WHY IS IT IMPORTANT TO BE SELF-AWARE?

Without insight into our strengths we are not able to realize our full potential. Without insight into our weaknesses we wonder why we stumble. Becoming more self-aware may not be comfortable, but it’s the first step toward improvement.

*FYI for Insight* is based on research that has identified which leadership characteristics lead to success and which characteristics can get you fired. The book, as well as the companion website and assessment (http://Insight.lominger.com), provide all the resources you need to gain insight into the most critical leadership skills and start you on the path toward improvement.

What is *FYI for Insight*?

*FYI for Insight* is a set of resources designed to help individuals embark on a path to improvement. It facilitates self-reflection on the 26 leadership characteristics (also known as clusters) that matter most. And, it helps individuals meet the three prerequisites to any lasting change:

1. Gain insight, awareness of the need to change.
2. Accept that the need is real and worthy of attention.
3. Act on the insight by putting into practice the suggestions provided.

Key Takeaways:

- *FYI for Insight* is intended for individuals at all levels—bosses, supervisors, and managers; and coaches, mentors, and feedback givers.
- Becoming more self-aware is the first step toward improvement.
- *FYI for Insight* is designed for leaders who are ready for honest self-examination, who want to improve their effectiveness, raise their performance, and enhance their careers.
FYI for Insight helps individuals build self-awareness with resources that include:

- An FYI for Insight online self-awareness assessment—helps individuals identify strengths and weaknesses as well as potential blind spots.
- The FYI for Insight website—includes positive and negative character sketches for the 26 characteristics as well as suggested readings.
- An FYI for Insight book—highlights each of the 21 leadership characteristics for success and the 5 that get you fired.

WHO IS FYI FOR INSIGHT FOR?

FYI for Insight is designed for leaders who are ready for honest self-examination, who want to improve their effectiveness, raise their performance on the job, and enhance their career. It is intended to be used with all levels of an organization including:

**Coaches and managers** working with individuals to build awareness of key strengths and weaknesses. Coaches and managers can use FYI for Insight to increase individuals’ acceptance of a need, identify the likely root cause, and find a simple way to take action.

**HR Executives** responsible for talent management and human resource management. HR can use FYI for Insight to provide leadership development for new employees, individuals not served by leadership development programs, managers in transition, and busy executives who may need a reminder of the leadership characteristics that matter for success.

**Individuals at all levels** who are curious about what they’re doing right and where they could stand to improve. FYI for Insight is also useful for individuals who may be motivated to improve but do not know or accept the areas they need to focus on improving, and for individuals who may be oblivious to their need to improve and need a gentle wake-up call.
What will I find when I take the online FYI for Insight Self-Awareness Assessment?
The FYI for Insight Self-Awareness Assessment takes about 15 minutes to complete and helps individuals identify strengths and weaknesses as well as potential blind spots.

When you gain insight into your strengths and weaknesses you’re more likely to get what you want from your career. To begin this process, you will go through three steps.

1. Determine which skills are high, middle, or low for you.

2. Identify any potential problem areas.

3. Select words that others would use to describe you.
This information is compiled into a personalized report showing your skill profile, gaps in self-awareness, and an overall self-awareness score.

As you review your report, you’ll look for a few areas that deserve more attention. These would be characteristics where you need to increase skill, negative characteristics that could impede career progress, or areas where you may be misperceiving your skill level.

After receiving your report, you will be directed to additional resources to help you take the next step in your leadership development.

If you’re a coach or manager working with an individual, he or she would take the online assessment and you would help the individual identify strengths, weaknesses, or blind spots.

**WHAT WILL I FIND ON THE FYI FOR INSIGHT WEBSITE?**

The FYI for Insight website includes positive and negative character sketches for the 26 characteristics as well as suggested readings (at least five for each characteristic).
Hearing stories and seeing examples of other leaders can spark introspection. Perhaps the character sketches will remind you of someone you know. Perhaps you’ll recognize some of your own habits and tendencies. These short vignettes are designed to get you thinking. To promote self-awareness. To spark some insight.

You can click on any characteristic to read character sketches from the self-awareness assessment report, or from the website. You will meet many characters including Sujatha, Louisa, and Harry. Each leadership characteristic features two characters who are skilled/unskilled or are aware/unaware of their lack of skill.

Suggested readings are also listed for each leadership characteristic. The selection includes books and articles that support building awareness in each characteristic. The resource list is updated periodically.
WHAT WILL I FIND IN THE FYI FOR INSIGHT BOOK?

