



Emotional and mental fitness

A handy guide to improve emotional self-mastery
to succeed with fulfilment and
positively influence self and others.



PROfound
Leadership

GREATER CONFIDENCE SMARTER CHOICES BETTER OUTCOMES

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Tips for the reader

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Emotional Intelligence

**is thinking below the neck
and HEART-iculate feelings and emotions
aligned with our true authentic self
to make smart decisions
and achieve win-win solutions.**

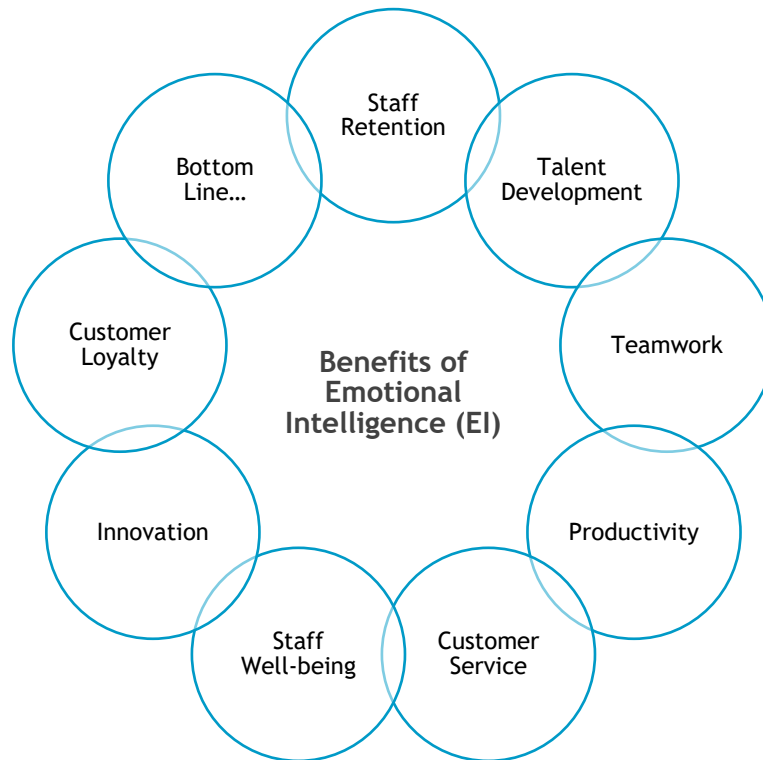
**Martin Probst
CEO - Chief Education Officer**



Emotional and Mental Fitness

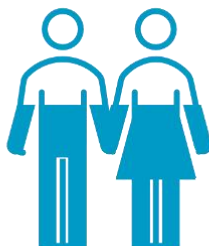
Now, more than ever, we are in desperate need of sound Emotional Intelligence to get us safely through challenging times, constant adaption and an ever-changing environment.

While nobody questions that natural IQ and technical skills are crucially important for the success of individuals and organisations, Emotional Intelligence (EI) may be the single most important leadership trait determining work and managerial performance. As Daniel Goleman, possibly the most well-known EI theorist, puts it: “Effective leaders are alike in one crucial way: they all have a high degree of emotional intelligence”.

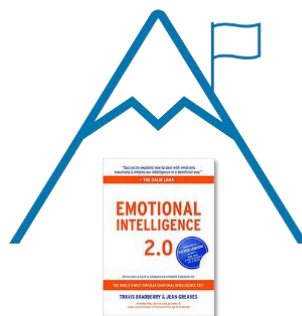


Understanding Emotional intelligence – the foundations

Some statistics by Dr. Travis Bradberry that confirm the benefits of Emotional Intelligence or Emotional Quotient are as follows:



EI/EQ is responsible for
58%
of your job performance



90%
of top performers
have high EI/EQ



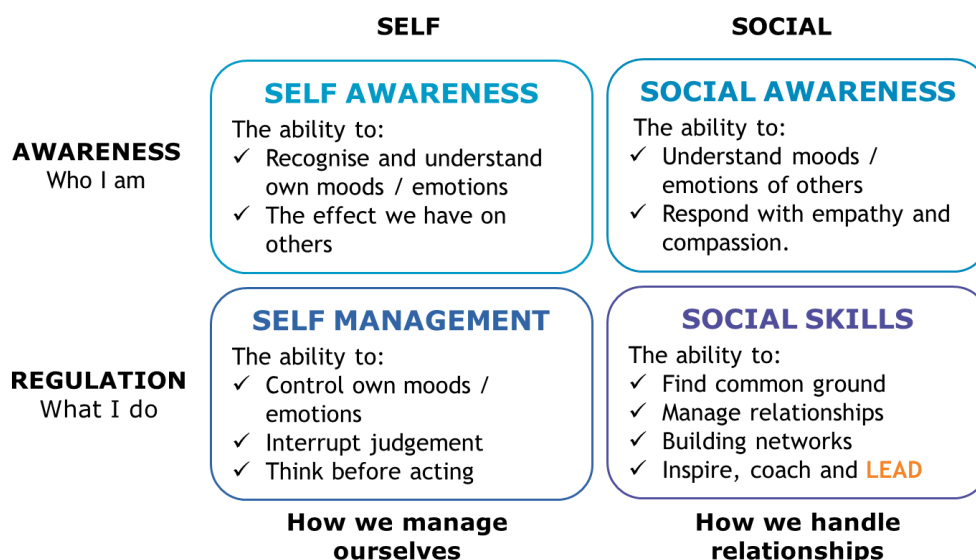
People with high EI/EQ make
\$29,000 more annually
than their low EI/EQ counterparts

\$29,000



EMOTIONAL AND MENTAL FITNESS

Based on the work by Daniel Goleman, following are four **key components of EI** as applied to highly emotionally intelligent leaders.



- ✓ Individuals with **self awareness** show self-confidence, have a realistic sense of their abilities and, interestingly, can laugh at themselves.
- ✓ Individuals who are can master **self management** are trustworthy and reliable, are comfortable with grey areas and ambiguity and are open to change. Such individuals are able to take a step back, suspend judgement and reflect before acting.
- ✓ Managers with **social awareness** and empathy develop and retain talented team members, use cultural understanding of emotional displays and are able to focus on customer needs.
- ✓ Leaders with **social skills** are effective in gaining buy-in for change initiatives and can effectively build teams.

