



Leadership Portfolio Assessment for BUSS6105

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- Program you are enrolled in: Master of Commerce
- Wordcount (excluding reference list and): 3184

Section 1

[LPC Live Topic #1: Story Telling]



[LPC Live Topic #1: Story Telling]

[Susan Moylan-Coombs, of Woolwonga and Gurindji descent from the Northern Territory, is an expert in working with First Australian communities. The story-telling has been applied here with how she dealt with the racism as her biggest challenge]

How has this LPC Live topic influenced your conception of your own leadership?

This LPC live topic actually matches my leadership legacy as I highlighted inclusiveness to be one of three major qualities. According to Myer, Conte, and Peterson (2007), “Morale is the basic tenet by which organizations gauge their emotional selves. Managers are often seen as effective if they have the ability to boost morale. Specifically, morale is the courage, discipline, confidence, enthusiasm, and willingness to endure hardship within a group. Morale can be boosted or dismembered through communication. Therefore, as a leader it is our responsibility to bolster communication with morale. With that, Susan’s reaction towards racism has shown a great piece of morale in terms of being courageous and inclusive. Being a foreigner working overseas, I’ve been through many indirect similar situations like Susan had. I can strongly relate to that and it shaped my leadership legacy to contain inclusiveness and diversity.



List of evidence (like a table of contents)

1. Peers Feedback on equal speaking chances
2. Workshop Whiteboard in Week 2
3. Workshop Padlet were posted with my own songs & 19.9/20 Video Assignment work with my own music involved

Evidence #1 [Peers Feedback on equal speaking chances]

[This is feedback from a peer from the group that I led from my capstone unit. It shows that I successfully led the group assignment to a high standard level. Not only just about the high quality, but also with the equality chances that I gave to the members to express themselves. According to Weick (1988), “Understanding is facilitated by action, but action affects events and can make things worse. Action during a crisis is not just an issue of control, it is an epistemological issue. If action is a means to get feedback, learn, and build an understanding of unknown environments, then a reluctance to act could be associated with less understanding and more errors” (p. 306). This underscores the importance of engagement and active participation, which aligns with my approach to leading the group and giving everyone an equal chance to express themselves. How I was affected by the story-telling session is that it makes me believe that telling a story is not only just about expressing yourself but also you have to be able to give other people’s chances to share and resonate their experience, just like listening to Susan’s story can make me empathise with my own experience. Especially in a crisis, the leadership should not be a solo playing without responding, giving people chance to speak out is critical.



Amiable Grey Grapes

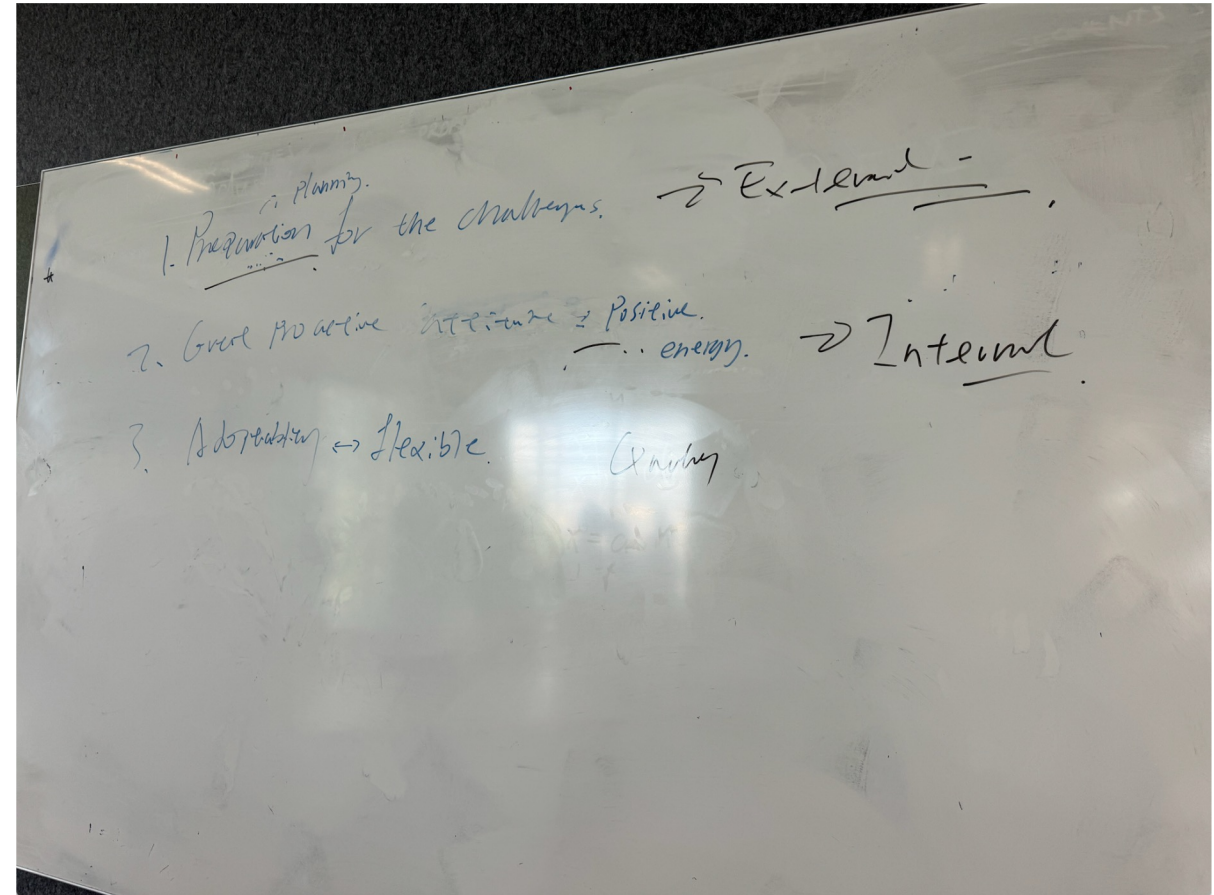
20 days ago



Bohan is the leader of our group, and he takes on the role of the host in every meeting, which makes me feel reassured. He always gives everyone an equal opportunity to speak, and under his leadership, we completed our assignments on time and to a high standard. In terms of the assignment, coding is not his strength, so he mainly focuses on the business content. We collaborated closely and successfully completed the assignment.

