



The Consulting Team, LLC
Facilitating Positive Change

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Leadership Tips
March-April 2022:
Self Awareness
*Knowing yourself opens doors
to stronger leadership
and better collaboration*

Message from Dr. Marilyn Manning



Dear Friends,

For many years, I have had the privilege of coaching hundreds of executives, non-profit, profit, and public agency leaders, boards and councils, and frontline staff. The number one skill that I find in common with the most successful leaders is SELF-AWARENESS. It sounds so simple and yet many don't take stock of their strengths or superpowers nor dig deep on a regular basis to identify and address their blind spots and limitations.

Training, assessments, and professional coaching can open our eyes, but it's a lifelong journey to keep building our self-awareness. One reason I love taking a leader through an Emotional Intelligence 360-degree assessment is the excitement and the 'aha!' they get when they have a breakthrough in their thinking about themselves.

I'll never forget one CEO who, after digesting the results of his EQ360, said: "I just realized that I don't have to always be right!" His whole approach to communicating and leading changed for the better. He saw the importance of deep listening from a place of inquiry and parking his judgments.

What are your blind spots? Knowing them and modifying our behaviors can not only increase our personal power, but also make us better human beings. And don't forget your superpowers.

Warm Regards,

Marilyn Manning, Ph.D.
Owner, The Consulting Team



In this issue of *Leadership Tips*...

1. Know Yourself: Open Doors to stronger leadership and better collaboration
2. May 4 Zoom mini-training: *Enhance your executive Presence: How Do You Show Up?* Noon–12:30PM Pacific (No Charge. Register below.)
3. July 11 mini-training: *Managing Change During Constant Change* 2:00-2:30pm Pacific (No Charge. Register below.)



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Know Yourself

Open Doors to Stronger Leadership and Better Collaboration

*"To know thyself is the beginning of wisdom."
~ Socrates*



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Many of us have heard the importance of this quote. In our professional lives a number of tools assist us in knowing ourselves: such as DiSC® Behavioral Style Assessment, Myers-Briggs Type Indicator®, Emotional Intelligence assessments, surveys, and teambuilding activities.

The better we know ourselves, the more powerful we become as leaders, teammates, collaborators, and communicators.

Start with Knowing Yourself

Knowing ourselves means recognizing our strengths, identifying our limitations, uncovering blind spots, and realizing our superpowers, which aren't always self-evident or which we might be undervaluing.

Knowing ourselves — self-awareness — is the initial pillar of emotional intelligence from which better leadership, teambuilding, and collaboration are derived:



What Do You Know About Yourself?

When asked this question in a job interview or by a new director or manager, how would you respond? Your skill inventory increases over time. But beyond just skills and experience, what do you know about other aspects of your being?

- What is your leadership style: *inclusive, empowering, confrontational, hands-off?*
- What is your communication style: *direct, inquisitive, reflective, collaborative?*
- What type of learner are you: *auditory, visual, hands-on, read/write, interpersonal?*
- How do you like to process information: *by reading, listening, observing, through conversation?*
- How do you problem-solve: *alone or with others, via trial and error, by conferring with experts?*
- How do you prefer to receive recognition: *privately, publicly, demonstratively, or not at all?*
- How do you deal with conflict: *directly, indirectly, tentatively, decisively, collaboratively, or not at all?*

Sometimes To Know Yourself Is to Meet the Negative Voice Within

Timothy was frustrated and fed up. Angry, he was eager to leave his organization due to multiple personality clashes with what he called difficult and “impossible” people. He hoped to leave his problems behind for the greener pastures of a new setting. But his work history revealed earlier clashes with colleagues. Curious, how at each new location he found more “impossible” people.

A series of coaching sessions increased his self-awareness and illuminated his cut-and-run-pattern, thus helping him recognize the need to address core issues and not avoid them by fleeing. Once Timothy became aware of his pattern and understood it, he was able to learn tools to work with those he'd deemed not worth his time. And he didn't have to keep starting over in new organizations.



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Superpowers? Me?

As a new manager, Dilip was initially intimidated by the brilliance of the team he inherited after a promotion to a new department. Each employee was either older than him, more experienced, more technical, or a combination of these. Though he had a successful track record as a supervisor leading multiple groups, he felt ill-equipped to lead this diverse, savvy, veteran team. Cold sweats by day and sleepless nights were eroding his confidence.

