

Running Head: CASE PROBLEM THREE INDIVIDUAL LEARNING REFLECTION

*Case Problem Three Individual Learning Reflection*

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One of the unanswered questions that remains for me after Case Problem Three is how leadership should deal with incomplete consensus. Many of our readings have focused on developing a shared vision. It is one of the most important leadership principles I believe in. For me, building a shared vision means listening to others, discussing everyone's thoughts on the institutions mission (or any issue facing the institution), and moving forward together. This sounds great in theory, but in practice it can be extremely difficult. It may not be possible to get everyone to agree on one direction, or shared vision. When I served as a Resident Mentor at Michigan State University during my undergraduate years, we were instructed to work with our floors on establish community standards. I remember that it was an important principle that we come to a complete consensus. While my floor did establish community standards, I remember the process being difficult and do not believe we truly reached a consensus, maybe just the lack of voiced disagreement. What do you do in the case of incomplete consensus? I feel like we may have read something on this topic, but cannot find the article now.

One leadership topic that I am thinking differently about now is teamwork. In general, I think of teamwork in a positive way. The word teamwork has a positive connotation for me. I think this is because I was raised in a society that highly valued teamwork. Lencione's article "The Trouble with Teamwork" made me question a lot of my preconceived notions of teamwork. Lencione (2003) makes the argument that a group of leaders should not come together as a team unless they have met certain preconditions. I know that not all teams work well together, but Lencione helped me to think about this issue more critically. He makes a good point that people should think about whether they are prepared for teamwork before spending time in a team (Lencione, 2003). I agree for the most part, but there are many times when teamwork is somewhat forced, either in the work setting or school setting. In these cases, the lesson might be

that a discussion about what is necessary for good teamwork at the onset of group formation might be helpful. This is also something I might use in practice.

Another piece from the readings that I would like to use in my practice of leadership is De Pree's (1997) concept of realized potential. De Pree's article resonated deeply with me. The goal of my leadership could be many things, but I think helping all the people I come in contact with, including myself, realize their full potential is the greatest goal I could strive for. To put this into practice, I would begin by keeping this idea in mind whenever I am leadership situations. Utilizing De Pree's (1997) characteristics of an organization of realized potential, I would try to help myself and others be open to change, provide the opportunity for learning, growth and challenging work, trust people and celebrate. As Part Two of this course draws to a close, I feel that I am in a good position to develop my leadership philosophy!

My base group operated differently in Case Problem Three than it had for Case Problem One and Two. I initially posted my lengthy answers to the three questions we were asked for the written analysis. I was somewhat disappointed that none of my group members did the same, as previous group members had done so and I found it very helpful. Instead, my Case Problem Three group members mainly addressed the leadership issues and possible next steps in shorter posts. Eventually (after a few days), I realized that these shorter posts were just as helpful in bringing up new ideas I had not considered. Additionally, I think my Case Problem Three group members prompted each other, and me personally, to think more critically about our initial reactions.

References

De Pree, M. (1997). *Leading without power*. San Francisco, CA: Jossey-Bass.

Lencione, P. M. (2003). The trouble with teamwork. *Leader to Leader*, No. 29. The Peter F.

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