Change Catalyst

Damian Hughes
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Damian Hughes, a former England schoolboy footballer and Manchester United football coach, is one of Unilever’s youngest ever Human Resource Director. He led a turnaround in performance at the UK’s oldest manufacturing site in Port Sunlight before carrying out similar work in Africa and the USA. Hughes now coaches both leaders and individuals to achieve the same levels of success.

He is the author of four best-selling books, Liquid Thinking, Liquid Leadership, The Survival Guide to Change and Change Catalyst and speaks at a number of high profile conferences on how anyone can adopt the methods used by great achievers to accomplish their own goals. He also delivers workshops on subjects such as Leadership, Coaching, Individual Performance and Change Management, helping a wide range of individuals, teams and industries achieve similar employee engagement and success.

Within sport he is change management consultant and sports psychologist for the England and GB Rugby League teams and also performance coach for the 2009 Challenge Cup winning Rugby League team Warrington Wolves. He also runs a Manchester inner-city youth club, Collyhurst & Moston, which has helped many individuals to find a purpose in their lives, from stopping crime to winning Olympic medals. In 2007, Damian was nominated for the William Hill Sports book of the year award for his biography of boxing great Sugar Ray Robinson. He has recently co-authored a book about the world boxing champion Thomas “Hit Man” Hearns.

His innovative and exciting approach has been praised by Sir Richard Branson, Muhammad Ali, Sir Terry Leahy, Tiger Woods, Jonny Wilkinson and Sir Alex Ferguson.
Behaviours

First Impressions

Take a second to think about meeting someone for the first time. What do you base your instant judgements on? Write down the different factors below.

1. 
2. 
3. 
4. 
5. 
If you want to change how you are perceived in the segment of life that you have focused on, you need to be aware and conscious that others will judge you very quickly according to your list. Creating the best impression possible at the outset will pay dividends later.

**Behaviours**

**Best Behaviours**

Write down four or five words that you would use to describe your behaviour when you are at your absolute 100% best. What behaviours do you display? Write down five descriptions below:
Reminders and Emotions

Analyse your daily routine and identify three potential points where you could remind yourself of your best behaviours. This simple task acts as a good trigger to help you re-focus on the things that matter. Some organisations encourage their staff to use small notes stuck
on frequently-used things, like phones and computer screens. These reminders act as a trigger to recognise what their behaviour is like.

Feeling Great
Do the same exercise as you did for behaviours and write down the words you would use to describe yourself when you feel fantastic and outstanding. Then notice any similarities between the words you have written and the words you wrote previously about your behaviours.

1.

2.

3.

4.

5.

Stress
So what is stress?

“[Stress] is the reaction people have to excessive pressures or other types of demands placed on them. It arises when they worry they can’t cope.”

The UK Health & Safety Executive

Or a more graphic description...

“Stress is when you wake up screaming and you realise that you haven’t fallen asleep yet”.

Damian Hughes

Hans Seyle, a pioneer of modern stress research, says that stress has three components:

Stimulus ➔ Perception ➔ Response

For example, if we are hiking in the woods and encounter a bear, this is a stimulus. We then perceive a life-threatening situation and a response is activated in our bodies, so we can run for our lives. This important response mechanism has been hardwired into our genes since the caveman days and is a key survival tool. Let’s look at how this works in more detail.

Our response to the stimulus of change-related stress manifests itself in three ways:

- Flight
- Fight
- Freeze

Your natural personality will play a part in determining the type of behaviour which you will exhibit when feeling stress about making change happen. Depending on your personality, some people display aggressive behaviour (fight), some people distance themselves from the situation (flight) and some give up and acquiesce to the pressure (freeze).
Stress

Exercise

Think of an occasion when you have been feeling particularly stressed. Identify the different stages below:

1. **Stimulus**  
   (What was the change that you wanted?)

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

2. **Perception**  
   (What did you feel about making this change?)

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

3. **Response**  
   (How did you respond?)

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

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Control the Controllables

The Churchill Test

Winston Churchill recommended that you should make two lists: a list of all the things you can do something about and a list of the things you can’t do anything about. He suggested, “Do something about the things you can do something about – and then go to sleep!”

Take a really close look at the situation which you want to change and figure out exactly what you can and cannot control. It’s worth writing these things down. You can then ensure that you focus your energy on the controllables.

It’s like going for a job interview. Many people get nervous about the experience and worry about the questions they will be asked and how nice the interviewer will be. When you begin to outline these concerns, it becomes clear that you cannot control what the interviewer will be like or what you’ll be asked. There are, however, quite a few things which you can control. Decide on just three.

