

DS PERFORMANCE GROUP 

Dramatic and Sustainable Performance
Individuals – Teams – Organizations

Quick Change!

**Maximizing Individual Performance
by
Eliminating Self-Defeating Behaviors**



Table of Contents

QUICK CHANGE!	3
<i>WHY QUICK CHANGE?</i>	5
QUICK CHANGE THEORY BASE	6
QUICK CHANGE! WORKSHOP	10

QUICK CHANGE!

***Maximize your performance!
Make yourself easier to work with!***

It's universal: We all have self-defeating behaviors (SDBs) that reduce our performance and make us difficult to work with. And we all get just a little defensive and upset when our SDBs are pointed out to us.

COMMON SDB'S

**Procrastination
Over Committing
Anger
Micro-Managing
Perfectionist
Not Make Cold Calls
Holding Back
Defensiveness
Blaming Others
Not Listening
Argumentative
Overly Critical
Micro-Managing
Personally
Attacking
Dominating
Show up late**

SDBs are behavioral patterns, or habits, that consistently deliver poor results, block out higher performing behaviors, and make it difficult for others to work with us. Procrastination, for example, can block out timely action on critical issues, creating a crisis situation that disrupts the work of others. When this becomes a pattern in our behavior others see us as "high maintenance" and "hard to work with". SDBs of managers and executives are very visible and can affect the performance of their entire work group.

More than ever, and at an ever-increasing rate, we are asking individuals in organizations to do things differently. Technology is changing how individuals do their jobs and how they interact with others in the organization. In this new environment individuals are increasingly

experiencing that the things that made them successful, are now starting to work against them. The successful planning, organizing, controlling and delegating managers of yesterday have become the over-controlling micro-manager of today.

People know at some level of awareness that they should not be repeating these behaviors, but they just cannot stop them. The traditional approach is to attack the behavior through training, coaching, feedback, and corrective action. But these traditional approaches typically fail because they do not address the root cause behind the behavior. Because these approaches treat the symptom and not the root cause, people often become defensive and feel attacked, which increases their resistance to changing the behavior.

For positive, permanent, behavioral change the solution is not to attack the behavior, but focus on the factors behind the behavior: Mythical Fears and Behavioral Beliefs. These two drivers are lodged in the partially aware, and unaware, areas of the brain. Individuals become **prisoners** of their fears. The struggle/paradox is that individuals are **afraid not to repeat behaviors that hurt them!** The fear says, if you stop these behaviors, bad things will happen to you.

Behind the mythical fears is the generator — the behavior beliefs. Individuals are **slaves** to their beliefs (these are referred to as feelings), and will act in accordance. The beliefs say, if you keep these behaviors, you will be safe. The promise of protection and the fear of being without the behaviors, force the SDBs to be repeated. The SDBs are the caboose; we need to correct the engines.

Quick Change! teaches people how to identify, analyze and replace self-defeating behaviors. This logical and actionable workshop creates a **tremendously strong desire to change**. The clear, easy to apply, step-by-step process allows people to change even the toughest SDBs quickly. It has been a career-saving intervention for people who have received feedback, been sent to training, had traditional coaching, and been put on corrective action but still cannot change their behaviors.

DR. ROBERT HARDY

Quick Change! was developed by Dr. Robert Hardy, a licensed consulting psychologist, whose life work has focused on individual and organizational behavior analysis and modification. In 1971 Dr. Hardy received his doctoral degree in counseling from Western Michigan University, where he was a Mott Foundation Scholar. A Minnesota Licensed Psychologist, he has maintained a consulting practice for over 25 years. This has allowed Dr. Hardy to work with a wide range of individuals, groups, and organizations ranging from incarcerated individuals to professional athletes and corporate executives. These broad experiences have allowed him to achieve his career objective of understanding how individuals and organization develop self-defeating patterns o behavior and how they can learn various approaches to eliminating such negative patterns.

