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**Matt & Buzz™ on:**

**COACHING for  
HIGH  
PERFORMANCE**



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Career With  
Amazing  
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Sensational *next generation* tools and techniques for high impact results, rapid effective change and lasting success



**David Norman**

How to take your coaching capabilities to a new level

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David Norman is the creator of Matt and Buzz. He is also a speaker, coach, writer, entrepreneur, trainer and consultant. He has a background of corporate jobs, business strategy consulting and human capital development, learning and transformation. David works mainly with business executives in global blue chip companies and some of the worlds top sports personalities to help them be the best and most successful at what they do.

- A Talking Book/CD version of this written text is also available.



[www.MattAndBuzz.com/Business](http://www.MattAndBuzz.com/Business)

## **What people say about . . .**

### **Matt and Buzz on: Coaching for High Performance**

“I have found the book a superb resource providing me with some powerful tools that I use in a wide variety of situations, as well as assisting me in developing fresh ways of thinking. This is a must-read for everyone who wants to make small changes in their everyday life, for big improvements,” *Jacqueline Hughes, Organisational Development Manager. M & G Investments.*

"This book achieves the impossible by combining and succinctly summarising behavioural change techniques for motivating and engaging both leaders and their teams. As well as drawing on proven NLP methods it also takes the reader much further towards personal mastery and delivery of high performance. Buy it now!" *Gordon A Headley, Group HR Director. Wilson Bowden plc.*

“David Norman’s work has always inspired me! He brings a new levels of clarity and understanding to coaching and most important he teaches the ‘How’ not just the what. These simple yet practical techniques will enable you to change your thinking and instantly translate it into action. I highly recommend this book and David’s work to all my colleagues and friends.” *Dr Belinda Quinn, Vice President, GlaxoSmithKline plc.*

“For those who don't have the opportunity to experience David's exemplary coaching skills in-person, I'd highly recommend this book. He has managed to distil his years of experience and expertise into 136 pages of highly effective how-to's, written in an easy-to-read, unique format. Do yourself a favour and read Matt and Buzz.” *Malcolm Levene, Self Development Business Coach, Author and CEO of the Power of One programme.*

“The author clearly demonstrates his exceptional coaching skills and insights that he shares with his audience in a wonderful learning experience that can bring you closer to your own goals. For me the book feels like I have attended a David Norman workshop where you come away knowing what to do and how to do it. The power and simplicity of this unique approach may surprise you!” *Trevor Lewis, Chief Executive, Medical Device Consultancy.*

"A well structured book giving accelerated understanding of techniques that can take years to learn. Once applied it will change your thinking and perceptions on performance and allow you to deliver results you did not think were possible." *Neal Barnes, HR & Development Director, Wilson Bowden plc.*

"An excellent guide to personal development. The story format was easy and enjoyable to follow whilst simultaneously introducing the reader to a treasure trove of original ideas, new insights and valuable skills. The key was the simplification of sophisticated (3G) techniques." *Neville Bulgin, Managing Director, Investment Bank.*

“Years of wisdom and experience captured in one small book. I recommend it as a must buy for any performance coach who wants to get to or stay at the top of their profession.” *Sean Gardiner, Founder, Complete Clarity Life Coaching.*

"We know that David Norman is himself a very effective coach - we have many examples of his subtle interventions resulting in real, positive and practical change for his clients - so it is great to know that he is sharing some of his 'secrets of success' via Matt and Buzz." *Michael Alsop, Head of Executive Development and Resourcing, Group 4 Securicor plc.*

**Matt and Buzz™ on:**  
**COACHING for**  
**HIGH PERFORMANCE**

## **Other Publications by Matt and Buzz**

### **Business Series**

Matt and Buzz on: Coaching for High Performance

Matt and Buzz on: Communications Mastery

(due for publication 2007)

Matt and Buzz on: Inspirational Leadership

(due for publication 2007)

### **Golf Series**

Matt and Buzz on: Mental Toughness for Sensational Golf

(due for publication 2007)

### **Sports Series**

(to be announced)

### **Self-Help Series**

(to be announced)

All titles are/or will be available in both book and CD/talking book formats. Courses and workshops are also available for many topics. Go to [www.MattAndBuzz.com](http://www.MattAndBuzz.com) for all the latest details.

