

Assignment 2:
Comparison of two leaders.


Q(1). Research and analyse the style of two leaders with different leadership skills.
(3000 words).



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EXECUTIVE SUMMARY

This paper is a summary of the investigations conducted on two leaders with similar but albeit different leadership skills. The leaders' character and traits were known well prior to investigation, and in contrasting the two leaders (Owen & Greg) a vast array of questions pertaining to their past leadership roles was undertaken. Examples of past involvements within workgroups and an analysis of perceived leadership traits were undertaken. In order to understand the leader's psyche it was pertinent that the leaders' role models be identified as well as their perceived strength and weaknesses.

The problem solving/initiative experience(s) are distinctively contrasted so that the differences can be easy to discern by examining comparison tables. The leaders were asked to provide examples that directly related to their most challenging roles in their careers and hence a distinct correlation can be spotted between emotional intelligence, worldly knowledge and roles of more challenging nature. By comparing both leaders side by side we are able to discern similarities in some roles, which could pave way to the certain degree of similarities between the two leaders also.

Communication skills and pertinent traits are also examined by highlighting examples in which the leaders had to connect with subordinates on an impersonal or personal level. By examining all these scenarios a clear picture can be made as to what shaped and influenced this leader to be the way he is today. Effects of culture and motivating language theory are highlighted in order to discern the differences and similarities of both leaders.

A criteria evaluation is taken by interviewing the leaders' subordinates and inquiring as to what kind of power they perceived their leader on holding. The latter, together with my own appraisal of the leaders, serves as a contrasting tool to the aspects examined in other parts of this report and to the psyche evaluation test. The psychological evaluation test (MMPI) allows us to visually see the differences in personality traits that have been moulded by their individual careers. However, the age old question remains, that is, are leaders born or made?

BACKGROUND

OWEN

Owen is a Senior Project Manager with a strong Engineering Management and Construction Management background and has a high level of commercial acumen. He has over 20 years experience in oil & gas, mineral processing, infrastructure and pipeline projects. Owen also has a wide range of experience in managing major international EPC / EPCM projects.

Owen began his working history by completing an apprenticeship as a Carpenter and quickly went on to work as a Building Supervisor. After spending a period in the Australian Army in the Corps of Engineers he went on to further his study towards Civil Engineering and on completion worked as a Construction Manager and Project Manager at an early age. With a strong personal drive Owen then completed an Msc Project Management and Grad Dip Oil and Gas Engineering. Owen's sporting achievements in cycling include winning 2 state titles, an Australian title and run 5th in the world titles held in France in the late 1980's.

GREG

Greg is a Mechanical Engineer who completed an Msc in Oil and Gas Engineering. His most recent employment was at Pyxis Services Pty Ltd where he performed two roles – this as a Project Engineer on a tank maintenance project and the second as a Technical Writer for service contract scopes of work for Kwinana Nickel Refinery under contract to Nickel West (BHP Billiton). Greg also has three years experience in power generation where he performed duties as a Maintenance Engineer, Overhaul Engineer, and Project Engineer – these last two roles were at Worsley Alumina refinery near Collie in the south-west of WA. The first two years in power generation were completed at Pilbara Iron's steam power station Dampier. At the completion of his Mechanical Engineering degree Greg worked in Fire protection and air conditioning system design and also worked as Quality Manager for the design office.

STYLE OF LEADERSHIP

In analysing Greg & Owen a series of elaborate surveys were made available of which to interview the candidates with. The results of the conversations can be found in the appendix section but can also be more readily summarized in the various tables below:

Table 1: Owen vs Greg leadership comparison

	OWEN	GREG
Approach	<ul style="list-style-type: none"> ▪ Positive feedback to all ▪ Group meeting 	<ul style="list-style-type: none"> ▪ Be clear and obtain opinion ▪ Reorganize ▪ Counsel, obtain feedback, and inform
Team-work role	Project manager (600 house dev.)	Technical leader
Leadership response	People are generally happy	Eventual positive support
Strength & weakness	<p>S: Competent</p> <p>W: Too patient</p>	<p>S: Takes initiative and is enthusiastic</p> <p>Wants to lead</p> <p>Analytical</p> <p>Handles autonomy well</p> <p>W: Rigidly meticulous</p> <p>Sometimes harsh</p>
Agreements	Excellent mediator	Excellent rational persuader
Support	By being persuasive	<ul style="list-style-type: none"> ▪ Persuasive; and ▪ By inspiring and using power.
Leadership traits	<ul style="list-style-type: none"> ▪ Respect ▪ Set targets ▪ Encourage 	<ul style="list-style-type: none"> ▪ Humble ▪ Hard working ▪ Committed ▪ Understanding and respect
A time of leadership	Mine development	Everywhere by helping those in need
Leadership style	<ul style="list-style-type: none"> ▪ Authoritative ▪ Democratic ▪ Affiliative 	Co-ordinator or driver
Role models	Former positive confident boss	Expert and charismatic leaders
Effectiveness of leadership	Due to intuition and co-ordination	Effective and colleagues think high
Hardest leadership goal	To close a construction deal	Ensuring 'groupthink'

By analysing the above data, together with the fact that I know these two individual leaders well, I am able to characterize the fact that both of them seem to share similarities in terms of 'AWAKE' leadership. Such leaders are able to analyse well areas of improvement and are well aware of their inner self. They are also able to weave (combine elements) into a whole whilst maintaining a connection with mindfulness. Greg and Owen also have the capability of self evaluation without bias

and hence are able to start a process of external analysis. They also have the ability to follow their followers without getting upset, and in contrast remain calm and steadfast. Although Owen's temper may not be controlled as easily as Greg controls his, they are both still able to maintain a common sense of reasoning in the majority of situations. To that effect, both leaders are able to 'key-in-values', that is, bring things into harmony, and thus are able to adjust or adapt, to operate, to identify and to make suitable.

Both leaders are also able to exalt their leadership once it is proven to work, and the followers are satisfied, a mutual and ever augmenting rise to constant improvement of all participants in the project can then be established. It is found that people who work alongside awakened leaders tends to become awakened leaders as well – that is, they see the bigger picture, learn to know what they want to do, and are more willing to bring sacrifices in harsh times because they are confident their immediate leader will sacrifice also in order to establish value when possible. (Marques, 2008)

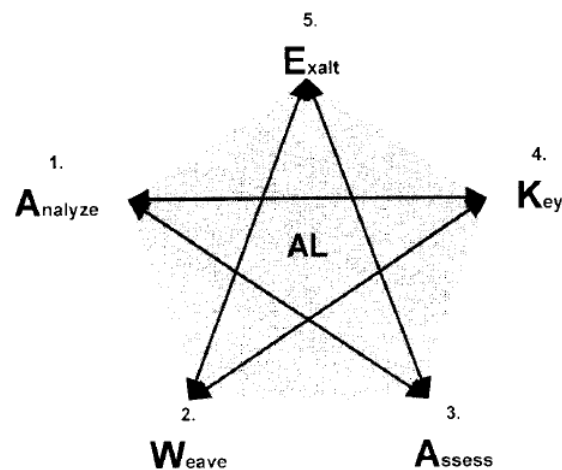


Figure 1: Awake, the five steps towards awakened leadership (Marques, 2008)

I have also observed Owen to be very authoritative to those people that he does not emotionally connect to, Greg, in contrast, approaches each individual at face-value in a friendly manner. Greg is more of a pusher towards a solidarity ideal in leadership – he attempts to guide and drive his work group towards goals of unity. Although, ironically enough, Owen is more of a transformational leader than Greg in aspects of innovation, however, Greg excels in transformational aspects of commitment and motivation within his groups. Further also, in the engineering field leaders are expected to be more transactional in nature – this in order to meet their own self-

interest quickly and effectively. Owen, coming from a management background, has out of necessity learnt how to work in organic teams and structures and probably would be more comfortable in those scenarios than Greg would. (Sanders and Schyns, 2006).

