

SELF-AWARENESS

THE KEY TO BECOMING A COMPLETE LEADER



What is
Self-Awareness



Measuring
Self-Awareness

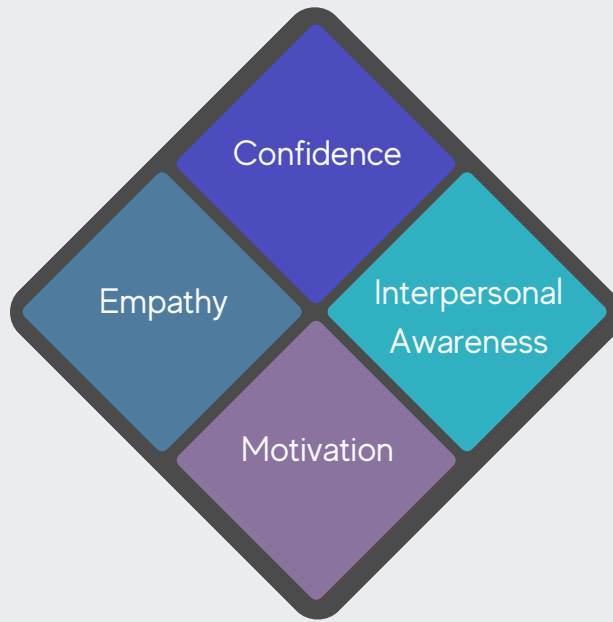


Leadership
Development



Effective
Leadership

INTRODUCTION



“Observe all men; thy self most!”
-Benjamin Franklin

Leaders lead, managers manage, supervisors supervise.

More Importantly, they **lead others, manage others, and supervise others.**

But when was the last time they supervised or managed themselves? Is that even an area of concern for them? Or have they grown so accustomed to observing others that they had forgotten that the fundamental trait of being an effective leader is to be aware of their own behaviors?

Are they **aware** of how their behaviors are affecting team cohesion, productivity, engagement and more importantly, organizational goals?

WHAT IS SELF-AWARENESS?

By definition, the term "Self-Awareness" refers to the understanding of oneself. Specifically, it involves being attentive of your behaviors, thoughts, and feelings.

What does it mean for leadership?

At it's core, being a highly aware manager involves having a clear and in-depth understanding of your thoughts, emotions, behaviors, and habits when interacting with the people around you. Successful leaders know their natural propensity and take appropriate steps to either take advantage or develop them.

There are two types of leadership self-awareness: internal and external self-awareness (Eurich, 2018). Internal self-awareness represents how well we know ourselves: Are we aware of our own values, actions, and behaviors? The later describes how in tune we are to other's perception of ourselves. For instance, although I see myself as a great communicator, do my direct reports share my stance?

Taken together, both types of self-awareness suggest that leaders should not only know themselves, but also how they are communicating themselves to others.

Internal Self-Awareness

Do you know your:

- Values
- Emotions
- Strengths
- Weaknesses
- Environment
- Behaviours

External Self-Awareness

Exhibits the following:

- Seek out other opinions
- Know what matters to others
- Aware of their behaviors when interacting with others
 - Strengths & Weaknesses

WHY IS IT IMPORTANT?

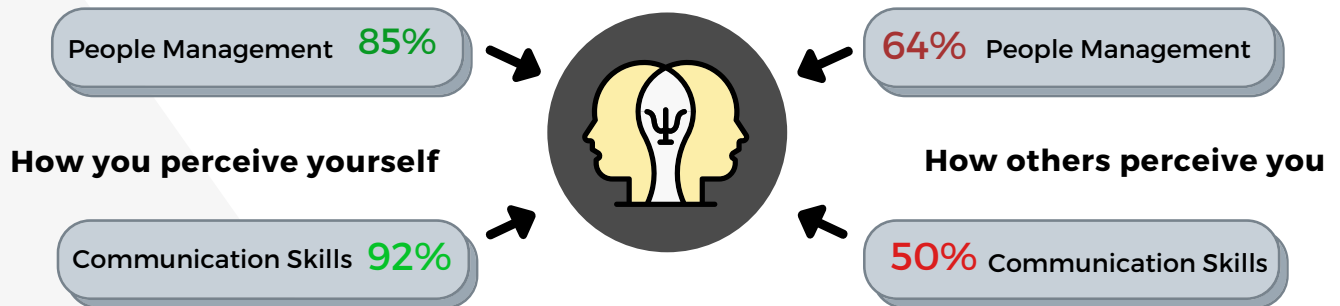


Figure 1. An example where there is a clear gap between Internal and External Self-Awareness. Although this individual sees themselves as a competent people manager and communicator, they are not perceived as such by everyone around them.

