

**Assignment 1:  
Self Audit.**

**Q(1).** Construct a leadership self-audit as mandated by the course specifications. (2500 words).



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**Declaration:** “I certify that I can provide a copy of the attached assignment if required” - “I certify that the attached assignment is my own work and that all material drawn from other sources has been fully acknowledged”

**Signed:** .....

**Dated:** ...28<sup>th</sup> August 2009...

## TABLE OF CONTENTS

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MY LEADERSHIP FRAMEWORK .....	3
SELF-AUDIT.....	6
SHORT LIFE HISTORY .....	6
LEADERSHIP VENTURES .....	7
SUMMARY OF LEARNT SKILLS.....	8
SELF PERCEIVED VALUES & GOALS .....	11
CLASS SELF REFLECTION.....	12
EVALUATION & SUMMARY (typed in the 3 <sup>rd</sup> sense).....	13
CONCLUSION & DISCUSSION .....	15
REFERENCES .....	16
BIBLIOGRAPHY .....	17
APPENDIX.....	18
360° EVALUATION (OWEN).....	18
360° EVALUATION (GREG) .....	20
360° EVALUATION (DESMOND) .....	22
360° EVALUATION (THALLES).....	24
MY SELF EVALUATION.....	26
Competency: Problem solving/initiative.....	26
Competency: Communication skills.....	30
Enneagram: <a href="http://similarminds.com/">http://similarminds.com/</a> .....	33

## MY LEADERSHIP FRAMEWORK

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It is my view that leadership pertains to character traits that seek to influence people towards a desired common goal. The ability to inspire is often needed in most leaders, these in relations to the community or groups that are lead. The ability to project a vision may be achieved through the means of persuasion and charisma. Although leadership may not always hold moral ground it may offer appeasing hope to some. Some basic skills that may be deemed inherent to good leadership can be found to be as follows:

- Honesty
- Visionary
- Trustworthy
- Communication
- Analytical
- Competent/expert
- Listening/attentive
- Rational & realistic
- Focused
- Value-drive
- Adaptable
- Integrity
- Calmness
- In touch with E.I.
- Able to ‘grow’
- Open-minded
- Empathy

It should be noted that these may in fact insinuate that in order to be a great leader you would have to be by all accounts ‘perfect’ – however, this is not the case. To be a great leader you would have to satisfy all the criteria’s that are deemed desirable by the associated stakeholders. Tolstoy suggests that leaders themselves may be subject to fashions and fads – that is, that we may consider certain kinds of leadership more appropriate for certain conditions or that what counts as leadership itself changes across space and time (Grint, 1997, p. 1).

It is seen quite strongly that leadership flourishes mainly on those circumstances in which a hierarchy necessitates it, and this in turn is an un-discussable aspect of reality based upon epistemological and ontological beliefs outside conscious awareness (Grint, 1997, p.272).

Allio (2009) makes good mention of 5 aspects of leadership of which are continuously recycled and hence I mention them here:

- “Good leaders have good character
- Leaders must collaborate
- There’s no best way to lead

- Adaptability makes longevity possible
- Leaders are self-made.”

On a vital note on the last point, I am of firm decree that experience is the best way to develop leadership skills, and academia can only teach us so much. Experience accounts for much subconscious learning and intuitive thinking, a trait much desired by leaders as they learn to resolve problems with spontaneity in stressful times.

### ***DID YOU KNOW?***

“In an Accenture study of leaders under the age of 35 and over the age of 70, entrepreneurs, corporate executives, social activists, and elected politicians unanimously agreed that they had learned more about leading from real work and life experiences than from leadership development courses or MBA programs.” (Thomas and Cheese, 2005)

In order to examine leadership in itself it is important for us to be aware of the drivers associated with change and complexity in the organization and business environment. Issues which would directly impact leaders today are:

1. “Changes in societal values
2. Changes in investor focus
3. Challenges in implementing organization change
4. Awareness of the impact of stress on employees” (Higgs, 2002)

It is my view that Emotional Intelligence (E.I.) has become a crucial skill, and trait, for leaders to possess. E.I. facilitates the process of manipulation of the masses and at the same time it aides leader response time in dealing with troubled stakeholders. E.I. falls into three main categories, these are: the ability to view; the competence view; and the personal factors view. Thus leadership requires a whole new set of essential criteria(s), such as: Self-awareness, emotional resilience, motivation, interpersonal sensitivity, influence, intuitiveness, conscientiousness and integrity – these with a few overlaps of previous mentioned aspects.

It is my firm view that at the heart of great leadership lays the attributes of character. Martin Luther King dictated such words that suggest that greatness lies within one's soul and character. Character can be defined as doing what is righteous despite outside pressure against it. Character is demonstrated through ethical or moral choices we make, thus, to act within a bounded character is to show virtue a specific way that in turn may appeal to different stakeholders.

Table 1: Traits

ELEMENTS OF CHARACTER AS A LEADERSHIP TRAIT	
1)	Drive;
2)	Desire to lead;
3)	Honesty and integrity;
4)	Cognitive ability; and
5)	Knowledge of the business.

## SELF-AUDIT

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The purpose of this segment is to outline various life experiences of which may have influenced my life's perspective on leadership. Part of it will be in narrative form; therefore it may lack formality in certain aspects.