It is generally expected that transformational leadership ought to enhance solidarity behaviour, on that aspect, I believe that Greg does indeed have potential to become a great transformational leader, albeit only charismatic if a great deal of effort is involved. Owen, on his side, has picked up skills throughout his whole life that enabled him to adjust to a variety of different scenarios. Although Owen may not be behaving authentically when managing/leading projects, he seems to do a great job by borrowing ideas and mimicking comportments from what he learnt from pervious jobs.

A limitation of this study is the ‘method bias’, in the sense that both leadership styles of the addressed, solidarity behaviours and cohesiveness are rated at different times by the same person.

When interviewing Greg it was found that he really aspires to be a leader by competence. He believes that the criterion to being a good leader arrives from expertise in the field, and thus a model for leadership competence can be found as follows:

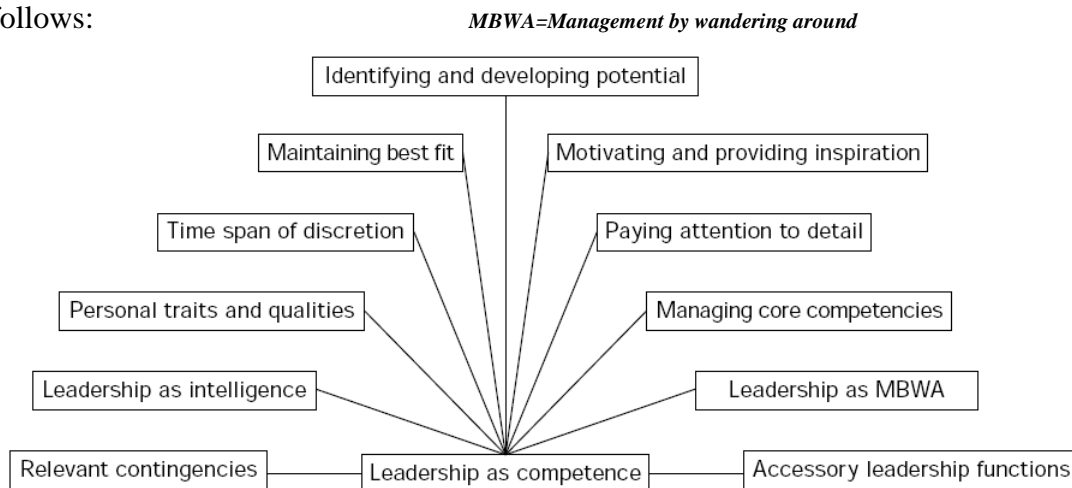


Figure 2: A model of leadership by competence (Morden, 1997)

Table 1, illustrates that Owen is indeed a competent individual, however, as a downside, he does not take any further initiative to improve his competency as he

believes he is a self-made man. Greg, in contrast, appears to be a proactive individual who is willing to learn and do a proper job – what we have to ask ourselves here is if age has anything to do with both the leaders' comportment? Further-also, Greg is deemed to being an excellent rational persuader whereas Owen is more of a mediator-persuader – that is, Owen tries to work for the needs that the client wants whereas Greg will pursue means to which is most logically sound.

Greg does also appear to be more humble and noble than Owen, however, their respect for individuals seem to be at approximately the same level. Owen does appear to have the tendency to empower individuals' more than Greg does, and by doing that he is passing responsibility to others – in contrast, Greg does have the tendency to take up most of the work in a given project and aide those in need without empowerment, this is both a strength and weakness in Greg's part.

PROBLEM SOLVING/INITIATIVE

Table 2: Owen vs Greg geniality comparison

	OWEN	GREG
Example of steps in using initiative	Using own knowledge and researching	<ol style="list-style-type: none"> 1. Literature review; 2. Definition of the real problem; 3. Measure size of the problem; 4. Analyse / optimize; 5. Build a timeline to achieve; 6. Have the plan reviewed; 7. Implement / execute the plan.
Example of seeking new info. for project	Commercial manager (O&G project) <ul style="list-style-type: none"> ▪ Empowered others 	32 point dissertation in Masters
Example of alternate solution & tools	Tax budgeting <ul style="list-style-type: none"> ▪ Gearing and distributing claims by using excel 	Dissertation problem <ul style="list-style-type: none"> ▪ Opted for less complex that fitted with time constraints
Example of fact-finding to solve issue	\$10 billion airport project <ul style="list-style-type: none"> ▪ Compared vs current airports 	Steam plant <ul style="list-style-type: none"> ▪ Fact finding, interviewing, reviewing engineering drawings
Time of analytical skills	Geothermal energy development <ul style="list-style-type: none"> ▪ Prepared a report analysing it 	The problem in dealing with the steam plant required an analytical job
Analytical time in solving a problem	Oil pipeline project <ul style="list-style-type: none"> ▪ Geniality in laid operations 	Gas quota in securing pay contract <ul style="list-style-type: none"> ▪ Analysed pay, usage, economics
Instance of method in analysing and presenting of information	Plant equipment usage <ul style="list-style-type: none"> ▪ Arranging of tutorial session 	Workload overload <ul style="list-style-type: none"> ▪ Colour coded + prioritized
Toughest problem in last year and approach	Tender BHP contingency package <ul style="list-style-type: none"> ▪ Pulled together a team comprising from all disciples 	Culture problem – not successful in solving the problem despite trying to inspire (problem area)
Example of effectiveness in work	Use of emotional intelligence	Interviewing people & identifying key
Example of sensitive issue handling	Contractual claim handling – documenting issues progressively	In all instance to be calm and upfront whilst removing barriers
Time of which broke off standard mindset	Development of control budget by dismantling previous estimate	Brainstorming exercises

By examining the above relation of problem solving initiative we are drawn to the question of drawing the fine line between management and leadership. Owen for instance does not seem to so much lead but rather manage situations. The same can be said of Greg, however, Owen, as an individual, possesses a decade more of relevant industry experience and because of that was able to build on his emotional intelligence skills to a greater extent of which may facilitate leadership roles. In examining Owen over the course of this paper we can pinpoint the following management styles he does partake in:

- Management by coaching and development
- Management by competitive edge
- Management by consensus

- Management by walking around
- Management by objectives

Key similarities to Greg's style of management style pertain to aspects of vision, communication, motivation, and empowerment. Both individuals do have a 'soft' heart, and they can get very attached to their subordinates. However, Owen is quick to discern his 'enemies' when certain individuals do not get very fond of him. I would have to say that Owen has a more vindictive urge in leadership than Greg, however at least he is able to control his emotions and put his skills towards a proactive use in face of adversity.

In analysing both leaders' approach to problem solving and initiative it is seen that Greg believes that a leader should develop a clear picture through a carefully articulated vision in order to align with strategy in order to succeed. Owen is somewhat of a more intuitive person than Greg – trust me, I know them well. For instance, when the future is unknown Owen will most often rely on a 'hunch', Greg on the other hand will analyse meticulously every single piece of available data before making a decision – Greg is not very confident of his intuitive abilities. (Sussan, 2006)

DID YOU NOTICE?

Table 1 goes further to illustrate both leaders' personality by simply examining their role models!

