



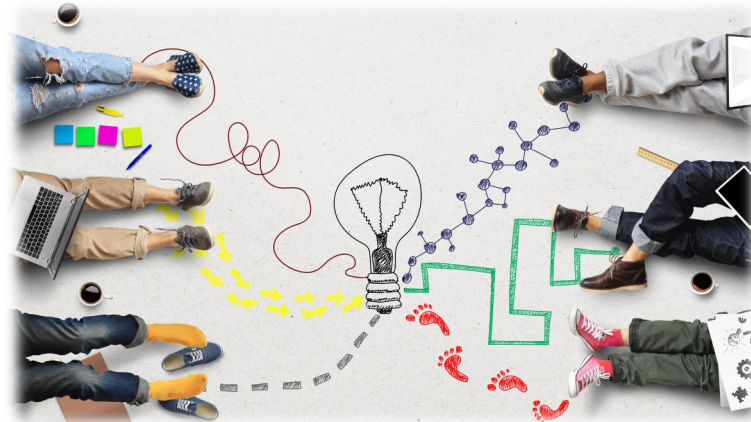
Session #2: Building Self-Awareness & Leadership Traits for Team Effectiveness

Brenda K. Zierler, PhD, RN , FAAN and Nicole Summerside, MHA

Learning Objectives

AT THE END OF THIS SEMINAR, PARTICIPANTS WILL BE ABLE TO:

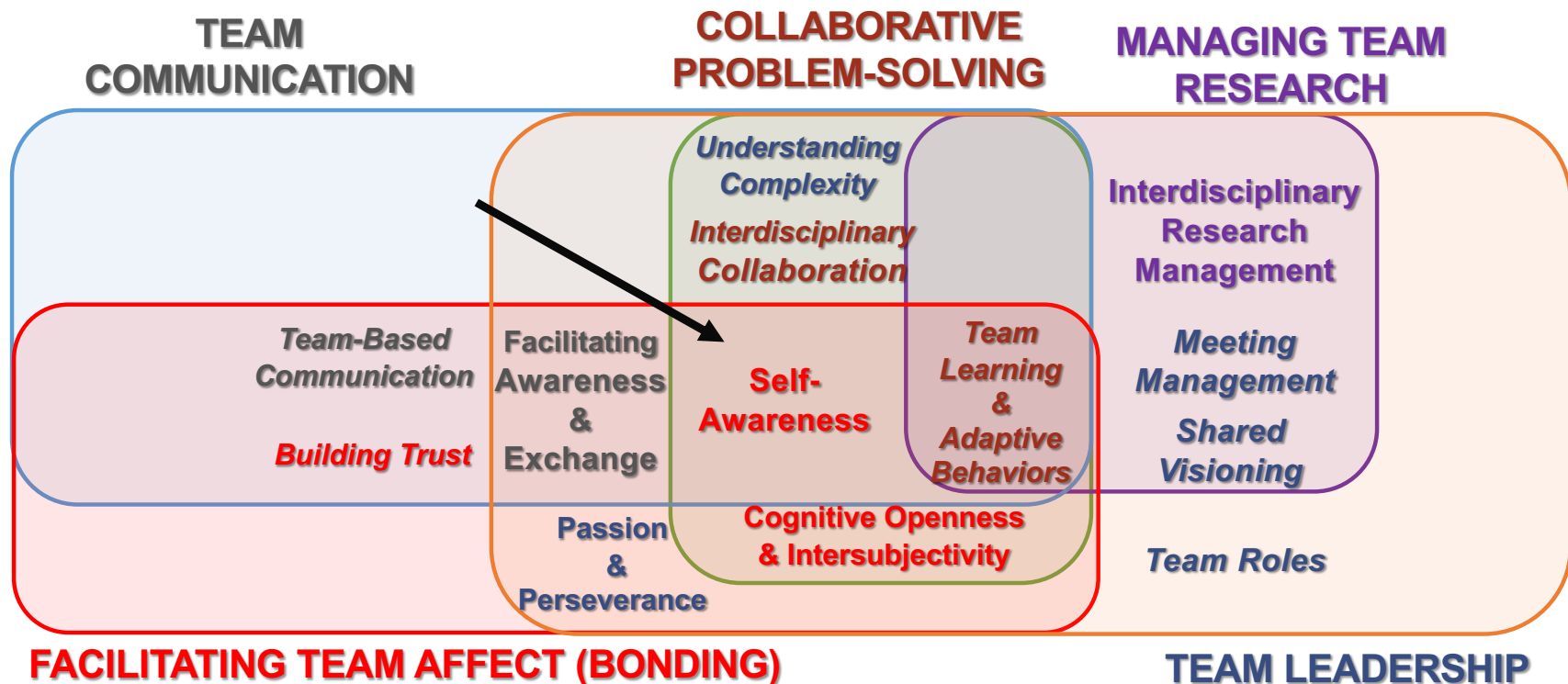
- 1) Define the personal qualities of self-awareness.
- 2) Explain why leaders need self-awareness to be effective.
- 3) Describe the difference between internal and external self-awareness.
- 4) Identify strategies to increase internal and external self-awareness.
- 5) Discuss the two rules of leadership described by Peter Anderton in the prework video.



