

AGLP Leadership Development Curriculum

Self-Awareness & Leading

10/4/2021

Leadership Competencies

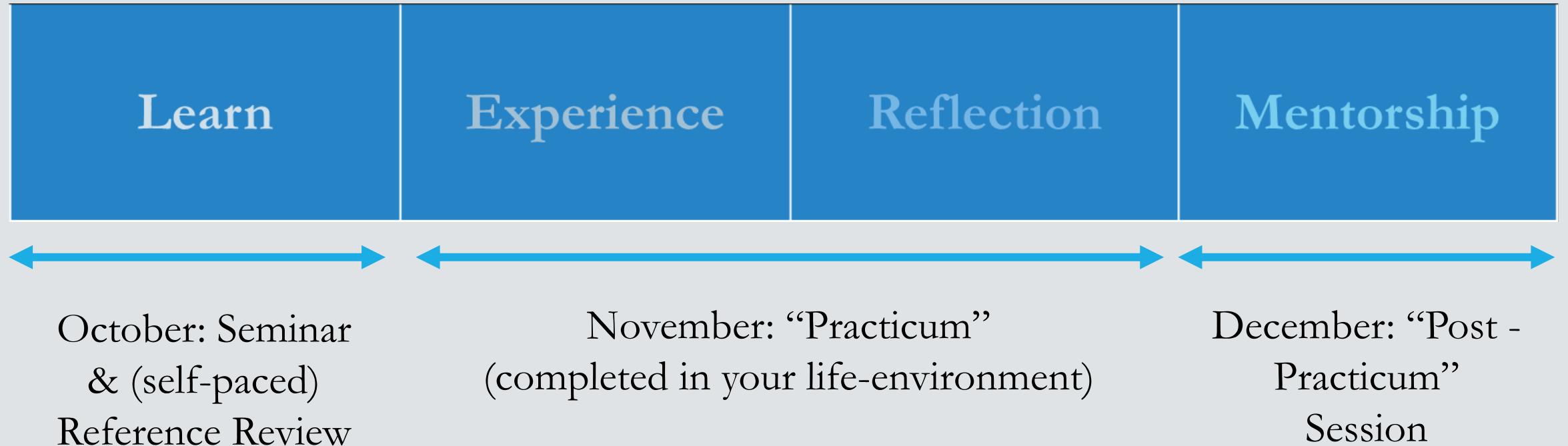
(USCGA Leadership Development Model)

*previously referred to as
Self-Awareness & Learning

Leading-Self Competencies	Leading-Others Competencies
Accountability & Responsibility	Effective Communications
Aligning Values	Team Building
Followership	Influencing Others
Health & Well Being	Mentoring
Self-Awareness & Leading*	Respect for Others & Diversity Management
Personal Learning	Taking Care of People
Technical Proficiency	

AGLP Leadership Development Sequence

Leading-Self Competency: Self-Awareness & Leading



“We do not learn from experience. We learn from reflecting on experience.”

- John Dewey

Self-Awareness & Leading - Outline

- What is Self-Awareness
- How To Improve Self-Awareness
- Self-Awareness & Leading
- Self-Awareness Case Study
- Next Steps



“I wish to be useful, and every kind of service necessary to the public good becomes honorable by being necessary.”

