

Summary of Chapter

In this chapter, I have outlined several concepts based on literature and research undertaken by a wide variety of authors which supports my hypothesis, while accepting some of the limitations and shortcomings. Firstly, self-awareness is a concept which goes back thousands of years to the Greek philosophers who understood self-awareness as a basis for personal development. Knowing oneself and knowing God are also key *foundations of the Christian belief as expounded by John Calvin.*

Secondly, self-awareness is listed as one of five pillars of emotional intelligence (as defined by Daniel Goleman) comprising of emotional awareness, accurate self-assessment and self-esteem. I have been most concerned with the accurate self-assessment component in this research.

Thirdly, self-awareness is also a biblical concept. The Bible teaches that God made man in his image, and is comprised of unique characteristics which not only give God pleasure but enables the individual to both serve and worship God distinctively and play a unique role in the bringing forth His Kingdom. Carrying out and fulfilling this unique role will give a person joy, pleasure, and peace.

Fourthly, research by Gallup, Buckingham, Winseman et al, Hanson and Miller among others clearly shows that when one understands what they do well and what brings them joy and makes strategic job and career related decisions which allows them to work in such a role, they will not only perform well in their job role but be more motivated and contribute to greater organisational success as a whole.

Fifthly, I have also stated that working within one's areas of strength and passion unleashes creativity, satisfaction, enhanced effectiveness and energy. This can influence one's motivation, level of job satisfaction and improve their quality of work.

Sixthly, self-awareness is enhanced through balanced feedback sought intentionally from colleagues and others who can give a different perspective on an individual's strengths than they can themselves.

Seventhly, self-awareness is the foundation of good decision-making which leads to improved job-role fit. When many people in an organisation experience good job-role fit it can make the organisation as a whole stronger and could have a potentially transformative impact on the NGO sector and thus society as a whole.

Eighthly, self-awareness is the foundation of personal leadership development. Investing in one's own leadership development will enhance one's interest in knowing other peoples' strengths and in facilitating their personal growth. This will thus make one a better leader.

Finally, there are other factors not directly related to self-awareness that may also affect decision making about their career or job role. These include one's culture, character, values, family and financial circumstances.

In addition to the argument laid out and summarised above, it should be noted again that while self-awareness is only one aspect of emotional intelligence and has not received much criticism by itself, Daniel Goleman's definition and work on emotional intelligence has been criticised by some in that its claims are not adequately backed up through research. From the Christian perspective, the generally held belief is that rather

than first assessing *oneself*, one should look at God first for clues as to one's unique make-up, and how one should act to serve God in light of these gifts and characteristics.

CHAPTER THREE

METHODOLOGY

Research Design

I used an exploratory research design to understand how in Kenya, a non-profit leader's awareness of personal strengths, passions and ideal job role(s) influences his or her strategic decisions about career/position, tasks and responsibilities. A combination of questionnaires, VIA signature strengths test and a follow-up interview was used in order to obtain the necessary information to respond to the research questions outlined in chapter one. Furthermore, I used the following observable and objective criteria to identify a person as being self-aware in terms of:

- a) Good understanding of personal strengths
 - The participant will be able to cite specific professional and character based talents, skills, traits which they possess and which they are able to do well almost every time they are used.¹⁰²
 - The participant will be able to cite specific examples of when they have used their cited strengths effectively in personal/work environment.
 - The participant will be able to cite at least one example of when a colleague (or friend) has commented on their strengths or they have sought feedback on strengths or weaknesses from others.
 - Participant able to cite results of any strengths or personality based tests taken and remember most significant results.

¹⁰² Based on the definition of a strength as "A specific talent, skill, or gift that one possesses and carries it out well almost every time they attempt it."

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- Of the 24 cited strengths in Dr Martin Seligman's VIA signature strengths test, participants are able to accurately rank three of their top five strengths (in comparison with a self ranking completed through the questionnaire taken previously).
- b) Good understanding of personal passions
- The participant will be able to cite specific topics, activities, situations and/or contexts which they enjoy, make them feel excited, motivated and/or energised and which they feel they could do/be every day and not get bored or tired. ¹⁰³
 - The participant will be able to cite specific examples of when they have undertaken these activities in personal/work environment effectively, enjoyed it/them and left wanting to do it/experience again.
- c) Good understanding of most suitable job role (and/or collection of specific tasks) for participant personally as per their own identified strengths, passions and gifts/talents.
- Able to cite most ideal job role and show active pursuit of it (if not already in it)
 - Able to cite extent to which current (or a former) job role is a good and poor fit for their set of strengths, passions and personality and what role or mix of tasks would make it a better fit.
- d) Objective/observable criteria of a good decision making process related to career/job role/tasks and responsibilities

¹⁰³ Based on the definition of a passion as "an activity, area of work or group of people which you enjoy doing or working with and which brings you joy and satisfaction"

- Able to give detailed, valid reasons why they made a particular career or job related decision (e.g. increased responsibility/pay/interest/less travel, felt leading from God etc).
- Has a set of career goals and actively uses them as a way of guiding decisions about job roles and career moves.
- Made job or career-related decisions based on strengths and passions and able to give examples (such as turning down an unsuitable job and/or asking for more responsibility/tasks in one's area of strength or passion).
- Able to cite example of a poor career or job-related decision, reasons for taking it and lessons learnt in hindsight

Population

The population under study were NGO leaders who work in Kenya, are based at a Nairobi office, are 28 years old and above, and who have had at least one professional position before their current one. However, they do not necessarily have to be the top leader in the organisation or department. The following criterion was also used:

- The NGO leader must have at least one staff member reporting to them and be in programmes department
- The NGO or non-profit organisation must be working with vulnerable women and/or children in Kenya

Whereas over half of the organisations in the study had a Christian focus or the participants were Christians themselves, this was not a requirement for involvement in the study. Furthermore, whereas most of the people to be interviewed were of Kenyan

nationality, leaders of other nationalities who fit the criteria were not excluded from the study.

Sample

Twenty participants from seventeen different NGOs were included in the study out of twenty-four people from twenty organisations who were approached. Of these organisations, seven were Christian organisations, six were international organisations (including four international NGOs) and the remainder Kenyan local NGOs or ministries. The organisations included in the sample were: International Justice Mission (IJM), Church World Service (CWS), Child Line Kenya, Tumaini Ladies Integrational Program (TULIP), RETRAK, Amani Ya Juu, Vision Africa, Tumaini Kwa Watoto, Centre for Urban Mission (CUM), Centre for Rights Education and Awareness (CREAW), Child Legal Action Network (CLAN), Save the Children, GOAL Kenya, World Vision, Church Mission Society (CMS), First Love Kenya and Jamii Bora Trust. Whereas initially it was anticipated two people in each of the organisations would be included initially, only one leader was available for participation in most organisations. Therefore, a higher number of organisations were included in order to get an adequate sample size. Twenty people were included in sample in the first part of the study (questionnaire), and fifteen for the second (strengths assessment) and twelve in the third part (interview).

Data Collection and Research Tools

Data was collected using three methods: questionnaires, online strengths test and interviews. Baldry and Fletcher (2000) assert in Fletcher and Bailey that there is no consensus among researchers of how to best represent self-awareness both conceptually

and statistically.¹⁰⁴ Although one of the most effective way of testing self-awareness is believed to be 360° feedback (or other multi-source multi-rater feedback system which assesses the extent to which the self- and other-raters agree on the level of competence the focal individual attains)¹⁰⁵ this is a new concept in Kenya and may feel like intrusion for the participants. For this reason, I used self-report only. According to Taylor, self-report is too limited a measure of a person's capability since self-assessors are usually more biased assessors compared to managers, direct reports, and peer¹⁰⁶ This understanding will be taken into consideration during the data analysis and conclusion. However, comparing the results between self-reported strengths and the strengths test will help to reduce this gap and participants will be encouraged to start using 360° feedback in their organisations. Furthermore, Fletcher and Bailey cite some of the weaknesses of 360° feedback. They suggest a more effective methodology of assessing self-awareness may be through using interview questions to assess previous incidence of feedback seeking behaviour, capacity for self-criticism, emotional intelligence and awareness of others' perceptions rather than using "direct" measures of self-other rating congruence. They also suggest it is possible to assess the extent to which an individual can accurately identify how others perceive them such as by asking, "how do you think your boss rates you on this competency," irrespective of whether this is in accordance

¹⁰⁴ Fletcher and Bailey.

