



Abstract

Purpose – The purpose of this paper is to identify the relationships between self-efficacy and self-awareness and the moral obligations of leaders in understanding and developing these personal qualities. As leaders strive for excellence, self-efficacy and self-awareness can empower them to unlock their own potential and the potential of their organizations and those with whom they work. **Design/methodology/approach** – The paper integrates research of self-efficacy and self-awareness as they pertain to ethical leadership and presents six propositions that increase leadership effectiveness, create value for the organization, and develop leaders considered my trusted by others. **Findings** – The authors argue that greater understanding of self-efficacy and self-awareness is important for individual growth and can enable ethical leaders to empower themselves, their colleagues, and the organization in which they work.

Research limitations/implications – This research presents six propositions concerning self-efficacy and self-awareness and their influence on effective leadership that can be tested in future research. The ethically based nature of self-efficacy and self-awareness merits additional academic research and practitioner application.

Practical implications – This paper provides valuable insights to scholars and practitioners by proposing six propositions that will allow leaders to increase their effectiveness and add value to the organization.

Social implications – Ethical leaders add value by continuously improving themselves. Ethical leaders owe it to others and themselves to be more effective through a greater understanding of self-efficacy and self-awareness.

Originality/value – Self-efficacy and self-awareness are moral duties associated with the identities of leaders and important for leaders in understanding their own capabilities and identities. Greater knowledge of self-efficacy and self-awareness can enable ethical leaders to be more effective and create value.

Caldwell, C., & Hayes, L. A. (2016). Self-efficacy and self-awareness: Moral insights to increased leader effectiveness. *Journal of Management Development*, 35(9), 1163–1173. <https://doi.org/10.1108/JMD-01-2016-0011>