### SHORT LIFE HISTORY

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I, Lexmilian de Mello, was born on the 9<sup>th</sup> of January, 1979, in Rio de Janeiro, Brazil. I moved to Australia by the age of 8, thus losing touch of my greatest leadership role model for a number of years, that is, my father. At a very early age in my life my father was always an outspoken leader-like figure. My father, Haylton, had a strong involvement in politics in Brazil from a very early age, he was also an airline pilot, used to work in the marines, and lived a truly incredible life by cycling over 100 jobs and participating in many business ventures.

Unfortunately, upon arriving into Australia, due to mother's custody, my mother divorced my stepfather due to his newly found sexual orientation, and my mother was never able to get, and hold, onto a job since. My siblings, and I, lived a life of complete poverty throughout our entire childhood which had in turn an effect of isolating us from the traditional family experiences most people have. Out of necessity I made a network of friends, in partnership with my brother, and despite living in a medieval, peasant class, looking house, our house did become a centre for meeting and activities for all our friends around.

My family heraldic family motto, 'Virtus et Honor', has been something I have long since adhered to, and I do have some strong values of my own that I have developed from reading many science fiction books from early school. However, an experience that had a strong impact on leadership would have to be when my mother was hospitalized and I had to take care of my sister on my own – this in turn was a re-occurring theme. I was the first, of three, to move out of home, to Kalgoorlie, and then later interstate, overseas (on more than 6 occasions), and much more. I have had my ups and downs and have mingled with people from all walks of life. Through

hardship, financial distress, socializing to a great extreme, I have grown into the individual I am today. History is important for me, and that is one reason I have not completely broken ties with friends of old from primary school and such. I would like to believe I have come a long way from living on the streets in Kings Cross (Sydney - Australia) working as a door-to-door salesman and from working as far as the Amazon (Brazil) teaching English and acting as a Technical Assistant for political work of my father's.

I have been, in a way, torn between a few worlds, that is, some friends and acquaintances are not moving my life towards where I want it to be, but alas, my friends need me. On a different note, as a result of my life experiences I do hope on establishing good family values and mayhap become a father of many. Distinguished individual, Stephen Covey, is in many ways an inspirational father figure to me and at times it I am put into awe at how much some individuals can accomplish within their lifetimes – if only life was free from burdens...

### LEADERSHIP VENTURES

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There are many instances in my life in which I believe I demonstrated great leadership. One such incident pertains to early high school – at this time I used to love playing soccer on alternating days as I mingled around different social groups. One day our soccer ball was confiscated because the game was turning a bit too violent, so I had the initiative of improvising a game with a tennis ball of which required participants to stay on opposite sides of the oval by which then we would throw the ball to each other and try to catch it – whoever caught it was next in throwing the ball. However, as the days went by, the game evolved to a point in which a lot more players joined in and the objective of the game was simply to hold onto the tennis ball for as long as possible until someone forces it out of you before the ordeal continues with the next person with the ball, hence 'Death-ball' was born! I was greatly admired for my feats of courage, the blood spatters, and my frequently torn school shirts from actively playing the game, but one day the game did get out of hand, that is, ~100 student's joined in the game and when a sole student throws the ball to a lecturer that is trying to stop the game, and he catches it, a multitude of

student's tackle him to ground – the game was banned the very same day and we got our soccer ball back!

As was learnt from 'Death-ball' it is my view that I showed perseverance in order to continue with our games the way they were and should be. I was able to appeal to the interests of the masses by providing an entertaining game of which student's wanted – a real man's sport. Maybe I was charismatic, or maybe I just resonated that good vibe of friendship, this is probably why fellow students were so quick to like me. Most of all, I had good humour, and I think students enjoyed simply being around me as I entertained them in this violent sport.

As time ensued in school I did find that several students would come to me for advice about matters pertaining to girls (of which I was no expert) and ideas for projects and activities to do in lunch time break. Despite all this no one really knew me, besides from the group of ~15 closely knit friends I had; however, even then no one had any idea that I was going to change dramatically in later life through arduous life experiences of my own.

There are countless other early life examples in which I demonstrated leadership, these ranging from being chess club champion in both primary and secondary school, as well as having the ability to group together a very large group of friends quickly. However, as interesting as it sounds, my early life examples do not contain my cherished moments in life, and if I could do it all again differently I definitely would!

### SUMMARY OF LEARNT SKILLS

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In this unit I have read pretty wide and far ranging as of to date. I have learnt that persuasion is a key technique in getting things done through people. However, the act of persuasion does require the ability to 'tune' in with people, and understand their needs, desires, and wants. Emotional intelligence highlights aspects of which de-alienates stakeholders from the leader in question. It is important that perceptive skills be 'wired-on' as the leader subconsciously analyses his subordinates through observance of mannerisms, gestures, and comportments. In order to manipulate

people, it is essential that meta-perception skills be accurate and precise. It is only by being able to perceive what others think of you that you can shape and construct the environment around you.

A good start to the road of success can be established through self-awareness in order to be in tune with your values whilst at the same time being able to determine your goals in life. Levels of communications should be established so that it meets the needs of all stakeholders, failure to do so may result in resentment and misunderstanding during the leader's ordeal. When the levels of communication get out of hand it is necessary to appoint assistants in order to alleviate stress – a leader should be well aware of what techniques reduce his/her stress the most.

