



Adaptive leadership

How can we adapt and grow to improve our leadership impact

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Uncovering your adaptive challenge

Moving into a leadership position requires you to shift from being an individual producer to a people leader. That means you're now as responsible for bringing out the best in others and maximising the collective intelligence of your team, as you are for generating revenue.

Any leadership expert will tell you making this transition is about cultivating who you are, not perfecting what you do. You have the technical skills and knowledge to be great at your job. **Becoming an exceptional leader is an adaptive challenge; meaning you must change to be the best leader you can be.**

We're using the Immunity to Change X-Ray created by developmental psychologists Kegan and Lahey to explore this challenge.

Drawing on insights from any leadership 360s or feedback from others, what's the one big thing you could commit to that would make the biggest difference to your ability to bring out the best in others? Write that either below or on your Immunity to Change X-Ray (provided separately).

“Any leadership expert will tell you making this transition is about cultivating who you are, not perfecting what you do.”

How will you and the team benefit from you making that commitment?

Exploring personality to uncover your adaptive challenge

If you're struggling to identify a meaningful adaptive challenge, it can help to explore how your natural strengths, driven by your personality preference, can be overplayed.

Personality preferences shape our perceptions and behaviours (what you say and do). Knowing yours and others is incredibly helpful for understanding how you show up for others. This in turn revolutionises interpersonal relationships.

I use the Clarity 4D personal profiling tool to unlock these insights. Based on Jungian psychology, Clarity 4D generates personality insights based on our preferences for gathering information (sensing / intuition), making decisions (thinking / feeling) and responding to situations (introversion / extraversion). These preferences are then translated into four 'colour energies'.

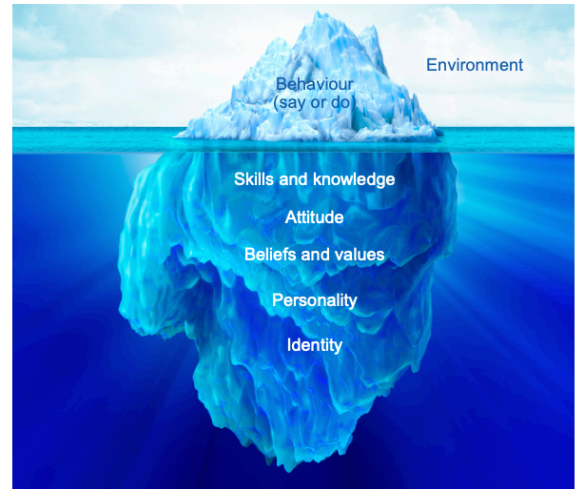
For this session, you can self-assess your personality preferences using the Clarity 4D colour map below to arrive at your two dominant preferences, and your two least dominant styles.

It's important to note, humans are complex, and we don't fit neatly into little boxes. In reality, you will have some preference for each of these styles and will adapt your style to suit different circumstances. That said, most of us have a strong preference for two colour energies, which reflects our default mode and where we feel most comfortable.

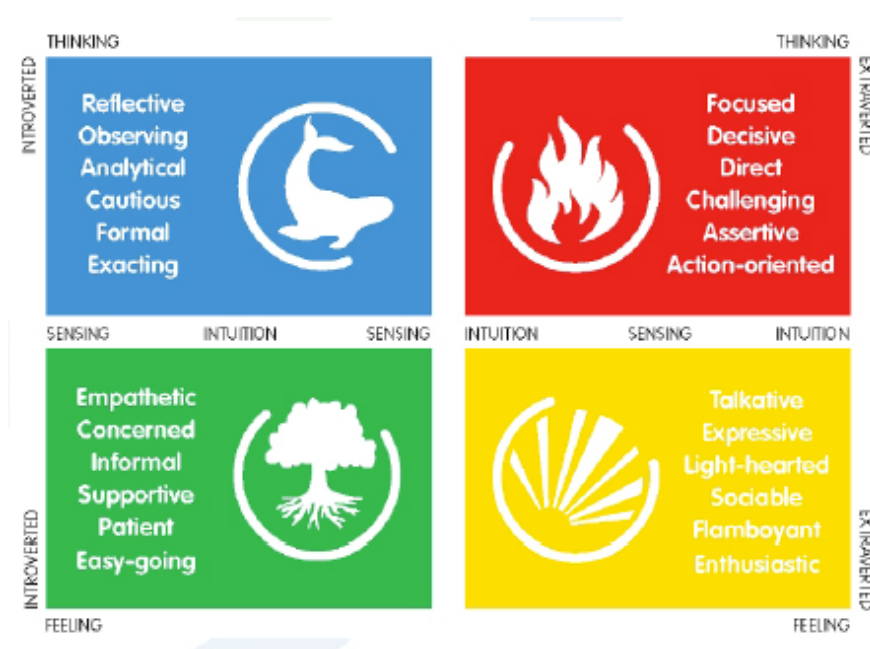
People who have the same colour energy preferences are likely to feel like familiar friends the moment they meet. That's because their automatic brain processes their common styles as safe and likeable (aka affinity bias). People with opposite colour energy preferences are more likely to be perceived as a threat or annoyance. Perception means there are generally two sides to any personality trait. Decisive / insensitive, factual / cold, animated / self-promoting, caring / submissive are all examples of how two different people can perceive the same personality.