Evidence #2 [Workshop Whiteboard in Week 2]

In the second week workshop, we were asked to illustrate how to become a crisis-prepared leader. According to McNulty, Marcus, and Henderson (2019), effective crisis leaders excel because of their proficiency in deploying the positive behaviours, and their facility in avoiding the negative behaviours, under trying circumstances. Each one of us was telling our own experience of how to deal with a crisis. The internal factor of having a positive attitude can be related to storytelling with Susan's situation (Moylan-Coombs, 2024). For example, when I was dealing with the challenge of working in the US, which was totally a new country that I had never been to before, I actually faced the pressure as a foreigner with uncertainty and potential racism concerns. Under these circumstances, If I was overly negative and care about other people's attention, I would not be able to come through a new york internship since it was a totally new country with new people. So, having a positive attitude and strong mindset as a key internal factor is essential. Like Susan mentioned in her young age, her mom told her when she faced the challenge of other people racism and negative comments, It is not about you, it is about them, you can not control what other people think of you, and if you keep those negative energy on myself you will just take this into the rest of your life. It resonated with my statement that being open-minded and inclusive to any unexpected events (Moylan-Coombs, 2024).

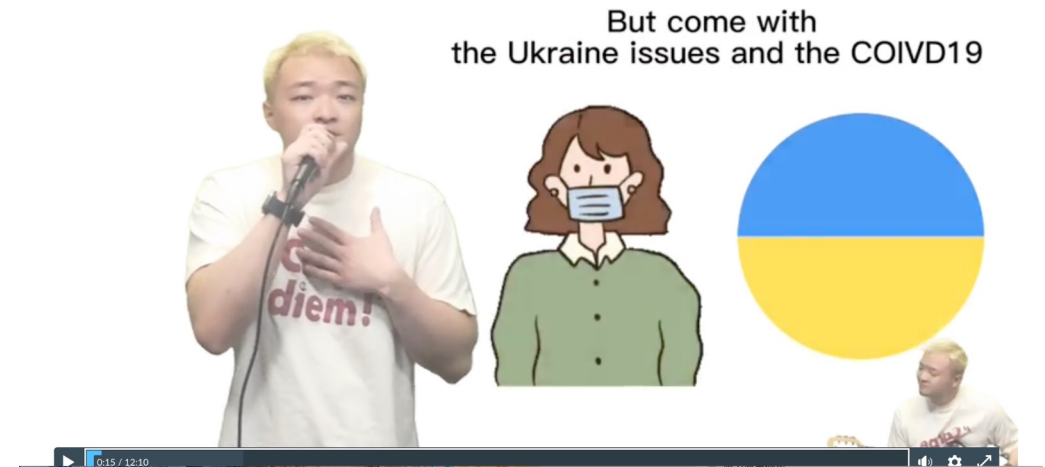
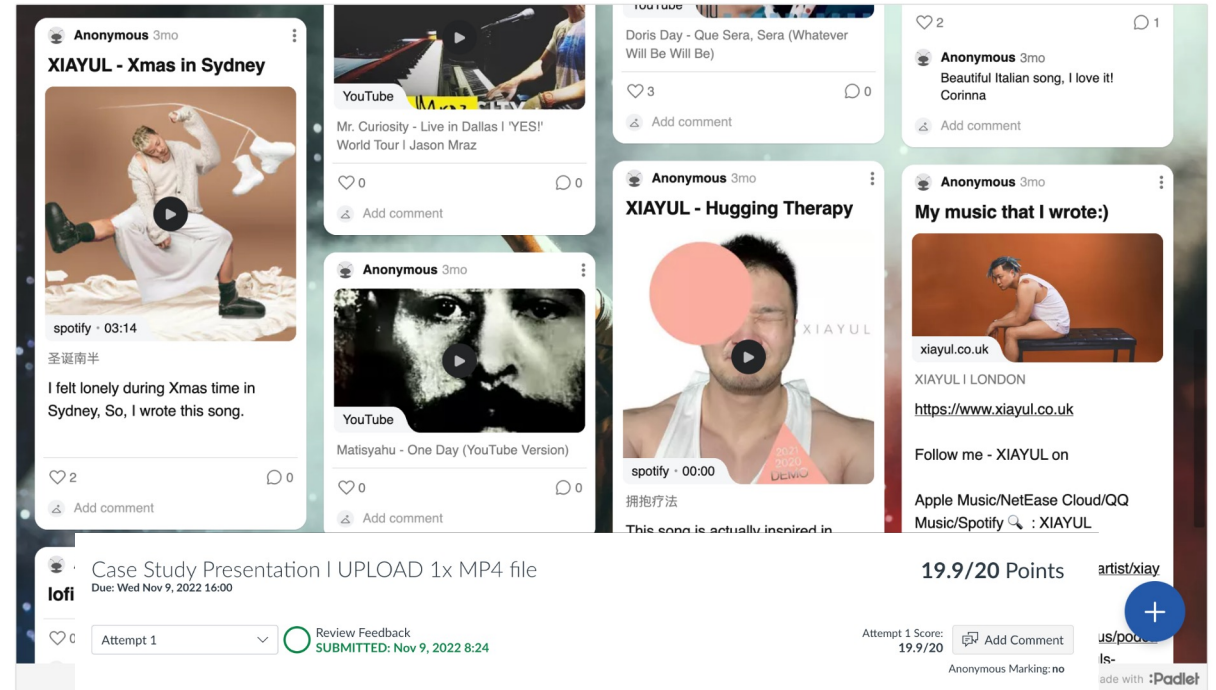


