

Self-reflection on my Team Leadership Skills

Background into my leadership activities

For the past thirteen years I have been employed at the Clarence Fitzroy Bryant College in the federation of St. Kitts and Nevis. I am a senior lecturer in the areas of Business Management and Entrepreneurship. I have been the lead in the classes I lecture and also fortunate to serve as the Department manager of the Office and Administration Division as well as the Assistant Dean to the Arts, Sciences and General Studies Division. For the last three years I have been the Representative on the Board of Governors and have been the voice of the faculty's needs on the Board. These different positions have placed me in a number of leadership spaces to work with and manage teams. Therefore, in order to get the necessary feedback to satisfy this assignment, [a survey](#) was conducted with colleagues I have worked with closely over the last three years while occupying these leadership roles. The resulting instrument has been included and appended to this paper. The following discussion will be based on the results presented. I tend to feel a bit apprehensive when seeking feedback about myself, but after seeing the results, I realized that this exercise wasn't too daunting.

As a team leader, what are my strengths?

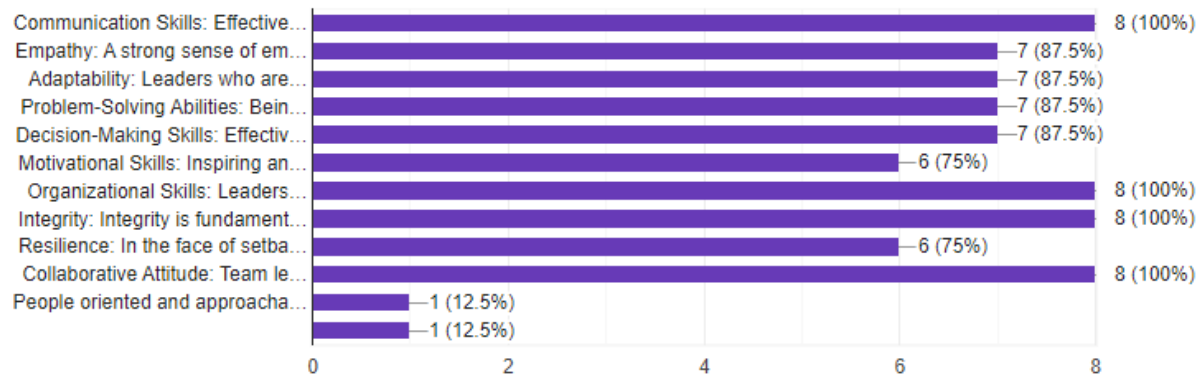
The metrics of strengths were not adequately outlined in the Drucker article and so as a start to my use of feedback analysis, I used a number key performance indicators to measure one's strengths as a leader. I focused on these key indicators and asked eight persons to participate in my feedback survey. I was able to get my immediate past and present supervisors as well as two Board members

and four members of staff who are my direct reports. This combination provides an almost 360 review to offer adequate objective feedback from colleagues I work closely with on a daily basis.

The results are as follows:

As a team leader, what Are My Strengths? Please choose all that apply.

8 responses



The results caused some reflection and chuckling as all the participants agree that I have effective communication and organizational skills, integrity and I possess a positive collaborative attitude. I pride myself on being very organized to the point of it being a weakness. I would have discussed in employment interviews that I am organized to a fault and can be considered slightly obsessive compulsive. I scored 88% in the areas of empathy, adaptability, problem-solving and decision-making skills which I would agree with because although I may show empathy in most instances, there have been times when my ‘tough love’ approach may come across as lacking empathy. I also agree with my decision-making skills as there is definitely room for improvement in this area as I tend to second guess my decisions in a means to avoid the dreaded ‘failure’. In the areas of resilience and motivational skills I scored 75%. This was a bit surprising as I consider myself quite motivational when trying to inspire my reports. Also I suppose my being quite reticent in a number of scenarios does not allow me to demonstrate how resilient I have been in the face of the countless situations that would have thoroughly tested my resolve. This to me indicates that I should open

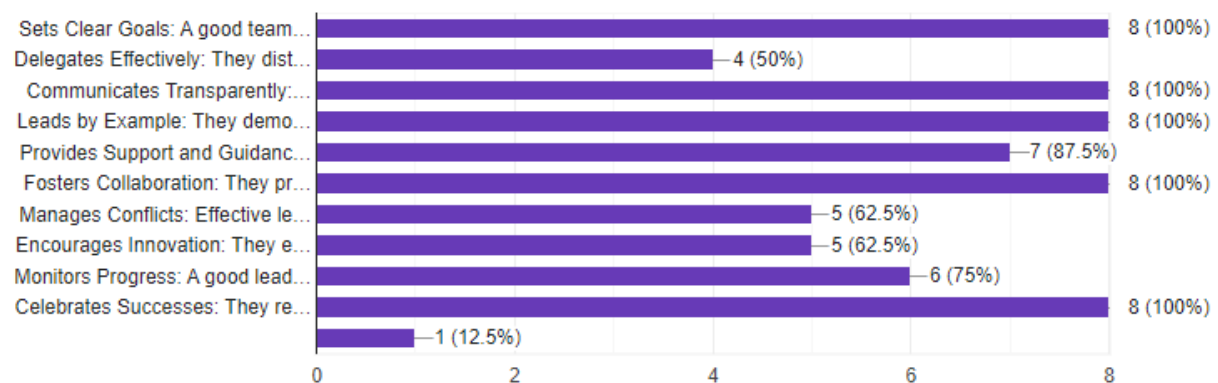
up more about how I process adversity and this may demonstrate my resilience. I appreciate greatly that someone added my people skills as being people oriented and approachable and so my resting Grunge face has not been a total deterrent. When providing specific examples on my communication skills, the two that were related stood out. Two of the participants stated, *“I observe your ability to effectively communicate and motivate faculty members in relation to projects and initiatives for faculty when you served as faculty rep” and “in her capacity as Faculty Representative, she consistently kept Faculty abreast of progress, and setbacks encountered, in her efforts towards the implementation of a pension plan for Faculty.”* I can appreciate these examples as this was a time in my tenure that it was imperative to keep the team informed as we navigated the COVID-19 crisis.

