



Personal Leadership Development Portfolio for Addison French

Psychology of Leadership 368 A

Elon University

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Executive Summary

The purpose of this leadership portfolio is to summarize and reflect upon my previous leadership experiences as well as generate goals for future leadership opportunities. By the end of this portfolio I will have identified my personality traits and how I can use these attributes in my leadership style. I will also have identified my previous leadership roles and my key takeaways from those experiences. I also will be talking about my future leadership plans and how I plan on developing my leadership skills.

The contents of this report are composed of five separate sections. The first section is a summary report of my identified personality traits. In this summary I will talk about each test I took, the results of those tests, and how those results will affect my leadership. In this section I will give a brief overview of my leadership history. In this overview I will describe my previous leadership experiences, both formal and informal, and discuss my thoughts and the outcomes from each experience. In the third section, I will analyze my current leadership position, judicial chairman of Zeta Tau Alpha, and identify six competency suggestions specific to this position. These suggestions are designed to help me improve in my role. In the fourth and final section, I will choose from one of the original six competencies identified and further analyze it.

Overall, my leadership style can be identified as authentic leadership. Authentic leadership emphasizes building the leader's legitimacy through honest relationships with followers that value their input and are built on an ethical foundation. Most authentic leaders are positive people who promote open communication. I find this leadership style works best for me because when I am in a leadership position I've noticed that open and honest communication, and self-reflection have been the most successful for me. Finally, going forward I plan on practicing authoritative leadership to improve my command skills.

Summaries of Assessment Results

Meyer-Briggs Type Indicator

The Myers-Briggs Type Indicator is an assessment that is believed to measure psychological preferences in how people perceive the world and make decisions. There are 16 possible results of the test, each explaining the personality attributes of the test-taker. Four separate categories make up the four-letter results. The first category evaluates whether the test-taker is inwardly focused (introverted) or outwardly focused (extroverted). The second category regards how the test-taker prefers to take in information (sensing vs. feeling). The third category explains how the test-taker makes decisions (thinking vs feeling). The fourth and final category consider how the test-taker prefers to live their outer life (judging vs perceiving). How the test-taker answers questions will tell them which attribute they lean towards in each category. The results of my MBTI inventory are ESFJ, which stands for extravert, sensing, feeling, and judging. I scored the highest in my extraversion section with a 34 percent, and the lowest in judging with only 1 percent. According to my results, I tend to be friendly and sympathetic. I also am great at understanding the needs of others as well as showing appreciation for other people's contributions. ESFJ's value family, harmony, rules, and traditions and are often described as practical, modest, and loyal. Also, their achievements are guided by decisive values, and they willingly offer guidance to others. I feel that my results explain who I am very well.

When comparing introverts vs extroverts, introverts are energized by spending quiet time alone or with a small group. They tend to be more reserved and thoughtful. On the other hand, extraverts are energized by spending time with people and in busy,

active surroundings. They tend to be more expressive and outspoken. I would say that I am more extraverted than introverted so I expected my score to reveal this. I see my extrovert persona come out during conversations in a group setting and when talking to strangers, as my verbal communication skills have always been something I've naturally excelled in. When dealing with leadership being extraverted will and has helped me out tremendously as it has allowed me to communicate effectively with other people. When I was working at my internship at Central Ohio Primary Care, my extraversion skills were put to the test. Being social around people my age has always come naturally to me; however, everyone at my internship was significantly older than me. This was a setting that I had to quickly adapt to and I was more conscientious of conversations I was engaging in. When first entering the building I made sure to always chat with the receptionist as well as my superiors. It was a goal of mine to build up these personal relationships and gain confidence in my social skills with people not my age. By the end of my internship I no longer felt insecure being extraverted in this new setting and left with new skills that I didn't have before.

Regarding if I lean more towards sensing or intuition, I take in information using sensing. Sensors focus on their five senses and are interested in the information they can directly see, hear, feel, and so on. They tend to be hands-on learners and are described as "practical." Intuitives focus on a more abstract level of thinking; they are more interested in theories, patterns, and explanations. They are often more concerned with the future than the present and are often described as "creative." My test results told me that I am more of a sensor than an intuitive. Although, I only scored a six

percent in this category so I don't lean strongly towards sensing. I would agree that I am a more hand-on-learner and in my studies and need to physically see the work behind a problem before I can do it myself. However, since I am pursuing a career in digital media, I have found myself using more abstract thinking to take in information. This shift is related to the career field I picked, and I have found myself more comfortable learning through abstract thinking. For example, in my current leadership role as judicial chairman of my sorority I almost always gauge each case using practical thinking. In this position it is best to consider everything as fact-based and not overthink the process. This role is all about looking into which rules were broken and what the repercussions of breaking those rules will be. During my time as the philanthropy chair, however, I found that I would use more creative thinking during event planning. This made the role exciting and engaging and I found that my ideas were more unique than they had ever been before. In leadership, I think both sensing and intuition are important and it would be beneficial for a leader to practice both when taking in new information.

