

My Leadership Portfolio

For this chapter's entry into your leadership portfolio, think through how you have dealt with your opportunities to communicate as a leader in your experiences. Did you have an opportunity to attempt to persuade an individual or group? Did you have an opportunity to be supportive toward another person? Did you have an opportunity to make a presentation on the job or in class? During these communication opportunities, how well did you come across as a leader? Did you impress anybody with persuasive skill or warmth? Carlos, an assistant restaurant manager, made this entry in his portfolio:

I help manage an upscale restaurant. The wait staff has to be on top of its game when in the dining room. Without superior service, nobody is going to pay our prices, even if the food and wine are good. Late one afternoon, Rick dragged in, looking in no shape to give good service to our guests. He looked worried and distracted. Instead of telling Rick to go home, I took him aside in the office. I asked him to give me a full explanation of whatever problem he was facing. We both sat down, and I poured Rick a cup of coffee. After a minute or so, Rick opened up to tell me about how he rammed the back of his car into a two-foot-high guardrail in a parking lot. His fiberglass bumper split, and he figures it will cost him \$750 to replace it. I listened to his whole story without being judgmental. I said I would check with the manager to see if we could give him extra hours this month to earn more money to apply toward his repair. Rick said, "Thanks for listening," and he left our one-on-one session feeling better and looking well enough to face the guests.

I give myself a gold star for having been a supportive leader. Ha! Ha!