To develop your team's self-awareness even further, follow the three guideposts.

If you really want to go the extra mile when building your self-aware team, there are three more general areas to consider: role models, psychological safety nets and a culture of evaluation.

Any self-aware team needs a role model. This person should be a leader who can communicate their principles clearly and, crucially, act upon those principles. Psychologists have a name for such behavior – authentic leadership. They've observed that when leaders are open and genuine about their own performance and how it measures against their own standards, it encourages other members of the team to be honest, too. This allows the entire team to reflect on the five cornerstones of insight truthfully.

As well as good leadership, a self-aware team needs a psychological safety net. That means cultivating an atmosphere in which any member of the team feels safe asking for help. A supportive environment also encourages team members to admit failures and raise criticism without fear of negative repercussions.

Finally, though following the pillars of insight will help your team gain self-awareness, it's important to remember this is not a one-off solution. The process of being self-aware should be ongoing, and built into the team's culture. A great example of this can be seen at computer animation company Pixar. President Ed Catmull introduced a regular "day of honesty" called Notes Day, which encourages employees to think about any issues the company might be facing with complete honesty.