Being conscious about how your personality might be perceived and how you might be perceiving others can avoid a whole lot of misunderstandings and upset. Taking it one step further and adapting our style to suit the preferences of others can dramatically improve our ability to influence.

Your personality impacts your behaviour



Explore your personality to improve your self-awareness and unlock growth goals



Reflecting on the four quadrants above, what are your two most and two least dominant 'colour energies' (blue, red, yellow and green).

- 1 _____
- 2 _____
- 3 _____
- 4 _____

How do these personality preferences come alive at work? What role do they play in your success?

Now let's have some fun with the power of perception. The lists below capture the two sides of the four colour energy personality types. Take a moment to have a chuckle at your flip side traits (there will be some that really resonate) and then mark which ones most relate.

 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Factual Careful Quiet Conventional Organised Deep thinking Logical Self-disciplined Meticulous Reflective Analytical Conscientious <p>© 2007 Clarity4D www.clarity4d.com</p>	 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Preoccupied Remote Over-exacting Unenthusiastic Distant Rigid Conformist Sceptical Overcritical Cold Unbelieving Resistant <p>© 2007 Clarity4D www.clarity4d.com</p>	 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Decisive Proactive Passionate Focused Assured Direct Bold Achieving Brave Persistent Striving Forthright <p>© 2007 Clarity4D www.clarity4d.com</p>	 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Insensitive Arrogant Impatient Self-opinionated Controlling Domineering Aggressive Hot-tempered Relentless Inconsiderate Reckless Dismissive <p>© 2007 Clarity4D www.clarity4d.com</p>
 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Loyal Thoughtful Supportive Empathetic Attentive Tactful Steady Unassuming Committed Caring Appreciative Understanding <p>© 2007 Clarity4D www.clarity4d.com</p>	 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Obstinate Slow Undecided Stubborn Submissive Morose Disapproving Unforgiving Resentful Passive Hesitant Listless <p>© 2007 Clarity4D www.clarity4d.com</p>	 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Animated Lively Engaging Optimistic Entertaining Articulate Expressive Energetic Creative Persuasive Friendly Spirited <p>© 2007 Clarity4D www.clarity4d.com</p>	 <p>Clarity4D clear colourful communication</p> <ul style="list-style-type: none"> Exaggerating Chaotic Self-promoting Unrestrained Impulsive Selfish Shallow Frantic Showy Noisy Careless Tactless <p>© 2007 Clarity4D www.clarity4d.com</p>

I encourage you to think about your flip side traits as strengths overplayed. It's not bad or wrong, just the full human expression of who you are. That said, these flip side traits can impact our ability to connect with and influence others.

Have a think about what these strengths and flip sides mean for your commitment or personal growth goal, and the behaviours that are currently working against your goals. Capture your thoughts here or on your Immunity to Change X-Ray.

Achieving adaptive challenges is about overcoming insecurities

Kegan and Lahey's ground-breaking model on adult development reveals how our ego or insecurities drive and entrench existing behaviour, and impair about ability to change and evolve. Revealing what these are, where they come from, how they serve us and how they don't, provides the awareness and insight to have their grip loosen so we can change and achieve our adaptive challenge.