– Nathan Hale, Yale College Class of 1763

Aligning Values

Journaling

Emotional Intelligence

Empathy

Self-Awareness

Reflection

Mindfulness

Model the Way

Experiential Learning

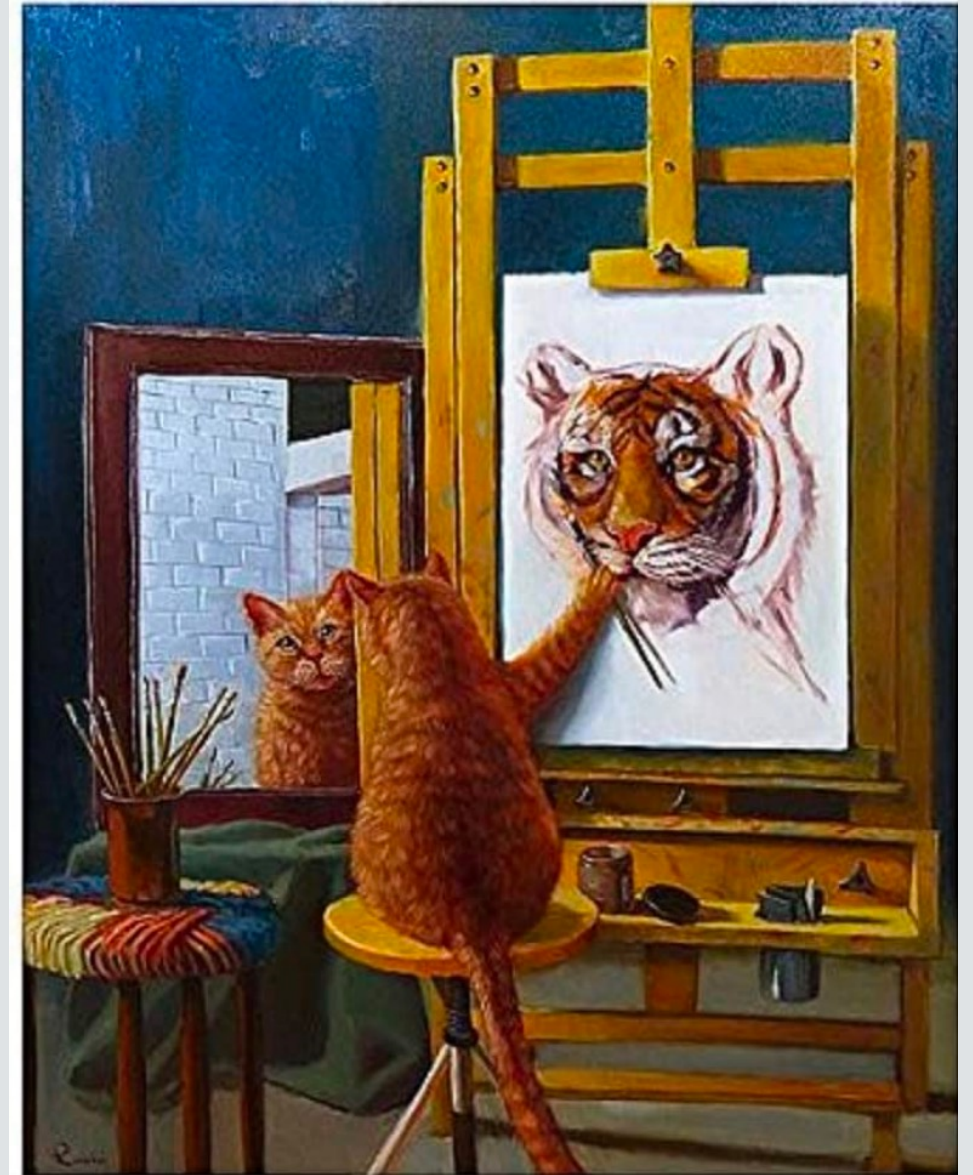
Self-Awareness



- Being able to tune into our feelings, thoughts & actions – identify our emotions (example understanding the difference between the feelings of frustration and anger)
- Recognize how we see ourselves
- Recognize how others see us
- Recognize strengths & weaknesses
- Work toward growth

Self-Awareness Benefits

- Fuels self-development
- Enhances our ability to see things from a different perspective
- Increases our situational awareness
- Produces better decision-making
- Builds self-confidence



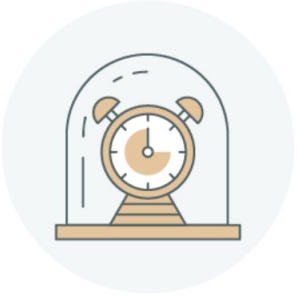
Norman Catwell by Louise Heffernan

Characteristics of Individuals with High Levels of Self-Awareness

open to constant learning & development	open to feedback
understand and talk about their needs & feelings	recognize other people's needs & feelings
open-minded on strengths & weaknesses	aware that they have personal blind spots
committed to setting new standards about themselves	embrace self-awareness as a standard (& lasting) practice

In the absence of data, we create our own facts.

How to Increase One's Self-Awareness



CREATE SPACE AND TIME

- Connect with yourself daily
- Avoid digital distractions
- Carve out solitude



PRACTISE MINDFULNESS

- Pay attention to your inner state as it arises
- Try mindful walking, eating, listening



JOURNAL YOUR AWARENESS

- Process your thoughts through writing
- Record your inner states



PRACTISE LISTENING

- Pay attention to speaker
- Observe emotions and body language
- Don't judge or evaluate



GAIN A DIFFERENT PERSPECTIVE

- Ask for feedback



PositivePsychology.com

What is Self-Awareness & Why it is Important

How to Increase One's Self-Awareness



CREATE SPACE AND TIME TO REFLECT

- Connect with yourself daily
- Avoid digital distractions
- Carve out solitude



PRACTISE LISTENING

- Pay attention to speaker
- Observe emotions and body language
- Don't judge or evaluate



PRACTISE MINDFULNESS

- Pay attention to your inner state as it arises
- Try mindful walking, eating, listening

