



Chamber University

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*Leadership Certification*



WORKBOOK

## Developing Leadership Workbook

### Learning Objectives

#### MODULE 1:

- Differentiating between Leadership & Management
- Take EQ Assessment
- What is EQ?
- EQ made up of 4 core skills
- How EQ contributes to strong leadership.

#### MODULE 2:

- Embrace A Growth Mindset
- Understanding emotions and habits
- Why understanding communications styles is important.
- Enhancing employee engagement

#### MODULE 3:

- Lead by example
- Influencing others
- Managing conflict

#### MODULE 4:

- Hire Right, Train Right, Treat Right
- Leading employees
- Leadership activities and exercises
- Submit personal leadership development plan

#### MODULE 1 ACTIVITY

ACTIVITY 1:1 Assessing Your Emotional Intelligence

ACTIVITY 1:2 Questions for Reflection

#### Module 2

ACTIVITY 2:1 Leadership Questionnaire

ACTIVITY 2:2 Reflection Questions: Do you have a fixed or growth mindset?

ACTIVITY 2:3 Communication Styles Assessment/How to communicate with different styles.

#### MODULE 4

ACTIVITY 4:1 EXPLORING YOUR LEADERSHIP SKILLS

ACTIVITY 4:2 BUILDING TRUST

ACTIVITY 4:3 THE BEST LEADER

ACTIVITY 4:4 SUBMIT PERSONAL LEADERSHIP PLAN

**ASSESSING YOUR EMOTIONAL INTELLIGENCE**  
**ACTIVITY 1:1**

Evaluate each statement as you actually are, rather than as you think you should be. Then circle the answer that best represents your current situation. When finished, calculate your results.

	1-Not At All	2-Rarely	3-Sometimes	4-Often	5-Very Often		
1. I can recognize my emotions as I experience them.	1	2	3	4	5		
2. I lose my temper when I feel frustrated.	1	2	3	4	5		
3. People have told me that I am a good listener.			1	2	3	4	5
4. I know how to calm myself down when I feel anxious or upset.	1	2	3	4	5		
5. I enjoy organizing groups.	1	2	3	4	5		
6. I find it hard to focus on something over the long term	1	2	3	4	5		
7. I find it difficult to move on when I feel frustrated or unhappy.	1	2	3	4	5		
8. I know my strengths and weaknesses.			1	2	3	4	5
9. I avoid conflict and negotiations.	1	2	3	4	5		
10. I feel that I don't enjoy my work.	1	2	3	4	5		
11. I ask people for feedback on what I do well, and how I can improve.	1	2	3	4	5		
12. I set long-term goals, and review my progress regularly.	1	2	3	4	5		

13. I find it difficult to read other people's emotions.	1	2	3	4	5
14. I struggle to build rapport with others.	1	2	3	4	5
15. I use active listening skills when people speak to me.	1	2	3	4	5

### EQ Self-Assessment Scoring

A. Add up the numbers in questions:

1,3,4,5,8,11,12,15 \_\_\_\_\_ Subtotal= \_\_\_\_\_

B. Add up the numbers in questions:

2,6,7,9,10,13,14, \_\_\_\_\_ Subtotal= \_\_\_\_\_

C. Subtract this number (B) from 42 \_\_\_\_\_ Subtotal= \_\_\_\_\_

D. Then add A + C \_\_\_\_\_ Total= \_\_\_\_\_

### Score 15-34

You have room to grow to develop your emotional intelligence. You may find that you feel overwhelmed by your emotions, especially in stressful situations; or you may avoid conflict because you think that you'll find it distressing. It may be hard for you to calm down after you've felt upset, and you may struggle to build strong working relationships. Don't worry, we're all works in progress. There are plenty of tips and exercises for you to build your emotional intelligence.

### Score 35-55

Your emotional intelligence level is okay. You may have some degree of self-awareness and an ability to manage your emotions when under stress. You probably have some good working relationships but may find certain people more difficult to work with. Your social awareness may be pretty good, but you know you could probably strengthen this in order to further thrive in you career. The good news is that you have a great foundation to build upon and improve all your working relationships. By completing this leadership module, you can further increase your EQ.

### Score 56-75

Great! You're an emotionally intelligent person. You have great relationships, and you probably find that people approach you for advice. However, when so many people admire your people skills, it's easy to lose sight of your own needs. Researchers have found that emotionally intelligent people often have great leadership potential. Realize this potential by seeking opportunities to improve even further.

### **EQ Self-Assessment Reflection**

Reflect on the score you received after taking the emotional intelligence self-assessment.

- Questions 1, 8, and 11 are all related to self-awareness.
- Questions 2, 4 and 7 have to do with self-management.
- Questions 3, 13 and 15 are related to your ability to demonstrate empathy.
- Questions 5, 9, and 14 have to do with social skills.
- Questions 6, 10 and 12 have to do with motivation.