Communication can also be a great means of reducing conflict, and personally I see the usage of humour as the most important tool in leadership. There is great power in the ability to influence people, and influence tactics may be facilitated through a good joke – examples of influence tactics can be are: Rational persuasion, inspirational appeals, consultation, ingratiation, personal appeal, exchange, coalition tactics, legitimating tactics, and peer pressure.

I also learnt in this class that in order to be a good leader it is also a necessity that you be a good listener. When listening, it is essential that the leader be not irritable and in turn presents mannerisms in such a manner that is appeasing to the culture of the individual faced. Americans, for instance, believe in making eye contact when listening and discussing topics, however, from past experience I have also learnt that direct eye contact can be a sign of aggression and is not really tolerated in some cultures – it is therefore essential that a compromise be reached depending on the situation.

Empathy is a key skill to master, but this comes along with E.I. and social skills. This is not to say that sympathy is not important, but each characteristic, empathy or sympathy ('in' or 'with') is appropriate to each of its own moment and it is only really the former that we may use as a tool since it involves thinking and feeling. When dealing with subordinates in time of duress it becomes a necessity that time management skills be up to date. I learnt also that leaders need a system of planning

and the ability to delegate authority in an efficient manner so as to meet deadlines and schedules.

“Both leaders and followers can make their lives and the lives of those with whom they live and work less stressful and much richer through the exercise of good personal skills.” – (Fritz, Brown, Lunde, and Banset, 2005)

## SELF PERCEIVED VALUES & GOALS

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It is important to understand your values because it may provide tremendous focus and clarity in order to discover those areas that are important to you. Values ought to be priorities that represent facets that are important in our lives.

The following exhibits a list of the top 20 values (*prioritized*) of which I believe define who I am and what I seek in life.

- |                   |                  |                     |
|-------------------|------------------|---------------------|
| 1) Success        | 8) Achievement   | 15) Humour          |
| 2) Ambition       | 9) Adventure     | 16) Trustworthiness |
| 3) Adoration      | 10) Intelligence | 17) Sincerity       |
| 4) Winning        | 11) Decisiveness | 18) Spunk           |
| 5) Attractiveness | 12) Experience   | 19) Wittiness       |
| 6) Intimacy       | 13) Happiness    | 20) Warmth          |
| 7) Charm          | 14) Friendliness |                     |

My immediate prioritized goals would be:

- |                                     |                                       |
|-------------------------------------|---------------------------------------|
| 1) Fall in love and be loved        | 7) Go out more often whilst budgeting |
| 2) Pass my units well               | 8) Amass money                        |
| 3) Eat healthy                      | 9) Support mother's wellbeing         |
| 4) Reduce weight to 70 kilos        | 10) Become an Oil & Gas engineer      |
| 5) Attain a new group of friends    | 11) Travel to India in December       |
| 6) Give a good speech in University | 12) Go SCUBA diving again             |

From examining the first two values and goals it appears that I should be focusing more time in studies whilst searching for love. However, these two facets may be counter productive, and it seems lest I focus on my other goals also I am not going to find what I am looking for.

## CLASS SELF REFLECTION

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Class teachings also focus on the ability to manage our relationships effectively. The concept of Emotional Intelligence (E.I.) was brushed upon covering such areas as; self-awareness, self-management, social awareness, and social skills. (Goleman, 2000)

I believe myself to contain a good degree of E.I., however that is highly subjective as most individuals tend to think of themselves of having a high E.I. and this is often not the case in reality. The real question that needs to be asked is ‘what are my biases?’. Do I have desires that impede my self development on certain areas? Are my expectations realistic? Are my meta-perception skills realistic? What are my outer and inner distortions to the environment around me? I would like to think that I have a good degree of clarity when it comes to such issues and that I do not stereotype people outside of what is deemed normal. I believe my self-esteem is intact, however, when approached by individuals’ that have succeeded much in life, and are at the same time more productive than me, my mental mechanism may go on a defence mode and I will lament in self pity as I am unable to stay in par with such high success standards.

Class teachings also focus on the breaking down of social barriers, and management from within. Socializing and mingling has never been a problem to me, and indeed I have always been internally motivated through the sheer social enjoyment aspects of when conversing with new people.

**EVALUATION & SUMMARY** (typed in the 3<sup>rd</sup> sense)

A survey was handed out to 4 individuals that know Lex on a personal basis. The first two individuals, Owen and Greg, pertain to industry affiliated colleagues. Desmond is affiliated to Lex through initial involvement in a local social group. The last interviewed individual, Thalles, is his brother. Detailed answers to the 8 questions posed to each individual can be found in the Appendix, this together with a self-evaluation posed by Lex himself. The table below summarizes these findings:

**Table 2: Leadership survey summary (see Appendix)**

	<b>OWEN</b>	<b>GREG</b>	<b>DESMOND</b>	<b>THALLES</b>
<b>Approach</b>	Initiative	Initiative & strategic	Utilizes strengths	Taking charge
<b>Team-work</b>	Brain-storming	Motivating & positive	Cohesive	Authoritarian
<b>Leadership response</b>	Encouraged	Impressed & wary	Dignity and humour	Acceptance
<b>Strength &amp; weakness</b>	S: Leading W: Not authoritarian	S: Charisma W: Rushed	S: True to himself W: Lack of spirituality	S: Smart, goal-setter W: Not confrontational
<b>Agreements</b>	Rational persuasion	Diplomatic channels	Maintains harmony	By being commanding
<b>Support</b>	Alternatives	Volunteers	By being witty	Morale booster
<b>Leadership traits</b>	Abiding to schedules	Initiative + control	Maintains friendships	Talkative
<b>Leadership style</b>	Technical/expert	Charismatic, administrator, driver	Honest, charismatic, up-front, fair	Team-member

