

EQUENTI

WHERE EQ MEETS IQ

LEADERSHIP SELF REFLECTION

- Angela Koning -

LEADERSHIP STARTS WITH US

Self awareness is about understanding our leadership behaviour and the impact it has upon others - in particular, the people we lead and work with.

Implicit in this idea is the knowledge that we choose our patterns of thinking and behaviour - and if we want to, we can create a new way of thinking and leading that is more effective not only for our teams, but it lights us up too.

How we think about ourselves and how we fit into the world has a massive impact on how energised and effective we are in our various roles in life:

- as a person;
- a friend;
- a partner;
- a parent;
- a team member; and
- a manager.

The way we think also has a profound impact on our wellbeing - mental, physical, emotional and spiritual - and on the way our work translates into outcomes for the organisations we serve.

The **Leadership Self Reflection** will help you to understand what goes on inside your mind to make you think and act the way you do. It's about diagnosing and gently challenging the patterns in our thinking, which come from our values, beliefs and past experiences and drive us to act in certain ways, so that we can become more lit up, energised and focussed in our lives and work.



“When we are leading ourselves well, not only are our own lives better, but we are able to lead and inspire others to be better.”

- Angela Koning -

WHAT CLIENTS ARE SAYING

“ I first met Angela when she facilitated a team building session with some high-tension points in the room, and I just liked her no bullsh*t approach. She shared honestly what she saw in the room and got a lot more conversation out of the participants, which was really cool.

I initially thought the issues I was having in leadership were due to the people I needed to deal with at the time, and that those people had turned into issues. After working with Angela, I realised that by changing my approach with people, I could prevent the issues. That was a valuable lesson for me as a leader.



It is not only the leadership tools that Angela teaches you but the value in setting aside a couple of hours a fortnight to think about how you go about your business, not what you're doing. It is so important. Having that time to reflect, and to be accountable, is really beneficial.

One of the great things about working with Angela has been unlearning some of things I had come to believe were necessary, like avoiding high tension conversations. Learning how to effectively hold space in those difficult conversations, and not letting people off the hook or tip toeing around a tough decision, has been great for getting issues resolved effectively and quickly.

As a leader everyone is watching. The way you respond, even very subtly, has an impact on your team. My team saw a change in the way I was approaching issues with them, and that I was showing them a lot more trust. That's been really good for me and it's been good for my team, and they are now replicating that with their employees. This benefit has been a direct result of my working with Angela.”

MICHAEL JOHNSTONE

- Head of Projects -

WHAT INFLUENCES OUR LEADERSHIP THINKING?

VALUES

Values are what we hold to be important. Often, they are shaped by our upbringing and our early experiences of life. They speak to the core of who we are as individuals and they shape our contribution to the world.

Understanding what we value, and how this drives our thinking and behaviours, is the first step to self-awareness as a leader.

If you're not sure about your values, know that you likely developed these before the age of 7 years old. Yes, our values are shaped when we are little and tend to be carried through our lives unchallenged.

Think about the conversations that were instrumental in your upbringing - perhaps it was an often repeated saying from Mum or Dad around the dinner table, at a 'family meeting', or as you worked together as a family unit.

FOR EXAMPLE

My own personal values offer an achievement and exploration orientation.

My Mum always said "always do your best" and Dad chimed in with "never knock back an opportunity". Mostly, these values have served me well in life.

But sometimes, they also lead to overcommitment, diversifying rather than focussing my efforts and energy, and sometimes wondering if what I've done is truly 'my best'.



Our values, beliefs, past experiences, goals, and sense of effectiveness as a leader, all influence how we think and behave in our leadership roles.

MY VALUES ARE:

BELIEFS



Beliefs are ideas we hold to be true - whether they are true or not! They are stories that we tell ourselves, over and over again, so much that they become true for us. Whether those stories are actually true, and whether they serve us or not, can sometimes be an entirely different matter.

Many times, we find that our beliefs can serve us and our success, but sometimes they are worth challenging because they are holding us back.

