



The Insightful Leader Part 2

Finding Your Superpowers Workbook



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The Insightful Leader Part 2: Finding Your Superpowers

As you read through each of the superpowers make note on the following workbook pages how you exhibit this ability. This does not necessarily mean it is one of your superpowers as each of us exhibits some of the positive and negative traits of each. Taking the time to do this reflection for each will help you pinpoint your true superpowers as well as give you reminders for improvement for those abilities which are not over amplified.

Results Oriented or Impractical (Chapter 3, page 31)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



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Finding Your Superpowers

(Results Oriented continued)

3. Which, if any of the reminders are most important for you to focus on? (Circle)

- **Determine the Critical Few:** Review your priorities and find the few that would benefit the company most. Put your extra effort into these.
- **Reprogram Your Thinking:** Stop equating meeting expectations or doing an adequate job with being mediocre or a failure.
- **Speak Up:** If you have a results-oriented boss who is reinforcing your unrealistic expectations, speak up, and renegotiate priorities, quality, time, or resources.
- **Stop Punishing High Performers:** Check to ensure you are not inadvertently punishing your great performers with added work and stress.

4. What specifically will you do differently?



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Finding Your Superpowers

(Results Oriented continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Problem Finder

Problem Finder or Pessimist(Chapter 4, page 39)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Problem Finder continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Let Others Rise to the Challenge:** Recognize that the role of problem finder is not yours alone. Give others an opportunity to raise potential issues and problems.
- **Notice What Is Right:** Don't criticize until you can acknowledge or appreciate at least one thing about someone else's suggestion or recommended solution.
- **Find Opportunities:** Find ways to turn problems into opportunities. If you can solve a major challenge, you may have just discovered the next big thing.
- **Expand on Others' Ideas:** Rather than believing you need to have the answer, stay open to others' inputs and suggestions. Acknowledge good ideas and build upon these thoughts to overcome any foreseeable issues.
- **Share Your Skills:** Coach others in your problem-finding skills so they can critique their recommendations before sharing them.

4. What specifically will you do differently?



Finding Your Superpowers

(Problem Finder continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes _____ No _____



Finding Your Superpowers

Intellectually Curious

Intellectually Curious or Know-It-All (Chapter 5, page 47)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Intellectually Curious continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Share Less:** Assume your audience wants only a quick highlight of your information. Wait for them to indicate they want more before expounding on the subject.
- **Expand Your Social Intelligence:** Study and observe nonverbal cues. Watch with curiosity the interactions of others to learn the appropriate amount of information for particular situations.
- **Expand Your Emotional Intelligence:** Take the perspective of others you interact with on a frequent basis. Assume you had their job, stressors, experiences, and values. Think about how this vantage point might affect what you need to know and your sense of urgency about the task.
- **Be Alert to Your Defensive Behavior:** When you begin to notice that you are feeling belittled or attacked, stop and ask yourself if you can be 100 percent confident that this is the other person's intention. Identify what is triggering your defensiveness.
- **Increase Your Curiosity:** Instead of focusing on facts, look at possibilities. Instead of studying what is true today, explore what could be. The facts and truths of the past are often found to be merely frameworks for future innovation.

4. What specifically will you do differently?



Finding Your Superpowers

(Intellectually Curious continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Empathetic

Empathetic or Needy (Chapter 6, page 57)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Empathetic continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Take a Company Perspective:** Expand your empathy to the entire company and shareholders.
- **Monitor Your Tone and Body Language:** Check the tone of your voice and your nonverbal to ensure others hear your information as facts and not embellishments.
- **Match Your Words:** Be certain the choice of words matches the gravity or enthusiasm of the situation rather than how you might feel about it.
- **Eliminate Overgeneralizations:** Avoid using words such as “always,” “never,” “no one,” and “the worst.”
- **Avoid Casting Yourself as the Victim:** Be careful not to cast another person in the role of antagonist or perpetrator, which puts you, or the person you are defending, in the role of victim.
- **Know When to Share Your Opinion:** Ask yourself if this is the right topic or time to express your thoughts. Ask if the person you are addressing has the authority to solve the issue.

4. What specifically will you do differently?



Finding Your Superpowers

(Empathetic continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes _____ No _____



Finding Your Superpowers

Visionary

Visionary or Demanding (Chapter 7, page 67)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Visionary continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Pace Yourself:** Balance the timing of your vision with all the other priorities of those you need to enlist in your change.
- **Set a More Realistic Cadence:** Consider the time it takes to get on people's schedules, complete all the administrative aspects, and deal with unforeseen contingencies before setting your project time line.
- **Avoid Verbally Pushing Others:** Check your language to eliminate words that imply you are asserting pressure on others to meet your self-imposed deadlines.
- **Manage Anxiety:** Notice when you are becoming anxious to reach your vision, and breathe. Assess your fears related to not moving fast enough, and determine which are based in past beliefs.

