

## ***Personal Awareness***

*“I have found that I am most productive and successful when I concentrate 70 percent of my time and energy on my strengths, 25 percent on new things, and 5 percent on areas of weakness. Learn what you do well that brings the greatest results and make it your priority, and dedicate the balance of your time to growth.” Dr. John C. Maxwell<sup>1</sup>,*

**Great Leadership begins with self-awareness. We must each develop a strong sense of how we are perceived by others, as leadership is *about others*. Great Leaders *become* - they are not born. The process is from the inside out and not the reverse. Begin the process of patterning the Great Leader you are meant to be.**

**In the following exercise, there are no right or wrong answers. The questions are designed solely for your benefit, as an aid to creating a clearer personal awareness. Be brutally honest in your answers – they are for your eyes only. Get to know who you are, and how you look to others. Then use the picture as a stepping stone to your goal of Great Leadership.**

- 1. Write a paragraph, no more than one handwritten page, describing yourself as you believe others perceive you, from the standpoint of your co-workers, your leaders, your followers, and finally your friends and family.**

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<sup>1</sup> *Steps Toward a Leadership Breakdown*, Leadership Wired, monthly newsletter, [www.injoy.com](http://www.injoy.com)

2. List, in order of their importance to you, your three most valuable characteristics.
  - A.
  - B.
  - C.
3. List, in order of importance to you, the three characteristics you most value in family, friends, & co-workers.
  - A.
  - B.
  - C.
4. List, in order of importance to you, the three characteristics you most value in your leaders.
  - A.
  - B.
  - C.
5. List, in order of importance to you, the three characteristics you most value in those you lead.
  - A.
  - B.
  - C.
6. List, in order of their importance to you, the three characteristics you find most annoying in family, friends, & co-workers.
  - A.
  - B.
  - C.
7. List, in order of their importance to you, the three characteristics you find most annoying in your leaders.
  - A.
  - B.
  - C.
8. List, in order of their importance to you, the three characteristics you find most annoying in those you lead.
  - A.
  - B.
  - C.

9. List, in order of their importance to you, the three characteristics you believe to be most annoying in yourself.
- A.
- B.
- C.
10. In times of challenge, do you tend to react or to respond, (where *reacting* is unplanned, and *responding* is acting according to a pre-planned course)?
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11. Rate the following #1-#10 in order of their importance to you.

- Character
- Diligence
- Teamwork
- Open communication
- Adherence to lines of authority
- Maintenance of the status quo
- Upholding a vision/mission
- Serving, outside the unit (family, company, department)
- Serving, within the unit (family, company, department)
- Reputation

12. Do you seek *position, influence, or power* (control)? Explain? \_\_\_\_\_
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13. How frequently do people seek you out (for comfort, counsel, etc.)?

	Often	Sometimes	Seldom	Never
Family				
Friends				
Colleagues				
Subordinates				
Supervisors/ Managers				

If there are discrepancies, explain them. \_\_\_\_\_

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14. In a crisis situation, I (am) (please check all that apply)
- Calm and proceed according to plan
  - Generally the first to grasp the severity of a crisis situation
  - Seek guidance from my manager
  - Give guidance to those around me
  - Generally the last to know there's a crisis
15. My desk area is (check all that apply)
- A disaster!
  - Controlled clutter – I know exactly where everything is
  - Neat and organized at all times
  - I complete a project and clear away all materials before I begin another
  - Combination; cluttered when I'm busy, but cleared at regular intervals
16. My calendar/organizer is (check all that apply)
- A disaster – if I had to rely on my calendar, I'd never make an appointment
  - Controlled clutter, post its and slips of paper, but I'm never late, never miss an appointment, and it's all there
  - Neat and organized at all times, I have even considered a color-coded system
  - I use a combination of memory, post it notes, and my calendar when I think of it – it works on and off
17. Which statement best identifies you?
- I am a problem identifier – without me, often others would not know what is wrong
  - I am a problem solver – I don't talk much, but I'm always looking for resolutions
  - I am the last to know anything is wrong – I just keep plugging away – others are better suited than I, and get paid to handle the problems
18. Which statement best describes you?
- I have a clear understanding of the mission statement of the organization, and as a result, I regulate my professional actions to reflect its values at all times
  - I just do my work and maintain my personal integrity
  - I try to adhere to the company vision, but I have my hands full just keeping up...
  - I didn't know we had a mission statement.
19. My most shining moment has been (please describe):
- A. Professional: \_\_\_\_\_
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B. Personal: \_\_\_\_\_

Can I repeat the success? \_\_\_\_\_ If so, *how*, and if not, *why*?

20. Which statement can you most closely identify with?

- If it can wait for tomorrow, it goes in the TICKLER.
- I deal with everything as soon as it comes my way.
- I go to sleep each night with more completed than not.
- I regularly re-prioritize throughout the day, rearranging my TO DO stack as I go.

21. Define *integrity* and relate it to your personal, professional, and leadership experience. \_\_\_\_\_

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22. When facing a serious issue, I (check all that apply):

- Go into semi-seclusion until the issue is resolved
- Face it head on without delay
- Seek guidance and assistance from a superior and/or mentor
- Talk it out; venting clears the system
- Combination of above (explain) \_\_\_\_\_

23. When faced with a failure, I generally

- Vow never to put myself in the same position again
- Put it behind me immediately
- Face up to it, and move forward
- Get it out of my system by talking it out

24. When I am wronged by a co-worker, I... \_\_\_\_\_

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25. When I am wronged by a manager, I... \_\_\_\_\_

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26. When I am wronged by a subordinate, I... \_\_\_\_\_

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