Regarding my decision-making process, I use my feelings overthinking. Thinkers tend to make decisions with their heads; they are interested in finding the most logical, reasonable choice. Feelers tend to make decisions with their hearts; they are interested in how a decision will affect people, and whether it fits in with their values. Since I scored 28 percent in this category I would say that I almost always make decisions using my feelings. Throughout my life I have always been people-oriented and have often said that when people I care about are hurting, I'm hurting too. I have mixed feelings on how

this affects my leadership capabilities. On one hand using my feelings makes it easier to build personal relationships in the workplace, but on the other hand if I rely too heavily on my feelings it could take a turn for the worst. The thing about feelings is that they are not always rational which could be damaging to my leadership style. I think that for me, I need to make an effort to be more of a thinker in my current leadership position, judicial chairman. In this role it is crucial to remain neutral and unbiased and feelings have a tendency to complicate that. As I continue to work in this position I will need to use my head more than my heart for the greater good of my sorority.

Finally, since I only scored a 1% in judging I would say I am tied with judging and perceiving when organizing my world. Judgers appreciate structure and order; they like things planned, and dislike last-minute changes. Perceivers appreciate flexibility and spontaneity; they like to leave things open so they can change their minds. I grew up living a very structured life with both my parents coming from a military background as well as being a competitive gymnast for eight years. This is where my need for a schedule comes into play. I have always enjoyed planning out a weekly, monthly, and yearly schedule and I have found that I need this structure to feel complete. However, I tend to use these schedules as a base and am constantly adding spontaneous road trips and activities to my weekly plans. Without adventure and spontaneity I don't feel like I am living a full and happy life. So, I need to use both perceiving and judging in my day-to-day life to function. When looking at this through a leadership lens I can use these habits in my leadership style. For example, when I was the co-president of the environmental club at my high school I would send out monthly schedules so that

members could stay organized. However, I also enjoyed adding on spontaneous group bonding events, like going to the bowling alley, which helped to make our group closer and made the club a fun thing to be a part of.

NEO Personality Inventory

NEO-PI is an acronym that stands for; Neuroticism, Extraversion, Openness Personality Inventory-Revised (psychiatry). This test is a personality inventory that examines a person's Big Five personality traits; openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. My scores on the five NEO dimensions are as follows; agreeableness facet (50), conscientiousness facet (47), extraversion facet (54), neuroticism facet (53), and openness to experience (55).

My agreeableness score (50) tells me that I am relatively agreeable and that I take an interest in others well-being. The score also tells me that my compassion may be limited to friends and family rather than strangers or acquaintances and that I generally have an optimistic view of human nature. I would agree with this description as I always try to be compassionate and thoughtful, especially with people I care about deeply. Throughout my entire life I have also been selfless and protective towards people that I care about, which is a trait that has gotten me far in my relationship building skills. However, I do limit my kindness to people who show me kindness in return. I think as a leader this is something I can work on because leaders have to know how to manage people they don't particularly like. When I was a shift leader at Planet Smoothie, I remember one co-worker who I didn't get along with. They would always show up late to

their shift and would constantly neglect their worker duties. Even though I didn't like this person or their work ethic, I still treated them with respect. Rather than yelling at this co-worker, I would write them up after conversing with them on the responsibilities that they weren't fulfilling. It is crucial to learn to put personal judgements aside and treat everyone with kindness and respect, regardless if I think they deserve it or not.

My conscientiousness score (47) deduces that I am somewhat laid-back and details, order, ambition, and goals may not be the highest priorities for me. This score also states that I may prefer to live for the moment and do what feels good now, instead of delaying gratification for the sake of long-term objectives. I would agree with the description of my results. I do have a habit of doing what I want to do and procrastinating more than I should, an example being school work. I am also a more laid-back individual and people that know me well would say that I am easy-going and fun-to-be-with. However, I would disagree with the sentiment that order isn't important to me. When I was growing up I was an extremely competitive gymnast, spending over 20 hours in the gym weekly. This childhood taught me how to have a structured life and gave me the tools to be organized and efficient in my day-to-day life. Being laid-back can be a positive aspect in leadership if I use this attribute correctly. Rather than being a dictator, I can use my laid-back leadership style to come across as a companion or role model to the followers I lead. I know how to take control when needed but I firmly believe in the concept that to be a good leader you need to also be a good follower, which is where my laid-back leadership style would come into play. It is beneficial to let others take responsibility and accountability for their own work, rather than micromanaging

every detail. This idea is something I feel comfortable utilizing and will continue to use in my own leadership style.