Bob co-authored the book *Self-Defeating Behaviors* (Harper/Collins 1991), which was published internationally and continues in circulation. It is considered the classic work on the subject of why people repeat counterproductive negative, behaviors such as: weight issues, smoking, drugs and alcohol, depression, worry, procrastination, over committing, perfectionism, inappropriate anger, etc.

Bob has applied his model of self-defeating behaviors across a wide range of human behaviors ranging from severe to mild. On the sever side Bob worked with incarcerated felons, Post-Traumatic Stress Disorder in Vietnam Veterans, and Chronic Pain. His successes include a murder that gained release and is now a psychologist applying Bob's work, a commendation from the U.S. Congress for his work with Post-Traumatic Stress Disorder in Vietnam Veterans, and the establishment of chronic pain program at Sister Kinney Institute and other health care facilities. On the mild side Bob has worked with professional athletes who are at world class levels of performance, but still have self-defeating behaviors.

WHY QUICK CHANGE?

Quick Change works because it is an extremely logical and actionable model for behavior change. Its power comes from the process of self-discovery and analysis that individuals go through to identify, analyze and eliminate a self-defeating behavior. This process replaces resistance to change with a tremendous desire for change as individuals realize how hard it is to keep an SDB compared to how easy it is to change behaviors.

Traditional approaches to changing self-defeating behaviors fail because they assume people are “broken”, in need of repair, and resistant to change. This approach stigmatizes the person and fails to address the root cause behind the behavior. Quick Change believes that people are not resistant to change. As Dr. Hardy says, “They have the right idea; they just have the wrong behavior!” Quick Change realizes the root cause is not the behavior but the fear that is driving the behavior.

Quick Change recognizes that behaviors are stored in the unconscious mind as conclusions that contain a promise and a fear. Why do we stop at a red light? Because we have concluded if we stop we will be safe (promise) and if we run it we will get hit or get a ticket (fear). When we approach a red light our unconscious mind retrieves this conclusion – without thinking we choose to stop at a red light.

Now imagine you are driving into work and someone tells you to run a red light. You would get a strong emotional response (fear) and refuse to comply. “Are you crazy!” might be a typical response. This is exactly what happens when you approach self-defeating behaviors with traditional training and coaching. What the training and coaching is suggesting just seems crazy to the person doing the SDB. From the perspective of the person doing the SDB this is not resistance to change; this is resistance to getting hurt.

Quick Change works because it reprograms people’s conclusions. It shows people how to bring the conclusions behind their SDB’s to a conscious level where they quickly discover the promise is false and the fear is mythical. Suddenly they clearly see and realize how dumb and crazy their self-defeating behavior is. This creates an immediate and strong desire for change.

Once the desire for change is put in place people quickly reprogram their conclusions with an accurate promise and a real fear. Putting fear “in the right spot” blocks off the SDB; now going back and doing the SDB is like running a red light – not a good idea! And a new conclusion opens them to higher performing behaviors. Now the person is open to traditional training and coaching to develop their new higher performing behaviors.

QUICK CHANGE THEORY BASE

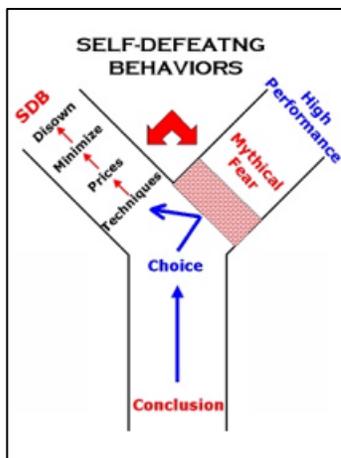
Robert Hardy, author of Self-Defeating Behaviors, spent his entire career working across a continuum of human behaviors from incarcerated felons to world-class athletes to develop and apply his work on self-defeating behaviors. His dramatic success across all of these groups has brought considerable recognition, including a commendation from the United States Congress for his work on post-traumatic stress in Vietnam era Veterans.

Hardy's Quick Change model helps individuals understand the elements and process of behavior change, and how they can take control of that process to maximize their individual performance by adjusting their behaviors to the situation, instead of trying to make the situation fit their behaviors. A key part of the Quick Change Process is analyzing SDBs.