Sometimes, our beliefs are not even our own but are implanted in our thinking by significant others in our lives - parents, teachers, doctors, grandparents, aunts and uncles, and friends.

So, what is true for you about leadership?

- It is a privilege or a burden?
- Is it easy or hard?
- Do you love taking a position and leading others?
- Or do you avoid it if you can?

FOR EXAMPLE

In my professional world, my beliefs about leadership changed significantly after a crushing career low. I got fired!

You see, I used to believe that my role as a leader was to achieve results, hold people accountable and drive change - even when it came at a huge cost to me and others. I thought I was doing what was 'valued' by the organisation I worked in, but really, I was just playing out my beliefs about what made me valuable as a leader.

Getting fired stopped me in my tracks. It caused me to ask "what do I personally value?" - only I didn't ask the question in those terms.

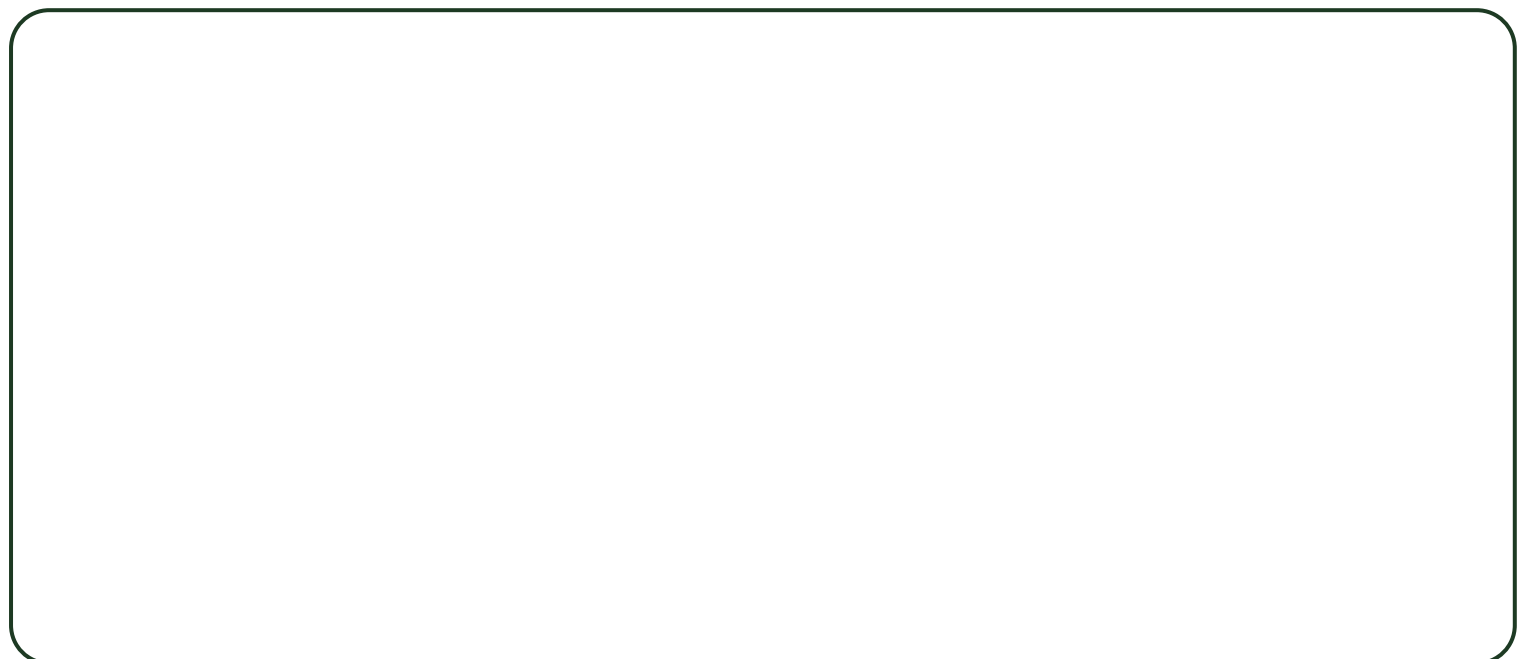
Instead of worrying about what others expected of me (clearly a strategy I'd gotten wrong, anyway!), I asked myself every day:

- What lights me up?
- What makes me feel good?
- Where do I get my energy from?
- What makes me feel alive, clear and focussed?