¹⁰⁵ Ibid.

¹⁰⁶ Taylor, 645.

with their own self-view.¹⁰⁷ These types of questions are used in the online strengths assessment.

a) Self-administered Questionnaire

Twenty self-administered questionnaires were completed which assessed the following factors:

- General information such as gender, age, job title, nationality, length of time working in current position and in NGO sector in general.
- The extent of NGO leader's own perceived self-awareness of strengths, passions and ideal job role and/or career.
- The initiatives the participant has made in order to become more self aware such as taking respected personality/strengths type tests and seeking feedback from peers, friends and other colleagues.
- The extent to which the participant has made decisions related to their job role, career and specific job related tasks and responsibilities on the basis of their strengths and passions.
- The extent to which they have made career goals and made decisions in light of them
- Other influences on their decision-making processes related to job and career.
- The extent to which they are currently experiencing good job-role fit and working within areas of strength and passion

¹⁰⁷ Fletcher and Bailey.

- The participants were also given a list of twenty-four strengths. They were asked to rank those that they feel are their top five strengths (and rank 1-5). These strengths were as follows and divided into six categories according to the author, Martin Seligman.

Wisdom and Knowledge: 1. Curiosity and interest in the world; 2. Love of learning; 3. Judgement, critical thinking and open-mindedness; 4. Creativity, ingenuity and originality; 5. Social Intelligence; 6. Perspective (wisdom).

Courage: 1. Bravery and valour; 2. Industry, diligence and perseverance; 3. Honesty, authenticity and genuineness.

Humanity and Love: 1. Kindness and generosity; 2. Capacity to love and to be loved

Justice: 1. Citizenship, teamwork and loyalty; 2. Fairness, equity and justice; 3. Leadership

Temperance: 1. Self-control and self-regulation; 2. Caution, prudence and discretion; 3. Modesty and Humility

Transcendence: 1. Appreciation of beauty; 2. Gratitude; 3. Hope, optimism and future mindedness; 4. Spirituality, sense of purpose and faith; 5. Forgiveness and mercy; 6. Humour and playfulness; 7. Zest, enthusiasm and energy

A copy of the questionnaire used is attached in Appendix B.

b) VIA Signature Strengths Test

The VIA signature strengths test

(<http://www.authentic happiness.sas.upenn.edu/register.aspx>) was chosen as a tool for assessing strengths in the participants. This test has been created by Martin Seligman of

the University of Pennsylvania and who has written the book *Authentic Happiness* on the same. Although the test has not been featured widely in academic literature, it is a suggested tool in a wide variety of college psychology departments for students and in coaching and mentoring organisations working with clients. The link for the test was sent to the same participants as above to complete by themselves online after they had completed and submitted the initial questionnaire. Using this tool, participants ranked 240 statements on a five point Likert scale as to the extent to which the particular strength described them (such as very unlike me, neutral, very much like me). The tool generates an immediate ranking of the participant according to twenty-four different strengths, including their top five. These twenty-four strengths are the same as those listed above and which were ranked by participants in the initial questionnaire. Alex Linley describes the VIA Inventory of Signature Strengths as follows:

The VIA-IS provides a reliable assessment of 24 character strengths across a consistent question and response format. The measure allows researchers to assess each of the 24 strengths in relation to each other, and for many of the strengths, provides the first specific self-report measure of the strength available. On this basis, the VIA-IS now appears to be a valuable addition to the repertoire of researchers and practitioners who are interested in the effective assessment of character strengths.¹⁰⁸

c) Interview

Follow-up interviews were conducted with eighty percent of the participants who took part in the strengths assessment in order to attain additional information not availed or clearly articulated through the questionnaire and to discuss any variation of results between the self-ranked strengths and those ranked through the VIA signature strengths assessment tool. The questions probed in more depth about: what the participant has done

¹⁰⁸ P. Alex Linley. "Character Strengths in the United Kingdom: The VIA Inventory of Strengths," *Personality and Individual Differences*. (43) 2007

to know their strengths, passions and ideal job role (e.g. tests, seeking feedback from colleagues), asking participants to give examples of when they have used their strengths in the workplace, the extent of their job-role fit, how their decision-making about job role and career has been informed and why there may be a variation between the self reported strengths and those in the strengths test. The questionnaire had to be submitted before attempting the strengths test to avoid a participant changing their answers based on the strengths test. Participants were asked not to refer to their signature strengths assessment results in the period between the questionnaire, strengths test and interview so that their answers were spontaneous and from their instinctive response rather than rehearsed.

Twelve participants who had completed both the questionnaire and the strengths test were interviewed. This represents 50% of the original population sample and 60% of those who completed the questionnaire. The interview guide is attached in Appendix C. Each interview took approximately 30-60 minutes with an average of 45 minutes to complete the interview. In addition to taking the participant through the interview questions, they were also encouraged in how they can build on their strengths in their workplace and how to think through their particular situation. One hundred percent of the participants in the interview stated that they really enjoyed and benefitted from taking the strengths assessment test and being involved in the whole process. One respondent, (who was one of only two participants who stated they feel they are in the right job only "sometimes" and who has made career related decisions largely on financial grounds), even mentioned that this process has propelled her to start looking for masters courses so she can re-train into her area of passion. It was extremely encouraging and satisfying

seeing the participants speak excitedly about their strengths and passions and their ideal job role through this process. It was also an affirming exercise for many.

Limitations of Data Collection Tools and Processes

Whereas on the whole the selected data collection tools and processes satisfied the original purpose of their use, there were a few challenges in the data collection process as follows:

a) Self-Administered Questionnaire

Firstly, due to the nature of NGO work, the intended participants were very busy including frequently travelling out of Nairobi and even out of the country. Getting the completed questionnaires back was a challenge and took much longer than anticipated. Some participants found ranking their own strengths in question 20 difficult. Some stated that the use of certain strengths may depend on the situation in which they use them. Others felt twenty-four strengths were too many to rank between, or they had a different understanding of the meaning of a strength compared to the definition in the strengths assessment. However, others found the large number of strengths meant that it was more focused and did not place them in a “box” like some other well known personality tests.

In conducting the questionnaires, I realised a few minor changes that if picked up on after field testing of the questionnaire, would have improved the quality of the questionnaire and the results. For example, I believed that the options in question twelve regarding use of career goals were too leading. If there had been no or different choice options, I believe the number who stated that their career goals are used as guiding their decision-making about job roles and careers would have been much less.

A second oversight in the questionnaire was that the options in question 13 and 14 were similar yet slightly different. However, if they had been identical, it would have enabled better comparison of results between their initial decision to join NGO sector and accept their current position. On the same note, there were too many options listed in question 18 which made the question difficult to rank. The responses should also have been the same as question 13 and 14.

One final oversight was that by asking participants if they feel they are working within their area of passion “all of the time,” “most of the time,” “some of the time,” “rarely” or “not at all,” it was very difficult to compare to the Gallup surveys which referred to a percentage of time.

b) VIA Signature Strengths Assessment

Whereas participants took much longer than expected to fill in the questionnaire, encouraging the completion of the online strengths test was an even harder task. This meant that only fifteen of the twenty who had completed the questionnaire had completed the strengths assessment by the deadline. Furthermore, due the nature of some of the smaller NGOs, internet connectivity and computer literacy was limited. Filling in the online strengths assessment was thus a challenge for them. Some participants also complained of problems in registering for the test. Since this test had to be completed online, it was a limitation of the research as I was unable to get all those who completed the questionnaire to fill in the strengths test and thus to compare the results.

