



NOVA

WORKBOOK



Built for women
leading in a
fast-moving
tech world.
Let's get started...

Welcome to NOVA

A programme designed for women
ready to lead the future of technology.

Hello from Genos Europe.

We're proud to partner with Technology Ireland DIGITAL Skillnet to bring you NOVA - a programme created to support women who are ready to step forward, step up and shape what comes next in tech.

At Genos, we help people show up as their best self and bring out the best in others. Because workplaces that thrive aren't just efficient - they feel good to be part of. They're human. Supportive. Energising.

But this programme isn't about us. It's about you.

You're here because you're ready to lead with more confidence and impact. Because you want to stretch, learn and strengthen your voice in a fast-moving industry.

You're here because you care.

About people.

About purpose.

About progress.

Over the next six months, you'll build skills and tools to lead with clarity and emotional intelligence - practical, powerful approaches that make a real difference in how you show up and support others.

We're excited to begin.

Let's get to work.

Good to know.

Assessment & Coaching.

You'll soon receive an invitation to complete your Genos EI Leadership Assessment. This isn't a generic report or a tick-box exercise. It's a mirror. A starting point. A chance to reflect on how you show up and how others experience you.

You'll also have a one-to-one conversation with a Genos-certified coach - someone with hundreds of hours of experience supporting leaders like you.

Make the most of it.

Bring your questions, your goals, your real challenges.

This time is just for you - and it's invaluable.

Staying Connected.

Whitelist eu@genosinternational.com for future communications.

Whitelist www.genosurveys.com for your assessment invitation.

If you need help or support throughout the programme, connect with us at the email above.

The Mindset.

The most important mindset to embrace? Curiosity, courage and commitment.

NOVA is about understanding how you show up - and the ripple effect that has on the people around you. It's just as relevant to your personal life as your professional one.

If you show up fully, this will work. The tools are practical, the insights are powerful - and the change is real.

This workbook is your space to capture ideas, reflect, explore and apply. Don't just read - use it.

The more you put in, the more you'll get out.



Learning Agreement

Please use the space below to take notes

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Becoming a More Emotionally Intelligent and Authentic Leader

“AI will increasingly replace repetitive jobs, not just for blue-collar work but a lot of white-collar work. The jobs that won’t be replaced are those that require empathy and human interaction. Anything that requires emotional intelligence, AI is not good at.”

- Kai-Fu Lee, AI Expert and Author of "AI Superpowers"

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The EI Experience

The best boss you ever worked for...

Best Boss: ____ (initials)	First 3 Words	My Best Boss Ever...	Score (1-5)
#1 _____	1 _____	1. Made it easy for me to go the extra mile for them.	_____
#2 _____			_____
#3 _____	2 _____	2. Made me want to tell them how good it was to work for them.	_____
#4 _____			_____
#5 _____	3 _____	3. Had a positive, productive impact on my wellbeing and mindset.	_____
#6 _____			_____
Total _____		Total: _____	_____
<p>How to score:</p> <ol style="list-style-type: none"> 1. Significantly less than others 2. Less than others 3. About typical 4. More than others 5. Significantly more than others 			

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The worst boss you ever worked for...

Worst Boss: ____ (initials)	First 3 Words	My Worst Boss Ever...	Score (1-5)
#1 _____	1 _____	1. Made it easy for me to go the extra mile for them.	_____
#2 _____			_____
#3 _____	2 _____	2. Made me want to tell them how good it was to work for them.	_____
#4 _____			_____
#5 _____	3 _____	3. Had a positive, productive impact on my wellbeing and mindset.	_____
#6 _____			_____
Total _____		Total: _____	_____
<p>How to score:</p> <ol style="list-style-type: none"> 1. Significantly less than others 2. Less than others 3. About typical 4. More than others 5. Significantly more than others 			

