



# Learners' Pack

INNOVATIVE COACHING INTERVENTION PRACTICES FOR  
CAREER GUIDANCE PRACTITIONERS  
DEVELOPED BY INOVA CONSULTANCY



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# WEEK 1: Emotional Intelligence and NLP

## 1. Objectives

At the end of this week, you will have:

- contributed to a group agreement and collaborated with peers
- engaged in group discussion and active listening
- understood the background to the QUALIFY project and curriculum
- understood the skills they themselves need to improve their work as career coaches
- understood the importance of positive psychology
- been introduced to emotional intelligence and NLP
- completed own soft skills assessment
- explored positive communication skills
- explored reflective practice

## 2. Introduction

The QUALIFY Project

The Qualify project develops coaching and mentoring among support workers to help them support long-term unemployed people.

It aims to:

- revolutionise **professional guidance**
- explore **coaching** as a tool to support unemployed people
- help unemployed to reflect on **obstacles** to their decision making, **identify patterns** of behaviour from the past and help them define their **own way** forward

Part of this is providing a **specialised training programme** to provide guidance practitioners (you!) with the **latest**, most **effective** and **individualised** tools to support unemployed adults to gain new skills, **confidence** and to be more job ready.

### 3. Introduction to Emotional Intelligence: Being in Tune with your Feelings and Thoughts

Emotional intelligence is the ability to recognise your emotions, understand what they're telling you, and realise how your emotions affect people around you. It also involves your perception of others: when you understand how they feel, this allows you to manage relationships more effectively.

People with high emotional intelligence tend to be very successful. This is because people are more likely to be attracted to them and want to work with them and because they make other people feel good.

#### 5 Elements of Emotional Intelligence

##### 1. SELF-AWARENESS

People with high emotional intelligence are usually very self-aware. They **understand their emotions**, and because of this, they don't let their feelings rule them. They're **confident** – because they **trust** their intuition and don't let their emotions get **out of control**.

They're also willing to take an honest look at themselves. They know their strengths and weaknesses, and they work on these areas, so they can perform better. Many people believe that this self-awareness is the most important part of emotional intelligence.

##### 2. SELF-REGULATION

This is the ability to control emotions and impulses. People who self-regulate typically don't **allow themselves** to become too **angry** or **jealous**, and they don't make impulsive, careless decisions.

They **think before they act**. Characteristics of self-regulation are **thoughtfulness**, comfort with **change**, **integrity**, and the ability to say no.

##### 3. MOTIVATION

People with a high degree of emotional intelligence are usually motivated. They're willing to defer immediate results for **long-term success**. They're highly **productive**, love a **challenge**, and are very **effective** in whatever they do.

##### 4. EMPATHY

This is perhaps the **second-most important** element of emotional intelligence. Empathy is the ability to **identify** with and understand the **wants, needs, and viewpoints** of those around you. People with empathy are good at **recognising** the **feelings** of others, even when those feelings may not be obvious. As a result, empathetic people are usually excellent at managing **relationships, listening, and relating** to others. They **avoid stereotyping** and judging too quickly, and they live their lives in a very **open, honest way**.

##### 5. SOCIAL SKILLS

It's usually easy to talk to and like people with good social skills, another sign of high emotional intelligence. Those with strong social skills are typically **team players**. Rather than focus on their own success first, they **help others** develop and shine. They can **manage disputes**, are excellent **communicators**, and are masters at **building** and **maintaining** relationships.

## How to Improve Your Emotional Intelligence

Emotional intelligence can be learned and developed. As well as working on your skills in the five areas above, use these strategies:

- **Observe how you react to people.** Do you rush to judgment before you know all the facts? Do you stereotype? Look honestly at how you think and interact with other people. Try to put yourself in their place and be more open and accepting of their perspectives and needs.
- **Look at your environment.** Do you seek attention for your accomplishments? Humility can be a wonderful quality, and it doesn't mean that you're shy or lack self-confidence. When you practice humility, you say that you know what you did, and you can be quietly confident about it. Give others a chance to shine – put the focus on them, and don't worry too much about getting praise for yourself.
- **Do a self-evaluation.** Try the emotional intelligence quiz (see handout). What are your weaknesses? Are you willing to accept that you're not perfect and that you could work on some areas to make yourself a better person? Have the courage to look at yourself honestly – it can change your life.
- **Examine how you react to stressful situations.** Do you become upset every time something doesn't happen the way you want? Do you blame others or become angry at them, even when it's not their fault? The ability to stay calm and in control in difficult situations is highly valued – in the work world and outside it. Keep your emotions under control when things go wrong.
- **Take responsibility for your actions.** If you hurt someone's feelings, apologise directly – don't ignore what you did or avoid the person. People are usually more willing to forgive and forget if you make an honest attempt to make things right.
- **Examine how your actions will affect others** – before you take those actions. If your decision will impact others, put yourself in their place. How will they feel if you do this? Would you want that experience? If you must take the action, how can you help others deal with the effects?