When Dilip expressed his fears and trepidation about leading this group to his HR manager, she informed him that he was the consensus choice to lead this key group because of his affable personality and adeptness at working with multiple generations, diverse cultural backgrounds, and iconoclasts. Furthermore, he had always showed positive energy in previous roles with the company.

Dilip knew in his heart he had each of those skills, yet he undervalued his teambuilding skills. And those were just what this team needed, after the retirement of a heavy-handed, arrogant manager who insisted on proving himself right at every turn, alienating the team and poisoning morale. Dilip and his teambuilding superpower proved to be the right choice.

We all have skills and strengths, capabilities, and commendable qualities. And there are our superpowers which others admire. Others may see superpowers in you that you don't see in yourself. Or else you take them for granted, undervaluing them or not realizing what comes easily or naturally to you can be difficult for others. Embrace and celebrate your superpowers, sharing them with your group, team, or department.



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What Is One of Your Superpowers?

Are you admired for your technical prowess which you've possessed since childhood?

Apply to it help your team members, whether it's fixing the department's printer, or organizing group festivities for new hires, milestones or special events.

Or are you detail-oriented and relish proofing documents, updating rules, policies and procedures?

Others abhor such tasks and applaud you applying your abilities for the betterment of all.

Or are you courageous and accustomed to speaking the truth to your manager?

Others aren't, and you can champion the team's concerns so each has a voice through your serving as a spokesperson to management. That's leadership.

Or are you a natural mediator who can find consensus among contentious parties?

Apply those skills to get your team to work well with each other. Whether or not you are its leader, that superpower is desired on all levels in the workplace.

Humility and Humanity: What is your Achilles heel?

Don't let your superpowers go to your head. Knowing yourself also means understanding what your Kryptonite is.

We all have a shadow side to our superpowers. Being human means being accepting of strengths *and* limitations — our own as well as others. Having limitations doesn't make you weak, it just confirms you're human. It's healthy to have both superpowers and vulnerabilities. Having an awareness of both can activate empathy and can make us more approachable to others. We can celebrate both, which is a sign of self-confidence.

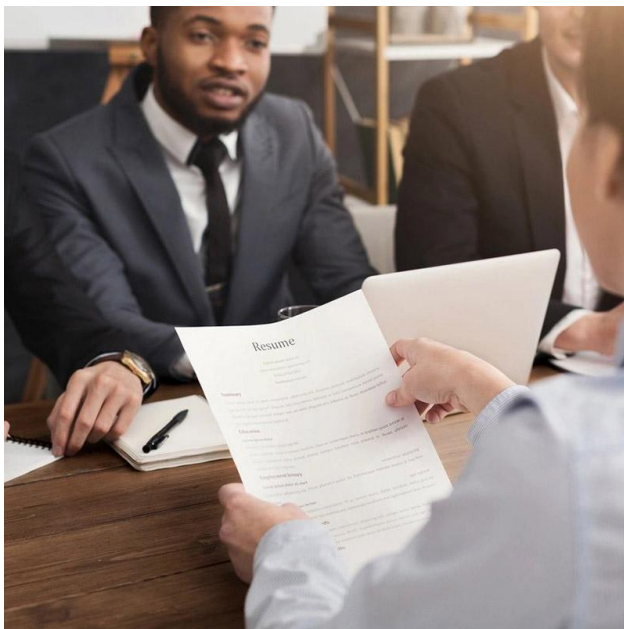
We worked with a client who was brilliant, a visionary with off-the-charts intelligence, reminding us of Sheldon from *The Big Bang Theory*. But Judson's meteoric trajectory was compromised when he had to work on a team. A lone wolf, he was aloof to others and relished working in isolation. This was his Kryptonite. To him, the acronym TEAM stood for Together Everyone Annoys Me.

Judson's manager, recognizing this shadow side of his brilliance, chose to shield him from his Kryptonite and to harness the best he had to offer. Judson's manager provided him with many opportunities to work alone while he coached him in some communication skills. Judson responded positively, like the Rock Star he was, and started to trust a few individuals he could interface with.

How Will You Better Know Yourself?

