



# THE LEADERSHIP COACHES

## **Leading the Recovery with Emotional Intelligence**

### **Workbook**

**Facilitated by Zoé Lewis  
Director of Coaching**

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## Tools to help you explore your Emotional Intelligence

### 1. What's your current reality?

In order to review our emotional intelligence we need to be gentle on ourselves and understand that our emotions can make us feel vulnerable and therefore we are susceptible to fooling ourselves (read *The Idiot Brain*) that we are 'fine'. In this exercise be completely open and honest, you don't need to share this with others, however if you work with a coach you might find this a useful exercise to share with them.

This is a self-coaching tool. Designed to ask the sort of questions a coach might ask if you worked together.

#### Self-awareness

What are my strengths and development areas when I consider how I am and how I come across to others?

What impartial evidence supports this?

How comfortable am I in expressing my emotions at work? When is it too much or too little?

How much do others express their emotions in front of me?

For example: Have I seen members of my team laugh, cry, express stress, and confess deep emotion around family, health, work?

**What could I do based on my answers to improve my self-awareness?**

## Awareness of others

Am I known for picking up on other's emotions?

Am I known to explore when I 'sense' things are amiss with other's emotions?

How often do I put myself in the shoes of others to get close to their experiences?

What would others tell me to improve in this area?

How aware am I of social issues, such as Climate Change, Black Lives Matter, Socio-economic challenges and how I impact upon these through my work?

**What could I do based on my answers to improve my awareness of others?**

## Self-management

How well do I manage myself and my own emotional state when I'm alone?

How well do I manage myself and my own emotional state when I'm with others?

How does this change if I'm in different moods?

What words would others use to describe me in terms of my self-management?

Am I known for wearing my heart on my sleeve? If so, is it a strength, weakness or the right balance?

**What could I do based on my answers to improve my self-management?**

## Relationship management

If asked, each of my direct reports would score our relationship as \_\_\_ out of 10 (10 being excellent, 0 being poor).\*

Because...

\*Repeat the above for each direct report.

My boss would describe our relationship as...

I work well with others because I...

However, an area I could work on is...

When handling difficult relationship challenges I am known to...

**What could I do based on my answers to improve my relationship management?**

## 2. Feeling my emotions

As we discovered during the workshop it is important to be able to recognise and work with your own emotions.

Consider some emotions and start to explore what physical sensations accompany the emotion.

Some find this activity easy and others find it challenging.

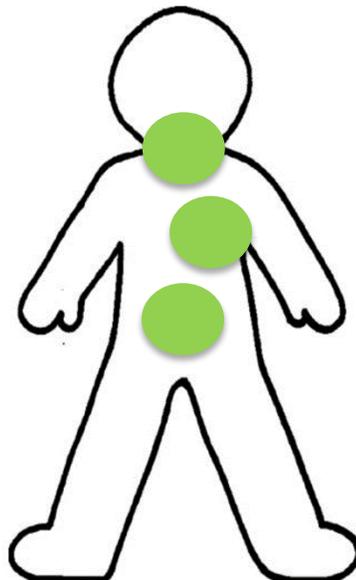
Here's a tip: recall a time when you strongly felt the emotion, close your eyes and deeply recall the experience, many people are able to feel where the emotion is in their body.

**Caution!** Work with stressful emotions such as anger or fear for a short amount of time – we don't want to re-live those too much!

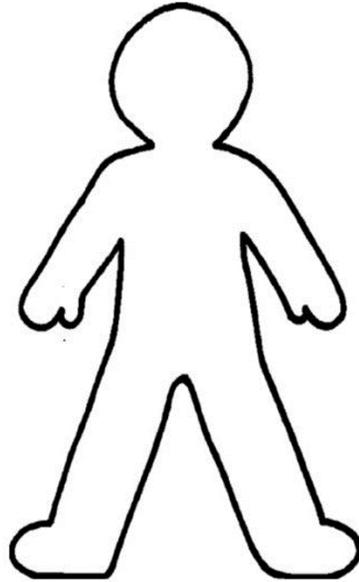
If this doesn't work for you, try using it over the next couple of weeks and capturing the experience as it happens. Our bodies and minds are closely related. We usually feel an emotion just before we act upon it and this can be helpful to work through some emotions.

