

The Leader's Coaching Mirror

How Self-Awareness Helps Great Leaders Coach Employees Better

WEBINAR August 27, 2026



PRESENTER

Doug Bender, SPHR

Consultant, NexaLearning
dbender@nexalearning.com



Potential starts [here](#).

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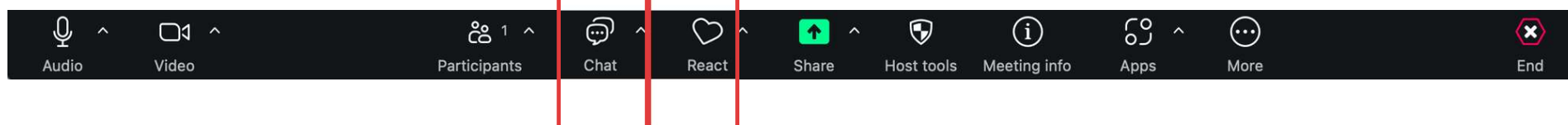
Ways To Interact Today



Chat Feature



React Feature



Potential starts [here](#).

Today's Presenter



Douglas (Doug) Bender, SPHR

Consultant | Coach, NexaLearning

Doug Bender, SPHR, is an executive coach, leadership consultant, author, and Adjunct Associate Professor at the University of Southern California's Bovard College. He has coached leaders at every level, helping them build stronger teams, navigate change, and create workplace cultures where people thrive.

He is the award-winning author of *The ABCs of Leadership* and has spent more than three decades helping managers discover that the most powerful coaching tool isn't a technique, ***it's the leader in the mirror.***

Agenda

- 1 **Learning Objectives**
- 2 **Self-Awareness**
- 3 **Emotional Intelligence**
- 4 **Self-Perception vs. Self-Awareness**
- 5 **Social Awareness**
- 6 **Relationship Management**
- 7 **Habits & Techniques to Develop**
- 8 **Questions & Contact**



Learning Objectives

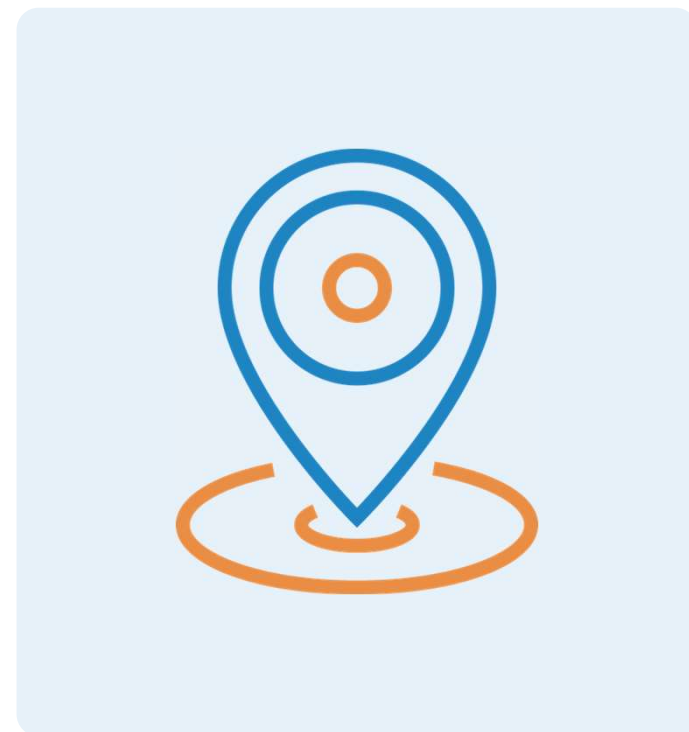
- Learn how to differentiate between self-perception and self-awareness
- Increase self-awareness to become a more effective and intentional leader
- Use EI to build trust and improve coaching conversations

POLL

Poll: Who's With Us Today?

Please indicate your primary role:

- ☐ HR
- ☐ L&D
- ☐ Sales Enablement
- ☐ Consultant or Vendor
- ☐ Other



What is **YOUR** level of self-awareness?

“***Knowing yourself is the beginning of all wisdom***”

— Aristotle, *Metaphysics* (350 BC)

On a scale of 1–10, how well do you know yourself?