This situation reduced the sample size and thus accuracy of the results. Moreover, it could be the case that those who completed both the questionnaire and the strengths test are naturally more interested in their own personal development and possibly even more

self-aware. Whereas it is possible that this may have skewed the results, it is difficult to establish the extent, and if it was solely attributable to time constraints or other factors. Although the strengths assessment was perceived generally very favourably by the participants, some stated that some of the responses were biased by some of the questions. For example, one of the ten questions to test for self-control was centred on one responding if they could resist a huge mound of chocolate put in front of them. However, if one doesn't like chocolate and thus could easily resist it, it would show as good self-control even if one lacked self control in other areas. However, one respondent counteracted this criticism when she stated that she believed the results of the test were accurate since there are ten questions for each strength, thus any anomaly in one of ten questions would not significantly affect the results since the margin for error was actually very small.

Another criticism was that certain strengths were placed together as one strength, yet some felt one aspect of the strength was very much like them and other aspects much less which distorted the results when ranking their strengths initially. For example, one respondent thought she was creative but not necessarily innovative. Several participants believed that there was at least one strength which they really believed they hold which did not show up in the top five. Sometimes this appeared in the top ten but often much lower down than they expected. One person stated that the strengths she cited in her questionnaire remain her strengths in the workplace but that the signature strengths assessment revealed her own, personal strengths. Only one person ranked the test rather low (30% accuracy) and believed the strengths he had ranked himself better fit the real him. He attributed the differences to the criteria used in the questionnaire.

On the whole however, although the strengths assessment is an imperfect tool, it served its purpose for this research, was given a high accuracy rating by the participants and was simple to use. The results of such a tool, even if cannot completely assess one's strengths, serves at least as a discussion tool and prompt to assess and think about one's strengths and the extent one is using them in the workplace. As a further research, it would be good to know how far down the list of twenty-four strengths a strength goes before it becomes a weakness, and to be given a scoring of one's strengths to analyse the numerical differences between the various strengths.

c) Interview

The interview process went rather smoothly. The initial field testing allowed some wording changes to the interview guide and questions were rephrased if not understood initially. The main challenge was compiling the results of the interviews through content analysis and analysing the results. With twelve participants only, this was possible, but a larger number would have made the process more difficult.

Data Analysis

Results of the questionnaires were entered into a computer for analysis using an Excel spread sheet to tabulate data and to create charts and tables for easy comprehension and analysis. Each participant sent to the researcher their signature strengths results to facilitate the comparison with their self ranking and to discuss during the interview process. Findings from the interviews were coded manually using content analysis for comparison of running themes and to compare with the results of the questionnaires, where any differences may be evident. Furthermore, a table showing the breakdown of

scoring as per the observable and objective criteria used was also created. Patterns were analysed in terms of the following and the data analysis is reported in the next chapter.

- a) Similarity/difference between stated level of self-awareness through initial questionnaire and that of signature strengths
- b) Relationship between level of self awareness and process/quality of decision making made regarding job role/tasks and career
- c) Relationship between self-awareness and whether or not participant feels that they are in the right position/role/career (job-role fit)
- d) Comparison between quality of decisions made and whether or not these decisions would have been made differently if had taken assessment tool first.
- e) Similarities/differences between participants of different genders, nationalities and levels of responsibility.

Data Reporting Procedure

Data was tabulated and reported per person with significant themes and findings noted- including where results met expectations as per the hypothesis and where it diverged from it. An analysis of the data divided per question of the interview is tabulated and discussed in the next chapter in accordance with the observable and objective criteria of self awareness and decision making. The tables showing the breakdown of the results per question are detailed in Appendix A.

CHAPTER FOUR

DATA ANALYSIS

This chapter examines the data collected through the questionnaires, strengths assessment exercise and interviews. The breakdown of results are listed in Appendix A.

Breakdown of Participants in Study

Of the twenty-four NGO leaders who were given the questionnaire from twenty different organisations, twenty responded (83%), from seventeen different NGOs. Out of those who responded, fourteen were female and six male. Whereas this is a large difference, there tend to be a higher number of females working in NGO program departments than men and higher numbers of men as directors of organisations (of which three of the six men were in this survey), or in departments such as logistics and accounts. Since the survey assessed organisations working with women and children, the gender skew is acceptable and should not significantly bias the results.

Of the twenty participants who completed the questionnaire, only fifteen (75%) completed the next stage (strengths assessment), of which 80% were female. Eighty percent of the participants who took the strengths test later participated in the follow up interview, of which 75% were female and 25% male.

Age

The largest group represented in the questionnaire (5 out of 20 participants or 25%) was the 30-34 year age group, followed by the under 30 age group (20%). Since one of the criteria for inclusion in the study was that participants were 28 and above, these represent those aged 28 and 29 years old only. 15% of participants were in the 35-39 year age group, and 15% in the 50-54 year age group. There were less participants in

the 40-44 year age group (10%), 45-49 (10% or two people) and over 54 year age group (5% or one person only). A majority of the participants (60%) were thus in the under 40 age group and at a point in their career whereby they have had several years experience yet may not have reached what Robert Clinton calls “convergence.” This typically takes place prior to retirement when giftedness and experience merge with ideal job-role fit¹⁰⁹ The percentage of participants under 40 years in the strengths test and interview was even more pronounced at 67%. Although this partially reflects the age group of participants involved in the study, it was observed that a greater percentage of younger leaders had more time available and more interest in the study. It also shows that the younger leaders are part of a generation which increasingly emphasises self-awareness and that they are playing a more active role in their own career choice.

Table 1. Age of participants

Q2 Code	Age Category	Questionnaire		Strengths Test		Interview	
		No.	%	No.	%	No.	%
A	<30years	4	20	4	27	3	25
B	30-34 yrs	5	25	3	20	3	25
C	35-39 yrs	3	15	3	20	2	16.7
D	40-44 yrs	2	10	2	13.3	1	8.3
E	45-49 yrs	2	10	1	6.7	1	8.3
F	50-54 yrs	3	15	1	6.7	1	8.3
G	>54 years	1	5	1	6.7	1	8.3
	Total	20	100	15	100	12	100

¹⁰⁹ Clinton, 22

Nationality

As would be expected due to the country of study, the majority of participants were Kenyan, including 75% in the questionnaire (15 out of 20 participants), 80% in the strengths test and 83.3% (10 out of 12 participants) in the interview. The other participants were British or American but had worked in Kenya for many years.

Self Awareness Questionnaire

Length of Time Working in Current Organisation (NGO)

The vast majority of respondents had been working in their current NGO or non-profit organisation for nine years or less (85%), of which 20% had been working there for less than a year, 25% (5 out of 20 participants) for 1-3 years and 40% (8 out of 20 participants) for 4-9 years. 10% (2 out of twenty participants) had been working there for 10-14 years and only 5% (one participant) for both less than 4 years and 15-19 years. A majority of the respondents thus had considerable experience of the organisation and their position although had not been there for an extended length of time. This shows that there is a certain level of long term commitment in the NGO sector and turnover to other professions appears to be fairly low, although turnover between positions was not assessed. These results could also indicate job satisfaction or good pay and could be the subject of further research.

Length of Time Working in NGO Sector

A clear majority of participants (70%) had been working in the NGO sector for a significant period of time, that is, 4-14 years. 40% (8 out of 20 participants) had had 4-9 years experience, 30% (6 out of 20 participants) had 10-14 years, 5% (1 person) 15-19

years and 20% (4 out of 20 participants) had been working in the NGO sector for over 19 years.

Reflection/ Assessment of Personal Strengths and Passions

A clear majority, 70%, (14 out of 20 participants) had taken time to assess or reflect on their personal strengths and passions related to their job role and career. Only 10% (2 out of 20) admitted that they hadn't really done so and a further 10% that it was done a long time ago.