I use [The Line](#) as a playful and powerful tool to reveal how our ego works. Follow the steps below to see when your ego is triggered and you go below the line, and what you can do to get back above it.

Step 1

The first step of seeing how you go below the line is to pick any relationship issue or persistent complaint. Preferably it's one you have struggled with for some time, has "juice" for you, **and relates to your adaptive challenge**. Name the person and your core complaint about them, or the issue.

My biggest complaint is about _____ is _____.
(name)

Example:

- I'm committed to being more open to feedback and other's ideas | My biggest complaint about Sarah is that she doesn't listen to me
- I'm committed to collaborating more effectively with the sale teams | My biggest complaint about the sales team is they don't value our work
- I'm committed to having difficult conversations | My biggest complaint about leadership is they don't respond to our feedback

Step 2

As you think about this issue, "**Where are you?**" Above the line _____ or below the line _____?

Step 3

What do you do when you go below the line on this issue? This can highlight the behaviours that are working against your growth goal.

_____ I gossip / vent with others

_____ I withdraw and / or avoid the person or avoid confronting the issue

_____ I blame this person / believe they are wrong and I am right

_____ I become critical

_____ I become angry / become aggressive / anxious

_____ Other:

Step 4

Because this behaviour is protecting our ego, everyone has some payoffs from their existing behaviour. This insight reveals the hidden competing commitments that are working against our adaptive challenge. What are your payoffs from keeping this issue going below the line?

- _____ I get to avoid my core feelings, especially the feelings of (fear, sadness, anger)
- _____ I get to stay connected
- _____ I get enlivened by adrenaline
- _____ I get to stay in the familiar and avoid the unknown
- _____ It gives me something to do or a compelling story to tell
- _____ I get to avoid taking responsibility for my issues
- _____ I get to be right about the following:

Step 5

Can you accept yourself for being just where you are? Yes _____ No _____

Step 6

Are you willing to shift? Ask yourself these willingness questions to find out. Your learning moment comes from the questions you answer 'no' and the questions that are hard to answer 'yes'. These will reveal how you go below the line and what you can do to shift, which in turn **helps us map out the progress map on the Immunity to Change worksheet.**

- | | | | |
|---|-----|----|-------|
| Are you willing to end all blame regarding this issue? | Yes | No | _____ |
| Are you willing to let go of being right about? | Yes | No | _____ |
| Are you willing to feel your (sadness, anger, fear) related to this issue? | Yes | No | _____ |
| Are you willing to see that the opposite of your story is as true? | Yes | No | _____ |
| Are you willing to reveal anything you're withholding about this issue? | Yes | No | _____ |
| Are you willing to stop all gossip about this issue? | Yes | No | _____ |
| Are you willing to clean up all broken agreements related to this issue? | Yes | No | _____ |
| Are you willing to shift from entitlement to appreciation about this issue? | Yes | No | _____ |
| Are you willing to let go of taking this issue seriously? | Yes | No | _____ |

Based on your responses above, are you willing to shift? (any No above is a No) Yes _____ No _____

If yes, move on to step 6 and 7.

For most of us, getting above the line on relationship conflict takes further work. Head to the deep dive section to keep going, then revisit if you're willing to shift.

Step 7

Based on your current commitment in this moment regarding this issue, complete this sentence.

Today is _____ and I am committed to _____.

Step 8

If you are willing to shift, "How will you shift?" What is one action step you can take? By when will you take it?

My measurable action is: _____

I will do it by: _____ at _____

(Date)

(Time)

Drama triangles

Letting go of blame and being right

This deep dive exercise helps us say 'yes' to a) and b) of the willingness questions **and provides new insights into our current behaviours.**

Almost all interpersonal conflict arises out of drama where well-worn scripts of victims, villains and heroes drag us below the line. When we're stuck in drama, we're blaming others and committed to being right. Watch this [video](#) to learn more about the drama triangle.

Now I invite you to map out your drama triangle for this relationship issue / persistent complaint, referring to the drama cards. I encourage you to be as dramatic as you can be!