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**COACHING for**  
**HIGH PERFORMANCE**

*Sensational next generation tools and  
techniques for high impact results, rapid  
effective change and lasting success*

**David Norman**

M&B Publishing

Matt and Buzz on: COACHING for HIGH PERFORMANCE

Dedicated to the many clients, colleagues, advisors, friends and family who have contributed to this amazing journey of discovery, learning and mastery. And whose generosity of spirit, knowledge and integrity has enabled this inspirational series of books to finally come to fruition.

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Note - If you experience any difficulties in getting the best out of these powerful techniques it is strongly recommended you work with a professional executive coach with proven experience and practical skills in successfully applying these 3G models. Alternatively book an in-company workshop or programme of events.

For more information about Matt and Buzz, books, CDs, talks, workshops and learning materials for business and organisations. Telephone: +44 (0)1932 872741 and +44 (0)1932 872433. Web: [www.MattAndBuzz.com/Business](http://www.MattAndBuzz.com/Business)

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## **Introduction**

This book will change your life. Quite possibly, beyond what you believe is possible. It will challenge your preconceptions, confront your limiting beliefs and expand your learning boundaries. It will contribute massively towards elevating your skills, improving your performance and fulfilling your true potential.

No matter whether you want to become a more successful business or executive coach, manager-as-coach or self-coach. Or perhaps you are responsible for driving organisational change initiatives by building a leading-edge coaching culture. Or you are simply an inquisitive reader interested in this topic. Whatever your interest in coaching Matt and Buzz will take you on an inspiring adventure of endless curiosity, latent discovery and effortless learning en route to discovering the elusive land of milk and honey.

## **Why this book is different**

As you will discover the book is structured to help you learn new skills, expand your repertoire of effective behaviours and competencies, and improve your own and others performance. It is designed to be relatively effortless, easy to follow and requires virtually no willpower whatsoever. Even better you do not have to believe what is written. So you can temporarily suspend any doubts, limiting beliefs or critique whilst reading the story.

The dialogue is specifically designed to translate 'next or third generation' complex communications, relationships, leadership and change ideas and phenomena into everyday ideas and concepts in a compelling, enjoyable, practical and easy to learn style. Some of the dialogue may be very familiar to you. Some may be very unfamiliar. Even discomfiting. Because techniques in the book are benchmarked against what real people actually do to accomplish extraordinary performance. Every bear has a different competency, talent and personality profile. Some things can be accomplished

easily, some with difficulty and some not at all. This book aims to reinforce talented capability and plug the gaps of everything else.

### **Inspirational and entertaining yet innovative and pragmatic**

The story is a carefully crafted fictional dialogue between two distinctive animal characters. One is an inspirational yet slightly eccentric advisor Dr Matt Moose, and the other a pragmatic and down-to-earth business manager Mr Buzz Bear.

Structured story-telling (isomorphic metaphor, displaced referential index and transderivational search!) that incorporates carefully designed steps, sequencing and language is a powerful way to shift beliefs, alter habits and change behaviour.

With the dawn of advanced human change technologies the combination of exercises as part of the story offer a unique solution (just by reading the dialogue) to effortlessly and automatically accelerate learning ('installing') to quickly acquire a new skill, behaviour or capability.



### **Exercises you will enjoy**

Apparently exercises in books are rarely attempted, for whatever reason. Until now that is! They are not exercises in a conventional sense – they are carefully crafted protocols written and languaged in very specific ways. The syntax is designed to persuade your brain to work in particular modes.

You may find some of the story dialogue is grammatically incorrect. This is deliberate. In addition the parable automatically incorporates an action and feedback plan as part of the process. This is created by stacking, layering and sequencing a wide range of language patterns, drawn from the fields of; psycholinguistics, general semantics, autosuggestion, conversational/indirect hypnotic language, metaphor, non-verbal (body) language and quantum linguistics applied to creative story-telling.

### Read story in a couple of hours

This book topic is self-contained. The main story dialogue is designed to be read in only a couple of hours.