Applying Emotional Intelligence

Following is a 3-step overview of the application of EI when interacting with peer managers, team members, clients or other stakeholders.

The process in a social interaction unfolds as:



IDENTIFYING - Individuals reflect on their own emotions and identify how they truly feel about a given situation or the person they are interacting with.



MANAGING - Individuals manage their own emotions so that they are able to control their behaviour in ways that add positively to relationship building or at least do not interfere or undermine it.



UNDERSTANDING - Individuals interpret their own feelings and those of others and blend them into a coherent and richer whole. The result is a more elaborate and realistic mental model or understanding of a social situation than would be possible without taking into account emotional information from various sources.

The overall result are more positive interpersonal relationships, which can lead to more success with individual, team and organisational outcomes.





The only way to change someone's mind is to connect with them from the heart.

Rasheed Ogunlaru



Self-Reflection

In your own time answer the following questions:

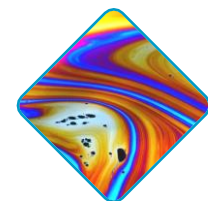
1. How do I demonstrate self-awareness? (Self-awareness)
2. How do I show that I am in control of myself? (Self-regulation)
3. How do I motivate myself to achieve my goal? (Self-motivation)
4. How do I show that I care about people? (Compassion)
5. How do I deploy social skills to build strong and long-lasting relationships? (Social Skills)



Our feelings are not there to be cast out or conquered.

They're there to be engaged and expressed with imagination and intelligence.

T.K. Coleman



References

Some of the elements in this chapter are based on or derived from:

- ☑ Kübler-Ross Change Curve Model
- ☑ “Emotional Intelligence 2.0” | Dr. Travis Bradberry
- ☑ Daniel Goleman’s five levels of Emotional Intelligence
- ☑ “Emotions, emotional intelligence and leadership: a brief, pragmatic perspective” (vol. 132, no. 4, p. 775) | J. Ingram and J. Cangemi, 2012



Improve emotional and mental self-mastery to succeed with fulfilment

The first step leading to and developing our emotional intelligence lies in understanding how our mind works. We must appreciate what makes us tick to ensure we can create self-awareness and therefore achieve emotional self-mastery. Too often, we are taught what to think rather than how to think which results in most people only producing about half of what they are actually capable of and failing when it comes to getting what they really want.

Understanding our thoughts, emotions and behaviours empowers us in our dealings with others. Successful people are aware of their thought processes, in comparison to their unsuccessful counterparts who consistently fall victim to their own negative thoughts.



*Success without fulfilment
is the ultimate failure.*

Tony Robbins



Activity

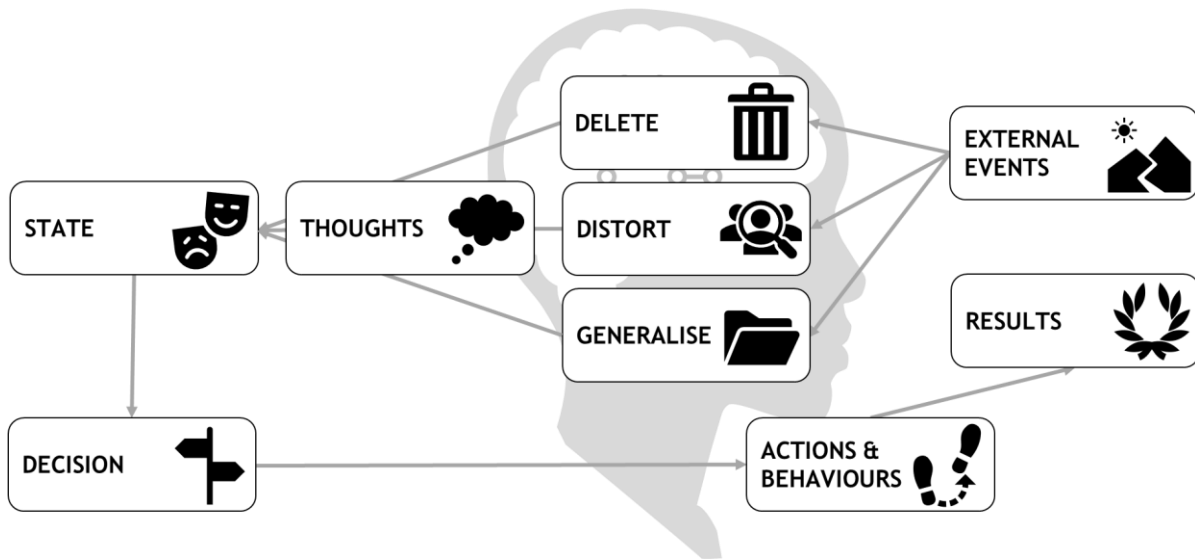
- What do you see when you look at these pictures?
- Who is right and who is wrong?



We will talk more about perception throughout this topic and will learn that we all can look at the same thing but have a different focus and individual interpretation of it. Let's explore how we can see things through new, different lenses that are more beneficial to us and the situations we are facing.



Scaling from the inside out



The process begins with an **EXTERNAL EVENT** that we experience with our five senses, which are:

- Visual** - Seeing
- Auditory** - Hearing
- Kinaesthetic** - Feelings, touch, emotions
- Olfactory** - Smell
- Gustatory** - Taste

Deletion, Distortion & Generalisation

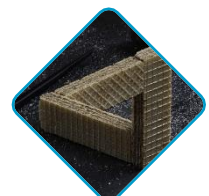
Our sensory input channels (five senses) are exposed to around 2 million bits of information each and every second. To make sense of the world, our brain filters the information, down to only about seven chunks of information per second.

If we concentrate on our limitations long enough, they will become a reality. However, if we shift our focus and spend more time on the positives than the negatives, we will experience an abundance of success in business and life itself.