4. What specifically will you do differently?



Finding Your Superpowers

(Visionary continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Highly Analytic

Highly Analytic or Uncaring (Chapter 8, page 75)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Highly Analytic continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Slow Down to Speed Up:** Take the time to build relationships, and you'll find your tasks go smoother and require less course correction from you or others.
- **Schedule Lunch Away from the Office:** Spend time with those you want to build relationships with to learn about others' challenges, perspectives, and needs.
- **Risk Letting Your Heartfelt Emotions Show:** Dare to show how much you care and how it has affected you.
- **Consider Other Perspectives before Speaking:** Analyze the viewpoints of others and their possible reactions before delivering important communications.

4. What specifically will you do differently?



Finding Your Superpowers

(Highly Analytic continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Humble

Humble or Condescending (Chapter 9, page 85)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Humble continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Challenge Your Thinking on Treating Everyone Equally:** Instead, focus on continuing to treat others with respect and valuing their differences.
- **Use Consultative Decision Making:** Switch your primary mode of decision making from consensus to consultative when you are the one accountable for the outcome.
- **Be Comfortable with Your Confidence and Your Power:** Question if you need to ask for permission when the work is within your scope of responsibility.
- **Ask for What You Need:** Speak up to get your needs met so that you can better support the organization as a whole.
- **Acknowledge Your Abilities and Say “Thank You”:** When someone recognizes your contributions, even if personal in nature, acknowledge your abilities and his effort to show appreciation by saying “Thank you.”

4. What specifically will you do differently?



Finding Your Superpowers

(Humble continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Precise

Precise or Rigid (Chapter 10, page 95)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Precise continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Train your Brain's Elasticity:** Approach problems with openness to *multiple* right solutions. Find opportunities to challenge your thinking to find several viable alternatives.
- **Support Others' Points of View:** Find rationale that could make other people's perspectives the correct perspective. It doesn't mean you have to agree with them. It just means you can support that they are valid points of view.
- **Challenge Your Own Certainty:** Ask yourself if you are 100 percent certain that your answer or approach is the very best for the situation, politics, and players. Recognize that your response is founded on assumptions based on your own experiences. Make certain you don't converge on an answer without exploring possibilities.
- **Let Others Know You Considered Their Point of View:** Paraphrase what you heard and what you acknowledge about their rationale so that others know you are not being obstinate in your own view.
- **Slow Down to Speed Up:** Gather others' input before determining the direction and approach so that you can consider other people's perspectives and data. Demonstrate respect of other perceptions to build the trust and respect needed for faster implementation.

4. What specifically will you do differently?



Finding Your Superpowers

(Precise continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Great Listener

Great Listener or Lacking Confidence (Chapter 11, page 103)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Great Listener continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Own Your Voice:** Acknowledge that your company has given you authority to speak. Know that your voice is as important as others' at your level and that the organization benefits from your expertise.
- **Become Comfortable with Debate:** Beware of being swayed too quickly by others who have valid points in order to avoid what you might be interpreting as conflict. Stay open to others' ideas, but don't prematurely abandon your opinion. Take a few deep breaths and engage in the banter.
- **Use Verbiage that Conveys Confidence in Your Opinion:** Check your language to ensure you are not minimizing the power of your opinion. Use words that acknowledge your expertise and power.
- **Exude Confidence:** Make yourself noticeable in meetings through your physical presences. Allow your posture and body language to communicate your value and assuredness.

4. What specifically will you do differently?



Finding Your Superpowers

(Great Listener continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Calm Under Pressure

Calm Under Pressure or Apathetic (Chapter 12, page 113)

1. In what ways do you exhibit the positives of this superpower?

2. In what ways do you exhibit the overuse of this superpower?



Finding Your Superpowers

(Calm Under Pressure continued)

3. Which, if any of the reminders are most important for you to focus on?

- **Acknowledge the Positives of Tension, Anxiety, and Conflict:** Remind yourself that each can increase productivity, creativity, and quality.
- **Avoid Voicing Self-Calming Phrases:** Eliminate comments that overstate confidence, and keep these reminders to yourself.
- **Share Both the Assignments and the Emotions:** When preparing others to assist on assignments, ensure they know not only the expected outcomes but also the current concerns and emotional state of those involved.
- **Think Beyond Yourself:** Recognize that it is not your sole responsibility to fix the organization. Consider others who need to be informed and involved.
- **Appreciate Recognition:** Acknowledge others who give it by not dismissing it, and ensure you don't unintentionally block recognition that extends to others.

4. What specifically will you do differently?



Finding Your Superpowers

(Calm Under Pressure continued)

5. What are key thoughts from the chapter that you want to remember?

6. Is this one of your superpowers? Yes ____ No ____



Finding Your Superpowers

Superpower Summary:

1. Place a checkmark next to the superpower that you identified as being most like you.

- Results Oriented or Impractical
- Problem Finder or Pessimist
- Intellectually Curious or Know-It-All
- Empathic or Needy
- Visionary or Demanding
- Highly Analytic or Uncaring
- Humble or Condescending
- Precise or Rigid
- Great Listener or Lacking Confidence
- Calm Under Pressure or Apathetic

2. Rank order your superpower (no more than three)

- 1.
- 2.
- 3.

3. If you gained awareness of any survival beliefs, list them below.
(Don't worry if you didn't)