Evidence #3 [Workshop Padlet were posted with my own songs & 19.9/20 Video Assignment work with my own music involved]

I am an indie artist doing music in China, majorly releasing albums digitally. Music is a way with the emotionality of telling a story. When I wrote songs and sang songs, I felt myself being valuable and finding the true meaning of living in this world. Transforming this into my leadership statement, I mentioned that I will use my versatile talents to engage my followers and stakeholders, in particular, music is one of the most important components of talents. As a leader, I wrote a song for a group video assignment once for BUSS5220 Responsible Business Mindset, expressing the major mission of our report and successfully getting the highest grade of 19.9/20. According to the (Granot et al., 2021) research, Music is a powerful stimulus that can drive our affective states, express complex and sometimes contradictory emotions, and energise or calm us and Music was found to be the most effective activity for three out of five wellbeing goals: enjoyment, venting negative emotions, and self-connection. This perfectly shows the power of music and how I applied it into my leadership skill as I led a team of seven Chinese members with imbalanced English speaking skills to overcome the difficulty with great team dynamics in this presentation assignment. Because music is inclusive, which can cross the language barrier to reach people's hearts (Uzelac, 2024).

Share your song in the LPC Program: Share your song on the LPC shared Spotify list

<https://open.spotify.com/playlist/4mvhdQkOM7lOrrVhRI0uue?si=fe2421d745824f90> or if you do not have a Spotify account add a YouTube clip to the Padlet below.





Section 2

[LPC Live Topic #2: Disruptive Technology]

[LPC Live Topic #2: Disruptive Technology]

[Three guests shared their own perspectives about how new technology being disruptive to the big environment and how would it affect human's life, related to finding the balance between innovation and responsibility]

How has this LPC Live topic influenced your conception of your own leadership?

As Nager (2024) highlighted that AI has potentially led to human's jobs being redundant, being similar to the pathway of on-going revolution of technology replaced by another new technology as well. So, it inspired me to relate and wonder about the connection between the disruptive technology situation and leadership styles. If we take the leadership style as a form of technology, from the past to now, there was nothing staying there forever. Sticking in one way of a certain leadership style will not be enough, eventually it will be replaced by another leadership style with the time and environment evolution as well. According to Sewell (2005), "Each borderland has its own set of boundaries that are continuously in motion. They're shifting and creating or destroying barriers as guardians of the status quo, to resist forces attempting to de-homogenize the uniqueness of borderland spaces." Since crises can be intersected with each other and not singular, it was just like the history of disruptive technology appearing repeatedly in a circle. So it magically matches my statement highlighting the importance of being versatile, flexible and open-minded, so you can deal with the potential evolution of the future. No matter if it's from a human behaviour perspective or technology. (Bryant, 2024c)



List of evidence (like a table of contents)

1. Workshop Whiteboard in Week 9
2. Workshop Whiteboard in Week 6
3. Workshop Whiteboard in Week 7

Evidence #1 [Workshop Whiteboard in Week 9]

Referring to the possible current technology being replaced by another new technology, Nokia and blackberry has been an example which I illustrated in the week 9 workshop. I introduced how the form of the smartphone has changed over the time with each milestone product. As Packham (2024) argued that when facing AI, everyone knows it is coming but does not really know how to do it. According to Panigrahi (2020), “when manufacturers were busy making touchscreen phones around the clock, Nokia overwrote customer’s expectations by believing touch wouldn’t have scope in near future. This Nokia entrance into Windows platform is quite late. Finally, giving up for \$7.1 billion to Microsoft” (p. 156). Packham (2024) also highlighted that where organisations are gonna make those decisions of developing their own capabilities or leading the pack, and some are gonna rise to the challenge and others, the change will happen to them. Nokia and Blackberry have been a failure but the application of touchscreen and smart operating system but Apple create another opportunity and lead the market, which reminds us that as a leader in a world closely involved with technology, we should keep ourselves updated with technology, and it matches the leadership statement that I will equip myself and my team with cutting edge technology. Not being knocked down with the new technology but to catch the opportunity bringing my follower to success.

WEEK 9 - Activity 1

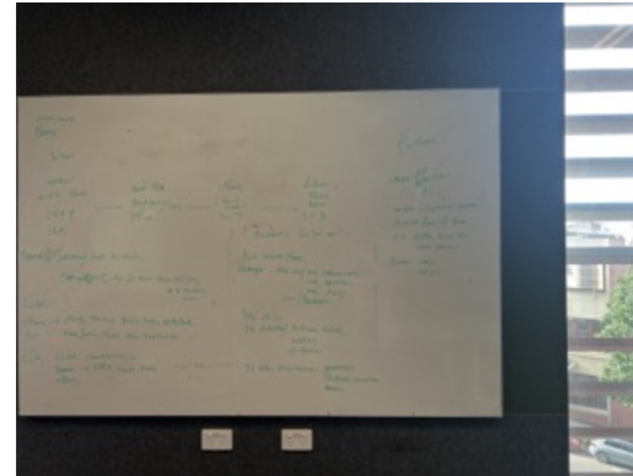
Upload the picture of your whiteboard here