Our brain is programmed like a GPS system designed to find a specific location. So, the real question is whether we are programming our GPS with all the destinations we don't want to go to, or whether we have the specific address that represents the exact place we want to be, right down to the house number.

This is how it works

- We **DELETE** all the time what we unconsciously decide is not relevant.
- We **DISTORT** what we experience so it fits in with what we are familiar with.
- And we **GENERALISE** and draw conclusions based on a few experiences.



This becomes our reality: an average of 7 chunks out of 2 million bits of information! - It is crucial to understand that the true reality consists of much more information than we consciously perceive. Our internal representation cannot possibly contain the reality itself.

“The reality that we experience is largely determined by what we do inside our heads.” Therefore,

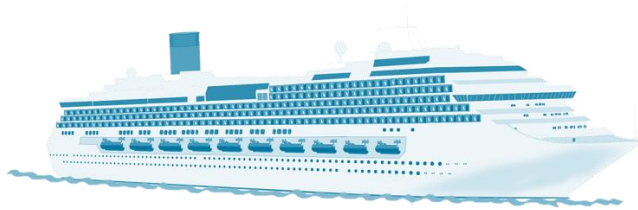
Perception = Reality | Reality = Perception



Articulate and Heart-iculate

This ongoing process of how we filter information creates an Internal Representation, our emotional **STATE** (psychology and physiology), of what we externally experience. It takes on the form of a sensory perception - a picture with sound, emotions, feelings, smell and taste.

To explain how these two elements are closely interlinked, let me share the part of my life when I worked on cruise ships. A cruise liner is very complex in its operations, logistics, crisis management, operations, communication, and job diversity.



But who is essentially running the ship? Is it maybe the Captain who is the ultimate decision-maker and bears responsibility for everything and everybody on board, including passengers and crew? Is it the enormous engine that is powering the ship to safely reach its destinations? Or is it the crew in its entirety that keep the wheels of the daily operations turning?



*In a very real sense we have two minds,
one that thinks and one that feels.*

Daniel Goleman



One cog wheel cannot turn without the other; both the Captain as well as the crew are required for a successful voyage. If we look at the Captain as the conscious mind, and the crew as the unconscious mind, we realise that both must connect and communicate with each other to create a smooth sailing experience, to create fabulous memories for our guests, and to create a safe environment for everybody on board. Because:

IF CONNECTION AND COMMUNICATION GO DOWN, SO DOES CREATION.

And unfortunately, if this is happening, then our mighty cruise ship will face **mutiny**.



EMOTIONAL AND MENTAL FITNESS

So, how can we avoid mutiny within ourselves? If the Captain is the brain of the ship (mental / conscious mind) then the crew is the heart of the ship (emotional / unconscious mind) and operations are automatically creating a wonderful experience for the passengers without the Captain having to remember every task or action, for example laundry, cooking, planning activities, etc.

But which one is in control of the other? To get the best possible performance and outcome, they both need to be in control and in congruence, or in other words possessing profound connection and communication.

How we react to the world around us, and how we interpret situations dictates our emotional state. It is very important to bring what we think and feel into harmony to experience a positive psychological and physiological state.

ARTICULATE (Mental - IQ)



Cognitive aspect, brain functionality and mental health - Flexibility to solve problems, critical, independent and positive thinking etc.

HEART-ICULATE (Emotional - EQ/EI)



Ability to recognise, express and control moods, feelings and emotions adequately. Dealing with politics, depression, anxiety etc.



The quality of your life is determined by your ability to connect with your authentic self.
This implies congruence and alignment by clearly articulating your thoughts and 'heart'-iculating your emotions.

Martin Probst



Manage self-talk effectively

Words have an incredible impact and immense power. They have the power to crush us, to make us feel exhilarated, or to encourage us. Language provokes wars, is a source of controversy, creates diplomacy, fosters love, hate, confusion, and possibilities.

It has been said that language is the most powerful tool in human communication, and its effect depends entirely on how we use it. Sadly, only a minority of people know how to communicate effectively. Because we often use words automatically and unconsciously, we have learned to treat them lightly and without much thought.



*If thought corrupts language,
language can also corrupt thought.*

George Orwell



Most of our words are spoken from habit, convenience and social obligation rather than from clear intent. If more people would become aware and improve their language, families would see a lot less conflicts, cultural diversity would press forward, and the world would see fewer wars. Successful people realise how downright important language is to our lives, get their language 'in shape' and learn how to use it purposefully. Unsuccessful people have no idea how their language is sabotaging their success and life, and how they fall victim to their own words.



Self-Reflection

- Do you sometimes feel like you don't have control of your thoughts?
- Who is in control of your thoughts?
- If not you, then who?





*Running a marathon with a backpack is tough and may hinder you
from winning the race. Don't let the baggage from your past
(heavy with fear, guilt, and anger) slow you down.*

Maddy Malhotra



If we want to take control of our thoughts and manage our internal conversation successfully, we must decide which voice we choose to listen to. We can decide to give in to our fears and doubts, or we can listen to our inner voice of courage and trust.



Self-Reflection

Recall a few different experiences when you achieved success, and when you didn't achieve your desired outcomes.

- Which voice were you listening to?
- What do you learn?

The power of thoughts

The most powerful force in the world is not a person, a machine, a company or a Government. The most powerful force in the world is the humble thought.



We have **over 60,000 thoughts per day** which we can't turn off unless we are asleep, and possibly they are still there then. These many conversations each day is a lot. Our thoughts are our constant companion, more intense than the relationship with our best friend. So, we better make sure those thoughts are positive and supportive ones!

Are our thoughts reality, though? Well, our thoughts are exactly that: thoughts. They are not reality, and simply because we are thinking them does not mean they are coming true. However, our thoughts are where we put our focus; everything starts with a thought.

For example, most of our anxieties stem from negative thoughts like worrying about ourselves, about others, and other anxiety triggers. We think so much about our anxious, negative thoughts that we start to believe that they will become a reality.

What are thoughts?