Self Awareness is the **KEY** to Self Mastery

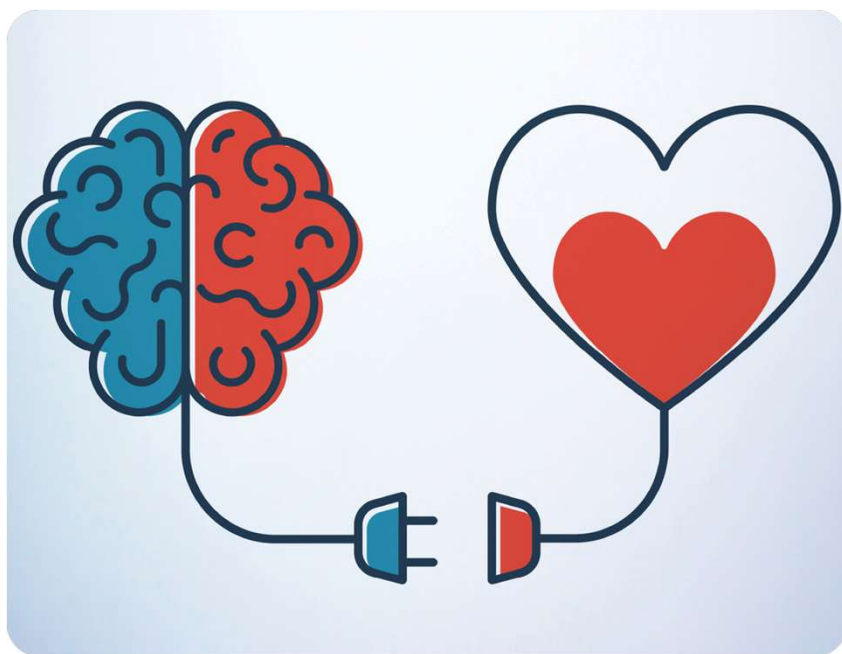
— *Simon Sinek*



Simon Sinek

[Self awareness is the KEY to self mastery | Simon Sinek #shorts #motivational](#)

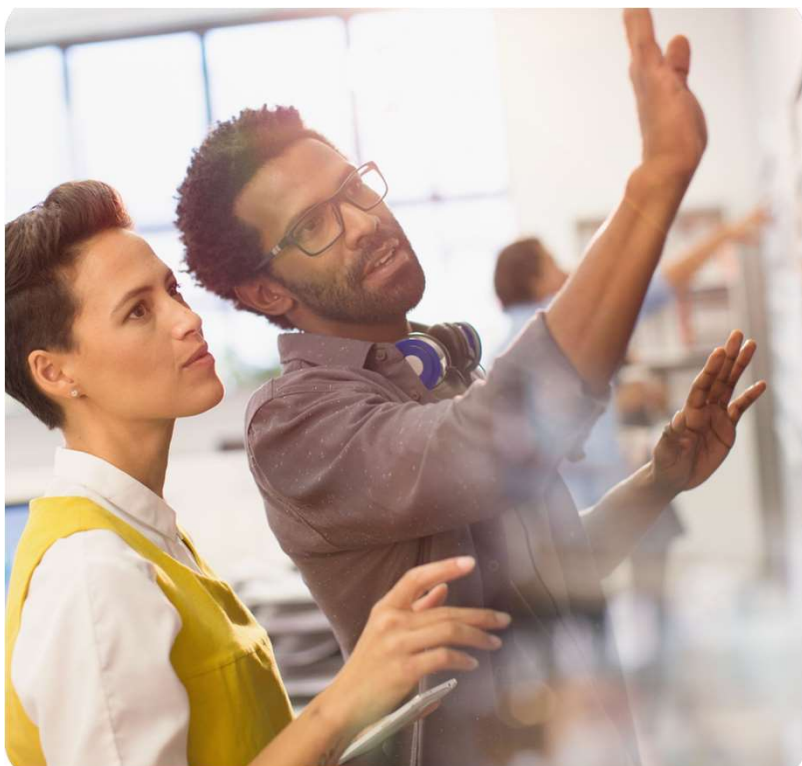
Emotional Intelligence Defined



“The capacity to be aware of, control, and express one’s emotions, and handle interpersonal relationships judiciously and empathetically.” (Oxford Dictionary)

The term was first coined in 1990 by researchers John Mayer and Peter Salovey but was later popularized by psychologist Daniel Goleman.