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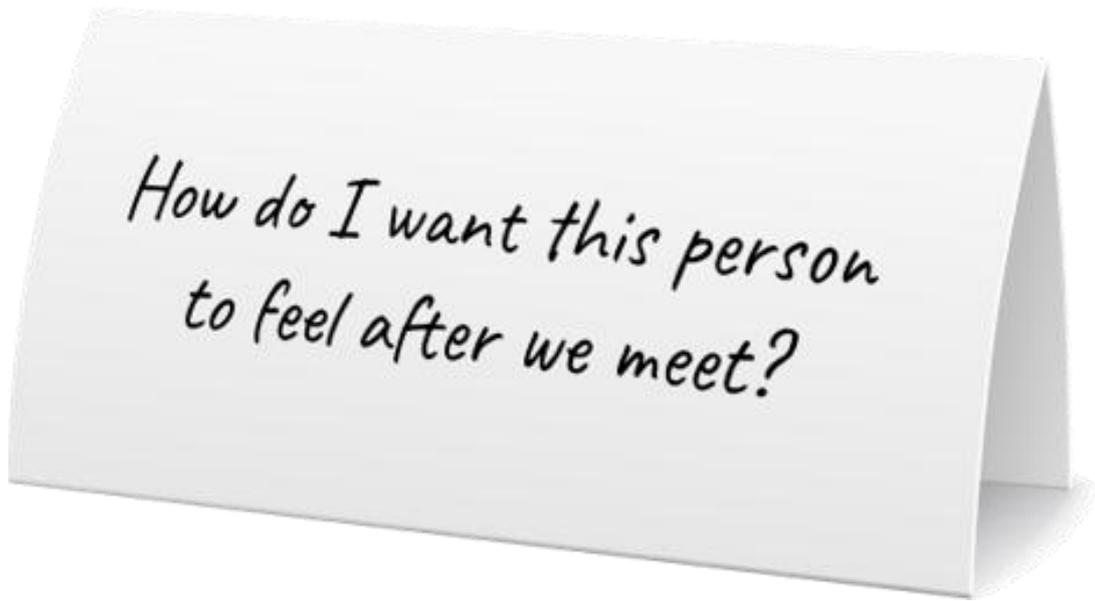
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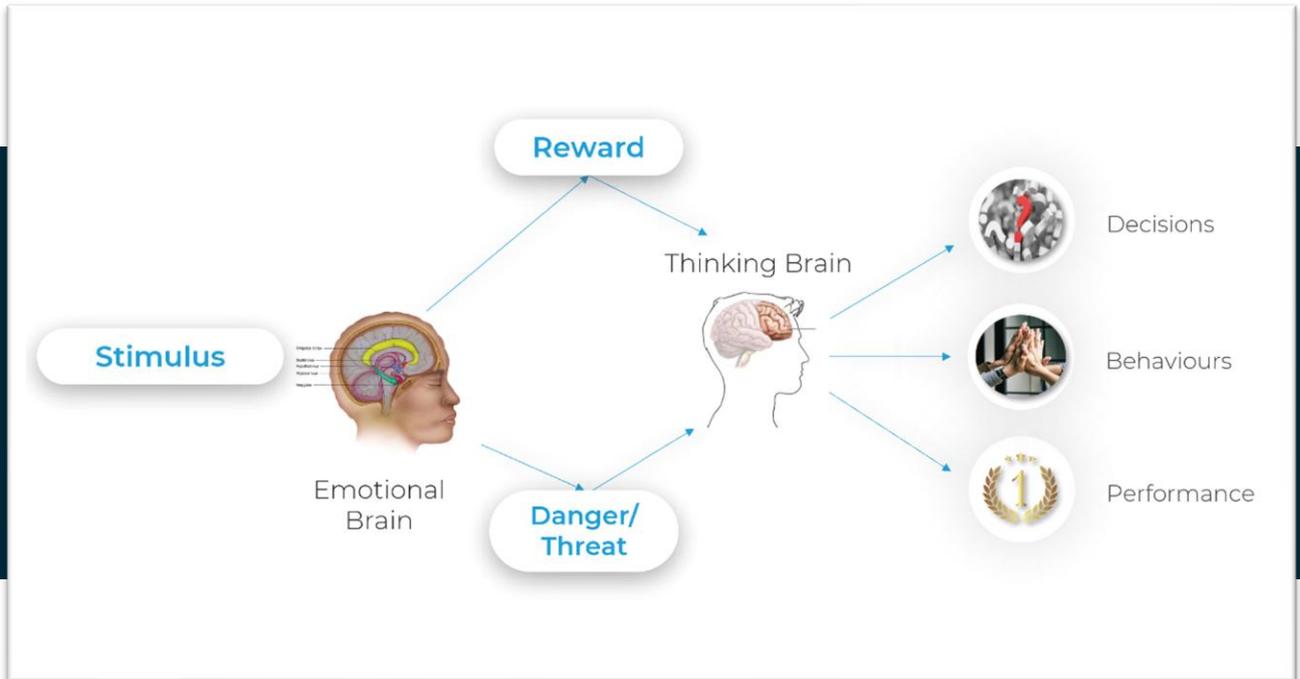
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The way you 'show up'...
determines the way people feel,
and the way they feel determines
the extent to which they engage...
... and that impacts pretty **EVERYTHING**
about the outcome of that relationship.



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When I am my Best Self, I am...

A series of ten horizontal dashed lines for writing, each preceded by a small circular icon containing a dot.

Situations that make it easy for me to bring my Best Self include...

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Situations that challenge my ability to bring my Best Self include...

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Before you interact...

"How do I want this person to feel when we finish our meeting?"

"I'm going to bring my Best Self into this meeting."













Additional notes

20 horizontal dashed lines for notes, each starting with a circular bullet point.

Building Robust Trustworthiness

Trust and Psychological Safety are critical components of a positive, productive, and empowering workplace environment. Trust between employees and management fosters open communication, collaboration, and mutual respect. When employees feel trusted, they are more likely to feel empowered and motivated to perform at their best.