### Example: Stress

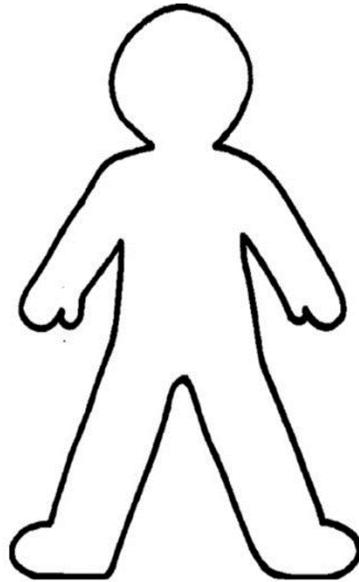
Tense neck  
Tight jawline  
Raised heart rate  
Knotted tummy



Emotion:



Emotion:



### 3. Dr. Albert Ellis' ABCDE model for challenging unhelpful thoughts.

We all experience thoughts that are unhelpful at times, during challenging times these often present themselves more often or with greater intensity. The danger is we often block these thoughts, but they don't actually go away, they just sit in the background awaiting another similar scenario to remind you that they're there.

However, the brain has something called neural plasticity, which means it can be changed and with practice we can take control of unhelpful thoughts and patterns of thinking and change them into more productive thoughts.

Dr. Ellis' model enables this by prompting you to pause and think differently.

During the workshop we saw Jared, a stressed Communications Director, struggling with a crying toddler whilst preparing for a work call.

Activating event	Belief	Consequence	Debate, dispute and discard the belief	Effect of filling in column D?
Noah's crying and I've got an important call in 5 minutes	I have to get through this, I've just got to power through	I feel more pressure that I should be able to cope	What would happen if*: - I had to postpone the meeting - I cut myself some slack	A different approach

\*These little phrases have a habit of still holding the belief as true, so imagine you are a good friend giving advice or even better act as a court judge on whether the belief can be disputed.

A blank table is below for your use, this can be used before, at the time of or after an event. The brain often repeats the same patterns over and over again (believe it or not, it's trying to help, but often it gets confused – you might like to read The Idiot Brain).

However, if you persevere in challenging unhelpful thoughts it is possible to create new neural pathways (messages in the brain) that change unhelpful thoughts into more empowering ones.

Activating event	Belief	Consequence	Debate, dispute and discard the belief	Effect of filling in column D?

Okay, we know we promised you 3 tools, but who doesn't like a little extra?

## 4. Your leadership shadow



Everything you do is seen, everything you say is heard, everything you prioritise is noticed, and everything you measure is counted.



This model shows that what you do and how you do it, determines how you cast your leadership shadow.

The key to success is in congruence providing you have a clear purpose.

Consider the leadership shadow you cast and any tweaks and changes you may wish to make.

**Thank you.**

All of the above has given you an opportunity to consider how you lead during unprecedented times and the impact that you want to make with your actions.



**The Leadership Coaches**

**Doing good**

During these challenging times we are proud to show our continuing volunteer support as we provide our coaching services to project5.org supporting our NHS colleagues. We have also just developed a complimentary coaching support programme to work alongside Race Council Cymru providing leadership coaching to up and coming future BAME leaders. Take a look at all of our giveback work [here](#).

**Complimentary coaching chemistry sessions**

If you are ready for your leaders to take their next steps and want them to work with credible leadership coaches to help them accelerate their development, why not take a look at our team of [coaches](#) and testimonials from satisfied clients.

Better still, we offer complimentary chemistry sessions by phone or video call with all of our coaches to enable you to get the right coach for you.

To book yours call **0800 345 7727**  
Alternatively email [zoe@theleadershipcoaches.co.uk](mailto:zoe@theleadershipcoaches.co.uk)

**Read our blogs**

Read our leadership [blogs](#) here.

## Resources

### Books

#### The EQ Edge

Steven Stein & Howard Book

#### Primal Leadership

Daniel Goleman, Richard Boyatzis & Annie McKee

#### Working with Emotional Intelligence

Daniel Goleman

#### Emotional Intelligence: Why it can matter more than IQ

Daniel Goleman

#### The Idiot Brain

Dean Burnett

#### Emotions Revealed

Paul Ekman

### Sample EI/EQ reports

<https://www.theleadershipcoaches.co.uk/resources>