Lesson 5: Planning Part 2:

How do we get there?

RECAP:

**Up to this point in the coaching process, you have:**

* Established trust/developed rapport
* Discussed the client’s present discomfort (what prompted you to seek help? / What’s wrong? / Where are you now?)
* Explored (briefly) the background of the problem/situation (how did you get here?
* Discovered the client’s goals and prioritized them. (What do you want**? /** How can I help?)
* Explored the client’s values and strengths (what matters to you? / What are you passionate about? / What’s already going well? / What are your strengths?)
* Discovered the most important goal at this time (where do you want to go**?**)
* Elicited a clear vision of the preferred alternative present (how will you know you have achieved your goal? / What does the ideal solution/situation look like for you?)
* **At this time, you and the client will be completing the planning process: (How do we get there?)**

GOAL SETTING:

Knowing how to help clients create goals and action steps is an essential coaching skill. As coaches, we must promote our client's autonomy while working with them to transform learning and insight into action.

**As such, coaches should:**

* Work with clients to integrate new awareness, insight or learning into their worldview and behaviors
* Partner with clients to design goals, actions and accountability measures that integrate and expand new learning
* Acknowledge and support client autonomy in the design of goals, actions, and accountability methods
* Support the client in identifying potential results or learning from defined action steps
* Invite the client to consider how to move forward, including resources, support, and potential barriers

GOALS:

**A goal is the *what.* The action plan is the *how.***

**Long term vs. short term goals:**

* Long-term goals are based on the client's vision of their personal or professional life (Preferred Alternative Present / Future Perfect)
* Short-term goals based on the long-term goals.
* Short term goals (also known as small action steps), are goals to help assist you in getting to the long-term goals. (I have also been calling them “mile markers on the journey”)

**Example:**

TYPES OF GOALS

When we think of goal setting, we usually think of goals that describe a specific outcome. Some examples include:

* Strengthen my relationship with my spouse.
* Get a job with better pay and benefits.
* Spend more quality time with my children.
* Pass the final exam with at least 80%.
* Clear the clutter from my home so I feel less stressed.
* Get 8 hours of sleep per night to improve my physical and mental health
* Save money for college.

I am sure you have made a goal or two that follows this formula in your lifetime. *Get this…, acquire that…, earn this…., let go of that….*

What if we based our goals on ***changing behaviors*** instead of ***obtaining a specific outcome***? Could we modify or completely change behaviors that would lead us to the desired outcome quicker, healthier, and with less stress? By now you know that the answer is a resounding “yes”.

Often, when setting goals, we focus on the negative thing we want to change (what we don't want rather than what we do want).

***Behavior-based goals*** focus more on the behaviors **we want to strengthen rather than the negative actions we want to remove**. ***Remember, ALL Behavior is an attempt to solve a problem. Some behaviors are healthy / helpful attempts, some are unhealthy / unhelpful.*** People don’t intend to worsen their situations. They attempt to solve problems with the skills, knowledge, experience, and support they have at the time. Sometimes, what they have at the time is insufficient to develop effective strategies.

In ***strengthening positive behaviors***, we change the way we act and react in many situations - not just situations surrounding an outcome-based goal. The compound effect of creating more positive behaviors in our lives is wide­ reaching, affecting far more than just what we may have had in mind when creating the goal.

Many businesses today are focusing on ***behavior-based goals*** rather than ***outcome-based goals*** because of this compound effect. Smart companies know that when behavior changes for the positive, the employee is happier not only at work but in their personal life and family life as well. A happier employee is a more productive employee. So, managers are learning to integrate behavior-based goals at each employee review.

This type of goal-setting isn't seen just in the office, either. ***Personal trainers, life coaches, psychologists, therapists, and so many other professions are adding behavior-based goal setting to their repertoire of techniques.*** As a result, professionals in these industries are able to effectively assist their clients in achieving success, whatever that may mean to them personally.

A goal that changes behaviors can be seen as a kind of intermediate goal that helps one achieve outcome-based goals easier, faster, and with more residual positive effects. A positive behavior that is strengthened in order to reach a goal is going to be strengthened in every situation where that behavior is utilized.

Outcome-Based Goals:

***Outcome-based goals*** focus on the desired result that you plan to achieve.

They describe the ***ultimate outcome of your actions***, rather than ***how you*** ***feel about performing*** your tasks.

Outcome-based goals tend to be easier to quantify. You can count how much weight you lose, and you can keep track of how much money you save for vacation. For this reason, most people focus on making outcome-based goals. After all, your progress is so much simpler to quantify.

**Long-term (outcome-based) Goals:** how you envision yourself after being successful in making all of your desired changes.

"I *want* to get along better with my family".

**Short-term (outcome-based) Goals:** where you plan to be at set points between your baseline (start point) and your ultimate desired result.

"I *want* to have one family dinner each week where everyone cooks together".

Here’s the problem with stopping at the level of making outcome-based goals:

Making a statement about what you want and expecting it to simply happen is the same as making a wish. If you read the above long- and short-term outcome based goals carefully, you will notice that the verb used is “want”. Saying want is the same as saying “desire” or “wish”… and has the same amount of power. Wanting, desiring, and wishing for something is a good start. This lets you know that you have identified something that is important to you. But none of those words are ACTION words. Wanting something is not the same as DOING something. I can WANT a clean house very badly. If I do not actually CLEAN the house, however….

Wanting/Desiring – point us towards something we value enough to make an effort… and then they provide us with the energy (Motivation) necessary to get started Doing something about it.

Some unfortunate people, however, do not realize this, and stop at the level of Outcome-Based Goals (I WANT). They repeat these “goals” to themselves and dream of the day when they will have what they desire. We know where that ends.