## 4. Introduction to NLP

NLP (Neuro-Linguistic Programming) was developed by Richard Bandler and Dr John Grinder in the 1970s. Bandler, a master's level student of Information Sciences and Mathematics, and Grinder, a professor of Linguistics, studied those who they considered to be excellent communicators. NLP is linked to emotional intelligence and positive psychology.

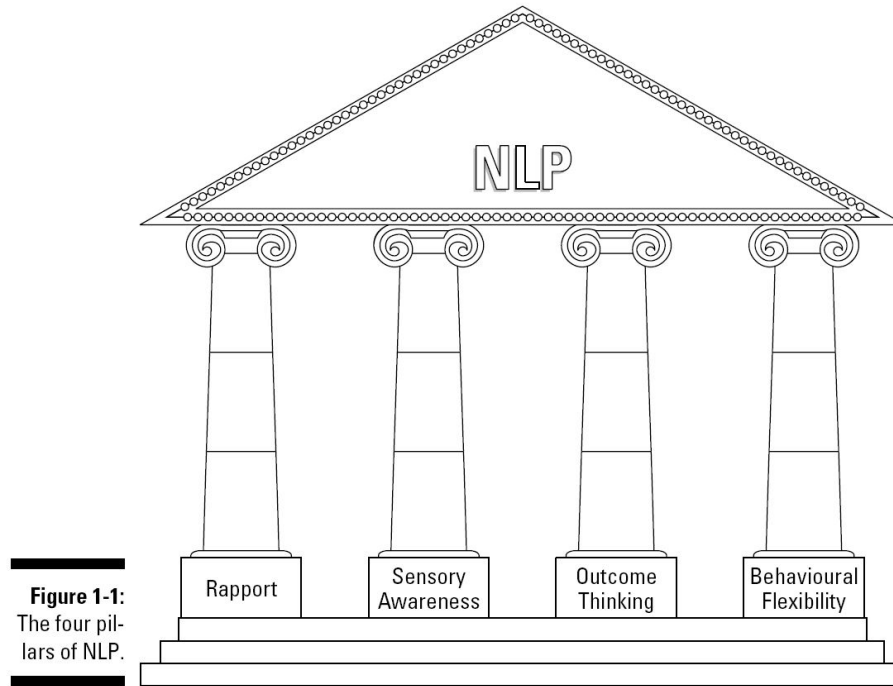
- **Neuro** – Our nervous system through which we gather and process information via our 5 senses:
  - Sight – Visual
  - Hearing – Auditory
  - Touch – Kinaesthetic (although Kinaesthetic also refers to emotions)
  - Smell – Olfactory
  - Taste – Gustatory
- **Linguistic** – Language and other non-verbal systems by which we give meaning to our Internal Representations (IRs). We can have:
  - Pictures / Sounds / Feelings / Smells / Tastes / Words (self-talk)
- **Programming** – patterns, programmes, strategies. Behaviours we run internally to achieve our outcomes.

NLP is about our internal programmes – like a computer we are programmed from an early age in how we see the world – through environment, parents, early experiences etc. NLP helps us to recognise these programmes – ‘set ways’ of thinking so we can be more aware of our pre-conceived ideas and how they may be affecting our behaviour.

### 4 Pillars of NLP

The first thing to understand is that NLP is about four things, known as the pillars of NLP. These four foundations of the subject can be described as follows:

- **Rapport:** how we can get on with other people. We have good rapport with our friends and partners (usually!), the people we want to spend time with. If we can build rapport with others, in a work environment it can help us achieve better results.
- **Sensory awareness:** similar to Mindfulness, being more aware of what's happening around us and using all our senses to be more aware of what other people are thinking/feeling
- **Outcome thinking:** focus on what we want to achieve/get rather than our current problems
- **Behavioural Flexibility:** being able to see things from new perspectives or approach a problem in a new way instead of being stuck in our normal patterns – Think about a child trying to do a jigsaw – they just try out all the pieces until they find one that fits!



**Figure 1-1:**  
The four pillars of NLP.

Here’s an example using what these four pillars may mean to you in an everyday event. Suppose that you order a new TV and spend ages setting it all up with your favourite channels ready to record all your shows. You use it a few times, and then mysteriously it stops working. A bug is in the system, but you’ve already invested many hours getting it ready. You phone up the supplier and the customer service people are unhelpful to the point of rudeness.