Boyka's quest to better know herself began with an annual review that identified several areas for improvement, including self-confidence and risk-taking. Within a 7-month period she took the DiSC® personality profile, learning how her type meshed with her manager's and her team's. In concert with her coach, she mapped out a plan to build her confidence in public speaking, sharing ideas in meetings and on project teams. After taking an emotional intelligence assessment she recognized she needed to assert herself more in group settings and with her boss. Enrolling in subsequent courses sharpened Boyka's writing, speaking, and teambuilding skills.

At her next annual review she, her co-workers, and manager all saw Boyka in a new light. Her next annual review both reflected and rewarded her improvement. She went from self-aware to self-confident and self-motivated and altered her trajectory significantly in less than a year.



What is your plan?

We have five suggestions:

1. Take the [DiSC® Behavioral Style Assessment](#) to learn more about your dominant and secondary types and how they mesh with the other types you encounter in your work, social and personal lives. It's a great lens to see yourself and others in and begin the process of being more in sync with each other.
2. Take a [training](#) on how the different DiSC® communication styles can work effectively together and how to build bridges with people whose work styles differ from yours.
3. Take an [Emotional Intelligence assessment](#) to learn how aware you are of yourself and others, and how you are rated for empathy and relationship management.
4. Take a [class on emotional intelligence](#), watch TED Talks or YouTube videos about the subject, read books by Daniel Goleman and others on the topic, and watch movies like Pixar's *Inside Out*. Each can help you understand the interplay of your various emotions internally as you navigate challenges in aspects of your work and life.
5. Consider [1:1 coaching](#) to discover blind spots and areas you'd like to strengthen in how you show up, relate with others, and perform at work.

*To Grow Yourself, you must Know Yourself.
~ John C. Maxwell*



Nina

Craig

Kathye

Susan

Victoria

Stewart

Free 30-min. Coaching

Schedule a complimentary
30-minute 1:1 coaching session
with one of our senior associates.

[Request A Session
Here](#)

Register here for this free 30-min. online mini-training Wednesday, May 4

FREE 30-min. online event Wednesday May 4, Noon Pacific

Enhance Your Executive Presence: *How Do You Show Up?*



Facilitated by Senior Associate Craig Harrison, CVP

How do you show up as a leader? Learn ways to develop leadership presence as a manager, supervisor or project manager.

- Apply components of executive presence to bolster your poise and confidence
- Learn ways of conveying confidence and presence in meetings, 1-on-1 and public settings

**Wednesday, May 4
Noon-12:30PM Pacific**

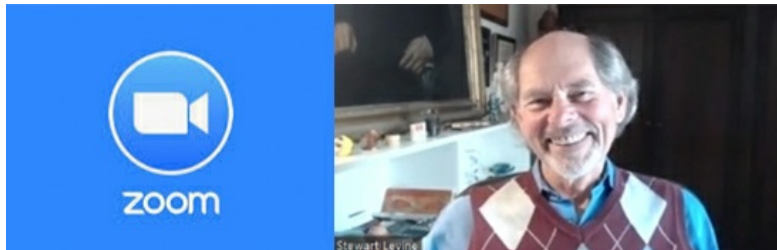
Limited space: confirm your seat and receive log-in details

when you register using the button below.

Click here to register for this free early May mini-training

Click here to register for our free July 11 mini-training

FREE 30-min. online event Monday July 11, 2:00-2:30PM: "Managing Change During Constant Change"



Facilitated by Senior Associate Stewart Levine, J.D.

How do you deal with the pressure of constant change? Are you focused on managing change, or are you reacting to problems? Change provides the opportunity for creativity.

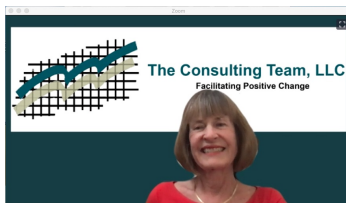
- Learn how to overcome resistance to change
- Build buy-in and overcome resistance
- Create excitement for change and creativity

**Monday, July 11
2:00-2:30 PM Pacific**

Limited space: confirm your seat and receive log-in details
when you register using the button below.

Register for this free 30-min. online mini-training on Monday, July
11

Our Team of Trainers, Facilitators, and Coaches



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and [consulting](#) assistance for leaders and employees.*

The Consulting Team

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