Skills4Retail
Building sustainable growth



Workshop 3: Understanding Self and Emotional Intelligence

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Agenda Overview



- Workshop 1: Communication Mastery and Foundations of Coaching and Mentoring
- Workshop 2: Techniques & Frameworks for Effective Coaching and Mentoring
- **Workshop 3: Understanding Self and Emotional Intelligence (ECR Profile)**
- Workshop 4: Managing and Developing Performance
- Workshop 5: Performance Conversations and Managing Growth
- Workshop 6: Integration Workshop: Building Your Coaching, Mentoring, and Performance Strategy

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ICE Breaker



- Name
- What’s a customer comment that still makes you laugh?
- What’s the funniest misunderstanding you’ve ever had with a team member?

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Culture of the group

Confidential
Open
Vulnerable and human
Game mode for exercises
Can we keep to the break times?
Can we put phones on silent?
Refrain from reading ahead so that we can maximise the learning.

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Agenda

Time	Session Title	Content / Focus
09:30 – 10;00	Welcome & Icebreaker	Reflect on Day 1 takeaways
10:00 – 10:15	What is Emotional Intelligence?	Why EQ matters in coaching and performance
10:15 – 10:30	Exploring the Emotional Capital Report	Inner, Other, and Outer Focus explained 10 EQ competencies reviewed (Self-Knowing, Empathy, etc.)
10:30 – 11:00	Paired ECR exercise	Partner coaching on ECR scores Strengths, shadows, and how others may experience you
11:00 – 11:15	Morning Break	
11:15 – 12:45	Understanding Self & Change	Restraining Forces of change: Comfort Zone, The Inner Landscape, Cognitive patterns
12:45 – 13:30	Lunch Break	
13:30 – 15:00	Understanding Self & Change (Contd…)	Driving Forces of change: Towards Vs Away from goals, WEGROW & Key Communication Skills, Values (Personal values finder)
15:00–15:15	Afternoon Break	
15:15–15:45	Understanding Self & Change (Contd…)	VIA Character Strengths survey
15:45 – 16:30	Assignment prep & Wrap-up	Knowledge Check & Workplace Assignment Brief Q&A and wrap-up

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Recap & Discussion

Understanding Coaching vs. Mentoring vs. Management



Management: Task-focused, directive, immediate results



Coaching: Skill-building, empowering, goal-oriented



Mentoring: Career-focused, knowledge-sharing, long-term



Which hat do you wear? – Recognizing when to manage, coach, or mentor

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The Key Comunnication Skills

🗣️ Building Rapport – Creating trust and psychological safety

👂 Active Listening – Engaging fully, using silence effectively

❓ Impactful Questions – Encouraging self-reflection & growth

🔄 Paraphrasing & Summarizing – Ensuring clarity & focus

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WEGROW Coaching Model



Welcome & Engage – Build trust & set the tone



Goal – Define the coaching focus



Reality – Explore the current situation



Options – Generate possible solutions



Will – Commit to an action plan

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The Key Comunnication Skills

- How Self-Motivation Impacts Coaching/Mentoring
- Losada Ratio: The Balance of Feedback
- Key Coaching Presuppositions
- How do we shift the Agenda to the Employee/Employee?

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Group Discussion

- Which parts of the Skills and WEGROW module felt most natural to you.

- Which part of the Skills and WEGROW module do you feel requires the most improvement.

- What do you see as the main challenges for your apprentices

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Workshop 3: Understanding Self and Emotional Intelligence (ECR Profile)

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Emotional Intelligence (EI) and why it matters for leaders and coaches.

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Group Discussion: What is Emotional Intelligence and Why does it matter?

What is Emotional Intelligence

- EQ is a critical leadership skill—as vital as IQ or technical knowledge—popularized by Daniel Goleman in 1995.

- It means recognizing and managing emotions—both in ourselves and others—to drive better behavior and decision-making.

- Leaders with high EQ influence performance, solve problems, and build stronger, trust-based relationships.

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EQ & Leadership Performance



- Leaders can manage their emotional state while optimizing productivity.
- They establish trust and form effective, emotionally bonded teams.
- They craft and communicate compelling visions, turning strategy into shared action.
- They inspire coordinated effort by appealing to shared purpose and emotion.

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Business Case for Emotional Intelligence

Individual

- 63% increased productivity
- 62% Higher employee satisfaction
- 61% lower attrition

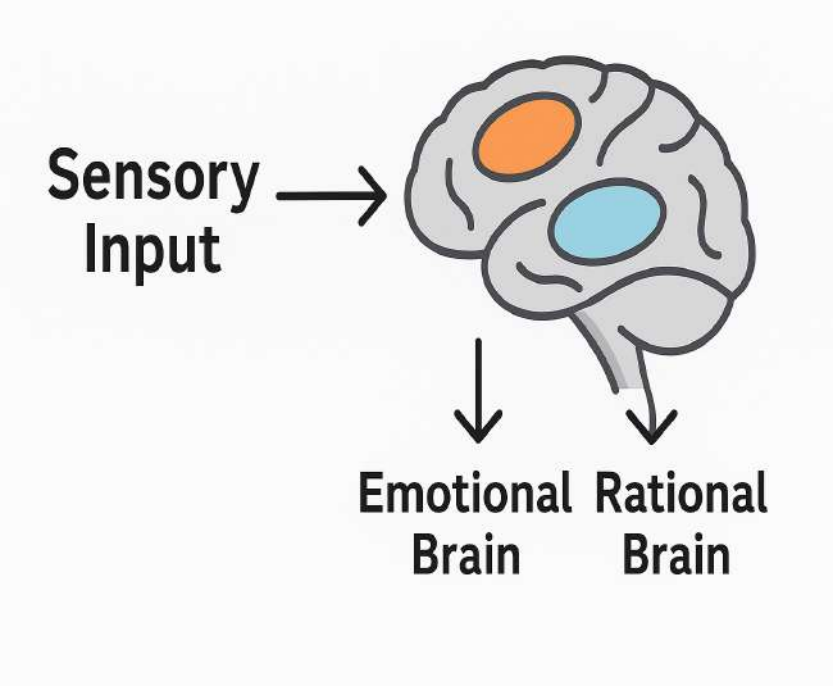
Business

- 61% improved client service
- 61% increase in market share
- 59% direct cost savings
- 58% increase in revenue