being in the present and paying attention to yourself and your surroundings



GAIN A DIFFERENT PERSPECTIVE

- Ask for feedback



JOURNAL YOUR AWARENESS

- Process your thoughts through writing
- Record your inner states

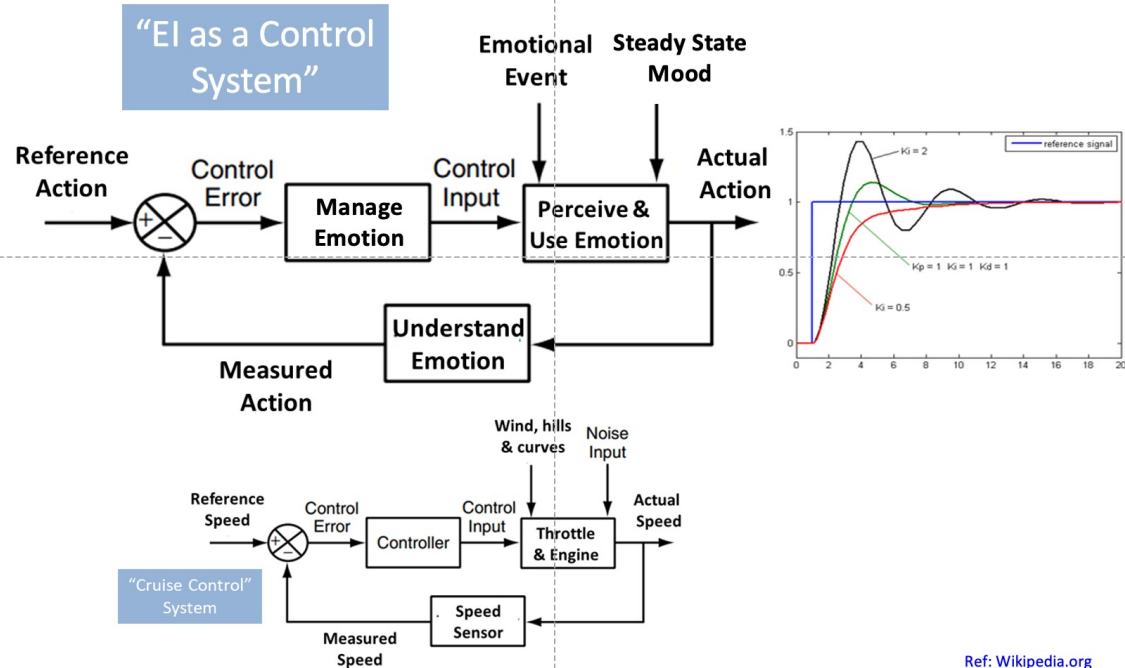


PositivePsychology.com

What is Self-Awareness & Why it is Important

Self-Awareness & Feedback

An Engineering Model of Emotional Intelligence (thoughts in progress)



- Valuable feedback comes from “loving critics”
 - those that have your best interests in mind & are willing to tell the truth
 - those know you but are not biased (not your Mom)
- Peer-review feedback for personal improvement (?)
- 360-surveys (?)
- Best way to solicit (?)
- Only seek if you will use

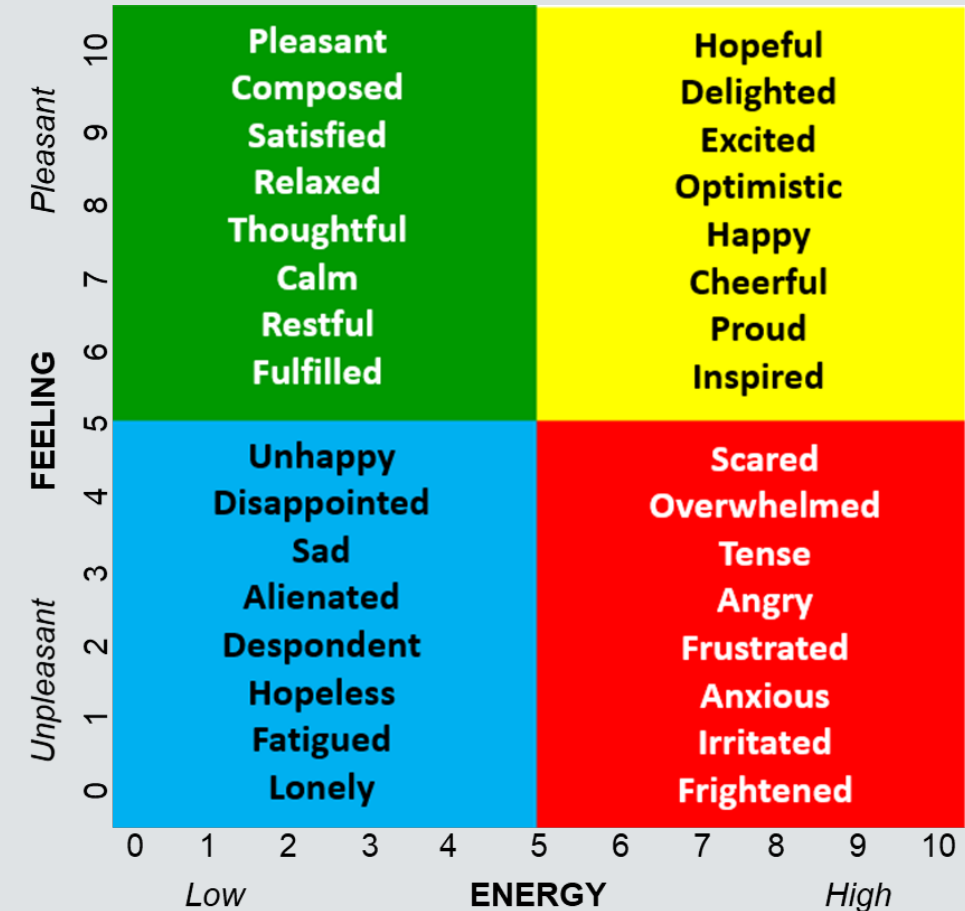
Self-Awareness, Self-Management & Emotional Intelligence

Emotional Intelligence is a collection of skills that allow us to recognize & regulate emotions in ourselves & others.