My extraversion score (54) tells me that I probably prefer to be around people a lot of the time and am sociable, outgoing, energetic, and lively. It also tells me that I enjoy large parties, meeting new people, and chatting but this can vary depending on my mood and energy level. This score also means that I am more willing than most to give speeches in front of large crowds, even though I may not particularly enjoy it. I think that out of all my scores and result descriptions this one is the most accurate.

Throughout highschool and my time in college so far I have found that I am drawn to an active social scene and take pleasure in meeting and befriending strangers. I also enjoy spending some time to myself to give myself a mental break, but more often than not I will be found surrounded by people and engaging in conversations. For me, being extraverted has been very beneficial to my leadership style. By constantly surrounding myself with people I have only continued to improve my social skills and this has been very useful when meeting new people or making first impressions. While a leader doesn't necessarily need to be extremely outgoing, people skills are a crucial element of any leadership position which is why I think that having these skills already has and will continue to set me up for success in my leadership journey.

Next, my neuroticism score is higher than most at a 53. This score indicates that I am less evenly tempered, I experience more mood swings throughout the day, and react more strongly to stressful events. These descriptions are slightly accurate, and going into this test I figured I would score higher in this section than most. This is due to my

continuing battle with mental illness and I am aware that my emotional stability is more vulnerable than most. However, this is something that I continue to work on everyday so that I am better able to manage these moods. Scoring higher in this section has implications for my leadership as I may not be fully equipped to deal with highly stressful events which is a norm in any leadership role. Dealing with stress is a concept I've had to engage with everyday as well as in my past leadership roles. In the beginning of my first-year in college I found myself in the worst mental state that I had ever been in. The simple task of completing assignments would send me into a full blown panic attack. These emotions were hindering my leadership capabilities, so I took the initiative to seek help and found therapists that helped me to learn how to manage my mental health. So, getting exposure to stress is allowing me to feel more comfortable being submerged in the pressures of life and work.

Finally, my score in the openness facet (55) tells me that I am open to new experiences, intellectually curious, appreciative of art, think unconventionally, and sensitive to beauty. I expected these results as I have always been open to most ideas and have had an appreciation for art which is why I chose my major, Communication Design. I think that I can relate to being open to new experiences the most. I see this in my desire to travel around the world, as well as in my leadership experiences. One unique leadership experience I have done in the past was attending the Summer Leaders Experience ([SLE](#)). Even though both of my parents served in the Army, I didn't have any personal experience in the military lifestyle. During this camp we would wake up at 5 a.m every day and spend the day engaging in various leadership activities. This camp

has been the most unique leadership I've been a part of and I'm glad that I had an open mindset going into the camp or else I probably wouldn't have learned as much as I did. As a leader being open to change and thinking unconventionally is very beneficial. Learning agility is a leadership theory which states that to be effective, leaders must demonstrate the flexibility and agility to adapt their behaviors as situations change. Being open and thinking unconventionally are both ways in which learning agility can be demonstrated.

GAPS Grid

During the process of creating our GAPS grid with a partner, Tyler, I was able to look at my leadership style through a different perspective. Specifically, through the categories of goals, abilities, perceptions, and standards. For my personal goals I identified a few that were the most important to me. These goals are: to create new and exciting ideas, to travel to as many countries as possible, to work in a creative field, and to have a career related to fashion. Some of these goals might change throughout the years, but the overall goal of being a creator will stay consistent. Under the abilities category I identified my best abilities as: creativity, intuition, motivation, verbal communication, conflict management, art design, and having clear goals. My verbal communication and conflict management skills have helped me the most in my past leadership roles. Verbal communication has allowed me to socialize and understand most people, while my conflict management skills have been useful in my position as Judicial Chairman of Zeta Tau Alpha. The current abilities I have are what's driven me

to pursue the career path I am currently on. I think that through experience and practice I will continue to obtain more skills and abilities. The perceptions category is where my partner described how I come across to other people. He described me as easy-going, friendly, social, and at times too selfless. The personality tests that I have previously taken coordinate with what Tyler listed above. The newest addition is being too selfless, or in others words putting others before myself. After analyzing my past behaviors I can see that there have been times when I should've prioritized myself over others. This is something I can work on because every good leader needs to know when to take some personal time. Overall, I believe it is good to be selfless but I agree that being too selfless can be dangerous. Finally, in the standards category my partner identified success factors from the perspective of others. These standards are to graduate, get a job in a design field, to start a family, and to be a good family member and friend. These may be standards that other people have for me but I am the person who has driven these standards. I know that to feel successful I need to meet these standards. I also think that these are good standards to have and will set me up to be the best possible leader that I can be.