1

You need to realize that you aren't as proficient in these leadership qualities as you had initially thought

2

You need to work on how you present yourself to others to ensure their reality matches your expectations

If there is a gap between your internal expectations, and the reality of how others are perceiving your leadership capabilities, then regardless of how "capable" you are, no one is benefitting from it. Consequently, your leadership development becomes stagnant and your team members will not receive the effective leadership needed for success.



SELF-AWARENESS

=

EFFECTIVE LEADERSHIP

HOW DOES IT MAKE ME AN EFFECTIVE LEADER?

Effective leadership is a relatively broad term, but at its core, it is an indication that a leader is fully utilizing and engaging their workforce.

Higher degrees of self-awareness in leadership roles have shown to improve both transformational and empowering leadership skills (Yukl 2002; Judge & Bono, 2000), which directly affect leadership effectiveness (Yulk, 2006; Felfe & Schyns, 2004).



Empowering Leadership

Team members who are under an empowering leader will often find themselves with more autonomy in their work. As such, they are more likely to act as business owners, generate novel ideas, and support the organization as though they are a shareholder.

- ✓ Motivates self-leadership in direct reports (Sims & Manz, 1996)
- ✓ Increases supervisory satisfaction (Conger et al., 2000)

- ✓ Leads to better job satisfaction reported by direct reports (Walumbwa et al., 2005)

- ✓ Directly improves leadership performance (Atwater et al., 1995)

Transformational Leadership



Someone who is proficient in transformational leadership will be better able to grow their team's commitment to the organization's strategy, culture and objective. These leaders typically have most of their team members aligned with their vision, and are better prepared for various organizational changes.

WHAT DOES RESEARCH SHOW?

01

- In a sample of over 3,000 managers, those who were more experienced were overconfident in their leadership abilities, when compared to less-experienced managers.

02

- Leadership self-awareness is not an innate characteristic. It is a SKILL that requires constant development and consistent monitoring (Ashley & Reiter-Palmon, 2012).



03

- Direct reports and peers have reported higher supervisory satisfaction and felt more empowered when their managers were more self-aware. (Amanuel et al., 2018).

04

- Leadership self-awareness is positively correlated with emotional intelligence, which ultimately leads to positive leadership outcomes (Dulewicz & Higgs, 2000).

According to one study involving over 1,200 leaders across various industries, leaders in upper-management tend to **significantly overestimate** their leadership capabilities - indicating low levels of self-awareness.

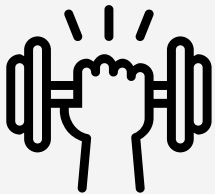


Less than
2 out of 10 managers
are self-aware

According to Harvard Business School, only 15% of the leadership population are highly self-aware.

IT BEGINS HERE

Start Cultivating your Self-Awareness as a Leader



Identify your
natural strengths



Pinpoint
developmental areas

Traditionally, measuring self-awareness have always included survey questions that measure how well someone knows themselves. Questions usually include:

1. When am I at my best?
2. What situations make me feel uncomfortable?

The reality is, these off-the-shelf questions do not tie into any leadership competencies. That is, it doesn't tell me if I am aware of for example, my people management skills.

Here at MultiRater Surveys, we recommend measuring self-awareness of the specific leadership competencies/behaviors directly. To do so, the first step is to establish a periodic 360 degree feedback survey. Then, using the data from the feedback, establish a measure of leadership self-awareness.

A tool that we LOVE here at MultiRaters is the Leadership Self-Awareness Model. It takes the data from your 360 survey, and automatically translates the information into a graph that breaks down the individual competencies in their respective awareness panel (see Figure 1 for a section of the model).