Emotional Intelligence allows us to increase our awareness and manage our behaviors & relationships.

An EI-survey always starts with knowing “how am I feeling.”

Awareness of your emotion helps you be more deliberate with your behavior.



Self-Awareness & Leading



There is a marked difference
between being a leader & a self-
aware leader

- Example: Know personal strengths & value the ability to learn from those around them
- Example: Self-Awareness concerning unintentional biases & how to avoid them
- Example: Promote Self-Awareness on their team

Self-Awareness & Leading: Challenges

Power & Success may decrease self-awareness:

- limited opportunities for sincere feedback
- tendency to overestimate skills & abilities
- solution is to develop positive relations with everyone in the organization



Maintaining a growth mindset requires a commitment to learn while leading others, while admitting that as a leader, you do not have all the answers

Internal & External Self-Awareness

- **Internal Self Awareness** – the way you see your inner self
 - What are your values & motivation? What are you striving for? How do you react to specific triggers (situations)?
- **External Self-Awareness** – the way you understand how others see you
 - Can others guess your values based on your actions?
 - Empathetic & open to other's perspectives

Lacking external self-awareness, leaders may find it difficult to cooperate with others.

This above all:
to thine own
self be true,
And it must follow,
as the night the day,
Thou canst not then
be false to any man.

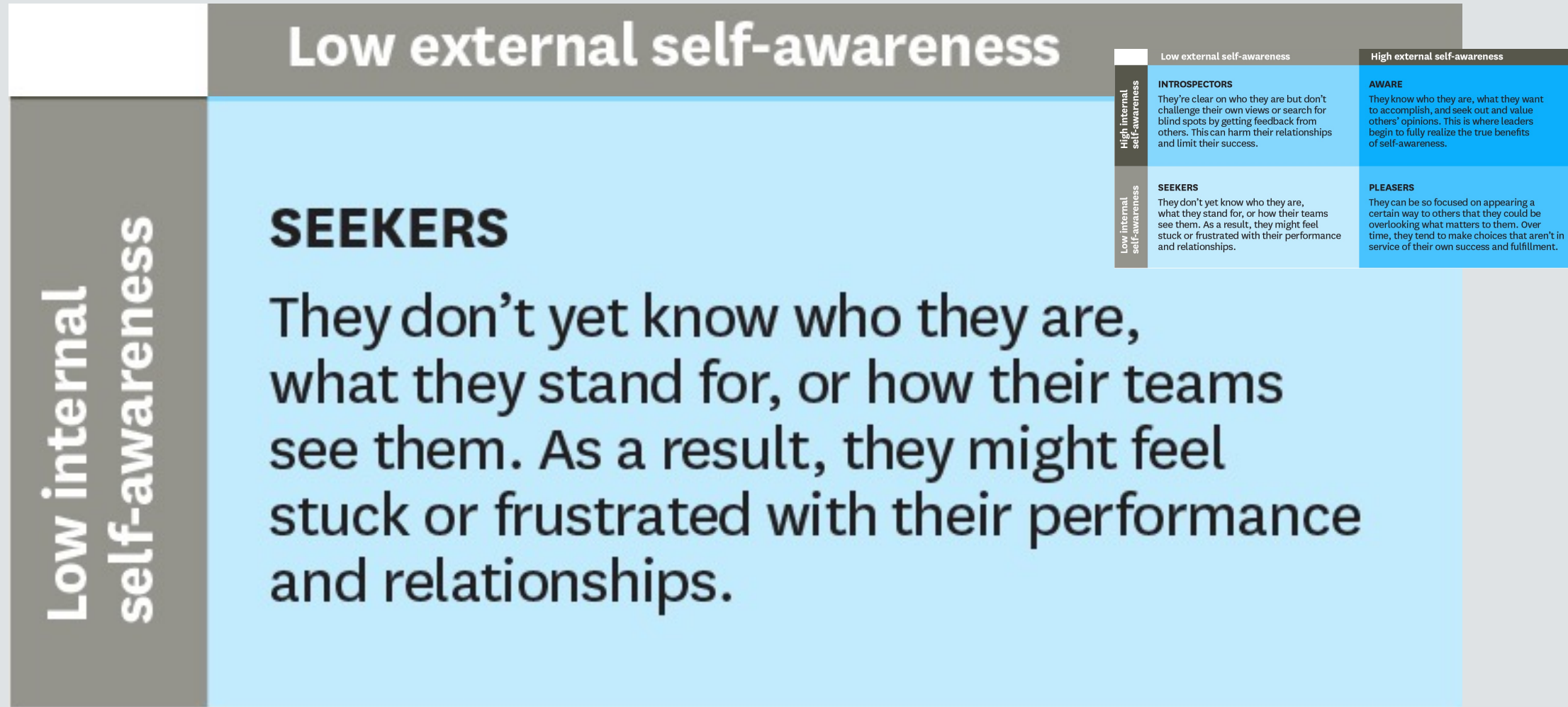
– William Shakespeare, Hamlet

Self-Awareness & Leading: Challenges

	Low external self-awareness	High external self-awareness
High internal self-awareness	<p>INTROSPECTORS</p> <p>They're clear on who they are but don't challenge their own views or search for blind spots by getting feedback from others. This can harm their relationships and limit their success.</p>	<p>AWARE</p> <p>They know who they are, what they want to accomplish, and seek out and value others' opinions. This is where leaders begin to fully realize the true benefits of self-awareness.</p>
Low internal self-awareness	<p>SEEKERS</p> <p>They don't yet know who they are, what they stand for, or how their teams see them. As a result, they might feel stuck or frustrated with their performance and relationships.</p>	<p>PLEASERS</p> <p>They can be so focused on appearing a certain way to others that they could be overlooking what matters to them. Over time, they tend to make choices that aren't in service of their own success and fulfillment.</p>

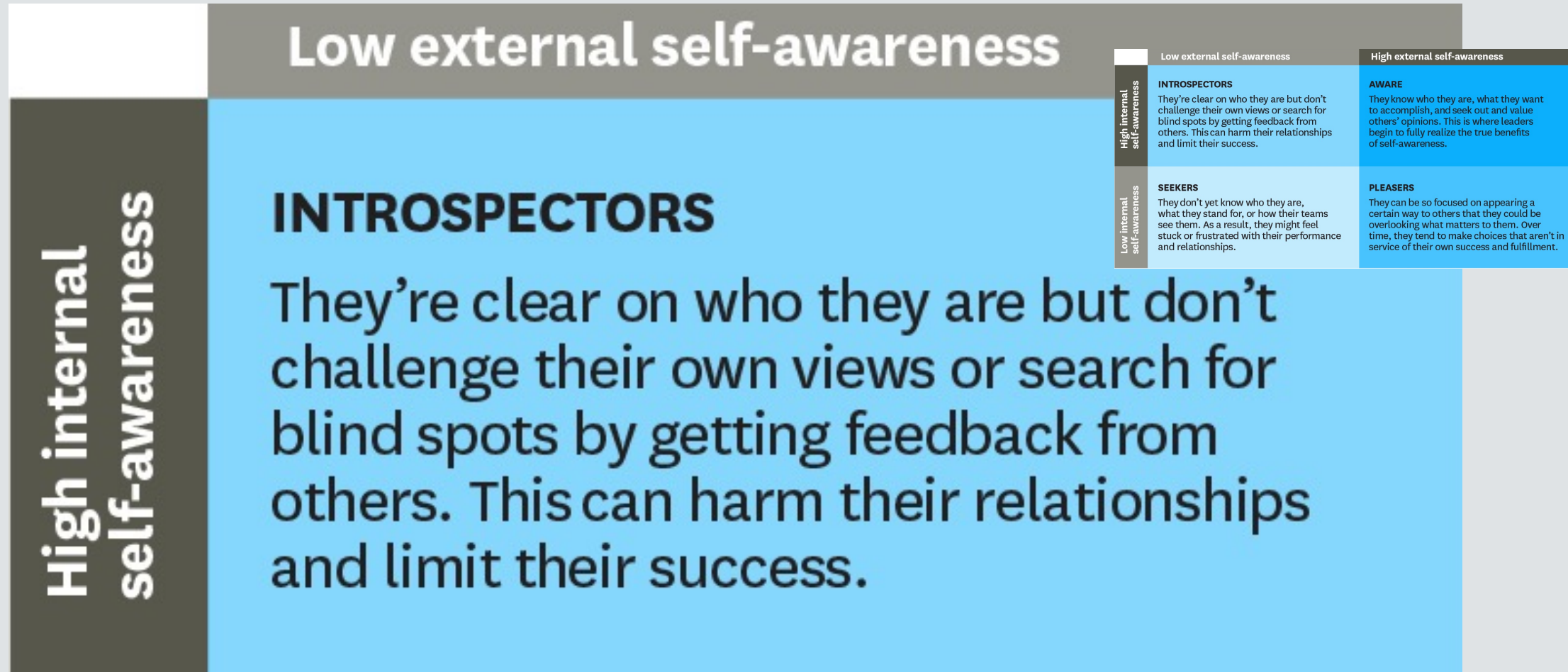
What is Self-Awareness & How to Cultivate It

Self-Awareness & Leading: Challenges



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Self-Awareness & Leading: Challenges