**Keys**

The text also includes a few tables, charts and graphics. Both Tom Peters and Tony Robbins found that only 10% of people who buy a business book read past the first chapter. In my own experience running many group coaching, facilitated workshop and seminar events business people mostly enquire about the thinnest

**Matt's Three Dot Pauses (. . .)** in the middle of a sentence indicates a pause. This gives your brain time to process the suggestion (sometimes grammatically incorrect). However long you take, from just a few seconds to a minute or two, is just right for you.

**Matt's Guidelines** - are helpful as a recap or conscious reminder of the main steps and activities to follow:

- 1.
- 2.
- 3.
- 4.

book on the topic. What does that tell us? It's far more likely to be read if entertaining and only takes a couple of hours.

### **How to get the most out of this book**

There are three levels of learning embedded in this book. 1. You may prefer to just read the story dialogue (including ‘Matt’s Three Dot Pauses’) (unconscious ‘installation’), then 2. Experience the skill-building tools and techniques at a deeper level (unconscious/conscious) by imaginatively following ‘Matt’s Guidelines.’ Then 3. You can also read about many of the tools and techniques (conscious) by following ‘Matt’s Story Notes’ - referenced on the ‘Notes Page’ and listed in ‘Detailed Contents.’

### **Proven techniques**

This book is based on thousands of hours of practical experience over many years. This has included designing many hundreds of cutting-edge customised patterns, protocols and techniques like those written about in this book as well as practically applying these ideas in individual and group coaching sessions to discover what works best.

### **Effortless learning**

Is crafted to facilitate quick learning, practically and effectively, with the least time investment to accomplish accelerated behaviour change, new or improved skills or capabilities. Many of the designs are ‘one-trial’ and are typically ‘generative’ learning patterns. The reader cannot escape learning ‘how to’ enhance their skills, since they are deeply embedded in the text. Some will get it first time. Others will need a period of mental osmosis for it to sink in. Finally, don’t be fooled by the deceptive simplicity of the approach. Albert Einstein said, ‘make it simple, but no simpler!’ I have made a conscious attempt to do just that. Though you will be the ultimate judge however? Play with the exercises, have fun and enjoy the adventure!

*David Norman. November 2006.*

## **Part I – Getting Started**

### **1. In the beginning**

It was a disaster! Buzz was facing an impossible even desperate challenge. But being a no-nonsense, pragmatic and ambitious bear he was determined to find his land of milk and honey, despite past setbacks. This land is a metaphorical goal, objective or key performance indicator that leads to extraordinary success, real affluence and great abundance. And specifically for Buzz Bear his business goal as a new manager involves raising sales, margins and profits whilst squeezing costs. For other bears this land may be around getting different results, performance or fulfilment in their career, relationships, sports and hobbies, or in life itself.

In addition he must also get on top of a torrent of new tasks, like; raising team motivation, enhancing staff productivity, improving customer service quality, and so on. Whilst facing a fast changing environment of stronger competitor hostility, growing uncertainty and tougher regulations. But how can this be achieved?

In one of those rare ‘aha’ moments, the solution came to him in a flash. He would contact Dr Matt Moose, an inspirational, well-informed yet slightly eccentric executive coach whom he had known for many years, he thought would be a good start. Whilst pondering his predicament, he began wondering whether practicing a more consensus style of management would deliver better results. Rather than the command and control style he was more familiar with. Buzz was troubled. After a period of deliberation he called Matt and described his predicament.

“Matt what do you suggest I do?” enquired Buzz.

“Acquiring some modern coaching skills would be a good start,” murmured Matt in a low drawl.

“That’s easy I already coach my bears. Does that involve anything else?” asked Buzz.

“It certainly does,” said Matt. “Are you ready for the journey of a lifetime?”

“If it means getting me out of a hole, like now. And keeping me out. Even better putting me on the pathway to the elusive land of milk and honey – where the norm is sustained success, continual performance improvement and exceptional results. Then I am all ears.”

“ Here goes then. Lets get started!”

### 3.4. Focus on solutions NOT problems

“Can you think of a specific problem you are wrestling with at the moment Buzz . . . are you there now? Good. Do you have picture of it?”

