

## Transforming Behaviour using In-Depth Breakthrough Coaching

**C**oaching sessions often culminate in goal setting and action planning.

Managers have every intention of achieving their goals, yet often the planned changes fail to materialise or are not sustained. The usual reason people give for 'reverting to type' is that they have a demanding role that takes up a great deal of time and energy, so they 'take their eye off the ball'.

*everyone accumulates some 'baggage' throughout the early part of their life.*

However, the real cause is either insufficient motivation or unconscious resistance to the planned change, in the form of unhelpful emotions or beliefs from the individual's past (otherwise known as 'baggage').

Almost everyone accumulates some 'baggage' throughout the early part of their life. It can affect people in a number of different ways:

- New tasks or behaviours that 'should' be straightforward for an individual to adopt, somehow fall into the 'too difficult' category and are postponed, sometimes indefinitely.
- An individual musters the will power to carry out the new

tasks or behaviours, but ends up feeling tired, irritated or stressed. Changes are only seen for as long as the individual is consciously concentrating or 'trying' - which, at best, is about as long as the average diet lasts and at worst is until the next work demand distracts his or her attention.

- During a particularly stressful period, or when facing a very big challenge, the 'baggage' can stop someone in their tracks and prevent them from functioning effectively.

It doesn't have to be this way!

The solution is a specialist In-Depth Breakthrough Coaching Process, which identifies and removes 'baggage' from the individual's past, and with it the resistance to change.

**M**any issues can be overcome using In-Depth Breakthrough Coaching including:

- Extreme nervousness around presentations or public speaking
- Reluctance to lose control, preventing managers delegating and sharing information
- Lack of self-belief/self-confidence that prevents managers selling their ideas or asserting their views in the face of opposition
- The desire to be involved in everything, causing an inability

- to focus on priorities
- Fear of failure, causing procrastination or extreme perfectionism
- Aggressive behaviour that flares up suddenly, creating fear or conflict and getting in the way of collaboration



**H**ow does In-Depth Breakthrough Coaching work in practice? We usually carry out several day-long sessions over a period of a few months. The process begins with a detailed discussion to pinpoint the changes required and identify the resistance to be cleared. This is followed by a series of interventions to enable the person to let go of their 'baggage' from the past. Finally, we help to set new goals for the future and ensure they have the motivation they will need to achieve their goals.

In-Depth Breakthrough Coaching is positive and supportive, and



individuals experience an enhanced sense of well-being, equilibrium and confidence from an early stage in the process.

**S**o what are the benefits of In-Depth Breakthrough Coaching? People make sense of and release unhelpful emotions or beliefs from their past which are holding them back in the present. As a result, tasks and behaviours which were previously difficult or painful, if not impossible, become achievable without conscious effort. Therefore individuals can achieve significant and sustained behavioural change and produce powerful new results.

#### **Here is an example:**

A highly effective salesman was promoted to the role of Sales Manager, and struggled to manage the performance of his new team, many of whom were older and more experienced. He felt very uncomfortable tackling members of his team who were underperforming and, as a result, his sales area was not achieving its potential. In appraisals and discussions with his line manager,

he recognised the need to change yet he found it impossible, so *the Change Team* was asked to carry out a Breakthrough Coaching session.

In-depth analysis uncovered why the sales manager was finding this situations so difficult. He had a strong need to avoid conflict as a reaction to a very critical father who lost his temper and yelled without provocation. The sales manager had learned at an early age that if conflict was likely, the safest course of action was to stay quiet and withdraw rather than attract attention to himself. And this pattern of behaviour from childhood had become so ingrained that it was impossible to shake off by will power alone.

Having worked with this manager for two days to release his unconscious resistance to change, we later reviewed his progress. He was astonished to find that tackling potential conflict situations was no longer an issue for him. Feeling calm and relaxed, he was able to discuss the issues in a reasonable and assertive manner and this encouraged his direct reports to respond positively. He was employing his newly developed assertiveness in all areas of his life, not just at work, and other people who knew nothing of our work together had commented on how different he was. His wife was so impressed by the transformation that she contacted *the Change Team* to book a session for herself!