Similarly, psychological safety is crucial for fostering a sense of belonging and minimising fear of retaliation or rejection. A psychologically safe workplace allows employees to express themselves freely, take risks, and innovate without fear of negative consequences. By promoting trust and psychological safety, organisations can cultivate a culture of engagement, creativity, and overall job satisfaction, leading to measurably better business outcomes.

In this module, we will:

- Explore the key drivers of trust.
- Understand the similarities and differences between trust and Psychological Safety.
- Investigate the factors that create a psychologically safe working environment.

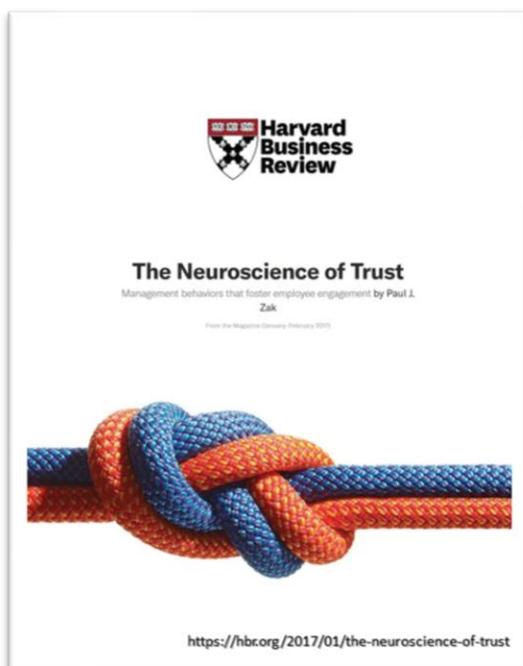
During this highly experiential module, you will learn:

- How to use the 'Trust Quotient' to analyse what makes trusting relationships work well, and what ensures non-trusting relationships end up as such.
- Your own Trust Quotient, identifying areas where you can improve it.
- How psychologically safe you make others feel - discussing how to raise psychological safety in your workplace.



Trust - What it is and why it is so important?

"... the belief that somebody is good, sincere, honest, etc., and will not try to harm or trick you."



Compared with people at low-trust companies, people at high-trust companies report:

74% less stress

106% more energy at work

50% higher productivity

13% fewer sick days

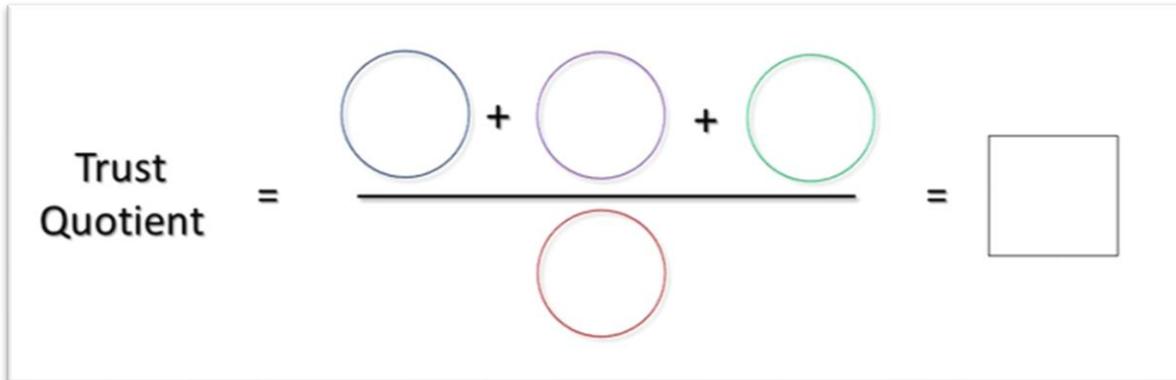
76% more engagement

40% less burnout

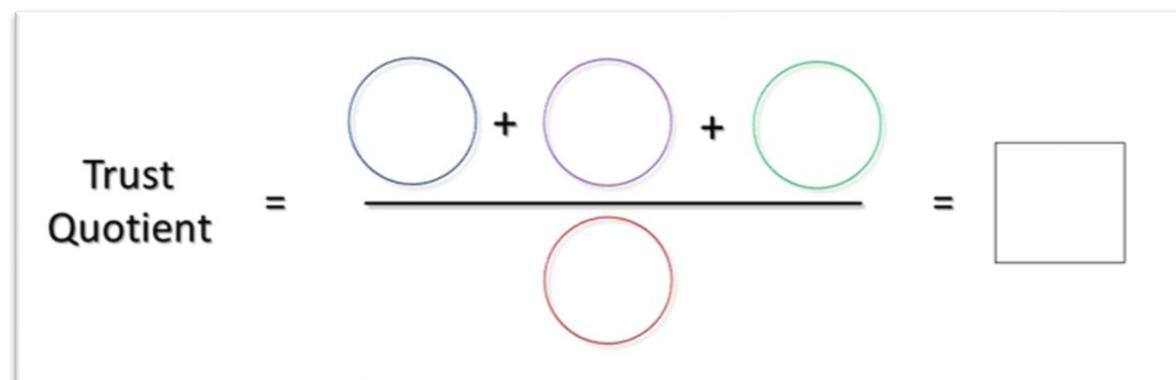
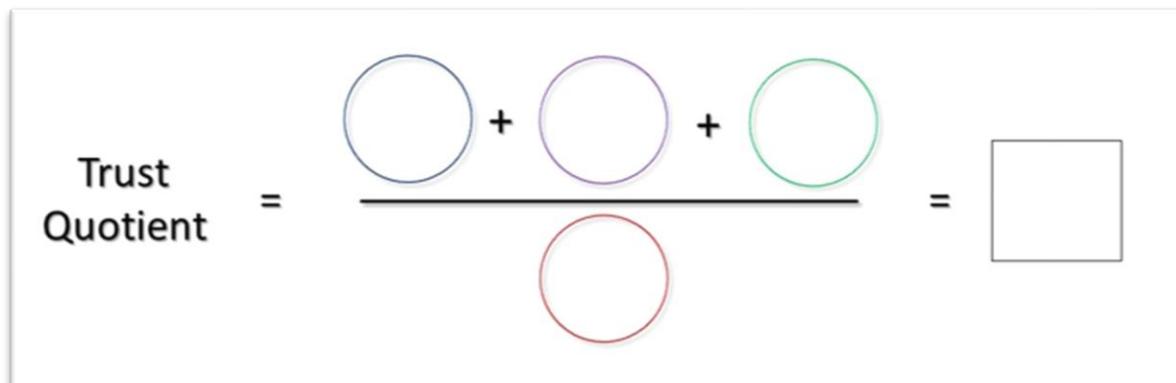
29% more satisfaction with their lives

How Trust Works

Someone you trust without hesitation:



Someone you don't trust at all:



Group Discussion

What do the gaps between the TQ of the trusted and non-trusted persons tell you?

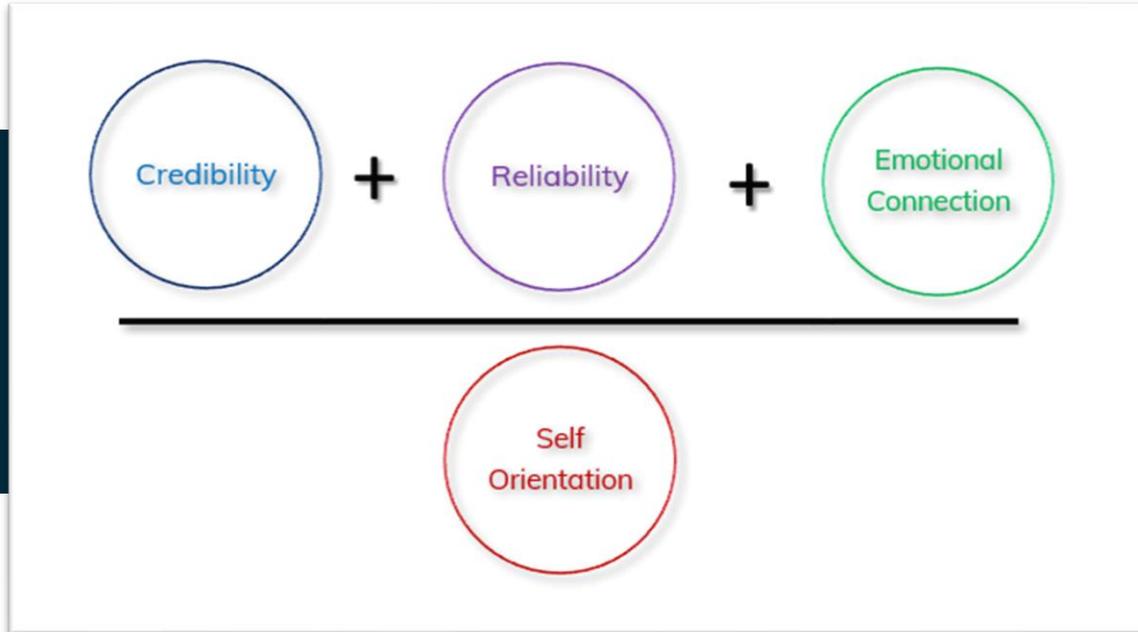
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Self-Reflection

What could you:

- Do more of?
- Do less of?
- Do differently?

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20TH ANNIVERSARY EDITION

"A rich source of examples and experiences that guides the development of truly special relationships with one's clients." —RICH LESSER, CEO, Boston Consulting Group



The
**TRUSTED
ADVISOR**

**David H. Maister
Charles H. Green &
Robert M. Galford**

Turning Obstacles into Opportunities

Leadership is not a smooth path.
It is shaped in moments of friction, uncertainty, and challenge.