Emotional Intelligence in the Workplace Statistics



Emotional intelligence is defined by Harvard as the skills that help us recognize, understand, and manage our own emotions and the emotions of others. In today's workplace, it is not a **nice-to-have**, but a **must-have**, and here is the research that proves it.

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The “Know Thyself” Reality Check

- 1 **Strengths & Weaknesses:** List your top 3 strengths and your top 3 weaknesses.
- 2 **The “Guilty” Question:** When you last made a mistake at work or in a relationship, what was the very first thing you thought?
 - a) Why did I do that?
 - b) Why did they treat me that way?
 - c) This isn’t my fault
- 3 **The Feedback Loop:** What is the most common piece of negative feedback you have received from 3 different people in your life?
- 4 **The Trigger Check:** Describe a situation in the last week where you felt defensive, annoyed, or anxious. What was the exact thought that triggered that emotion?
- 5 **The Time–Value Mismatch:** List your top 3 life values (e.g., family, health, career). Now, honestly list how you spent your time over the last 7 days. Do they match?

The “Know Thyself” Reality Check

- 1 **Strengths & Weaknesses:** If your weaknesses sound like disguised strengths (e.g. “I work too hard”), you are likely experiencing a self-awareness gap.
- 2 **The “Guilty” Question:** If you chose B or C, you are protecting your ego rather than assessing your actions.
- 3 **The Feedback Loop:** If you cannot think of one, or if you immediately dismissed it as “they don’t understand me”, you are hiding from your own patterns.
- 4 **The Trigger Check:** If you can only describe the situation, but not the inner *thought* that triggered it, you are not aware of your own psychological triggers.
- 5 **The Time-Value Mismatch:** Most people are “under-buyers” of their own faults and “over-buyers” of their own good intentions. The biggest sign of lacking self-awareness is the inability to accept criticism or the tendency to blame external factors for personal failures.

Why your Emotional Intelligence Matters

Executive coaching is not only what you know. **It is how aware you are while helping others become aware.**

- **95% of people think they are self-aware...only 10–15% actually are.**

— Tasha Eurich, multi-year research summarized in “What Self-Awareness Really Is and How to Cultivate It”

- **Emotions are contagious.**

— Sigal Barsade, 2002, “The Ripple Effect: Emotional Contagion and Its Influence on Group Behavior.”

- **The coach–client relationship is among the strongest predictors of coaching effectiveness.**

— Anthony Grant and Sean O’Connor (2010), meta-analysis of coaching outcomes.

- **Leaders with higher emotional intelligence tend to produce stronger outcomes across performance, satisfaction, and stress indicators.**

— Dana Harms and Marcus Credé (2010), meta-analysis on EI and transformational leadership.

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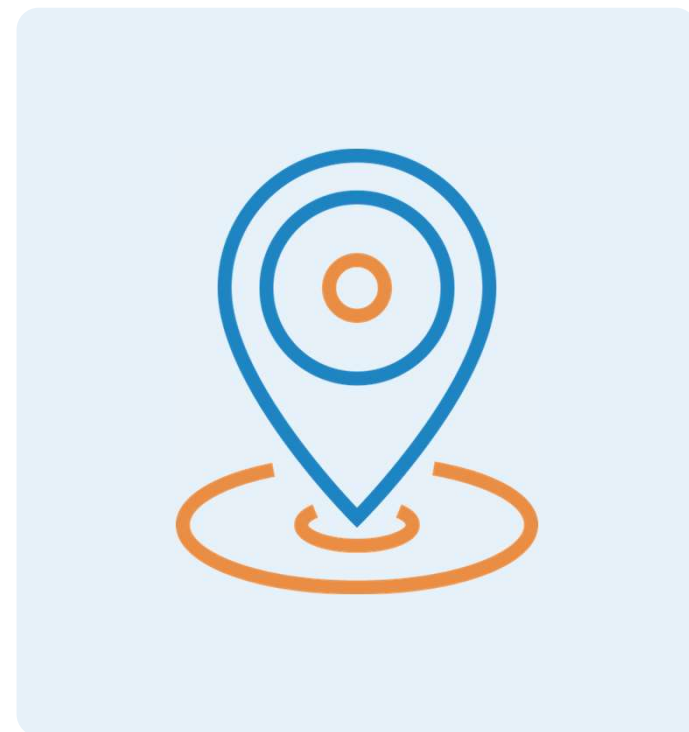
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POLL

Poll: What's the most important aspect of EQ (Emotional Intelligence)?