The FYI for Insight book is designed to take you to the next level of self-awareness. To learn more about each of the 21 leadership characteristics for success and the 5 that get you fired. The book highlights the essence and importance of each of the 26 leadership characteristics; provides detailed skilled, unskilled, or overused behaviors; and explores the most common reasons people might struggle with a particular leadership characteristic.

All of this content is designed to help you reflect on the leadership characteristics that may be enablers or barriers to your success. Self-reflection can help you become more self-aware and have a more realistic view of your capabilities.

Organization of FYI for Insight™

Where do I find what I need?

There are 26 chapters in FYI for Insight™ labeled A through Z—one to address each of the 21 leadership characteristics for success and the 5 characteristics that derail careers. Investigate them in any order. Let feedback and reflection be your guide. In every chapter, you will see the following sections that provide answers to important questions:

Quote – A quote pertinent to this characteristic intended to challenge and stretch your thinking.

Overview – What is the essence of this characteristic and why is it important?

Skilled – What does it look like to be skilled in this characteristic?

Unskilled – What does it look like when someone is not skilled in this characteristic?

Overused – What behaviors are common for people who overuse this characteristic?

How It Compares – For characteristics that lead to success: How frequently do others struggle with this characteristic and how difficult is it to develop? For characteristics that derail: To what extent is it typically a problem and how harmful is it?


**Appendix A: Leadership Architecture Library**

- **Structure** - How do all of the factors, characteristics, and competencies fit together?

**Appendix B: Finding Connections and Themes** - Given a particular strength or weakness, what are your other likely strengths and weaknesses?

You will find additional insight and guidance in the appendices.

**Appendix C: Additional Insight** - Where can you find other resources to increase your self-awareness and enhance your development?

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**Dos and Don’ts**

- **Where** can you find additional tools to help you make progress?

To continue learning...

- **What** are simple things related to this characteristic that you can do (or do more of) or stop doing (or do less of) to improve your effectiveness?

Or it could be due to... in case the core issue doesn’t resonate with you, what are other possible reasons that you might struggle?

**FYI for Insight**

- **What** is the most likely root cause for weakness in this area?

- **If this is an issue for you, it’s likely because...**

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**Deeper Self-Development**

- **Finding connections and themes**

- **Finding insights**

- **Creating the new you**

- **Do don’ts**

- **What** are other possible reasons that you might struggle?

- **If this is an issue for you, it’s likely because...**

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**Leadership areas, 26 Clusters that are critical leadership characteristics, 67 competencies which are the characteristic level will meet your needs.**

**Characteristics can also be very useful for preventing derailment. It’s one thing learning about leadership characteristics, and another thing knowing how they fit together.**

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**Making Complex Decisions**

- **Forecasting outcomes**

- **Selecting the best options**

- **Analyzing potential solutions**

- **Choosing among multiple possibilities**

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**Balancing Work/Life**

- **Inspecting**

- **Exercising**

- **Correcting**

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**Leadership Characteristics and Themes**

- **Approach**

- **Insight**

- **Judgment**

- **Intelligence**

- **Communication**

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**Finding connections and themes**

- **What** are simple things related to this characteristic that you can do (or do more of) or stop doing (or do less of) to improve your effectiveness?

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**Finding insights**

- **What** is the most likely root cause for weakness in this area?

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**Creating the new you**

- **Do don’ts**

- **What** are other possible reasons that you might struggle?

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**Do don’ts**

- **If this is an issue for you, it’s likely because...**

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**Finding connections and themes**

- **What** is the most likely root cause for weakness in this area?

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**Finding connections and themes**

- **What** are other possible reasons that you might struggle?

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**Finding connections and themes**

- **What** are other possible reasons that you might struggle?
WHEN DO I USE FYI FOR INSIGHT?

FYI for Insight has many applications and can be used at all levels of an organization. It can be particularly beneficial in the following situations:

**Early career development.** If you’re just starting your career, you’ll benefit from a broad look at your strengths and weaknesses. And, you can become familiar with the leadership characteristics that matter most for a successful career.

**Career transitions.** If you’re in the midst of a significant career transition—like taking on management responsibilities for the first time—it’s likely you will be facing many new challenges. Understanding more about specific leadership characteristics like Getting Work Done Through Others and Managing Work Processes will help you get up to speed quickly.

**Preventing derailment.** It’s one thing to move from good to great. For that, you need fine tuning. But if your focus is on removing noise and preventing derailment, you will need to take a look at the 5 negative leadership characteristics that can impede or stall careers.

