# Leadership Effectiveness Application Paper

**Length: Paper: 6 - 7 double-spaced pages** (excluding title and references pages)

# Leadership Effectiveness Application Paper Guidelines

Prepare a 6 - 7 page paper that identifies four (4) important insights gained into organizational dynamics, and how you have or will apply them to enhance your leadership effectiveness. A well-constructed paper will reference 4 or more scholarly sources including 3 peer-reviewed journal articles retrieved from Brandman’s virtual library, and adhere to APA standards. As outlined in the rubric below, your paper should address the following:

* Use course theories and concepts to identify 4 significant insights gained into organizational dynamics that has changed your behavior and/or thinking; define and discuss the value and importance of the theories and concepts to leadership effectiveness.
* Assess your current effectiveness as a leader, and describe how and why the application of the insights gained will improve your leadership practice.
* Create a specific action plan based on the insights gained from course theories and concepts to improve your leadership effectiveness.

# Evaluation Criteria

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| **Criteria** | **Exemplary** | **Proficient** | **Developing** | **Emerging** |
| **Theoretical Framework** | **50 - 46** Clearly and concisely identifies and reflects in-depth on 4 important insights gained from course theories and concepts that have or could enhance leadership effectiveness; links 4 insights to course theories and concepts discussing how and why behavior and/or  thinking has changed | **45 - 41**  Clearly identifies and reflects on 3 - 4 insights gained from course theories and concepts that have or could enhance leadership  effectiveness; links 3 - 4 insights to course theories and concepts somewhat discussing how and why behavior and/or thinking has changed | **40 - 36**  Somewhat clearly identifies 2 - 4 insights gained that have or could enhance leadership effectiveness but may not reflect on value. May not connect 1 insight to course concepts. Description of how course theories and concepts have changed behavior and/or thinking may be superficial | **35 - 0**  May identify 1 – 4 insights which may not be connected to course theories and/or concepts. Limited if any reflection and/or discussion of how course theories and concepts have changed behavior and/or thinking |
| **Application to**  **Leadership**  **Practice** | **50 - 46**  Comprehensively assesses current leadership effectiveness, and creates a specific action plan to integrate the 4 insights to improve leadership practice discussing how and why the actions planned are appropriate. | **45 - 41**  Assesses current leadership effectiveness , and creates a fairly specific action plan to apply 3 - 4 insights to improve leadership practice discussing how and why the actions planned are appropriate. | **40 - 36**  Somewhat assesses current leadership and creates a general action plan to apply 2 - 4 insights to improve leadership practice. May not discuss how and why the actions planned are appropriate. | **35 - 0**  Limited if any discussion of actions to apply insights to leadership practice. May not assess current leadership effectiveness or discuss how to enhance it. |
| **Critical Analysis** | **50 - 46**  Consistently | **45 - 41**  Fairly consistently | **40 - 36**  Some critical | **35 – 0**  Limited if any critical |
|  | employs critical analysis in creating an effective action plan that synthesizes and integrates insights gained, course theories and concepts, and actions planned to improve leadership practice. | employs critical analysis in creating an action plan to apply insights gained, course theories and concepts, and actions planned to improve leadership practice | analysis in discusses general actions planned to enhance leadership practice but may not link actions to insights gained and/or course theories and concepts. | analysis in discussing actions planned to enhance leadership practice; does not link actions to insights gained and/or course theories and concepts. |
| **APA and Sources** | **20 - 19**  Uses 4 or more scholarly sources including 3 journal articles. Accurately adheres to APA standards; reference page and citations are correct. All sources listed in References are cited in paper | **18 - 17**  Uses 4 scholarly sources including 3 journal articles. .  Adheres to APA standards; reference page and citations are correct with minor (1-3) errors. . All sources listed in References are cited in paper | **16 - 15**  Uses 3 - 4 sources including 2 - 3 journal articles. APA standards are somewhat followed; the work of others is cited but with numerous (4 – 10) errors. Sources listed in References and citations may not match | **14 - 0**  Uses 0 – 4 sources.  Limited adherence to APA standards in the paper and Reference page; work of others may be cited but with multiple (11+) errors.  Sources listed in References and citations do not  match |
| **Writing Mechanics** | **30 - 28**  The paper is logical and well-written; spelling, grammar and punctuation are accurate. Paper is the required length of 6 - 7 pages of content, and includes correctly prepared title page. | **27 - 26**  The paper is logical and well-written but with minor (1 – 3) errors in spelling, grammar and/or punctuation. The content may be 5% too long or short; includes a correctly prepared title page. | **25 - 22** The paper is somewhat logical and well-written but with several (4 – 10) errors in spelling, grammar and/or punctuation. The content may be 10% too long or short, and may not include a correctly prepared title page | **21- 0**  The paper lacks clarity and may be confusing; may contain numerous (11+) errors in spelling, grammar and/or punctuation. The content may be 15% too long or short, and may not include a title page |