- Self Awareness
- Social Awareness
- Self Management
- Relationship Management



Self Perception v Self Awareness

“

Am I seeing myself as I really am?



That question is remarkably difficult to answer

Human Beings Naturally Distort Reality Through

- Ego & Pride
- Fear & Insecurity
- Confirmation Bias
- Self-Service Bias
- Past Wounds
- Cultural Expectations
- Wishful Thinking

ESPOUSED THEORY

What we SAY — the reasons we give for how we act.

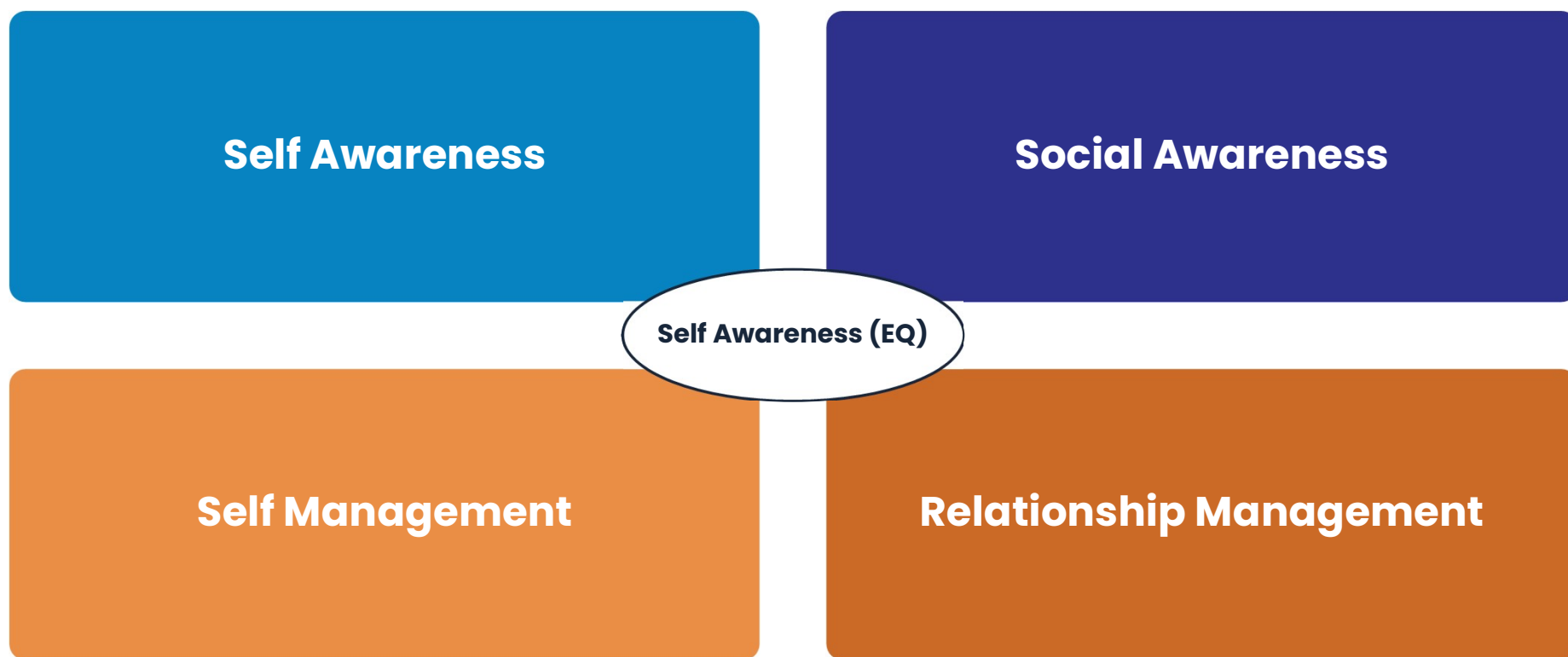
THE GAP

THEORY-IN-USE

What we DO — the values our behaviour actually reveals.

