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potential

Inspiring Leaders, Managing with Impact

October 2025

MAPLES GROUP

OVERVIEW: This workbook has been designed to support "Inspiring Leaders, Managing with Impact" and should be used throughout the workshop and as a follow up reference guide. This workshop has been designed to explore the differences between leadership and management, highlight their importance, develop emotional intelligence, and promote workplace diversity and inclusion.

ABOUT PINPOINTING POTENTIAL: We help businesses thrive by inspiring and developing talent. We empower and enable leaders to build more emotionally intelligent workplaces and enhance their impact, influence, and resilience. To learn more about our unique approach, visit our website: www.pinpointingpotential.com

What is leadership?

> *"Leadership can be defined as the process of understanding people's motivation and leveraging it to achieve a common goal."*
>
> **Chartered Institute of Personnel Development (CIPD)**

Leadership has three integral elements:

- **Self:** self-awareness and effective expression of personal qualities
- **Other people:** influencing, motivating, and inspiring stakeholders
- **The job:** defining, clarifying, and revising outcomes to be achieved

Sort the tasks

Leadership	Management	Both

Shift Spotting Activity:

Group brainstorm challenge

	Challenges (What makes this hard?)	**Good practices** (What helps?)
Credibility		
Boundaries		
Communication		
Perspective		

The Four Shifts: Peer → Leader

- **Credibility** = Earn respect through fairness and consistency
- **Boundaries** = Balance friendliness with professionalism
- **Communication** = Your words and actions carry extra weight
- **Perspective** = Move from "doing the work" to "enabling the team"

Note down 1 personal action to commit to

_____

Best boss:	Score 1-5
1. Demonstrates awareness of their mood and emotions	
2. Makes others feel appreciated	
3. Is open and honest about mistakes	
4. Makes ethical decisions	
5. Manages their emotions effectively in difficult situations	
6. Recognises others' hard work and achievements	
Total Score:	

Three words how your best boss made you feel

_____
_____
_____
_____
_____
_____

How engaged you felt with your best boss (1-10) _____

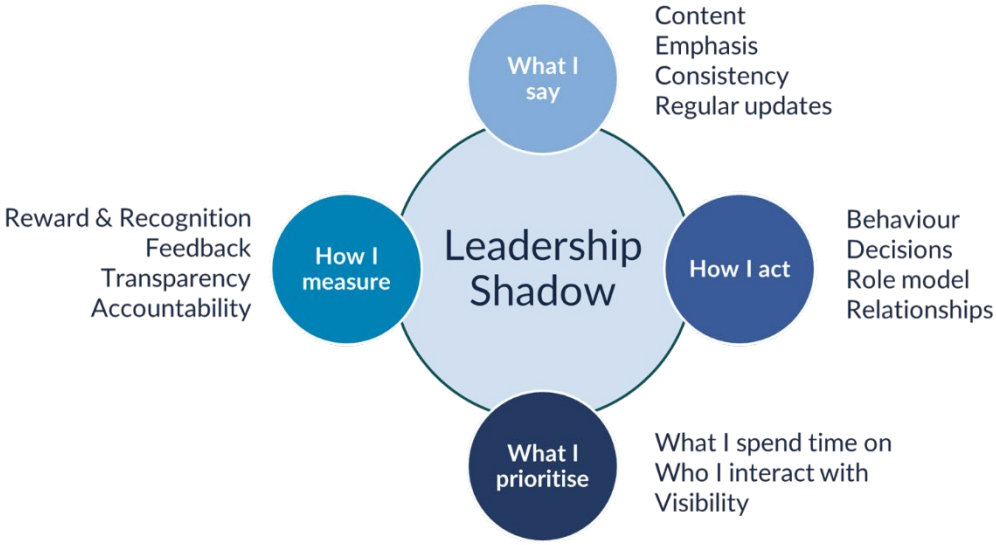
Worst boss:	Score 1-5
1. Demonstrates awareness of their mood and emotions	
2. Makes others feel appreciated	
3. Is open and honest about mistakes	
4. Makes ethical decisions	
5. Manages their emotions effectively in difficult situations	
6. Recognises others' hard work and achievements	
Total Score:	

Three words how your worst boss made you feel

_____
_____
_____
_____
_____
_____

How engaged you felt with your worst boss (1-10) _____

Leadership Shadow Model



What does your leadership shadow look like?

