

Self-Assessment of Leadership, Collaboration, and Ethics

Learner's Name

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Collaboration, Communication, and Case Analysis for Master's Learners

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A leader is responsible for promoting collaboration and fostering trust among team members. Trust among team members reflects mutual confidence in each other's experience and expertise, thereby encouraging interdependence. Collaboration within the team helps achieve organizational goals. The first section of this assessment will address the importance of leadership, styles of leadership, styles of decision-making, forms of communication, and importance of collaboration. The second section will address the relevance of ethics. The sections will discuss collaboration and ethics in a way that represents answers to a questionnaire provided by Western Medical Enterprises.

Section 1: Leadership and Collaboration Experience

Three years ago, I started working with ABC Laboratories Inc. as a marketing manager for its Houston branch. ABC Laboratories Inc. is a pharmaceutical company with its headquarters in New York City. The company has 24 branches across the United States of America. I was leading a team of eleven members when a new project was initiated. This project involved marketing a new drug for influenza that was introduced by the laboratory's research and development department. The objective of the new project was to understand the product and the target market and create a marketing plan within three months. As the leader of the marketing team, I was responsible for communicating the objective of the new project to the team. It was important to highlight the various processes that would be followed. The team was informed the project would require not only collaboration within the marketing team but also collaboration with professionals from other departments such as sales, finance, and research and development.

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To meet the objective of the new project, I decided to follow the democratic style of leadership. My team comprised members from different age groups and ethnic backgrounds. I wanted to involve each one of them and benefit from their experiences, creativity, and professional expertise. The democratic style of leadership encourages team members to be more participative and provide suggestions when required. I was responsible for ensuring there were no deviations and hiccups in the course of the project. Following the democratic style of leadership created an open-door policy for communication with the team members, encouraging the exchange of ideas and feedback (Kaleem et al., 2016). This not only motivated team members but also helped them develop a sense of ownership towards the project because their inputs were genuinely considered during decision-making. This, in turn, decreased absenteeism and employee turnover and improved the team's efficiency in meeting project objectives.

Decision-making is a major element of leadership, and I chose the analytical and the behavioral styles of decision-making. Following the analytical style, I ensured that I collected and analyzed all project-related data to make decisions. Although time consuming, this decision-making style helps cover possible loopholes when considering a course of action. The behavioral style helped me foster trust in the team as I consulted the team members before finalizing any decision (Azeska, Starc, & Kevereski, 2017). This helped assuage concerns members might have had and helped them stay up-to-date with the project's progress. Although the project was successful, in hindsight, I would have employed the behavioral style of decision-making a lot more than the analytical style. This would have reduced the time I spent during the planning phase, which would have helped the team achieve the objectives of the project in a shorter time span (Azeska et al., 2017).

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Communication is essential for the successful completion of any project. Effective communication ensures ~~that~~ team members are aware of objectives and there is no redundancy in the course of action. It was important to ensure communication between the marketing team members was clear. It was also essential communication between the marketing team and the teams from other departments was clear and objective. Transparency in communicating project requirements promoted coordination between the team members. As a leader, I was assertive while communicating. Consequently, I could express my ideas and provide feedback in an honest and direct manner while also respecting my team members' suggestions and opinions (Bocar, 2017). This was consistent with my chosen style of leadership and decision-making. I also made sure all channels of communication, formal or informal, were open, ensuring clarity in the tasks needing to be performed. Team members were assured they could approach me to discuss any problems or grievances, which made them feel more valuable to the organization. This made the team feel more confident in my position as a leader.