As can be seen it is generally agreed that Lex shows initiative and drive when involved in any leadership role. The conclusion can also be drawn that Lex boosts morale, most likely because he has a charismatic influence over his team members, a natural humorous flair, or just leads by setting an example through his usage of his technical/expert power. Lex’s true key strength pertains to the traits of a charismatic leader it would seem, and his weakness is most probably pertains to the fact that maybe he is not confrontational enough and hence not enough of a bully. There is a difficulty in interpreting the data because segments of it indicate that Lex is always in control, however others would dictate that in order for him to be in control he needs to be more authoritarian. By discussing with interviewers it was concluded that Lex needs to be more authoritarian in order to resonate that aura of supremacy in order to further draw his followers. It is indeed a hard feat to be fully authoritarian, lest you be a complete expert on the field that is to be led, but it is a goal Lex hopes to achieve someday as he improves vernacular/articulate skills, and self-confidence, over time.

In general, Lex, the individual, seems to be a talkative active individual who will communicate within projects through political channels and resort to rational persuasion in order to make others understand his viewpoint. Lex's rationality does allow him to learn from his mistakes, and indeed it is only a matter of time before Lex improves on his leadership skills further still.



Figure 1: Lexmilian de Mello (D.O.B. 09/01/1979)

It is indicated also that Lex does participate in activities by; brainstorming, being motivating and positive, attaining cohesiveness, and delegating. The very fact that each interviewed respondent commented differently to Lex's abilities does in fact indicate that Lex may be quick and apt to adapt to his social environment. If Lex is able to be more confrontational whilst maintaining his cool then indeed he may rise to higher levels of leadership capability.

## CONCLUSION & DISCUSSION

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The underlying theme in this assignment was in self reflecting my leadership traits. Recognising the importance of leadership brings out the positive dimensions of both ethics and integrity.

**“Ethics is often mistakenly seen as avoiding a series of ‘don’ts’. The more appropriate view is that ethics is first and foremost positive. Personal ethics seeks to answer the question: ‘how should I live my life.’” – Sampford & Connors, 2006**

The concept of ethics was not discussed in depth in this paper, but what was highlighted was a narrative story (this in terms of an audit and a set of interviews) of which enabled me to become more self aware of my fallacies and strong facets as a leader.

The stories pertaining to adolescence were specifically selected because it is most often those very stories that impact and establish the foundations of identity.

The process of developing an identity begins with the infant's discovery of self, continues throughout childhood, and becomes the focus of adolescence. Erik Erikson, a pioneer in the field of personality development, identified the goal of adolescence as achieving a coherent identity and avoiding identity confusion. Identity is multidimensional and may include physical and sexual identity, occupational goals, religious beliefs, and ethnic background. Adolescents explore these dimensions, and usually make commitments to aspects of their identity as they move into early adulthood. (Clarke, 1993)

Periodically, adults may re-evaluate aspects of their personal identity as life situations change – this was the point of this assignment.

On a final note, it should be highlighted that the main areas for future self development pertain to aspects of ‘deep acting’. It is only by these means that I will be able to enact more authoritative roles as I morph my personality to each environment that sees fit – this would have to be attained by still maintaining core fundamental personality values for reasons of ethics and identity.

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## APPENDIX

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### 360° EVALUATION (OWEN)

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*Can you state an instance in which Lex has managed things effectively and mayhap reorganized events around him and what approach he used for that situation?*

Lex was involved in a student team assignment where many of the fellow students were not native English speakers. Given the problem of the team getting a low mark because of the poor level of English in sections completed by these team members, Lex took it upon himself to re-work entire sections of the assignment.

*Have you observed Lex working in a team? How did that proceed and what role did Lex partake in?*

Lex was very helpful in a team environment where he freely shares his knowledge and views. This approach helps in brain storming sessions, both informal and formal, where problems are discussed and solutions found.

*Give me an example in which Lex participated in a Leadership role – how did people respond to Lex's leadership?*

During a very difficult subject where many complex calculations were required to be solved, Lex became a leader of an informal group that formed in an attempt at working together to resolve the complex problems. Because of Lex having high problem solving ability and technical expertise the leadership role was encouraged by the group who were in need of guidance.

*What do you think are Lex's strengths and weaknesses in leadership?*

Lex has high strength in his technical ability and able to lead groups involved in solving complex issues. He also is not worried to take control of a group or situation.

Lex could improve his approach to leadership by having a more authoritarian demeanour.

*Tell me about a time when Lex created agreement and shared purpose from a situation in which all parties originally differed in opinion, approach, and objectives?*

Lex was able to convince an informal group, which had several views on how to approach solving a complex problem, that he had the correct method for finding the solution. He did this by substantiating his method through attention to the technical details and providing verbal insight to demonstration proof that the approach was correct.

