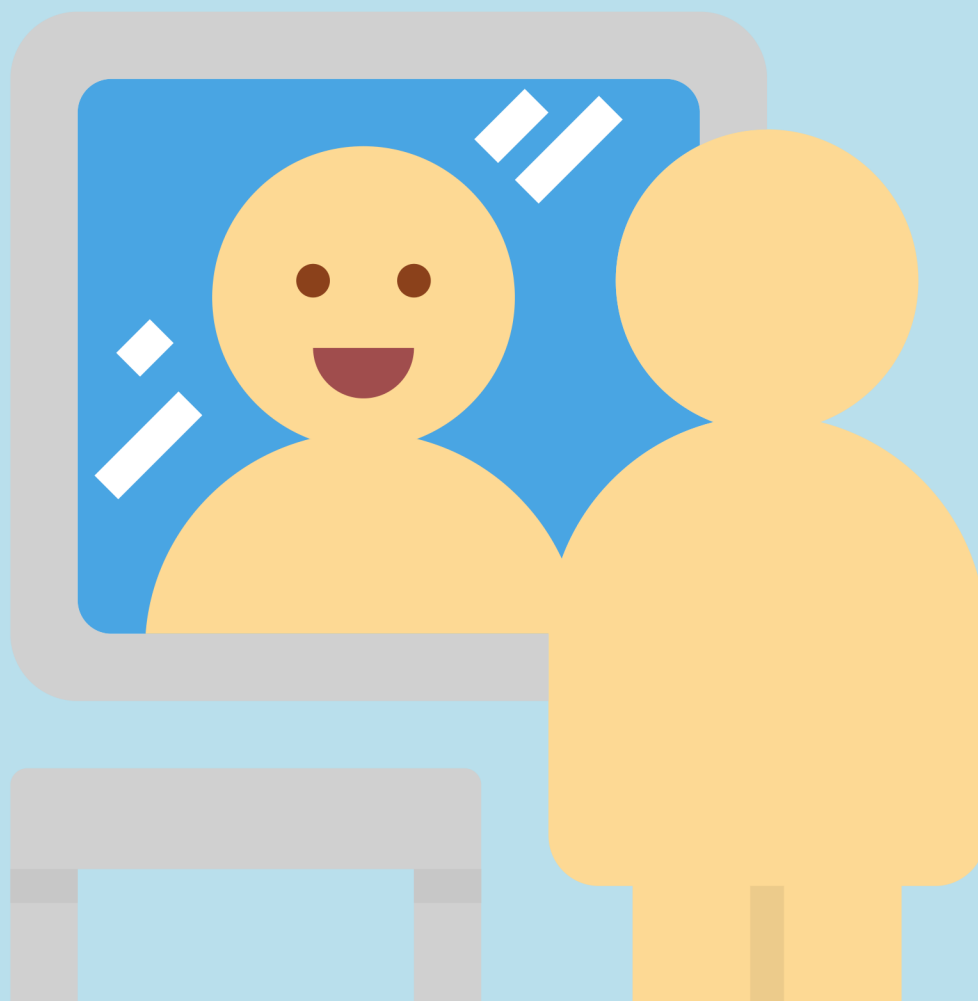




# WORKSHEET 3



## OBSTACLES FOR SELF-AWARENESS



### OBSTACLES TO SELF-AWARENESS

Even though most people believe they are self-aware, there is very little of it around. The estimate is that only 10%–15% of the people studied actually fit the criteria.

Studies have shown that people do not always learn from experience, nor does expertise help people root out false information that might be perpetuating our unchallenged assumptions. In fact, being highly experienced can stop leaders from seeking contradictory evidence and questioning our established assumptions. The false sense of confidence about a leader's performance can feed an overconfidence about their level of self-knowledge.

Specifically, more experienced managers were found to be less accurate in assessing their leadership effectiveness compared with less experienced managers.

### REMEMBER!

Power can block awareness. Leaders seeking feedback constantly, become more self-aware and are eventually seen as more effective by others.