## Year one reflection on in-depth papers, application assignments, and my perspectives

**In-Depth Papers**

700: **Elements of Scholar Leader Development:**

This paper examines the four elements of growth mindset, observation, relationships, and reflection that scholar-leaders must embrace to create a culture of inquiry and the intersections of the habits of mind, discovery skills, and mindful engagement that allow them to have the desired impacts in the work they do.

710: **Analyzing Transformational Leadership and Shared Leadership and Its Impact on Team Performance**

This paper will provide an analysis of Transformational and Shared/Distributive leadership and the impact each style has on team performance. It will also conclude which style organizations should consider embracing to build a performance culture primed to address the challenges that will continue to emerge in the immediate future.

720: **Strategic Foresight: The Driving Competency For Leader Success in Continuously Turbulent and Changing Global Market Place**

Executive leaders must invest in developing organizations with strategic foresight competencies at the Board, executive leadership, management, and staff levels. The organizational structure, human resource systems, and leadership development strategies should embed the anticipatory and future leadership competencies needed to predict an unknown future while working on today's realities.

730: **Examining Altruism and its Impact on the Youth Development Sector**

This paper will examine how altruism is present in the sector. It will analyze the motives of leaders, volunteers, and corporate partners to determine if their intentions are self-serving or beneficial to the young people they are and aspire to serve.

760: **Accelerating Leadership Development for the Next Generation of Leaders**

Baby boomers retiring from major industries, the business environment in constant flux, and the recent global pandemic have forced many organizations to evaluate how they develop and retain their workforce. This paper will explore how organizations can develop a program to expedite leader identity, expertise, and leadership development mutually beneficial for the new talent and the business.

810: **Complexity, Mindsets and Best Practices: Navigating Emerging Practices and Innovation in the Mentoring Movement During a Global Pandemic**

This paper will examine how, during this pandemic, MENTOR became more responsive to its environment through the intersection of implementing small organizational shifts, evolving leaders' mindsets, and implementing emerging practices to fulfill its vision of elevating youth voices through mentoring innovation.

740: **See Something, Why Not Say Something: The Links Between Psychological Safety and Sense-making in Organizational Teams**

This paper will explore the link between psychological safety and sensemaking in organizational teams and how organizational culture and relationships impact the development of solid teams and innovation.

## Leadership Theories and your personal Leadership Model

Complexity Theory most aligns with my leadership lens. When working to transform people's lives and communities, replications of practices can help with frameworks but will not provide the real-time relevant solutions needed for diverse circumstances. Therefore, the process of probing, sensemaking, and developing emergent practices to identify the best approach to these complex challenges is essential in my work.

## Application Assignments

710: **Morphing Leadership Model**

I have captured the elements of innovation, transformative leadership, community transformation, and partnerships I researched and enjoyed learning about since residency.

720: **Interview with Sam Bobley, CEO of Ocrolus**

My interview focused on his influences, leadership development, and creating intentional spaces for feedback loops and reflection to occur so his talented team can generate innovation.

730: **Pragmatic Altruism**

The application explored how innovators' discovery skills can propel pragmatic radical rehearsal processes that can lead to altruistic acts to solve significant community challenges and transform lives.

760: **Leadership Development that Drives Community Impact**

The application explores the key components that must exist to accelerate leadership development and task migration to solve the most pressing challenges communities face.

810: **Safe Fail Experiment: Changing two words to Impact the Mentoring Movement**

This application assignment reflected my experience in implementing a Safe to Fail experiment at work that would propel change in the language of the research agenda the National Organization was to roll out. Hence, it was more inclusive and responsive to the needs of the communities we serve and wish to serve.

740: **Safe to Fail Experiment and Psychological Safety**

This application assignment further examined the need for psychological safety to embrace the safe fail experiment and implement changes that now create a dynamic capabilities paradox we will need to address to move the mentoring movement key constituents to embrace these language changes.

**Reflections on DEL Year One**

The DEL journey during my first year has been a process of self-discovery as I explore my leader identity and better understand how I show up as a leader and what is still left to develop to become an effective executive leader. The individual assessments and cohort team assignments have provided an experiential roadmap to exercising leadership styles and exploring how I think and reflect on complex content that impacts my daily work and my current role as CEO at MENTOR NY.

The intellectual community provided a place to reflect on the literature we were reading in class and how it connected to my work experience. I used my cohort as a support system for contemplating areas of study and advice on how to navigate challenges in my organization. Having diverse perspectives and guiding their thinking of a topic allowed me to explore content learned from different perspectives to have a deeper understanding of the concepts.

This year's complexity theory has significantly influenced how I see the work I do in MENTOR New York as we focus on research best practices and limit emerging practices occurring in the field. It has helped me understand my stakeholders differently in the world around them.

Year one has strengthened my leadership identity and allowed me to understand why I pursue specific solutions to challenges. It also piqued my interest in accelerated leadership development, psychological safety, and complexity theory.