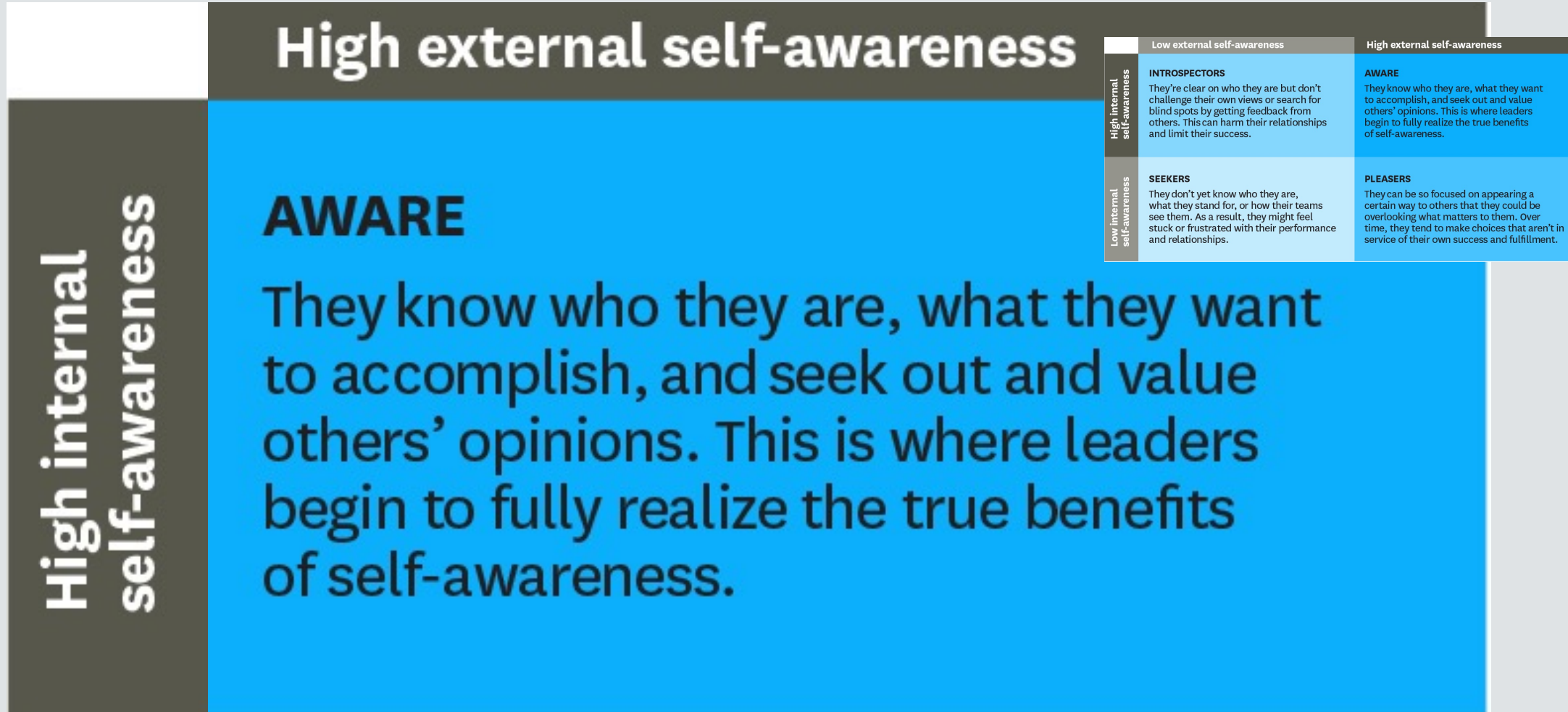
What is Self-Awareness & How to Cultivate It