The right blend of communication and leadership styles was reflected in the commitment the team had to completing the project efficiently and effectively. As a leader, I was responsible for ensuring effective collaboration between team members from different ethnic backgrounds, age groups, and specializations. Such collaboration was important for knowledge sharing and fostering mutual trust, which led to the successful achievement of targets and objectives. To encourage team members to perform better both individually and as a team, a team-based reward system was introduced. In this reward system, all monetary or nonmonetary incentives were linked to the achievement of team goals. This encourages team members to collaborate, develop confidence in each other's skills, and delegate tasks based on the expertise of team members. This leads to the achievement of project objectives and enables team members to rely on each

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other's work. High interdependence, within the team and with other departments, and an environment requiring cooperation promote collaboration (Gomez-Mejia & Franco-Santos, 2015). Using the team-based reward system, I was able to develop a concept of "we" rather than "me" in my team. This approach was initially resisted because the team was concerned about below-average performers bringing down the entire team's incentives. However, through one-on-one conversations, workshops, mentoring, and outbound training, I was able to make the entire team believe in each other's strengths and encourage them to help one another. My experience in this project made me realize the importance of understanding the team's requirements and ensuring their involvement in achieving a project's objectives.

Section 2: Ethics Experience

As a health care executive, I have faced ethical challenges that can directly impact the lives of patients and their families. To handle these challenges effectively, I refer to the code of ethics devised by James Childress and Tom Beauchamp in *Principles of Biomedical Ethics*. This code of ethics outlines principles designed to help professionals in health care settings handle ethical challenges with integrity and honesty. The code of ethics document presents four principles: autonomy, justice, beneficence, and nonmaleficence. When two or more of these ethical principles conflict with one another, an ethical dilemma arises. When I face an ethical dilemma in my professional life, I use the LEADS framework, which stands for lead self, engage others, achieve results, develop coalitions, and systems transformation, to make a fair decision (Levitt, 2014). The LEADS framework describes the abilities, skills, and knowledge an ethical leader requires at all levels in an organization.

The fundamental aim of the health care sector is to sustain or improve the overall quality of life and create a health care system that is affordable, efficient, and accessible. As a marketing

manager, I recently faced an ethical dilemma regarding a new drug that was introduced by our company to treat the influenza outbreak in the United States of America. This drug showed promising results in its testing stages and was approved for sale. The drug was a combination of three compounds that could treat influenza and was priced at \$1,500 for (5) pills. For the effective treatment of influenza, an individual would likely need to consume at least fifteen pills. An assessment of the local target market revealed that 62% of the patients affected by influenza were from low-income households. These individuals found it difficult to afford such an expensive drug.

Justice, an ethical principle, emphasizes that medicinal resources and medical facilities should be fairly and equally distributed among all individuals who require it. Similarly, the principle of nonmaleficence emphasizes a health care executive should act keeping a patient's welfare in mind and actively work toward preventing harm to the patient (Levitt, 2014). On understanding the target audience, I realized marketing an expensive product to a mostly low-income population went against the ethical principles of the health care profession. During an internal survey, we noticed the drug was distributed unequally. Individuals from high-income households could easily afford the drug. However, individuals from low-income households, who were mainly affected by the disease, could not afford the drug and became critically ill. The ethical principles of justice and nonmaleficence conflicted with the project's initial objectives and posed an ethical dilemma.

The main issue with this drug was its affordability. To resolve this, I set up a committee comprised of members from the research and development, sales, and finance teams. The committee's purpose was clearly communicated. The committee devised processes to make the drug more affordable and to increase its potency so a smaller dosage could be effective. After

Carefully considering ethical principles, the committee agreed to outsource the research and development of the drug to another organization. This organization was able to develop the drug at a much lower cost. Another method we implemented to reduce the drug's cost was to use a cheaper, but equally effective, alternative to one of the compounds used in the drug. Thus, the cost of the drug was reduced to \$750 for 10 pills, which was affordable for low-income households. Since the influenza outbreak was massive, these drugs were sold throughout the country and generated large profits for the company. I was able to efficiently resolve the ethical dilemma by following the LEADS framework.

Conclusion

The leader of a team of diverse individuals must understand the right leadership styles, decision-making techniques, and forms of communication. This helps in motivating the team and making them feel connected to organizational goals. While motivation is an important responsibility of a leader, it is also important to ensure actions are ethical. A leader is not just responsible for the morale of the team he or she manages; the leader also has a responsibility to the stakeholders of the organization, whether internal or external. Following a defined framework of ethics sets an example for the team and the rest of the organization about the importance of ethical decision-making.

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