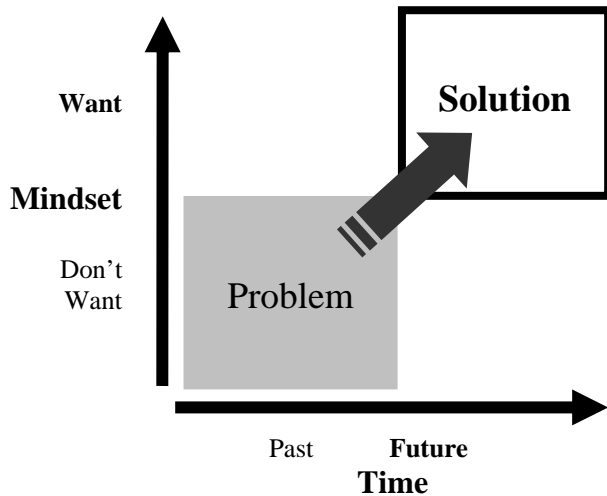
“I certainly do, and besides . . . I can feel the frustration of not being able to solve it.”

“Do you have a picture of a possible solution . . . ?”

“No. Nothing. I can only see and feel the problem,” Buzz growled impatiently.

“This illustrates the typical trap all bears fall into,” snorted Matt.

Matt then mentioned a famous quote attributed to Einstein, that goes something like, ‘You cannot solve a problem in the space or frame that created it.’ But what did he really mean?



*3G Coaching is sharply focused on working in the solution space or frame*

Like many animals before, Matt had read, learned about and even trained in many popular group problem-solving techniques like; lateral thinking, systems thinking, thinking-out-of-the-box, six thinking hats, imagination, fish-bone or Ishikawa diagrams, messy mapping, creative whackpacks, and so on.

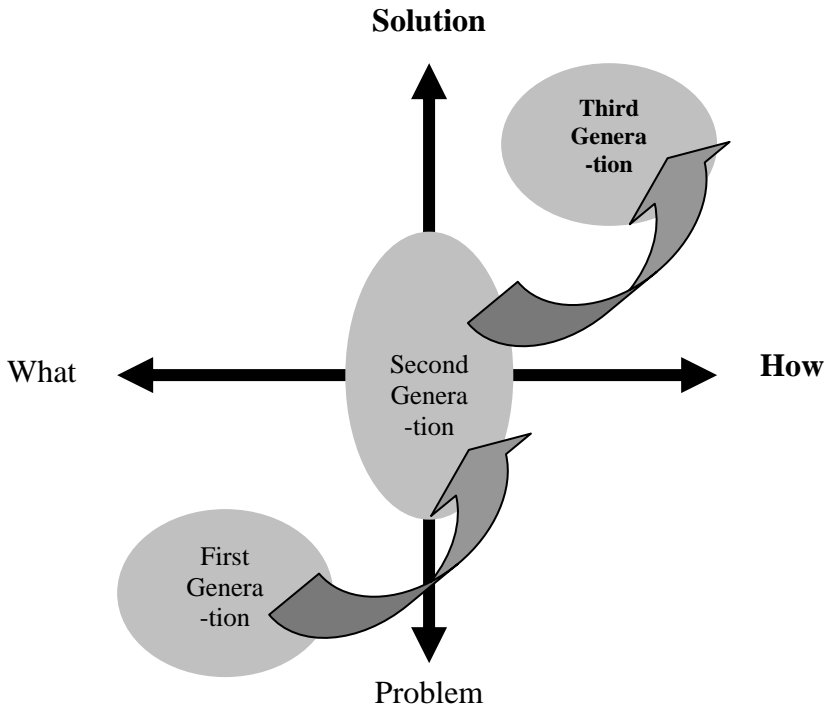
After many years of searching for a better way Matt stumbled upon a vast magical solutions toolchest. Amazingly he even learned how to solve some problems, without knowing what the problem was! He only needed to discover the structure of the issue to make fast, effective and sustainable changes. After learning from several grand masters about these tools, and much trial and error in applying them, he developed the problem/solution mindset Matt-rix that he drew for Buzz.

Turning to Buzz, “As you know yourself, most bears in business come to meetings deeply attached to their problems. It is their comfort zone. They know all the in’s and out’s of the problem and the difficulties it is causing them. In Einsteinium space and time terms it is ‘what they don’t want, in the past.’ All mammals are prone to get what they pay attention to. Because energy flows where thoughts go. And if you direct your efforts towards understanding a problem, you unwittingly risk becoming an expert in the problem, not the solution! You might like to think about that for a moment Buzz?”