As a team leader, how do I perform?

I recently viewed a reel short featuring [Zoe Saldana](#) where she spoke about the comfort of knowing what she is good at and liking how she performs, who she is and the mistakes she makes. I am still working on this myself, and I’m glad I used this medium to get the feedback around me. In answering the question about how I perform, the participants responded as follows:

As a team leader, how Do I Perform? Please choose all that apply.

8 responses



Performance feedback is also quite important when measuring one's ability to effectively lead and once again a number of metrics were chosen to provide measurement to the participants. All the respondents agree that I set clear goals. I would also add that I don't only set clear goals but they are also SMART goals so that my team feels included and motivated because they are achievable. The participants also agreed that I communicate transparently, lead by example, foster collaboration and celebrate successes – I concur. In the area of providing support and guidance, I scored 88% where there is room for improvement. I can understand this as my earlier stated 'tough love' stance has resulted in my hands off approach while trying to provide teachable moments for my reports development and growth. In the areas of managing conflict and encouraging innovation I scored 63% and I agree as there have been times when I would have said '*if it ain't broke don't fix it*' and I use avoidance as my go-to when handling conflict. In the area of monitoring progress, the score was surprising at 75% and I thought I was good at monitoring progress with the periodic huddles and check-ins I do with my reports and management while we are working on projects. However, I will take some time to re-evaluate this and see how I can improve after some reflection on this feedback. When asked for specific examples in this regard, in the area of collaboration, two examples stood out. "*A key admiration is of your collaborative approach with other lecturers*"

on the facilitation of management of business studies. Additionally, you carry a professional demeanor that is well balanced with a charm and fun spirit” and “I remember when I started teaching a new course, Seana made sure I was equipped with material, which made my life much easier. This was unsolicited support that I really appreciated.”

I appreciate that there are areas that I can improve on.

Am I reader or a listener?

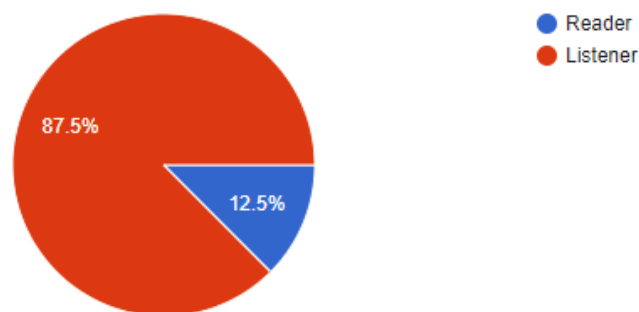
This was a new concept for me and it was something that I took time to reflect on while engaged in this exercise. Based on the description of these two personality traits, I formulated an explanation and posed this as another question in the survey. Based on what I read, I already knew I am a listener and wanted to see if the respondents would agree with me. Most of them did with 88% agreeing that I am a listener. I still wonder why that one participant chose reader.

In your opinion after observation, am I a reader or a listener?

Reader - I come to meetings and discussions, always reading from a pre-scripted presentation to appear polished and prepared.

Listener - I come to meetings and discussions always ready to listen to questions without being pre-scripted and ready to provide answers that connect and relate to the audience.

8 responses



There were two other comments made which contributed to my being a listener when two respondents stated, “*Good at getting back to people **and** follow up*” and “*She is engaging and encourages members to make inputs.*” Both of these comments signify solid characteristics of a person who listens and engages with people.

How do I learn?