As per Wikipedia, thought is described as:

Thought can refer to the ideas or arrangements of ideas that result from thinking, the act of producing thoughts, or the process of producing thoughts. Although thought is a fundamental human activity familiar to everyone, there is no generally accepted agreement as to what thought is or how it is created. Thoughts are the result or product of spontaneous acts of thinking.



Isn't this a mouthful! Let's rephrase.



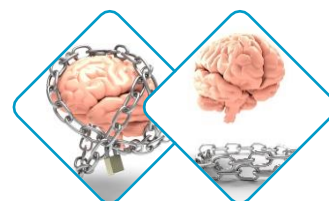
Simplicity is the ultimate sophistication.

Leonardo da Vinci



In simple terms, thoughts are either **questions** we ask ourselves or **statements** we make, which are either based on facts, assumptions or beliefs. They can be limiting or empowering.

You are probably living proof of that right now. You might be asking yourself: *“Is that true?”* *“So, what does that mean?”* which are questions. Or your inner voice says something like: *“Yes, that’s true”* or *“That’s not true!”*. Either way, these would be statements expressed through a belief.



Low quality vs high quality questions

Our brain works like a Google search engine. As mentioned before, our thoughts are where we put our focus; but what we are looking for?

Questions can be of low quality or of high quality, and thus will either limit us in our thinking, actions and results, or empower us with anything we do.

When we ask ourselves low quality questions, we ask for example: *“Why am I...”*, *“Why does everyone always...”*, or *“Why can’t I ever...”*.

WHY questions are of low quality because these questions put us straight into victim mode and simply justify why we are facing a particular **PROBLEM**. These are extremely limiting and will not provide you with a positive outcome.

Note that these WHYs should not be mistaken for the ‘WHY = Purpose in life’ which is very important!

By contrast, when we ask ourselves high quality questions, we ask for example: *“What is good about this situation?”*, *“What do I need to learn about myself in this situation?”* or *“How can I change this situation?”*


WHAT and HOW questions are of high quality because these questions provide us with **SOLUTIONS** to our challenges. By focusing on what’s in our control, we will feel empowered and in control of our thoughts and outcomes.





Activity

1. What low quality questions do I ask myself when I get stressed?
2. What high-quality questions do I start asking myself going forward when I get stressed?

LOW QUALITY QUESTIONS 	HIGH QUALITY QUESTIONS 



Recommendations

Refer to Appendix 1 for some powerful and high-quality questions.



*The quality of your THINKING
determines the quality of your life.*

A.R. Bernard



Limiting vs useful beliefs

Statements are often expressed in **BELIEFS** (/br'i:li:fs/:) ...an acceptance that something exists or is true, especially one without proof. The tendency to make statements rather than ask high quality questions unfortunately seems to be human nature. There is a big difference in the two approaches when dealing with other people. Learning to ask questions will not only cause you to slow down and listen better, it will also give you time to think about how to respond more accurately and appropriately to the question being asked. It may give you more insight into what the other person is really asking than you first realised.



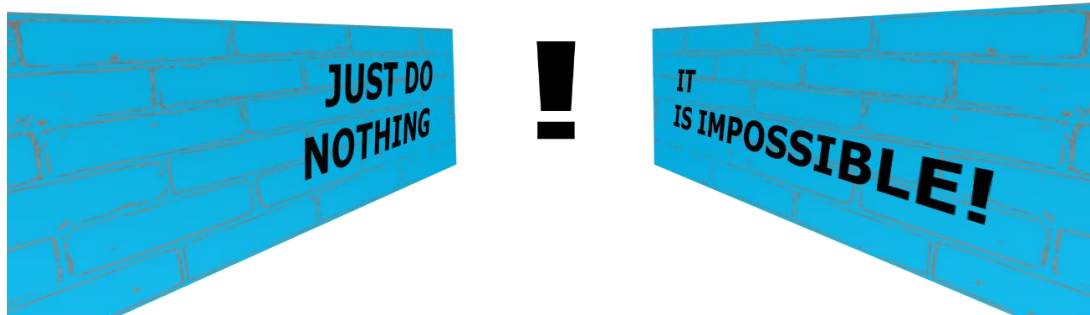
We know so much, that isn't so.

Mark Twain



Beliefs are the judgement filter in our brain. However, it is important to understand that simply by believing strongly in something, it doesn't make it the truth.

We face a significant amount of uncertainty right now, and these unprecedented times can easily create fear, especially if we frequently tune into the news or closely follow social media. Through this fear, individuals can often put up walls of limitations.



We want to assist ourselves and others with empowering beliefs, so we can see things with more inspiration and **useful perspectives**.





Whether you think you can, or you think you can't - you're right.

Henry Ford



Activity

Let's have some fun - What are your thoughts & beliefs?

1. At a movie theatre, which arm rest is yours?
2. When does it stop being partly cloudy and start being partly sunny?
3. Why is it that everyone driving faster than us is considered an id**t and everyone driving slower than us is a mo**n?
4. How can something be "new" and "improved"? If it's new, what was it improving on?
5. If pro and con are opposites, wouldn't the opposite of progress be congress?
6. Why does quicksand work slowly?
7. If a jogger runs at the speed of sound, can he still hear his iPod?
8. If money doesn't grow on trees, then why do banks have branches?
9. Do they have the word "dictionary" in the dictionary?



"Can it be that the grass is always greener on the other side of the fence, because it is fertilised with BS?"

BS: Our 'Belief System' 😊



Recommendations

You can find more funny thoughts to ponder here: <http://www.crazythoughts.com/>



Limiting beliefs are often blindly accepted beliefs based on values of somebody else (like our parents or former mentors), based on outdated facts, or based on things that might never actually happen. We can distinguish between identity-based and outcome-based beliefs:

Identity-based beliefs

- ☒ “I’m too (X)”
- ☒ “I’m not (X) enough”
- ☒ “I am (X)”

Outcome-based beliefs

- ☒ “If I do or say (X) then (Y) might happen”
- ☒ “I can’t do/say (X)”

Chances are that the results we are currently experiencing in our life reflect our beliefs.