ANALYZING SDBS

Quick Change assumes people are healthy, self-maximizing systems that do what is best for their self and make changes in their behaviors all the time. It recognizes that individuals are not resistant to change; they just do not want to do good things and have bad things happen to them. The process of analyzing one's SDBs creates a strong and overwhelming desire for change.

Conclusions



Quick Change recognizes that all behaviors are formed from our life experiences. As we go through life we form conclusions that contain a promise and a fear. These conclusions are stored in the unconscious part of our mind. They allow us to drive to work, for example, and not remember the drive. Our conclusions about red lights – you are safe if you stop (promise) and you can get hurt or killed if you do not (fear) – assures we stop at a red light without even thinking about it.

When things change, but our conclusions do not, we develop self-defeating behaviors. In other words, what allows individuals to survive in one

situation (i.e. withholding information from a toxic boss) can become self-defeating in another situation (withholding information from a new boss). In the first case the person was a victim of a toxic boss, in the second they are the perpetrator and the new boss is the victim.

Conclusions are a logical framework that is stored in the unconscious mind. We often refer to these as habits or compulsions. They take control of a majority of our behaviors so we do not have to consciously think about what we are doing.

For example, many people have experienced the phenomenon of driving to work and not remembering the drive. During that drive they made hundreds of decisions about starting, stopping, slowing down, speeding up, changing lanes, passing and more without ever consciously thinking about it. This level of automatic response allows individuals to "multi-task", using their conscious mind for higher-level thinking while putting their actions on "auto-pilot".

Every conclusion is made up of a promise and a fear that is based on real life experience. When an individual is first learning to drive they have "peak experiences" that forge conclusions in their mind. The first time they run a red light and almost get hit, they will have a significant emotional response. Their blood pressure shoots up, the hair stands up on their arms, their stomach ties itself in a knot and breathing becomes difficult.

This real life experience creates a conclusion about red lights. You stop, and you will be safe. You run a red light and you can die! After this peak experience the individual is no longer consciously aware of the conclusion and will instead operate off from their feelings. The light turns red, their body has an immediate emotional reaction, and the foot heads for the brake!

Mythical Fear

Healthy conclusions are anchored in real fear. But when things change, but the conclusion and emotions remain the same, the fear is now mythical or unreal. In the driving example say the rules of the road change and you now stop at a green light. Even though every driver is consciously aware of the change, when they are making one of their first drives to work, and the light turns red, they will hit the brakes, and cause a chain reaction accident.

In this case the fear of the red light was mythical, that is, it was accurate in an earlier situation, but no longer accurate today. The individual in this case had the right idea, they wanted to avoid an accident, but the wrong behavior, and they stopped and caused an accident.

Choice

If you could freeze time into a series of discreet "moments" you would see that we always have choices in our behaviors. Sometimes our choices are limited and not very good, but we always have some type of choice.

Conclusions "pre-dispose" us to make a certain choice in a certain situation (you stop at a red light). When things change, we often have to change our choices. In the example of the stoplight changing from red to green, the individual involved in the car accident would most likely "never do that again" once they have not formed a new conclusion (stop at green and be safe, run green and die!).

Because we are all "self-maximizing" systems, we tend to make good choices in behaviors, most of the time. That is, we do what we think is best for us. But sometimes we continue to use the same behavior regardless of the