I'm not kidding. I really did ask myself those questions every day - until the answers became crystal clear and effortless.

In answering these questions, I came to understand that I needed new stories about what it meant to be a great leader.

MY BELIEFS ABOUT LEADERSHIP ARE:



IT'S TIME TO CREATE A NEW STORY



PAST EXPERIENCES

Just as we know what success feels like from experience (remember that time you scored the goal, helped someone to overcome a fear, or made someone's day with a thoughtful gift?), much of the fear we feel in the present is driven by the pain we've experienced in the past.

While our past experiences can shape and guide our thinking, it's liberating to understand that those things are indeed in the past and we don't have to keep living the same story over and over again.

When we realise that we have an opportunity to create a new story for ourselves in the present by choosing different ways of thinking, everything starts to change for us.

FOR EXAMPLE

In my case, two past experiences with bad managers come to mind, which absolutely shaped the leader I've become today.

The first was that of working for your classic micromanager. Bombarded with emails, calls and petty tracked changes in all of my documents, I worked for a leader who thought she was 'contributing' by critiquing every aspect of my work. While I would handle this experience very differently now, I allowed that experience to ruin my confidence (temporarily!), kill my creativity and drive, and probably cut short my tenure in a role that would have otherwise allowed me to shine.

The second was working for - how shall we say this - a 'very achievement oriented' manager. This was an environment of deliver 80:20 work at a high volume, today - or else. I saw so many people go into meetings with this manager, and walk out with an envelope in hand - never to be seen again - because they weren't delivering at the desired quality or pace. This is where my 'deliver at all costs' mindset developed - and it's taken some deliberate reflection and reprogramming to reset this unresourceful mindset and way of working.



There was an upside to both experiences, though. I learned some important things about myself:

- I am resilient, and can endure challenge and hardship;
- My personal limits for how hard I can work, and what I can achieve, are much higher than I'd suspected; and
- I will always back myself to have the tough conversations, find a different way - or walk away - rather than forcing myself to endure negative experiences which damage my sense of self and confidence.

What's your story of past experiences with leaders (good or bad) that have shaped you?

PAST EXPERIENCES THAT MIGHT BE IMPACTING MY LEADERSHIP ARE:

LEADERSHIP EFFECTIVENESS

How you think about the people you lead, and how they should be led, has a huge impact upon your perception of your leadership capabilities and overall sense of effectiveness as a leader.

Understanding, unpacking and challenging these beliefs about your leadership effectiveness is the first step to understanding where you might like to make changes.



WHERE AM I EFFECTIVE AS A LEADER?

WHAT DO I STRUGGLE WITH AS A LEADER?

LEADERSHIP GOALS

What we are trying to achieve, and how we go about it, is determined by our thinking patterns. When we strive to achieve the things we believe will be gratifying and rewarding, we also move away from things which cause us to feel pain and unpleasantness.

Your leadership goals might reflect a movement towards pleasure - towards all the good you'd like to be, do, have and achieve. Goals which see you rocking out in leadership, with inspirational energy and clarity for yourself and your teams.

Or they might be goals which move you away from pain, for example to become more comfortable with previously uncomfortable situations, or to develop the skills to conquer things which you currently find difficult or impossible.

MY GOALS IN LEADERSHIP ARE:



HOW CAN WE IMPROVE OUR LEADERSHIP?



Only you can improve yourself as a leader, and only when you are ready. becoming self-aware is a great way to get mentally ready for change.

We understand it can be tricky to get yourself in the right 'head-space' to navigate a change in thinking, and then to stay there when the going gets a little tough. That's why we're here to help you. Changing your thinking and behaviour involves:

- Knowing our strengths and weaknesses.
- Accepting ourselves as we are now.
- Understanding how our thinking and behaviour affects ourselves and others.
- Deciding to improve our self-leadership.
- Committing to a simple plan of action to change our thinking and behaviours.