Self-Reflection

“What are some beliefs that I created over time? Are they limiting or empowering?”
“Do I believe life is a battle or do I believe it is a box of chocolate?”
“Do I believe that life is a party or that life is not mean to be easy?”

On the other hand, **useful beliefs** nurture and support us, and move us towards achieving our desired outcomes and dreams.

According to Australian-American speaker and author Chris Helder’s philosophy, we can choose to adopt useful beliefs that lead to useful actions and useful steps. In contrast to positive thinking, useful beliefs accept two actions:

1. We must stop complaining about things we can’t control and adopt a useful belief about it
2. We must stop complaining about things we will not change and adopt a useful belief about it

This way of life supports the viewpoint that everything that has ever happened to us has happened for a reason. It doesn't matter if it's true, because it's useful to believe it is true. Adopting useful beliefs leads us toward the self-awareness and strategic outlook we need to achieve fulfillment and professional success.



*A negative mind will never
give you a positive life.*

Ziad K. Abdelnour







Activity

1. Explore some of your limiting beliefs by completing the following table.
 - What do I say that stops me from doing what I need to do?
 - What limiting thoughts stop me from taking action?
2. Challenge your limiting beliefs and come up with more useful beliefs.

Accept the two actions:

1. We must stop complaining about things we can't control, and adopt a useful belief about it.
2. We must stop complaining about things we will not change, and adopt a useful belief about it.

LIMITING BELIEFS 	USEFUL BELIEFS 



Reflect on your learnings

To reflect on this topic, please watch our bonus online training video:



Beliefs

<https://www.profoundleadership.com.au/beliefs/>



Emotional cues

In order to build strong and lasting relationships, you need to be able to read others and assess emotional cues. To do this, you must develop sensory acuity to both verbal and non-verbal communication. To develop your compassion and social skills, you also need to be attuned to the potential pitfalls of miscommunication.

While verbal communication (spoken words) and vocal communication (tone, timber, tempo & volume) can provide cues on the emotions people are feeling, body language is the most powerful way to pick up emotional cues and includes for example:

- Body movements or posture
- Eye contact
- Facial expressions
- Physiological changes, such as starting to sweat or tearing up
- Proxemics, for example how close or far away a person stands from you

Our body language is boundless, and the meaning can change from culture to culture. Take ‘eye contact’, for example. In most Western countries, eye contact is a sign of confidence and attentiveness. However:

- In many Middle Eastern countries, eye contact beyond a brief glance between the sexes is deemed inappropriate
- In many Asian, African, and Latin American countries, this unbroken eye contact would be considered aggressive and confrontational as these cultures tend to be quite conscious of hierarchy and avoiding eye contact is a sign of respect for bosses and elders.

*If we lack emotional intelligence, whenever stress rises
the human brain switches to autopilot and has an inherent
tendency to do more of the same, only harder.
Which, more often than not,
is precisely the wrong approach in today's world.*





Robert K. Cooper

Following is an activity with the focus on common body language examples and looks at some generally agreed upon meanings.



Activity: Emotional cues

Have a look at the following body signs; check for facial expression (mouth, hands...) limbs and body posture. Could you easily pick up their meaning?

Expression	Meaning	Expression	Meaning
	Furious Upset Angry		Confused Unsure Don't know



EMOTIONAL AND MENTAL FITNESS

	Irritated		Fuming Mad
	Scared Frightened		Overwhelmed Stressed Tired
	Disappointed Depressed		Eye roll Annoyed Closed off
	Sad Disappointed		Bored Annoyed
	Surprised		Flattered
	Joy Excited Happiness		Confident Caring Happy
	Smiling Happy		Touched Loving Caring
	Blowing Kiss Loving		Okay All good In some South American countries, a vulgar gesture
	Cool Relaxed		Silly Goofy
	Confident		Thoughtful Calm Zen

Emotional triggers

Emotional triggers may include stress levels, work circumstances or the behaviour of others. Everyone has their own triggers. Consider the following examples of emotional triggers:

- ☒ People closing office doors may trigger a sense of personal exclusion.
- ☒ People not cleaning their desk may trigger a judgement about their commitment to work and an automatic feeling of disapproval.
- ☒ People breaking one of your personal, unwritten and unreflectively accepted rules, such as not shaking hands or not smiling when meeting or being given a task.
- ☒ People breaking what is, for you, a core value; for example, attention to detail, professionalism or punctuality.



Self-Reflection

1. "What are my emotional triggers?"
List 3 of your own personal triggers in the space provided below and how they affect you.
2. "How will I control my responses in the future?"



Emotional Trigger	Response strategy
1.	
2.	
3.	



*In the past, jobs were about muscles, now they're about brains,
but in future they'll be about the heart.*

Minouche Shafik



EMOTIONAL AND MENTAL FITNESS

As Anthony Robbins explains in his book “Awaken the giant within”, whenever we feel a painful emotion, there are six steps we can take very quickly to break limiting patterns, find the benefit of that emotion, and set ourselves up so that in the future we can get the lesson from the emotion and eliminate the pain more quickly.

1. Identify what you are really feeling
2. Acknowledge and appreciate your emotions, knowing they support you
3. Get curious about the message this emotion is offering you
4. Get confident
5. Get certain you can handle this, not only today but in the future as well
6. Get excited and take action



Right now, during these unprecedented times, people look for a Captain to empower them. We need to show extraordinary action, and CONNECT and COMMUNICATE exceptionally well within ourselves, with our crew, our passengers (our customers), so we can all feel positive and confident.

We have a choice right now: to let COVID-19 and the constant negative news allow us to bring us down and surrender OR to confidently steer our ship through rough seas by looking at the horizon and beyond COVID-19 with courage, strength, hope and positivity.

IF CONNECTION AND COMMUNICATION GO UP, SO DOES CREATION.

You are not expected to change the entire world. But you can change YOUR world, YOUR ship. You can positively influence the environment that you have control over, because:



*Until you make the unconscious conscious,
it will direct your life and you will call it fate.*

C.G. Jung



Recommendations

If you are interested in Anthony Robbins’ “Ten Emotions of Power”, get all the details within Chapter 11 of “Awaken the Giant Within” here: <http://www.ia-bc.com/upload/359044.pdf>





Self-Reflection

It is important to acknowledge our beliefs and to bring the feelings into the game.