One aspect that we have to keep in mind is that a main reason why Greg's and Owen's leadership style differ to such an extent could be due to the nature of the organization's and project's both are involved in. Owen has reached a level in life in which the ability to manipulate others into doing your/his work becomes essential, and thus he was able to develop a high level of emotional intelligence in order to puppeteer individuals the way he sees fit. Owen is an entrepreneur at heart; Greg is an idealist who is still growing in leadership capability.

Recently there has emerged a new paradigm of findings that focus on the role of emotional intelligence in different styles of leaderships (as is eminent in Owen and Greg). Emotional intelligence, as originally conceptualised by Salovey and Mayer

(1990, p. 10) (as cited in Gardner and Stough, 2001), “involves the ability to perceive accurately, appraise, and express emotion; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth.” It was hence suggested that emotional intelligence might be more open to internal experience and this has an effect on the communication of those experiences.

In contrasting Greg and Owen I have also come to my own categorization of both in regards to ‘time management’. Owen is a fast worker, and given the pressures of the workforce he will work his best to complete the job ahead of schedule whilst fitting within the mandated standards. Greg, however, utilizes his full allotted time to work on the project in order to pave way for a great deal of attention to detail – Greg often fails to see the reasonable logistics in life and will become too succumbed in the work he is doing, you could say he is a perfectionist when it comes to fine detail. Owen is more likely to use a system for planning than Greg (Owen being a manager), however, Greg sets a schedule for activities so that he may fully utilize his established deadlines – after all, deadlines are there for a reason and Greg is not trying to impress anyone by speed but rather by end result certainty in success. (Fritz, Brown, Lunde and Banset, 2005)

COMMUNICATION SKILLS & TRAITS

Table 3: Owen vs Greg communication comparison

	OWEN	GREG
Steps in explaining a difficult idea	<ul style="list-style-type: none"> ▪ Explaining ▪ Referencing historical facts ▪ Prove reasoning 	Analogies in explaining
Sensitive/volatile communicative instance	Instance in seeking an agreement that was not deemed ‘under-handed’ whilst concrete	In matters of spending money speak soft and diplomatically
Connecting with someone incompatible	Achieved revenge by showing how superior and more ethical I am	Being mature, tolerant, and diplomatic
Outcome of an important verbal communication	Public speaking <ul style="list-style-type: none"> ▪ Praised 	Involve superiors, peers, and subordinates
Instance that you needed to speak up	Praising team as a project manager	Safety situations
Written communication instance	Re-writing clauses in \$20m contracts	Contractual matters
A presentation you made and steps	University course <ul style="list-style-type: none"> ▪ Utilizing past knowledge ▪ Researching 	Water treatment plant <ul style="list-style-type: none"> ▪ Photos & PowerPoint ▪ Obtain engineering support
Skills in a new relationship for a goal	Building relationships with locals to better bartering skills	Technical person relationship in order to align with strategy
Instance of difficult co-worker	Kept patience	<ul style="list-style-type: none"> ▪ Anticipating move ▪ Stick with core values ▪ Tolerance and not too defensive
Instance of limited success	Failed to be liked by 1 past manager	Counter productive individuals
Instance of a lot of interaction	Socializing severely in a small town	Maintenance overhaul projects
Instance of positive disagreement	Noticed a mistake in pump specs and consulted for a re-evaluation	Maintaining critical equipment of crucial revenue to people

A problem in assessing communication leadership skills between both incumbent leaders is that whilst Greg worked mainly in Australia, Owen, on the other hand, has mostly worked on projects abroad his entire life. There is a national culture impediment to this analysis as leadership behaviour and expectations experience variables such as:

- “power distance;
- uncertainty avoidance;
- relative individualism or communitarianism/collectivism;
- masculinity or femininity;
- the relative priority given to formulating universalistic rules, or instead to the identification and management of exceptions;
- inner-directedness or outer-directedness;
- the degree to which leadership status is achieved or ascribed;

– the relative preference given towards hierarchy or equality.” (Morden, 1997)

Bennis and Nanus (as cited in Morden, 1997) identify as key leadership qualities:

- self-awareness, self-knowledge, and awareness of limitations in self and others;
- personal persistence and commitment;
- a desire and a willingness to go on learning;
- an ability to recognize, learn, and profit from failures and mistakes;
- a capacity to accept challenges and take risks.

The first three points above are common characteristics that both Greg & Owen share, however, it cannot be ascertained as to whether Owen is able to discern mistakes any better than Greg, but one thing is certain, and that is, Owen is a greater risk taker by far. One amusing thing about Owen is that he does talk positively and he will never say no to a challenge however unfit for the role he may be. Owen is definitely a risk taker and he learns from his mistakes, whereas Greg is a realist and he will stick with his limitations and will not thread unknown ground lest it be a pertinent part of the job.

MOTIVATING LANGUAGE THEORY is derived from well-grounded linguistics research on speech acts, and is composed of three main types of leader communication that are expected to cover most leader-to-employee language. These three categories are:

1. **Direction-giving** speech that reduces uncertainty. Examples include goal setting, vision sharing, and management by objectives.
2. **Empathetic speech** that expresses compassion and humanistic respect for employees. A congratulation on a well-executed task (“Good job Josephine”) and validation of negative emotions (“I understand that this project is tough, Joe”) are examples of this ML type.
3. **Meaning-making** speech refers to clarification of cultural norms within an organization. Often, meaning-making language occurs in subtle or symbolic ways through stories and rituals. Cases in point, a repeated employee “success story” and identification of “command performance” social events (such as a company awards banquet) to a direct report are forms of meaning-making talk. (Mayfield, 2009)

Both Owen and Greg are able to use empathetic language skills in order to ascertain as to whether a worker needs emotional support and hence follow-up with gestures and appropriate verbal behaviour. Owen is somewhat more adapt at ‘meaning-making language’ as he is more culturally knowledgeable and is able to incorporate many stories of his own when relating to an individual. Owen is more likely to use ‘direction giving language’ as being authoritative is common nature to him, however, Greg is more certain of his actions than Owen is when utilizing directive language

because it is within his nature to think things through rigidly before acting upon them – again, Greg lacks the intuitive aspect which may come only with experience.

(Mayfield, 2009)

Both leaders in question have also been presented with situations in which they used conflict constructively, however, when interviewed, Greg displays characteristics of dealing with conflict by; avoidance, accommodation, collaboration – this in contrast to Owen who has exhibited all the previous mentioned with the exemption of ‘avoidance’ but with the addition of a ‘competitive strategy’. (Fritz et al, 2005)