How would you like it to look?

What can you do to close any gaps?

Emotional Intelligence Self-Assessment

Rate each statement on a scale of 1 to 5

1 = Rarely, 2 = Sometimes, 3 = Often, 4 = Usually, 5 = Consistently.

Self-Awareness

Questions	1	2	3	4	5
I notice my emotions as they arise during the day.	☐	☐	☐	☐	☐
I can describe how I'm feeling and why.	☐	☐	☐	☐	☐
I'm aware of how my mood affects my work.	☐	☐	☐	☐	☐
I can recognise when I'm stressed or under pressure.	☐	☐	☐	☐	☐
I can sense how my emotions impact my decision-making.	☐	☐	☐	☐	☐
Total:					

Awareness of Others

Questions	1	2	3	4	5
I pay attention to how colleagues are feeling, not just what they say.	☐	☐	☐	☐	☐
I notice changes in people's body language and tone of voice.	☐	☐	☐	☐	☐
I adapt my approach depending on how others are reacting.	☐	☐	☐	☐	☐
I consider how my actions affect team morale.	☐	☐	☐	☐	☐
I show genuine interest in other people's experiences and perspectives.	☐	☐	☐	☐	☐
Total:					

Authenticity

Questions	1	2	3	4	5
I'm honest and transparent in my communication.	☐	☐	☐	☐	☐
People can rely on me to say what I mean and mean what I say.	☐	☐	☐	☐	☐
I admit when I've made a mistake.	☐	☐	☐	☐	☐
I share appropriate personal experiences to build trust.	☐	☐	☐	☐	☐
My behaviour is consistent with my values.	☐	☐	☐	☐	☐
Total:					

Emotional Reasoning

Questions	1	2	3	4	5
I consider both logic and emotion when making decisions.	☐	☐	☐	☐	☐
I seek input from others to understand the wider picture.	☐	☐	☐	☐	☐
I evaluate how a decision will impact people as well as results.	☐	☐	☐	☐	☐
I can balance facts with 'gut feel' effectively.	☐	☐	☐	☐	☐
I explain my reasoning in a way that includes both data and people impacts.	☐	☐	☐	☐	☐
Total:					

Self-Management

Questions	1	2	3	4	5
I remain calm under pressure.	☐	☐	☐	☐	☐
I can recover quickly from setbacks or mistakes.	☐	☐	☐	☐	☐
I adapt well to unexpected change.	☐	☐	☐	☐	☐
I manage stress in healthy ways.	☐	☐	☐	☐	☐
I demonstrate patience and control when situations are challenging.	☐	☐	☐	☐	☐
Total:					

Inspiring Performance

Questions	1	2	3	4	5
I recognise and celebrate others' contributions.	☐	☐	☐	☐	☐
I communicate a positive vision for the team's work.	☐	☐	☐	☐	☐
I encourage and support people to reach their potential.	☐	☐	☐	☐	☐
I give feedback that motivates and builds confidence.	☐	☐	☐	☐	☐
I create energy and enthusiasm in team discussions.	☐	☐	☐	☐	☐
Total:					

Scoring & Reflection

Add up your total for each competency (maximum 25 per section).

21–25 = clear strength
16–20 = usually effective, some growth possible
11–15 = area for development
5–10 = priority focus area

Reflect:

What are your top 2 strengths?

What is 1 opportunity you'd like to focus on?

How do these influence your leadership and management?

Emotional Intelligence Tips: Self-Awareness & Awareness of Others

Top 10 Tips for Developing Self-Awareness

- **Pause and Label Your Emotions**: Naming how you feel builds recognition and reduces intensity.
- **Seek Feedback Regularly:** Ask trusted colleagues for one helpful and one hindering behaviour.
- **Notice Your Triggers**: Track stressful situations to identify emotional hot buttons.
- **Keep a Reflection Journal**: Capture daily events, emotions, and responses for insight.
- **Observe Physical Signals**: Notice body cues (tension, breathing) as early indicators of emotions.
- **Practise Mindfulness**: Short breathing or focus exercises to increase present awareness.
- **Link Emotions to Impact**: Reflect on how your mood influenced others' behaviour.
- **Know Your Strengths and Limitations**: Use assessments or reflection to understand yourself better.
- **Spot the Gap Between Intent & Impact**: Compare what you meant with how it may have landed.
- **Create Time for Self-Check-Ins**: Pause during the day to ask how you feel and its effect.