If you're ready to begin exploring your leadership thinking and behaviour, we're here to help you.

WHAT CLIENTS ARE SAYING

“When I began working with Angela I felt like I'd plateaued in terms of my leadership.

I needed to take that next step forward to be able to have a seat at the executive table.

I needed to lift myself, but then correspondingly, I needed to lift my team as well.

The work I did with Angela was instrumental to achieving this goal.”

- KB, Head of People & Culture -



LET'S GO A LITTLE DEEPER

The ability to reflect on our thinking and behaviour in leadership lays the foundation for self awareness and making decisions to become a better leader - not just for our teams, but for ourselves too.

What is happening for me in leadership right now?

What events are unfolding, opportunities arising, or progress is occurring, that I would regard as positive? And what are my negative pain points, criticisms, barriers or blocks?

POSITIVE

A large, empty rounded rectangular box with a thin black border, intended for writing positive reflections.

NEGATIVE

A large, empty rounded rectangular box with a thin black border, intended for writing negative reflections.

**RANK THESE ITEMS 1 THROUGH TO 12,
FROM 1 (MOST LIKE YOU) TO
12 (LEAST LIKE YOU).
BE 100% HONEST WITH YOURSELF.**

As a leader I tend to focus on:

- ☐ Behaving in a way that avoids calling attention to myself, especially when I'm unsure what to do next.
- ☐ Forming and sustaining satisfying relationships with strong, well-developed interpersonal skills, diplomacy and a need to build relationships that are meaningful and reciprocal.
- ☐ Getting guidance and direction from others, to make sure I'm doing the right thing before act.
- ☐ Behaving in a way which sees me being accepted by others, as I don't like to stand out too much.
- ☐ Withdrawing from situations that might cause conflict, which is something I try to avoid.
- ☐ Growth and development of people, inspiring and motivating others, thoughtfulness and a willingness to help people.
- ☐ Being the devil's advocate, which often causes me to disagree with others.
- ☐ Staying in control of systems, processes and people, so things don't get out of hand.
- ☐ Self-development, an energetic and vital approach to life, and a strong desire to experience everything life and leadership has to offer.
- ☐ Winning, getting to the result first, and being the best in the business.
- ☐ The need to get things right before I act, because I'm a bit of a perfectionist and will do pretty much anything to avoid making mistakes.
- ☐ Accomplishment, ambition, enjoyment of challenges, and the ability to set realistic, attainable goals.

**WHILE A FEW OF THESE STYLES ARE ALWAYS FUNCTIONAL,
MANY OF THEM ARE ONLY HELPFUL IN SMALL DOSES.**



WHAT IS GOING WELL FOR ME AND MY TEAM?

WHAT GREAT OUTCOMES ARE WE ACHIEVING?

This week:

This month:

This year:

WHAT ARE MY TEAM DOING AND SAYING?

Do they appear engaged and are they feeling valued? Are they focussed, delivering reliably and having a great time learning and growing? Or is something else going on?

WHAT LEADERSHIP BEHAVIOURS WOULD I LIKE TO CHANGE SO I CAN BECOME MORE EFFECTIVE?

What would I like to do / think / be more of? And what would I like to do/think/be less of?

**BASED ON MY REFLECTIONS, SOME IMMEDIATE
DECISIONS AND ACTIONS I CAN TAKE TO
IMPROVE MY LEADERSHIP ARE:**

**“*Courage is endurance, for one
moment more.***

- Unknown -

Congratulations for having the courage to start thinking
about what's working and not working in your leadership.

Being able to reflect on your leadership thinking
and behaviour is a special skill, which creates insights that most people miss.

A portrait of Angela Koning, a woman with long, wavy blonde hair, wearing a white blazer over a white top. She is sitting on a light-colored, textured surface, possibly a couch or chair, with her hands clasped in her lap. The background is a dark, textured wall with a subtle pattern of white dots in the upper right corner.

EQUENTI

LEAD YOURSELF WELL
AND EVERYTHING ELSE
FALLS INTO PLACE

- Angela Koning -