Capgemini Research Institute. Emotional Intelligence Research, 2019

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EMOTIONAL INTELLIGENCE AND THE BRAIN



- Emotions are processed before logic—sensory input flows through the limbic system (emotion center) before reaching the rational brain, meaning we feel before we think.
- Emotional intelligence depends on strong communication between emotional and rational brain centers—what researchers call a “broadband connection
- Without emotional access, even a high IQ leader can lose decision-making ability, motivation, and connection to others—proving emotions are essential to judgment and leadership.

- ***See Elliot case study Appendix 3.1***

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Exploring the Emotional Capital Report (ECR)

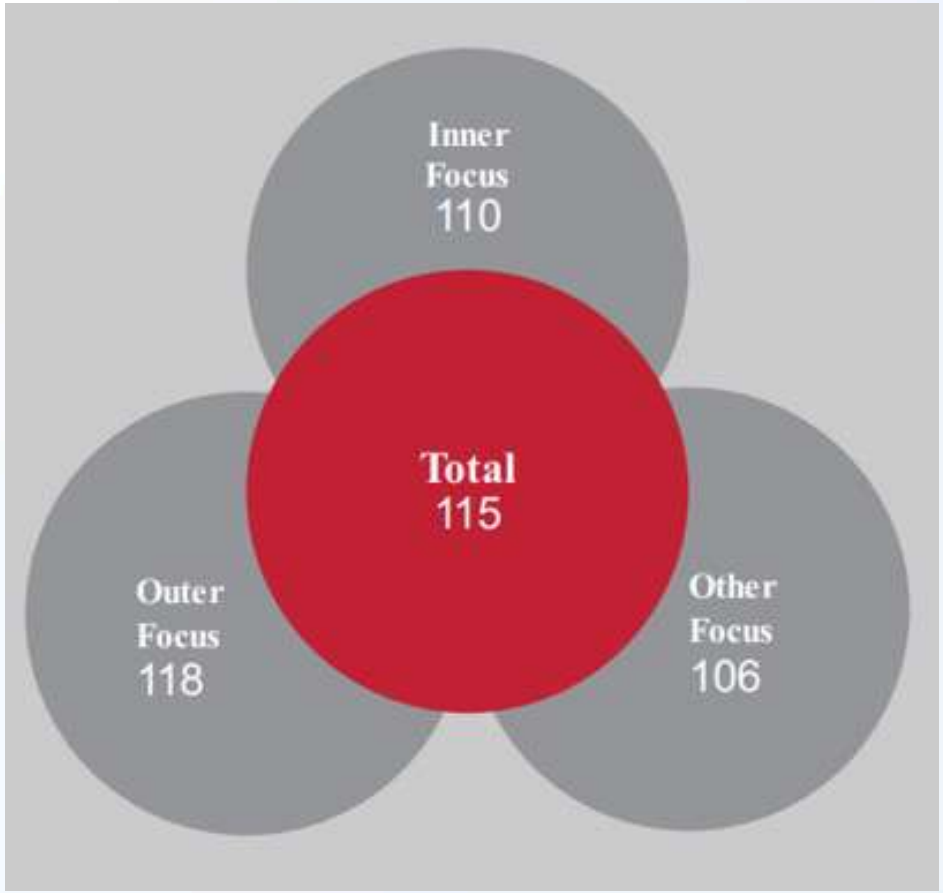
- Emotional Capital is the value created by emotionally intelligent leadership, influencing internal morale, customer connection, and overall business success—it shows up in financial performance over time.

- Exceptional leaders develop a 'Triple Focus': inner focus (self-awareness and self-management), other focus (relational intelligence), and outer focus (strategic awareness of systems and external forces).

- The Emotional Capital framework, rooted in over 100 studies, identifies 10 key emotional and social competencies linked to leadership excellence, now structured in the ECR (Emotional Capital Report) model.

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Triple Focus



Inner Focus

- Self Knowing, Self Control, Self Confidence, Self Reliance

Other Focus

- Empathy, Relationship Skills, Straightforwardness

Outer Focus

- Self-Actualisation, Optimism, Adaptability

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Inner Focus

This cluster of competencies enables you to develop your leadership presence and communicate authentically and openly. The cluster includes:

Self-Knowing – the capacity to recognise how your feelings and emotions impact upon your personal opinions, attitudes and judgments;

Self-Control – the capacity to control your emotions well and restrain your actions until you have time to think rationally;

Self-Confidence – the ability to accept and respect yourself and essentially like the person you are;

Self-Reliance – the power to be independent in planning and making important decisions and the ability to take responsibility for yourself.

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Other Focus

These competencies enable you to grasp the emotional dimensions of a business situation and enhance your capacity to influence others to achieve productive outcomes. The cluster includes:

Empathy – the capacity to be aware of, understand, and appreciate the feelings and thoughts of others;

Relationship Skills – your people skills define your knack for establishing collaborative and mutually rewarding relationships characterised by positive expectations;

Straightforwardness – the ability to communicate your feelings, thoughts and beliefs openly in a straightforward way.

