**Reflect on the Structure of a Recommendation**

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| **Recommendation Content** | **Notes about what is included in this section** |
| **What to do:**A recommendation for Eva is to examine her personal leadership style and identify development opportunities and adjustments she could make as she transitions to her new role. This could include personal reflection and working with a leadership coach. |   |
| **Why do it:**Reflection is the start of developing effective leadership skills and qualities by considering your personal strengths and identifying areas for improvement (Hulu, 2017). Reflection, according to Weick, (1979) is all about “compartmentalizing experiences into meaningful parts, labelling them and constructing connections between them” (Weick, 1979, p. 98). Effective leaders need to constantly reflect on their own leadership behaviour in order to understand how it affects the behaviour of others. In addition, Ollila (2000) advises that leadership without reflection can reinforce unsuccessful leader behaviour and, in the long run, this behaviour can be “institutionalized as organizational incompetence(Ollila, 2000, p. 200).Working with a high performance leadership coach would give Eva a structure to explore her leadership approach and identify potential blind spots and a trusted advisor to help her identify a successful approach. (AMBA, 2017). This could also pave the way for her senior management team to work with leadership coaches in the future. If they see Eva using this approach and being successful it will encourage the leadership team to continue their development as leaders (AMBA, 2017). In addition, working with a leadership coach has been linked to increased productivity for executives and greater success with organizational transitions (Jillson, 2015) |   |
| **How to do it:**Eva could start personal reflection immediately by keeping a leadership journal. The following 10 questions have been recommended by Inam (2017):1. “What’s present for me now?2. What’s going well?3. What’s creating that?4. What's challenging? What's creating that?5. What needs my attention?6. What’s meaningful?7. What strengths do I notice in myself?8. What strengths and contributions do I notice in others?9. What am I learning?10. What is an action I am committing to?”(Inam, 2017, page 1)This personal reflection would give her a good foundation to build on when she starts to works with an Executive CoachEva needs to select an Executive Coach that is a good match for her style and her development needs. Appendix E describes a process that Eva could use to select the best coach for her situation. |  |