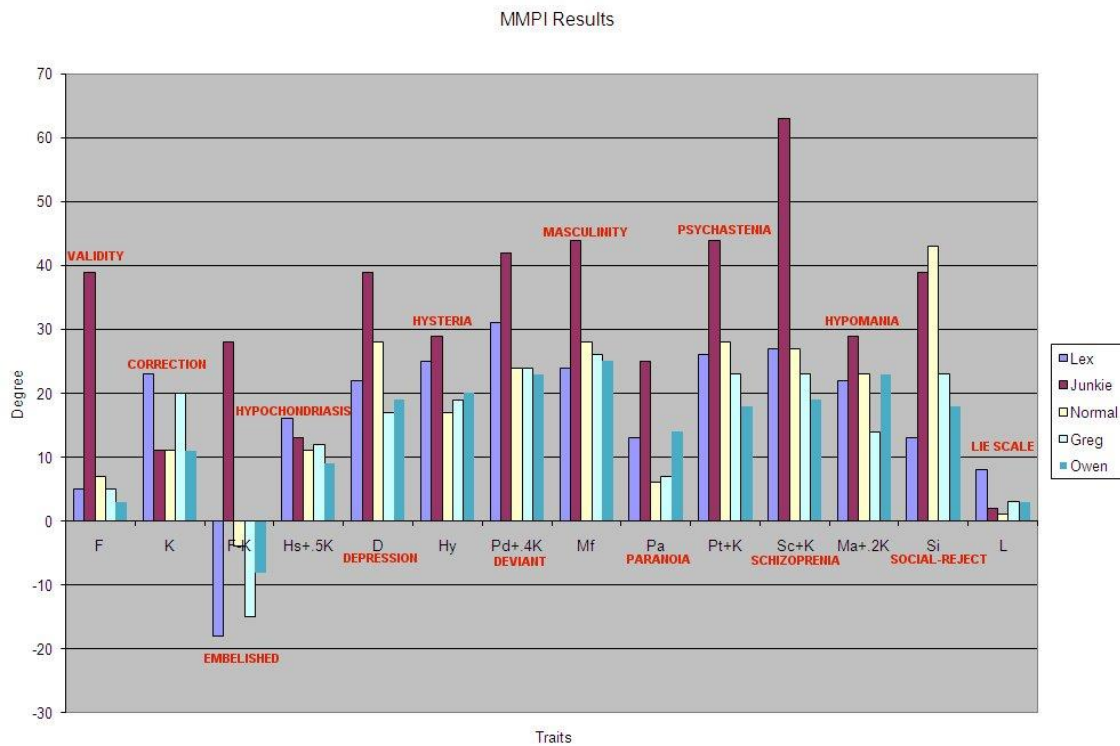
CRITERIA EVALUATION

MINNESOTA MULTIPHASIC PERSONALITY INVENTORY (MMPI)

The MMPI is a psychiatric evaluation tool based on research by the University of Minnesota. MMPI is guaranteed to be at least 60% accurate. This is however more accurate than not by a margin of 10%, and indeed should be a good representation for the key attributes of leaders given a large sample of candidates (or at least those that have a crystal picture of the questions).

This segment will provide a brief highlight of the evaluation results of Owen, Greg, Lex, and a chronic heroin addict all contrasted versus the ‘norm’ scale.

Table 4: MMPI results (see Appendix for tabulation)



The next page illustrates two evaluation tables of the leaders in question. The first is an evaluation of what I perceived Owen & Greg to rank on a 1-5 scale and the following table was an evaluation conducted by the subordinates of the leaders in question illustrating what kind of leadership power they possessed.

Table 5: Leadership trait questionnaire

Leadership Trait Questionnaire (LTQ)		1-5 scale	
As observed by me:		Greg	Owen
Articulate: Communicates effectively with others		4	4
Perceptive: Discerning and insightful		4	3
Self confident: Believes in oneself and one's ability		5	4
Self assured: Secure with self, free of doubts		3	4
Persistent: Stays fixed on goals despite interference		5	3
Determined: Takes a firm stand, acts with certainty		3	4
Trustworthy: Act believably, inspires confidence		4	4
Dependable: Is consistent and reliable		5	3
Friendly: Shows kindness and warmth		3	4
Outgoing: Talks freely, gets along well with others		3	4

Key: 5 = strongly agree, 1 = strongly disagree

Table 6: Leader power as assessed by subordinates

LEADER POWER (AS ASSESSED BY HIS SUBORDINATES) - GREG				
TRAITS	1-5 scale	TRAITS	1-5 scale	
Reward Power		Expert Power		
Increase my pay level	3	Give me good technical suggestions		5
Influence my getting a pay rise	3	Share with me his or her considerable experience and/or training		5
Provide me with specific benefits	3	Provide me with sound related advice		5
Influence my getting a promotion	4	Provide me with needed technical knowledge		4
Coercive Power		Referent Power		
Give me undesirable job assignments	2	Make me feel less valued		1
Make my work difficult for me	2	Make me feel that he or she approves of me		2
Make things unpleasant here	2	Make me feel personally accepted		3
Make being at work distasteful	2	Make me feel important		3
Legitimate Power		P Reward : 65% S O Coercive : 40% U V Legitimate : 70% M E Expert : 95% S R Referent : 45% (%)		
Make me feel that I have commitments to meet	4			
Make me feel like I should satisfy my job	3			
Give me the feeling that I have responsibilities to fulfill	4			
Make me recognize that I have tasks to accomplish	3			
Key: 5 = strongly agree, 1 = strongly disagree				
LEADER POWER (AS ASSESSED BY HIS SUBORDINATES) - OWEN				
TRAITS	1-5 scale	TRAITS	1-5 scale	
Reward Power		Expert Power		
Increase my pay level	4	Give me good technical suggestions		4
Influence my getting a pay rise	4	Share with me his or her considerable experience and/or training		4
Provide me with specific benefits	4	Provide me with sound related advice		4
Influence my getting a promotion	4	Provide me with needed technical knowledge		4
Coercive Power		Referent Power		
Give me undesirable job assignments	3	Make me feel less valued		2
Make my work difficult for me	2	Make me feel that he or she approves of me		4
Make things unpleasant here	2	Make me feel personally accepted		4
Make being at work distasteful	2	Make me feel important		3
Legitimate Power		P Reward : 80% S O Coercive : 45% U V Legitimate : 70% M E Expert : 80% S R Referent : 65% (%)		
Make me feel that I have commitments to meet	4			
Make me feel like I should satisfy my job	3			
Give me the feeling that I have responsibilities to fulfill	4			
Make me recognize that I have tasks to accomplish	3			
Key: 5 = strongly agree, 1 = strongly disagree				

CONCLUSION & DISCUSSION

From my examination of leaders, and that of Owen and Greg in question, I have found that the best of engineering leaders share similar characteristics of good communication that fall into three groups, those are; managerial (listening, emotional intelligence, coaching, meetings, teams), core (writing, strategy, speaking), and corporate (external and internal stakeholder communications). (Barret, 2006)

It is to my belief that both leaders in question could learn from the principle of establishing a ‘sense of urgency’ in all operations. If they sought to complete all projects ahead of time that would give ample leeway to fine-tune their workings as well as discipline their subordinates onto a better work mentality. Owen does exhibit some traits of urgency, and I know also that he tries to entice and put an excitement aspect within his workplace. However, Owen, however authoritative, does seem to have a softer side towards some individuals in his bid to empower them that is not always altogether effective. Greg, on the other hand, creeds that production should be done to perfection without overload – this is a pretty oxymoronic approach but however, both leaders do exhibit flexible planning techniques within their leadership roles whilst staying motivated. (Jones, 2005)

The contents in this report, together with the psyche evaluation testing, provide a frame of reference for the two leaders in question to suit a variety of leadership classifications – categories that are encompassed by this paper include, but are not limited to:

- | | |
|--|--|
| 1) “The focus of group processes; | 7) a form of persuasion; |
| 2) a matter of personality; | 8) a power relationship; |
| 3) a matter of inducing compliance; | 9) an instrument of goal performance; |
| 4) the exercise of influence; | 10) an emerging effect of interaction; |
| 5) limited to discretionary influence; | 11) the initiation of structure; and |
| 6) an act or behaviour; | 12) a combination of elements.” |

(Svensson and Wood, 2005).

On a concluding statement, it is clearly seen that Owen exceeds Greg in capability to lead in different situations. But again this is only a question of time as Greg is still to attain more prestigious roles as he pursues his career in life and finds his own path in self-development.

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APPENDIX

LEADERSHIP ANALYSIS (OWEN)

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?