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Outer Focus

These competencies enable you to take on new challenges and respond creatively and effectively to new opportunities. The cluster includes:

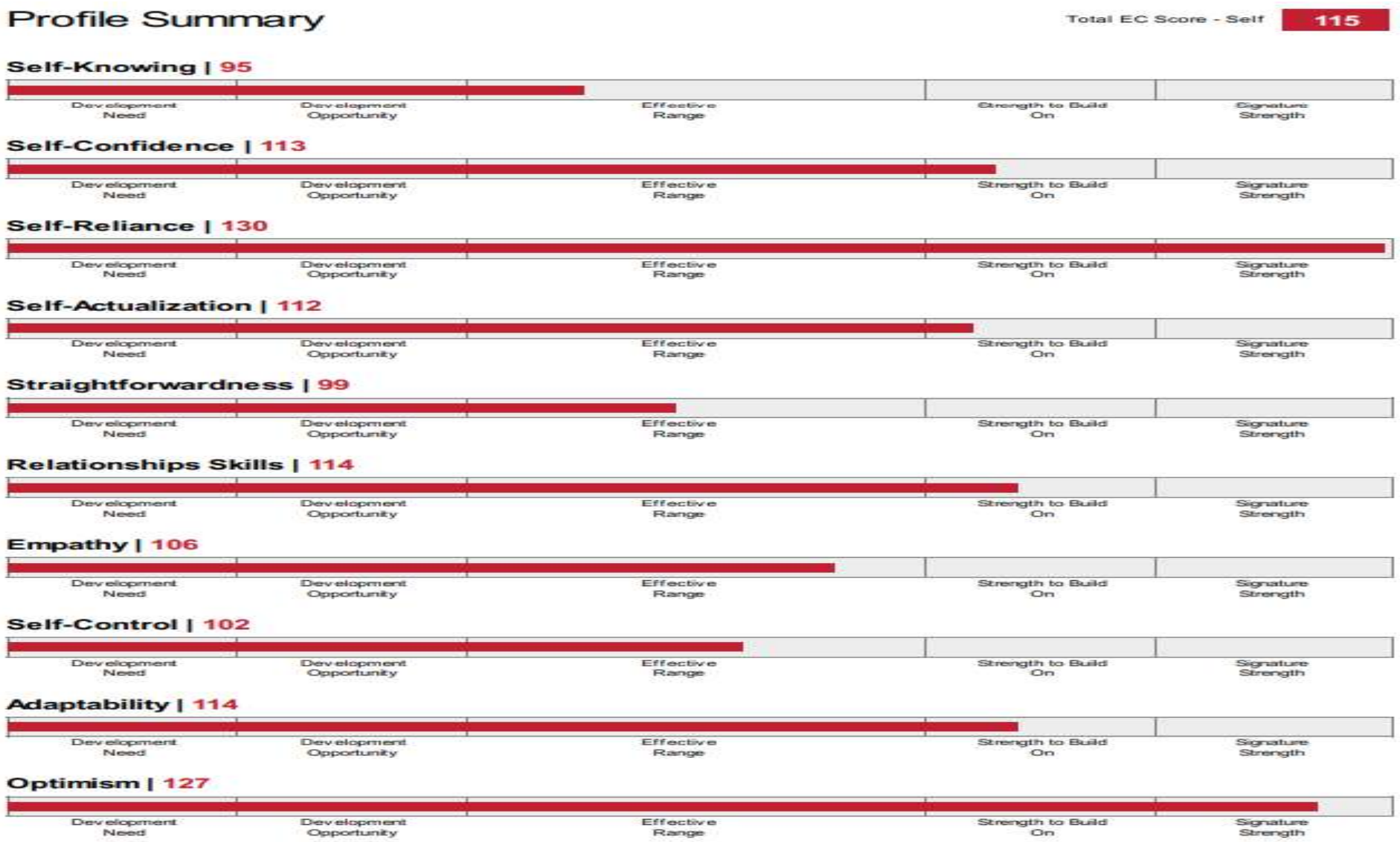
Adaptability – involves your capacity to react well to change and adjust your emotions, thoughts and behaviour to changing situations and be receptive to new ideas;

Optimism – your capacity to sense opportunities and focus on the possibilities of what can be achieved. Genuine optimism determines your level of resilience and your ability to bounce back from setback;

Self-Actualisation – is the source of your emotional energy. It can also be thought of as a skill belonging to inner focus, but in reality it's the skill that enables you to maintain an enthusiastic commitment to long-term goals and maintain a view of the big picture.

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Sample Report



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Self Report – Appendix 3.2 & 3.3

Exercise (In Pairs)

Coach each other in your ECR results

- What draws your attention?
- What patterns can you observe?
- How would others experience your strengths/development opportunities?
- How might a strength have a shadow?