Leadership History and Opportunities

Over the years I have found myself in many different leadership roles, both official and unofficial. The first time that I ever found myself in a leadership situation was during my gymnastics years. I was a competitive gymnast for eight years and spent all my time going from home, to school, to the gym, and back home again. This rigorous schedule forced me to stay organized, strong, and independent. When I was in sixth-grade I found myself at a gym ([Midwest Gymnastics](#)) in the middle of a coaching change, so teammates that I had grown up with were leaving to go to other gyms. Being one of the few original gymnasts left I had to step up and take on a leadership role for my team. I remember that year being very challenging and it was hard for me to see my old teammates at meets. Still, I worked harder in practice so I could be the gymnast that my teammates and coaches could rely on to get the high scores. My hard work proved to be successful as I became a role model for my teammates, and had one of the best seasons of my gymnastics career placing first at States and third at Regionals. My biggest takeaway from this situation was gaining the ability to adapt and lead in unexpected situations. I also learned that as a leader you need to make the best decisions for you. Just because a lot of my teammates were leaving Midwest didn't necessarily mean that leaving that gym was the best decision for me. It was more beneficial for me to stay for another season at this gym and get one-on-one coaching, which allowed me to improve as a gymnast and gain confidence in my abilities. Once I was injured and had to quit gymnastics, I quickly began to emerge myself in other

leadership positions. At my high school, [Olentangy Liberty](#), I was on the National Honors Society and Student Council. I applied for these positions so I could be a member of organizations that make change happen. As a member of the student council, I helped organize and plan school assemblies as well as other school events. While I didn't hold any formal leadership titles in these organizations I still learned a lot about how to work in groups and make decisions for the benefit of the greater good. Being a member of these two organizations allowed me to have more of a team mindset, because before that I had only put effort into how I could improve myself as that's what gymnastics is all about. Having a team mindset changes my perspective and it is where I was first introduced to the idea that "to be a great leader you need to be a great follower." During high school, I also was the president of the environmental club. Being eco-friendly is something that I have always had a passion for, so I applied to be the co-president of this club so I could implement sustainable initiatives at my school. As a leader, my co-president and I were constantly discussing ways that we could make our school more sustainable. We revamped the recycling systems, especially in the lunchroom, and made sure to advertise using posters that put emphasis on using the right bins for trash, recycling, and compost. While this change was small, working with another leader taught me how to equally distribute responsibilities as well as making a schedule to be followed by members of the group. Outside of school, I had the opportunity to hold formal positions in leadership roles. My first job was at [Planet Smoothie](#), and I worked there from my sophomore year to senior year of high school. As a student-athlete I was heavily involved in both varsity cross country and varsity

lacrosse. Being a two-sport athlete assured that I always had a full schedule, so I had to rapidly learn how to plan out my sport and work schedules. I would often go straight from the track and field to work, and after three years of hard work at Planet Smoothie I left my job with the title of shift-leader. As a shift leader I was able to learn how to communicate directly and efficiently in a work setting as well as proper employee etiquette. This knowledge and experience granted me the opportunity to have an internship the summer going into my first year at college. I was the human resource intern at Central Ohio Primary Care ([COPC](#)) and worked there for two summers. During this time I learned how human resource and marketing departments work in a business as well as how to properly communicate with my superiors. I also was working regular job hours for the first time in my life. At Planet Smoothie, I rarely interacted with my boss, as he was never there, but at my internship I was communicating with my boss daily. After departing from COPC, my ability to communicate with my superiors improved tremendously.

Now, as a rising Junior at [Elon University](#) I have had the privilege of being able to hold more formal leadership titles. Coming into Elon as a first-year I was an alternate for the leadership fellows program. [The Isabella Cannon Leadership Fellows](#) “is a nationally recognized leadership development program that is designed to strengthen student’s leadership skills and ability to impact themselves, their communities, and their worlds.” This fellowship is a four-year cohort experience and was founded by former Mayor of Raleigh [Isabella Cannon](#) ’24 in 1989. Even though I didn’t end up getting the fellowship, I have still been active in the [Center for Leadership](#) and I’ve also