Matt paused and staring straight at Buzz, continued on, “Consider the latest stress management course, motivation programme or self-confidence pep talk you attended. Whilst typically well marketed and eloquently presented, they mostly outline a compendium of incomprehensible and quickly forgotten theories with a focus on understanding what causes problems – like ensuring you have an acute awareness of the barrage of stressors you face everyday, what demotivates or gets you down, or explains in exquisite detail the problems of low self-confidence, poor self-esteem, or whatever.

What you really need to know about is the solution - of ‘what you want and how to get there in the future’ – this could be how to be centred, calm and in control, how to get motivated when the odds are stacked against you, or how to be in a state of high self-confidence when under pressure, for example.”

“That’s right”, mused Buzz. “It’s everywhere. We never give it a thought. World-class experts on problems, on TV, in the media, in education . . . it’s so pervasive. So widespread. Its our prevailing culture.”



***Evolution from 1G problem/what to 3G solution/how coaching***

Matt explained, “In order to make a profound mindset shift. As a first step, you can simply consciously consider creatively imagining what you want or identify future solutions rather than what you don’t want or problems from the past. Practical structured approaches like WIN goals and the ‘miracle question’ for example are covered later.

## **Part II – Moving Forward**

### **5. Connecting with others**

Buzz reminisced to Matt how sometimes his one-on-one coaching sessions with his bear staff seemed to flow effortlessly. Whilst at other times they were awkward, stilted, and even confrontational. When things seemed to go really well there was always an atmosphere of trust and participation. Like ‘being on the same wavelength.’ Which were strangely absent when things went badly.

“Why do you think that is?” chimed Buzz.

“You know, that sounds an awful lot like rapport. Bears who are successful communicators are good at this completely naturally. But if you are not a very sensitive reader of others, you can learn how to be good at it.” Matt thought for few moments and continued on, “can you remember a time when you were in a busy Starbears coffee shop or McBear restaurant? And as you remember that time you may have noticed some bear couples in deep conversation. Their postures were likely to be almost identical, both leaning forward with elbows on the tables, accompanied by rhythmic mutual gesturing, good eye contact, sequentially picking up and then putting down their wine glasses, making identical movements, matching breathing rates, and both speaking softly whilst pausing in unison. They are in what is called rapport. An essential though largely unconscious aspect of quickly creating and building trust. A vital foundation skill in doing fast and effective 3G Coaching changework”

Matt then went on to explain to Buzz that he may have noticed pairs of bears at other tables for example where one bear could be leaning back in their chair, breathing deeply, with very little movement and talking very softly? Conversely the other bear may be leaning forward, with shallow and fast breathing, talking quickly accompanied by animated gesturing? You will have noticed the body language and speech are completely out of synchronism or rapport? This will make understanding, communication and change more

difficult. Remember that matching is not mimicry. That would be considered offensive even to bears.

“Would you like to do a rapport capability self-check Buzz?”

“Why not.”

“Okay, can you think of a time when you observed yourself in deep conversation with a kindred bear . . . and you may have noticed you had been unconsciously sitting and talking in a similar . . . or conversely in a discordant or dissimilar . . . manner? And as you think of that specific time now . . . check out now how that looks . . . sounds . . . and importantly, how it feels. You will very likely experience distinctly different sensations – perhaps comfort or discomfort? How was that?”

### **5. Matt’s Connecting With Others**

*Bears like bears that are like them. Complimentary body language accelerates trust, understanding & change.*

- **Body/Physiology** - Posture (head, shoulders, spine, arms, torso, legs, etc.) • Gestures • Facial Expressions • Breathing (rate and location)
- **Voice** - Tone (pitch) • Tempo (speed) • Timbre (quality) • Volume (loudness) • Content Chunks • Rhythm • Origins (head, chest, shoulders)
- **Words** - Predicates • Keywords and Phrases • Common Experiences and Associations • Filters • Beliefs and Opinions • Values

**Rapport Means** - Bears are less critical - more open, raise fewer objections and are more likely to accept suggestions.

Buzz growled approvingly, “I felt really comfortable, but I noticed we both exhibited many of the characteristics of rapport you have just described.”