FEEL

Where is it showing up in your body?



Highlight where it appears within your body and describe the sensation.

I feel...

and it leaves me...

**Please remember:
YOU ARE A WORK IN PROGRESS**

THINK

Inventory of own beliefs

I believe...

The opposite belief is...

Which of my old limiting beliefs am I willing to give up?

I'm tired of...

and I will...



I am the master of my fate and the captain of my soul.

Invictus - William Ernest Henley



How we interpret events in our life through our filters and our thought process, will inevitably influence how we respond to the external environment and influence our **DECISIONS**.

These in turn have an effect on our **ACTIONS & BEHAVIOURS** and ultimately determine the **RESULTS** we achieve.



References

Some of the elements in this chapter are derived or adapted from:

- ☑ The Double Meaning of Surrealist Paintings | <http://thebigbangtheoryeva.blogspot.com/2013/12/the-double-meaning-of-surrealist.html>
- ☑ "Useful belief" by Chris Helder
- ☑ Awaken the giant within / The ten emotions of power by Anthony Robbins
- ☑ <http://www.crazythoughts.com/>
- ☑ "Master your Mind" by Martin Probst



Unlock the power of strength-based coaching to positively influence, inspire & lead others

If we want to be able to positively influence, inspire and lead ourselves as well as others, we can learn a great deal from strength-based coaching, positive psychology, and bringing our thoughts, feelings and behaviours in harmony. Unfortunately, our past experiences often dictate our current mindset, and thus we can be biased and single-minded in our beliefs.



*If all you have is a hammer,
everything looks like a nail.*

Abraham H. Maslow



‘Maslow’s hammer’ is a cognitive bias that involves an over-reliance on a familiar tool which might not be the most appropriate tool for every purpose. Yet a person with only a hammer is likely to try and fix everything using their hammer, often without even considering other options

Character / identity

During a 3-year project lead by psychologists Dr. Christopher Peterson and Dr. Martin Seligman, 26 measurable character strengths were identified and categorised into six classes of virtue:

- ☑ **Wisdom and Knowledge:** creativity, curiosity, open-mindedness, love of learning, perspective, innovation
- ☑ **Courage:** bravery, persistence, integrity, vitality, zest
- ☑ **Humanity:** love, kindness, social intelligence
- ☑ **Justice:** citizenship, fairness, leadership
- ☑ **Temperance:** forgiveness and mercy, humility, prudence, self-control
- ☑ **Transcendence:** appreciation of beauty and excellence, gratitude, hope, humour, spirituality

In their book “Character Strengths and Virtues”, they further explain that:

- ☑ All 26 character strengths are evident in the most widely influential traditions of thought in human history
 - ☑ Robust evidence of all 26 strengths exists throughout time and in all cultures of the world
 - ☑ All 26 character strengths exist in every individual
-



*Happiness is when what you think, what you say,
and what you do are in harmony.*

Mahatma Gandhi



EMOTIONAL AND MENTAL FITNESS

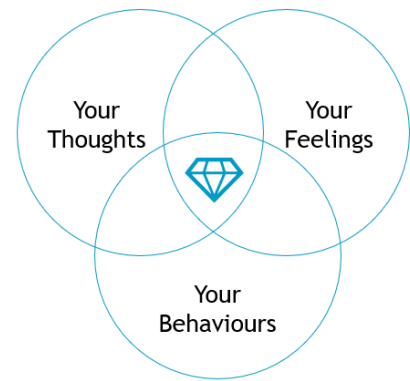
Character is the collective of who we are. It is a broad and complex combination of our:

- ☑ Thoughts
- ☑ Feelings and
- ☑ Behaviours

These thoughts, feelings and behaviours are recognised and encouraged across cultures for the values they cultivate in people and society.

These elements are the furthest thing from being fixed. We are the captain of our own ship and have the power to influence all three. It is in our power to choose how we:

- ☑ Formulate our thoughts (*in a positive or a negative way*)
- ☑ Deal with our feelings and emotions, and
- ☑ Respond to situations with our behaviours



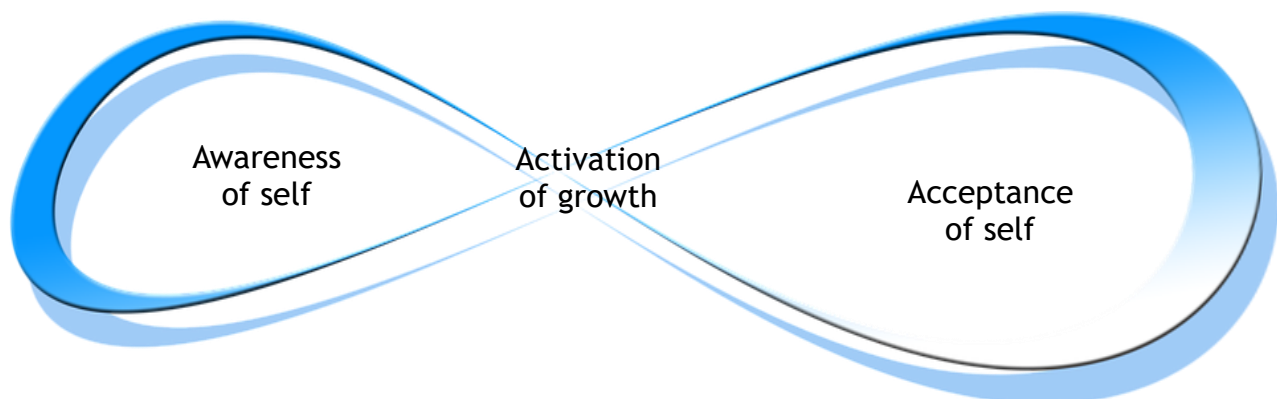
*Of course, I talk to myself.
Sometimes I need expert advice.*



To consider better options that can assist us in our identity and character as well as who we are and how we see ourselves, we can unlock the power of strength-based coaching.