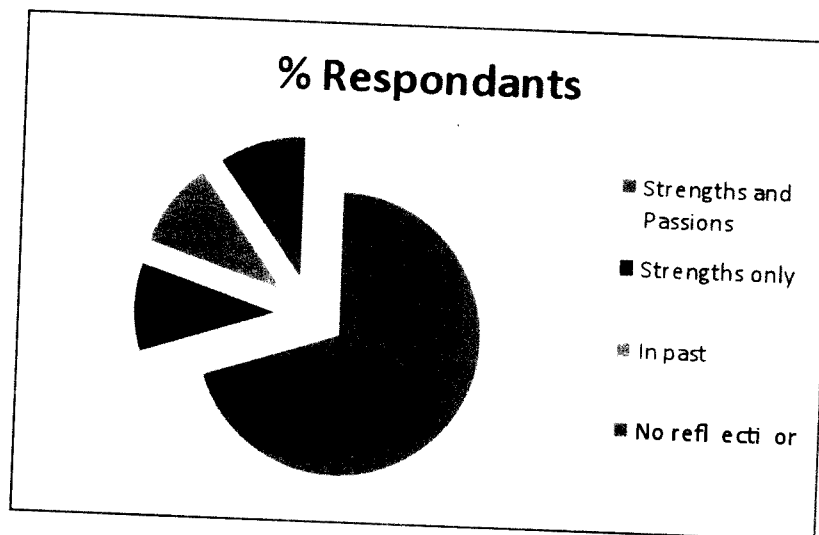


Figure 2. Reflection/Assessment of Strengths and Passions

Method of Reflection/Assessment of Strengths and Passions

Of the participants above, the largest group, (45% or 9 out of 20) had assessed their personal strengths and passions through personal reflection as a primary reflection tool and 25% (5 out of 20) had undertaken strengths, career or personality tests. Interestingly, all of those who had done the latter had either had some type of leadership or professional training in which such tests were undertaken, or were working in an organisation where self-development is intentionally encouraged. Those who had taken strengths or personality assessments in the past tended to show some of the highest levels

of self-awareness due to intentional self-reflection and time to act on the results. Whereas no respondents in the questionnaire declared to have sought feedback from colleagues, friends or family members, several respondents in the interview claimed they had done this, (albeit informally). Over fifteen percent stated that they had sought guidance from God through prayer. Anecdotal information gained through the information process confirms that spirituality and faith was a key element of reflection and decision making for a majority of the respondents.

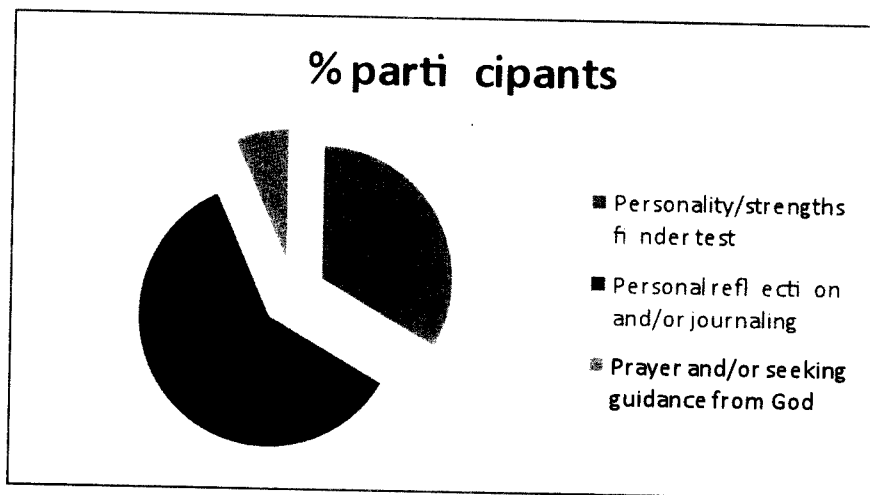


Figure 3. Method of Reflection/ Assessment of Strengths and Passions

Current Understanding of Personal Strengths

Of those who responded to the previous question, half (9 out of 18) believed they still understood their strengths very well, followed by a third (6 out of 18) who believe they still understand them to an extent. Only 16.7% (3 out of 18) were hesitant and thought they would really have to think about it. This indicates high levels of (albeit self reported belief of) self-awareness.

Refusal of a Non-Strength Task, Job or Responsibility From A Superior

A clear majority of participants (70% or 14 out of 20 participants) stated that they *had* previously turned down a task, job or responsibility as it was not within their area of strength. Whereas this seems to indicate rather high levels of self awareness, of the 30% (6 out of 20) who said no, it is not clear whether they had been offered a position out of their area of strength or have been unhappy with their mix of responsibilities which would encourage them to say turn down a task, job or responsibility.

Request for Better Strength-Based Jobs, Tasks, Responsibilities from Superior

Seventy-five percent (15 out of 20) stated that they had asked a superior to give them more responsibilities and/or tasks in their areas of strength or passion. This shows that a high number of participants have felt sufficient understanding of their own strengths and passions to know what would better motivate them, and have shown the self-confidence and initiative to approach their boss to ask for a change.

Extent Understanding of Passions and Strengths Has Influenced Decisions Made About Job or Career

The vast majority of participants (72.2% or 13 out of 18) claimed their understanding of their passions and strengths *has* influenced their decisions made about their job and career. *No* respondents who stated that they have reflected or assessed their personal strengths and passions believe that their understanding has *not* influenced the decisions made about their job and career. This is significant in establishing a link between understanding of personal strengths and job/career related decision-making.

Table 2: Influence of Passions and Strengths on Decisions Made about Job/ Career

Q10	Extent Knowledge of Strengths Positive Influence on Decision-Making	Questionnaire	
		No.	%
Code	Responses		
A	Yes- very much so	13	72.2
B	Yes but strengths/passions only	2	11.1
C	Yes- to an extent	3	16.7
D	No not really	0	0
	Total	18	100

Career Goals

A surprisingly high figure of 95% of respondents (19 out of 20) stated that they have made career goals. However, of these, only 30% (6 of 20) said that they were written down and referred to regularly. A further 30% (6 of 20) stated that they have made them in the past but do not refer to them regularly. The largest category, 35%, (7 of 20) stated that they have a vague idea of their career goals in their head yet they are not written down. While this is positive that 19 of the 20 respondents have some sort of career goals, less than one in three people are consistently referring to their goals regularly in order to truly benefit from them.

Of the respondents who stated that they have made some type of career goals, 42% (8 out of 19) stated that they used them primarily to make decisions about their job and career. Over twenty-six percent (5 out of 19) believed they used them primarily as a way of mapping and achieving their goals and 15.8% (3 out of 19) had other reasons for their career goals. More than ten percent (2 out 19) stated that their career goals were

made in the past and are not based on their current understanding of their strengths and passions.

Influence on Participants' Decision to Pursue a Career in the NGO Sector Initially

Participants were given a series of options to choose between regarding what influenced their decision to pursue a career in the NGO sector initially. They were allowed multiple responses and ranked the most relevant answers to them. "Passion for community work" stood out as the most common response (cited by 65% of participants) followed by "felt a call from God," (cited by 45% of participants), "relevant to education and training" and "desire to help the less fortunate" (both cited by 35% of participants). In terms of the average ranked position, pursuit of a dream was first at an average position of 1.5 (although it was only ranked by ten percent of participants). The second was "felt a call from God" with an average position of 1.67, followed by "passion for community/development work" at 1.69. Opportunities to travel and desire to help less fortunate were also popular choices. Only 25% of responses mentioned financial security and the average rank was only 4.2. This means that of those who ranked financial security as an option, three other factors were *more* influential on their decision.