Matt then talked about a while back when he made a largely unknown yet deeply profound discovery with big implications for ALL bears. Especially those involved in important negotiations,

selling, meetings, team-working and business communications. The exercise involves two bears choosing two topics, one they agree on and one they disagree about. They then start a conversation about the topic they agree on and deliberately mismatch the body movements, eye contact, voice and words of the other bear. And find it virtually impossible to carry on a conversation. And conversely, whilst discussing a topic of deep disagreement and closely matching each other, they surprisingly discover that the conversation flows freely, and they found they really didn't disagree at all.

Matt continued, "Unless you have these inborn skills in abundance. Developing better rapport skills will help any bear quickly build an atmosphere of trust, cooperation and participation, under almost any circumstances. This illustrates the power of what might be considered unconscious rapport compared with conscious rapport that revolves around sharing common experiences like; restaurants, jobs, places, schools, companies, holidays, sports, and so on.

Can you begin to imagine sitting opposite, preferably at an angle, to one of your bear coachees. I want you to begin paying attention to their rate of breathing . . . and now their posture and spine . . . and now as you copy it, carefully observe the position of their legs and paws . . . now copy them precisely, and now their arms and paws . . . and finally ask them to speak and reply matching their volume, timbre and tone . . . as closely as you can. Also aim to match their words . . . especially replying using those they give emphasis to . . . and the picture, sound or feeling words they use.

And as you do this begin to notice what happens . . . how do you feel? I want you to practice this on every occasion you can in the near future."

"Hey Matt, that's really amazing. The more I do it, the more accurately I can copy their position, movement, voice and words, the more I feel at one, in harmony and in rapport with them. Whatever topic is discussed, however contentious or emotional."

Matt replied, “Successful 3G Coaches build bridges by creating rapport, and rapport engenders trust. Doing this quickly and effortlessly is essential to getting good results, improving performance and making behaviour changes that stick. And before moving on Matt scribbled down a few guidelines and handed it to Buzz.”

### **8. Inner-critic to inner-confidant**

“You keep getting this wrong!” “You really goofed up this time!” “When are you going to learn?” “You are such a jerk!” “These are just a few printable quotes that I beat myself up with, that make me feel frustrated,” lamented Buzz.

He then began to think, as the memories flashed by, of the many times he had felt angry, annoyed, irritated or upset with himself in the past. Worse, he began feeling bad, as he recounted the time when he said something at a meeting and it all came out wrong, and he wished he could eat his words by putting them back in his mouth. Too late! Or the time he did something really stupid? Or made a big mistake? And then gave himself a good negative talking to.

Matt interrupted, saying, “sounds like a familiar old friend, your pessimistic inner-critic - not much of a friend or confidant though! What you really need is a supportive, friendly and positive inner-voice – you, and your coachees, will get better results that way though?”

“That’s sounds right,” said Buzz, “But how do I do that? And what difference will it make anyway? That pesky voice of mine is always ready to ball me out at every opportunity. It’s also really good at talking me into feeling bad, and then it snowballs into making everything else seem bad for a long while thereafter!”

Matt nodded in agreement, “Have you ever watched tennis or golf players hit bad shots on TV? Perhaps you noticed how they talk (under their breath) judgmentally to themselves and how their posture, gestures and mood changes. This can often precipitate a turning point in their game, and they frequently lose.” Matt said continuing on, “Especially noticeable are the seasoned professionals who remain emotionless irrespective of their last shot accuracy - good or bad – neither showing exuberance nor anger. You can

guarantee they talk to themselves differently – optimistically and non-judgmentally!”

### **8. Matt’s Cultivating Your Inner-Confidant**

1. **Critical voice** - Think of a time when your inner-chatter troubled you. Like telling yourself off in an unpleasant or uncompromising tone.
2. **Notice differences** – And as you think of that specific time carefully notice what this dialogue is saying and what it sounds like. Troublesome voices frequently begin with ‘you . . . dumb/ stupid/ slow.’
3. **Notice location** – Now notice where the voice comes from? Inside or outside your head? Even your throat, chest or stomach?
4. **Move voice location** - Now move the voice to your throat. When it moves there the voice often changes to ‘I . . . think/ feel/ see/ hear.’ Slow it down, or change the tone. Now you may begin to notice how much less threatening and calmer it is.
5. **Option** - Now reprogramme your future automatically – I want you to go to an unspecified time in the future and talk with yourself (eg. calmly, even tone and volume, from your throat, etc.) in a manner you feel at your best and see what you see, hear what you hear and feel what you feel. Then taking all the time you need, come back to now?

