



# Excel Leader Advisory Letter

ISSUED BY THE EXCEL LEADERSHIP GROUP

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## Excel's Mission Statement

Help business leaders exceed their goals by creating a culture that unleashes the talents and creativity of all associates.

## Thought for June

"Leaders must wake people out of inertia. They must get a person excited about something they've never seen before, something that does not yet exist."

-Rosabeth Moss Kanter



Over the past several months, I have discussed twenty-three (23) of the twenty-four (24) competencies that comprise emotional intelligence, with particular emphasis on the sixteen (16) competencies that support strong leadership. This month, I want to discuss the last one, which is certainly a fundamental and important competency: accurate self-assessment.

We can describe accurate self-assessment as having a realistic awareness of our strengths and weaknesses. People who are strong in this competency display these characteristics:

- Know their capabilities well-what they can and cannot do.
- Are open to feedback, new perspectives and continual learning and self-development.
- Willing to ask for help from others who have more experience or ability.

On the other hand, people who lack accurate self-assessment display these traits:

- Want to appear "right" in front of others.
- Have difficulty admitting mistakes and often blame others.
- Have difficulty accepting feedback and constructive criticism from others.
- Often exaggerate their value and contributions.

Here are a few coaching tips to help you strengthen your self assessment:

**1. Request feedback.** Ask for input from others and accept it without being defensive. Make sure that others feel safe in providing feedback without the threat of negative consequences. Be open to gaining new insights.

**2. Take an assessment instrument.** Use Myers-Briggs, a communication style profile or a 360-degree multi-rater survey to learn more about your strengths and vulnerabilities. Be sure to objectively analyze the results and set realistic objectives for improvement.

**3. Maintain openness.** Make a genuine commitment to ongoing learning, growth and self-improvement. Foster that climate with your team as well.

**4. Be realistic.** When taking on new tasks or projects, set goals that stretch you and your team, but ensure that they are attainable. Don't overreach. Remember that you can always stretch the boundaries further once you and your team reach important milestones.

As always, I encourage you to contact me anytime at [mike@excelleadership.net](mailto:mike@excelleadership.net) with your comments and questions. Also, if I can be of assistance with your leadership coaching needs, please contact me. We'll

talk to you again in July. Be well, have a great month and best regards.



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*Experience what **coaching** can do for you and others  
on your company's leadership team.*