Many people, however, realize that wanting is not sufficient, so they proceed to the next layer of the change process – Behavior-Based Goals.

Behavior-Based Goals:

***Behavior-based goals*** are changes you make to ***how you behave, at each opportunity to choose***. For instance, handling stress better, eating healthier foods, being nicer to others, and procrastinating less are all examples of behavior-based goals. They focus on how you personally feel and behave, rather than just looking at the outcome of your actions.

***Behavior-based goals are the building blocks of outcomes, they create manifest outcomes (also known as “results”). When you change how you think, feel, and behave - changes in results naturally follow. But the outcome/result is not the primary focus; it's just a lovely side-effect you get to enjoy when you achieve your Behavior-Based goals.***

In order to make behavior-based goals, you'll need to reflect on what you think and how you feel when you engage in the behavior you want to change (or avoid the behavior you want to begin). Are you short-tempered early in the mornings? Do you feel restless or anxious when you're trying to meet a deadline? Do you think you will fail when you get up to speak in public? Begin by focusing on what you think/the way you feel and the resulting choices you make when you aren't performing well.

See these thoughts/emotions clearly. Do not judge/blame/shame yourself when you see them. Just notice them and accept – this has been my pattern up until NOW.

**Remember:** ***Non-judgmental Awareness*** is always step one.

Next: Make a concrete effort to challenge/change these thoughts and feel/learn from/release these feelings. Doing this will help you to make different choices.

This process can help to make you more pleasant and productive over time.

The new process, working at the level of Behavior-Based Goals, will look like:

**Long-term Goal:** how you envision yourself after being successful in making all of your desired changes.

"I ***want*** to get along better with my family". (Outcome-Based, focused on preferred alternative present/future perfect)

**Short-term Goal:** the new behavior that will turn into a habit and will eventually help you reach your ultimate desired result.

"I will organize my schedule to get home on time, every Sunday for our weekly family dinner."

“**I will organize my schedule**” = taking responsibility

“**get home on time**” = Behavior – what you will actually DO

“**every Sunday**” = Specifically, how often will you do the new behavior

“**for our weekly family dinner**” = the goal you achieve with that behavior.

Making your goals this way can absolutely help you make changes and experience success. Unfortunately, that success can easily be lost, as soon as you stop **Doing.** If you do not continue to do the things that make the change, you cannot keep the gains you enjoy from the change. If the new behavior, the thing you have to DO to achieve the change you WANT to HAVE does not match the beliefs you have about yourself/your identity – then doing them will feel like a big effort. It will feel like forcing yourself, like sacrificing, like deprivation, like pretending to be someone you ARE NOT. You can’t wear a mask for very long before you start to feel like it’s hard to breathe. Eventually, you will STOP DOING. You will return the outcome you purchased with the new behavior when you go back to your original behavior. ☹That doesn’t feel good.

After trying and failing at making or sustaining change at these levels multiple times, many people blame the specific behaviors they tried (maybe it was the wrong diet, the wrong plan, the wrong tool, the wrong….) so they keep searching for different behaviors to change in order to achieve and hold on to their desired outcomes. They try to fix their change efforts at the Behavior/Systems level.

After trying many different systems/behaviors, many people blame themselves for the failure. (Maybe it’s me. I can’t do this. I am a quitter/failure/etc.) They give up hope.

Some people realize that the real problem is that they were changing at the wrong level. They go…

One Level DEEPER:

Identity/Belief-Based Goals - *Be the Change*:

**Truly effective** goals focus at the **identity level** – where the “**I AM”** statements reside. These goals are based on the understanding that: you must first **BE,** which will allow you to **DO,** which will help you to **HAVE.**

Here's how **BE, DO, HAVE** works...

To accomplish something great, we need to break it down into individual steps.

* **BE (Qualities or Characteristics)**
* **DO (Behavior-Based Goals)**
* **HAVE (Outcome-Based Goals)**

Usually, when we come up with a goal or a dream or aspire to achieve something great, we jump straight to the 3rd level, which is **HAVE (outcome)**

We say, "I want to **have** new beliefs," "I want to **have** good health,"

Notice these statements are both focused on the **"HAVE."** "I want to start a coaching business, but **I don't** **HAVE** money. Therefore, I will not start my coaching business until **I HAVE** money."

“I want to weigh 125 pounds, but I **don’t’ HAVE** a great gym near me. I can’t start exercising until **I HAVE** a great gym to go to.”

**The Downside of Staying Outcome-Focused:**

Unfortunately, we cannot stay outcome-focused for very long. Staying here forces us to postpone satisfaction until the entire end-goal is achieved. ***That may take a long time. Waiting a long time for the right to be satisfied while having to work hard and/or sacrifice is daunting. It creates frustration, fatigue and despair. Every setback on the way to the end-goal is another blow to our will-power and motivation. It becomes very easy to wonder “what’s the point?” – and then quit altogether.***

When we realize this we get really focused on what we need to **DO (behaviors)** to get what we want to **HAVE (outcome).**

In order to accomplish our goals, we have to go back to the first step of the **BE DO HAVE** model.

**BE -**

**The first question we must ask ourselves is**, "Who do I need to **BE** in order to have \_\_\_\_\_\_\_\_\_\_\_\_?" This is a very interesting question to ask.

You have to get a little bit self-reflective here and ask yourself **who you are today, versus who you need to become to have that thing.**

*(Looking for the dream job/mate example & Behavior Contracting Examples)*

If your goal is to **Have** a closer relationship with your kids, and you are currently **BEING** inconsistent in the time you spend talking with them, then you need to **BE** consistent.