A Snapshot of the Self-Awareness Model

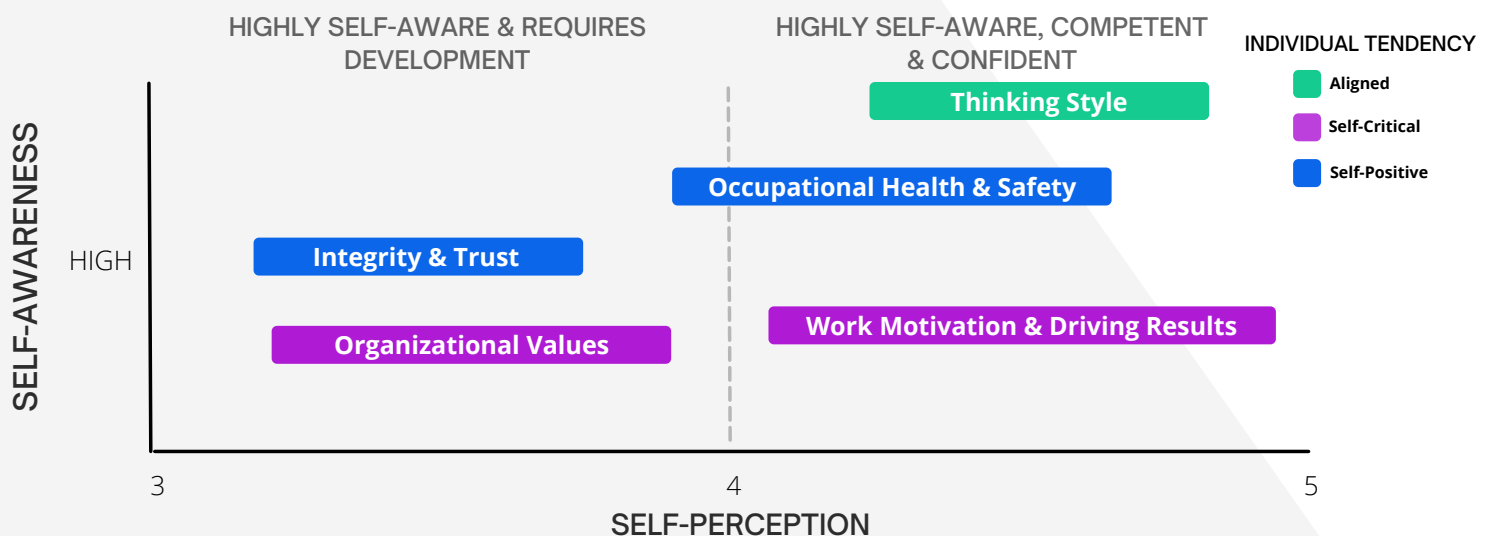


Figure 2. This section of the model shows the competencies that are classified as "Moderate" self-awareness.

WHY DO WE LOVE THE SELF-AWARENESS MODEL?

Our team here at MultiRater Surveys believe that people should spend less time dissecting data, and more time making inferences and executing action plans. That is why we are obsessed with the Self-Awareness Model.

For any given competency group, we can ask ourselves these questions:

At a glance, the model allows us to identify which label a competency resides in. The advantage of this is that it gives us the ability to look at both internal and external self-awareness. This is because the algorithm used for the model breaks down the 360 data into three separate dimensions, which can then be used as a three-part investigation.

1 Self-Perception

Determine how they see themselves

COMPETENT

or

REQUIRES
DEVELOPMENT

3 Individual Tendency

The root cause of their self-perception & their self-awareness

Self-Critical

Depending on the level of self-awareness, they may be slightly, or overly underestimating their abilities

Aligned

This is only achievable if they are perfectly self-aware of their leadership competencies.

Self-Positive

Depending on the level of self-awareness, they may be slightly, or overly confident in their abilities

2

Self-Awareness

Do others see them the same way?

LOW

Vastly
Innaccurate
Self-Perception

MODERATE

Occasional
Misperception
of Self

HIGH

Self-Perception is justified

YOU DON'T HAVE TO MAKE YOUR OWN INTERPRETATIONS

Our favorite part of the Self-Awareness Model is the ability to skip past the three steps mentioned previously, and jump straight into what is needed for improvement and development.



Look at the Section Labels

The labels provide a brief summary on the level of competence and awareness

| | |
|--|--|
| HIGHLY SELF-AWARE & REQUIRES DEVELOPMENT | HIGHLY SELF-AWARE, COMPETENT & CONFIDENT |
| MODERATELY SELF-AWARE & REQUIRES DEVELOPMENT | MODERATELY SELF-AWARE & COMPETENT |
| LOW SELF-AWARENESS & LACKING COMPETENCE | LOW SELF-AWARENESS & COMPETENT |



Refer to the Action Items

Provides a succinct conclusion & the next step (see [Resources B](#))

- ✓ Includes a brief description of each of the six panels from the Self-Awareness Model
- ✓ Detailed breakdown based on individual tendency:
 - Self-Positive
 - Aligned
 - Self-Critical
- ✓ Each competency group is allocated based on their panel position, as well as their individual tendency.
- ✓ Over **14** different possible action items across the three dimensions
 - Low- Self Awareness & Competent + Self-Positive
 - Moderately Self Aware & Competent + Self-Critical

HOW DO I GET STARTED?

01 Gather Your Team

Gather the people you manage and work with: peers, direct reports, managers, etc. Ensure that you have had a healthy dose of interactions with those selected.

02 360 Survey

Arguably the most appropriate tool for leadership development. We recommend using well-established [survey templates](#). Alternatively, edit a template to ensure 100% alignment to your organization.

03 Self-Awareness Report

Once the 360 survey has been completed, the results will be automatically transferred by MultiRater Surveys into the [Self-Awareness Report](#).

04 Understand and Act

Ensure that you fully investigate your Self-Awareness for each competency. Pinpoint top priorities for development. Look to work with a leadership coach to fully maximize your leadership effectiveness.