Matt went on, “If you remember when we engage with others we use rapport. This can be considered self-rapport. Making your inner-voice positive, congruent and supportive will enable you to build a strong relationship with yourself. Changing your harsh, loud and fast inner-critic voice to a softer, pleasant and more affable inner-friend

voice can have an immense impact on the results you get. It is quite simple to do. Laughably simple. When you know how.”

“You don’t expect me to believe it’s that simple do you Matt”, enquired Buzz cynically. “I’ve had all sorts of problems with a largely destructive and negative inner-chatter for years, and you are suggesting it can be fixed, or rather aligned, in a few minutes, forever. I’m incredulous, even speechless!”

“Well now’s the time to find out, Buzz. Are you ready?” said Matt in soft enquiring tone, and continuing, “Can you think of a time when your inner-voice troubled you? And as you think of that specific time . . . I want you to carefully begin to notice . . . what it is saying . . . what it sounds like . . . and where it is coming from, is it outside or inside your head?”

Buzz sat quietly with his eyes shut for a few moments, and then began to tell Matt about his experience. Gesturing with his paws a short distance in front of him, he explained that a harsh and sneering voice was saying, “You dumb Bear. How can you get it so wrong!” Worse he began feeling frustrated and fed up.

Matt then told Buzz that for different past experiences the voice may come from different locations, either from outside the body in front, above, right or left. Or from inside the head or body. Further, troublesome voices usually begin with ‘you . . . dumb /stupid /slow so and so’, and as you silently rant and rave, analysing and blaming, creating distance or predicting dire consequences.

“Now . . . will you find that critical voice again” Matt enquired, “and move it to where your voice naturally comes from when speaking . . . your mouth, throat or chest? . . . Now slow it down . . . or change the tone . . . You may begin to notice your voice becoming less threatening and calmer and . . . spontaneously changing to ‘I . . . think/feel/see/hear’? . . . If not changing Buzz . . . I was wondering if you would begin making statements . . . beginning with ‘I think . . .,’ ‘I want . . .,’ ‘I consider . . .’, and so on.”

Buzz stayed with his thoughts for a short while, and then perked up. He began saying he was much clearer about what action to take. Instead of feeling confused, tension, hostility and frustration, he felt more optimistic, relaxed and positive – more aligned! It was obvious to him how helpful this tool would be in working with his coachees in getting better performance and results. Matt also scribbled down the steps for Buzz to review later.

Moving on to the next valuable tool in the toolkit, Matt explained was about emotional management, control and resilience. Making moods feel upbeat. These are unique skills for feeling better about bad, unpleasant or stressful experiences. And being able to make things feel great whenever needing to feel even better about good or great experiences.