***Being committed*** *should always be at the top of the list.*

**Upper Limits – Your Psychological Fence Line**

***Not everyone who wants to BE successful in life is prepared to be committed and give up the things that hold them back.*** This causes an internal identity conflict and sabotages your progress towards your goal.

As a coach, it may become necessary to discuss this conflict with your clients: ***Can I be the person who is willing to pay this price for what I want?***

Perhaps they are the kind of person who is willing to pay the price for what they want. If they still haven’t made the change, you may need to explore whether it is actually your client that wants the change. Perhaps the block your client is experiencing is actually in the **Intrinsic/Extrinsic Motivation** area of change. Ask the client: “Who really wants this change?” “When you hear the inner voice telling you to make this change, who is talking?”

**Intrinsic Motivation** – the impetus for the change is coming from within the individual. The goal/dream/desired outcome belongs to the individual. This is something the individual values.

**Extrinsic Motivation** – the impetus for the change is coming from outside the individual. The goal/dream/desired outcome belongs to someone else. (a loved one, a culture/group, society at large..)This is not necessarily something the individual values, but rather what they have learned they are supposed to value.

If your client is **Extrinsically Motivated**, their work with you will have to shift from working on the change to understanding where the message came from, exploring what they actually want, and choosing a goal that aligns with THAT.

If your client *is* **Intrinsically Motivated**, and *still has not been able* to make the change:

You may also have to explore *what stops them from being willing to pay the price of admission* (which is usually unpleasant: Fear, Anxiety, Discomfort, Pain, Craving, Embarrassment, Humility, Effort/Sweat Equity, Etc.)? **Often, the answer to that is in the neighborhood of: Pain/Frustration Tolerance.**

**Pain/Frustration Tolerance:**

The amount of pain/frustration an individual can bear before he/she withdraws from the source.

**The level of pain/frustration you can tolerate is based (in large part) on:**

* Your previous experience with similar discomfort.
* Your understanding of the line between discomfort and injury. (Threat level perceived)
* Your level of confidence in how much you can tolerate before you are injured.
* Your upper limit for pain/frustration (as set by the above items).
* Your understanding of the fact that your boundaries are set by your upper limits (these become your “fence line”)
* Your willingness to push past your upper limit. (If you can do this, you will expand your territory and achieve new levels of success.

The work you and your client will be focusing on for a while is exploring how he/she can expand their level of pain/frustration tolerance and learning how to push past their perceived Upper Limits.

Can you think of some ways a person can do this?

Free Coaching from Kristine – A Lesson Directly from ***Cardinal Directions Coaching Services***:

* *Work until you notice you are approaching the point of failure. Don’t stop yet. Failure is what happens when you quit* ***before*** *you fail. When you protect yourself from failure – you guarantee failure.* ***You cannot break free if you stop before you hit the wall.***
* *Keep working until Actual Failure.*
* *FAIL. Smile. Rename “failure” – you just learned.*
* *Accept that you have found your Upper Limit.*
* *Celebrate finding the failure point/upper limit/fence line. That took courage. Accept that you did not FAIL. You LEARNED.*
* *Enjoy feeling courageous.*
* ***Mark that point on the map.***
* *Rest.*
* *Recover. DECIDE / KNOW that you are going to be heading into the wall again.*
* *Accept that this is your responsibility.* ***Get excited.***
* *Realize that: You don’t HAVE to do this; you GET to do this.*
* ***Repeat.***
* *Over time, Notice the failure point on the map is moving.*
* *Celebrate the movement. This is growth. This is success.*
* ***Keep hitting the wall until you crash through it.***
* *Accept that THIS IS WHO YOU ARE NOW. You are Being who repeatedly works for failure in order to move the fence line.*
* *Fall in love with the process of moving the point.*
* *This is how the Process BECOMES the Goal.*

Examples of Ways of Being:

Be committed

Be a good listener

Be authentic

Be confident

Be consistent

Be realistic

Be decisive

Be determined

Be devoted

Be diligent

Be efficient

Be courageous

Be creative

Be goal-oriented

Be grateful

Be inspiring

Be motivating

Be mindful

Be noble

Be optimistic

Be progressive

Be reliable

Be responsible

Be visionary

Embody the Characteristic

The verb “**embody”** is defined as: “to be an expression of, or give a visible form to (an idea, quality, or feeling)”. For example: "a team that embodies competitive spirit and skill"

Some Similar Words/Phrases:

Personify; incorporate; give human form/shape to; realize; manifest; express; concretize; symbolize; represent; epitomize; stand for; encapsulate; typify; exemplify; reify; incarnate

**Think of the Quality / Characteristic / (Identity / Belief System) that you want to embody and ask: What does this quality or characteristic look like to you? Think of a time you had to do something, and you did it effortlessly with this characteristic.**

* How did you feel?
* How was your body posture?
* What were you thinking?
* What did you do?
* How did you exude that?
* Think of someone you know (famous or non-famous) who embodies the characteristic. How do they exude that?
* Vision it.
* Embody it.
* Be it

**DO (Behavior-Based)** -

Once the new way of being has been created (we have pushed past the inertia of our old beliefs), possible courses of actionable behavior change begin to occur to us, and we are powerfully called into action, propelling us (yay for momentum!) into the future and to achieving our outcome-based goals.

**HAVE (Outcome-Based)** -

When you figure out the first two questions around **BE** and **DO**, the final **HAVE** will sort itself out. You already know what you want to **HAVE**. It's just a matter of **BECOMING** the person that already **HAS** what you want and who is **DOING** the things that you need to do, to **HAVE** what you want.