decided to pursue a minor in leadership. Elon's [leadership minor](#) is designed to “to expose students to theories and practices of leadership across disciplinary boundaries, shape their definition of leadership so that they understand it occurs at the interchange of vision and action, teach them the importance of vision being informed by values, provide them with practical skills in the art of working with people and encourage in them an understanding of leadership as a focus of academic inquiry and research.” In the fall of my sophomore year I held a formal executive position for my sorority, [Zeta Tau Alpha](#). As the Philanthropy Chair (VP IV) it was my responsibility to organize and lead all service events, as well as manage the ticket sales and funding for philanthropy events. I wanted this specific position because my sororities philanthropy, Breast Cancer Education and Awareness, is something that I hold near and dear to my heart. People everywhere are affected by cancer of all kinds, so for me, taking on the role of Philanthropy Chair was a way that I could merge something I'm passionate about with a leadership role. I was also able to grow my marketing and advertising skills through practicing these skills to promote our service events. In this position I learned how important it is to go the extra mile, as it takes a lot of hard work to keep a sorority running smoothly. I am still using these abilities in my current executive position: Judicial Chairman. When I first came to Elon I had no idea where my leadership journey would take me. I had a very vague idea of what it meant to be a leader. I used to think that a leader had to be assertive, dominant, and were almost always CEOs or presidents in business. Over the past two years I've taken multiple leadership classes that have changed my previous mindset. For example, in my “Leadership for Change” class I had

the opportunity to come up with a societal change that I wanted to research. I choose to research the social media “influencer” community and the dangers of promoting weight loss supplements (i.e: waist trainers, weight loss pills, etc.) to young girls. This made me analyze how systematic change can be implemented, which further showed me that leaders are needed in all career fields. This realization allowed me to finally switch out of the Business School to pursue a career field that would allow me to work with social media. This is why I am currently majoring in [Communication Design](#).

I presently hold the formal leadership position as Judicial Chairman for Zeta Tau Alpha. As judicial chairman it is my responsibility to coordinate and lead all judicial hearings as well as manage the risk of our chapter. I took on this position for the spring and fall of 2020. Even though the spring semester was cut short due to COVID-19, I still learned a lot about rules and regulations in a formal organization. I wanted to take on this role because I have always struggled with confrontation and discipline. All my life I have been a people-pleaser, and I knew that I needed to take on a leadership role that would get me accustomed to maintaining leadership in uncomfortable situations. For a leader, it is very important to set boundaries and make sure that there are repercussions for people who break the rules. Without this, an organization would crumble. I am excited to have a full semester in this role next year as I will continue to conquer my fear of confrontation and can learn to do it positively and efficiently. Looking ahead, one leadership goal I have is to work in a creative workforce. Luckily for me, I was allowed to intern with [Alvis](#), a non-profit organization, on their Creative and Marketing Team this upcoming summer. As a member of the creative and marketing team I will help to

rebuild the Alvis website by writing blogs, creating graphics, editing photographs, and putting together promotional videos. This internship will give me the tools and experience to continue to grow as a leader, and improve the hard and soft skills I need to have a career in digital marketing. This internship is my first step in achieving one of my long term goals, to work in a creative field. This position also offers me an opportunity to come up with new and exciting ideas that could contribute to coming up with effective marketing strategies for Alvis.

Areas for Development

I am the current Judicial Chairman for my sorority, Zeta Tau Alpha, and will hold the position again in the fall of 2020. This role is like the “judge and jury” of my sorority. In this role I have three main responsibilities: coordinate and execute all judicial hearings, educate the chapter on what judicial is and how it can be used effectively, and assist the risk management chair with managing the risk of the chapter. To be successful in this position I needed to recruit members to be on the judicial board, so I did a lot of research to find members who had a strong regard for the rules and seemed to have sound morals (knowing right versus wrong). In my position I did all the paperwork and planned how each meeting would run. I also made sure that the board members at hearings would be unbiased. Before each hearing, it was my responsibility to communicate with our advisor and fill out all necessary paperwork so that it could be sent over to Zeta Tau Alpha nationals for proof of each hearing. I didn’t have the power to directly decide repercussions for members who broke rules; however, I did lead each hearing by directing how they ran and offered suggestions on how members could learn from their mistakes on a case-by-case basis.

During this semester I was able to identify areas that I could improve on before resuming my role in the fall. First, I will improve my command skills so I can have more control over judicial hearings. Second, I will practice my negotiating skills so I can be more comfortable negotiating with the judicial board on proper consequences for guilty parties. I will work on integrating values and ethics into each chapter, and get more comfortable measuring and managing my workload. Improvement in these areas would

help increase my confidence in my leadership abilities. Next, I will make a greater effort to be more approachable. As the judicial chairman, it is important that general members feel comfortable asking me questions or ask for clarification if they don't understand the judicial process. Finally, I will deal with ambiguity more efficiently. In the past, I have often been too stressed in the face of ambiguity which hasn't been beneficial to my leadership abilities. Instead of stressing out, I will stay confident in my abilities when faced with ambiguous situations.