**Onboarding.** Perhaps you’ve just been hired for a new position. You may have been assessed on the leadership characteristics that are most important for that job. Many times the selection process identifies general areas for development and FYI for Insight can get you started.

**Hectic schedules.** Even with the best of intentions to pursue improvement, the demands of work and personal life sometimes get in the way. Some people need a practical development resource that provides the most impact for the time and energy available.
HOW DO I USE FYI FOR INSIGHT TO BUILD SELF-AWARENESS?

Roberta just got promoted from merchant to merchandising manager. This is her first experience managing others. She has five direct reports on her team. Because she’s a bit nervous about transitioning into her new role, she’s been asking colleagues for ideas and advice about being a manager.

1 Take the FYI for Insight Self-Awareness Assessment. Her friend Rani passed along a link to a leadership assessment. Roberta takes a few minutes to do the assessment to learn more about her strengths and weaknesses. http://insight.lominger.com/insight/index.html.

2 Read the report to learn about your strengths and weaknesses, potential problem areas, and self-awareness score. Roberta discovered that while she was skilled in areas like Understanding the Business and Focusing on the Bottom Line she needed to improve in other areas like Getting Work Done Through Others and Inspiring Others.

3 Find the areas you want to explore further. Click on the link to read about characters. She read about Jack and cringed. She hopes to emulate Karen’s behavior as she begins to get the hang of delegating work and developing people.

4 Check out the carefully selected books and articles to learn more about each leadership characteristic. Roberta is short on time so she found a quick HBR article on micromanagement that she thought would be helpful.

5 Buy the book and review key chapters. Get a clear picture of what skilled and unskilled looks like. Diagnose the root cause for struggling in a particular area. Take action right away by choosing from the list of Dos and Don’ts. The chapter on Getting Work Done Through Others provides Roberta with tremendous clarity. Now she understands why people struggle to make the leap from individual contributor to manager. She reflects on why she hesitates to delegate. She finds wisdom in the suggestion that she should not focus on tasks she has already mastered.

6 Keep the book handy and share it with colleagues and direct reports. Roberta found FYI for Insight so helpful she used it for her first team offsite. Her team found it to be relevant and useful as they are striving to become more aware of their own strengths and weaknesses.
HOW DO I USE FYI FOR INSIGHT IN MY ORGANIZATION?

At ABC Inc., engagement scores show that employees want more leadership and career development. Unfortunately, training budgets have been greatly reduced and only top level executives and high potentials are receiving any funding for their development. ABC Inc.’s CLO, Byron, wants to provide a self-directed solution for the rest of the workforce.

1. Provide a copy of the book to employee populations who are eager for more leadership development and may feel underserved. Byron distributes the book to all manager and director level employees at quarterly department meetings.

2. Endorse the use of the assessment as the first step toward leadership self-awareness and improvement. Department heads give Byron a few minutes to deliver a message about how and why to use the FYI for Insight book and assessment.

3. Promote regular career development discussions by suggesting that managers and employees use FYI for Insight resources to spark dialogue. As part of the quarterly check in process, Byron sends out a company-wide communication to offer tips on career development conversations. He encourages managers to use the FYI for Insight book as a resource in those conversations.

4. Depending on the individual need, suggested readings and character sketches can provide additional insight on the 26 leadership characteristics. To highlight how development can happen in grassroots ways, Byron posts success stories on the Intranet. One department started informal book clubs based on the suggested readings in each FYI for Insight chapter.
HOW DO I USE FYI FOR INSIGHT IF MY ORGANIZATION USES COMPETENCIES?

Competencies are at the center of all talent management efforts at XYZ Inc. Deep self-development is embedded in the culture. However, the corporate onboarding program is non-existent. The head of L&D, Chris, wants to bring new managers and leaders up to speed on the leadership qualities that matter most at XYZ Inc. without overwhelming them with too much detail in their first 3-6 months.

1. Recruiting often uses leadership characteristics for interviewing and selection. XYZ Inc. evaluates candidates on a subset of the 21 leadership characteristics that are most important for the position.

2. Information on strengths and weaknesses collected during the interview process can be used as a starting point for an onboarding plan. Chris sees a way to bridge the interviewing and selection process by incorporating leadership characteristics into the onboarding plan.

3. New employees can receive feedback from the interview process. FYI for Insight can get them started building their awareness and improving their skill in the leadership characteristics that are most important for their jobs. Now, new employees at XYZ Inc. receive an FYI for Insight book and meet with their managers to complete an onboarding plan template based on the requirements of the new role and their individual strengths and weaknesses.
HOW CAN I USE THE 26 LEADERSHIP CHARACTERISTICS FOR TALENT MANAGEMENT IN MY ORGANIZATION?