Reply |  | 4 Replies, 1 Unread



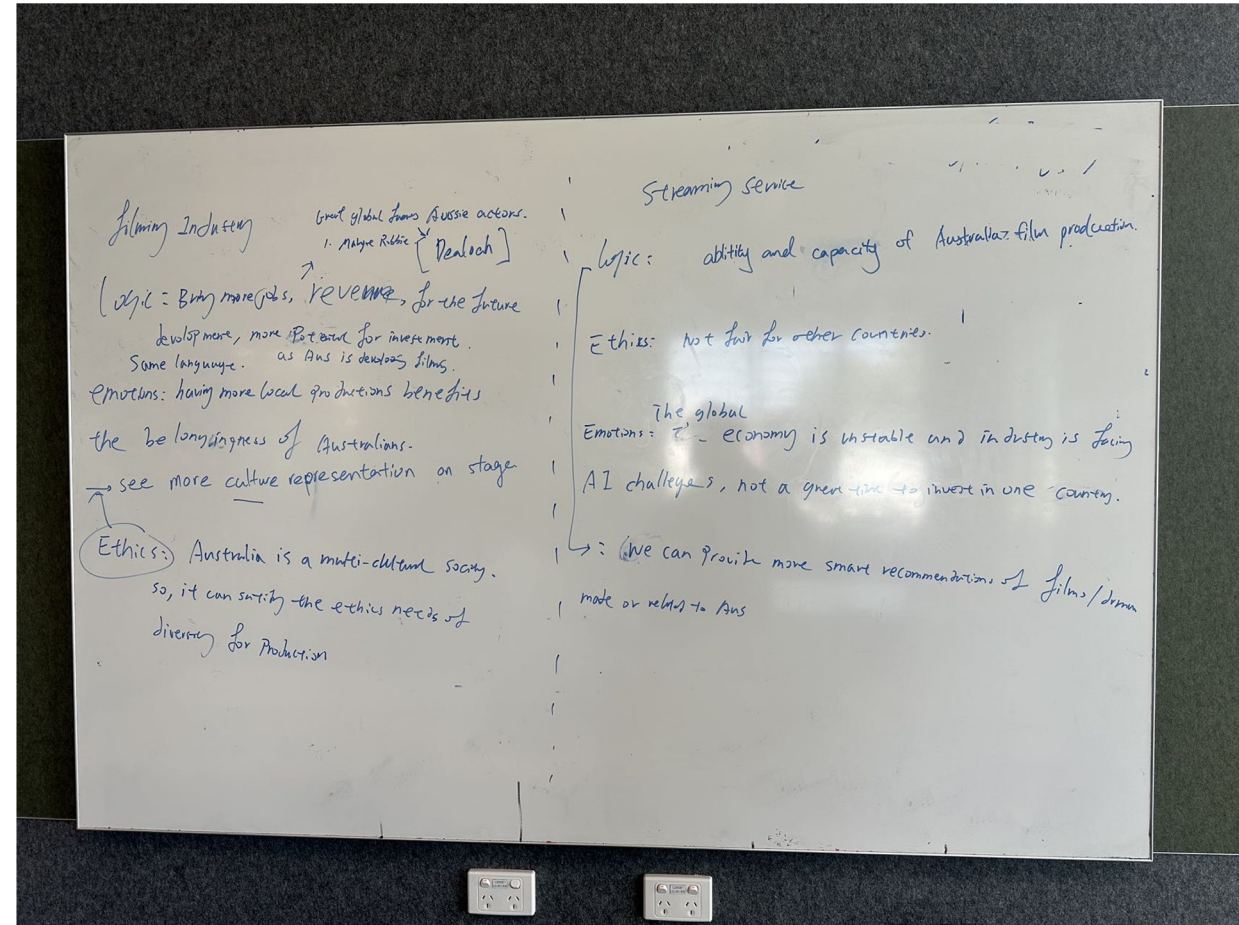
Joy Liu

Apr 24 13:10



Evidence #2 [Workshop Whiteboard in Week 6]