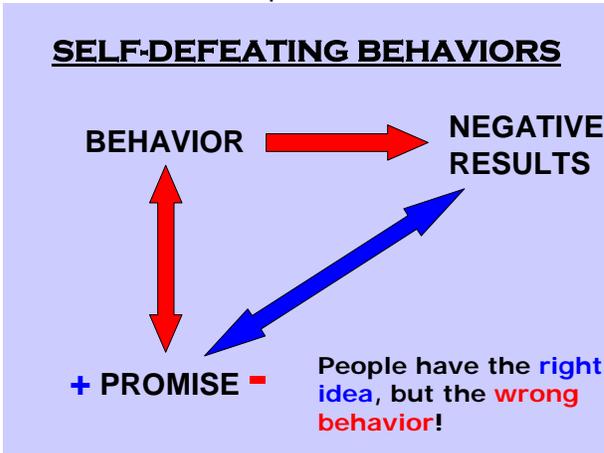
situation, even when it does not work. For example, let's say an individual works for a highly critical and punishing boss who consistently attacks and ridicules them whenever they speak up in a staff meeting. This person soon learns to keep their mouth shut to avoid the personal attacks. This works and, after a short period of time becomes a "habit."

A few years later this individual has a new boss that also holds regular staff meetings. This person is in the habit of not speaking up, so they continue that habit with the new boss. There are times when they consider speaking up, but they quickly get a strong emotional response (like running a red light) and a little voice in the back of their unconscious mind says to them "no way in hell!"

Time goes by and the individual continues their pattern of not speaking up. The new boss begins to see this individual as a "non-team player" who keeps things "close to the vest" and probably "hides information from others". Sooner or later word gets back to the individual about how they are seen by the boss. The individual now thinks the new boss is even worse than the old boss because they don't even have to speak up to get personally attacked.

By keeping their mouth shut, the thing the individual was trying hardest to avoid, they made come true! It is a classic "Self-Defeating Behavior!"

What creates the problem in this situation is that the person has tied their behaviors to a conclusion instead of to the actual results. The conclusion, with its promise of safety and fear of personal attacks, was inaccurate. But the emotions behind this conclusion were so strong that the person could not "keep their mind off from the conclusion" and focus on the results. If they were to "hook" the behavior to the results they would have discovered that the promise of safety by keeping their mouth



shut was no longer true. And they would have changed their behavior.

Techniques

When doing self-defeating behaviors people assume their conclusions are accurate so instead of changing they focus on developing new and better techniques to do their SDB. After all, if the conclusion is accurate, you just have to try harder. So in the case of the person who does not speak up in staff meetings "trying harder" they now start to skip staff meetings altogether and criticize the boss to human resources. Like all techniques, this only makes things worse.

Prices

Not surprisingly, techniques carry a heavy price tag. By not showing up for meetings the individual is now seen as not being very committed, on top of everything else. By criticizing the boss the individual is also seen as a troublemaker and their peers may start to avoid them. "Boy, don't go around him, all he does is criticize his boss and try to get you to agree with him! Next thing you know he will be asking you to talk to Human Resources!"

Minimize

At this point in the SDB process the individual is caught between their mythical fear and the prices for their technique, and it is driving them crazy! The prices are telling the individual to stop what they are doing, and the mythical fear is threatening them with a major danger (All hell will break loose!) if they do stop the behavior. So, caught between their fears and process, the individual begins to focus their attention on minimizing the prices.

Unfortunately our society sees minimizing the prices of our behaviors as a profitable business opportunity. Pills, alcohol, illegal drugs, working out, vacations, meditation, and support groups are all designed to minimize the pain and stress caused by self-defeating behaviors. So when the individual gets no help from HRD they go to the doctor and get a tranquilizer to help deal with the lousy company they work for.

The biggest minimizer is self-talk. The more intelligent we are, the more we can talk ourselves into keeping our SDBs. By telling themselves "it could be worse, I could be like so and so who is really a loser", the individual can minimize the sting of the prices. By "keeping things in the right perspective" people are able to keep their SDBs going.

Disown

When "minimizers" no longer work the person turns to blaming someone else. It is not their fault, its lousy management and incompetent human resource people that are the cause of their problem. If only the company would do something about them, everything would be all right!

REPLACING SDBS

Quick Change shows people how to re-program the conclusions stored in the unconscious part of their mind by bringing them conclusions to a conscious level where they can be examined. An immediate and strong desire for change is created when the person realizes the promise is false and the fear is mythical. This opens them up to reprogram their conclusion with a promise that is true and fears that are real. Once people put fear in the right spot, they do not go back to their Self-Defeating Behaviors and they are open to changing to higher performing alternative behaviors. The result is Quick Change!