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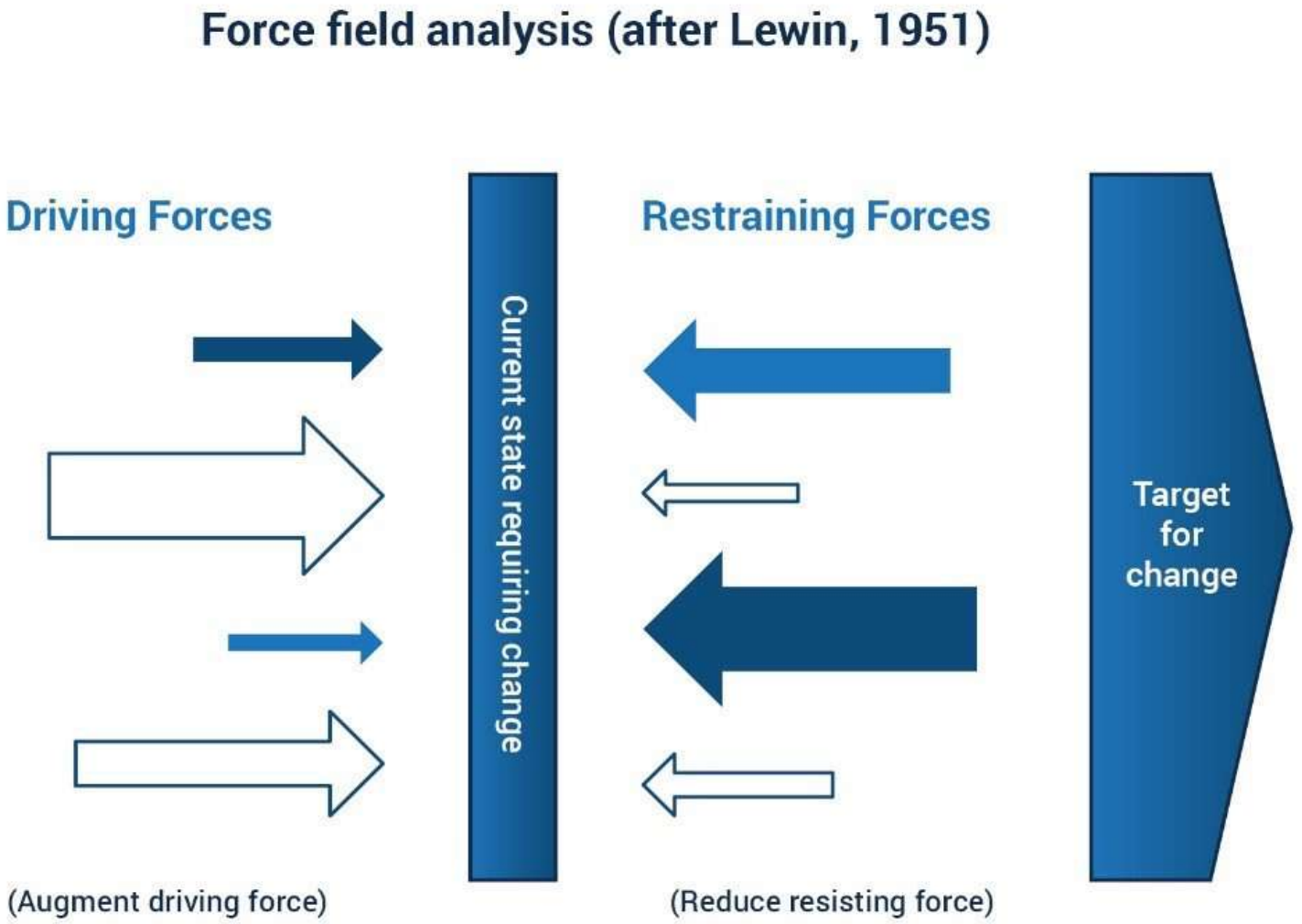
BREAK

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Understanding Self and Change

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Coaching for Development



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Driving & Restraining Forces of change

Restraining Forces



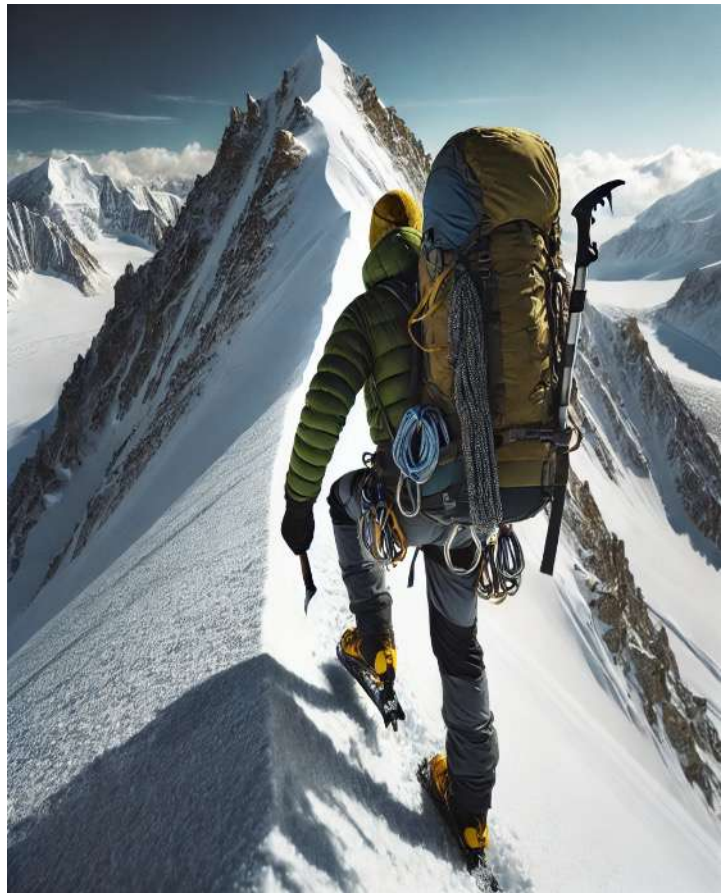
Comfort Zone



The Inner Landscape



Cognitive Thinking Patterns



Driving Forces

Towards Vs Away from goals



WEGROW & Key Communication Skills



Values & Strengths



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Reflective Individual Exercise



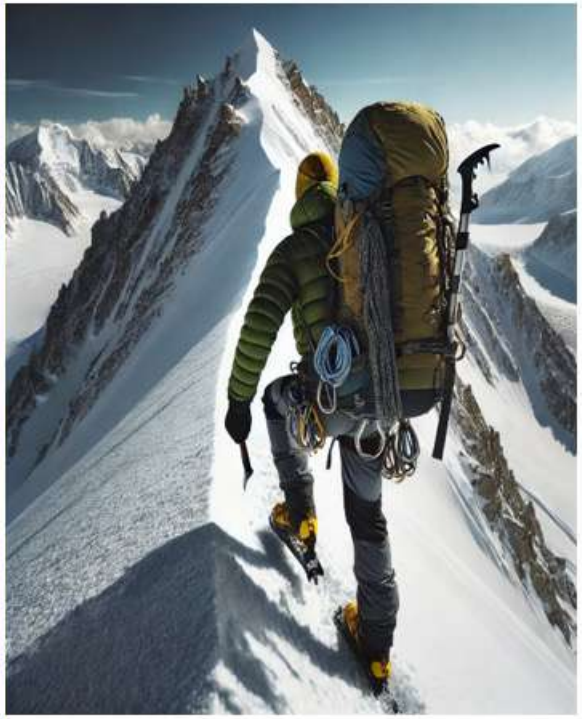
Think of one change you would like to make in your life.