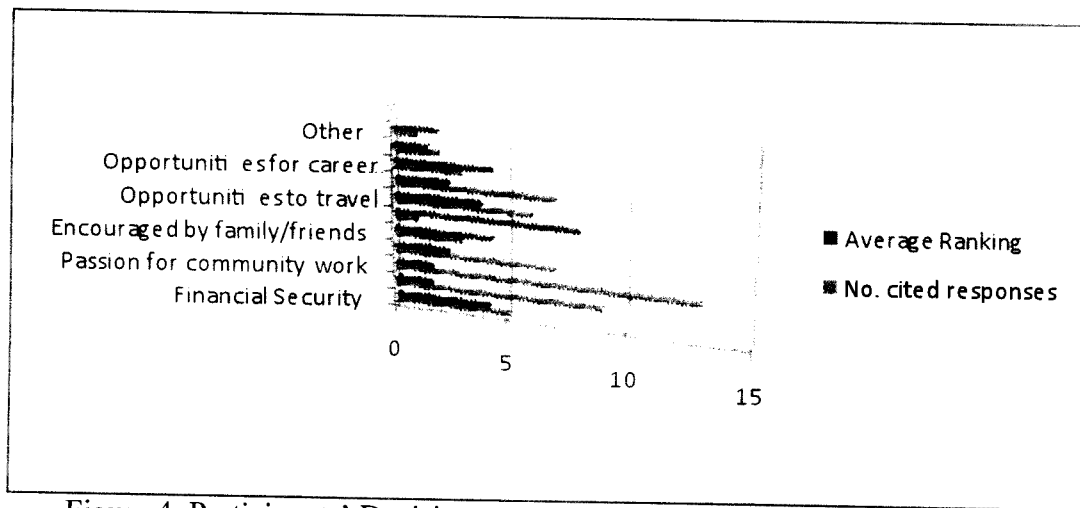


Figure 4. Participants' Decision to Pursue a Career in the NGO Sector

Influence on Participants' Decisions to Accept Their Current Position

In terms of the factors influencing the participants' decision-making in accepting their current NGO position, "more in line with passions and interests" was mentioned by 55% of participants, followed by "more in line with experience and training" (40%) and "more leadership and management responsibilities"(40%). Financial security/benefits remained a third or fourth influence on decision-making after other factors, as the average ranking was 3.8. The highest ranked response was "other" since all three of the participants who ticked that box had other specific factors which influenced their decision to take their current role. The second highest ranked response was "more in line with passions and interests" at 1.36. Family and friends had a very minor influence on decision making with only 15% citing it as a response, and an average ranking of 3.

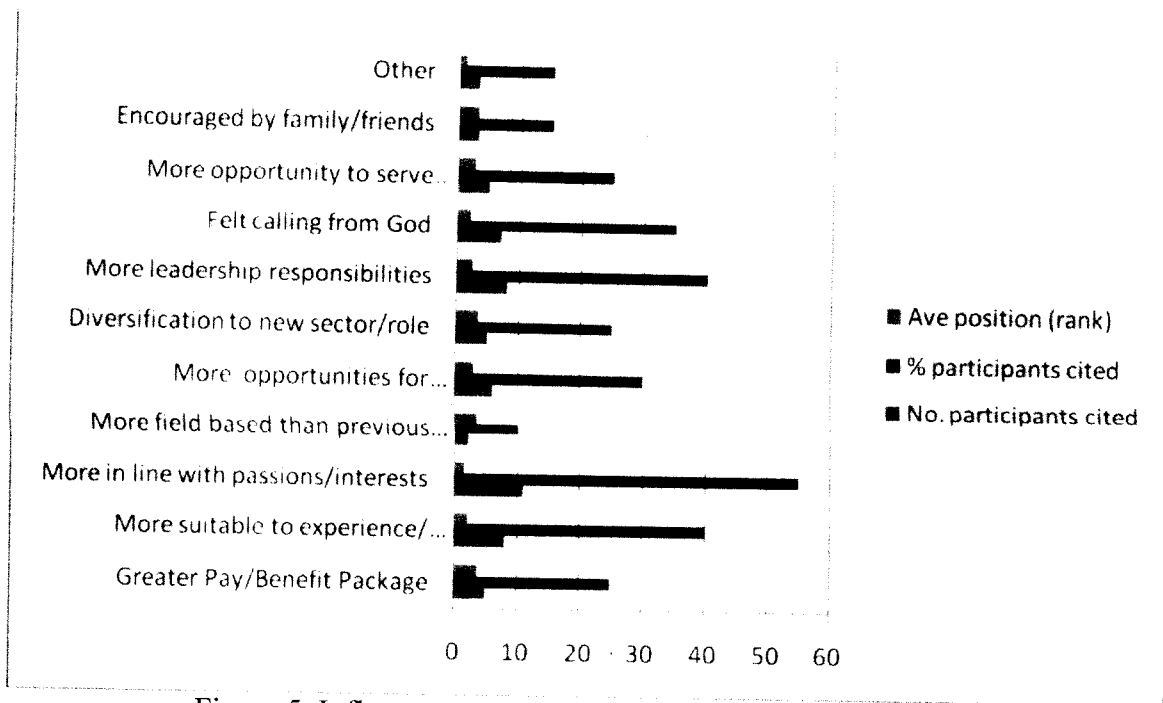


Figure 5. Influences on Decisions to Accept Current Position

Time Spent Working within One's Areas of Strength and Passion

The amount of time spent working within one's areas of strength and passion was surprisingly high. One hundred percent of respondents answered that they feel they work in their areas of strength and passion "all" or "most of the time", with 95% (19 out of 20) stating "most of the time." This is in stark contrast to the research of Gallup among 1.7 million people which revealed that only 20% of employees (in large organisations) "strongly agree" that their strengths are in play every day. Furthermore, Gallup's research revealed that the further one goes up the career ladder, the less likely they are to be working within their areas of strength.¹¹⁰ This was not the case in my sample (albeit small). If anything, it appeared that leaders were increasingly able to work within their areas of strength as they increase in age, (that is if they made good decisions about their job and career). This seemed to be true as with age and experience, they were better able

¹¹⁰ Buckingham, 4

to position themselves to work in roles focused predominantly on their area of strength and passion.

Job Fit

On a similar theme to the previous question, an overwhelming 90% of respondents (18 of 20 respondents) stated that they feel that their job is right for them, *all* or *most* of the time (despite the odd frustration). In a country where it is difficult to get a job, particularly one a person is very satisfied with, these results were surprising, yet encouraging. Only 10% (2 of 20 participants) stated that they feel a good job role-person fit “sometimes,” and none answered “rarely” or “not at all.”

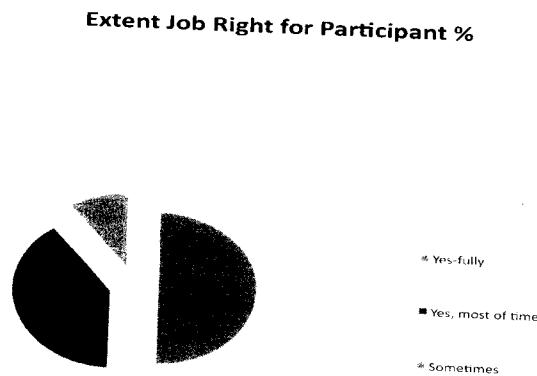


Figure 6. Job Role/Person Fit

Influences on Decision Making Related to Job/Career

In terms of the main factors influencing the general decision-making of respondents in seeking, rejecting, accepting and modifying a job role, task or responsibility, participants were allowed multiple responses which they ranked in order of importance. “Desire to help the less fortunate” was cited the most- by 50% of participants. Other top responses were “felt call from God” (45%), “Passion for

community/development work” (45%) and “relevant to education and training” (30%). Forty percent of respondents stated that their decision-making has been influenced by a job role/task seemingly in strong alignment with their area of passion and 35% stated that they felt a strong alignment with their areas of strengths which is significant for this study. In terms of rankings, “felt call from God” was ranked the highest (average position 1.22), followed by “felt strong alignment with areas of passion” which was given an average ranking of 1.4. Only twenty percent of participants mentioned greater financial salary/benefits and the average position ranked was 4, showing that it has not been a primary factor influencing decision-making of the participants. However, one participant mentioned that answering the question was dependant on knowing the particular decision to be made since different factors may come into play.