QUICK CHANGE! WORKSHOP

Learn to identify and eliminate patterns of low performance in your behaviors. Quick Change is an actionable model for making tough changes in “hot button” behaviors such as procrastination, perfectionism, over-committing, inappropriate anger, over-controlling, micro-managing, excessive rigidity, aversion to risk, and not being open to new ideas. Eliminating self-defeating behaviors such as these maximizes individual performance and makes you easier to work with.

This is a highly interactive workshop designed to allow individuals to work on specific self-defeating behaviors.

The design follows the following format:

1. Short lectures with examples to teach each element of the model
2. Small group activity to apply each element
3. Individual work on personal SDB
4. Coaching from staff and participants

This workshop has two facilitators to allow for individual coaching of participants as they work through an individual SDB. The design focuses on teaching the process of behavior change so that individuals can make changes in behavior throughout their lives.

MODULE 1 – THE SELF-DEFEATING SYSTEM

Participants learn how self-defeating behaviors are formed, why we keep them, how we keep them alive, and how we can change them. This module provides a concise overview of the *Quick Change* process.

MODULE 2 – IDENTIFYING SELF-DEFEATING BEHAVIORS

Participants learn how to identify patterns of low performance in their behavior that consistently deliver negative results and are, therefore, self-defeating. This step-by-step process takes labels such as “procrastination” and reduces them down to a specific behavioral pattern that is repeated in specific situations. Because it is specific and predictable, it can be changed.

Participants learn how to differentiate between self-defeating behaviors and toxic situations. Often people are sent to this workshop to get “fixed” when the real problem is that they are in a toxic situation where nothing they do is going to work. Recognizing this reality, and providing participants with a method of dealing with toxic situations, dramatically increases the credibility of the workshop and the performance of individuals.

MODULE 3 – Analyzing Self-Defeating Behaviors

In this module participants learn to analyze how they do their self-defeating behaviors. This is a critical step in the workshop for two reasons. First, it demonstrates that self-defeating behaviors follow a predictable process, and once you learn the process, you can intervene to make changes.

Secondly, it brings the unconscious aspects of the process to a conscious level where they can be examined and changed. Based on this analysis, participants quickly realize how difficult it is to keep their self-defeating behaviors alive and how relatively easy it will be to change the behavior. It is the intellectual equivalent of learning to stop beating your head against a wall, and it creates a tremendous motivation and commitment to making behavioral changes.

MODULE 4 – REPLACING SELF-DEFEATING BEHAVIORS

In this final module, participants learn how to replace their self-defeating behaviors with higher performing alternative behaviors. In many ways, human behavior is like computer software. Sometimes you have to dig into the code and re-program it to eliminate a problem in the software. In the previous module participants examined the code that was causing the problem – in this module they re-program the code to fix the problem. Once the software code has been repaired it can drop back into the unconscious mind and a new, higher performing pattern of behavior will emerge.

RETURN ON YOUR INVESTMENT

1. Self-maximizing people who eliminate SDBs and increase their performance
2. People who adjust their behaviors to situations instead of making the situation adjust to them
3. Eliminate “hot button” behaviors that create unproductive personal conflicts
4. Save people who might otherwise be terminated
5. Quit wasting money on training and coaching programs that cannot change SDBs

The individual is the most basic unit of performance. Therefore an investment in people not only increases individual performance, but also creates a solid foundation for building high performance work groups, teams, and organizations.

Patterns of low performance by key managers and executives are very visible and can affect the performance of entire work groups. In today's highly competitive global marketplace organizations, these managers and executives are an unacceptable inhibitor to performance and work group morale. Therefore, they must either be replaced or taught how to change their self-defeating behaviors.

This innovative workshop creates a strong foundation for building personal, interpersonal, team, and organizational effectiveness – allowing individuals to work and contribute in a wide variety of organizational situations.

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