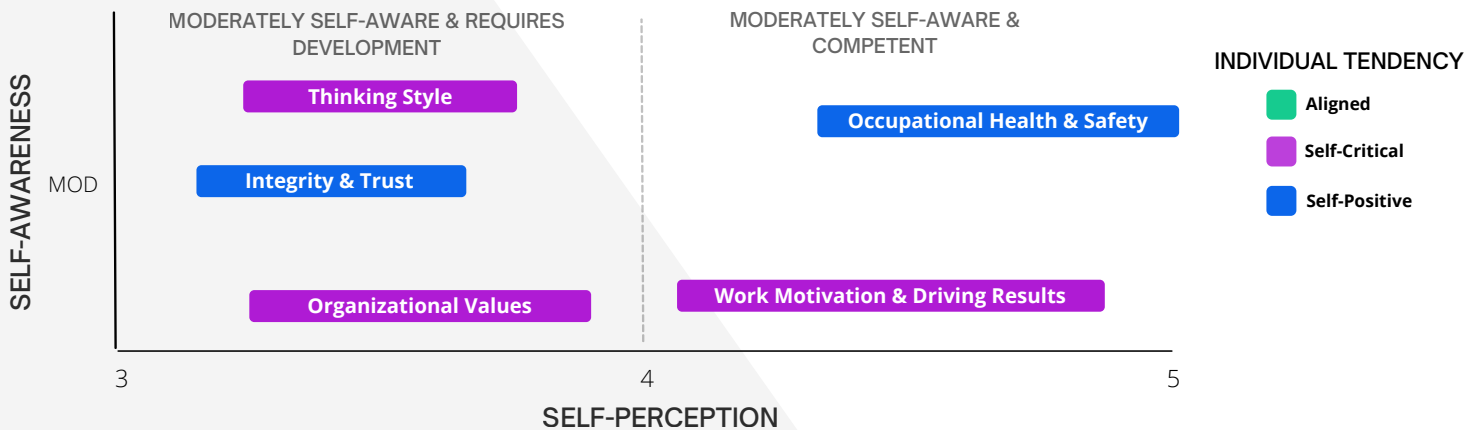
EXTRA RESOURCES

(A)

Have a test-run at interpreting the model

Answer the Following Questions:

1. Identify the competency group for which immediate development and improvement is required.
2. Which competency group(s) is currently in the most optimal position? That is, they would be the least priority to improve (hint: there are more than one group).
3. For the competency Thinking Style, describe the nature of the discrepancy between the “Self” and “Others” (hint: look at Individual Tendency).
 - a. Based on the answer above, what is the immediate step required to improve their self-awareness?

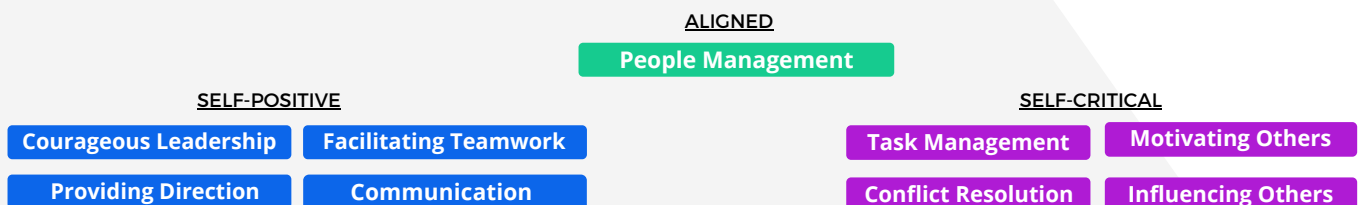


(B)

Example Action Item

HIGHLY SELF-AWARE, COMPETENT & CONFIDENT

These competencies are your key leadership strengths, but do not assume that they do not also require further development. Suggest you review which of these competencies, if any, would further improve your leadership capabilities if they were taken to an even higher level.



- These competencies are your natural strengths, and you are highly aware of your competence. Keep up the great work.

- These are natural strengths but at times you do not give yourself enough credit for your competence. This is a time to back yourself and demonstrate greater confidence.

AUTHOR



Yu Hang Mu

Psychology & Survey
Consultant

With a background in Organizational Psychology, Yu Hang recognizes the role of self-awareness in developing successful and effective leaders. That's why Yu Hang created the Self-Awareness Model, to help executives and those in leadership roles better understand their natural inclinations.

Additionally, having experience in data analytics, Yu Hang understands that not everyone enjoys dissecting numbers and finding patterns. As a result, the Self-Awareness Model was created to be an easily-interpreted graph that illustrates all aspects of one's self-awareness.



FOR MORE INFORMATION



275 Alfred Street, North Sydney, NSW,
Australia



+60 02 9936 9060



multiratersurveys
.com