The victim in my drama is	How can your victim become the creator and take responsibility for what's occurring? See 100% responsibility process on page 10.
The persona I'm / they're taking on is	
I'm / they're commonly saying	
I / they look out for	
The villain in my drama is	How can the villain be the challenger and provide healthy pressure? Eg what's not faced or accepted?
The persona I'm / they're taking on is	
I'm / they're commonly saying	
I / they look out for	
The hero in my drama is	How can the hero coach the people involved in the drama?
The persona I'm / they're taking on is	
I'm / they're commonly saying	
I / they look out for	

Persona interview

Chose a persona you think is running the issue. Take on the posture, voice and attitude of this persona, and give it a name. Then answer the following:

[Persona name], what is the most important thing to you?

[Persona name], what are you most proud of in how you served (person's name) in his/her life?

[Persona name], when did you make your first appearance in (person's name)'s life?

[Persona name], who did you learn your style from?

[Persona name], what are you most afraid of?

[Persona name], in your heart of hearts, what do you MOST want?

[Persona name], what is your gift?

Teaching your drama class

In the exercise above, you've mapped out your drama triangle and you might have started to see your role in the relationship conflict you're experiencing. Now we're going to bring that to life with a fun exercise by pretending you have been hired by a university to teach a class on how to create the EXACT same issue that you are having in your life.

Your students need you to give them very specific instructions that they can follow to create the outcome you are currently experiencing. Using the questions below as prompts, define the five or so steps they would need to take to recreate your issue in their life.

Questions to answer to help you create your drama:

- What actions do you take or not take?
- What do you have to believe about yourself, others and the world?
- What feelings do you repress/conceal?
- What are you trying to control that is NOT in your control?
- What do you have to be right about?
- What do you withhold and from whom?
- What do you not face?
- How do you numb yourself from the discomfort?
- What "shoulds" do you have to believe?
- To what do you feel entitled?
- What do you believe you do not have enough of?
- What either/or story do you have to hold about this issue?
- Who do you blame?
- How do you fix it, but only temporarily?
- Who do you have to be better/less than?
- What agreements do you have to make and/or break with yourself or others?
- What do you have to be afraid of?

Course title _____
Example: How to have a dissatisfying relationship with your boss 101

Key insight moment

As you map this out, what **else** do you say / do when you're wrapped up in drama that doesn't serve you and others? What do you need to stop / start doing to improve your leadership effectiveness?

Radical responsibility

Ending all blame regarding an issue means we need to take 100% responsibility for how this issue is impacting us. This is probably one of the most radical shifts you can make in your life. It means you own the fact that you, and you alone, create your suffering. Here's a great [blog](#) from The Conscious Leadership Group on that topic and below are the steps to follow. Here's how:

Step 1

Identify an issue/problem/potential about anything going on in your life. Speak about the issue in "unenlightened" terms. Be dramatic. Ham it up. Blame overtly. The last two exercise give you plenty to work with.

Step 2

Step into 100% responsibility. Physically find a place in the room or a physical posture that represents your commitment to being 100% responsible for the situation.

Step 3

Gain insight by completing these statements, repeating each of them several times, until you have what feels like a breakthrough:

From the past this reminds me of...

I keep this issue going by...

What I get from keeping this issue going is...

The lifelong pattern I'm noticing is...

I can demonstrate 100% responsibility concerning this issue by...

