

Chapter 13

Leadership Self-Awareness, Workplace Well-Being, and Job Outcomes

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ABSTRACT

Workplace well-being is an important component of good organizations. But workplace well-being does not happen in a vacuum—it takes leadership. The stage for success is set when leaders and followers participate in self-development that leads to self-awareness of strengths and weaknesses. Knowledge of the self allows for positive relationships among coworkers, which allows for the creation of workplace well-being. When there is workplace well-being, there is a greater likelihood for success in job outcomes such as improved job performance and lower turnover. To examine the relationship between leadership, self-awareness, workplace well-being and job outcomes, we will define each of these main concepts and place them in a model that connects them with related ideas such as self-development and resilience.

LEADERSHIP

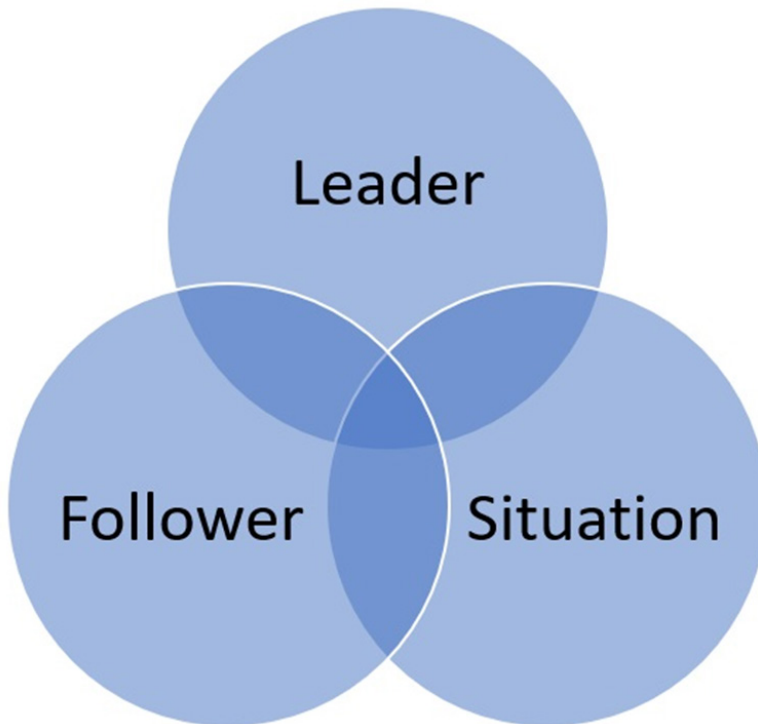
When most people think about leadership, they often focus on the leader themselves. Typically, this discussion revolves around individuals in front-facing government or mentoring positions. However, leaders cannot lead effectively without several essential components supporting them. Let us examine a widely accepted

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definition of leadership to identify these components: Leadership is “a process whereby an individual influences a group of individuals to achieve a common goal” (Northouse, 2016, p. 3).

Peter Northouse has been writing and thinking about leadership for a long time, and his definition has stood the test of time because it encompasses several aspects often overlooked in the leadership equation. In particular, he emphasizes that besides the leader, there are other *people* (e.g., followers, customers, constituents) involved in any situation, and that situational variables—such as the country of residence, historical context, available technology, and more—affect what can be achieved. The intersection among the leader, followers, and situation shapes the process that we identify as *leadership*. In essence, leadership aligns closely with Edwin Hollander’s (1978) interactional framework, which is depicted in Figure 1.

Figure 1. Interactional framework of leadership



Note. Adapted from Leadership Dynamics, by E. P. Hollander, 1978, Free Press, p. 8. Copyright 1978 by The Free Press, A division of MacMillian.

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