I was first introduced to the [eight learning styles](#) and [Bloom’s Taxonomy](#) when I was completing a course of study in adult facilitation. Before knowing these learning styles, I hadn’t thought of them much if at all. But since being introduced to them, they have been the cornerstone of how I facilitate courses by offering as many of the eight styles as possible in my sessions. Now placing the spotlight on myself, I can say quite unequivocally that I learn using a broad combination of four of the eight styles. I appreciate visual representations and then auditory saturation of the material learned and I prefer to do all of this in blissful solitude. Since childhood, I’ve always gravitated towards the tranquility of my bedroom or the study for quiet study sessions, preferring solitude over the presence of others. Study groups have never appealed to me. When I require tutoring, I typically begin by reading and writing to grasp the material initially, then immerse myself in solitary study, employing various learning styles to fully absorb the content. As a leader, this solitude continues because although I am quite sociable as evidenced in the survey, I often dedicate extensive periods to working in solitude on projects, waiting until I have a thorough understanding of the situation before involving my colleagues. I would have had to produce results both as a decision maker and an adviser at times, but before doing so, sought guidance from my audience as to their preference. This seamlessly links with the results of my [personality test](#) where it shows my energy as 51% introverted and states that I prefer fewer, yet deep and meaningful, social interactions being drawn to calmer environments.

What are my values?

After taking the [16personalities](#) test I was not surprised with my Advocate **INFJ-T** result. My values serve as a moral compass, guiding me towards choices that resonate with my sense of purpose and fulfillment. By identifying and honoring my values I foster authenticity and self-awareness, which has empowered me to live a meaningful and purposeful life in alignment with my true self. I am described as a quiet visionary, often serving as an inspiring and tireless idealist. I am a rare type, considered open-minded and imaginative applying care and creativity. This brief glimpse into my personality only scratches the surface of my values. I currently prioritize empathy, integrity and emotional sensitivity. I also prioritize the Golden Rule, choosing to follow this simple mantra in the way I treat others. My personal motto, a straightforward three-step mantra of "aspire, perspire, inspire," has served as a guiding force in shaping my work ethic. I also hold trustworthiness, generosity and authenticity as a Caribbean woman as paramount in my value system, valuing the lessons taught by the strong women in my family who crafted the path before me. I am also a realist and these values are the guiding principles that shape my behavior, decisions, and interactions with the world around me. They reflect my faith and beliefs about what is right and important, influencing how I navigate challenges, pursue goals, and form relationships. As the years race on, my values have provided clarity and direction, helping me align my actions with what truly matters to me. I might have previously claimed that these are my current values, as they have evolved across the various phases of my life. There was a time when money held significant importance in my value system, and pursuing wealth was my primary objective. However, many years later, my priorities have shifted, and it's no longer the case.

Where do I belong?

Reflecting on this aspect of my personality, amidst the flexibility I've experienced in my professional journey, I find myself aligning with individuals who have a clear sense of where they don't fit. I recognize that corporate society no longer resonates with me at this stage of my life; I've stepped off that relentless treadmill, with no desire to return. Having advocated for faculty and staff for three years, I've discerned that remaining at this institution beyond my initial retirement milestone at 65 isn't part of my plan. Moreover, I've realized that I don't belong in an organization that lacks soul and fails to value its employees as integral contributors. Conversely, I've discovered my place in education—both in adult facilitation and student affairs management. My training holds immense value for generations of students, particularly as our institution focuses on stakeholder engagement and diversity. According to my [personality test](#), my nature leans towards emotional expression, sensitivity, social harmony, and cooperation, indicating a wide range of flexible options for where I belong.

What should I contribute?

To really understand the best approach to this question I agree with the *Managing Oneself* article when I focus on the following questions: *What does the situation require? Given my strengths, my way of performing, and my values, how can I make the greatest contribution to what needs to be done? What results have to be achieved to make a difference?*

Based on the results from my [personality test](#) although my energy is introverted, I still possess a mind that is highly intuitive, and so I am constantly thinking strategically about endless possibilities and it is this hyper active intuition I can contribute to the world around me once the situation requires it. The greatest contribution that I can make to the institution I currently serve lies in my test result that states that my tactics are 83% judging and that means that I am very organized, decisive and thorough. These are attributes that are coveted in management and

leadership positions to think strategically and remain focused. Currently our institution is pressing forward to move to the next level of academia from being a 2 year institution to a fully accredited 4 year institution – that is the situation that has presented itself. I believe that my best contribution is to take these personality traits and apply them in the leadership role of Dean of Students as well as the expertise acquired through the completion of my Master's Degree in College Personnel.

Delegation as a leader

As I read the article “*Who’s got the monkey?*” I was drawn to the language of half a century ago and the analogies used. But as I read, I realized that Oncken was framing the widespread adoption of delegation – a nouveau concept of its time and incidentally it is a concept that managers still grapple with today. I am one such leader and incidentally that was reflected in the survey I conducted. I scored 50% in the area of delegation and one of the participants even commented on this area where they stated, “*She loves to take responsibilities on her own and barely delegates and so she can burnout at times.*” Did this evaluation sting? No it did not as it is definitely one of my weaknesses so I was prepared to score low in this area. I have a very long road ahead where delegation is concerned. When the respondent spoke to burnout I know exactly what they are talking about as I had to take time off work due to a stress related illness back in 2019.

Conclusion

Although this paper is concluding, it signals the beginning of more reflection and action on how to focus on my leadership strengths and ensure that they are strong and effective for my team, my institution, my country and my region. As for the areas where I am weak, it is essential for me to remedy my shortcomings. I firmly agree the focus is not to move from incompetence to mediocrity but to remedy the things I fail to do that inhibit my effectiveness and performance.

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