Step 4

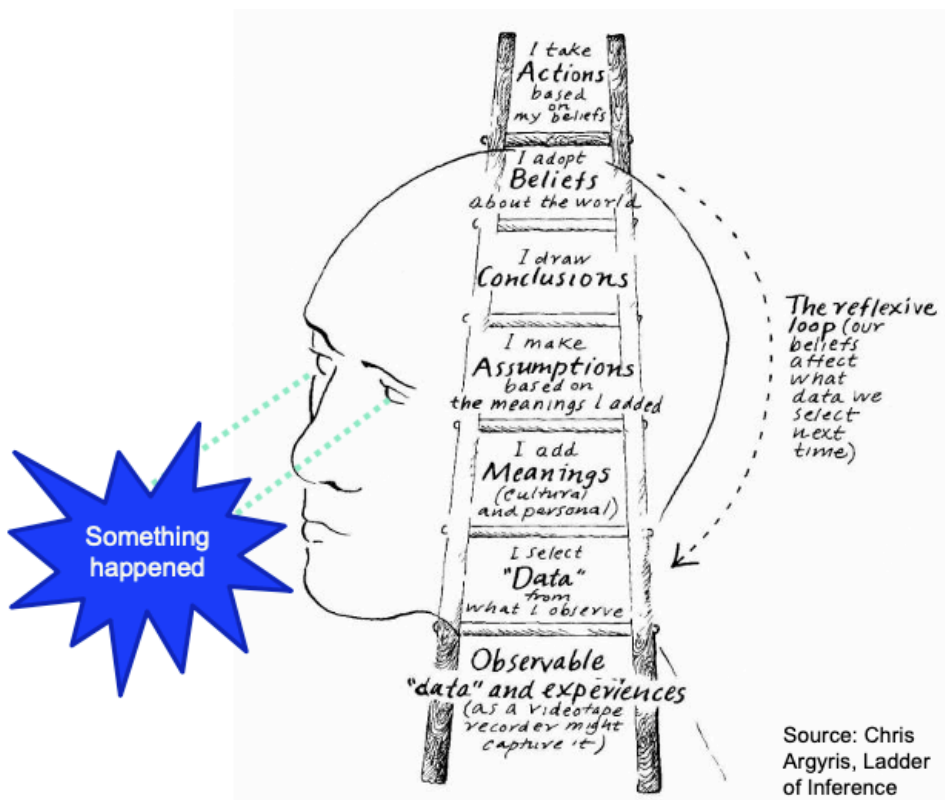
If during Step 3, you don't experience a shift, go back to Step 1 and repeat the process.

Seeing the opposite of your story

This deep dive exercise helps us say 'yes' to d) of the willingness questions and reveals the assumptions that are underpinning our hidden commitments in our Immunity to Change X-Ray.

How we adopt beliefs and take actions based on our beliefs

Believing our stories are true is one of the most common ways we go below the line. Indeed, it's the source of most human suffering, and is the way we keep ourselves small and in the grip of our ego. That's a big call! Let me explain.



Neuroscientists and developmental psychologists have shown that the human brain adopts beliefs or stories about the world by applying their personal and cultural meanings to the data they select from what's observed. We then take action and tend to collect more data that confirms our beliefs. This is how confirmation bias occurs.

Suffering and conflict occurs when the stories we tell ourselves are critical and negative – about ourselves, others or our environment. The tighter we hold onto those stories, the more suffering and conflict created.

You might be asking: What if those stories are objectively or morally true? Like people shouldn't be racist? Or bullying is bad? Or that manager really is incompetent (insert list of evidence)?

The problem arises when we tightly hold onto these beliefs and so engage with that person or issue from a place of being right, setting ourselves up for a war that no-one wins. In the process we shut down our ability to learn and be curious and achieve a win for all outcomes. Our ability to influence is diminished.

If we have these conversations from above the line, we invite a shared understanding that is more likely to create outcomes where everyone learns and grows.

When we look at our adaptive challenge, the behaviours that work against our goal and our hidden commitments are underpinned by assumptions that must be true for these behaviours and commitments to make sense. Discovering, testing and re-writing these assumptions provides a new story to guide our new behaviour.

Fact vs story

Let's apply this concept now to the issue you're working with by following the steps below.

Step 1 Define a recurring issue that you are willing to shift

Step 2 Write down all the facts related to the issue. Facts are what a video camera would record (without music and interpretation of tone)

Step 3 Write down all the stories you have about the facts. These are what you make up about the facts. Look for 'shoulds', judgements, interpretations and emotions.

The issue is _____

Facts

What a video camera records

Stories

What you make up about the facts

The next step follows [The Work of Byron Katie](#). Katie (as she is known), encourages a meditative approach where we reflect on a limiting belief we're currently holding onto.

Pick one of the stories above that resonates the most and write it down here:

Close your eyes, take a few deep breaths and contemplate that statement. Then ask yourself four questions:

1. Is it true?

2. Can you absolutely know it's true?

3. How do you react, what happens when you believe that thought?

4. Who would you be if I could erase that thought from your mind?

Once you connect with how much being right is costing you, it becomes easier to see how a whole range of opposites might be equally as true, not necessarily more true, but equally as true. This is where the turnaround comes in. Here's how turnarounds work:

Current belief: Jill is unkind to me. Alternate stories: I am unkind to Jill. Jill is kind to me. I am unkind to me.