- What are the forces that would restrain you from making this change?
  - Are there elements of this that are necessary for growth?
- What are the forces that you could leverage to make this change?
  - What resources do you already have to make this change?

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Restraining Forces





- **Comfort zone**
- **The Inner Landscape**
- **Cognitive thinking patterns**

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Comfort Zone

What is the Comfort Zone



- People often choose what’s familiar, even if it doesn’t serve us.
- People will go to great lengths to avoid change. **Why?**
- Growth and higher performance happen outside the comfort zone.
- It takes a clear reason or motivation to push beyond it.

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The Pull of the Comfort Zone



Potential examples of the comfort zone.

- Why try? It hasn't worked before
- I've been doing this for years, and it works.
- I'm not getting a fair shake here.
- I'm not ready.
- It's not my job.
- Things are fine as they are.
- I don't have time

From your experience in retail and life what else does CZ look like?

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The Inner Landscape

The Performance Triangle: Thoughts, Feelings, Behaviors



BEHAVIOURS are driven by your feelings, determining how you perform under pressure

FEELINGS are shaped by your thoughts and influence your mindset

THOUGHTS influence how you interpret situations.

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Mastering Self-Awareness: Know Yourself to Grow Yourself



What is Self-Awareness?

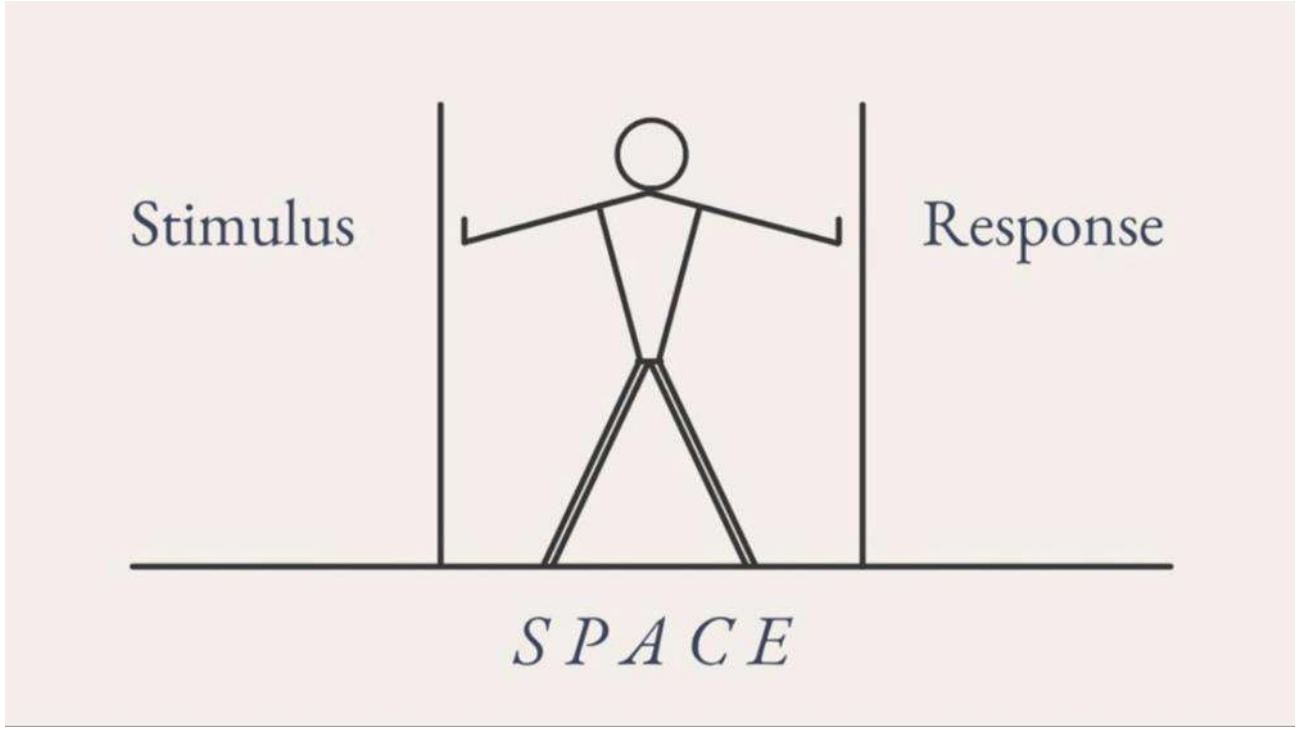
- The ability to observe and understand your own thoughts emotions, and behaviors.
- Acknowledging how your internal state impacts your actions and performance.

Why is Self-Awareness Important?

- Identifies when you have lost the present moment.
- Sees your thinking as an event and not a fact.
- Provides you with a decision point.

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Mindful Awareness & Acceptance



Create Space?: A nonjudging (i.e., not good, not bad, not right, not wrong) moment-to-moment **awareness and acceptance** of one's internal state, whatever that may be

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Understanding the mind



We generate thoughts constantly



What we resist persists



We can create great solutions or great suffering

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Exercise: We are thought generating animals



For 60 seconds with your eyes closed:

How many thoughts, images, sensations, feelings, sounds, etc can you capture in 60 seconds?