Self-Awareness & Leading: Challenges

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Low internal self-awareness	Low external self-awareness
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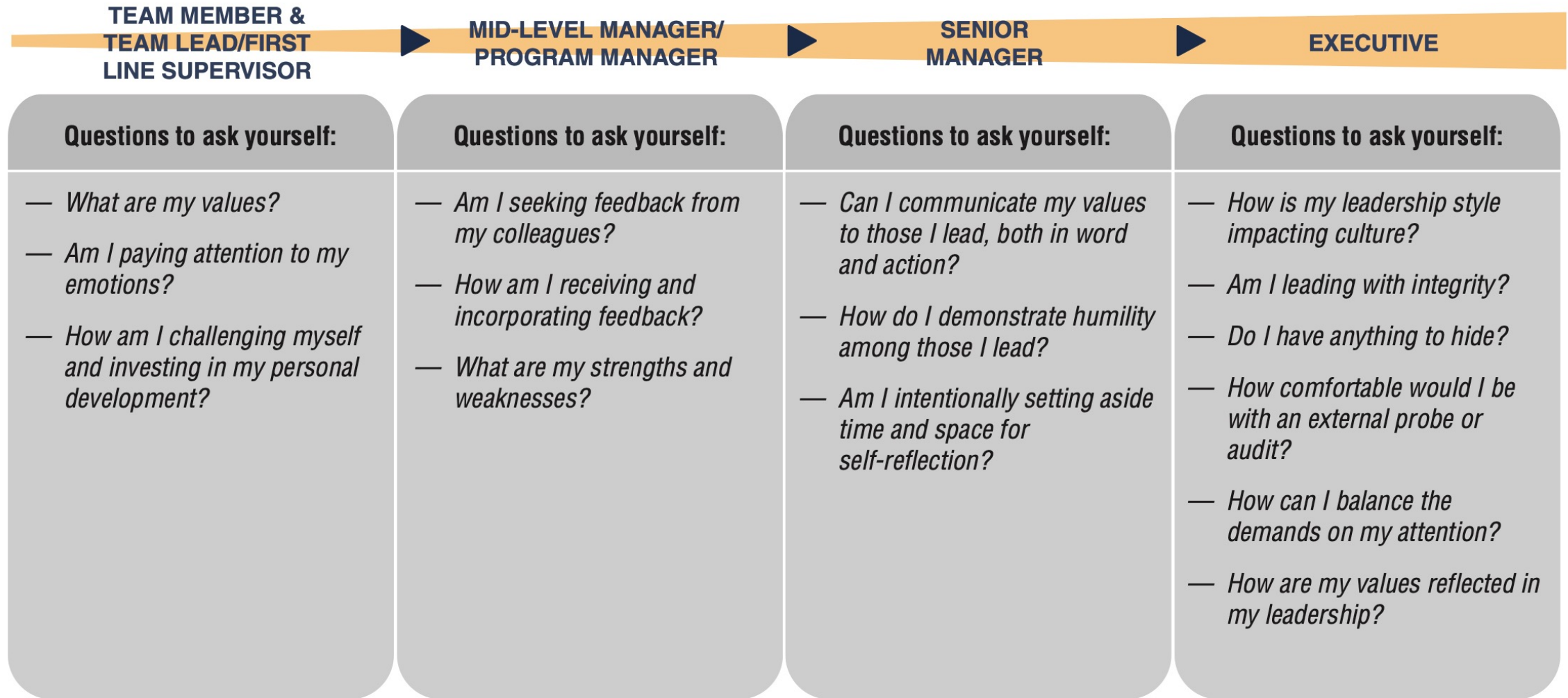
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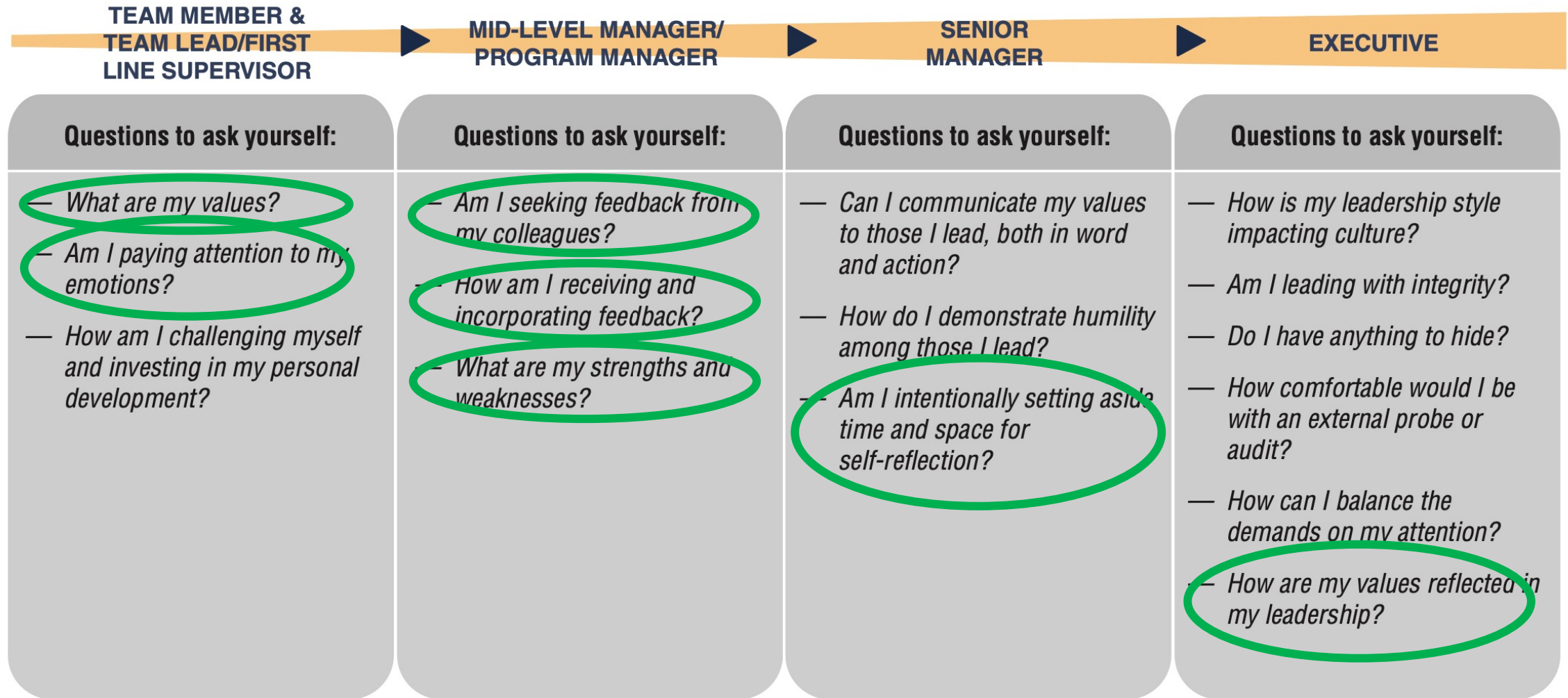