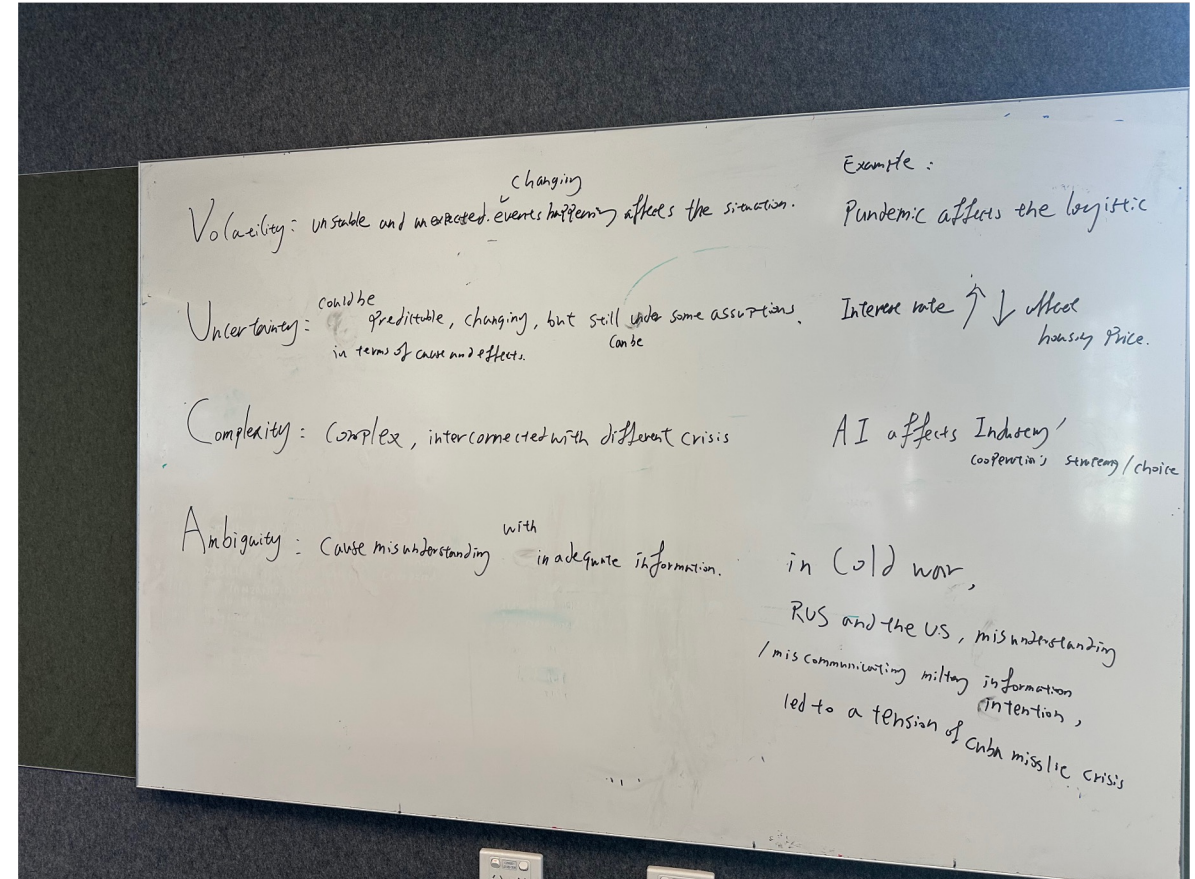
In week 6 activity, we had an interesting debate about the filming industry, having roleplay representing people who are responsible for lobbying the government from Netflix and Australian filming association. I represented the Australian filming side, and one of the arguments being AI was invading the industry as one of the supporting points for Netflix to add more Australian local staff and content. Oppermann (2024) argued that New South Wales (NSW) took an approach focusing on policy rather than strict legislation to ensure the appropriate use of AI and data sharing. This approach became particularly relevant with the advent of generative AI in November 2022. This is a chaotic reaction from the public to the new technology, where many individuals, though not necessarily the NSW government, acted irrationally and without understanding. For that, the roleplay and LPC Live event reminds me of the importance of the regulation and governance from the government, which can be considered as an external factor for applying new technology. Although I emphasised using cutting edge technology in my leadership statement to deal with future crises, it is important for a leader to know that no matter how advanced the technology is, the regulation and the relationship with the government can not be ignored. According to Tian et al. (2019), for China, business-government relations are an important non-market environment for the survival and development of firms. So, being flexible towards the regulation of technology as mentioned in the beginning section has been proved to be important. Petersen (2024) also argued that Traditionally, governments have allowed businesses to lead value creation, but now there's a need for governments to take a more active role in shaping the future. So, it inspired me to keep in mind that governments play different proportions of roles in different countries.



Evidence #3 [Workshop Whiteboard in Week 7]

In week 7, we were asked to collaboratively develop and articulate our unique interpretations of the VUCA acronym within our group, as we defined Volatility, Uncertainty, Complexity, and Ambiguity, emphasising their significance in a current dynamic environment. Speaking of complexity, AI has been brought to the discussions, since it can create complex effects to multiple industries across different regulations in the first hand, and those who were affected can also interconnect with other consequences. For example, AI can cause job redundancy, then it will cause unemployment to rise, after that, the crime rate would go up and the security of society will be eventually affected. Oppermann (2024) highlighted that this situation related to ethical issues and although frameworks were developed to try the best to reduce the negative impact, it is still a big challenge. I highlighted the usage of cutting edge technology, but after having known the uncontrollable potential situation now, since the impact would be able to influence everyone, as a responsible leader, I will add an extra one with ethical considerations of technology usage to be not only just tech-savvy but accountable.

[Add the evidence here, e.g., a screenshot, or a picture, or feedback received, or self-reflection made in the workshop, or audio]



Section 3

[LPC Live Topic #4: Collective
Problem Solving]



[LPC Live Topic #4: Collective Problem Solving]

[In this LPC Live, three guests illustrated their perspectives in different backgrounds and experience consideration towards housing crisis in Australia]

How has this LPC Live topic influenced your conception of your own leadership?

With different backgrounds and different perspectives from three guest discussions, which naturally shows the chamstics of collective working of solving one problem. If it was just one person expressing all the solutions and actions, it would be seen as lacking in persuasion. This is the wisdom of the crowd and the charm of diversity. Related to my understanding of the soul from leadership, it is not about maximumly showing yourself being dictatorial, it is about cooperation and having collective geniuses from your members. Therefore, this also matches how I value diversity in my leadership statement.