**BE. DO. HAVE**.

**Outcome-Based Goal (Long-term Goal):**

"I want to get along better with my family".

**Behavior-Based Goal (Short-term Goal):**

"I will organize my schedule to get home on time, every Sunday for our weekly family dinner."

**Be the Change (Right now) – Identity/Belief goal:**

"I will be committed; I will be loyal. I will be loving. I will be mindful; I will be realistic."

COMBINING OUTCOME-BASED GOALS, BEHAVIOR BASED GOALS AND BEING THE CHANGE:

The following example will illustrate the effectiveness of behavior-based goals when used in tandem with outcome-based goals and **Being (Identity/Belief) Goals.**

***L****et's say we have a woman named Sophia, who opened her own coaching business last year. Up until recently, Sophia has relied heavily on word-of-mouth for advertising, and she has been slowly growing her client list. Now, Sophia wants to secure three or four new clients each month in order to increase her business revenue.*

*Sophia meets with a business coach and learns that - in order to “step it up a notch” - she’ll have to do things she is uncomfortable doing. She will have to attend networking events and create social media accounts. Doing things that she is not used to doing will require her to* ***BE*** *self-disciplined.*

*Sophia is also aware that she is going to have to do these things repeatedly and consistently in order to secure the new clients that will grow her business. For Sophia, the fear of keeping her business at the same level, year after year, is more painful than stretching her skills to do the things she needs to do to secure business growth.*

*In this situation,* ***business growth*** *is the* ***quantifiable outcome-based goal****.* ***Going to networking events*** *and* ***creating a social media presence*** *are two of Sophia’s* ***behavior-based goals****, Increasing* ***self-discipline and consistency*** *are two of* ***Sophia’s Be-ing / Identity-based goals.***

*The outcome-based goal is the* ***Preferred Alternative Present / Future Perfect goal****. It's the ultimate prize.*

*The* ***habit-changing, behavior-based goals*** *are what will ensure Sophia achieves this outcome.*

*The* ***Be-ing / Identity- based goals*** *will make it possible for Sophia to continue to choose her habit-changing behaviors (achieving her behavior-based goals) consistently enough to get to the end of the rainbow (and beyond).*

*Therefore, by working with her coach, she knows that she has to* ***BE*** *the* ***type of person who will implement these new behaviors****. She has to* ***BE self-disciplined and BE consistent****.*

*By strengthening her own self-discipline practice and learning to do things over and over again in a more consistent manner, she can accomplish things like attending networking events, introducing herself and exchanging business cards. She'll be able to sit down at her computer and create posts for her social media accounts and her coaching blog.*

*By* ***combining the outcome-based goal with targeted, behavior-based goals and tying them into Identity/ Be-ing Goals****, Sophia has a much greater chance of actually achieving all of these. She will have developed positive habits and skillsets. More importantly, she will have stepped into (embodied) her desired Identity. This will serve her in many different areas of her life, for many different goals.*

Hopefully, this short narrative will have shown you the beauty of combining these valuable "goal-setting and achieving" techniques. Utilizing all three, your chances of success are much greater than using one of them alone.

**Be** - Self-Disciplined and Consistent

**Do** -Attend events and build social media presence

**Have** - Business growth

ACTION PLANNING

HOW TO SET SMART OUTCOME-BASED GOALS:

**SMART** is an acronym that reminds you of the five necessary facets of goal setting. **If even one of these is omitted**, your goals will be much harder to achieve.

**Specific:** What will you do? Use action words

**Measurable:** To what degree will you see a change? How much? How many?

**Attainable/Achievable:** Is it within your capability and control?

**Relevant:** Is it in line with your personal vision?

**Time-bound:** When will you achieve this by?

**Examples:**

* I want to spend **\_\_\_\_ hours** of **quality time with my child** **every week**.
* I want to register for an “adult education” class **by** December 31, 2025.
* I want to complete 3 job applications per week.

HOW TO SET BEHAVIOR-BASED GOALS:

1. Create the larger outcome-based goal first.
2. Then ask yourself, "What **positive habits** will I need to create in order to increase my chances of achieving this goal?" The answers to that question will be your new behavior-based goals.
3. Then ask yourself: “And **who do I need to BE** in order to create those positive habits? “**Who behaves that way?”** – The answer to those questions will be your new Be-ing / Identity-based goals.

With behavior-based goal setting, the intention is to create positive change in your habits, or behaviors, which will increase your chances of achieving your outcome-based goals.

You can think of behavior-based goals as a mid-point, mile-marker, or stepping stone, on your way to your ideal outcome.

By **anchoring** these behavior-based goals **into** Be-ing/Identity-based goals (character strengths that align with your values), you ensure that you will continue to implement your behavior-based goals – even in the face of fatigue and frustration.

But there is an unintended positive consequence of doing this. While you are changing your behaviors, your newly-cemented positive habits will continue to cast votes in favor of the identity you want to embody. This will create positive change in many different areas of your life - some having nothing at all to do with your initial end goal! And this is the beauty of learning to utilize **Being / Identity-based goals** *to drive* **behavior-based goals** *towards achieving* **outcome-based goals**.

**To demonstrate the technique, here is an example.**

Anna wants to learn to speak English so that she can obtain better employment and opportunities for herself and her family. Obtaining better employment and opportunities for herself and her family are her larger, outcome-based goals. She meets with a coach and comes to an awareness that in order to do this, she needs to change habits that have prevented her from doing this. She sees that she needs to create new habits such as: taking English night classes at the local high school, practicing her English with native speakers, watching TV in English, speaking with her children in English and using coping skills when she is frustrated/embarrassed.