I was Project Manager on a mine construction project and we had no engineering design for the electrical lighting and fire water system for an explosive storage area. None of my project engineers and site engineers had any idea about the how to do the design. I recalled back several years about what I had learnt about water and electrical design and read through the mine regulations book to get the design parameters. From this I completed the design myself and the work progressed with out delay and was completed to every body's satisfaction.

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.

Working as Commercial Manager on an Oil and Gas Project in India on had a Onshore Project Manager that had no idea about completing a EPC project. He was in a state of panic about not knowing what to do. I decided to give some advice drawn from my years of hard earned knowledge, for the good of the project, and spent much time describing and illustrating on a white board the processes.

I explained how each section of the project was broken down into distinct parts and these parts were then allocated to specific project engineers to manage and how the management from design, procurement, construction and commissioning was undertaken. After several days of confirming the process and assisting with how it would be managed this person became more confident and was able to manage things.

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?

A problem where I defined several solutions to a single problem was when analysing possible scenarios for structuring my salary to find the best solution for reducing tax liability. You need to look at areas such as salary sacrifice for superannuation, car allowance and housing allowance, investment property negative gearing, share investment portfolio and self manger superannuation funds.

Distributing money of various increments into each these areas produces a different result of wealth increase over a set period. That is if you salary sacrifice you may pay less tax but you are spending more to gain only a small tax saving. Similarly with negative gearing a property, with a large loss each year you will pay much less tax but you need to consider the amount of loss you need to make compared to the tax saving

and also the capital growth of an expensive property asset compared to a cheaper property asset.

These various scenarios can all be run through a well configured excel spread sheet and analysing the resulting net wealth increase over a set number of years for each configuration will provide the most effective combination.

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

I recently produced a project proposal for a \$10b airport. I needed to confirm, without having a detail design or bottom up estimate, that my assumptions for the size, cost and construction time of the airport were correct.

I undertook this check by researching the cost of the Bangkok airport, KL airport, Dubai airport and several other airports that were built within the last 5 years.

I was then satisfied from the results of my research that my project proposal was correct.

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

I was involved in preparing a submission for the construction of a geothermal power station. No body else in the division had any idea about what was involved. I was able to visit the project site, read specification and examine drawings to analyse what was required.

From this I determined the entire content of construction method plan and wrote a very thick document describing the approach to undertaking the project and the steps for how the project would be completed.

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

During the laying of a shore approach oil pipeline there was a problem with the lay barge getting stuck on a shallow bank still some distance away from the capacity of the shore pull winch. I was able to analyse the scenarios that were discussed between the team and senior management and was able to come up with a completely new solution. My solution was to use the winches attached to anchor chains on the barge to pull the barge over the shallow point at high tide and continue with the pipe lay on the other side of the shallow bank.

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 analyse the information you found? How did you present the information, so that it was communicated effectively to the relevant parties?

I had a problem with the field engineering team coming up with a suitable method for tracking plant equipment usage for large mobile plant when it was being loaned to other contractors on the project. I arranged a head office manager in charge of the company plant department to come out to site and run a tutorial session to explain about the company system for tracking plant usage.

This was a very good solution to the problem as not only did the field engineering department learn the company system but so did several other key team members who sat in on the tutorial.

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?

The toughest problem I have faced in the last year was to provide a tender package as a contingency plan for a major BHP project in a time limit of 4 weeks. The contract was already in place but BHP were worried it would fall over and cause a major delay if a tender package for re-contracting the work was not ready to go out the door at short notice.

I pulled together a team of engineers of all disciplines from several parts of the company and allocated electrical, mechanical, civil and building packages to team members to work on. I engaged a quantity surveyor company and had a full time team dedicated to responding to technical queries raised by the quantity surveyor so that there would be no delay in having a complete bill of quantities.

The dead line date was met and 20 files of documents were completed to the full satisfaction of the client.

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?

I was working as a Project Manager on a project involving a team of mechanical fitters. The leading hand was very angry on a particular day. I realized he had just come from a project that was very difficult and he was still upset. I let him air his issues and did not allow myself to get upset. After no time all he was ok again and the job went on.

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

I was involved in preparing a major contractual claim of several million dollars against a government department. After managing the project and documenting all the issues progressively as the project proceeded, on completion I was able to analyse the gathered information and pick out that which was relevant for the claim. The claim was successful and I made the company a lot of money.

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?

At the commencement of a project I had to develop a control budget for the cost control team to work to. I took the estimate completed for the tender and had to re-align the cost breakdown of the tender against the accounting system cost codes and distribute costs for every activity inline with what the expected cost was going to be and still end up with the same total as the total shown in the cost estimate.

The problem was that labour cost, material cost and equipment cost were all combined in the estimate but needed to be separated in the control budget and then

allocated to cost codes. It took a lot of initiative to come up with a realistic control budget, which after much work and several revisions was completed to a good standard.

Competency: communication skills

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?

For investment purposes, when assessing the market conditions so that you work with the market not against the market, to your financial advantage, you are required to have a feel for the market forces at work. I explained to my associates my approach to working with the markets to achieve improved results by making the most from share trading and property acquisitions. My explanation included reference to historical facts to back up my theory and to provide proof that my reasoning is correct.

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

While meeting with an Indian client that was owing millions of dollars for a project I was required to walk a fine line of having to be strong towards making a claim but not too forceful that could result in having a deeper conflict with the client. The result was that we had to agree on a method of putting in a claim that would not raise senior management suspicion about something underhanded going on but still concrete enough to be approved. It was agreed that the money was owed but needed to be claimed in a way that did not make the client's Project Manager look to have managed things badly.

A scenario was agreed that would be the basis of the claiming the money and a variation claim was drafted following this agreed scenario, which was then presented for approval and payment successfully.

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

I had just been terminated from a senior Project Manager position in a ruthless way by a person who could be described as a corporate bully. I was feeling angry about the turn of events but when bumping into this person at a bar several days later I managed to conduct myself in a way that made myself appear to be a more superior person than he was through my ethics and idealistic view point as well as my status level in life and my future opportunities.

The entire scenario could not have played out better even in a film. It was very good in evening the score with this particular person whom I despised deeply.

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

During a public speaking short course I was required several times to stand in front of the group and conduct a presentation on various subjects. To my surprise it seemed

that I was the most competent person attending the course and got great praise for the way I conducted my presentation.

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 was Project Manager for a major engineering and construction project and had an office staff of 80 engineers and draftsmen under my management. Each week I held a formal gathering where I spoke to the entire team to provide an update on progress and introduced new members to the team. In this speaking time I praised the team for their efforts and gave encouragement to continue on with the job at hand.

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

I had to finalize the signing of a contract for completing \$20m of earthworks but there were several points that were in dispute that needed to be resolved prior to the parties agreeing to sign the contract. I systematically went through the entire contract and lifted out the clauses that were in dispute and re-wrote the clauses to reflect the outcome of discussions on what would be acceptable.

Having done this I gathered all parties to the contract together in a meeting and went through the revised clauses to ensure all was agreeable to them and completed any minor revisions until all parties were happy with the terms of the agreement. The contract was then signed successfully.

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

As part of a university course we were required to complete a presentation. At the time I was working as a Construction Manager for a specialist concrete construction company and picked a subject relevant to my work, which I knew very well. I spoke about the use of precast concrete systems to speed up construction time and the various other advantages.

My preparation included researching data and using this to develop a power point presentation. As I knew the subject matter very well already I was able to talk a length during the presentation straight off the top of my head.

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

During my business operations for diamond and pearl trading, I was required to build relationships with native Indonesian people in order to acquire stock at low prices. To do this I was required to travel to remote locations and meet face to face with the people. Using my limited ability with the Indonesian language I was able to build a good working relationship with these people and barter the price down to get a good deal.