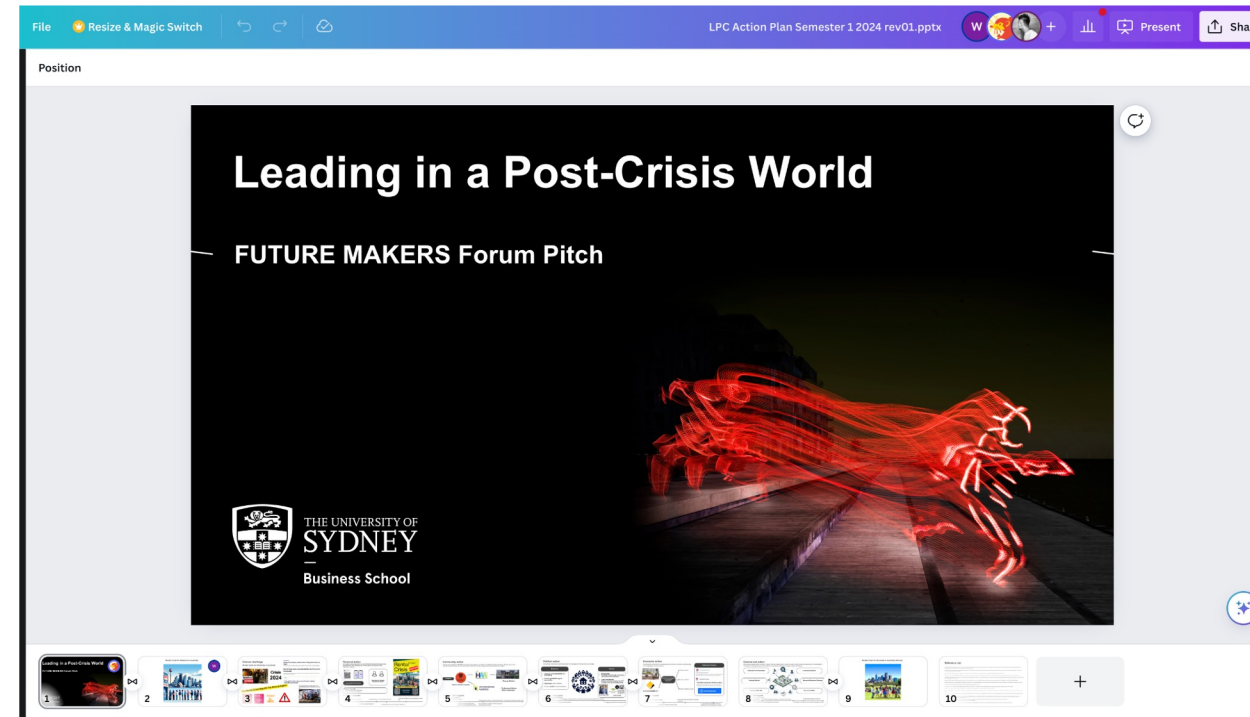


List of evidence (like a table of contents)

1. Final Presentation Group work
2. Screenshot of Groupnotes 1
3. Screenshot of Groupnotes 2 with LPC Live Voting

Evidence #1 [Final Presentation Group work]

Reflecting on the wisdom of the crowd, Bryant (2024b) highlighted the importance of interaction and engagement with others, saying that students are encouraged to include evidence from workshops and interactions in their leadership portfolios. Employers look for more than just good grades; they seek stories that demonstrate unique contributions and the ability to engage with others. The working coordination of our final presentation for the rental crisis has displayed the interaction and qualities, as each one of us applied our unique background and experience into this assignment. For example, Sonja was responsible for commercial action as she got the job offer from Morgan Stanley, applying her business knowledge with domestic living experience. Joy was responsible for political action since she got a past project related to regulation. Patrick had home stay experience in Sydney when he firstly came here to study, so he applied his knowledge into community action. And for myself, I used to work in the marketing department in the UK and being an indie artist, except for music, I am also good at graphic designing and social media management. So, I was responsible for the personal action. The diversity from each of us made this assignment to be better, as collective wisdom has more power than singular resources (Surowiecki, 2004). As I emphasised the importance of diversity in my leadership statement, this is a perfect provement with our team dynamic and journey.



Evidence #2 [Screenshot of Grouponotes 1]

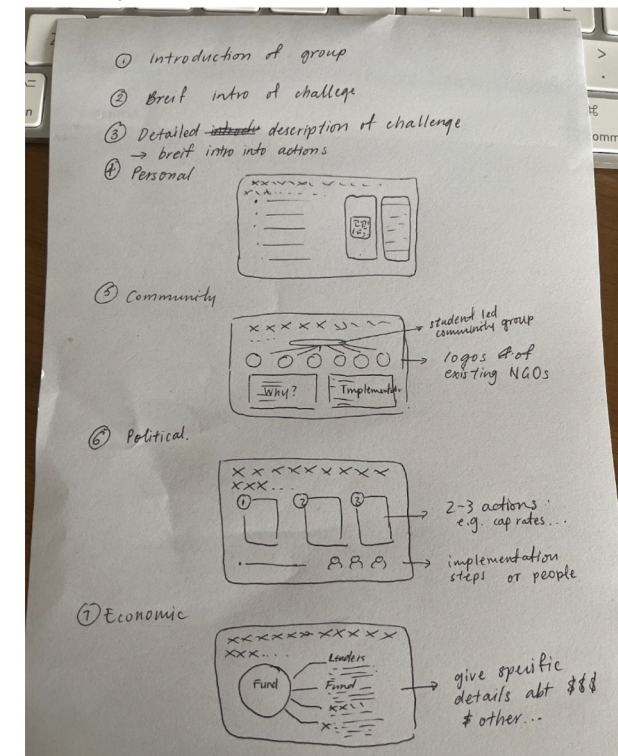
Surowiecki (2004) highlighted that It may be, in the end, that a good society is defined more by how people treat strangers than by how they treat those they know. During our group cooperation in this assignment, there were some unexpected illness and accidental family issues happening among our team members. For example, Cong Ma disappeared for nearly two weeks without responding to any messages. Myself as the victim of catching covid, I got fever for another nearly two weeks as well. When this situation came up, what we did was not complaining to each other, instead, we thought about how to fix and cover member's parts. Here, Sonja stood up when I was experiencing a serious illness with an extra headache of thinking how to fix the part of another missing member. Normally, I arranged all the meetings and kept all the things on track. But after the circumstance happened, she took the initiative and expressed that she can write and present the part that Cong Ma was responsible for. Also, she drew the mock-up of the presentation structures as you can see from the screenshot from our meeting notes. Because this is a group assignment, so that we can help each other when somebody has issues. As a leader, can I be vulnerable or sick? Highlighting the versatile part of my leadership statement, trusting is also a wisdom when a leader can not do the things that used to be done under this circumstance.