Write down all of the opposites of your story and any evidence you can find that supports these alternate views. There won't always be four opposites and sometimes there may be more than four.

Alternate stories	Evidence of alternate stories
1.	
2.	
3.	
4.	
5.	

This exercise helps us let go of limiting beliefs by constructing a range of new ones, which in turn dissolves our commitment to being right, helping us to shift above the line.

Mapping your progress to achieve your adaptive challenge

The next step to achieve your adaptive challenge is to map out what progress looks like. These should follow the good old SMART principle and be both practical actions as well as new longer-term habits that helps you adapt at the level of mindset and identity.

For example, if you're working on having difficult conversations, practical steps might be:

- list the conversations you're avoiding
- lean into the fears you have about having them
- prepare some notes to have a feedback conversation, recognising the stories you're making up (I can give you a good structure for this)
- set up the feedback meetings
- have meetings

Because achieving adaptive challenges requires us to fundamentally change at the level of mindset and identity, you might also like to consider habits that improve self-awareness and nudge new behaviours. The willingness questions outlined earlier, also provide a range of ways you can make progress.

Here are some other thought starters for how progress happens. See what resonates and what you can commit to before completing your progress map.

Progress area	Inspiration	Your commitment
Accountability and feedback	Who can you share your adaptive challenge and Immunity to Change X-Ray with? What feedback can you request? How can they hold you accountable to progress?	
Conversations	The more you discuss and explore the topic, the most you internalise and adapt this extraordinary way of living and leading. Who can you talk to about adaptive challenges, ego threats and drama triangles? Perhaps your intimate partner, children, a friend who's into personal and leadership development?	
Self-reflection	Research shows leaders and teams who self-reflect are more productive. Yet most don't. The key is to identify a few important questions that stimulate higher order thinking and diarise the time either at the end of the day or week. Ten minutes is a good starting point, longer will take your deeper and yield more insight. Here are some good questions to get you started: When did I go below the line today? What pay-off did I get? Can I accept myself for going below the line? Am I willing to shift? What do I need to do to shift? What am I avoiding / not facing? What's the hardest thing to accept? What do I really want?	

What do I choose now? What's an easy step I can take to start creating what I really want?

Reading

What can you read to immerse yourself in these ideas? Here are some pointers:

[Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization](#)

[The 15 commitments of conscious leadership](#)

[Chatter: The Voice in Our Head, Why It Matters, and How to Harness It](#)

[Transcend: The new science of self-actualisation](#)

Listening

Podcasts are an excellent way to absorb new ideas. Here are some of my favourite episodes on leadership and personal growth that you might find inspiring:

[Jim Dethmer: Leading from above the line](#)

[Jim Collins: Relationships v transactions](#)

[Kris Cordle: Releasing the ego](#)

[Caroline Webb: How to have a good day during a global pandemic](#)

Mindfulness

Everything we feel, think, say and do is a function of our mind. Everything we have discussed in this workbook requires us to be present to how we're thinking, feeling and behaving, before we can shift.

That's why observing and training your mind is arguably the most valuable gift you can give yourself and others. This is the art and science of mindfulness.

The [Waking Up](#) app by Sam Harris offers a range of great meditations and inspiring talks. He also puts lots of talks in front of his paywall. Here are some of my favourites:

[The science of meditation, Meditation in an emergency, The science of happiness](#)

Inspiration pages

Locating yourself: Above or below?

Statements

What can I learn from this?
 How is the opposite as true?
 How is this familiar?
 I appreciate you for....
 I take responsibility for...
 I agree to...
 I choose to...
 I created...
 How is this for me?
 What I hear you saying...
 My body sensations are...
 I feel (sad, angry, scared, joyful, sexual/creative)

Behaviours

Breathe
 Significantly change my posture
 Take responsibility
 Question my beliefs
 Feel emotions
 Listen consciously
 Speak unarguably
 Make impeccable agreements
 Appreciate
 Create win for all solutions Play

Beliefs

I am the creator of my well-being
 There are more than two possibilities
 It is valuable to question my thoughts and beliefs
 My feelings are intelligent
 Approval, control and security are something I already have
 All people and circumstances are my allies
 Revealing creates connection and vitality
 Play and rest are key to peak performance

("BY ME")

Responsive / Curious / Growth & Learning

ACCEPTANCE AND TRUST

("TO ME")