Stoic philosophy, brought to life in *The Obstacle Is the Way* by Ryan Holiday, offers a powerful reminder:

'What stands in the way becomes the way'

We invite you to reflect on one obstacle you are currently facing and explore how it might be shaping you as a leader.

Step 1: Name the Obstacle

Take a moment to identify **one real obstacle** you are dealing with right now.

This could be:

- A challenge at work
- A leadership stretch
- A situation that drains your energy
- A pattern that keeps repeating

Write it down - simply and honestly.

My current obstacle is:

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Step 2: The Discipline of Perception

How am I seeing this situation?

Perception is not about denying reality.
It is about becoming aware of the lens through which you are viewing what's happening.

- What assumptions am I making?
- Where might my thinking be narrowing?
- What emotion is colouring my view?

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Now check your state. Does this lens bring you above or below the line?

From an above-the-line place of curiosity, what else could be true?

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Step 3: The Discipline of Action

What is within my control right now?

The invitation is to focus our energy where it matters - on **intentional action**, rather than waiting for perfect conditions.

Reflect:

- What is one small, constructive action I could take?
- What conversation, decision, or boundary might help me move forward?
- What is within my control, even if the outcome isn't?

One action I could take is:

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Step 4: The Discipline of Will

Who do I choose to be as I meet this challenge?

Will is about endurance and integrity.

It asks us to stay connected to our values, even when the road is difficult.

Reflect:

- What quality do I want to bring to this situation?
(e.g. courage, patience, clarity, self-trust)
- How do I want to show up for myself in this moment?

The kind of leader I choose to be here is:

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Obstacles do not define our leadership.

How we meet them does.

This reflection is not about solving everything today.

It is about strengthening your capacity to respond - with awareness, intention, and resilience.

You will continue to build on this reflection in **Day 2**, as we explore how to set yourself up for success and create the conditions where you - and others - can truly thrive.

Growth Mindset



Self-Limiting Beliefs

Self-limiting beliefs are the unspoken thoughts or assumptions we hold about ourselves that quietly shape our behaviour and decisions.

They often sound like *"I'm not good enough, I can't do this, or "This will never work"*. These beliefs act as invisible barriers, holding us back from reaching our full potential. Becoming aware of them is the first step in challenging and replacing them with more empowering growth-oriented thinking.

Courageous Conversations



When it comes to leading with impact, both mindset and skillset matter.

A strong skillset - like the ability to listen deeply and ask thoughtful questions - is essential. But even the most refined skills fall flat without the right mindset: one rooted in curiosity, empathy and the courage to connect honestly. Often, it's not the presence of conflict that holds teams back - it's the avoidance of it.

Conflict debt, the cost we pay when we delay or dodge hard conversations, can quietly erode trust and performance. Courageous conversations, on the other hand, build psychological safety - creating spaces where people feel heard, respected, and safe to speak up. And that's where real collaboration begins.

The Invitation

Start from the 3rd story.

Prompts to help you plan your approach:

- I have something I would like to discuss with you that I think will help us work together more effectively on...
- I'd like to talk to you about.... But first I'd like to get your point of view....
- I think we have different perceptions about... I'd like to hear your thinking on it but also share mine.

*Key message:

There is room for you in this conversation.

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Listen to Connect, not Judge or Reject

3 Levels of Listening

- L1 – What I'm thinking is...
- L2 – What you're saying is...
- L3 – What I'm hearing is...

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The Art of Questioning

Clarifying and Open Questions

- What is it that bothers you the most about this issue?
- How is it for you to find yourself in this position?
- What is the worst worry you have about this?
- When you say no one tells you anything, can you tell me a little more about that?
- What are you concerned may happen?
- Whose reaction are you most concerned about?
- When are the times that you worry about this most?
- What is it about that issue that affects you?
- How are you affected?
- What are your concerns?
- In what way is this really important to you?
- How would you like it to have been different in the past?
- How would you like things to be different in the future?

Open Questions that concentrate on the task and actions, not the person

- What needs to be done so that the Team Objectives are achieved?
- To satisfy the Team Goals, what needs to change?
- How might this be done so that the overall Objectives are achieved?
- What will happen if this is not done?
- How can this be managed?
- What is it that you need to do or change so that the Objectives are achieved?

Open Questions that find out more about concerns or hesitations

- What is it about this that is a concern for you?
- What are you concerned may happen if this is put in place?
- What are the barriers you see to this happening?
- What issues does this raise for you?
- What may be the concerns or issues for the other team members?
- In what way would this affect you/pose a problem for you?

Open Questions that are future-focused - getting out of the mud

- If this *were* working well, how would it look?
- What would be in place?
- What would shift this from the current reality to a workable scenario?
- What are the things that would need to be addressed so that you do not have concerns?
- What supports may be needed?
- How could the rest of the team help?
- Is there anything in *your approach* that could help to create a better situation for you?