How many?

How many were negative?

How many were repetitive?

Any explanations for the large or small number?

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Exercise: Avoidance: What we resist persists



For 30 seconds:

Do not think about the yellow Jeep

You can think of anything else except for the yellow jeep.

Did you manage to do it?

If not, why not?

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Exercise: Suffering or Solutions?







Challenge

There’s a screw stuck in a piece of wood. You have only a lighter and a toothbrush.

Can you get it out?

How?

Is there a creative way to relate these objects differently — that brings a solution?

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Cognitive Thinking patterns

Exercise: How many thinking patterns can you associate with?

Cognitive Thinking Patterns



1. **All-or-Nothing Thinking (Black-and-White Thinking)**
   - "If I don’t get this promotion, I’m a total failure.“
   - "If my work isn’t perfect, then it’s worthless.“
2. **Overgeneralization**
   - "I didn’t do well in this task — nothing ever works out for me.“
   - "I always mess up important tasks.“
3. **Disqualifying the Positive**
   - "They complimented my leadership skills, but they were just being nice.“
   - "Yeah, I went well, but I was just lucky.“
   - "I passed the test, but it was probably too easy."

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Cognitive Thinking Patterns



4. **Jumping to Conclusions –** Mind reading, Fortune telling
   - ***Mind Reading:***
     - "She didn’t reply to my email—she must be mad at me.“
     - "My boss called me into their office—something must be wrong.“
   - ***Fortune Telling:*** (Predicting the future as if it's already decided)
     - "I just know this presentation will not go well.“
     - "There’s no point in applying for that role—I won’t get it anyway."
5. **Catastrophizing**
   - "If I make a mistake in this meeting, I’ll lose all credibility, and I’ll never be asked again."
   - "If I don’t find a solution immediately, everything will fall apart."

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Cognitive Thinking Patterns



- **Magnification and Minimization**
  - ***Magnification:*** "I made one mistake in that presentation—everyone must think I'm completely incompetent!"
  - ***Minimization:*** "I got praised for my hard work, but it's not a big deal—anyone could have done it."
- **Should Statements**
  - "I should always have everything under control."
  - "I shouldn't feel nervous about giving feedback—I should be confident."
  - "They should know how to do this without me explaining."

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Cognitive Thinking Patterns



- **Labeling and Mislabeling**
  - Labeling: "I failed that test, I’m incompetent."
  - Mislabeling: "I didn’t make my sales target — I'm just bad at sales."
  - Labeling others: "She snapped at me, she’s just plain rude."
- **Personalization**
  - "My team didn’t perform well because I’m a bad leader."
  - "They canceled plans—what did I do wrong?"

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Group Discussion

- How many could you identify with at some time or another?
- What are the impacts of these thinking patterns and implications for coaching?

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Lunch

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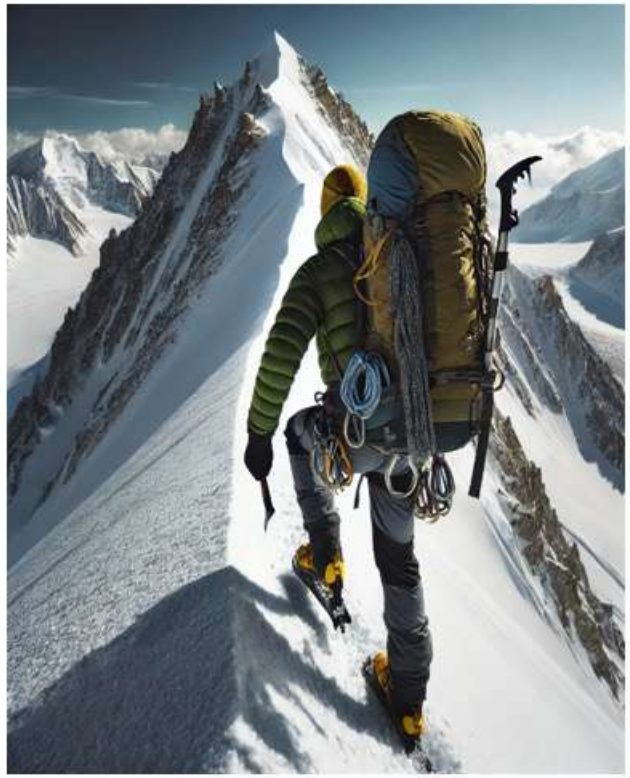
ICE Breaker



- Break into 4 even groups
- Fun exercise to arrange from right to left as a group with a score for the fastest:
  - Height – Highest - Lowest
  - Month Date of birth – Jan - Dec
  - Day number Date of Birth – 1-31
  - First Name in Alphabetical order
  - Surname in Alphabetical order

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Driving Forces





- **Towards Vs Away from goals**
- **WEGROW & Key Communication Skills (As per Module 1 & 2)**
- **Values & Strengths**

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Towards or Away From

What are you aiming for?