As you consider your answers and scores, identify the specific areas you see as opportunities. For example, if such areas include self-awareness and whether you are able to recognize emotions as you experience them, you'll want to make a plan for how to better tap into your feelings. This may mean learning to be more mindful and checking in to notice what you are feeling at any given moment. When you begin to feel overwhelmed, slow down and examine what is going on internally. If your heart begins to race, is this manifestation related to anger, fear, or anxiety? Give the emotions a name but refrain from judging it. Accept it as important to help you understand how to best respond.

#### Activity 1:2

Questions for reflection:

1. Did your overall score reveal an accurate picture of where you think you are in terms of your competence in emotional intelligence?
2. If your score was under 35, which area do you feel is the most urgent for you to address?
3. Was your overall score lower because of self-awareness or self-management? What specific areas are you most concerned about?
4. If you scored between 35-55, which particular statements cause you concern?
5. Choose just one or two areas to which you can devote your attention for the next several weeks.

Remember that EQ requires a growth mindset and continued nurturing and monitoring.

## **MODULE 2**

### **LEADERSHIP ASSESSMENT: ACTIVITY 2:1**

Take a few minutes to complete the Leadership Questionnaire. Just click on the link or copy and past in your browser: <https://www.trainingcoursematerial.com/free-assessment-tools/leadership-styles-questionnaire-quiz>

**PLEASE DON'T READ THE ASSESSMENT RESULTS PRIOR TO COMPLETING THE QUESTIONNAIRE.**

### **LEADERSHIP ASSESSMENT RESULTS**

#### **Style C leaders**

You are more consensual. You like to gain agreement before acting or taking decisions. Obtaining a consensus, however, can be time-consuming and may delay decisions. A possible danger of the extreme Style C leader is a tendency to compromise, avoid conflict or even abdicate responsibility. Style C can be effective when leading a small team of experts, where an autocratic style might lead to dissention and resentment.

#### **Style B Leaders**

You have a broadly democratic style. You are more supportive than Style A leaders. Developing the team, involving others and acknowledging their views, comes more naturally to you. You recognize that involving others in planning and decision-making can produce greater commitment. Democracy also means being able to accept a majority decision and put it into effect. You need commitment to follow this style and there can be a danger of going through the motions of changing style when the going gets tough.

#### **Style A Leaders**

You are largely task oriented. You are most concerned with getting things done, achieving targets and improving results. You are also more likely to enjoy the exercise of power and

authority, possibly seeing it as essential to task achievement. One danger with this style is a tendency towards autocracy and authoritarianism. Some situations or environments may need such a style: for example, where there is an emphasis on structure and control, or where decisions have to be made and carried out quickly.

#### ACTIVITY 2:2

##### **REFLECTION QUESTIONS: FIXED OR GROWTH MINDSET**

- 1. Do you believe your intelligence or level of a certain skill can't change much?**
- 2. Do you believe you were born with certain qualities such as being smart, creative, funny, or good at sports and that those can't be developed much?**
- 3. Do you believe how you show up behaviorally in the workplace is outside of your control?**
- 4. Think of a time when your Amygdala was "hijacked" by an emotion? How did you handle it and how would you do it differently?**

**If you answered yes to any of the first 3 questions, you may have more of a fixed-mindset than a growth mindset. Those with a fixed mindset have a tendency to believe they are born with a certain level of intelligence or abilities and changing is outside of their control. Growth mindset tend to believe that regardless of where they start, they can build and develop their skills and abilities. These skills and abilities are within their control**

#### ACTIVITY 2:3

COMMUNICATION STYLES ASSESSMENT. LEARN YOUR COMMUNICATION STYLE AND AS A LEADER/MANAGER HOW TO COMMUNICATE EFFECTIVELY WITH THE DIFFERENT STYLES.

FIND THE ASSESSMENT: <https://chamberuniversity.live/courses/>

##### **NOW THAT YOU KNOW YOUR STYLE HERE'S HOW TO COMMUNICATE WITH OTHER'S**

###### ***INTUITOR***

Probe for his/her plans, concepts and long-term orientation. Concentrate on "why" probing, developing clues for linking up your ideas to his strategic planning process. Much of this individual's ego is invested in ideas, so be mindful of providing ample recognition for his ideas, plans, concepts, etc. Unless he has a strong, expressed "thinker" back-up style, it is not necessary to dwell extensively on the details of your approach. Instead, focus on the concepts, the impressions, and the ways these factors may fulfill his long range, strategic objectives and extend his own leadership image.

###### ***THINKER***

Emphasize pre-meeting planning strategy with this individual; plan each meeting very carefully: what will be covered, in what order, toward what conclusions or check point. If possible, when appointment for meeting is being made, briefly review proposed 'game plan' or expected structure for the meeting. Use a well-organized, well-researched, well-prepared presentation. Speak slowly. Frequently pause and ask for specific feedback.