*Can you think of an instance in which Lex has demonstrated support of others?*

Lex provided much support for fellow students who were struggling to grasp technically complex concepts. He freely provided alternative ways of conveying explanations for solving the problems.

*Have you ever witnessed Lex in an instance where he portrayed leadership traits – tell me about it?*

Lex has portrayed leadership traits while involved in a team assignment. He took control of the group and organized the group members to undertake specific tasks so as to all be working towards completion of multiple tasks simultaneously in order to meet the target completion date.

*What do you think is Lex's leadership style?*

The leadership style of Lex I judge to be that of a technical leader. In this style he has a great knowledge and high level of expertise in the subject matter and through this is able to guide and lead others who have less technical ability.

His approach is hands on by setting an example for others to follow. He is able to motivate others by his good nature and easy going style that encourages comradeship and team spirit.

Groups made up of people with high technical ability would also thrive under Lex's leadership as they would not need micromanagement but rather guidance and follow up here and there to enable them to proceed in the correct direction.

### 360° EVALUATION (GREG)

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*Can you state an instance in which Lex has managed things effectively and mayhap reorganized events around him and what approach he used for that situation?*

I recall when we were required to organize ourselves into groups for ocean engineering that Lex took initiative and approached people to form a group. I notice also that he selected the group strategically to optimize the performance of the group.

*Have you observed Lex working in a team? How did that proceed and what role did Lex partake in?*

Yes, I observed Lex working in the ocean engineering team. Lex took on the role of a self motivating and contributing team member, and he brought a very positive influence to the team morale.

*Give me an example in which Lex participated in a Leadership role – how did people respond to Lex's leadership?*

In the ocean engineering team, I recall that Lex was very proactive in proposing a fair way of distributing the work to achieve the desired outcome. The responses to the style employed by Lex were mixed; some (including myself) were impressed by his initiative while others were suspicious of ulterior motives.

***What do you think are Lex's strengths and weaknesses in leadership?***

The strengths of Lex in leadership include excellent interpersonal skills. He is able to interact and communicate with people from a diverse range of backgrounds. He also has excellent skills of achieving agreement on tasks to be done and by which people (i.e. power of diplomatic delegation). An additional leadership strength is his willingness to contribute and generate positive ideas about how to get things done.

With respect to weaknesses in leadership, sometimes Lex gives the impression that he is not sufficiently interested in how well it gets done (i.e. quality) because he may be too concerned with getting it done before time.

***Tell me about a time when Lex created agreement and shared purpose from a situation in which all parties originally differed in opinion, approach, and objectives?***

In the ocean engineering project, Lex successfully proposed an idea for getting the work distributed fairly and created agreement by diplomatic consultation with the team members.

***Can you think of an instance in which Lex has demonstrated support of others?***

In the ocean engineering project he supported the team by getting his part done. He also was willing to take part in the review process and volunteered for the presentation. In general terms Lex offers support by contribution and positive proactive input.

***Have you ever witnessed Lex in an instance where he portrayed leadership traits – tell me about it?***

I have witnessed Lex when he has been part of a team that is not pulling its weight. Under these circumstances Lex will take initiative and responsibility for getting all of the work done, even though it is unfair for him to have that burden placed entirely upon him. Effectively, he is trying to lead by example. In the academic domain however, it is often very difficult to motivate some team members without

formal authority over them, and he exhibits very good leadership traits to put this to one side and to focus on his only real recourse, which is to get the job done alone. If he was a leader in the industrial domain however, he would have other options available to him to motivate the other team members to pull their weight (i.e. he could demote them or terminate their employment with referent power).

***What do you think is Lex's leadership style?***

Lex has outstanding communication skills and a great deal of charismatic power. This could be reinforced by focussing more on how things should be done.

I think Lex's leadership style is on the border between an 'administrator' and a 'driver'. Although I believe that with more focus on the 'how things should be done' he will tend more towards 'driver'.

### 360° EVALUATION (DESMOND)

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***Can you state an instance in which Lex has managed things effectively and mayhap reorganized events around him and what approach he used for that situation?***

Lex is good at organizing a meeting of men's group when no one knows if they want to attend. He uses the strengths of a meeting in an effective manner respecting the concern of others to bring men's group about.

***Have you observed Lex working in a team? How did that proceed and what role did Lex partake in?***

Lex is responsible working in a team as a leader to run the men's group cohesively and keep the group flowing so everyone is allowed to air their concerns and express their emotions.

***Give me an example in which Lex participated in a Leadership role – how did people respond to Lex's leadership?***

Lex joined the men's group and we instantly saw his leadership potential. He chaired the first meeting with dignity and humour and we all were impressed with our new chair person.

***What do you think are Lex's strengths and weaknesses in leadership?***

Lex is true to himself and people can relate to that but he does have to comprehend the fuller picture of life which will come with experience.

***Tell me about a time when Lex created agreement and shared purpose from a situation in which all parties originally differed in opinion, approach, and objectives?***

I believe this to be the role of chairman of men's group as we are discussing experiences and opinions and Lex has a natural knack of keeping things running in harmony.

***Can you think of an instance in which Lex has demonstrated support of others?***

When members of the group are getting big headed and bossy Lex always has an interesting come back line to bring everyone back to reality of caring and sharing.