1. Class: Anna needs to attend ESL class every evening until she completes the class. She must complete her assignments and practice English outside the classroom at every opportunity.
2. Practice: Anna needs to watch tv/listen to the radio, read books, speak with native speakers, and speak with her children, in English, as often as possible. The more she does this, the sooner she will be speaking fluently.
3. Belief Shift – Anna has given up practicing many times when she has felt frustrated by not being able to express her thoughts fully in English. She has also stopped when she has felt embarrassed by her accent and errors while trying to speak English. She has believed that this makes her “look stupid”, and has not wanted to be viewed as less intelligent. Anna needs to see that her errors/accent are not signs that she is stupid any more than a child’s error in grammar/pronunciation when learning to speak are signs that the child is stupid. This is the process of learning **any** language for **all** learners.
4. Coping Skills: Anna needs to incorporate positive coping skills – such as
	1. taking a deep breath, smiling, pausing and trying again when she makes a mistake
	2. saying what she wants to say in Spanish and asking for the word she is missing when she is frustrated instead of giving up,
	3. Fostering a friendship with a native English speaker and “trading” language tutoring with her, so they both learn and both laugh at their baby steps.
	4. Find English translations of good books she enjoyed in Spanish, watching English movies with the Spanish subtitles on… to help her acclimate to the English, until she doesn’t need them anymore.
	5. Celebrate with her kids every time she moves to a new level in English class.

In order for these three behaviors to effectively change Anna’s language skills (resulting in English fluency), Anna must apply them **REPEATEDLY**, over **a long enough period of time**, **even when she doesn’t immediately see results**. This will require **the character strengths of: consistency, discipline, and resiliency.**

1. Consistency – Anna needs to be a consistent person. A consistent person executes target behaviors on schedule – each time she has committed to doing so. She does not start and stop, miss class, stop practicing - because she is tired, frustrated or embarrassed from the effort required. This consistency will get her to fluency.
2. Discipline – Ann needs to be disciplined. A disciplined person can drive herself to keep her commitments, even when she would rather not make the effort required. This discipline will help do her homework, meet with her practice partner, watch TV in English even when no one is home, and read her books, even though she has to stop to look up words in the dictionary - at as many opportunities as possible, with the goal being at least 75-80% of the time.
3. Resiliency – Anna needs to be resilient. A resilient person bounces back from setbacks, remains positive in the face of difficulty, and continues to solve problems under stress. If she embodies resiliency, Anna will choose to use her positive coping skills when she feels frustrated/embarrassed/discouraged. She will remind herself with her affirmations, that her struggles are not evidence that she is failing. They are evidence that she is learning. Rather than quitting, she will celebrate her effort, seeing every effort as a vote for her new identity as a bilingual person who can better advocate for herself and her family.

Anna works with a coach on these new habits and creates an action plan that she will implement. Her action plan will describe, in detail, the positive habit changes that meet her short-term behavior-based goals.

A few months later, Anna has achieved the English level of the average toddler. That’s a lot of words! She gets a new job, with better pay. She throws a party with her kids and her support network. In a year, she is speaking at the level of the average 5th grader. This is fantastic! She gets a promotion at work, full-time hours and benefits. She really celebrates when she realizes that she was able to advocate for her daughter at her annual physical – in English. Anna knows that she will continue to practice her English, increase her social support network, expand her opportunities, and set an example of resiliency, consistency, and discipline for her kids for the rest of her life.

**\*\*Write your own example based on a change you have made or a common change your clients need to make. \*\***

HOW TO SET SMART BEHAVIOR-BASED GOALS:

**S- Specific**

While behavior-based goals can be harder to quantify than outcome-based goals, by focusing on the specific behaviors that need development or strengthening, we can see that clearly defining these behaviors is possible. For instance, "I will close or turn off all electronic notifications while working on this project," is basically stating that the habit of becoming distracted will be curbed in order to achieve more productivity.

**M - Measurable**

To be effective, the road towards achieving a goal must be able to be measured. In the example in the above paragraph, the measure would be how much more of the project one is able to accomplish by turning off all electronic notifications.

**A -Attainable**

You want your behavior-based goal to be attainable, i.e. not so overwhelming that you start out feeling as if you can't do it. That defeats the entire purpose of the exercise. Start off with smaller goals that you know you can achieve, such as positively changing one single habit, and focusing on doing that consistently before attempting to change other habits. Build on these small successes, and before you know it, you'll be achieving your big goals, as well!

***Consider the 1% changes from Atomic Habits example***

**R - Realistic**

Set yourself up for success right from the beginning by setting goals that are realistic to your personality and your lifestyle. Changing your behaviors to achieve a goal will never work if you aren't realistic about who you are, what you're capable of, and what you're willing to do. Start with easy behavior changes that are easy for you to accomplish and fit your lifestyle and personality. Once you've mastered those, you can ramp up to changing behaviors that might be more challenging to you.

**T-Time-based**

Giving yourself a time limit on achieving a specific behavior change can often spur more action toward that goal. But there's a fine line between too little and too much time. Changing behavior patterns often takes time, so make sure that you've accounted for this.

By utilizing the SMART acronym when setting behavior-based goals, you'll find yourself much more likely to achieve them, and have measurable ways to check your progress!

**ACTION PLANNING:**

***A goal is the what. The action plan is the how.***

Without the *how* the goal will not be attained.

* The majority of coaching sessions will be spent reviewing the actions from the previous week and strategizing actions for the upcoming week.
* The terms "short term goal" and "action plan" are often used interchangeably.