Open Questions that seek clarification & more understanding

- Tell me more so that I am really clear about what you mean.
- Am I hearing you saying that...?
- I am not sure exactly what you mean...can you be a little more specific?
- How did this happen?
- Does this happen all the time or just some of the time?
- Can you please give me an example of what you mean?

Open Questions that focus on evaluating and analysing

- On a scale of 1 – 10, how difficult is it for you to achieve this task, etc.?
- In what way did this achieve/not achieve the objective?
- What was it about it that did not work?
- What did work well?
- What could all the things be that could have caused this not to work?
- What is it that needs to change to make it work?
- What would be the impact of this?

A word about Closed Questions

Avoid *closed questions*; ones that can only be answered with a “yes” or “no”.

They often serve the questioner's agenda and can feel leading or entrapping to the listener.

e.g. “Is it bothering you?” instead of “What is it about it that concerns you?”

or “Can you not do it?” instead of “In what way are you finding it difficult?”

Setting Yourself Up for Success

Designing a career and a life with intention

Success in leadership rarely comes from working harder. It comes from becoming more intentional about how you invest your energy, grow your capability, and build the relationships that matter.

This section invites you to pause, step back, and consciously design the conditions that will allow you to lead well - and stay well.

Balancing Life Domains

Studies suggest that we spend nearly half of our lives on **autopilot**. From our morning routines to our interactions at work, many of our decisions and actions are shaped by ingrained habits rather than **intentional** choices. By bringing intentionality into our lives, we gain the power to shape our experiences, align our actions with our values, and create meaningful progress in both **personal** and **professional** domains.

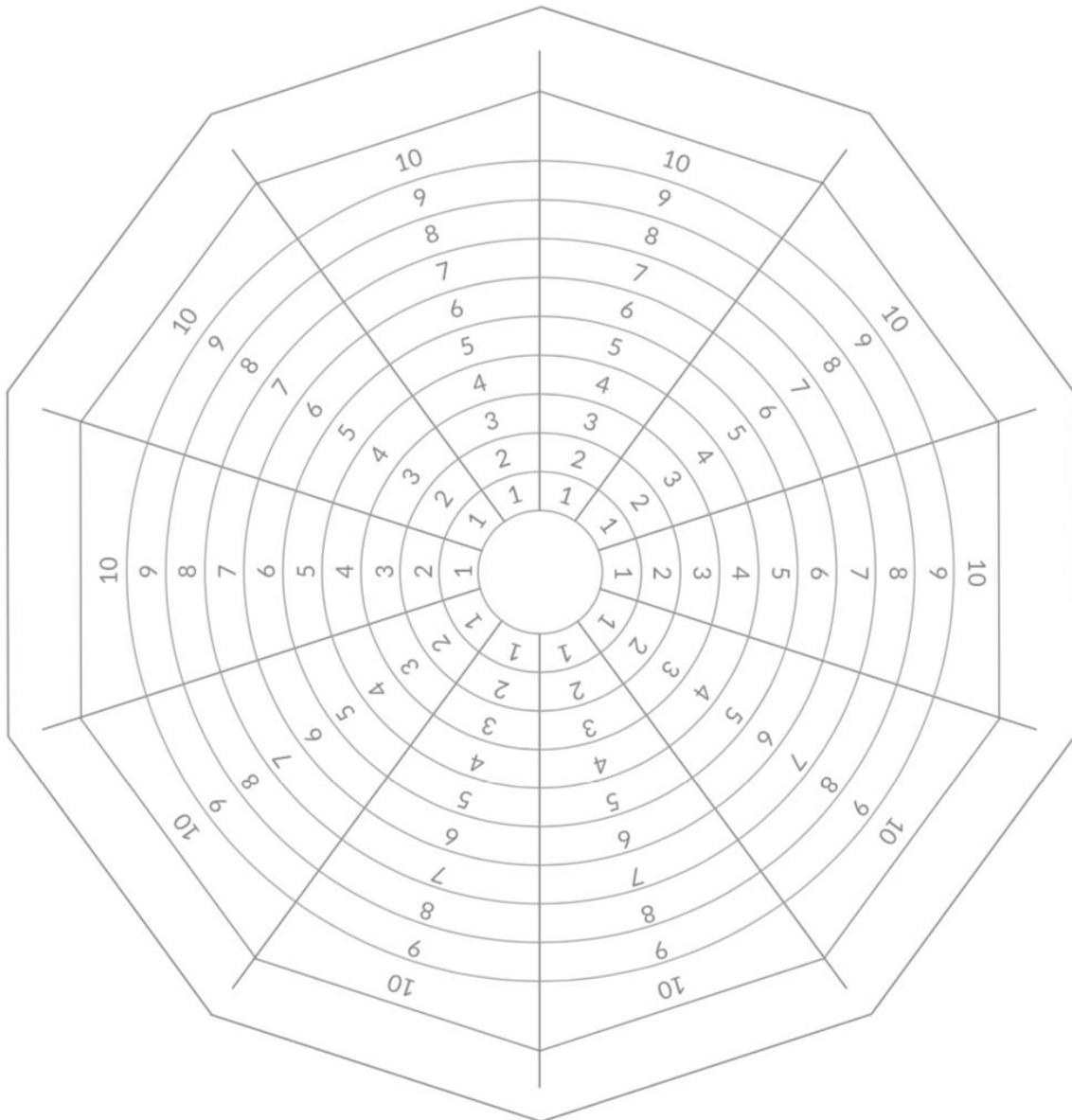
Sample domains:

Money & Finance	Community
Career & Work	Family & Friends
Health & Fitness	Partner & Love
Fun & Recreation	Growth & Learning
Environment	Spirituality

Choose up to ten of the most important domains in your life.

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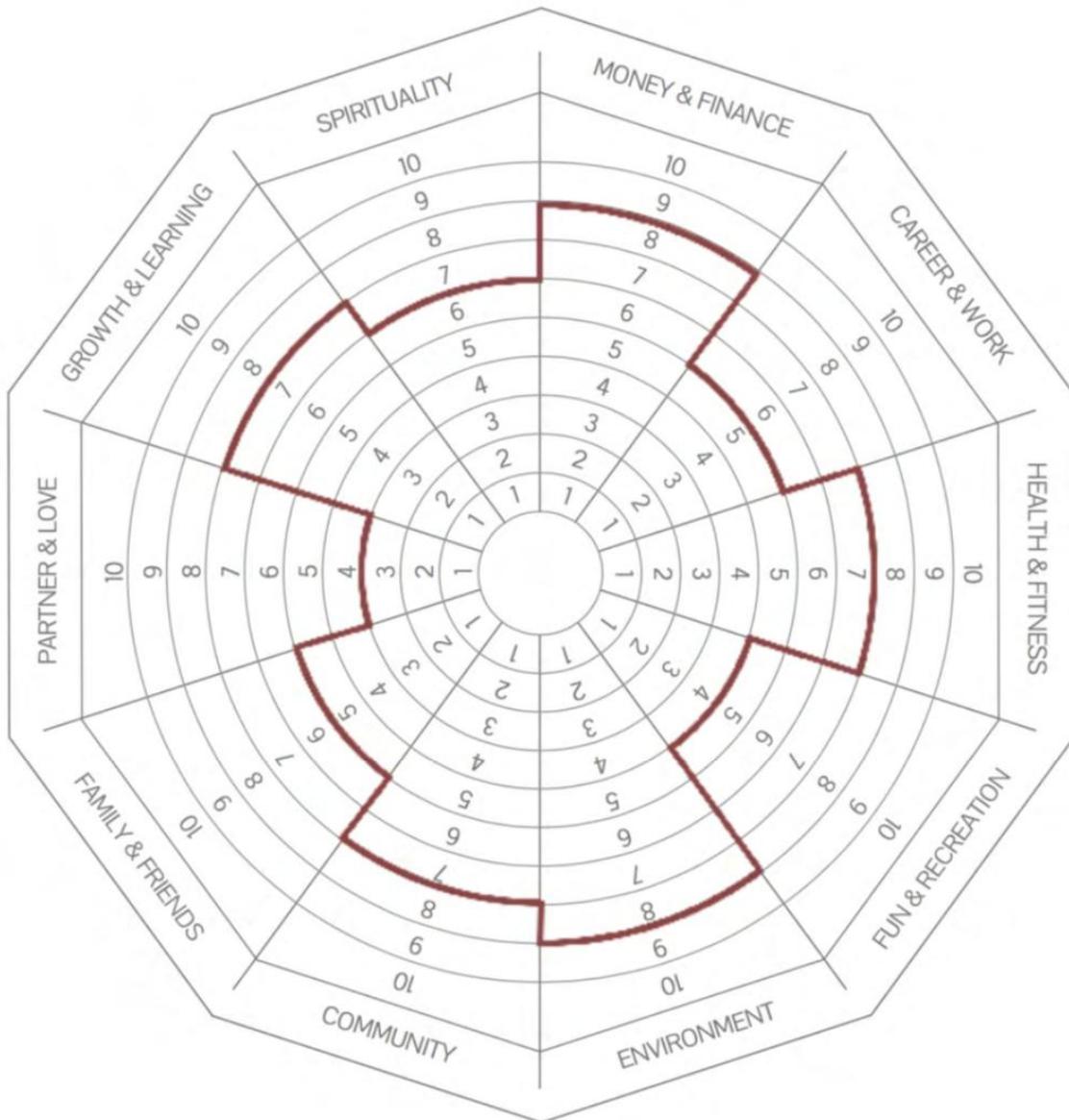
Wheel of Life



Instructions:

1. Enter the names of the life domains in the outer rim of the wheel.
2. Rate your level of satisfaction with each of the domains, where 1 is not satisfied, and a score of 10 is highly satisfied.
3. Connect the lines to form an inner wheel. This gives you an overview of your overall level of satisfaction with your life. See the sample below.