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?

While working as Project Manager for a property development company I had a civil designer who was very stubborn with his way of doing things. I was able to monitor

my behaviour so as not to get upset and patiently work together with this person so that we achieved our goals without getting into unnecessary conflict.

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?

I had a manager who was not really in touch with the realities of getting in and getting a job done as he was just used to issuing commands for what was required to be done to all the subordinates without getting into the detail of how to do it. He would then denigrate the people if they did not do it his way, took too long or went off on a tangent and did something different from what he wanted.

This was mainly all down to the fact that most of the subordinates did not really understand how to go about what he wanted and they went off in a confused state and having to depend on asking fellow work mates how to go about the task.

I was very competent at what I was doing and went off and completed my work in a very quick and efficient manner and to the complete satisfaction of the client yet this manager was not happy with me. I had several confrontations with him where I refused to accept his criticism. I confirmed with him that it was very strange that the client was completely happy with the completed work but he continued to be critical of me. I did not respect this person or his management style. Even with my high level of emotional intelligence I was unable to resolve the conflict with this person.

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

I undertook a Project Manager role for a construction project in a West Australian country town that took around 1 year to complete. I lived and worked in this town for the entire period and was able to build friendships with many people I met through the project and socially within the town.

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?)

I had asked a supplier to provide a suitable pump to meet the requirements of a fire water system. When they came back with the quote I analysed the data they had used to determine the pump capacity. I quickly did my own calculations and came to the conclusion that we could use a much less expensive pump that would still be fit for purpose.

I met with the pump supplier and went through the calculations and he agreed with my result. After we cross referenced the pump curves it was also agreed that a less expensive pump would be suitable. The outcome was that I saved the project a considerable amount of money and still had a fit for purpose fire water system.

Leadership questions

You decided to reorganize the department or work unit that you lead. Tell me how you proceeded with the reorganization?

My style is to walk around each team member and personnel tell them they are doing a great job. I would also do a group meeting where I confirmed the good job the team is doing.

Have you ever been a member of a successful team? If so, describe the role you played on the team and in its success.

I was Project Manager for a 600 house residential development. The project was completed on time and on budget and the entire team worked well. There were some small issues that gave me head aches to deal with but after lots of hard work from myself they were resolved and the project proceeded with only minor delays and minor extra costs. In the end there was a good result.

Give me an example of a time when you played a leadership role in an event, an activity, a department or work unit, or a project. Describe how you led the efforts. Tell me how people responded to your leadership.

During a group assignment for a university course I took control of the group and acted as the Project Manager. I developed an action plan to complete group assignment and delegated task and tracked progress of each person. The people making up the group were happy for me to take control.

If I were to ask your reporting staff or your peers to comment about your leadership style, your leadership strengths, and your leadership weaknesses, how would they respond? What would this discussion tell me about you as a leader?

I judge my leadership style to be somebody who is very competent at what needs to be done and upon giving instruction to subordinates I am willing to provide time explaining details of how to go about the task if they are unclear. I am patient with the limitations of people and conscious of providing encouragement and limiting criticism.

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

There was a disagreement about how to undertake the earthworks and concrete works for a large building and the delineation between the earthworks contractor scope of work and the concrete contractor scope of work. I was able to broker an agreement which agreed that the delineation would be that the bulk earth works contractor would provide a pad to within 100mm of the correct level and the concrete contractor would complete final trimming of the pad to finished level

As a leader within an organization, you must often build support for goals and projects from people who do not report to you and over whom you have no

authority. Tell me about a situation in which you demonstrated that you can build the needed support.

I was able to convince a number of senior managers in India to create a salary structure for native workers similar to what I had worked with in another developing country. I did this by lobbying the various managers and providing examples of the typical salary structure spread sheet.

What are the three most important values you demonstrate as a leader? Tell me a story that demonstrates each of these leadership values in practice within your workplace.

Maintain respect from your subordinates – monitor your behaviour even in a social setting

Set targets – Track things to be done and who is doing it and by when and then review each week.

Provide encouragement – Work to inspire people to perform at a high level through encouragement and motivation rather than criticism and threats.

During your work experiences while attending college, tell me about a time when you demonstrated that you have leadership ability and skill.

Taking control a major mine development project and putting in place an action plan to ensure that targets would be met. This was done by looking at what needed to be undertaken and allocating these tasks as responsibilities to team members and providing target completion dates.

What would you define as your leadership style as being?

I would say I have a combination of styles. The dominant style would be Affiliative with a good measure of democratic and coaching styles thrown in with some traits of Authoritative.

Do you have any inspirational leadership role models?

I had a boss early in my career who was a very positive person and had an aura of confidence. However he did have some negative attributes about criticizing. I would like to attain his positivity.

Since then I can only say that I have been disappointed by most all bosses I have had.

Can you tell me a bit about your inspirational role model?

The boss mentioned above on his good side just had a very uplifted way he conducted himself and inspired confidence and positivity.

How effective has your leadership style been? Can you justify with examples?

Every project I have managed has generally gone very smoothly and finished with out major problems. I put this down to my ability to coordinate complex issues and my intuitive nature in seeing what could be a problem and resolving it before it negatively impacts the project.

My project teams have always been happy and work together well and have shared in the praise for a job well done.

What do you believe is the hardest leadership oriented goal to achieve in your organization? How would it affect other employees if accomplished correctly?

To accomplish closing a deal to build a major infrastructure project would be a great goal to achieve. Management has been working on winning the project for almost 12 months. If the goal was achieved it would provide the company with greatly increased prosperity and the employees with good experience and promotional opportunities.

LEADERSHIP ANALYSIS (GREG)

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?

An example of a time where I was able to use my initiative in solving a problem would be last year, where my 32 point masters dissertation required me to find a way to show that traditional free span assessments on submarine pipelines were potentially overly conservative. The main steps were:

8. Literature review to see what other work has been done in this area;
9. Definition of the real problem / objective;
10. Measure the true size of the problem / objective and determine the important parameters;
11. Analyse / optimize the methodology to be used in solving the problem;
12. Build a plan / timeline to achieve the objectives;
13. Have the plan reviewed by a third party;
14. Implement / execute the plan.

The outcome was a thesis which provided evidence in support of the proposition that traditional assessments were overly conservative (i.e. research success).

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.

See answer above.

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?

In the problem described above there were two theories available to solve the problem, namely the S-N approach and the fracture mechanics approach. The S-N approach was selected on the basis of a decision matrix outcome, where industry acceptance and lower complexity of the solution method (i.e. feasibility of achieving the objectives within the project timeline) proved to be the governing factors in the selection.

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

I was investigating a problem on a steam plant once where some steel components had been ejected and cause a safety hazard. To determine exactly where the components had come from on the plant, the fact-finding process required interviewing witnesses and reviewing engineering drawings because the plant was online and could not be inspected by conventional means. Once the facts were known, it was possible to predict with a high certainty where the problem had originated, and a solution could then be implemented.

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

The problem described in qu1 above required 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.

My analytical skills were required in a previous role where the company wanted to know how much gas quota to secure in a take or pay contract. My job was to determine how much cost was associated with each possible scenario. For example, how much would we pay if we used less than our quota, how much if we use exactly our quota, and how much if we use over our quota. In other words, my analytical skills were used in solving an economic evaluation problem, where the lowest cost gas quota contract was the desired outcome.

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 analyse the information you found? How did you present the information, so that it was communicated effectively to the relevant parties?