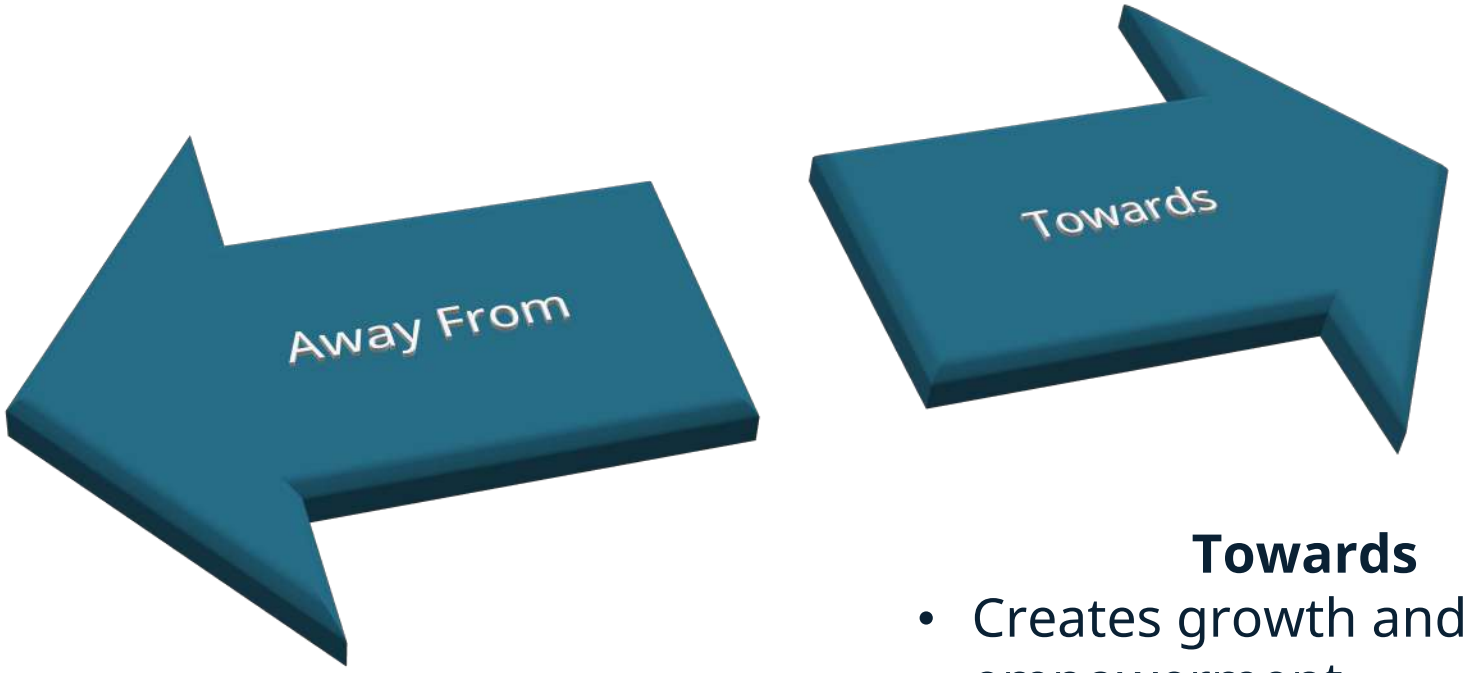


Where focus goes, energy flows. And where energy flows, whatever you're focusing on grows

- What happens when you focus on not hitting the lake?
- What happens when you zone in on the flag on the pole in the hole next to the ant walk across the grass?
- Are you thinking about the lake anymore?
- Are your chance of success after increasing?

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Towards Vs Away From



Away From

- Creates fear – fight or flight and associated physiology.
- Cannot be curious from here
- Leads to scarcity thinking

Towards

- Creates growth and empowerment
- Facilitates well-formed goal setting, generative thinking and decision making.
- Defined by who you are and who you want to become.

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Energising Goal Setting

- Not all goals are created equal — some pull us forward, others just weigh us down
- “Towards” goals create clarity, energy, and momentum
- Goals work best when they’re aligned with personal values and a clear purpose
- Coaching helps people shift from vague outcomes to compelling “wants”
- Ask: “What will this give you?” or “Who will you become by achieving this?”

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SMART Goals

- Specific – Clear, concrete outcome
- Measurable – Trackable and observable
- Achievable – Realistic, but a stretch
- Relevant – Tied to values and purpose
- Time-bound – Has a clear timeframe

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Reflective Individual Exercise

- Reflecting on your target change, what's one thing you want to change or improve right now?
- How would you frame your goal based on who you want to be or what matters to you?
- What specifically do you want to achieve, and what does success look like?
- What's the one action you can take this week that will move you closer to who you want to become?

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Values

What are values?



- A verb and not a noun
- They are not goals
- They are something you do and not something you have
- They are not in the future
- They are a chosen direction not a destination

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Role of Values



- Guides decisions and actions
- Influences priorities
- Influences how you interpret others' actions and behaviours.
- Defines who you are and what you stand for (Self-concept).
- Influences how you lead and inspire others.

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Discussion: What challenges do values bring to you as a coach?

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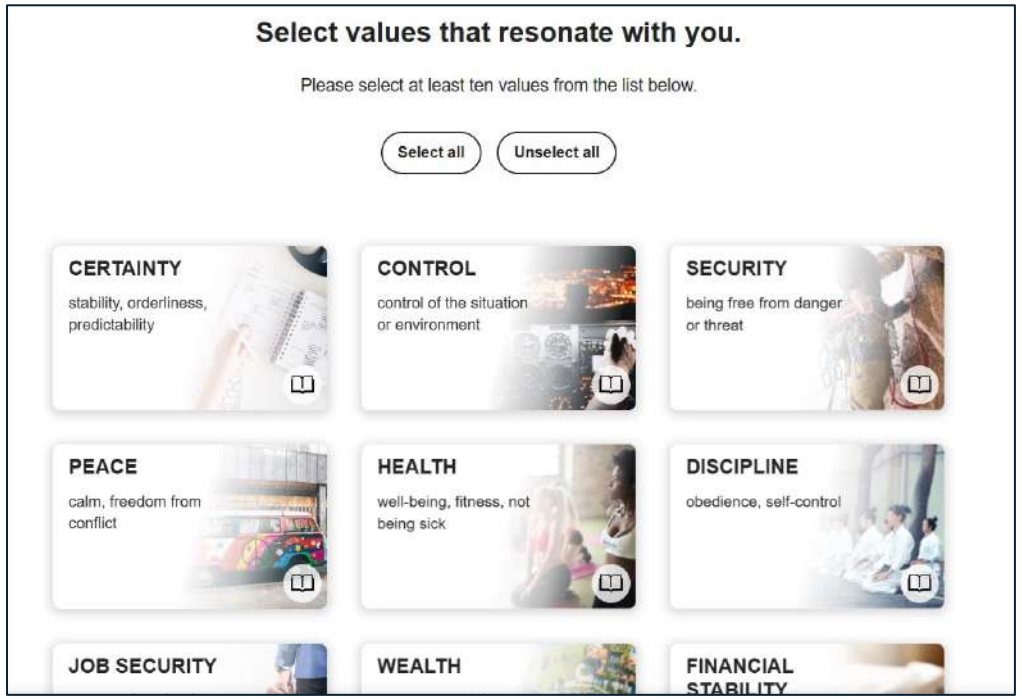
Values Finder