In order to comply with the confidentiality agreement signed upon entering my role as Judicial Chairman, I will omit names of members, or use made-up names when describing specific examples.

Competency 1: Utilizing Command Skills

Suggestion #1: Make an effort to separate your roles as a friend and a leader. Being on the executive committee of a sorority can prove difficult as it is a tight-knit organization and the members are also your close friends. When you are in the process of a hearing ensure that your command tonality and vocabulary are authoritative. Do this by avoiding sympathetic responses and punishments. You can also compose short, sharp sentences instead of lengthy explanations. Also, if others disagree with your decision be sure to always deliver those unpopular messages with dignity and confidence.

Suggestion #2: Assure that you follow through on your decisions. After delivering the punishment to a member on trial it is important to first communicate these instructions carefully and remove any ambiguity. Don't let members neglect their punishment, clearly communicate that suspension or even expulsion from the chapter is the repercussion if your commands aren't carried out exactly.

Suggestion #3: Be confident and show that you can project mature self-confidence, a sense that you can take control of difficult situations; make tough decisions in a timely way and hold your own with other talented and strong-willed members of the executive team. The executive committee is made up of 14 girls who are all great leaders, so it is important to be confident in your role and the group so that you can be seen as a respected leader in the organization's eyes.

Competency 2: Negotiating efficiently and effectively

Suggestion #1: Always be prepared before coming into a hearing. Preparation is the first step to negotiating successfully. Understand the situation completely. Have a clear sense of what's at stake and run through all possible scenarios. For example, if Sarah has a hearing due to her failing grades make sure you have an idea of all the contributing factors so you can negotiate a fair consequence that will also help her studies improve. You can negotiate by stating that if her weekly tutoring sessions are not attended that she will be academically suspended from chapter until her grades improve.

Suggestion #2: Take your time during each hearing. This is important when negotiating to ensure everything goes smoothly. Be sure to go over all your important points with the guilty party so they clearly understand why they are there and what they did wrong. Be sure to hear the accused member out before beginning discussions on realistic consequences. It is also important to take the time to go over everything that is discussed, to come to the best possible decision for everyone involved.

Suggestion #3: Be willing to explore other possibilities. For example, let's say that Sarah has been failing her classes due to her battle with mental illness. It would be important to talk about this with that member so that the board can come up with a decision that considers this. In this situation, it would be more beneficial to come up with a constructive consequence like attending office hours more frequently, as well as weekly check-ins with you to communicate any progress and improvements made. You can also be someone that can guide struggling members down a better path.

Competency 3: Integrating ethics and values in chapter

Suggestion #1: Create a Code of Practice or an Ethical Code that clearly states what the chapter values and ethics are. Distribute this code to all members of the chapter at the beginning of the semester to ensure that all members clearly understand what is expected of them. Rather than concentrating on what is prohibited, including what kind of behaviors you want to be promoted. You can promote the current values of Zeta Tau Alpha; being rather than seeming, humility, leadership, lifelong learning, love, loyalty and commitment, responsibility, and seeking understanding that we may gain true wisdom.

Suggestion #2: Engage with the chapter members on the values code. Take time out of each chapter meeting to generate a presentation for each value. Make your presentations more engaging by including activities at the end of each presentation that

reinforce the values. Also, be sure to check in with members of the organization and have them make suggestions on things you can improve on or change. For example, make a presentation on the value of responsibility and include what the responsibilities of a Zeta are. You can follow up this presentation by having members go to the Zeta Tau Alpha website and go through the program titled, “Teaching Social Responsibility.”

Suggestion #3: Make certain that you showcase a strong regard for the rules and values of the organization. It is important that you are a good role model and aren’t being hypocritical by disregarding the values and rules. Sound ethical behavior starts at the top with the leaders in your organization, so as a leader you need to lead by example.

Competency 4: Managing and measuring work load

Suggestion #1: Continuously communicate with Margorie, the president, to identify clear goals and objectives for each hearing. Every hearing is specific to the accused member, so both the president and yourself must have a goal outcome for each hearing. You can do this by identifying what is expected from you and the judicial board, as well as identifying when and where the member made a mistake. Gather all information and details of the event in question so that each trial can get going without a hitch.

Suggestion #2: Monitor and track each hearing regardless of if it's already happened or not. Make upcoming hearings your top priority, but make sure that you still check in on the progress of previous hearings. Be sure to communicate with members who have received a consequence to monitor when each member has completed their assigned tasks. Keep a file on every hearing so that you can easily find the information you need to stay on top of your workload.

Suggestion #3: Continuously provide feedback to the members of the judicial board as well as the executive committee. It is important that members who are involved with the judicial process know if they are being biased or unfair. You also should continuously be providing this feedback after each hearing and make a habit out of it. This will ensure that the feedback received is delivered swiftly and is as accurate as possible.

