

Using the

Leadership Self-Awareness Index

A guide to assessing and understanding
the six pillars for developing purposeful
leadership

GROUNDLED • PURPOSEFUL • ENGAGED



DR. GARY A. RUNN
FOUNDER, VOCĂRE LEADERSHIP

INTRODUCTION



Welcome to the Self-Awareness Index! Research has shown that 95% of all leaders believe they are self-aware. The reality is that only 10-15% are genuinely self-aware. That is a significant gap. Within that statistical difference lies the degree to which a person’s leadership can be sustainable and effective over time.

The good news is that everyone can grow in their self-awareness. Self-awareness is comprised of seeing yourself clearly and understanding how others are receiving you. Formal feedback is one avenue toward greater self-awareness. But we must also be intentional about owning our own development and committed to growing our self-awareness.

Research also demonstrates that self-aware leaders are: (*Insight*, by Tasha Eurich)

- More confident and creative
- Make sounder decisions
- Build stronger relationships
- Communicate more effectively
- Less likely to lie, cheat, or steal
- Better, more productive workers
- Get better promotions
- And, are more effective leaders with more satisfied employees, resulting in more profitable companies

This guide will explore the six pillars of self-awareness, leading to a more purposeful practice of leadership.

ABOUT ME

I'm Gary Runn, a professional certified coach through the International Coaching Federation with a passion for leader development. I have a doctoral degree in leadership development and organizational effectiveness. I have over 30 years of on-the-ground experience developing leaders in the U.S. and worldwide.

I am the founder of Vocāre Leadership. Vocāre is a Latin word meaning “to call” or “to summon.” My passionate desire is to catalyze leaders worthy of being followed and to connect leaders to their true purpose and calling. My approach flows from a Christian faith perspective--but can benefit anyone.

Leveraging solid research, core principles, and practical experience, I've developed and empowered countless leaders to be more grounded, purposeful, and engaged in their pursuit of making a meaningful difference.

I've created this guide to help you assess and explore the foundational elements of growing leadership self-awareness. All good leadership is built upon the foundation of growing self-awareness. Read over the explanations of the following six pillars, and then take the assessment to see how you score--and discover where you might need to grow.



Email: Gary@vocareleadership.com
Website: www.vocareleadeship.com

01 Design

"Design" reflects something brought into existence for a particular purpose. By definition, it includes thoughtful planning. Biblically, we can consider two aspects of God's design on us. He creates us--he brings us into existence. And he forms us--by molding us for his unique purposes. This shaping is true for individuals and groups of people. For our focus on self-leadership, design includes our strengths, personality, and spiritual gifting.

We need to know who we are and who we are not. And we need to be at home with ourselves. Knowing our gifting and our limitations will keep us humble, encourage us in our need for others, and allow us to make a focused and unique contribution.



02 Passions

In considering our passions, there are two possibilities. The Bible speaks of passion as over-desires that can lead to harmful actions. It also speaks of passion as seeing the suffering and needs of the world that leads to compassionate acts. Our over desires can reveal themselves in various ways: lust, greed, covetousness, pride, envy, and excessive anger. These six categories are often seen as inordinate versions of one's natural passions. Conversely, in the New Testament, we have several examples of Jesus "feeling compassion" and meeting the deep needs of people. At times, this led to Jesus healing someone. Other times, it led to him feeding a multitude. Ultimately, we need to be aware of both kinds of passion. We need to be mindful of the over-desires that can trip us up, and we need to cultivate a compassionate posture in response to the needs around us. One way to consider godly passions is to answer, "What breaks my heart that also breaks the heart of God?"



03 Wounds & Threads

In a few instances, we need to look back to look ahead. I am convinced that every leader has a primary wound. This wound may be a single, profound event in the distant past--or it may be a series of hurts over time that now act as an internal label we bear. The messages that can arise from these wounds are phrases like “not good enough,” “not worthy,” “will never amount to anything.” If these wounds are not acknowledged and addressed, they have the potential to affect our leadership in negative ways. The other, more positive aspect of looking back is the awareness of how God has consistently used us over time. These threads of continuity reflect our glimpses of excellence in how we have made significant contributions in service to others. These are the things that others have consistently complimented us for. They represent those gifts and abilities that have the potential for the greatest impact.



04 Affirmations & Personal Values

Affirmations are positive statements we declare about ourselves anchored in truth or to which we aspire. These declarations often have their starting point based on what others have said about us over time--“You are a leader,” “You are a strategic problem solver,” “You are a principled teacher,” “You are genuinely empathetic.”

Personal Values are always anchored in faith and expressed through daily behaviors. Affirmations represent who we are and who we want to become. Personal Values define how we want to behave as leaders. The following statements are examples of behavior that are true of us today (and which can still grow stronger) or those we aspire to: “To live generously,” “To live moldable,” “To live sound, full of integrity.”

Affirmations and Personal Values help us to become more aware of what we desire toward the outward expression of our leadership.



05 Callings

The word “calling” in the Bible, whether in Hebrew or Greek, primarily expresses the language of invitation. I believe God continually and periodically invites us into many aspects of being and doing as a leader. We are typically most interested in vocational calling--what do we get to do next. But God is equally interested in who we are becoming as leaders.

Therefore, we must lean into God with increasing intimacy to discern who He is inviting us to become, and what He is inviting us to do. Every godly invitation will require a step of faith and an element of faith risk. These invitations are always in line with God’s will which is revealed through the pages of the Bible and should be confirmed in community.



06 How You Are Being Received

In our definition of self-awareness, we articulated the necessity of understanding who we are and how others receive us. How we come across to others is a crucial component for effective leadership. Good leadership is not simply getting others to do what you want done. It must include how and why you lead others along the path toward a worthwhile accomplishment.

This awareness and insight has everything to do with our leadership presence and how we are being received by others. This ability, which can be assessed and grown, can lead to greater workplace performance and stronger relationships. Relating well to ourselves and others is an important aspect of purposeful and healthy leadership.



Self-Awareness Index

Scoring Your Self-Awareness Index

Add up the scores you gave for each element of the Index and record your total below. See where you lie on the assessment scale.

Total Score:

- 10-30 Indicates a need to critically explore your self-awareness
- 40-70 Indicates a need to grow your foundational self-awareness
- 80-100 Indicates a need to sustain your current self-awareness through ongoing growth and learning

Vocāre Leadership will offer a brand new digital course, “Leading with Self-Awareness: A Proven Journey to Greater Clarity, Confidence, and Influence,” in the Spring and Fall of 2024. Be looking for your opportunity to take the course and greatly improve your leadership self-awareness!