***Have you ever witnessed Lex in an instance where he portrayed leadership traits – tell me about it?***

Men's group is confidential so I can't go into personal detail but when members of men's group have a major disagreement Lex is able to bring them back to common ground and he maintains a friendship between them.

***What do you think is Lex's leadership style?***

Lex's leadership style is to be up front and honest so people know where they stand with him. Lex prides himself on being fair so people feel confident enough to confide with him. Lex thinks things through so you know you can go to him with a problem and he will help instigate a suitable realistic solution. I think Lex makes a

good chair person of men's group which is all about caring and sharing and Lex is very open minded in this position and articulates himself well in conflict using humour to his advantage.

### 360° EVALUATION (THALLES)

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***Can you state an instance in which Lex has managed things effectively and mayhap reorganized events around him and what approach he used for that situation?***

I attended a paintballing event with Lex several years ago. Everyone divided into two teams of 10 people. At the beginning we were all there to have a good time, and Lex was relaxed just like the rest of us. After our team suffered 3-4 losses in a row however we all began to start getting frustrated. Our team had no cohesion, and nobody knew what to do. Lex turned our team with some clever leadership though, by taking charge when we needed it the most. By the end of the day our team was consistently winning.

***Have you observed Lex working in a team? How did that proceed and what role did Lex partake in?***

In the situation above Lex started off as a regular team member, and there was no designated leader. When the team started to get frustrated and argue Lex spoke up and immediately took charge. He told everyone to listen up and started allocating roles to each person, starting with the people who were most likely to follow those instructions. He gave clear simple instructions that included positions each team member should hold, and how to wait for his signal to move to another position.

***Give me an example in which Lex participated in a Leadership role – how did people respond to Lex's leadership?***

By giving out instructions first to the people most receptive to following them, Lex easily managed to get the entire team on side. A couple of people had some smug remarks along the lines of "who put him in charge?", but by the time Lex got around to giving them instructions everyone else was already going along with it, so

they just shut up and did as they were told. After our first win everyone was eager to follow Lex again for the rest of the day.

***What do you think are Lex's strengths and weaknesses in leadership?***

His strengths are that he is very smart, and always thinks about both what the team is trying to accomplish, and what others may try to do to stop that goal. In the example given, he was always one step ahead of the other team, and was always looking at things in terms of what the other team would do and how he could use it to our advantage.

His weakness is that he is not very confrontational. The people speaking up early on against his leadership should have probably been confronted early on. Instead Lex completely ignored them. This worked out in the end because they went along with things, and because we won a victory immediately boosting morale. Had we suffered an initial loss after he first took over as leader the team would have fragmented, swayed into disarray by the dissenters.

***Tell me about a time when Lex created agreement and shared purpose from a situation in which all parties originally differed in opinion, approach, and objectives?***

Covered in the answered above.

***Can you think of an instance in which Lex has demonstrated support of others?***

Lex is always supportive of others. In the specific context of leadership however, I can only reference that one instance mentioned above. He was incredibly supportive of the players that were less skilled in the team, always encouraging them despite their poorer aim, slower movements and early knockouts. After each round he would tell them that without them the team would not have made it, that they helped out by pinning the enemy down with fire or by drawing their fire away at just the right time. This kept up morale nicely.

***Have you ever witnessed Lex in an instance where he portrayed leadership traits – tell me about it?***

\*Not answered\*

*What do you think is Lex's leadership style?*

\*Not answered\*

## MY SELF EVALUATION

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### Competency: Problem solving/initiative

***Give an example of a time you have been able to use your initiative in solving a problem. What steps did you go through to determine what was necessary? What was the outcome?***

One time, whilst studying 'Floating Production Systems', in my masters degree at the University of Western Australia, we had to form ourselves into groups of 3 in order to partake in a project and presentation worth 100% of the total unit mark. I turned around and my choices were easy as to who to team up with, however, classmates automatically segregated themselves into teams so that no single group was left with incompetent people. Out of choice I was stuck with two mediocre performing students which in turn placed upon me the unwanted burden of leading the group through initiative. I would command my group mates, and allocate them work to do – unfortunately they had a mentality of leaving things to the last minute, so I took it upon my own initiative to finish the whole project within 2 weeks (out of the allocated 6) and let them fill in the details. However, they weren't even capable of doing work when it was handed to them on a silver platter. In order to determine what was necessary that still needed to be done I assigned them simple tasks of procurement for aspects that I had not covered in the essay of which was outlined in the requirements. This saved me some time, although a sole effort – the final outcome of which I make them present the presentation I had prepared, of which they did a dismal job of just reading off the powerpoint slides. Satisfaction? Not quite.

***Describe a problem situation where you had to seek out relevant information, define key issues, and decide on which steps to take to get the desired results.***

Whilst working for 'METS', during 2007/08, I was assigned a task of preparing a 1 day course for both 'cyanide management' and 'iron ore processing'. The available work on the intranet was extremely limited, the books in the company library almost non-existent, and out of the foot long pile of notes handed to me by the secretary only vestige amounts were useful. I had to seek and procure through the world wide web for most of my information. I searched through private databases through fake login names (highly unethical, I know), I typed several emails to representatives requesting information (which proved marginally useful), I utilized a varied array of search engines and styles of searching, and I even communicated with idle relevant 'METS' staff on some central issues. I would refer to index formats of pre-existing book previews, online, in order to structure a layout for my reports – this way I was sure to cover every point plus excess with what I found. I got results, and fast! I had enough time to revise other people's work during my stay at 'METS'.