Proposed changes:

- Present from short term to long term solutions:
 - Short term (immediate action)
 - Personal
 - Community
 - Medium term:
 - Political
 - Economic
 - Long term:
 - Commercial

Structure for each slide:

1. What is missing right now
2. Proposition
3. Why this proposition
 - a. Rationale
4. Implementation



Evidence #3 [Give a title to your evidence]

From the LPC live session, as we can see from the screenshot, it involves voting as a method of choosing the best action. It reminds me of that in the beginning stage of selecting the topic of the challenge of our group assignment. There were also two final candidates from my idea of rental crisis and Sonja's food shortage crisis. Bryant (2024a) argued that generative AI can aggregate information, but it struggles with processing and evaluating that information accurately. It often fails to identify the most logical or correct answer. Human crowdsourcing, however, by adding human analysis, the decision can be made to the best, innovative, and unexpected answers, which AI cannot do. This can also be applied to our situation as the decision was made by our voting with the tutor's suggestion, which can be considered as another level of exceeding a student's collective solving. It also shaped my leadership view that cutting-edge technology should be applied with human's involvement.

Internal challenge Pitch for 6105

Rental Crisis for students

Housing Crisis Solutions - Sonja

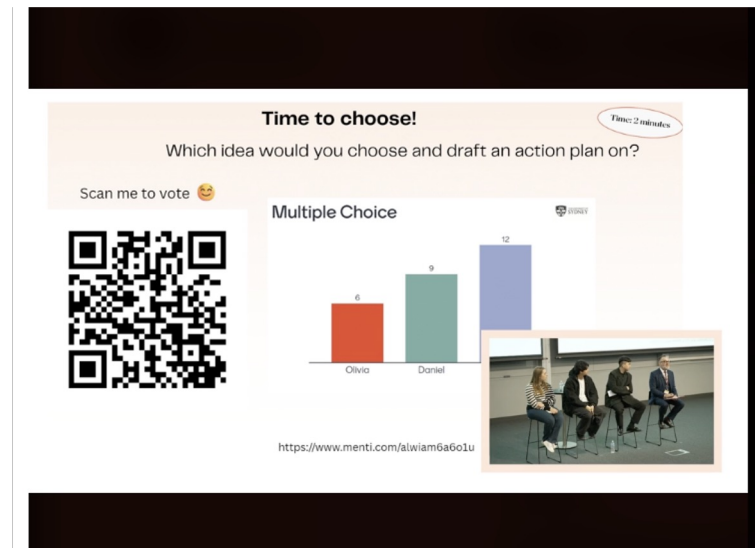
<https://www.afr.com/politics/federal/how-to-solve-australia-s-housing-crisis-20230502-p5d4w9>

The article suggests solutions for Australia's housing crisis focusing on increasing housing stock through urban planning and policy reform. Key proposals include encouraging the development of medium-density housing, rezoning land to allow for more residential construction, and revising tax policies to stimulate housing development.

<https://stories.uq.edu.au/research/2023/10-policies-to-get-us-out-of-the-housing-crisis/index.html>

- Rental Housing Solutions:
 - Cap on rent increases.
 - Control over no-fault evictions.
 - Enhanced rent assistance.
 - Expansion of social and public housing.
 - Improvement of student housing options.
- Homeownership Solutions:
 - Increase in market-rate housing supply.
 - Support for auxiliary and inclusionary housing units.
 - Provision of transition housing.
 - Financial incentives for first-time buyers.
 - Taxes to discourage speculative investment.

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Section 4

[Leadership Legacy then and now]



Leadership Legacy now

A versatile leader that can be competent globally, with a mixture of multiform leadership styles depending on different occasions, occupied with great adaptability and communication skills, multicultural working & education experience, believing core values including diversity, inclusiveness, and exploration with caring for a more collective and united spirit.

I will engage my followers and stakeholders with my charisma, personality, my versatile talents and knowledge within multicultural experience.

Also, being prepared for a crisis by my global vision, using cutting-edge technologies and being mindful of the update of regulation with it, within a positive mindset that is open to challenges, and an inclusive heart to diverse talents and unexpected events. Additionally, applying more discipline with communicating protocols or frameworks and decisions in diverse contexts.

Leadership Legacy then

[I am eager to be:

A versatile leader that can be competent globally, with a mixture of multiform leadership styles depending on different occasions, occupied with great adaptability and communication skills, multicultural working & education experience, believing core values including diversity, inclusiveness, and exploration.

I will engage my followers and stakeholders with my charisma, personality, my versatile talents and knowledge within multicultural experience.

Also, being prepared and armed for crisis by my global vision, using cutting-edge technologies, within a positive mindset that is open to challenges, and an inclusive heart to diverse talents and unexpected events.