Plan for the Day

- Welcome & Introductions
- Overview of self-awareness & leadership for team effectiveness
- Debrief/Wrap-Up
- Team Science Seminar Series Update
- Q&A/Team Science Office Hours (final 15 mins of each seminar)

CTSA Translational Team Science Competencies for *Individuals* & Teams



FACILITATING TEAM AFFECT (BONDING)

TRANSLATIONAL TEAM COMPETENCY DOMAINS
Individual Competencies Team Competencies

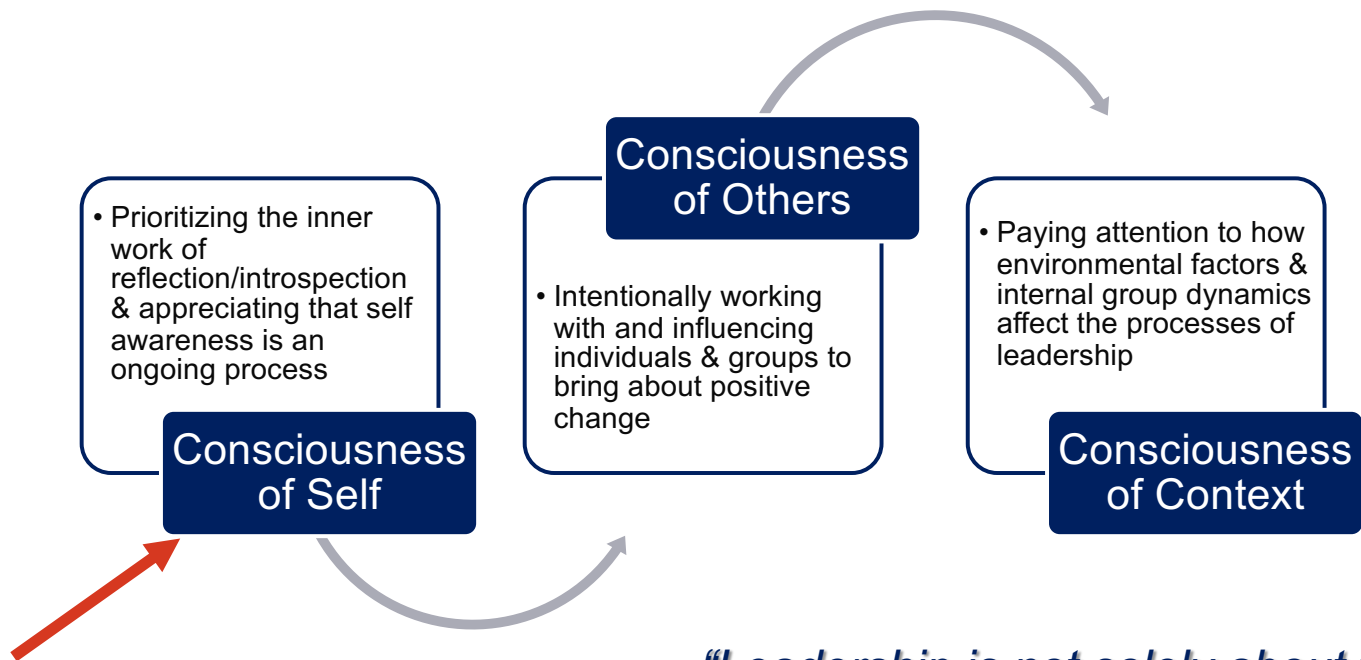
Lotrecchiano et al, 2020 Individual and Team Competencies in Translational Research Teams. Journal of Clinical and Translational Science.