For example:

1. Take a few deep breaths before entering the room to calm down
2. Slow down and answer questions at a steady pace
3. Make an effort to enjoy the whole experience

“Do something about the things you can do something about – and then go to sleep!”
Control the Controllables

<table>
<thead>
<tr>
<th>SITUATION</th>
<th>CONTROLLABLES</th>
<th>NON-CONTROLLABLES</th>
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Fitting in: The Otis Reading Problem

Bob Sutton and Jeffrey Pfeffer, two management scientists, suggest that The Otis Redding Problem is a mistake which many of us make. The problem is named after the line in the song Sitting On The Dock of the Bay:

“I can’t do what ten people tell me to do. So I guess I’ll remain the same.”

The problem is that when we listen to too many people’s views and ideas, we can’t satisfy them all and often end up doing nothing.

Exercise:

Think of the people who are going to be important in the change you want to create. Write down everyone you can think of and put them into one of three columns:

<table>
<thead>
<tr>
<th>People I really connect well with</th>
<th>People I think I connect ok with</th>
<th>People I don’t connect with at all</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
1. Look at which column is longest.
2. Consider the strengths of the people in the second and third column and write them down.
3. Looking at those in the second and third columns, what do you think you need to do to move them to the left?

Notes
Valuing Others: Emotional Bank Account

Jim Thompson is the founder of the Positive Coaching Alliance (PCA), which is on a mission to emphasise that youth sports should not be about winning at all costs; it should be about learning life lessons.

The PCA holds positive-coaching seminars for youth sports coaches. At the seminars, trainers use the analogy of the “emotional tank” to get coaches to think about the right ratio of praise, support and critical feedback. “The emotional tank is like the petrol tank of a car. If your car’s tank is empty, you can’t drive very far. If your emotional tank is empty, you are not going to perform at your best.”

After the emotional tank analogy is introduced, the trainers begin an exercise. First, they ask the coaches to imagine that the person next to them has just missed an important chance in a game. The coaches are challenged to say something to the person to drain his emotional tank. Since clever put-downs are a staple of many sports, the exercise is embraced with noticeable enthusiasm. Thompson says, “The room fills with laughter as coaches get into the exercise, sometimes with great creativity.”
Then the coaches are asked to imagine that someone else has made the same mistake, but they’re now in charge of filling that person’s emotional tank. This generates a more muted response. Thompson says, “The room often gets very quiet, and you finally hear a feeble, ‘Nice try!’”

Try the exercise yourself. Think about the change challenge you are working on. Think about how you can fill and drain your own emotional tank (or do the same for someone who is important to your cause). Write these phrases on the following page.

### The Emotional Tank

<table>
<thead>
<tr>
<th>Comments to FILL the emotional tank</th>
<th>Comments to DRAIN the emotional tank</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. You tried your best. Learn from it and move on.</td>
<td>e.g. Which village are you depriving of an idiot? How stupid could you be?</td>
</tr>
</tbody>
</table>
Attitude

What causes an attitude?

Firstly, write down five things which cause you to have an attitude:

1.
2.
3.
4.
5.
Support Group - Exercise

1. On the following page, make a list of the 15 people who are essential to your change challenge.

2. Now put the names of your 15 people in the boxes below in terms of how helpful and supportive they are. Tip: There are no right or wrong answers here and it doesn’t mean that a person is good or bad. It is about how supportive they are to you in terms of your change challenge.

3. Look at your list and decide if the balance is helpful. Is there any action you want to take to move someone from one box to another? For example, ask an “adapter” for help and support to become an “initiator”.

**Support Groups**

<table>
<thead>
<tr>
<th>Initiator</th>
<th>Blocker</th>
</tr>
</thead>
<tbody>
<tr>
<td>really active; supportive, helpful; encouraging; interested.</td>
<td>highlights the problems/difficulties.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adapter</th>
<th>Observer</th>
</tr>
</thead>
<tbody>
<tr>
<td>don’t really understand; not aware.</td>
<td>not bothered in the slightest.</td>
</tr>
</tbody>
</table>
Beliefs = Behaviour = Results

It is not easy to change your beliefs, but what you do believe, usually at a deep, subconscious level, will determine how you behave on a consistent basis, and this will determine how successful you are in making change happen. Put simply, if you change the beliefs then you will change the results.

Exercise: In the Dock

This is a process that helps you to test your beliefs. Many schools of personal development use techniques based on these principles to uncover what tricks your belief system may be playing on you. This is a very powerful technique in helping us to determine where to focus our energy in order to bring about change.

In today’s society we often find that our minds work at 100mph – like toddlers who have had too many sugary drinks and just can’t keep still. Within all this chaos our minds are telling us things; this is our internal dialogue or voices in our heads.

It is time to listen to these voices and put them in the dock. To flush these out we need the help of our angels and devils, the ones who sit on either shoulder and whisper sweet nothings.
Devil

Think of the situation you have chosen to change and allow yourself to be negative and devilish. On the next page, with no censoring, write down your beliefs about the issue you want to change or challenge from a weaselly negative point of view. It’s fun to be wicked and so don’t analyse or restrict yourself, just scribble wildly.