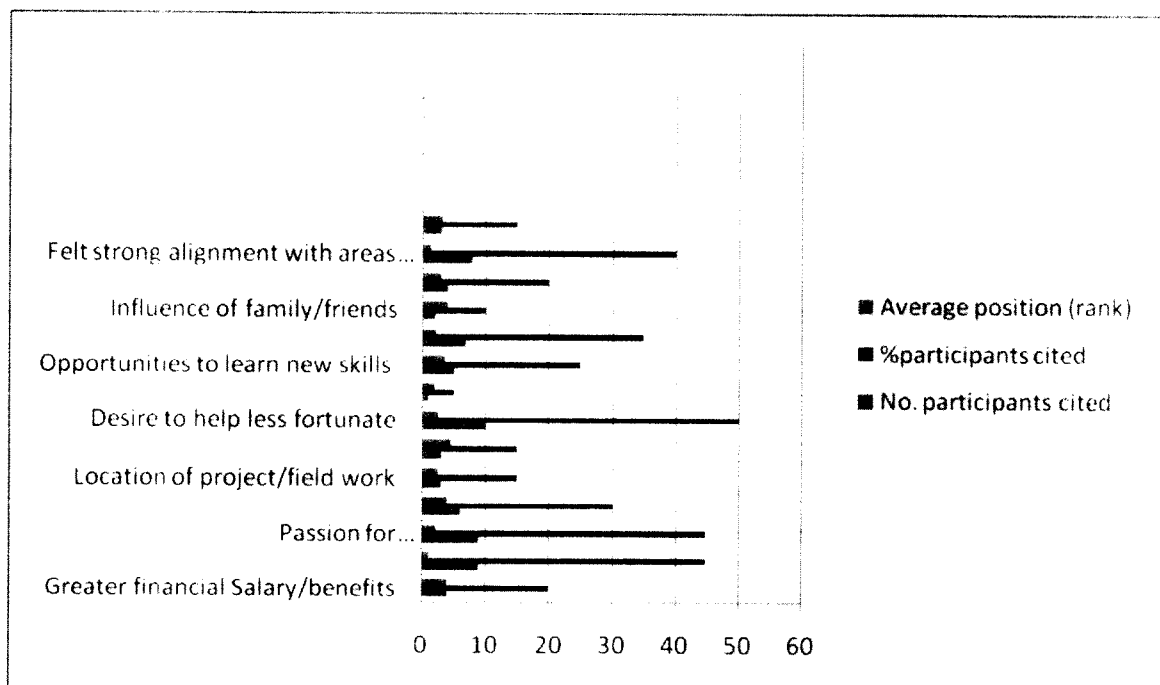


Figure 7. Influences on Decision-Making Related to Job/Career

Self Ranking of Strength, Appropriateness and Effectiveness of Decision-Making

The results reveal that 100% of respondents (20 out of 20) believed the decisions they have made about their career have been mostly good. None rated themselves as excellent, fair or poor.

Perceived Strengths vs. Strengths Finder Results

It is not necessary to describe which of the twenty-four VIA signature strengths were cited by each participant and their test results, nor which were the most commonly cited strengths. What is significant is the number of top five strengths cited by the participant in their questionnaire compared to the top five results of the signature strengths assessment. No participants accurately assessed all five of their strengths in the questionnaire according to the results of the strengths assessment. Twenty percent of the sample (3 out of 15) estimated three of their top five strengths correctly, 40% (6 out of 15) correctly ranked two of their five top strengths and 26.7% (4 out of 15) correctly ranked one of their top five strengths. Almost sixteen percent (2 out of 15) did not correctly rank any. This exercise was done as one indicator of self-awareness of participants. Although it is not a faultless measure, 75% of participants in the interview ranked the online strengths assessment as 75-90% accurate and also stated that the results of the signature strengths test better represent their *real* strengths than those they cited in the initial questionnaire. One person (8.3% of sample) ranked the strengths assessment at only 30% accurate and two participants (16.7% of sample) at only 60% accurate.

Content Analysis of Interviews

The interviews served primarily to ascertain the extent to which the NGO leaders who participated in the study were, firstly, self-aware and secondly, the main influences

of such tests in Kenya, yet desire that they are made available for their children in school or university to help them make better career choices. Almost all respondents stated that they would see the value in taking such a test, although those towards the end of their careers thought the results would be of limited applicability. Of those who had taken a strengths or personality test in the past, 100% stated that it has positively influenced their decision-making process about their job and career, including highlighting weaknesses to work on and helping to understand more about themselves. This exercise highlighted what they already knew about themselves which was affirming and made the interview process very interesting. Each participant demonstrated a unique make up with very different strengths, experiences and goals.

VIA Signature Strengths Assessment Tool

The research process revealed that the VIA online strengths assessment was very useful in raising participants' self-awareness, affirming their strengths in initiating a conversation about strengths. However, comparing the number of strengths cited in the participant's self-rated top five with the top five results of the strengths test was an imperfect measure of self-awareness. This was because of the limitations of the test in assessing actual work related strengths through the set questions and in different understandings of particular strengths by participants.

The strengths assessment was taken very positively by all the participants. Seventy-five percent perceived that it was more accurate than their self-assessment. However, most were surprised by at least one or two of the results where a particular strength was listed much higher or lower than they anticipated or agreed with. They stated that the difference may have been a misunderstanding of the question or the title of

the strength as written in the questionnaire. Several participants stated that their perceived definition of some of the strengths (compared to the online tool) was slightly different which may have distorted their self rating. One participant noted that the way the strengths were grouped together did not always fit her. For example, she sees herself as very creative but not necessarily innovative yet they were in the same category. Another criticism was that in different situations and contexts one can show or prioritise different strengths. Most (75%) agreed that the “real them” was primarily that in the signature strengths test, the remaining 25% concurred with their own rating or a mixture of the two.

Seventy percent of respondents (7 out of 10) stated that if they had had the information from the strengths test previously, it would have positively influenced their decision-making process about job roles and careers. A further 20% (2 out of 10) said that it would have influenced them to an extent. Seventy-three percent (8 of 11) stated that the results will affect their decision making in future. Some of the additional comments made were that they will use the results and gained self-awareness to revise their job description, another realised that she should not place her career aspirations on the backburner because of financial considerations. Other participants stated that they will use the test with staff members and will be more careful to choose job roles which will satisfy them more (better job-role fit), rather than just taking those which are available.

The only person to state that that the results would not affect his decision-making (representing 8.3% of the sample) was the same respondent who rated the accuracy of the test as low (30%). His reasons for not believing the test results would influence his decision-making were based on his faith that his life is in God's hands and that only God

will guide his decision making and direction. This was the oldest respondent and who appeared to be in the convergence stage of leadership development. He feels he is in exactly the right place and that his experience to date has gradually led him to his current position. The test may thus be more useful for younger and middle-aged leaders still searching and growing to help them on the right path.

Other Factors Which Influence Self-Awareness and Decision-Making

In addition to understanding one's strengths, passions and ideal job role, understanding one's temperament and values also came out as factors which influence career-related decision-making. For participants with religious beliefs and a strong sense of faith, how they applied their relationship with God to their decision-making process (and sought *God's* wisdom, not their own) was crucial in determining the decision, even when logically the decision may not have made sense. Furthermore, those with a strong faith tended to see their job or career much more as a "calling" than other participants. On the whole, they had a greater sense of the need to work on their weaknesses which made them have higher self-awareness, and they also largely appeared to be more fulfilled in their work. I would recommend further study on the relationship between faith, self-awareness and career-related decision-making to ascertain whether this correlation is indeed true on a larger scale.