Where possible, encourage the Thinker to verbally compare your ideas with alternatives; ask him to delineate major differences and to weigh their implications. Value the Thinker's prudence and thoughtful analysis.

#### *SENSOR*

Be well prepared and be prepared to move fast. Since many Sensors are very high-energy, early rising individuals, try to arrange an early morning appointment. Present pre-plan briefly, focusing where possible on competitive edge your idea/concept provides. Be mentally prepared to be tested, to have Sensor raise voice, interrupt, argue, disagree and otherwise challenge you. Show your confidence. Be enthusiastic and assertive. Show that you're getting right to the point, to the heart of the matter. Provide bold input; elicit reactions; don't be reluctant to spar constructively. Allow Sensor individual to lead and assess in results-oriented terms.

#### *FEELER*

With this individual, it is advised that you employ a relatively informal, open, personalized approach. Be friendly. The Feeler appreciates a light touch. A discreet amount of humor may help. Appropriate testimonials help. Express enthusiasm and don't be reluctant to reveal why the matter-at-hand is personally important to you. Emphasize the teamwork aspect of working together with him/her over time to solve problems and enhance his/her credibility. Make appointments for meals if possible. A pleasant lunch with all the trimmings will be appreciated.

MODULE 4

ACTIVITY 4:1 EXPLORING YOUR LEADERSHIP BEHAVIOR

Effectively, *what this exercise is designed to do is to make you look at your leadership as it currently stands*, and to determine what needs improvement and what is already working well for you. You will be handed (or need to print, if you're doing this exercise independently) a chart to fill out. It will probably look something like this:

Behavior	How much time do you spend on each behavior daily?	How much time should you be spending on each behavior?
Introspection or Reflection		
Collaboration		
Discipline		
Brainstorming		
Resolving Conflict		
Observing		
Directing		
Justifying		
Directing		
Encouraging		
Informing		

(This is just a sample chart. If there are any other behaviors or skills that you would like to add to the assessment, feel free!)

Look over the chart and reflect on your leadership training and skills thus far. Ignore the third column for now. How much time do you spend on each of these behaviors? Is there anything that you're doing too much of what you think you should modify? Is there anything that you're doing too little of?

Now, look at the third column. How much time, under perfect circumstances, should you spend on these behaviors?

**This exercise is a great way to help you look back over your abilities and determine where you need to improve.** It can easily be done individually or in a group, though the impact is greater when you are able to compare your calculations with that of other aspiring leaders.

#### ACTIVITY 4:2 BUILDING TRUST **TRUST**

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**You will not be able to create an effective team without trust.** Your team members need to be able to trust you, and they need to be able to trust each other. With that in mind, you should have at least one good and unique team building and trust exercise that you can fall back on when things get rocky. The “Helium Stick” activity can be a great activity for any group. All you need for this activity is an aluminum tent pole. Line your team members up in two parallel lines so they are standing and facing one another. Instruct them to hold their hands out at waist height with only their two index fingers extended.

Place the aluminum pole on top of their outstretched index fingers. This is where it gets fun. Your team must lower the pole to the ground without anyone losing contact with it. If someone loses their section of the tent pole, the entire team has to start over.

Communication is key for this activity. Everyone needs to move slowly, steadily, and at the same time.

This is one activity that, as a leader, you should be a part of. Find someone else to act as a facilitator. This can help to cement your position as a team leader as well as fostering trust, communication, and collaboration between you and your team members.

Keep in mind that this is not, by any means, a definitive list of all the things you will need to know to become an effective leader. Don't take this as leadership gospel. Instead, use these suggestions as a foundation to build upon.

#### ACTIVITY 4:3 THE BEST LEADER EXERCISE

##### **The Best Leader**

In this exercise, split your leaders into pairs or small groups and ask them to brainstorm a list of the characteristics that they think should be present in an exceptional leader. Discuss with the whole group and then try to figure out what percentage of the characteristics involve technical skills and knowledge and what percentage are related to communication and interpersonal skills. It is likely that most of the characteristics are interpersonal and communication skills.

#### ACTIVITY 4:4 WRITE YOUR PERSONAL LEADERSHIP STYLE

##### RECOMMENDED READING

Dr. Daniel J. Siegel, author of *The Developing Mind: How Relationships and the Brain Interact to Shape Who We Are...*

Dr. Tasha Eurich, author of *Insight: The Surprising Truth About How Others See Us, How We See Ourselves, and Why the Answers Matter More Than We Think.*

Carol S. Dweck author of *Mindset: The New Psychology of Success.*

James Clear, author of the book *Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones.*

# LEARNING BY APPLICATION



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*ENRICHMENT ACTIVITIES*

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