Angel

Next, to balance things up a bit, do it from your angel’s perspective. Be loving and nurturing, see the good and be optimistic. It might feel odd but go for it anyway.

Once you have done this you should have two lots of outpourings which contain your beliefs about the change challenge you face. It is now time to put them in the dock.

Devil v Angel

Devil

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

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Angel

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________________________________________________________________________
Beliefs = Behaviour = Results

Action

Firstly, get into a positive state. Shake off the angels and demons. Picture yourself feeling strong and confident. Read through each statement and ask, “Is that true, false or don’t know?”

True is something that is provable. It should stand up in a court of law. There is no judgement involved. False is the stuff you know deep down is rubbish. Watch out here because your brain is tricky and will often phrase things in a nebulous and airy-fairy way that sounds true. Be strict – if it is not absolutely true it can only be false or don’t know.

Sometimes you will find statements that could be true but you are not absolutely certain. If it is a prediction – for instance, “I will be less successful” – it can be at best a “don’t know” because you cannot predict the future. However, “Everyone will hate me” is false because there is no way that it can be true. If in doubt, write the statement again using language that is definitely true.

Example: Getting fit

<table>
<thead>
<tr>
<th>Devil</th>
<th>True/False/Don’t know</th>
<th>Angel</th>
<th>True/False/Don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can’t be bothered to stick at it.</td>
<td>FALSE</td>
<td>It’s good for you.</td>
<td>TRUE</td>
</tr>
<tr>
<td>It won’t last long anyway.</td>
<td>DON’T KNOW</td>
<td>When I’m fit, I feel better about myself.</td>
<td>TRUE</td>
</tr>
<tr>
<td>Statement</td>
<td>Devil</td>
<td>Angel</td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>----------------</td>
<td>--------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>It’s hard work.</td>
<td>DON’T KNOW</td>
<td>I love some sports.</td>
<td></td>
</tr>
<tr>
<td>It’s no fun.</td>
<td>FALSE</td>
<td>I can do a little every day.</td>
<td></td>
</tr>
<tr>
<td>I’ll only be disappointed.</td>
<td>DON’T KNOW</td>
<td>Exercising gives me more energy.</td>
<td></td>
</tr>
<tr>
<td>It’s a waste of time.</td>
<td>FALSE</td>
<td>I want to be fitter.</td>
<td></td>
</tr>
<tr>
<td>I won’t notice the difference.</td>
<td>FALSE</td>
<td>I’ll look great in my tight shirts.</td>
<td></td>
</tr>
<tr>
<td>It takes lots of time.</td>
<td>FALSE</td>
<td>I feel good in my tight shirts when I feel fitter.</td>
<td></td>
</tr>
<tr>
<td>I don’t want it to be a fad.</td>
<td>TRUE</td>
<td></td>
<td></td>
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<tr>
<td>It takes effort.</td>
<td>TRUE</td>
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</tbody>
</table>
Next Steps...

To collect notes from today, contact Damian Hughes at:

www.liquidthinker.com

Recommended Reading

If you would like to delve further into any of the topics covered in today’s session, you may find the following resources helpful.

The Liquid Thinking Survival Guide to Change  
Damian Hughes

Liquid Thinking: Inspirational Lessons from the World’s Greatest Achievers  
Damian Hughes

Liquid Leadership: Inspirational Lessons from the World’s Greatest Leaders  
Damian Hughes

Change Catalyst  
Damian Hughes

It’s not about the bike  
Lance Armstrong

Made in Portugal  
Jose Mourinho

Stop Thinking and Start Living  
Richard Carlson

The 7 habits of highly effective people  
Stephen Covey

The Life and Times of Muhammad Ali  
Thomas Hauser

Winning  
Sir Clive Woodward

Games People Play  
Eric Berne

I’m not crazy, I’m just not you  
Roger Pearman

Feel the fear and do it anyway  
Susan Jeffers
Liquid thinking Evaluation Sheet

Thank you for your contribution today. Would you please take the time to complete this evaluation form? Thank you.

Date of course: __________________
Name: ____________________________

Email address: __________________

Please rate the following using a score of 1 to 4 (1 = Very poor, 2 = Poor, 3 = Good, 4 = Excellent)

1. Course Content
   1  2  3  4

2. Presentation
   1  2  3  4

3. Would you recommend your peers to attend?  Y  N

Q. General comments

Q. What was the most effective part of the workshop for you?

Q. List three things you intend to implement as a result of the course?
1.
2.
3.

We really want today's session to stick! We like to send out free tips, newsletters and information. Do you wish to receive this information? If yes, remember to leave your email address.

Yes  No  

www.liquidthinker.com