Self-Awareness: Building Block of Emotional Intelligence (EI)



Goleman; Emotional Intelligence

Emotionally Intelligent Leadership (EIL) Model



Allen, Shankman, & Haber-Curran, 2016

“Leadership is not solely about the leader – leadership is a reciprocal relationship with others that aims to bring about positive change”

Self-Awareness Refers to the Following Subjects of Interest

- Values
- Aspirations
- Passions
- Feelings
- Thoughts
- Behaviors
- Strengths & weaknesses
- Impact on others



Two Types of Self-Awareness

1. Internal self-awareness

- How clearly we see our own values, passions, aspirations, fit with our environment
- Internal self-awareness is associated with higher job and relationship satisfaction

2. External self-awareness

- Understanding how other people view us
- People who know how others see them are more skilled at showing empathy & taking others' perspectives

The Four Self-Awareness Archetypes

1. Introspectors
2. Seekers
3. Aware
4. Pleasers

		Low external self-awareness	High external self-awareness
Internal self-awareness	High-internal self-awareness	INTROSPECTORS 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 relationships & limit their success	AWARE They know who they are, what they want to accomplish, and seek out and value other's opinions. This is where leaders begin to fully realize the true benefits of self-awareness
	Low internal self-awareness	SEEKERS 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.	PLEASERS 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.

Strategies to Increase Internal and External Self-Awareness

- Seek critical feedback from bosses, peers, employees, boards, etc.
- Focus on building both internal and external self-awareness
- Seek feedback from “loving critics – people who have their best interests in mind and willing to tell the truth
- Ask “what” instead of “why”

(What could I do to increase engagement?

What could I do to better show appreciation?)



Large Group Discussion on Self-Awareness

(5 MINS)

1) Please share your comments in chat

- ☐ Think about a person that you admire that has a high level of self-awareness. How is that modeled? What behaviors do you observe?



How to Move from Self-Awareness to Self-Improvement

- Self-management – conscious choice to resist a preference or habit & demonstrate a more productive behavior

Four-step process:

1. Be present.
 2. Be self-aware
 3. Identify a range of behavior choices.
 4. Intentionally choose behaviors that are believed to be most productive
- What makes self-management so difficult?
 - The most productive behaviors are often **not aligned with our habits & preferences**

Porter J. HBR; 2019

Case Study

- Tailor has been given feedback that they speak too often and for too long in meetings. We have tried various strategies in team meetings to prevent Tailor from dominating the conversation (e.g., using a “talking stick”, meeting roles, balance card).
- Tailor admits that they speak too often and wants to improve this behavior and learn how to be a more productive team member.
- After a recent meeting with 10 people, Tailor spoke 40% of the time, and was asked to evaluate their participation.
- Tailor said, “I know I talked too much but I had a lot of points to make.” Then Tailor continued to tell me their ideas.
- Tailor is very self-aware but isn’t as effective as could be because they don’t self-manage.

How to Move from Self-Awareness to Self-Improvement

- What would self-management look like for Taylor if they used these 4 steps?
- Use Jamboard to answer this question
- JAMBOARD
 1. Be present
 2. Be self-aware
 3. Identify a range of behavioral choices
 4. Intentionally choose behaviors that are believed to be the most productive
- Link: <https://jamboard.google.com/d/1FsCvRQ8YKQhO-FLBR6iMXR4KzZJn-ipFsOuZRLCukQ0/viewer?f=0>

Self-Management is a Learnable Skill

1. Decide where you want to self-manage.
 2. Notice and reflect on what's driving your lack of self-management.
 3. Consider your choices and your reactions to those choices.
 4. Make a plan.
 5. Practice.
 6. Repeat the process
- Moving beyond self-awareness to self-management
 - Recognize current actions
 - Consider alternative options
 - Resist what may be most comfortable or familiar

Great leadership comes down to only two rules

Rule #1: It's NOT about you!