There was a time where a problem existed because the work load was not properly managed and was being unfairly delegated onto myself, which was causing an overload. In order to demonstrate to my superiors the nature of this problem I generated a list of all the jobs in the system and categorised them according to low, moderate and high priority / risk to the operations. The priority / risk were based primarily on potential safety and economic loss. Colour coding was employed to illustrate the magnitude of the potential problem, and the list was forwarded to the relevant parties for review.

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, the toughest problem I have had to deal with occurred well over a year ago, but it involved a safety culture and quality problem at work. The only way I knew how to handle it was to set the best example I could in my own behaviour and try to inspire others to follow by providing logical explanations to others for the actions I take. It's

almost impossible for one person to solve a cultural problem; it could take a generation of exhaustive work to achieve the necessary change.

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?

I have found that interviewing people who surround or are involved in a problem is usually the best way to get to the heart of the problem. Usually those that can provide evidence to support their views are found to be providing relevant and correct information when the heart of the problem is ultimately identified.

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

Wherever there is any incident that requires investigation, of which I have many examples of, there is inherently sensitive information because careers may be on the line. I have found that being calm and upfront with the people concerned in describing the process and aims of an investigation usually helps to remove barriers to communication.

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?

I have found that brainstorming exercises, which involve people from diverse backgrounds, help to step back from standard ways of thinking. Usually the ideas of other people, who may not have been exposed to all the available information regarding an opportunity or problem, can inspire different approaches and concepts. Front end engineering and design activities provide a good opportunity to employ the brainstorming tool.

Competency: communication skills

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?

Whenever I am required to explain complex ideas to someone, I try to use analogies that the specific person can relate to. For example, I recall explaining the concept of probability of failure to my colleagues one time, where I used an example of driving to work and how many times their car could break-down, and how that was influenced by the car age, level of maintenance, etc. The analogy seems to help in explaining ideas which are sometimes difficult to understand alone.

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

I have found that whenever spending money is required, particularly when it threatens a budget, then managers can tend to be sensitive and volatile. It is very important in these circumstances to carefully communicate the specifics of the problem before explaining that it will cost money to fix. When advising that the company has no alternative but to spend money, speak softly and diplomatically because the manager's (and your) job and reputation could be on the line.

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

At work it is common to communicate with people you don't like on a personal level. There are always people you don't like, but you are required to be mature, tolerant and diplomatic in order to communicate in these circumstances.

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

I recall many meetings where it was necessary to use verbal communication to get across an important point, especially relating to safety concerns. Usually the communication is successful because every person in the meeting becomes aware of the point you are communicating, and it is thereafter known then that you have fulfilled your obligations in advising your superiors, peers and subordinates.

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.

Again, in situations where safety concerns arise, it is very important for leaders to speak up so that all subordinates are aware of your expectations. Of course, this is not limited to safety; it also applies to other situations where business ethics are called upon.

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

I have found that when contractual matters arise, then it is usually prudent to use written communication to get the point across. One example of this is when there is a major variation to a scope of work due to emergent problems, etc. The cost and timeline are usually amended and it is necessary to have in writing the specifics of the updated agreement between the client and contractor.

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

I made a presentation some time ago to demonstrate the poor condition of a section of water treatment plant. The purpose of the presentation was to obtain support from the Engineering team for decommissioning the plant. I prepared it using photos and text within a power point presentation.

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

I recently had to build and maintain a new relationship with a technical person who had a great deal of information regarding a problem I was working on. The problem involved forming a strategy for maintaining a certain part of an operational plant. It was critical to obtain the information from this person because he was the best source and the written records only contained partial information. I was very careful not to damage this relationship because I knew how important it was to solving the problem.

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?

I have found the best way to be successful with a difficult co-worker is to anticipate their next move, and feed into / set a perception in their mind that you are actually on their side. Of course, this does not mean you should deviate from your core values, but it may mean empathising (but not necessarily agreeing) with their position on a particular matter. It also pays to be tolerant and not too defensive with a difficult co-worker.

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?

One person I recall working with simply enjoyed making things difficult for other people. In this situation it is very difficult to achieve success because the person purely devotes themselves to making counter-productive manoeuvres. Invariably it takes much more work and more time to achieve success under these circumstances.

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

Any project requiring maintenance overhauls and the like, require a lot of interaction with people over a long period of time. I certainly have been the responsible person for these types of projects. You need to interact with the Operations and Asset Management stakeholders, and also the maintenance personnel and contractors who are carrying out the work. The type of interaction varies considerably from person to person depending on their character and position.

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?)

Whenever you are responsible for maintaining critical equipment that generates large amounts of revenue for a company, then you will most certainly disagree with others. This occurs because in order to maintain the equipment it is usually necessary to have the equipment offline for some period of time. This is in direct conflict with the interests of the people who are responsible for the profitability of the company, because they want the equipment to be online and generating revenue. However, the first and primary responsibility of the maintainer is the preservation of life safety and the integrity of the asset to survive its design life. Disagreement is quite normal to prevent mistakes which would have critical or catastrophic consequences, and is therefore important in order to fulfil your professional obligations to society, the company and yourself.

Leadership questions

You decided to reorganize the department or work unit that you lead. Tell me how you proceeded with the reorganization?

1st be clear in my own mind why reorganization required, and obtain an independent opinion;

2nd obtain authorization to reorganize;

3rd counsel persons concerned confidentially and obtain their feedback and confirm their understanding of the reasons;

4th inform the entire group of the reorganization with an appropriate explanation to avoid embarrassing the persons concerned.

Have you ever been a member of a successful team? If so, describe the role you played on the team and in its success.

Yes I was the technical leader in a successful project team and was in charge of quality control and conformance with the technical specifications.

The role I played was a final ‘gate’ through which all technical and quality issues were either approved or rejected for rework. In this role I needed to set the ‘tone’ and expectations (zero tolerance of substandard work) very early so that the team would quickly realize and take ownership of the quality and technical conformance.

Give me an example of a time when you played a leadership role in an event, an activity, a department or work unit, or a project. Describe how you led the efforts. Tell me how people responded to your leadership.

In the above role of quality control and technical conformance leadership, I quickly learned the best way to say no to powerful people. The key was to explain the problem first, add a dash of humour, and then say no. The team quickly learned that I was confident, no fool, and would not be coerced into taking the wrong path. Initially there were some negative responses to my leadership style, but by displaying diplomatic conviction and persistence I won their support.

If I were to ask your reporting staff or your peers to comment about your leadership style, your leadership strengths, and your leadership weaknesses, how would they respond? What would this discussion tell me about you as a leader?

“My peers would probably say that I am mostly a ‘driver’ type of leader.”

Strengths:

- Takes initiative and is enthusiastic;
- Wants to lead;
- Analytical;
- Handles autonomy well.

Weaknesses:

- Rigidly meticulous;
- Sometimes too harsh on team members who lack initiative and motivation, or are generally lazy;

Those team members with similar a work ethic to mine would respond favourably, and those who lack initiative and motivation, or are generally lazy would respond unfavourably.

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

Just recently I was able to gain agreement and shared purpose by using a justification which contained something that the team wanted. The team members can quite easily

form agreement and shared purpose when they can see that the outcome clearly benefits them. In this case, I had no formal authority over the team members, so a bit of rational persuasion was appropriate and required.

As a leader within an organization, you must often build support for goals and projects from people who do not report to you and over whom you have no authority. Tell me about a situation in which you demonstrated that you can build the needed support.

In addition to the above answer, sometimes an upfront Team Governance Agreement (TGA) can assist where there is an absence of formal authority. Also, inspirational appeal or consultative power may assist in obtaining support.

What are the three most important values you demonstrate as a leader? Tell me a story that demonstrates each of these leadership values in practice within your workplace.