**Steps to Action Planning:**

It's best to do these steps in a coaching session and create an individual coaching plan. You may have to explain certain concepts to the client, such as: *Outcome-based goals, Behavior-based goals, BE-ing the change, SMART goals, Affirmations to Confirmations, Programming goals*

1. With the final outcome / vision in mind, assist your client in creating a **SMART** outcome-based goal. (**Have**)
2. Next, assist your client in brainstorming what behaviors they need to adopt to get there. (**DO**)
3. Now, assist your client in identifying who they have to **BE** in order to **DO** so that they can **HAVE**.
4. Assist your client, brainstorm the people, and resources that will help them reach their goal.
5. List the potential obstacles and put contingency plans into place.
6. Help your client create **affirmations** and program their goals.
7. Help your client develop awareness of the clues that will **confirm** that they are on the right track.
8. Increase client's commitment.
9. Summarize and put a plan you both agree upon into place.
10. Review, revise, and rewrite the plan as needed.

Expanded

1. **Identify a SMART Outcome-Based Goal** - With the final outcome / vision in mind. Assist your client in creating a **SMART** outcome-based goal.

**Coach:** Now that we have identified your ideal outcome, let's turn that into a one-statement SMART Goal. (Ask client if he/she knows what SMART is. If not, explain).

* What would you say your SMART goal is?
1. **Identify the behaviors the client needs to adopt.**

**Helpful / Powerful Question Options:**

* What's the most natural behavior you will start **today** to get you closer to your goal?
* What do you think is the **first** behavior you need to adopt to attain this goal?
* What is **one** new habit you need to adopt **right now**, to attain this goal?
* What behavior will you start **this week** to get you closer to your goal?
* What can be done **today** to get you going on the road to your ultimate goal?
* Remember – One day and Someday do not appear on your calendar. Instead of dreaming of **One Day**, have the client choose a **Day One.**

**3. Identify the BEing** - assist your client in identifying who they have to BE in order to DO so that you can HAVE.

**Coach:** Who do you need to be to implement the new behavior? What does this quality or characteristic look like to you?

Think of a time you had to do something, and you did it effortlessly with this characteristic.

* How did you feel?
* How was your body posture?
* What were you thinking?
* What did you do?
* How did you exude that?

Think of someone you know (famous or non-famous) who embodies the characteristic. How do they exude that?

**Vision it. Embody it. Be it**

1. **Identify the resources at the client's disposal.**

"Your best knowledge got you where you are," said Raymond Aaron. New knowledge is essential for creating effective change. Discovering the behaviors of others that completed this goal, the obstacles they faced on their journey, and learning of any advice or tips they have is one of the best ways to ensure success with goal attainment. Read books, research online, network with those who have attained the goal they want to attain.

**Coach:** What resources and information do you know of will assist you in attaining your goal?

**4. Identify the client’s present support system.**

Have the client create a list of people who support them and their dreams. Include people who they can contact when they are feeling down or who they can phone to share their success with. Have the contact information included on this list and have your client post this list where it is easily accessible.

**Coach:** Who do you consider as part of your support system as you work toward your outcome-based goal or your behavior-based goal?

1. **Identify possible obstacles or hindrances to attaining their behavior-based goal and make plans to deal with them.**

Acknowledging the obstacle and preparing a plan in case it comes up is powerfully motivating to the client. Obstacles that may occur include feelings of discouragement, not having the right team, etc.

**Coach:** What do you see as a possible obstacle to achieving your outcome­ based goal or in implementing your behavior-based goal? What can we do about this?

1. **Create powerful and accurate new beliefs to support the attainment of their goal.** For maximum effectiveness, ***all*** affirmations should be:
	1. Repeated as often as possible.
	2. Phrased in the **positive.** and
	3. In the **present (or past) tense.** (PPS statement)

**Client questions:** What's one statement you can affirm and confirm daily that will move you toward your goal? Are there any statements that you can think of that start with "I can't"? Are there any negative beliefs you have that will be counterproductive to this process?

**Please note, ••• Do not underestimate the power of affirmations! They are the single most effective way to change your client's self-worth and change your client's life.**

1. **Identify what your client's personal or professional life will be like when successful change is made.**

Include their feelings, emotions, financial state, etc. that will be experienced, and positive comments other people will make about the change.

**Client question:** What great things would happen in your life if you made this change? OR life if you made this change in new behavior?

1. **Increasing your client’s commitment level.**

Before the coaching session ends and after the short-term goal for the week has been agreed upon, an effective coach will seek to ensure that the client’s commitment level to completing the action(s) is solid. This can be done through questioning:

**On a scale of 1 (not at all) to 10 (fully committed), how committed are you to completing this action plan this week?**

**What would you need to increase your commitment level to an X (one level higher)**

1. **Identify what will happen if the change is not made.**

The darker and the longer the list is on this topic, the better. This will act as an extra motivation to work to change your client's life, business, or career.

**Coach:** What will happen if you don't change start this new behavior? If you keep things as they are now?

NOTE: Necessary coach questions:

* Is the proposed plan in alignment with the client's long-term goal?
* What are the possible obstacles to achieving the goal?
* How committed is the client to this plan?
* How will we know if the goal is completed (how do we measure success)?

AFFIRMATIONS TO CONFIRMATIONS:

After creating the outcome-based goal, a behavior-based goal, and ways of being, it's time to create affirmations for the new behaviors and new ways of being.

