



## **The Insightful Leader** Part 3 **Becoming the Insightful Leader**

### **Part 3a - Looking Behind Workbook**



[www.theinsightfulleader.com](http://www.theinsightfulleader.com)  
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**The Insightful Leader Part 3:  
Becoming the Insightful Leader  
Chapter 13  
Looking Behind**

In this workbook, you will focus on your primary superpower only. This will enable you to identify the source of this ability.

**Step 1: Focus on One Superpower**

1. What is your primary superpower?
  
2. How does this appear in your behavior at work? (page 126)
  - a) What are positive examples?
  
  
  
  
  
  
  
  
  
  
  - b) What are negative examples?



**Step 2: Find Your Adversity**

1. Think about a recent example when your superpower was over amplified and you became defensive or argumentative: (page 128)

a) What was that event? (describe briefly)

b) What judgments about others might you have made? (Reflect back on your negative squirrel brain chatter.)



## Looking Behind

(Step 2: Adversity Continued)

c) How might your squirrel brain's defensive chatter distorted the event?

d) From another person's perspective how would he or she describe the situation and interactions?

2. From your earlier years, identify a memory of when it was important for you to demonstrate your superpower: (page 131)

a) Describe that event:





## Looking Behind

(Step 2: Adversity Continued)

b) Who would you identify as the persecutor from those involved in the incident?

c) Who were the accomplices?

d) What were your thoughts and emotions from the perspective at that time? (from your age when it occurred, not from your adult brain)

e) From this incident what beliefs were created? (Think of these beliefs as absolute rules of survival) Write these as absolute statements (ex. Always do this, Never do that).



## Looking Behind

(Step 2: Adversity Continued)

3. Identify other earlier experiences where these beliefs were critical to your survival, acceptance or success: (page 132)

a) Describe the earliest or initiating event:

b) How did evoking your superpower help you avoid pain or alleviate fear?



## Looking Behind

(Step 2: Adversity Continued)

c) How did your superpower help you gain happiness, success or love?

d) In what ways were you wise beyond your years in your approach to solving your situation?

e) What positive leadership attributes did you gain from this experience



## **Looking Behind**

(Step 3: Adversity Continued)

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### **Step 3: Reprogram Your Survival Beliefs**

1. Brainstorm both the primary and secondary beliefs that arose from your adversity.  
(page 133)

a) List as many beliefs as possible without censorship

b) In what ways were your beliefs reinforced by your choice of books, movies activities, etc.?



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## Looking Behind

(Step 3: Adversity Continued)

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2. From your list in 1a, identify the beliefs that are your most resilient; those that still get triggered and result in defensive behaviors (page 135)
3. In what ways has continuing to act on these beliefs led to you become your own abuser? (page 136)
4. Think of your most fanatical belief as an absolute fact (e.g. crying is a sign of weakness) (pages 137-138) Write it here as an absolute fact using “Always” or “Never.”



## Looking Behind

(Step 3: Adversity Continued)

5. In what situations is it still beneficial to act with this belief ?

a) at work

b) at home

c) with friends



## Looking Behind

(Step 3: Adversity Continued)

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6. In what situations is this belief limiting your effectiveness, joy or life experience?

a) at work

b) at home

c) with friends



## Looking Behind

(Step 3: Adversity Continued)

7. Think about ways in which you unintentionally impose this same belief on others. Think in terms of judgements your squirrel brain has made. (e.g. “He should get a back-bone”)

a) How have you used this previously unconscious belief to judge your coworkers?

b) How have you used this belief to judge your direct reports?

d) How have you used this belief to judge family members (partner, children, parents, siblings, etc.)

e) How have you used this belief to judge your friends?





## Looking Behind

(Step 3: Adversity Continued)

8. How does this awareness make you feel?

9. What might you be able to accomplish if this belief was not driving your judgements?



## Looking Behind

(Step 3: Adversity Continued)

10. How would loosening this belief make you a:

a) better leader?

b) better partner, parent, family member?

c) better friend



## Looking Behind

(Step 3: Adversity Continued)

11. Turn your strongest survival belief into conditional statements by using the “if, then” format.

a) When is your belief still applicable? (e.g. *If someone is criticizing my work then it is better to recognize they are not criticizing me personally and not get emotional.*)

If

If

If

b) When is your belief not applicable? (e.g. *If my friend has died then crying is appropriate and kind to myself.*)

If

If

If



### Step 4: Appreciate the Past (page 139)

1) What might have your life been like if you had not adopted your survival beliefs and instead gave up or retreated?

2) Appreciate this awareness and acknowledge the gifts your survival belief brought you. Write a statement of gratitude in your own words below.