Humbleness, hard working and commitment, and respect and understanding for other people. These leadership values are very clear to see when things go well, and even more so when things do not go well.

During your work experiences while attending college, tell me about a time when you demonstrated that you have leadership ability and skill.

Example: A true leader is able to see when someone else is in difficulty and / or distress and able to put them at ease without making it obvious that the person is showing the outward signs. This can be as simple as helping a 1st year student find their way to a class without showing signs of the funny aspects of their situation. We were all 1st year students at one time, and a leader is able to put themselves in someone else's shoes to understand exactly what they must be feeling.

What would you define as your leadership style as being?

With no formal authority I tend to be a 'Coordinator'. With formal authority I become more of a 'Driver'.

Do you have any inspirational leadership role models?

I really look-up to leaders who exhibit Expert and Charismatic Power.

Can you tell me a bit about your inspirational role model?

Thinks, then acts; Pragmatic; Make decisions objectively; Honest and direct; Serious, and conventional.

How effective has your leadership style been? Can you justify with examples?

Well, there must be some effectiveness in my leadership style because I have been able to achieve objectives, and the team members have been willing to rejoin and work with me in subsequent projects.

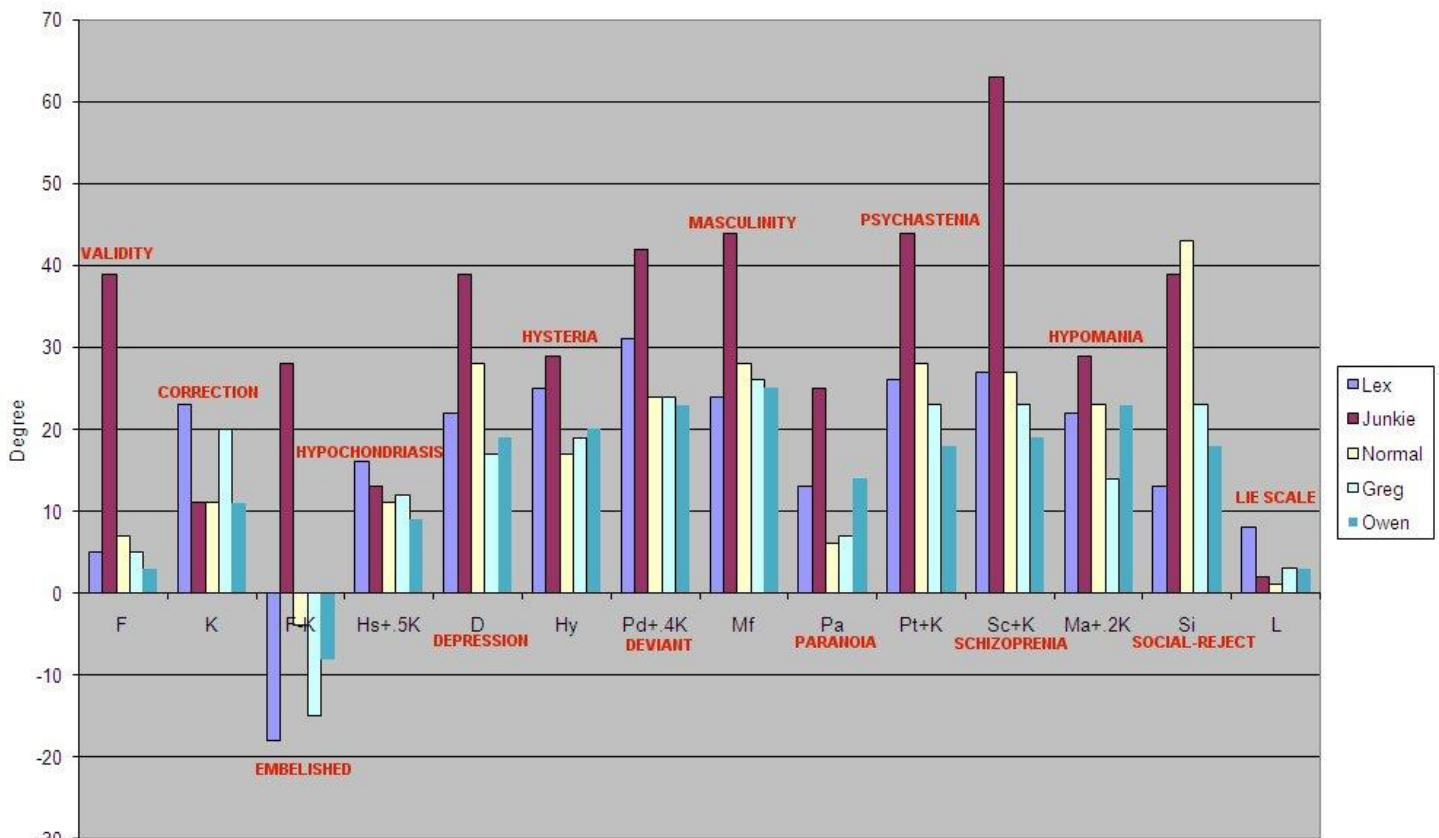
What do you believe is the hardest leadership oriented goal to achieve in your organization? How would it affect other employees if accomplished correctly?

One of the most difficult leadership oriented goals in my current work is to ensure that the problem of ‘groupthink’ does not arise. This is particularly concerning in the Tuckman ‘norming’ phase which we are currently making the transition through.

MMPI RESULTS

The Minnesota Multiphasic Personality Inventory (MMPI)										
Questions	Criteria	LOW	Low (def)	HIGH	High (def)	LEX	A 'Junkie'	Normal	Greg	Owen
64	F Validity	65	Accurate	80	Failure	5	39	7	5	3
	Also may mean:	Conventional Thinking		Insane Thinking						
30	K Correction	45	Bummed out	65	Narcissist	23	11	11	20	11
	F-K Maybe deliberately attempting to look	-11	Good	11	Bad	-18	28	-4	-15	-8
	Hs+.5K Hypochondriasis, adjusted	40	Lack of self care	65	Pain in the arse	16	13	11	12	9
60	D Depression	50	Active	60	Depressed/silent	22	39	28	17	19
60	Hy Hysteria		Tough minded		Conforming	25	29	17	19	20
	Pd+.4K Psychopathic deviant, adjusted	50	Passive/serious	70	Angry/impulsive	31	42	24	24	23
60	Mf Masculinity-femininity	MALE <5	Easy-going	>5	Aesthetic interests	24	44	28	26	25
	(high male score indicates low feminine)	FEMALE <5	Submissive	>5	Vigorous					
40	Pa Paranoia	40	Stubborn/wary	80	Paranoid	13	25	6	7	14
	Pt+K Psychasthenia, adjusted		Relaxed/secure		Worried & tense	26	44	28	23	18
	Sc+K Schizophrenia, adjusted		Compliant		Feel alienated	27	63	27	23	19
	Ma+.2K Hypomania, adjusted	45	Low energy/lethargy	70	Hyper & grandiose	22	29	23	14	23
70	Si Social introversion	45	Active & warm	65	Withdrawn	13	39	43	23	18
15	L Lie scale		Truth sayers		Liers	8	2	1	3	3
33	Hs Hypochondriasis, base					5	8	6	2	4
50	Pd Psychopathic deviant, base					22	38	20	16	19
48	Pt Psychasthenia, base					3	33	17	3	7
78	Sc Schizophrenia, base					4	52	16	3	8
46	Ma Hypomania, base					18	27	21	10	21
654	There were 400 questions but they overlapped to produce 654. Furthermore there are adjustment factors.									

MMPI Results



Traits