- Authentic Leadership (not traits or characteristics)
- The best leaders don't create more followers, they create more leaders"

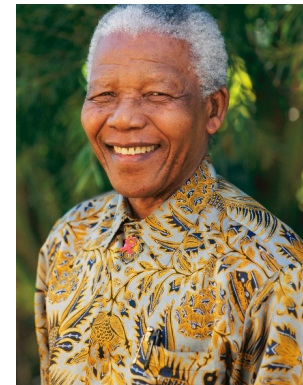
Rule #2: Its ONLY about you!

- All of us are leaders & create the environment around us
- No such thing as a perfect leader – we live in a complex world crying for simplicity

<https://www.youtube.com/watch?v=oDsMlmlLjd4> (TEDTalk)



Peter Anderton



Nelson Mandela

Debrief/Wrap-Up

- ▶ Please provide feedback on today's session!
 - ▶ Feedback in chat
 - ▶ Complete Today's Session Evaluation

- ▶ Next month's session:
 - ▶ Setting the Foundation for Successful Meeting Management
 - ▶ Thurs 12/1/22 12:00pm-1:00pm
 - ▶ Registration for December's webinar: <https://www.iths.org/event/successful-meeting-management/>

2022-2023 TEAM SCIENCE SEMINAR SERIES SCHEDULE

Logistics: 10 one-hour sessions occurring Oct 2022-July 2023 from 12pm-1pm on the 1st Thurs of each month; certificate offered through ITHS if attend 8 or more sessions (80%) & complete session evaluations.

Date	Topic	Date	Topic
10/6/22	Introduction to the Team Science Seminar Series 2022-2023: Why is Team Science Important?	3/2/23	Handling Everyday Conflict with Curiosity, Courage, and Compassion
11/3/22	Building Self-Awareness and Leadership Traits for Team Effectiveness	4/6/23	Creating Engagement: Facilitation from Chaos to Construct
12/1/22	Setting the Foundation for Successful Meeting Management	5/6/23	Diversity, Equity, and Inclusion in Team-Based Research
1/5/23	Building an Interdisciplinary Research Team	6/1/23	Engaging Communities in Interdisciplinary Research
2/2/23	Growth Mindset & Giving and Receiving Feedback	TBD	Multiple-PI Collaborative Grant Applications

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- Great Leadership comes down to only two rules; Peter Anderton' TEDxDerby2016. <https://www.youtube.com/watch?v=oDsMImfLjd4>
- Goleman D. Emotional Intelligence: Why it Can Matter More Than IQ. Harvard Business Review, 1995.
- ITHS Team Science Website <https://www.iths.org/investigators/services/team-science/>
- "Thriving in an Era of Team Science" Burroughs Wellcome Fund <https://www.bwfund.org/wp-content/uploads/2020/06/Team-Science.pdf>
- Team Science Special Issue of the Journal of Clinical and Translational Science (2021) <https://www.cambridge.org/core/journals/journal-of-clinical-and-translational-science/thematic-issues/team-science-interventions-in-clinical-and-translational-research>
- Eurich T. What Self-Awareness Really is (and How to Cultivate it). Harvard Business Review, 2018: <https://hbr.org/2018/01/what-self-awareness-really-is-and-how-to-cultivate-it>.
- Epstein A. Emotional Intelligence: Build Self-awareness with Help from Your Team. Harvard Business Review, August 13, 2018.
- Porter J. Managing Yourself: How to Move from Self-Awareness to Self-Improvement. Harvard Business Review, June 19, 2019.
- Allen SJ, Shankman ML, Haber-Curran P. Developing Emotionally Intelligent Leadership: The Need for Deliberate Practice and Collaboration Across Disciplines: Developing Emotionally Intelligent Leadership. New Directions for Higher Education 2016(174):79-91.

Q&A/Team Science Office Hours

12:45pm-1:00pm



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