Strength-based coaching

We all have signature strengths which we can utilise to access our Empowerment Cycle!



EMOTIONAL AND MENTAL FITNESS

The 24 character strengths

The following are strengths we all possess. Which of them are strongest in you?

COURAGE	HUMANITY	TRANSCENDENCE
BRAVERY Not shrinking from threat, challenge, difficulty or pain; acting on convictions even if unpopular	LOVE Valuing close relations with others, in particular those in which sharing and caring are reciprocated	APPRECIATION OF BEAUTY & EXCELLENCE Appreciating beauty, excellence, and/or skilled performance in various domains of life
PERSISTENCE Finishing what one starts; persisting in a course of action in spite of obstacles	KINDNESS Doing favours and good deeds for others	SPIRITUALITY Having coherent beliefs about the higher purpose, the meaning of life and the meaning of the universe
INTEGRITY Presenting oneself in a genuine way; taking responsibility for one's feeling and actions	SOCIAL INTELLIGENCE Being aware of the motives and feelings of other people and oneself	GRATITUDE Being aware of and thankful of the good things that happen; taking time to express thanks
VITALITY Approaching life with excitement and energy; feeling alive and activated	CREATIVITY Thinking of novel and productive ways to conceptualise and to do things	HOPE Expecting the best in the future and working to achieve it
FORGIVENESS & MERCY Forgiving those who have done wrong; accepting shortcomings of others; giving people a second chance; not being vengeful	CURIOSITY Taking an interest in ongoing experiences for its own sake; exploring and discovering	HUMOUR Liking to laugh and tease; bringing smiles to other people; seeing the light side
HUMILITY & MODESTY Letting one's accomplishments speak for themselves; not regarding oneself as more special than one is	OPEN-MINDEDNESS Thinking things through and examining them from all sides; weighing all evidence fairly	CITIZENSHIP Working well as a member of a group or team; being loyal to the group
PRUDENCE Being careful about one's choices; not taking undue risks; not saying or doing things that might later be regretted	LOVE OF LEARNING Mastering new skills, topics, and bodies of knowledge, whether on one's own or formally	FAIRNESS Treating people the same according to notions of fairness and justice; not letting personal feelings bias decisions about others
SELF-REGULATION Regulating what one feels and does; being disciplined; controlling one's appetites and emotions	PERSPECTIVE Being able to provide wise counsel to others; having ways of looking at the world that makes sense to oneself and to others	LEADERSHIP Encouraging a group of which one is a member to get things done and at the same time maintain good relations within the group
TEMPERANCE	WISDOM	JUSTICE



We now learned that what we call our reality is only a fraction of what truly happens. It is therefore crucial to determine how to look at a problem. If we stare from the wrong perspective, we might create an even bigger problem rather than solving it.



*The way we see the problem,
often is the problem.*
Stephen Covey



So, if you have thoughts like...

- ☒ “Why can’t the team members get over themselves and work as a team?”
- ☒ “Why are they not listening and just do what I tell them to do?”
- ☒ “On top of everything else, my direct reports come running to me with every little challenge they face, and I ultimately have to sort it out. I don’t have time for this!”
- ☒ “I do everything possible to please my team, but they don’t show me any loyalty.”

...then look at the problem from a different angle!

***EVERY TIME YOU THINK THE PROBLEM IS OUT THERE,
YOU EMPOWER WHAT’S OUT THERE TO CONTROL YOU.***

If we believe the other person or the situation is the problem, then we are at effect. We surrender to a situation or hand over power to another person by believing we don’t have any in the first place. If we can see situations and problems in a different light, we can easily improve our personal and social capabilities, heighten our confidence to successfully deal with challenging situations and lead with positive influence. And if the other person or situation really IS the problem, wouldn’t we want to stay in control and be empowered as much as possible to deal with it in a calm and positive way to achieve win/win outcomes?



***YOUR MIND NEEDS TO SHIFT FROM
‘WHAT’S OUT THERE HAS TO CHANGE FIRST’
TO
‘WHAT CHANGES CAN I MAKE
IN ORDER TO CHANGE WHAT’S OUT THERE’.***

Martin Probst

This mindset of excellence and emotional intelligence gives us empowerment, helps us to step up, positions us in the best possible emotional state and helps us being pro-active rather than affected and conditioned by others and reactive to their actions and problems.

This is true leadership and gives us the confidence to lead, inspire and positively influence behavioural change in self and others to succeed in today’s busy and ever-changing environment.



References

Some of the elements in this chapter are derived or adapted from:

- ☒ “Character Strengths and Virtues: A Handbook and Classification” | Christopher Peterson, Martin E.P. Seligman





What are your key learnings?



What specific action you will take as a result of your learnings?



What difference will it make once you achieved it?



Appendix 1: The power of questions

Powerful questions are provocative queries that put a halt to evasion and confusion. By asking powerful questions, a leader invites the other person to clarity, action, and discovery at a whole new level. As you can see from the following examples, these generally are open-ended questions that create greater possibility for expanded learning and fresh perspective.

Anticipation

What is possible?
What if it works out exactly as you want it to?
What is the dream?
What is exciting to you about this?
What is the urge?
What does your intuition tell you?

Assessment

What do you make of it?
What do you think is best?
How does it look to you?
How do you feel about it?
What resonates for you?

Clarification

What do you mean?
What does it feel like?
What is the part that is not yet clear?
Can you say more?
What do you want?

Elaboration

Can you tell me more? What else?
What other ideas/thoughts/ feelings do you have about it?

Evaluation

What is the opportunity here?
What is the challenge?
How does this fit with your plans/way of life/values?
What do you think that means?
What is your assessment?

Example

What is an example?
For instance?
Like what?
Such as?
What would it look like?

Exploration

What is here that you want to explore?
What part of the situation have you not yet explored?
What other angles can you think of?
What is just one more possibility?
What are your other options?



For Instance

If you could do it over again, what would you do differently?
If it had been you, what would you have done?
How else could a person handle this?
If you could do anything you wanted, what would you do?