***Solving a problem often necessitates evaluation of alternate solutions. Give me an example of a time when you actively defined several solutions to a single problem. What tools did you use and why?***

During my length of studies in 'Process Engineering', at UWA, we were given problems with such complexity that most of the classmates resorted to mimicking examples off books without really understanding them. We had varied derivations for different units (SI, empirical), and choices of re-iterating methods as well as equating to fundamental formulae. In one of these problems I sought to derive my own formulae (nothing too flash) when dealing with molecular sieve towers – the results were extremely realistic. I decided to opt for this latter alternative because I knew my lecturer well, and I know he would not have posted a problem of which would need a check to material outside class notes – the end result made sense to me, however, I did make a comparison to a text book empirical unit problem of a similar nature.

***Give an example of when you have used your fact-finding skills to solve a problem.***

In my course unit of 'GTL & NGL Technologies', whilst at UWA, we had to discuss various principles relating to catalysts in the Fischer-Tropsch and reformer processes. My first look was the oh so obvious internet, but the information was extremely dismal, so indeed I perused the university library only to discover the books

on the topic were not available or extremely out-dated. In sheer brilliance I resorted to my 'Physical Chemistry' undergraduate textbook, of which I found some useful information on the activation barrier and the Gibbs isotherm, of which I was able to discuss and talk my way around the problem.

***Can you think of a time you were able to use your analytical skills to solve a potential problem.***

Oh, many times... Chemistry and Oil & Gas engineering are purely analytical. I may not be an expert at integration, but it surely is the most entertaining form of proving my analytical skills.

***Can you think of a time you were able to use your analytical skills to solve a potential problem in a previous role.***

Unfortunately, no! You see, work in a company is just that, work, and part of the job – I don't see it as a potential problem. I suppose once, whilst working at TAFE admissions, and sorting through various applications, sometimes we would lodge the file incorrectly. This entailed a laborious search through the archives to re-find the document and re-file it correctly. Good memory mapping skills were essential for optimization of time.

***Provide an example of a time you have gone about solving a problem within the workplace. What methods did you use in order to collect and analyze the information you found? How did you present the information, so that it was communicated effectively to the relevant parties?***

Well, whilst working for the 'COBRA' group, as a sales representative, I took notice that after the shift for every day I would top the other employees in the number of sales. I could sense a great deal of envy within the workplace, and the mentality around me was of a Win/Lose and not that of a Win/Win scenario. We had a little competition once as to whoever could have got the most sales in a given week would receive 2 free mobile phones and some perks – I was sure to get this, but what went wrong? You see, I was purposely assigned areas of which regions had already been covered just a month prior – this because the higher management saw it fitting that I not win and instead let this below performance lady win the grand prize by assigning her the rich unexploited zones. How did I present this information? I quit my job and

denounced the whole department to the ACCC with a very length detailed letter – I am sure, for certain, that the workplace became a better place through my actions after.

***Describe the toughest problem you have dealt with in the last year in your working environment. How did you handle it? Looking back, should you have done anything differently?***

Well... I befriended a classmate because I felt sorry for him, and through me he was able to obtain a social life, unfortunately, when I ask him for a character referral, he labels me as incompetent and unworthy to study in ‘Ivy league’ colleges. What did I do? Well, I reported him for plagiarism (and collusion) for almost every single subject he had ever undertaken, with ample proof. Of course, I have regrets, this since the poor individual has made it his purpose to bring havoc to my name in class. Honestly, I don’t see how I could have done anything differently considering his Lose/Lose attitude in life.

***Can you provide an example to demonstrate your ability to get to the heart of the problem quickly and accurately, and to determine what is relevant?***

My study patterns in life all accounts for itself. I was the first to submit any/all assignments that were given out. I would read all the lecture notes weeks ahead of schedule (when possible) and I would tackle the given problems promptly in order to determine trouble areas ahead of time and solve them accordingly.

***Describe a problem situation where you had to seek out sensitive information, define key issues, and then decide on which steps to take.***

When working for ‘CMI Industries’ I also had to undertake a role of contacting worldwide providers of marble in order to determine the cheapest source for import (this due to business expansion plans). I went to Marble and tile fairs, I compared and contrasted the quality and price of marble and then came to the conclusion that the most profit could be made from Chinese marble.

***Using initiative often means stepping back from standard ways of thinking. Give me an example of a time when you were able to break out of a structured***

*mindset to explore new or different concepts and ideas. Who was involved and what was the outcome of your efforts?*

Whilst teaching English in the near Amazon region I had to step back and think of ways to encourage students to speak and practice English more frequently in class. I decided to load them with homework, and gave them every encouragement in class for them to partake in the given work by some strong inspirational words. I devised games so the students could play, I would ask students questions in English, and then I would re-iterate in Portuguese, followed by further inquiry in English structured a slightly different way so that they would understand. The outcome of my efforts were that my students had the second fastest learning rate in comparison to any other teacher at the institution. My students loved me, and I them.

#### Competency: Communication skills

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*Could you give me an example of a difficult or complex idea or situation you had to explain to someone? Take me through the steps you took to make sure your explanation was understood?*

When posed with an issue, or problem, that I had undertaken successfully, I can assure you it has never been a problem explaining it to a 2<sup>nd</sup> or 3<sup>rd</sup> party. In order to make myself understood I just revert to fundamental principles and explain them from the start.