You need to bring out all your skills in building rapport with the customer service manager before anyone listens to your complaint. You need to engage your senses – particularly your ears as you listen carefully to what the supplier says – and notice how to control your feelings and decide on your best response. You need to be very clear about your desired outcome – what do you want to happen after you make your complaint? For example, do you want a full refund or a replacement TV? And finally, you may need to be flexible in your behaviour and consider different options if you don’t achieve what you want the first time.

## Presuppositions of NLP

NLP is based on several 'presuppositions' or 'convenient beliefs' – those who practice NLP adopt these beliefs to help ease their journey through life. The idea being that if you always keep these in mind, everyday problems which may get other people down will not affect your state of mind.

When we meet people who see the world differently to us it gives us cognitive dissonance - Leon Festinger – noise- (fight or flight reaction).

If we recognise and accept the fact that everyone sees the world differently – it will bother us less!

- 1) Everyone has a unique model of the world.
- 2) Respect other peoples' models of the world
- 3) The map is not the territory.
- 4) People are not their behaviour.
- 5) The meaning of all behaviour is dependent upon the context it appears in.
- 6) All behaviour has a highest positive intention for the individual.
- 7) The most important information about a person is their behaviour.
- 8) Everyone is doing the best they can with the resources they have.
- 9) There are no un-resourceful people, only un-resourceful states.
- 10) Everyone has all the resources they need to succeed & to achieve their desired outcomes.
- 11) The person with the most flexibility of behaviour has the greatest influence on others.
- 12) There is no failure, only feedback.
- 13) Everyone is in charge of their mind and therefore their results.
- 14) The meaning of your communication is the response you get.
- 15) Resistance in a person you are communicating with, is a sign of a lack of rapport.

## 5. SMART Goal-Setting

To reach your goals, they need to be realistic. The SMART method will help you with this and can be applied in all areas of life, be it in a professional or non-professional setting. It brings clarity to what it is you want to achieve and how you can achieve this.

What is SMART goal setting?

SMART goal setting brings structure and trackability into your goals and objectives. Each goal or objective, from intermediary step to overarching objective, can be made S.M.A.R.T..

<b>Specific</b> <b>S</b>	Defines exactly what your focus/goal is.
<b>Measurable</b> <b>M</b>	Your goal is capable of being measured and has a clear outcome described.
<b>Attainable/Agreed</b> <b>A</b>	Your goal is achievable.
<b>Realistic</b> <b>R</b>	Expresses a goal which is achievable, but which may have some element of stretch and challenge.
<b>Timed/Time-specific</b> <b>T</b>	Specifies an end date or a date by which the objective will be achieved.

If you write your goals down, you have a higher chance of achieving them. Visualising goals furthermore helps to make them come alive. Before setting you SMART goals, think about the following questions:

- What time do you have available?
- What's your energy and appetite for achieving this goal?
- What level of knowledge does it require?
- Will you need any new knowledge?
- How are you going to achieve your goal?
- Can you estimate the effort required in relation to the value of the likely outcome (= valence)?
- Is it a very large goal that needs to be split into sub-goals?
- What is the timescale?
- Are there any quick wins?
- Do you need to gain support to achieve your goals? Who from – colleagues, your partner, staff? How will you do this? Can you organise goals into a timeframe – Short term, Medium term, and Long term?
- Do you know other people who have achieved goals like this – can you learn from them and model your behaviour according to their success?
- Are you able to write your goals using the SMART-format?



## Further Information

### Emotional Intelligence:

- Article from the creator of the 4 elements of emotional intelligence  
– <http://www.danielgoleman.info/topics/emotional-intelligence/>
- The Importance of Emotional Intelligence at Work  
– <https://www.entrepreneur.com/article/245755>

### NLP:

- What is NLP and How Does it Work?  
– <https://www.youtube.com/watch?v=MQiMFs2SIFk>
- What is NLP with Richard Bandler  
– <https://www.youtube.com/watch?v=8vlcsFJyEXQ>
- NLP for Dummies Book by Romilla Ready and Kate Burton  
– <https://www.amazon.co.uk/Neuro-Linguistic-Programming-NLP-Dummies/dp/0470665432>

### SMART-goals:

- General introduction to SMART Goals  
– <https://www.yourcoach.be/en/coaching-tools/smart-goal-setting.php>
- Achieve more by setting SMART-Goals Video  
– <https://www.youtube.com/watch?v=yA53yhiOe04>
- SMART-Goals Quick Overview  
– <https://www.youtube.com/watch?v=1-SvuFIQjk8>
- 6 Secrets of Creative Goal Setting  
– <https://www.youtube.com/watch?v=eeGAUADKWnl>
- If you want to achieve your goals, don't focus on them – TEDTalk  
– [https://www.youtube.com/watch?v=V2PP3p4\\_4R8](https://www.youtube.com/watch?v=V2PP3p4_4R8)