* Affirmations are statements repeated in order to reprogram your subconscious mind.
* Your subconscious mind learns through repetition, as well as through the **feelings behind / meaning of** the words you say or the thoughts that you think and believe.
* Your mind learns through repetition and emotions.
* When saying your affirmations, do not say them mindlessly. You have to **feel** the affirmation.
* We do not want to say affirmations that are mindless and that we cannot connect to emotionally. For example, saying, "I *am wealthy." "I am rich."*
* These can be mindless affirmations because we don't believe them to be true, so we don't feel them. We don't have any emotion behind them.
* It is vital that you really feel the affirmations you repeat, because this is how your subconscious mind learns, and how your subconscious mind will propel you forward.
* You have to *feel* and *embody* affirmations.
* Create the types of affirmations that you can see confirmation of – daily, throughout your life.
* Seek and find confirmation of your affirmations when you are going about your daily routines, whether in whole or in part; whether big or small.
* Confirmations will help you to see the affirmations as being true. You will be able to believe what you want to believe about yourself because these things will be evident.
* Once you have pushed past inertia in your habitual thinking patterns, your subconscious mind will take over (you will achieve momentum). Your subconscious mind will believe the affirmation and provide the momentum to move you forward. It will make these new beliefs you are affirming come to light for you.
* Throughout your day you are going to look for confirmations of your affirmations **and you will find them**. Your subconscious mind will help you find them.
* For example, if you say, "In our family, we love and care for one another.” Look for confirmations of that through your day, and they will appear.

Examples of Affirmations:

“I love me, and I make decisions that express my love for myself.”

“By practicing mindfulness, I open my awareness to the many options and resources available in every moment”.

“I take time to consider my available options, resources and supports in the face of challenges.”

“I listen to and trust my inner voice.”

“I listen to and trust my instincts.”

“My support network is strong and growing.”

“My business is growing, expanding, and thriving.”

“My willingness to work for what I want is limitless.”

“I am capable of maximizing my potential.”

“My emotions exist for my protection.”

“I gratefully face and feel my emotions so that I can learn the lessons they are trying to teach me.”

“My thoughts are filled with positivity.”

“I have abandoned my old habits and adopt new, more positive ones daily.”

“Creative energy surges through me and leads me to new and brilliant ideas.”

“My life is abundant. I have so much to be grateful for.”

“I take time daily to recognize and express gratitude for my blessings.”

“Many people look up to me and recognize my worth.”

“I acknowledge my own self-worth.”

“I am confident in my capacity for growth and self-improvement.”

“Failure does not define me, it teaches me.”

“Even at the hardest times, I am learning and growing.”

“I am Powerful.”

“I am indestructible.”

\*\*Remember affirmations should go with the goal. \*\*

Tips for Effective Use of Affirmations:

* Say your affirmations when there is the conscious resistance. We tend to say affirmations when we are faced with the problem. For example, let's say you are about to give a speech, and you have an affirmation, *"I'm a powerful speaker."* What most people tend to do is say this when getting on stage to speak, when they are feeling the most fear. This is not helpful. Your subconscious mind and your body will resist believing the affirmation.
* The harder you have to work in order to do/not to do something, the more unconscious resistance you will experience. Your unconscious mind will start judging/fearing/doubting/shaming your effort/progress. Your unconscious mind will be conflict with your conscious mind (that chose the change). At these times, you will need to just feel the uncomfortable emotions, acknowledge them, breathe through them, and proceed in spite of them. Remember that your mind is trying to protect you from hitting the wall and experience failure. It assumes you will get hurt. If you can proceed anyway, then the experience you gain will help this fear/doubt/judging process to reduce/remove itself over time. You will teach your mind to respect/trust your ability to keep going safely.
* **The best times to say affirmations** is early morning and late at night, when your conscious mind is most relaxed.
* **The most effective time to reprogram your subconscious mind** is when you are in bed about to fall asleep. When you are in ALPHA - relaxed, into THETA - drowsy and meditative. This is when you are beginning to fully shift into your subconscious mind.
* Say your affirmations at these times, vision them, and say them with feeling. Feel the affirmations in your body so that your subconscious mind can pick up on them. ***Hint: Feel Gratitude for this affirmation as it is already a reality.***

PROGRAMMING YOUR GOALS:

Programming is a computer term that aptly describes what happens when we feed a goal into the network of our minds. We give our mind the goal and then program it to achieve that goal. Our mind then works like radio antenna, pulling everything in our internal and external environment that resonates on that frequency into our awareness. The following are 7 effective programming techniques that will ensure you *pick up the tunes you want to be hearing*.

**Affirm What You Want**

Affirming what you want means stating your goal in the present tense as if you'd already achieved it. The subconscious mind takes whatever action needed to comply with the affirmation. Affirmations should be positive, realistic, and confirmable daily. All of life's outstanding achievers use affirmations. World champion boxer Muhammed Ali said, "I am the greatest." Composer Ludwig van Beethoven said, "I know that I am an artist." You have been using affirmations all your life – whether you were aware of them or not, whether they were positive or negative.

**Visualize It**

Visualization means seeing yourself in your mind's eye, having achieved your goal. The secret of visualization is to do it in such rich detail, and with all your senses, that you are fully there.

**Oprah Winfrey** has spoken about using visualization to achieve her goals, often mentioning the power of vision boards.

**Michael Phelps** (Olympicswimmer renowned for his detailed visualization practices during training) pictured himself winning races.

**Steve Jobs (t**he co-founder of Apple) was known for his visionary thinking and ability to visualize groundbreaking products

**Associate Your Goal with Rewards**

Associate your goal with something you desire, intrinsic or extrinsic, and you will be motivated towards it. Alternatively, associate not getting your goal with something you don't want, such as loss of money or physical pain, and you will remind yourself of what to avoid.

***These two feelings, pleasure and pain, are powerful programming forces.***

**Act As If**

The more you act as if you've already achieved what you want, the more likely you are to achieve it. It's what your mentor meant when he/she advised you to “dress for the job you want, not he job you have”. ***The subconscious mind cannot tell the difference between actual reality and imagination.*** It will simply believe you have already achieved your goals.