Top 10 Tips for Building Awareness of Others

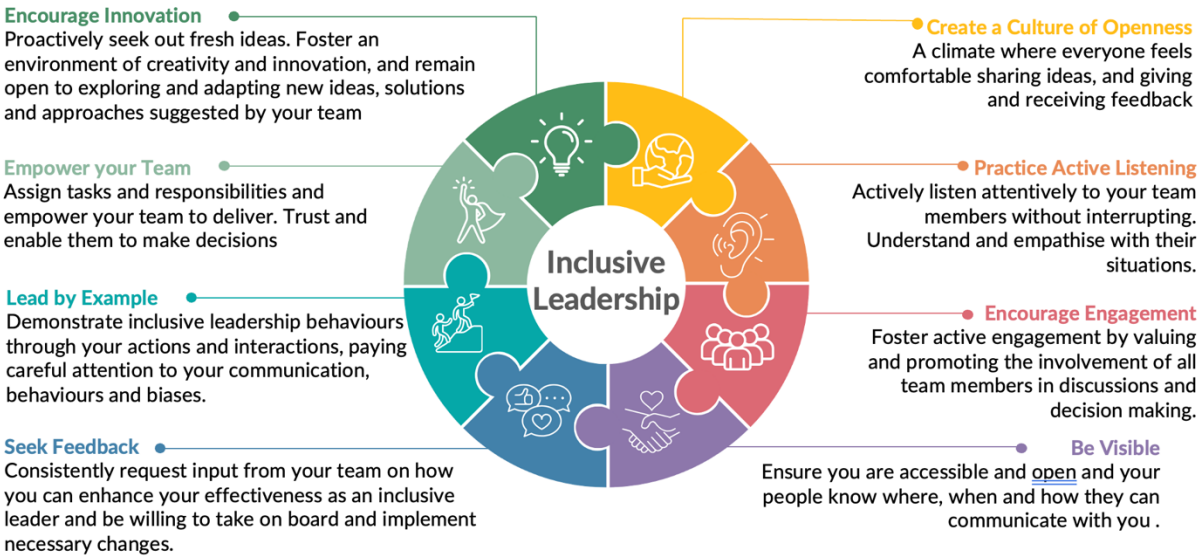
- **Listen to Understand, Not Just Reply**: Focus fully on the speaker's message and tone.
- **Ask Open Questions:** Use 'What' and 'How' to invite others to share more.
- **Notice Non-Verbal Cues:** Watch for body language, gestures, and facial expressions.
- **Practice Empathy**: Put yourself in others' shoes and reflect back what you sense.
- **Check Your Assumptions**: Validate what you think someone feels rather than guessing.
- **Adapt Your Style**: Flex communication to meet different needs (detail vs. big picture).
- **Acknowledge Contributions Publicly and Privately**: Show people they're valued.
- **Notice Changes in Behaviour:** Spot shifts in energy or participation as early signals.
- **Create Space for Every Voice**: Invite quieter people to contribute in meetings.
- **Give Full Attention in the Moment**: Remove distractions and be present when listening.

Inclusion Audit:

Daily management practices that either include or exclude. What can be done to be more inclusive?

Notes:

How To Be A More Inclusive Leader



SBI For Emotionally Intelligent Feedback: Situation, Behaviour, Impact

Pinpoint the Situation: "On Monday afternoon in our weekly meeting…" Vs "In several recent meetings."

Describe the behaviour: "You arrived late three times this week and four times last week…" Vs "You are lazy and disinterested."

Explain the impact: "When you did (behaviour), I felt…" or "When you said (behaviour), I felt…

Preparing for Feedback:

1. What's my purpose in giving this feedback?
2. Is it the right purpose from my point of view?
3. Is it the right purpose from the other person's point of view?
4. Will it make things better or worse?
5. Is it likely anything will change?
6. Is feedback the right tool here?

SBI Preparation Worksheet	
Situation Pinpoint where & when	
Behaviour Detail observed behaviour	
Impact What you felt	
Best Interest 'WIIFM' for recipient to correct	
Style Tailor the feedback to the personality	

Notes:

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