Fun as Perspective

What does fun mean to you?
What was humorous about the situation?
How can you make this more fun?
How do you want it to be?
If you were to teach people how to have fun, what would you say?

History

What caused it?
What led up to it?
What have you tried so far?
What do you make of it all?

Implementation

What is the action plan?
What will you have to do to get the job done?
What support do you need to accomplish it?
What will you do?
When will you do it?

Integration

What will you take away from this?
How do you explain this to yourself?
What was the lesson?
How can you make sure you remember what you have learned?

Learning

If your life depended on taking action, what would you do?
If you had free choice in the matter, what would you do?
If the same thing came up again, what would you do?
If we could wipe the slate clean, what would you do?
If you had it to do over again, what would you do?

Options

What are the possibilities?
If you had your choice, what would you do?
What are possible solutions?
What will happen if you do, and what will happen if you don't?
What options can you create?

Outcomes

What do you want?
What is your desired outcome?
If you got it, what would you have?
How will you know you have reached it?
What would it look like?

Perspective

When you are ninety-five years old, what will you want to say about your life?
What will you think about this five years from now?
How does this relate to your life purpose?
In the bigger scheme of things, how important is this?



Planning

What do you plan to do about it?
What is your game plan? What kind of plan do you create?
How do you suppose you improve the situation? Now what?

Predictions

How do you suppose it will all work out?
What will that get you?
Where will this lead?
What are the chances of success?
What is your prediction?

Resources

What resources do you need to help you decide?
What do you know about it now?
How do you suppose you can find out more about it?
What kind of picture do you have right now?
What resources are available to you?

Starting the conversation

What occurred since we last spoke?
What would you like to talk about?
What's new/the latest/the update?
How was your week?
Where are you right now?

Substance

What seems to be the trouble?
What seems to be the main obstacle?
What is stopping you?
What concerns you the most about...?
What do you want?

Summary

What is your conclusion?
How is this working?
How would you describe this?
What do you think this all amounts to?
How would you summarise the...?

Taking Action

What action will you take? And after that?
What will you do? When?
Is this a time for action? What action?
Where do you go from here? When will you do that?
What are your next steps? By what date or time will you complete these steps?

Reference: Co-active Coaching toolkit by Co-active Training Institute:

<https://learn.coactive.com/hubfs/2019%20Toolkit/Co-Active-Coaching-Toolkit-POWERFUL%20QUESTIONS.pdf>



Recommended reading and viewing for this topic

Below are a number of further sources on this topic for you to read or view in your own time.

PROfound Leadership ebooks:

- ☑ “Neurological Rewiring”
<https://profoundleadership.com.au/leadership-skills-store/neurological-rewiring-ebook/>
- ☑ “Values and Beliefs”
<https://profoundleadership.com.au/leadership-skills-store/values-and-beliefs-ebook/>

Other recommended books:

- ☑ Awaken the giant within | Anthony Robbins (Amazon: <http://amzn.to/2FGNoe9>)
- ☑ Emotional Intelligence: Why It Can Matter More Than IQ | Daniel Goleman (Amazon: <https://amzn.to/2WYoRI0>)
- ☑ Social Intelligence: The New Science of Human Relationships | Daniel Goleman (Amazon: <https://amz.run/3wMq>)
- ☑ Emotional Intelligence 2.0 | Dr. Travis Bradberry (Amazon: <https://amz.run/3wMn>)
- ☑ Useful belief: because it’s better than positive thinking | Chris Helder (Amazon: <https://amzn.to/3fednHM>)
- ☑ The Brain that Changes itself | Norman Doidge (Amazon: <https://amzn.to/35afpFf>)

Ted Talks:

- ☑ Jia Jiang: What I learned from 100 days of rejection
https://www.ted.com/talks/jia_jiang_what_i_learned_from_100_days_of_rejection
- ☑ Susan David: The gift and power of emotional courage
https://www.ted.com/talks/susan_david_the_gift_and_power_of_emotional_courage
- ☑ Adam Grant: Are you a giver or a taker?
https://www.ted.com/talks/adam_grant_are_you_a_giver_or_a_taker
- ☑ Lisa Feldman Barrett: You aren’t at the mercy of your emotions - your brain creates them
https://www.ted.com/talks/lisa_feldman_barrett_you_aren_t_at_the_mercy_of_your_emotions_your_brain_creates_them/
- ☑ Daniel Goleman: Why aren’t we more compassionate?
https://www.ted.com/talks/daniel_goleman_why_aren_t_we_more_compassionate/

PROfound blogs:

- ☑ “Before you lose your mind: How to apply effective mindfulness methods”
<https://www.profoundleadership.com.au/before-you-lose-your-mind-how-to-apply-effective-mindfulness-methods/>
- ☑ “A penny for your thoughts - how to enhance your silent conversations”
<https://www.profoundleadership.com.au/a-penny-for-your-thoughts-how-to-enhance-your-silent-conversations/>
- ☑ “3 simple steps: Keep calm and lead your team with positive influence”
<https://www.profoundleadership.com.au/3-simple-steps-keep-calm-and-lead-your-team-with-positive-influence/>
- ☑ “4 Pillars of Positive Behavioural Change in the Workplace”
<https://www.profoundleadership.com.au/4-pillars-of-positive-behavioural-change-in-the-workplace/>



Other blogs:

- ☑ “How to cultivate gratitude, compassion and pride on your team”
<https://hbr.org/2018/02/how-to-cultivate-gratitude-compassion-and-pride-on-your-team/>
- ☑ “Emotional Intelligence - EQ”
<https://www.forbes.com/sites/travisbradberry/2014/01/09/emotional-intelligence/#2ba417541ac0>
- ☑ “What your co-workers need right now is compassion”
<https://hbr.org/2020/03/what-your-coworkers-need-right-now-is-compassion/>
- ☑ “How to be happier according to Matthieu Ricard, the world’s happiest man”
<https://www.businessinsider.com.au/how-to-be-happier-according-to-matthieu-ricard-the-worlds-happiest-man-2016-1?r=US&IR=T>
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- ☑ “Awaken the giant within” | Anthony Robbins
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