Example of a Completed Wheel of Life



Paired Reflection

- Which domains feel energising right now?
- Which feels neglected or stretched?
- What patterns do I notice?

What I'm noticing is:

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This is not about equal time.
It's about awareness and choice.

You don't need to redesign your whole life. One intentional adjustment can restore a surprising amount of energy.

One life domain I want to be more intentional about is:

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One small action I could take is:

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Crafting Your Career Vision

Longings	Discontents

In Three Years' Time

I am so happy and grateful...

16 rows of horizontal dashed lines for writing, each row starting with a circular icon.

Knowing and Owning Your Value

You cannot be intentional about your career if you are vague about your values. Most people know what they're good at, but others often see it even more clearly.

Imagine a role you'd love became available next month.

Ask a colleague you trust and who knows you well two powerful questions:

1. Why would my name be all over it?
2. Why wouldn't my name be all over it?

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Collecting Your Wins

In interviews and in leadership, what matters most is not just what you did, but the impact you had.

Begin building your own personal database of achievements.

For one example, reflect on:

- What was the situation?
- What did I do?
- What significant impact did this have on:
 - the organisation?
 - the team?
 - me?

One achievement I'm proud of and the impact it had:

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Build a Meaningful Action Plan

Set Your Goals

Here are some prompts to get you thinking:

- What skills or competencies might you need to develop?
- What experiences should you seek to gain deeper expertise?
- What projects or initiatives should you get involved in to expand your knowledge and impact?
- What are your natural talents & strengths and how can you leverage them in your career?
- How might you increase your visibility within your organisation or industry?
- What relationships should you nurture to support your career growth?
- What leadership or mentoring opportunities could help you develop professionally?
- How can you ensure continuous learning and adaptability in your career?
- How do you define success in your career?
- What steps can you take for your next desired role or promotion?
- What challenges might you face and how can you overcome them?
- What actions can you take to build confidence in your ability and take on new challenges?

My Goals

By the end of 2026...

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By the end of 2027...

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By the end of 2028...

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Your Commitment to Yourself

One thing I will be intentional about:

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One relationship I will invest in:

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One way I will continue developing myself:

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One way I will hold myself accountable:

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RAISE: We Feel We Matter When We Feel...

R

Respected

Others feel **Respected** when we are fair and unbiased, considerate of their needs, and listen without interrupting.

A

Appreciated

Others feel **Appreciated** when we express gratitude and proactively find reasons to acknowledge their contributions and show appreciation for their support.

I

Involved

Others feel **Involved & Valued** when we include them in decisions, seek to collaborate with them, and encourage their growth and development.

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Seen

Others feel **Seen & Included** when their ideas & perspectives are heard and considered, when they are not stereotyped, and when they feel welcomed and included.

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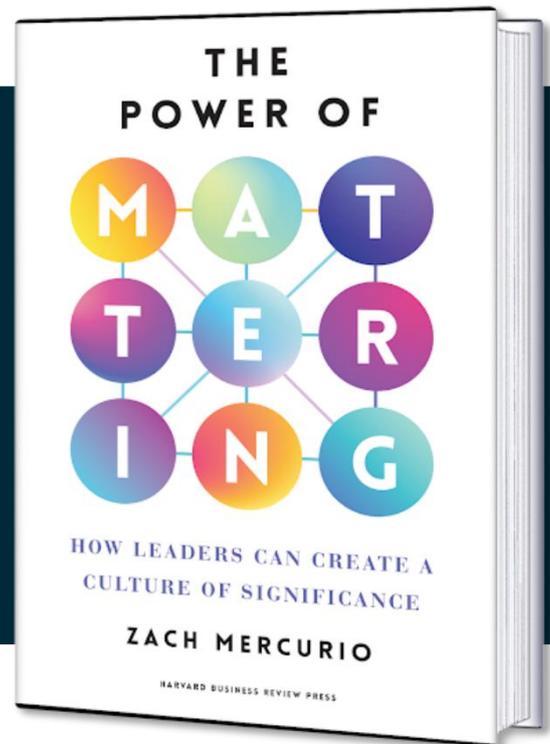
Empowered

Others feel **Empowered & Heard** when we encourage them to share their thoughts & ideas, are open to criticism, and show willingness to learn from feedback.

Mattering is...

“The feeling that we’re a significant part of the world around us – the belief that we’re noticed, important and needed”

- Zach Mercurio



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“Affirming someone strengthens their belief that they’re worthy and capable...”

“If it wasn’t for you...”

Zach Mercurio

Author, The Power of Mattering



“Schedule your good intentions”

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Who will you make feel they matter?

Note 3 people from both your personal and business lives that you must make feel they matter.

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“I will show these people they matter by...”

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“As a result of today, I intend to...”

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Notes

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NOVA

WORKBOOK