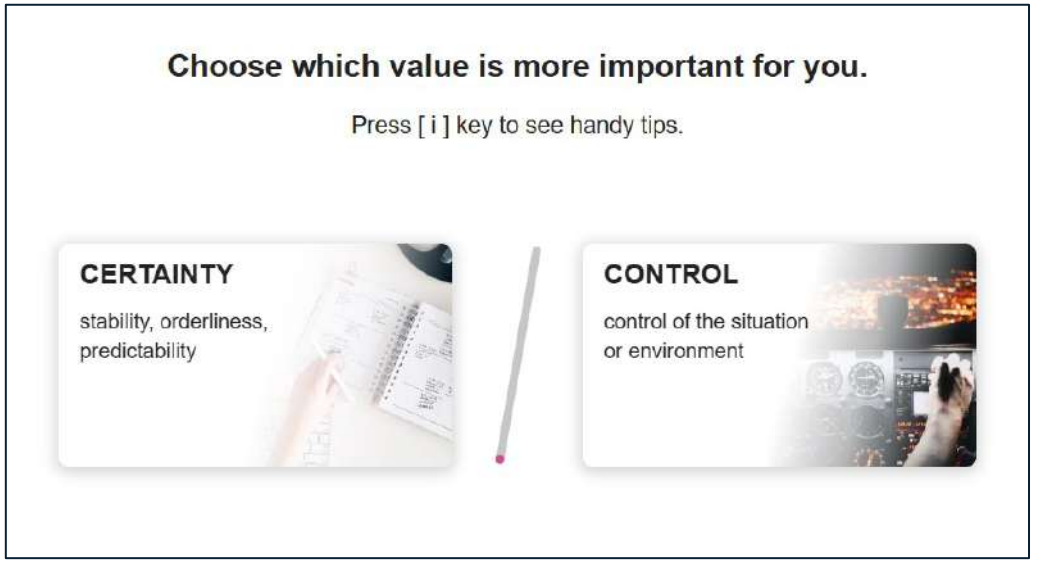


In your role as a manager, what **VALUES** are most important to you?

https://personalvalu.es/personal-values-test

Personal Values Finder







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Group Exercise (In pairs)

- Share your values with another person
- How different are you?
- How would a coaching conversation between you be impacted by similarities and differences

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Strengths

VIA Character Strengths



- Strengths are the tools or behaviors used to express those values in action.
  - For example: A manager who values kindness may demonstrate it through the strength of empathy by actively listening to team members.
- Leveraging strengths ensures that actions align with motivations, enhancing productivity and fulfillment.

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VIA Character Strengths

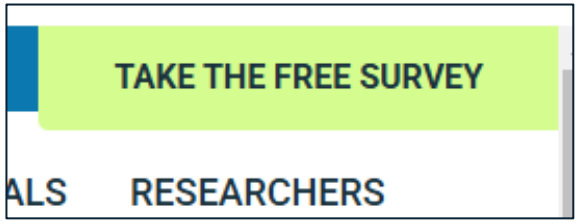


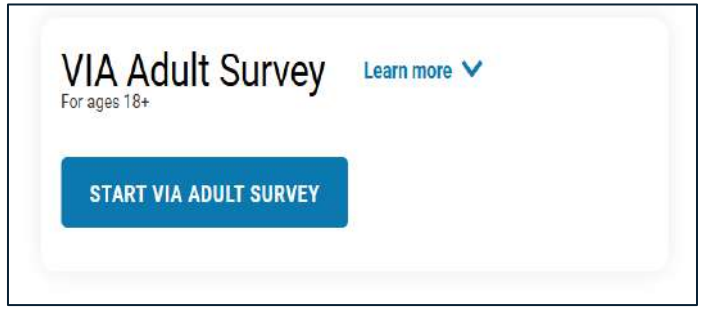
https://www.viacharacter.org/surveys/takesurvey

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VIA Character Strengths









Skip & Continue

GET YOUR RESULTS

FREE RESULTS

Example : Values and Strengths

Values	Love
	Freedom
	Compassion
	Honesty
	Health
Character Strengths	Honesty
	Fairness
	Judgement
	Teamwork
	Kindness

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Working Examples – Appendix 3.1

How would you craft roles that utilize strengths:

- Retail Manager
- Employee

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Exercise (pairs): Values and Strengths

- Take your top value
- Identify a strength that you can use to bring this value to life.
- Reflect on how you could create more opportunities to use this strength in your workplace

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Reflective Individual Exercise



- Think of one change you would like to make in your life.

- What are the forces that would restrain you from making this change?
  - Has anything changes in your understanding of what is holding you back?

- What are the forces that you could leverage to make this change?
  - Has anything changes in your understanding of what resources could be leveraged to help you?

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Assignment Review

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