]

List of evidence (like a table of contents)

1. Digital Business Tutor's Feedback
2. How three LPL live session matched and changed my statement
3. Peers Feedback on Discipline

Evidence #1 [Digital Business Tutor's Feedback]

His feedback perfectly reflects and proves that I did not lie or make up my leadership legacy statement based on my real personality, as my statement highlighted I will engage my followers and stakeholders with my charisma, personality. Here, he pointed out I should even bring more of my incredible and unique personality and show more of my working experience as examples in the statement. It matches the content that I wrote and displayed with pictures with my marketing working experience in London, New York and Sydney showing that I was engaging with everyone in the workplace and being loveable. For that, I will not change the personality and charisma part of my statement since it is my strength and unique selling point that differentiate me from other people. According to Alvesson and Spicer (2012), "Functional stupidity is organizationally-supported lack of reflexivity, substantive reasoning, and justification. It entails a refusal to use intellectual resources outside a narrow and 'safe' terrain. It can provide a sense of certainty that allows organizations to function smoothly" (p. 1208). This highlights the importance of leaders maintaining authentic and reflective practices, which can contrast with organizational tendencies to encourage conformity over individuality and genuine experiences. Related to my authentic personality, which can be considered a piece of stupidity, what I would do with my leadership and bring more to the legacy is to experience more working culture in the world, through my communication skills, curiosity and personality.

People_

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Sebastian Boell

Re: Request for Feedback on Leadership Statement

To: Bohan Zhu

9:36 AM

Hi Bohan/Tony,

It is my pleasure to provide you with some feedback.

Reading through your statement I find many great things, but overall the statement is quite generic. In essence it could be used by many others. I would like to encourage you to bring in more of your incredible and unique personality. This will make some of your statements more concrete and relatable. For instance you mention diversity, global and multicultural. Of course this is good but you can make this more concrete by referring to your lived experience in China, the UK and Australia. You not only claim diversity, global and multicultural, you have lived and experienced this. This is a point of difference and gives substance to your claim.

I suggest you organize your statement into 2-4 main points that are your strengths. E.g.

- your incredible outgoing, charismatic and relatable personality
- your lived experience of multicultural, global and diversity
- your curiosity and desire for challenges
- the ability to communicate effectively in -person and by leveraging cutting-edge technology.

For each point out what are the benefits for the people you are writing this statement for.

Regards
Sebastian

Sebastian K Boell | Senior Lecturer
Business Information Systems | The University of Sydney Business School
Accredited University-wide Peer Reviewer of Teaching (2024)

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[See More from Bohan Zhu](#)

Evidence #2 [How three LPL live session matched and changed my statement]




As highlighted by Susan in her LPC live session, her embracing inclusivity and kindness when facing discrimination reinforces my determination to become an inclusive leader who cares about diversity (Susan, 2024). In the LPC live session of Disruptive Technology, I realised that only using advanced technology is not enough to make a great leader, I still need to take ethics and regulation with the relationship of government into consideration (Oppermann et al., 2024). Finally, the LPC live session of Collective Solving Problem brought me back to the cooperation journey with my team members, which added the point of pursuing the collective and united spirit into my leadership statement and reinforced the importance of diversity (Costanzo et al., 2024).



MEET OUR PANEL

Ian Oppermann  Former NSW chief data scientist, Associate Industry Professor, UTS	Swati Nagar  Senior Lecturer in Discipline of International Business, USYD	Mike Seymour  Senior Lecturer, MOTUS Lab USYD & fxguide co-founder
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Let's discuss your ideas

Olivia Di Costanzo  Olivia Di Costanzo is a recent Media and Communications graduate. As part of her final year project, she produced a car culture magazine, called Shift. She co-hosts the CO-LAB 2.0 Podcast with Benny Shen where they delve into the issues students face as they work, live, play and learn at the University of Sydney.	Daniel Park  Daniel is a 4th year Commerce / Law student majoring in Finance and past LPC student. He serves as a student partner at the University and is actively running for the USU board elections. Daniel also holds the position of treasurer at the Korean Law Students Society and contributes as a consultant member at 180 Degrees Consulting.	Benny Shen  Yinfeng (Benny) Shen is a past LPC student and an elected member of the university senate. The senate approves University's mission, strategic direction, annual budget, business plan and significant commercial activities and monitor systems of control and accountability for the University.
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Evidence #3 [Peers Feedback on Discipline]

The last piece of evidence is from one of the peers working on university's well-being service as team leader. He pointed out that there should be protocols or frameworks that would guide my actions and decisions in diverse contexts. Also, clear guidelines and disciplined strategies for different situations were also suggested from his reply. According to Simorangkir, Pakpahan, and Ariawan (2021), one of the factors that affect the discipline of work is the example of the leader, the example of the leader is very instrumental in determining the discipline of employees, because the leadership is used as an example and role model by his subordinates. I totally agreed with this opinion from his reply and the journal, as my statement shows an easy-going appearance but executing the leadership in reality still needs tools and discipline. As a leader, I would like to apply the technique and also, take the discipline to myself to be the model of other followers.

JL

Jonathan Lin

Feedback on Your Leadership Legacy Statement

To: Bohan Zhu

Inbox - ...ydney.edu.au 11:52 PM

Hi Bohan,

I hope you're doing well! I just read through your leadership legacy statement, and I wanted to share some feedback that might help strengthen it further.

Your statement is very inspiring and highlights your adaptability, communication skills, and multicultural experience beautifully. I can clearly see your passion for diversity, inclusiveness, and exploration. These are all essential qualities for a global leader.

One area that I think could enhance your statement even more is the aspect of setting up discipline for different situations. While versatility is crucial, having a structured approach to handling various scenarios can greatly improve your effectiveness and adaptability. By incorporating clear guidelines and disciplined strategies for different situations, you could make it easier to apply your versatile leadership style in a consistent and reliable manner.

For instance, you could think about how you would establish and communicate protocols or frameworks that would guide your actions and decisions in diverse contexts. This would not only help you remain adaptable but also ensure that your team can follow your lead more efficiently, knowing there are structured methods in place.

Just a thought to consider as you continue to refine your leadership legacy statement. I believe adding this element of discipline will complement your existing strengths and make your leadership vision even more robust.

Looking forward to seeing how your statement evolves!

Best wishes,
Jon

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