What is Self-Awareness & How to Cultivate It

Self-Awareness & Leading: Developmental Model



Self-Awareness & Leading: Developmental Model



Real Time Case Study

- Seven steps to become more self aware
- Fraser Smith — [GetPsyched](#)
- Process:
 - view
 - self-purview
 - group review



7 Steps to Improve Self Awareness



LOOK AT YOURSELF

OBJECTIVELY







LOOK AT YOURSELF

OBJECTIVELY





TRY SOME

JOURNALING





TRY SOME

JOURNALING



STRUCTURE

YOUR GOALS





STRUCTURE

YOUR GOALS



KNOW YOUR WEAKNESSES

AND STRENGTHS





KNOW YOUR WEAKNESSES

AND STRENGTHS



BE MORE

REFLECTIVE





BE MORE

REFLECTIVE



UTILISE SOME

MINDFULNESS PRACTICES





UTILISE SOME

MINDFULNESS PRACTICES



BE OPEN TO CRITICAL FEEDBACK

AND ASK FOR IT





BE OPEN TO CRITICAL FEEDBACK

AND ASK FOR IT

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Self-Awareness & Leading Questions

Self-Awareness & Leading References

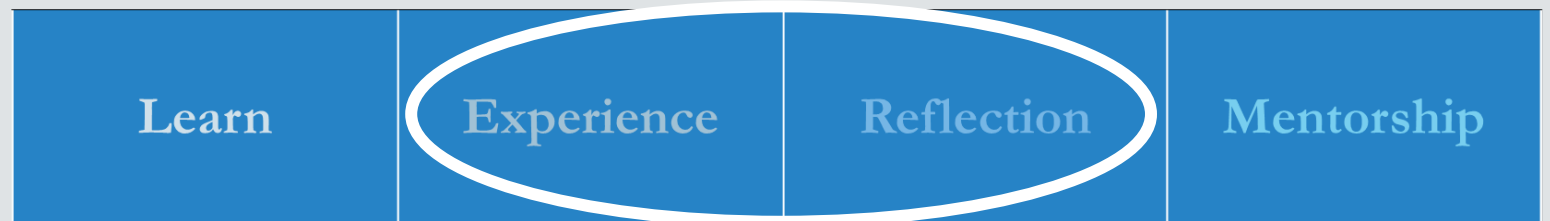
- “The Impact of Emotional Intelligence on Accuracy of Self-Awareness and Leadership Performance” – Virginia K. Bratton, et al, *Leadership & Organization Development Journal*, 2011 (available as a pdf on our AGLP on-line schedule link)
- “Authentic Leadership and the Narrative Self” – Raymond T. Sparrowe, *The Leadership Quarterly*, 2005 (available as a pdf on our AGLP on-line schedule link)
- “What Self-Awareness Really Is (and How to Cultivate It” – Tasha Eurich, **Harvard Business Review**, 2018 ([available online](#)) ([“How to Become More Self-Aware” podcast](#) by Tasha Eurich)

Next Steps

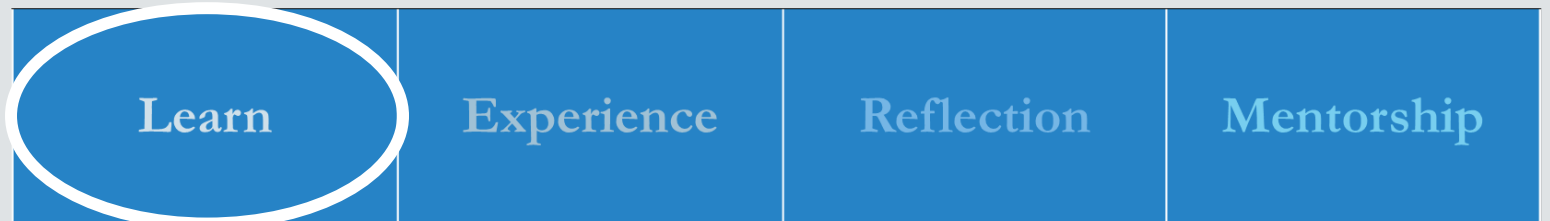
- Grace Calpus Mentoring:
Health & Well-Being –
OCT 6 12:30-1:30



- EL & R – Understanding
Emotions – all OCT



- Review S-A& L Preview
EL&R – OCT 18



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