There are many ways you can use leadership characteristics (also known as clusters) for talent management in your organization. Here are a few of the applications and associated resources:

**Job profiling.** Create a broad, high-level profile of the leadership characteristics that lead to success in a given job role. Factor/Cluster Sort Cards and Quick Reference Guide provide the titles, skilled and unskilled definitions, divider cards, and directions on how to conduct an importance sort to create a job profile.

**Selection.** Use leadership characteristics in the selection process to provide a broad assessment of a candidate’s effectiveness in key areas. Leadership characteristics are especially useful when you are beginning to form some initial perceptions about the candidate. The broader themes allow an interviewer to cover more general areas before diving into more detailed, focused interviews. Interview Architect® Express Interviewer’s Kit—Factor/Cluster Level and Interview Architect Express Online are two resources that help you assess and select candidates based on key leadership characteristics.

**Skill assessment.** Conduct a rough assessment of the current skill level of an individual. This could be used as an initial assessment and starting point for development planning for someone who is new to a role or new to the organization. Factor/Cluster Sort Cards can be used by both the manager and the individual to assess high, middle, and low skills. The comparison between the manager and the self-sort provides a starting point for dialogue about areas to focus on for improvement.
Alternatively, an individual can go online to take the *FYI for Insight* Self-Awareness Assessment. This is a more powerful self-sort because it compares the individual’s responses with normative data, correlation data, and research findings related to common hidden strengths and blind spots. The personalized report highlights potential blind spots, hidden strengths, and problem areas.

**360° multi-rater feedback.** Conduct 360° assessments with leadership characteristics to allow for broad coverage across the factors required for success without creating a tremendously long survey. This is ideal for individuals who are receiving their first Voices® 360° multi-rater feedback or who are new to the workforce or the organization. Organizations that conduct 360° feedback assessments annually or for a large population will also benefit from this approach.

**Coaching and improvement.** The first step toward any meaningful change is insight. The *FYI for Insight* book provides coaches and individuals with suggestions that increase understanding, provide a reality check, and signal that something is amiss and needs to be addressed. The blend of outside input, inside reflection, and a chance to test those discoveries will create a perpetual feedback loop of ever-increasing self-awareness.
HOW CAN MY ORGANIZATION BENEFIT FROM GETTING AN FYI FOR INSIGHT INTELLECTUAL PROPERTY LICENSE?

An FYI for Insight intellectual property license lets organizations embed clusters or characteristics into existing systems, leverage familiar technology to streamline new program initiatives, and embed content in people coaching and development programs.

Organizations can use an FYI for Insight intellectual property license to create derivatives and integrate the book content into internal communications and programs.

An FYI for Insight intellectual property license includes all content found in the book.

CONCLUSION

FYI for Insight is designed to encourage self-reflection, to help you understand the leadership characteristics that lead to success and the characteristics that can get you fired. FYI for Insight can benefit those who want to improve their effectiveness, raise their performance on the job, and enhance their careers. Improvement requires behavior change. Behavior change is facilitated by increased self-awareness and acceptance of the need to change. FYI for Insight can help you and others gain awareness, get to acceptance, and take action.
RESOURCES FOR ADDITIONAL INSIGHT

The most effective learners seek insight from multiple sources. In addition to all the material provided in FYI for Insight, you can access the useful supplemental resources listed below. Investigate these resources to help you gain additional insight, increase your self-awareness, and enhance your success on your job and in your career.

Check out additional resources at http://Insight.lominger.com:

Assessment
Take the online FYI for Insight Self-Awareness Assessment to better understand your personal strengths and weaknesses and to identify potential blind spots.

Character Sketches
Visit our character sketches to study short vignettes that illustrate how characteristics are applied and impact success on the job.

Additional Reading
Check out the carefully selected books and articles to learn more about each leadership characteristic. The resource list is periodically updated.

Deeper Self-Development

About Korn/Ferry International
Korn/Ferry International, with more than 90 offices in 39 countries, is a premier global provider of talent management solutions. Based in Los Angeles, the firm delivers an array of solutions that help clients to identify, deploy, develop, retain, and reward their talent.

To find out more about FYI for Insight visit http://store.lominger.com or contact Customer Service at customerservice@kornferry.com or by calling +1 877-345-3610 (US/Canada) or + 952-345-3610 (International).