Reactive/Defensive/Recycling drama

RESISTANCE AND THREAT



Statements

I/You/They should
 I/You/ They can't
 I'm right/They're wrong
 It's hard
 I'm trying
 It's not my fault
 I'm confused
 The "truth" is
 I have to
 You made me
 I'm sorry (with an excuse)
 Always/Never
 "Why" questions
 You're not listening to me
 It's no use/I give up
 My way or the highway
 They don't get it

Behaviours

Hold your breath
 Fight/Flee/Freeze/Faint
 See others as needing help
 Find fault/Blame
 Cling to an opinion/argue
 Rationalize/Justify
 Gossip
 Get overwhelmed
 Suppress emotions
 Use distractions to relieve pain (food, sex, drugs, media, work)
 Enrol others to affirm my beliefs
 Avoid all disconfirming
 Be sloppy with your agreements
 Avoid conflict
 Be judgmental (right/wrong, good/bad)

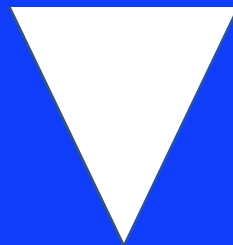
Beliefs

Being right is the most important thing
 There is a threat to me occurring out there
 There is not "enough"
 I need another's approval
 Safety and security come from outside myself
 I need to be in "control" (of things I can't control)
 There are only two options
 To get to a solution, I have to be serious
 I am better than/less than
 There is a right/wrong way
 There is no choice
 My story about the situation is true

“It’s hard” • “I have to” • “There’s nothing I can do”



VICTIM



IS AT THE EFFECT OF

Victim

Is at the effect of

Victims see themselves as “at the effect of” people, circumstances and conditions. They often experience themselves as disempowered. You will know if you are in the Victim position if you feel powerless to effect change. The Victim plays out its role by a declaration of pain and suffering, as well as defeat. The Victim often complains and whines and/or argues for why it can’t have what it wants. Once in this role, the victim is able to feel unique, as it waits for someone else to fix the problem.

SEEKS OUT:

- Help
- Security
- People who want to rescue
- Pain and suffering
- Overwhelming problems

FAVOURITE WAYS TO GO BELOW THE LINE:

- | | |
|---------------------|--------------------|
| Being Misunderstood | Trying Hard |
| Feeling Overwhelmed | Getting Distracted |
| Getting Sick | Being Disorganized |
| Being Confused | Being Embarrassed |
| Waiting | Worrying |
| Whining | Giving up |


PERSONA

- Complainer
- Worry wart
- Unappreciated
- Under-resourced
- Overworked
- Martyr
- Resigned
- Overwhelmed
- Misunderstood
- The needy one
- Whiner
- Depressed
- Dummy
- The reliable one
- Hercules

 What styles do you use to justify your position?

WHAT IT SAYS

- “Why is it this way?”
- “This could be a problem”
- “You don’t see my value”
- “I don’t have enough...”
- “I’m tired”
- “I have to sacrifice myself”
- “I don’t have a choice”
- “It’s too much”
- “You don’t know my pain”
- “I can’t do it”
- “It’s not fair”
- “I can’t get out of this”
- “I don’t know how”
- “I can’t have any fun”
- “It’s all put on me”

 Do you hear yourself saying any of these?

WHAT IT REQUIRES

- Any problem
- Irresponsible people, an uncertain future
- People who don’t look deeply
- Over-demanding people or schedules
- Too much to do
- People who aren't doing their part
- External authority and rules
- People who are counting on you
- Bad listeners
- Difficult challenges & personal inability
- Injustice
- Cheerleaders, hopeless circumstances
- People who do whatever they want
- Being held overly responsible

 Are you complaining about any of these?

Based on the work of the Hendricks Institute, www.hendricks.com

“It should be different” • “Who’s to blame” • “You’re wrong”



VILLAIN



BLAMES OTHERS OR SELF

Villain

Blame self & others

The Villain focuses on blame. They blame themselves, another or “them.” You will know you are in the Villain position if you feel your position is the right one, and you only search for evidence that supports your claims. The Villain’s main goal is to find fault, and identify who caused the problem. The Villain plays out its role by declaring that it “knows” and is “right” thus stifling open discussion and keeping attention on the problem.

