeling as it was my life's calling whether as a Boy Scout, a sales manager, or a mentor. This has been my version of taking the road less traveled. Stepping into a leadership role has never been easy. It demands responsibility, discipline, and a willingness to keep learning from both successes and setbacks.

Reflecting on my self-assessments, I've gained a clearer picture of my leadership style, its strengths, its gaps, and the areas where I continue to grow. However, beyond the numbers and profiles, my leadership philosophy has been shaped by life experiences and the wisdom of great leaders. Jim Rohn, Zig Ziglar, Brian Tracy, Norman Vincent Peale, Hyrum Smith, and Lou Holtz have influenced my approach to leadership, personal development, and success. Their wisdom reinforces that leadership is about more than just titles and achievements. To me, leadership is about character, resilience, and the ability to uplift others. Leadership is not about being a dictator or a taskmaster. Instead, it is about having the vision to recognize the potential and strengths in others and helping them develop a vision for themselves.

Section 1: Kuder Career Interests – Aligning Passion with Purpose

Taking the Kuder Career Interests Assessment confirmed what I already knew about myself: I am drawn to leadership, organization, and problem-solving. My Holland Code profile - Enterprising (E), Conventional (C), and Realistic (R), aligns perfectly with my passion for mentorship, strategic thinking, and structured leadership.

- Enterprising (E): Leadership, influencing others, and strategy development.
- Conventional (C): Organization, structure, and efficiency.
- Realistic (R): Practical problem-solving and tangible results.

These results reflect my career in sales leadership, which revolves around strategy, relationships, and execution. More importantly, they reaffirm that I thrive in structured environments where I can lead, create order, and develop solutions.

Aha Moments and Moving Forward

I was not surprised by my results. I completely agree with all aspects of the assessment and feel extremely fulfilled in my life. As I approach my 60th birthday, I have a job with a company that should take me well into my 70s. I feel as though I am fulfilling my life's purpose in the three areas most important to me: family, friends, and career.

Connection to OGL Course Learnings

From my OGL courses, I have learned the importance of aligning career choices with personal values and motivations. Concepts from organizational leadership studies reinforce that a strong career fit enhances job satisfaction and performance (Northouse, 2021). This supports my

continued path in leadership and mentorship, confirming that I am in the right place professionally.

Section 2: Kuder Skills – The Power of Responsibility

The Kuder Skills Confidence Assessment highlighted my strengths in strategic thinking, leadership, and problem-solving. More importantly, it reinforced that leadership is about responsibility.

Hyrum Smith (1999), the founder of Franklin Covey, emphasized the power of self-discipline and accountability, stating:

"Accountability breeds response-ability" (p. 27).

As a sales leader, I do not just set goals and quotas, I hold myself and my team accountable.

Taking responsibility means:

- Owning both successes and failures.
- Leading by example, not by command.
- Developing people, not just managing tasks.

Norman Vincent Peale (2003) also emphasized the power of belief and confidence, saying:

"Believe in yourself! Have faith in your abilities! Without humble but reasonable confidence in your own powers, you cannot be successful or happy" (p. 62).

Comparison Between Holland Code and Skills Assessment Results

I felt that everything aligned well between my Holland Code (ECR) and my skills assessment results. Both assessments confirmed that I am best suited for leadership, strategic planning, and structured environments.

Alignment with My E-Portfolio (OGL 481 Pro-Seminar I)

I feel that everything aligns well with my e-portfolio. My assessments confirm my strengths and reinforce the leadership principles I have built throughout my career.

How Skills-Based Assessments Guide Future Career Decisions

While I plan to stay in my leadership role, I still find skills-based assessments incredibly valuable. They highlight areas where I can sharpen my mentorship, help me refine my leadership approach, and push me to keep evolving in an ever-changing industry.

Section 3: Career Anchors – Learning, Growing, and Paying It Forward

I still remember when I earned my Eagle Scout rank. It wasn't just about the badge, it was about the years of commitment, the moments when I wanted to quit, and the lessons learned along the way. That experience shaped how I lead today, reinforcing that leadership is built on perseverance, responsibility, and integrity. Later, serving as a Scoutmaster deepened my understanding of mentorship and leading by example.

Zig Ziglar (2004) famously stated:

"You can have everything in life you want, if you will just help other people get what they want" (p. 89).

This philosophy mirrors what I learned in Scouting and sales leadership. Leadership is not about personal success; it is about lifting others up and guiding them toward their own success.

The Motivation & Career Anchors Assessment showed that I am strong in three key areas:

1. Managerial Competence
2. Technical/Functional Competence
3. Autonomy/Independence

These results align with my current career path and life history, leading teams, solving problems, and maintaining a degree of independence in decision-making.

I was not surprised by my results, as they accurately reflect my long-standing strengths in leadership and mentorship.

Real-World Application

In my current role, I serve as a mentor-like figure, working closely with our 40-year-old president and the rest of the team to ensure alignment and career growth. I also have a 69-year-old sales representative on my staff who is still eager to work and excels in his role. This demonstrates that career fulfillment and leadership have no expiration date.

Connection to OGL Course Learnings

My OGL courses emphasize adaptive leadership and the importance of mentoring future leaders. These results reinforce my commitment to fostering growth in others while continuing my leadership journey.

Section 4: Three Additional Self-Assessments

In addition to Kuder and Career Anchors, I have taken several other self-assessments that have shaped my understanding of leadership:

1. Emotional Intelligence (EQ) Assessment – Showed my strengths in self-awareness, empathy, and relationship management, all critical for leadership (Goleman, 1998).
2. Values in Action (VIA) Strengths Survey – Highlighted integrity, leadership, and perseverance as my core values.
3. Situational Leadership Questionnaire – Confirmed that I adapt my leadership style based on the team's needs (Blanchard, 2007).

Most Beneficial Assessment

Of these, Emotional Intelligence (EQ) Assessment has been the most useful. Strong self-awareness and relationship management allow me to navigate leadership challenges effectively.

Conclusion: Leadership as a Legacy

Looking back at my career, I see patterns of leadership, responsibility, and mentorship that have shaped me from Scouting to sales leadership.

- **Jim Rohn** taught me to balance strength with kindness.
- **Zig Ziglar** showed me the power of helping others succeed.
- **Brian Tracy** reinforced the importance of personal responsibility.
- **Norman Vincent Peale** inspired me to lead with confidence and faith.
- **Hyrum Smith** emphasized discipline and accountability.
- **Lou Holtz** reminded me that resilience defines success.
- **Walt Snyder** (my dad) taught me that integrity was the one thing in life you could never sacrifice. Without integrity you are nothing.

Looking back, leadership has never been just about personal success for me. It has been about the people I've mentored, the moments of struggle that shaped me, and the next generation of leaders I have the privilege to guide. Choosing this path wasn't always easy, but every challenge,

every lesson, and every relationship along the way has made all the difference.

References

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