**De-Bug With Positive Self-Talk**

Just as a computer program occasionally gets infected with viruses and bugs, so your own goal-setting programming can get infected with setbacks, doubts, and feelings of failure. That's when you need an anti-virus mental program to get rid of the bugs. One such programming is **Positive Suggestion**. ***Consistently replace your negative predictions/thoughts with positive ones and remind yourself of your progress***: *"Every day in every way I am getting nearer and nearer to my goals."*

**Leave It Alone**

Once we feed our goals into our subconscious mind, it's very important that we let our mind get on with the job without our interference. (“Set it and forget it”) The conscious mind is like the machine operator, while the subconscious is the machine itself. This means that you have to let go and resist the temptation to constantly analyze or check how it's doing.

**Pray With Heartfelt Gratitude**

Prayers are a form of programming that people have practiced for centuries. But with one important difference from other kinds of programming. As well as verbalizing or internalizing something you want, you give thanks as if you already possessed it. Such gratitude connects you to a mightier power than you possess and unleashes great forces that work on your behalf.

***\*\*When you practice these programming techniques to achieve your goals, as long as they are realistic and you are also behaving in accordance with them, you will achieve them.***

***This is how you have achieved all the results you are living right now. \*\****

**Change Talk Vs Sustain Talk**

**Ambivalence** – When we stand at the crossroads of behavior change, we often experience ambivalence, the uniquely human experience of wanting and not wanting something, simultaneously. At this time, our inner dialogue makes arguments for as well as against the change in question. The part of the argument that supports making the change is called Change Talk. The part of the argument that supports the status quo – no change – is called Sustain Talk. Until the client resolves their reasons for maintaining the status quo, both sides of the argument will continue to be explored in his/her mind. Be careful not to give advice or make arguments in favor of change talk. If you spend too much time taking this side of the argument, you will leave your client no choice but to take the opposite side – which is the side of staying the same.

**Ambivalence is often caused by a discrepancy between an individual’s values and actions**. A client might value health and fitness, but think there is not enough time to be more physically active. This results in a mismatch between where the client is and where they want to be. Part of the coach’s job is to help the client see that current patterns conflict with his/her values or health goals. In MI you do this with great care, using a curious, respectful, nonjudgmental stance.

**Motivation for change is likely to increase when the client recognizes there is a discrepancy between a current choice and a personal goal**.

If your client has come to you for help in making a change, you can use motivational interviewing skills to help them increase change talk while decreasing sustain talk.

**Change Talk** – refers to statements the client makes that identify a specific change focus and direction for change. Coaches can support their clients in resolving their ambivalence about change by responding selectively to what the person says about making change.

***Examples of change talk:***

“I want to make this change.”

“I am able to make this change.”

I have good reasons to make this change.”

I will make this change.”

I am ready to make this change.”

I have already started taking steps to make this change.”

The coach looks for opportunities to reinforce the person’s exploration of their own change talk and guides the conversation toward the person’s exploration of their own commitment to making the change. Coaches using MI skillfully evoke change talk, recognize change talk when it occurs, and know how to respond in ways that will build the person’s change talk.

**Sustain Talk** –

When guiding towards resolving ambivalence about a change a person is contemplating, MI practitioners avoid strengthening talk about keeping things the same (sustain talk).

***Examples of sustain talk include:***

“I don’t want to make this change.”

“I am not able to make this change.”

“I should not have to make this change.”

I don’t have good reasons to make this change.”

“I will not make this change.”

“I am not ready to make this change.”

I have already started taking steps to not make this change.”

MI practitioners recognize sustain talk when it occurs, seek to understand how the sustain talk is related to the person’s concerns about the change under consideration, and respond to sustain talk in ways that soften it. The aim here is to reduce the person’s sense of feeling stuck by being pulled in two directions and instead support the person’s focus on how they might move forward.

**DECISION BALANCE WORKSHEET**

**Visualize your options**

Thinking through the pros and cons of both changing and not making a change is one way to help us make sure we have fully considered the various aspects of our decision.

**Instructions:**

Below, first identify the change you are considering making. Then, write in the reasons that you can think of in each of the boxes. Next, look at your overall picture. Talk it through with your coach and ask for feedback. Finally, use this information in making the best and heathiest choice.

**Note:**

This exercise results in a visual representation of your ambivalence. When you are done, you will be able to clearly see both your change talk and your sustain talk. Read all the reasons you listed in the yellow-shaded boxes. These reasons are your Change Talk – they are all the reasons you can think of for making the change. Read all the reasons you listed in the green-shaded boxes. These are your Sustain Talk. They are all the reasons you have for staying as you are – not making the change. Ask yourself – how badly do you want this change? If this is something you definitely want, you can do the following:

**Look at Sustain Talk Reasons:**

1. These are pointing you towards the obstacles you will face – the places you will get stuck on your way to this change.
2. Make plans for how to overcome these issues. Do you need resources? Supports? Coping Skills? Anything Else?
3. What goals can you draw from them?

**Look at Change Talk Reasons:**

1. These are pointing you towards your motivation and readiness for change.
2. Make Affirmations from these reasons.
3. Use these to notice what Values / Character Strengths they are pointing out. Do you possess these strengths already? Do you need to improve them?
4. What goals can you draw from them?

**The change I am considering is:**

 **Benefits/Pros** **Costs/Cons**

|  |  |
| --- | --- |
|  |  |
|  |  |

**Making a**

**Change**

**Not**

**Making a Change**