

QUICK CHANGE!

Maximize your performance and 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.