Analysis of Results by Gender, Age, Type of NGO and Nationality

With the small sample size used, there were no clear trends evident in terms of particular genders, ages, nationalities or types of NGOs working for which were more or less self aware in any of the categories. However, the women were much more open

about their weaknesses and seemed to have a greater commitment to working on minimising them.

Summary of Findings

The small sample size used (20 for the questionnaire and 12 who completed the questionnaire, strengths test and interview) cannot be representative of all leaders in the NGO sector in Kenya. However, the results do provide an indication of levels of self-awareness and the extent to which this has influenced decision-making. The results show that overall; participants demonstrated fairly high levels of self-awareness, despite the limited training and development opportunities. This is evident in that fifty percent of the respondents who had reflected on their strengths and passions believe they know their strengths and passions “very well” (forty five percent of the total). In addition, seventy percent of respondents have turned down a task, job, or responsibility from a superior as it was not within their area of strength (14 out of 20) and seventy-five percent of respondents (15 out of 20) had asked their superior to give them more responsibilities or tasks within their areas of passion.

In addition to a drive to help the less fortunate, the participants in the study also seemed to largely have made their career and job-related decisions based on their understanding of their passions and interests. Faith and desire for career development were also significant. Despite the collectivist culture and need to provide financially for others, family/friends and financial considerations appear to have had a minor influence on career-related decision-making. Job role fit and job satisfaction were also rated highly, which, given limited career preparation and development was also very surprising. Ninety-five percent of participants felt they work within their area of strength and passion

One hundred percent of the participants claimed that they positively benefitted from this research process. Not only did they claim that their self-awareness improved, but their interest and commitment to *being* self aware was enhanced. Furthermore, seventy-three percent stated that they will be able to make better job and career related decisions in future as a result of the strengths assessment and associated reflection. In this way, participants *themselves* understood the importance of self-awareness and investing in one's own leadership development to be more effective in one's role, to be a better leader, and to achieve positive job-role fit. Even though the field data may not be fully conclusive, the participants *themselves* affirm that a link between self-awareness and positive decision-making about their career exists, having had a taste of the empowerment which comes with heightened self-awareness.

CHAPTER FIVE

CONCLUSION

Purpose of Research

The purpose of this research was to establish the extent to which the level of self-awareness of Kenyan NGO leaders regarding their strengths, passions and ideal job role has influenced their strategic decision-making about their career and job role, tasks and responsibilities. This was assessed by reviewing available academic literature and undertaking a case study of twenty NGO leaders working with women and children in Kenya.

Summary of Topic

Self-awareness, that is, having a deep understanding of one's strengths, limitations, values, motives, character and desires, has been hailed as essential for personal growth in both secular and religious arenas for hundreds of years. In the modern world, the workplace is where most of a person's strengths and passions are put into practice, and where they receive fulfilment, motivation and even self-actualisation. The research of Gallup has revealed that one is most successful in life when one builds it around their strengths.¹¹¹

In the Kenyan context, there has been very little research into personal leadership development, emotional intelligence and positive psychology which have been key aspects of this research. There has been even less research into the NGO sector, despite the large number of NGOs in the country, the large number of people employed by them and the essential work they perform. In reviewing the material available on self-

¹¹¹ Winseman, Clifton and Liesveld, x

awareness, (primarily from the Western context) and undertaking a study of twenty NGO leaders in Kenya, this research project has stimulated a heightened interest among the participants themselves about self-awareness and how it relates to decisions made about careers and job roles. It has also generated a foundation of knowledge about the target population on the same. While the small sample used cannot conclusively generalise findings applicable to the entire NGO sector in Kenya, it provides a basic understanding of the current situation among the leaders who participated, and provides a starting point for further research.

Overview of Process

This research began with an overview of the available literature regarding self-awareness, particularly as it relates to the influence on decisions made about career and job role. There is an urgent need for good leadership in the Kenyan context and NGOs play an important role in both leadership and development within society. NGO leaders have a lot of potential to positively influence society through their leadership. However, they have had limited leadership training and opportunities for self-assessment and development through the education system and their employers. Self-awareness has not been highly valued or promoted within society in selecting job roles and careers.

Some of the key points discussed were that:

- In the US, only one in three persons is in a job that fully utilizes their talents.
- Working within one's strengths gives a person energy and motivation
- Knowing one's strengths and passions is part of knowing one's ideal job role
- Outstanding performance, innovation and good decisions are believed to be directly attributable to the intentional use of an employee's strengths

- Seeking feedback from others is very important in contributing to one's self awareness
- When one has a *calling* (as opposed to merely job or career) they reap fulfillment directly, not through money or advancement and believe they are contributing to a greater good. This is only possible when one works primarily within one's areas of strength.¹¹² Many NGO leaders in the sample see their work as a calling—especially Christians.
- From a Christian perspective, if one does not understand and apply one's unique strengths, passions and most suitable job role, God's work is prevented from taking place in all its fullness and individuals fail to understand and fulfil their own purpose. Even in secular terms, an organisation and society as a whole is weaker when individual gifts or strengths are not known, not used or appreciated by others.
- *Person-job (PJ) fit* is the relationship between a person's characteristics and those of the job or tasks that are performed. Good "fit" is spending seventy percent or more of one's time working and learning in areas that are motivating to them.
- Higher levels of self awareness result in more constructive career related decision making.¹¹³

In terms of the field study, twenty Kenyan NGO leaders participated in a questionnaire on self-awareness (see Appendix B). Fifteen of these participants went

¹¹² Seligman, 168

¹¹³ Jeffrey Greenhaus, Gerard Callanan and Eileen Kaplan. "The Role of Goal Setting in Career Management," *Management Development Review* 10, No. 4/5 1997, 168

on to complete an online strengths assessment (see Appendix D) and twelve also completed a follow up interview (see Appendix C). These three data collection methods allowed the researcher to gain an in depth understanding of the self-awareness of the leader, plus the decision-making process and quality of decisions they have made about their job and career. A set of objective and observable criteria as described in Chapter Three were used to compile the findings. These are tabulated in Appendix A.

Summary of Findings

Leadership training and development is much less widely available in Kenya than in Western countries. Nevertheless, despite limited exposure to regular self-assessment tools, personal leadership development and career guidance, the study revealed that Kenyan NGO leaders have largely succeeded in generating a fairly good understanding of their own strengths, passions and ideal job role. The study also revealed high levels of (albeit self-rated) positive job-role fit, and that financial benefits of their profession or position are not significant influences on their decision-making. Instead, opportunities to positively benefit the more vulnerable in society were primary decision triggers thus showing a strong commitment to particular values. Pressure from family members also had much less influence on self-awareness and decision-making of the sample than anticipated. For the Christian participants, a sense of higher “calling” to their role or career combined with a sense of fulfilling a God-given purpose also came out very strongly. In fact, on the whole, those with a clear expression of spirituality and faith seemed to have a much clearer sense of direction, purpose and values than the rest of the sample regarding their job and career. They also appeared to be largely more fulfilled in

their work, although more research would have to be done in this area to prove this conclusively.

The results of the case study also show that the leaders who have had some sort of leadership training and/or taken self-assessment tools show higher levels of self-awareness than those who have not. Furthermore, some of the lowest self-awareness ratings were for leaders who were not totally fulfilled in their role, those who had rated financial reasons more highly as influencers of choice of job role or decision-making, those who had done little self-reflection in the past or had not applied their self-awareness to their decision-making process about jobs and careers.