Competency 5: Practicing approachability with general members of the organization

Suggestion #1: Check that your body language and facial expressions come across as approachable. It is best to maintain a neutral tone and expression when talking to the accused members. Encourage members to talk openly and make sure to smile and make eye contact. If you cross your arms, refrain from eye contact, or have a negative expression people will be hesitant to talk with you.

Suggestion #2: Be sure to manage your reactions. Even if a member has broken a rule that you feel very strongly about, it is important to hide this reaction to encourage open, honest, and direct communication. Next time that a member comes to you to report an incident, make sure that you hold back personal opinions and begin by saying, “thank you for bringing this to my attention” or any other neutral saying.

Suggestion #3: Set aside time to build informal relationships. Sending a short text message asking how a members day is going is a great first step to building these relationships. It would also be a good idea to sit down and talk with accused members before each trial to build rapport, allowing trials to be a more comfortable and open environment. A casual lunch to sit and talk about the incident in question before-hand is a great way to gain insight into what happened and the circumstances leading up to the event.

Competency 6: Dealing with ambiguity

Suggestion #1: Learn to act without knowing all of the details. When in hearings, there will be times when new information comes up that wasn’t known going into the hearing. You should be able to take action and move forward without having every detail or key point. Some girls may choose not to talk about an event that you didn’t have previous knowledge on, and you will need to be able to keep the hearing flowing smoothly without this information.

Suggestion #2: Be sure to plan for the future, but remain in the present. You should go into every hearing having a well thought out plan; however, not every situation goes according to plan. You need to feel comfortable adjusting your plan on the fly, and leave room for adjustments when you are generating a plan.

Suggestion #3: Walk into every hearing confident and ready to take risks. You must be confident in your ability to make swift decisions during ambiguous situations. It would also be beneficial to be able to move forward in situations of uncertainty. If you are confident in your ability to make good choices, you will easily be able to readjust a plan to account for new information. Leading a hearing that will result in a punishment for a member can be intimidating, but each situation is different and there is no way to be fully prepared for every situation.

Development Plan

The competency I selected to develop further is utilizing command skills. I choose this competency because this is the area that I need the most work in and the area that is the hardest for me to do. I have never felt comfortable in confrontational situations or when I need to be an authoritative leader. While some leaders can take their command skills to the extreme, I think that it is important for me to feel comfortable and natural when I need to be authoritative. Currently, I have very limited experience having to be authoritative and tend to divert to others when confrontation is necessary. Moving forward I hope to find a balance between authoritative and permissive leadership so that I can gain respect and confidence in my leadership roles.

Development Priority #1: <i>Utilizing Command Skills</i>	
<u><i>Suggestion 1:</i></u>	Make an effort to separate your roles as a friend and a leader. It can be very difficult to separate these two roles when you're a member of a sororities executive committee. A sorority is a very tight-knit community and the last thing you want is to give the impression that you let people walk all over you as a leader. Set boundaries for yourself and others and be sure to confront people who overstep these boundaries. These boundaries should be related to the judicial process and your leadership role. Talk with Marjorie and create a document that clearly explains these guidelines. The document should be passed along to every member of the sorority before the semester begins. Also, during trials ensure that your command tonality and vocabulary is authoritative. Do this by avoiding sympathetic responses and punishments. You can also compose short, sharp sentences instead of lengthy explanations. If members on the judicial board disagree with your decision be sure to clearly explain how and why you came to that conclusion, and don't allow yourself to bend to the will of others.

<u><i>Suggestion 2:</i></u>	Be sure to follow through on all of your decisions. Also, be sure that you contribute your thoughts and opinions at every hearing. Once you decide on the right consequences for the accused make sure that you are communicating these instructions carefully and removing any ambiguity. The consequence should be very specific and avoid summarizing when delivering the judicial boards decision. Make sure that members aren't neglecting their punishment, and communicate to everyone that suspension or even expulsion from chapter is an option if your commands aren't carried out exactly.
<u><i>Suggestion 3:</i></u>	Have confidence in your command skills. Enter the room with intention and be purposeful with how you are commanding the room. Be sure to keep good posture and project your voice loudly when you are directing trials. You should also rehearse what you plan to say before each trial so you can deliver your speeches without hesitating, pausing, stuttering, or mumbling. Rehearsing before the trials decreases the chances of mistakes during the trial. If you do make a mistake, pick up where you left off and don't make a big deal out of it. Stay confident and relaxed to show that you have the ability to project mature self-confidence, a sense that you can take control of difficult situations; make tough decisions in a timely way, and hold your own with other talented and strong-willed members of the executive team.
<u><i>Suggestion 4:</i></u>	Be able to identify and immediately overcome resistance. When faced with a difficult trial, prepare yourself for discussion and controversy. If there is a split board be prepared to offer new ideas or a different course of action. Also, if you experience resistance from the general members of the sorority come to the next chapter prepared to explain why you came to your decision and that it will not be overturned. Even though some people may not agree, you need to remain confident in your preparation and leadership skills. However, if there is an overwhelming amount of pushback on one of your decisions, take the time to reflect on the situation and re-analyze if you made the right decision. In the end, you need to make the decision that you feel is best; however, if many people disagree there may be a piece of information that you missed.

