



Leadership, Management, and Self-Awareness



- In order to **ACT** in a manner that is effective, we must be **AWARE** of how we are **ACTING**
 - Self-awareness is critical for success as a leader
 - Shifting to “influence-based” and “strengths-based” approaches increases success
- An **INFLUENCE vs. CONTROL-based approach** to (performance) leadership/management

Approach Style	Typically Looks Like:	Typically Results In:
Influence: Feels like you have choices and/or are inspired; a coaching-like approach	<ul style="list-style-type: none"> ✓ Listening ✓ Encouraging ✓ Collaborating ✓ Asking questions ✓ Challenging without threatening ✓ Observing ✓ Still holding accountable 	<ul style="list-style-type: none"> ✓ Discretionary effort ✓ Stronger relationships ✓ Increased motivation ✓ Engagement in change ✓ Motivation to change ✓ Altered view of self ✓ Earned trust/respect/credibility
Control: Feels like you are being forced or restricted; guilt-inducing	<ul style="list-style-type: none"> ✓ Lecturing ✓ Criticizing ✓ Demanding ✓ Confronting ✓ Requiring justifications ✓ Generalizing ✓ Dictating 	<ul style="list-style-type: none"> ✓ Fear-based obedience ✓ Increased resistance ✓ Increased feelings of resentment ✓ Increased avoidance behaviors ✓ Lack of focus on learning ✓ Sabotaging ✓ Regression

- A **STRENGTH-based approach** to management of others is the most effective approach: Managers need to develop the habit of looking for strengths in their employees. The hallmark features of strengths are *positive emotions and high energy*. You can observe strengths in action *and* invest in strengths inventories, and then you can work to maximize strengths, with the “ICU” (I See YOU) model:
 - Identify the strengths (offer real-time feedback)
 - Celebrate them (reward, recognize, advertise, etc.)
 - Use them to their greatest potential (make it part of your departmental planning)

Performance reviews rarely focus on strengths and are retrospective – too late for the timeliest growth to occur. Strengths-based performance meetings, by contrast, are future-focused and provide information that can be connected to real needs at hand and used immediately. This approach offers many positive results, like those outlined in the “influence” category, and also include building autonomy, self-direction, accountability, and that ultra-valuable “discretionary effort.” Using “what works” should always be the most important goal for a leader/manager (think: solution-focused vs. blame-focused).

QUESTION: what can you actually DO to make a shift toward influence and a strength-based approach?

The JOHARI WINDOW

OPEN SELF Areas of public activity What you see in me What I see in me	HIDDEN SELF Avoided or hidden areas What you do NOT see in me What I see in me
UNKNOWN SELF Areas of unknown activity What you do NOT see in me What I do NOT see in me	BLIND SELF Blind area What you see in me What I do NOT see in me

RESERVED and IMPASSIVE	
The ANALYTICAL “Investigator” Style: Avoidance & Caution Needs: Details Interests: “HOW” Limitations: Decisiveness Values: Process Self-Image: a “Do-er”	The DRIVER “General” Style: Takes Charge & Competes Needs: Control Interests: “WHAT” Limitations: Listening Values: Results Self-Image: a Successful “Finisher”
The AMIABLE “Collaborator” Style: Accommodates & Complies Needs: Support Interests: “WHO” Limitations: Initiative Values: Feelings Self-Image: a “Bond-er”	The EXPRESSIVE “Communicator” Style: Big-Picture Thinker Needs: Stimulation & Information Interests: “WHY” Limitations: Grounding Values: Ideas Self-Image: a “Specialist”
APPROACHABLE and RESPONSIVE	

PASSIVE and COMPLIANT

ASSERTIVE and GOVERNING