Comparison of Hypothesis with Results

My initial hypothesis was that greater self-awareness factors (specifically accurate self-assessment) would enable a leader to have a greater understanding of his/her personal strengths, passions and ideal job role. I also stated that high self-awareness would facilitate leaders to better decide on and negotiate the most suitable job roles and job descriptions (tasks and responsibilities) with their superiors (or potential employers), in order to work predominantly from their strengths and passions. I stated that this combination of self-awareness factors would result in a leader having a good job-role fit according to their identified strengths and passions and conversely, that low self-awareness would correspond with poor career-related decision-making and poor job-role fit. Through the analysis of the available research and results of the study among twenty NGO leaders, the results show that overall, this hypothesis was correct. Although the results of the case study could not prove the correlation *conclusively* and there were some anomalies in the results which did not correlate with the hypothesis, a link is certainly

evident. It is my recommendation that a similar research is undertaken on a wider scale, and with some review and improvement of the data collection methods, in order to establish whether a clearer link can be determined, or the hypothesis disproven.

In analysing the data collected and particularly the observable and objective criteria of a leader being self-aware, the results show fairly clearly (although not conclusively) that higher levels of self-awareness (of strengths, passions and ideal job role) positively influence decision-making (regarding job role, tasks and responsibilities) among NGO leaders. The positive correlation between self-awareness and good job-role/person fit appeared to be even clearer in that the more self-aware participants were rated, the more they appeared satisfied and motivated in their current position and were able to give examples of how they had negotiated their job role to better reflect their strengths and passions. However, given that this was not a primary purpose of the study, additional research into the links between self-awareness and job-role fit is recommended. Furthermore, the data analysis showed that on the whole, participants in the case study reporting or exhibiting lower levels of job-role fit and good decision-making about their jobs and career generally showed lower levels of self-awareness. However, this study taught them more about themselves and has given them the impetus to learn even more and to apply their enhanced knowledge in their job or career. Furthermore, there were some other factors such as personal circumstances, level of faith, personal values and other factors which also influence both decision-making and self-awareness. Some of the key findings were as follows:

- The majority of participants could name particular strengths and passions and examples of their use.

- All participants could name an ideal job role, although the degree to which this was clearly articulated varied. However, 100% believed they were working towards it through their current position
- Seventy percent of participants had undertaken some type of assessment or reflection process regarding their own personal strengths and passions of which 25% participants had taken some type of personality or strengths based test in the past.
- Forty-five percent of the total sample believe they know their strengths very well and 30% to an extent.
- Seventy-two percent of participants who have reflected on their personal strengths and passions (i.e. 65% of total sample¹¹⁴) assert that their understanding of their passions and strengths *has* influenced their decisions made about their job and career.
- Seventy percent of respondents have turned down a task, job, or responsibility from a superior as it was not within their area of strength and 75% of respondents have asked their superior to give them more responsibilities or tasks within their areas of passion. This shows a high level of attempting to create a better job-person fit.
- Ninety-five percent of participants feel they work within their area of strength and passion “most of the time.”

¹¹⁴ In the questionnaire, participants who had stated that they have *not* reflected on their personal strengths and passions did not answer this question as per the questionnaire format. This was an oversight and prevents an understanding of whether or not the 10% of the sample who did not answer this question have made job-related decisions associated with their strengths and passions

- Fifty percent of participants felt their job was “fully” right for them, and a further 40% felt so “most of the time.”

This research has revealed that NGO leaders unanimously understand and uphold the need for greater self-awareness (and good job-role fit) in order to be more effective in one’s role, to be more fulfilled and content in the workplace and to be a better leader. In each of the leaders interviewed, being part of this research process encouraged them to invest even more in not only their own self-awareness and development, but that of their staff. It has also motivated them to more carefully make job-related decisions in line with their understanding of their own capacities and dreams. One participant was even prompted to finally take a career change she has desired to make but been reluctant to take the first step. If this results in her being much more motivated and effective in an alternative role, not only will she benefit through better job role fit but those she directly supervises and serves will no doubt benefit through improved motivation and performance. Due to their desire to work with the less fortunate in the community, NGO leaders in the study appeared to have a very different driving force within them that may not be present (or shown in a different way) in the corporate and particularly the public sector (eg civil service). This has made them a very interesting group to study.

In order to more conclusively prove (or disprove) the link between self-awareness and good decision-making of NGO leaders regarding their job and career, I would also recommend a more in-depth study incorporating a larger sample and with some modifications to the research tools. Given additional time and resources, I would

recommend the use of multi-rater feedback on participants combined with the SIMA¹¹⁵ assessment tool. This would also assess one's core *motivations* which were beyond the scope of this research, and establish patterns of use of strengths and passions over an extended period of time (i.e. since childhood). The drawbacks of these tools are that they take much more time and preparation to administer and analyse. They also require much greater involvement by the participant and also of their colleagues. I would not recommend comparing self-ranked strengths to those from the signature strengths test as this was not a conclusive assessment of self-awareness, but was a helpful discussion tool.

Suggested Further Topics for Research

Self awareness is a large topic with many different dimensions. In order to further the knowledge available regarding self-awareness and the work place, to reverse the scarcity of material in the Kenyan cultural and socio-economic context, I would recommend more research in the following aspects.

- The relationship between self-awareness and leadership performance
- The relationship between spirituality, faith and sense of "calling" with self awareness
- The relationship between self-awareness and motivation
- The relationship between job-person/role fit and performance
- The relationship between self-awareness and decisions made regarding career and job role in the corporate and public sectors.

¹¹⁵ SIMA stands for "System for Identifying Motivated Abilities" and was developed by Marlys Hanson of People Management in 1993. SIMA is a tool used to identify strengths and vocationally significant motivations which have show a pattern of passion, expertise and use from childhood to adult life.

This study has added value to the limited research and data available regarding self awareness and personal leadership development in the Kenyan context and specifically regarding the large, diverse and crucial NGO sector. It has also raised the level of interest in the topic among the leaders in the research and may have triggered effects among their respective organisations and in the way they interact with not only other staff members but the beneficiaries they serve.

The challenges of leadership in Kenya are many and complex. The problems of poverty, corruption and poor integrity will not be solved overnight by leaders investing more in their self-awareness and applying it to their decision-making. However, it would be a very positive starting point for NGO leaders to invest in their own personal leadership development to initiate a reversal of the negative traits which have been observed. Since the country needs role models, it should have to look no further than the NGO community serving out of a desire to help the less fortunate. Self-awareness not only helps a leader make better career decisions for him or herself but makes him or her a better leader, have greater emotional connectivity to his or her work and good job fit can spill over as satisfaction in other areas of life also. Self-aware leaders are better equipped with the knowledge, skills, confidence and position to influence peers, subordinates and society as a whole and to bring the kind of transformation that the country so desperately needs. It is my earnest desire that self-awareness and personal leadership development will continue to become an even greater priority in order to bring this transformation to life.

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APPENDIX A

SUMMARY OF DATA ANALYSIS TABLES

The following data analysis tables showing information gained from the questionnaires and interviews were not included in the narrative in Chapter Four.

Table 3. Gender of Participants

Q1	Questionnaire		Strengths Test		Interview	
	No.	%	No.	%	No.	%
Male	6	30	3	20	3	25
Female	14	70	12	80	9	75
Total	20		15		12	

Table 4. Nationality of Respondants

Nationality	Questionnaire		Strengths Test		Interview	
	No.	%	No.	%	No.	%
Kenyan	15	75	12	80	10	83.3
British	4	20	3	20	2	16.7
American	1	5	0	0	0	10
Total	20	100	15	100	12	100

Table 5. Length of Time Working in Current organisation (NGO)

Q3	No. Years in current NGO	Questionnaire	
Code		No.	%
A	<1 year	4	20
B	1-3 yrs	5	25
C	4-9 yrs	8	40
D	10-14 yrs	2	10
E	15-19 yrs	1	5
F	>19 yrs	0	0
	Total	20	100

Table 6. Total Length of Time Working in NGO Sector

Q4	Total length of time working in NGO sector	Questionnaire	
Code		No.	%
A	<1 year	0	0
B	1-3 yrs	1	5
C	4-9 yrs	8	40
D	10-14 yrs	6	30
E	15-19 yrs	1	5
F	>19 yrs	4	20
	Total	20	100