Self-awareness is noticing — and closing — the gap between what we say and what we actually do.

The Four Components of EQ



Self-Awareness

Understanding of your own thoughts, feelings, values, beliefs and actions.

It means you understand who you are, what you are, what you want, how you feel and why you do the things you do.



Social Awareness

The ability to accurately **notice the emotions of others** and “read” situations appropriately.

It is about sensing what other people are thinking and feeling to be able to take their perspective using your capacity for empathy.



Relationship Management

Refers to your ability to influence, coach, and mentor others, and resolve conflict effectively.

The competencies of relationship management include

- Influence (persuading others)
- Inspirational Leadership (providing a vision that motivates others)
- Developing Others (providing feedback and building skills and knowledge)



7 Habits of Highly Emotional Intelligent People



1

Seek to support

Offer words and actions that support them, not yourself.



2

Watch their language

Be intentional about word choices.



3

Don't assume

Ask questions instead of presuming.



4

Embrace silence

Let pauses do the work.



5

Focus on others

Give full attention when it's their moment.



6

Admit shortcomings

Own your mistakes openly.



7

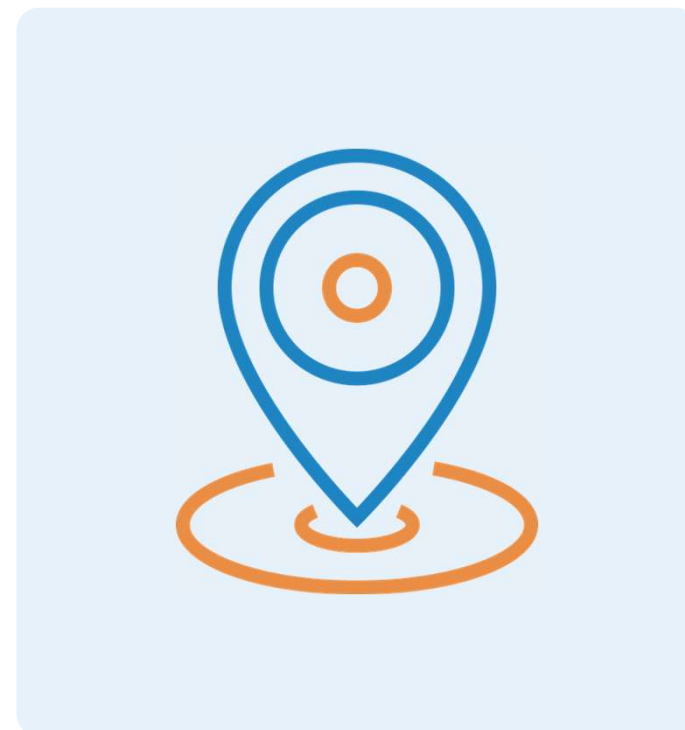
Don't assume the worst

Give the benefit of the doubt.

POLL

Poll: Which of the 7 Habits of Highly Emotional Intelligent people do you practice the most?

- | | |
|--|--|
| ☐ Seek to Support | ☐ Focus on others |
| ☐ Watch their language | ☐ Admit shortcomings |
| ☐ Don't assume | ☐ Don't assume the worst |
| ☐ Embrace Silence | |



5 Techniques to Develop Emotional Intelligence



Reduce Stress

Identify your stress threshold and response.



Recognize & Manage Emotions

Stay aware of your emotions and keep them in check.



Connect with Others

Focus on the person and read nonverbal cues.



Use Humor & Play

Use humor and play to handle challenges.



Resolve Conflict Positively

Address disagreements calmly and constructively.

Take a Moment to Answer These Questions for Yourself

1

What's the **ONE** thing I will do in the next week to become more self-aware?

2

How will I **hold myself accountable** for my success with this commitment?

Listen. Learn. Love. **Then Lead.**

1



Listen

Hear others fully.

2



Learn

Grow from what you hear.

3



Love

Care genuinely about people.

4



Lead

Then guide the way forward.

Questions?

We believe in the power of people, and it shows.

Thank you!



PRESENTER

Doug Bender

Consultant, NexaLearning

✉ dbender@nexalearning.com



NEXALEARNING

Nancy Polsky

Vice President, Organizational Development

✉ Nancy@nexalearning.com

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