Reflecting

As I am currently developing in this leadership role I plan on reflecting on my experiences after each hearing. Immediately after each hearing I will spend no more

than two hours reflecting on how I did using my command skills, what areas I improved in, and which areas still need work. I want to do this right after each trial so that the hearing and what happened at the hearing are fresh in my mind. I think one way that I could make sure all of this information together is to keep a journal where I will evaluate my leadership effectiveness and I would keep this journal with the files on all the judicial cases. On the first page of the journal I will rewrite all of the suggestions that I have myself in this section of my portfolio so that I can easily reference that information. I think that it would be beneficial for me to keep everything related to my position as judicial chairman in one place so that when I am writing in my journal I can check to see if I am up to date on all the paperwork that I'll be filling out. I will know that I have reached my goal of improving my command skills when I can confidently say that I have utilized every suggestion that I gave myself.

Seeking Feedback

I will seek feedback on my progress from our current president, Marjorie. Marjorie is very level-headed and is very gifted at controlling a room. Marjorie will be at each hearing so she will see everything that goes on during the event, as well as the behind-the-scenes work. Before starting the fall semester I want to discuss my goals and suggestions with Marjorie so that she is aware of my current standing utilizing command skills. After each hearing I plan on reaching out to her and asking for her advice on how I can improve and what I could've done differently. I want to do this face-to-face so that every detail is clear and honest. Along with this, I also want to reach

out to the judicial committee members present at each hearing and ask for their feedback. I firmly believe that constructive criticism is very helpful to any leader and I have no problems with seeking this out.

Transferring to the Next Level

My goal of utilizing command skills is the area that I currently struggle with the most in leadership, which is why I made it my first development plan. Once I have achieved this goal I plan on moving onto one of the other competencies I identified in the “areas for development” section, dealing with ambiguity. However, I will continue to try and grow in this area and prioritize it in my leadership development. Once I achieve a goal I must seek out new goals so that my leadership capabilities will continue to grow. Also, when the semester ends and I apply for a new position on the executive committee I will be sure to pass along what I learned and my reflections to the girl that will take-over my position. This is very important because I want to make sure that the judicial board that I helped to build and grow keeps its structure and continues to be effective.

Conclusions and Reflections

Upon completion of this assignment I feel that I have a thoroughly developed analysis of my leadership history and opportunities. I also have a clear plan for my current and future leadership goals. Before writing this portfolio I didn't know how I could improve my leadership, or even which specific areas I needed to improve. I had a relatively good idea of my strengths and weaknesses, but by writing everything out I finally had a clear goal and direction for the future.

I also feel that I have learned a lot about myself that I didn't know before. For example, I never noticed that I relied so heavily on my feelings when making decisions. I am glad that my MBTI test indicated this because now I am aware that I may need to set my values aside to make the most logical choice (if the situation calls for that). I also learned that there are so many areas to develop in my command skills. At first, I thought that command skills relied solely on your outer- attitudes and didn't even consider that your inner thoughts and feelings are just as important. To truly excel in commanding a room, I need to learn how to be comfortable in that setting.

By going through the leadership development process, I learned that there are so many aspects that go into leadership growth. With so many ways to develop, it can be overwhelming when sorting through this information and deciding which areas you should focus on. My biggest takeaway is to start by developing a goal to improve an area that you struggle with the most and go from there. For me, this area was to further develop my command skills, but development suggestions will look different for every leader. If I cannot reach my goal of utilizing my command skills, my growth as a leader

would suffer. To reach my full leadership capabilities I need to feel confident doing the tasks that I struggle the most in. As I move forward, I should be continuously reflecting on my growth as well as seeking feedback on how I fared in my leadership role.

In conclusion, I think that doing a portfolio similar to this one would be beneficial for any leader. The portfolio allows you to analyze where you succeeded in previous leadership roles and how you can take that experience and build upon it. You will always be growing and struggling in different areas of leadership, and by identifying these capabilities you will have a better understanding of how to proceed in your leadership opportunities.