SEEKS OUT:

- People to criticise
- Enemies to conquer
- “the way” to follow
- Where to place blame
- Control

FAVOURITE WAYS TO GO BELOW THE LINE:

- | | |
|-------------------|-------------------|
| Getting righteous | Justifying |
| Judging | Intellectualising |
| Policing | Comparing |
| Dismissing | Lecturing |
| Ignoring | Getting bored |
| Interrupting | Gossiping |

PERSONA

- Critic
- Rebel
- Cynic
- Debater
- Control Freak
- Gossip
- Bulldozer
- Dunce
- Time Cop
- Repeat Offender
- Puritan
- Drill Sergeant
- Mr. Sarcasm

- Know-It-All
- Narcissist



What styles do you use to justify your position?

WHAT IT SAYS

- “You’re doing it wrong”
- “You can’t make me”
- “It won’t work”
- “My perspective is best”
- “Don’t deviate from my plan”
- “They’ve been bad”
- “My way or the highway”
- “I’m so stupid”
- “You’re late”
- “I’m ashamed of myself”
- “There is One True Way”
- “Shape up or ship out”
- “I’m just being funny”

- “I have the answer”
- “I am most important”



Do you hear yourself saying any of these?

WHAT IT REQUIRES

- People who don’t get it
- Authority figures / Rules
- Overly idealistic people
- People who don’t agree
- People who just go along
- Drama
- Directionless people
- Pressure to perform
- Others who don’t value “my time”
- Moral code
- Rebels & non-believers
- Irresponsible people
- People who get hurt

- Confused people
- People who aren’t devoted to me



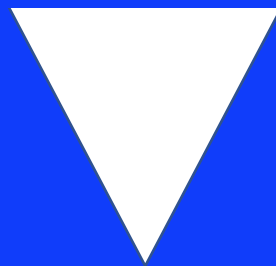
Are you complaining about any of these?

Based on the work of the Hendricks Institute, www.hendricks.com

“I can handle it” • “I can help” • “Poor you”



HERO



SEEKS TEMPORARY RELIEF

Hero

seeks temporary relief

The hero seeks temporary relief. The hero looks for suffering inside or outside of itself. But rather than feeling helpless, like the Victim, the Hero assumes that it is able to control or change the situation. Thus, the hero reacts to pain by finding temporary ways to make it go away. Heros act with an expectation of reward; specifically that you or others will “feel better” because of your deeds. Heroes play out their role by applying a “solution” to the “problem” in order to avoid their feelings or discomfort.

SEEKS OUT:

- Appreciation
- Problems to fix
- People to save
- Pain to be relieved
- Conflicts to be resolved

FAVOURITE WAYS TO GO BELOW THE LINE:

- | | |
|-----------------------|---------------------------|
| Organising | Withdrawing |
| Achieving or approval | Figuring it out |
| Caretaking | Listening to gossip |
| Overworking | Over-compromising |
| Looking interested | Indulging in food & Drugs |
| Doing it right | TV/ internet |
| Procrastinating | |

PERSONA

- Protector
- Peacemaker
- Energizer
- Bunny
- Flatterer
- Firefighter
- Cheerleader
- Peter Pan
- Analyzer
- Supercompetent
- Multi-tasker
- Good Listener
- Provider
- Withdrawer
- Good Parent
- Nice Guy



What styles do you use to justify your position?

WHAT IT SAYS

- “I’ll keep you from harm”
- “Let’s all get along”
- “I’ll do it”
- “You’re great”
- “I’ll make it all better”
- “You can do it”
- “Let’s have fun”
- “I can figure it out”
- “I can do anything”
- “I can do it all right now”
- “I understand”
- “I’ll support you”
- “I need space”
- “I’ll be there for you”
- “I am kind and caring”



Do you hear yourself saying any of these?

WHAT IT REQUIRES

- Powerless victim
- People in conflict
- People who pass the buck
- People who don’t value themselves
- Emergencies
- People who lack confidence
- Stressful conditions/people
- Complex problems
- Incompetent people
- Sense of urgency or busyness
- People with a story to tell
- People who want more
- Needy people & too much responsibility
- Children needing attention/support
- Critical, aggressive people



Are you complaining about any of these?

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Thankyou

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