

**Individual Assignment**

**“Discovering My Authentic Self”**

- Readings:*     **True North**, Chapter 5 (unpublished manuscript)  
 Goleman, D. “What Makes a Leader?” *Harvard Business Review*, Jan 2004  
 Collins, J. “Level 5 Leadership,” *Harvard Business Review*, January 2001  
 Peck, S. “Excerpts from *The Road Less Traveled*,” (HBS 1-4-4-090)

In this exercise you will examine the personal challenges you face in becoming a leader, starting with knowing your authentic self. In doing so, you will look at your strengths in leading, your shortcomings, and the development needs you have in becoming the kind of leader you want to be.

In the ten years since Daniel Goleman wrote his groundbreaking book, *Emotional Intelligence*, emotional intelligence (EQ) has emerged as the key set of leadership traits, both in leading yourself and in leading others. It is viewed by many leadership scholars and practitioners to be of equal, if not greater, importance than IQ, especially for leaders with broad leadership responsibilities. Prior to doing the exercise, be sure to read the reading assignment on emotional intelligence by Dan Goleman. After evaluating yourself against Goleman’s criteria of emotional intelligence, think about the ways you will gain self-awareness and improve your emotional intelligence to become an authentic leader.

**I. Assessment of My Emotional Intelligence (EQ)**

In this exercise you will examine your EQ and assess yourself against a series of questions. The exercise gives you the opportunity to examine your strengths and developmental needs in regard to your EQ. In this exercise, rate yourself from 1-10 (with 10 being the highest) in response to the questions, and then write your assessment of yourself against these criteria.

(This is your private ranking and you will NOT be asked to submit it, but you should share your assessment of your emotional intelligence with your Leadership Discussion Group at your September 15 meeting.)

Rating (1-10)

**A. Self-Awareness**

*Definition: The ability to recognize and understand your moods, emotions, and drives as well as you effect on others.*

1. How much self-confidence do I have? \_\_\_\_\_

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\_\_\_\_\_  
\_\_\_\_\_

2. How aware am I of my moods, my emotions and my drives? \_\_\_\_\_

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\_\_\_\_\_  
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3. How effective am I in recognizing my effect on other people? \_\_\_\_\_

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4. Describe a situation in which I demonstrated a lack of self-awareness.

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5. What steps should I take to improve my self-awareness?

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Overall Assessment of My Self-Awareness \_\_\_\_\_

**B. Self-Regulation**

*Definition: The ability to control or redirect disruptive impulses and moods; the ability to think before acting and to suspend judgment.*

1. How effective am I in regulating my moods so as to minimize their impact on other people? \_\_\_\_\_

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2. To what extent am I able to suspend judgment of others and their ideas, in order to gain a full understanding first? \_\_\_\_\_

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3. When confronted with situations that are displeasing to me, am I able to take the time to think clearly about them before responding or reacting? \_\_\_\_\_

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4. When I receive critical feedback from others, am I able to take in the feedback and respond in a constructive manner without acting defensively or attacking the provider of the feedback? \_\_\_\_\_

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5. To what extent am I comfortable with ambiguity and change? \_\_\_\_\_

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6. Describe a situation in which I demonstrated a lack of self-regulation.

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7. What steps should I take to improve my self-regulation?

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Overall Assessment of My Self-Regulation: \_\_\_\_\_

**C. Motivation**

*Definition: A passion to work for reasons that go beyond money or status; to pursue goals with energy and persistence.*

1. How strong is my drive to achieve? How much energy do I devote to it? \_\_\_\_\_

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2. How much passion do I have to work for reasons that go beyond money or status? \_\_\_\_\_

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3. How strong is my commitment to the organizations with which I am associated, as opposed to my commitment to myself and my personal needs? \_\_\_\_\_

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4. To what extent do I remain motivated to achieve my objectives, even in the face of setbacks, failure, or defeat? \_\_\_\_\_

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5. Describe a situation in which I demonstrated a lack of motivation. Why did I?

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6. What steps should I take to improve my motivation?

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Overall Assessment of My Motivation:

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#### D. Empathy

*Definition: The ability to understand the emotional makeup of other people, and to be sensitive to their emotional needs.*

1. How well do I understand the emotional makeup of others and their needs?

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2. How sensitive am I in relating to their needs and helping them?

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3. To what extent do I get feedback from others that I have empathy?

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4. Describe a situation in which I demonstrated a lack of empathy for others.

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5. What steps should I take to improve my empathy?

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Overall Assessment of My Empathy:

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**E. Social Skill**

*Definition: Proficiency in managing relationships and building networks; the ability to build rapport with others and to find common ground.*

1. How skillful am I in building lasting relationships with others? \_\_\_\_\_  
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\_\_\_\_\_

2. How well do I network with others and create networks of people with common interests? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. How effective am I at leading change within organizations? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. To what extent do others want to follow my lead voluntarily? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. How persuasive am I in convincing others of our mutual interests? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. How effective am I in leading teams? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Describe a situation in which I demonstrated a lack of social skill.  
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8. What steps should I take to improve my social skill?  
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Overall Assessment of My Social Skill: \_\_\_\_\_

Considering all of the above, I rate my EQ as: \_\_\_\_\_

## II. Peeling Back the Onion

A. What are my greatest strengths as a leader?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

B. What are my greatest needs for development as a leader?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

C. What are my vulnerabilities, blind spots, and my shadow sides?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

D. To what extent do others see me as I see myself?

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\_\_\_\_\_  
\_\_\_\_\_

E. To what extent do I use defensive armor as a shield to protect me from exposing my vulnerabilities with others close to me?

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\_\_\_\_\_  
\_\_\_\_\_

F. How can I become more comfortable in sharing my vulnerabilities with others who are close to me?

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## III. Self-Awareness and Self-acceptance

A. What are the ways I can become more self-aware?

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B. What are the ways I can improve my self-acceptance?

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