*Tell me about a sensitive or volatile situation that required careful communication on your part.*

One time, whilst working at ‘Murrin-Murrin’ as a chemist, there was an acid splash incident which resulted in Nitric acid getting around my safety glasses and into my eye. In pain, I casually and calmly placed my contents down, I calmly inform my colleague of the incident whilst heading to the safety emergency wash station, and I follow all the procedures for acid burn treating to the book. Had it not been for my effective calm communication with my fellow colleagues, whilst in this sensitive situation, there may have well been the potential for further hazard to others due to the acid spilled.

***Can you think of a time when you were able to successfully communicate with a person you did not like on a personal level.***

Many times... For most of my friends to date, I generally did not like them the first time I met, and by overlooking their flaws, and concentrating on their good aspects, I have befriended them and literally become best mates with every single one of them.

***Describe a time you used verbal communication to get across an important point. What was the outcome of this communication? (Successful/Unsuccessful)***

Whilst working for 'ANET', in the Amazon region, I was filmed and interviewed in order to give supporting evidence in relations to the benefits of the implementation of an ecological safari park nature reserve in the region. I used my communication skills to portray the idea as being very noble, just, and economical.

***Tell me about a job experience in which you had to speak up in order to be sure that other people knew what you thought or felt.***

I always speak up, regardless of job. It is essential that effective communication takes place in order to partake in any proactive environment.

***Can you think of a time when you had to use your written communication skills to get an important point across.***

All essay aspects, throughout the length of my studies, have been a standing point to differentiate me from the rest of the class – this through uniqueness, creativity, and talent. I also do a lot of creative writing in my own time, and I keep a detailed diary of my day to day activities – this indeed proved useful later in life when a friend was raped, and thanks to my diary entries I was able to articulate to the police every entry that gave supporting information in respect to the dates that I met the rapist.

***Tell me about a presentation you made. What was the purpose of the presentation? How did you prepare it?***

'Subsea Technology' and 'Floating Production Systems' were the units in which I had to help construct presentations – unfortunately I did not do the presenting itself, and I see this as a great weakness in my part. Preparing a presentation is easy, this involves creative use of graphics placement, and a layout that gives impact. I would

like to develop my presentation skills further because sometimes I may crumble at the knees if I am not well knowledgeable in the field.

***Describe for me a situation when you had to build and maintain a new relationship in order to accomplish a business goal.***

I had many situations in which I had to build a relationship (in order to accomplish a business goal), however, I have never needed to maintain a relationship with the customer. However, during my salesman years with ‘Cobra’ (AAPT), it was essential that good relations were developed the first time around in order to maintain the relationship (the impact factor).

***Tell me about a situation where you had to work closely with a difficult co-worker in order for you to successfully accomplish something. What was the outcome of this?***

To date I have come across problematic co-workers, but never difficult ones. Effective communication is a key that breaks any barrier and obstacles that deter you from accomplishing work.

***Some people are more difficult than others to get along with. Tell me about a working relationship where you experienced limited success. Why do you think it was not a successful relationship?***

The only examples I can think for this question relate to studies whilst undertaking in my masters of oil and gas engineering at UWA. I found out that the majority of the classmates seek only to get away with doing as little of work as possible. This resulted in non successful relationships in the sense that most of the burden was passed onto me (for work and deadlines).

***Describe a project you were responsible for that required a lot of interaction with people over a long period of time.***

Whilst working as a telemarketer, and salesman, I literally met and talked to many thousands of people. The longer you do a job the easier it gets, and with a solution to every query, alongside a con, I was able to work impressively and effectively so (nicknamed: The Machine).

*Sometimes it is important to disagree with others to prevent a mistake being made. Tell me about a time when you were willing to disagree with another person in order to build a positive outcome (Follow up: What was the outcome? Who were the parties involved?)*

Whilst undertaking in our final group project for ‘Subsea Technologies’ I often got into debates about what method of subsea layout to adopt in order to present in our report. We had a group of 9 people, but only 3 others were effective thinkers, and the thing is we all disagreed a lot. We used this to our advantage, in the sense we were able to analyse and review a wide array of alternatives. A voting system would take part with the whole group as a collective, with justifications, in order to determine what was best to opt for.

Enneagram: <http://similarminds.com/>

The Enneagram is a personality system which divides the entire human personality into nine behavioral tendencies, this is your score on each...

Type 1	Perfectionism		72%
Type 2	Helpfulness		64%
Type 3	Image Focus		75%
Type 4	Hypersensitivity		22%
Type 5	Detachment		25%
Type 6	Anxiety		55%
Type 7	Adventurousness		62%
Type 8	Aggressiveness		68%
Type 9	Calmness		57%

Accuracy:

type	score	type behavior motivation
3	53	I must be impressive and attractive to be happy.
1	51	I must be perfect and good to be happy.
8	48	I must be strong and in control to be happy.
2	45	I must be helpful and caring to be happy.
7	44	I must be high and entertained to be happy.
9	40	I must be peaceful and easy to get along with to be happy.
6	39	I must be secure and safe to be happy.
5	18	I must be knowledgable and independent to be happy.
4	16	I must avoid painful feelings to be happy.