## Part IV – Matt’s Story Notes

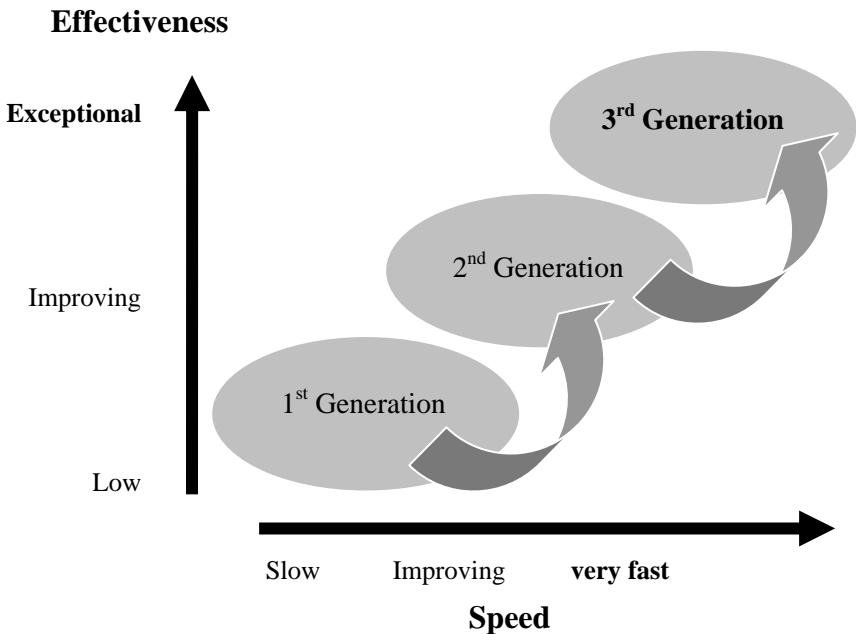
### 16. After thoughts

These notes provide the reader with the opportunity to share in some of Matt’s additional personal experiences, insights and observations as they relate to that section in the 3G Coaching story.

#### 16.3. Matt’s eleven success drivers

##### 16.3.4. Focus on solutions NOT problems

Bears unwaveringly get what they pay attention to. For example; be careful what you pray for - you just might get it. The title of a famous book by Dr Larry Dossey. In my experience successful bears often know what they want but may not know HOW to get it.



*Superior results can be expected from 3G Coaching*

Unsuccessful bears typically know what they don’t want? And the

more they focus on getting rid of it, avoiding it, or devoting time and energy to it, the more they get it – in abundance!

Why is the emphasis so strong on ‘understanding’ problems? Because it presupposes if you ‘understand’ the problem you will find a solution. Wrong! You unwittingly become an expert in the problem not the solution! This might be considered perfectly natural behaviour for up to 75% of the population however. Those evaluated as ‘S’ for ‘Sensors,’ as opposed to ‘N’ for ‘iNtuitors,’ in the widely used Myers Briggs Type Indicator psychometric test prefer to see difficulties as problems, are resistant to change, protect the status quo, and much more.

Many experts are specialists in problems like: stress, poor motivation, slow learning, poverty, disease, obesity, blame cultures, performance anxiety, low self-esteem, and so on. Relanguaging negative and emotionally charged words, phrases and labels, are absolutely crucial to effective change – it is not mere semantics or playing-with-words. This is psycho-linguistically called being ‘analogically marked out.’

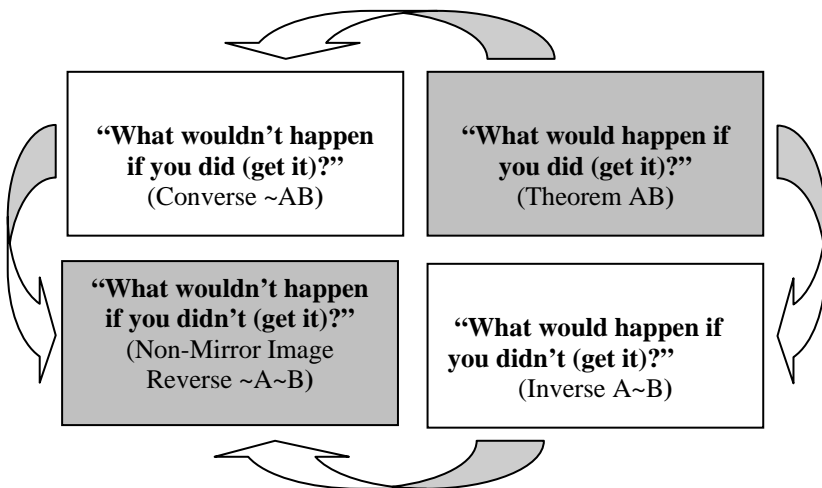
Effective 3G Coaching changework interventions are mostly conversational. Mutual time and energy is directed at finding solutions, improving performance and delivering results, the focus of this entire book. Virtually no effort is dissipated in discussing, reviewing or understanding problems and blockages. This is in marked contrast to more ‘traditional’ coaching approaches. Why? Because the vast treasure trove of powerful, 1. Solution NOT problem, 2. Show NOT tell, and 3. How NOT what, orientated tools available to 3G Coaches facilitates rapid effective step-changes in human potential development.

I remember a TV psychotherapy programme about a person who was always running late. He never had enough time. The goal for the two experts assigned to the programme was to save him 3 hrs/day. After days of excruciating and intensive vitriolic verbal bashing totally focused on his failures and problems. Like: “No excuses for

being late,” and “Make him aware of how bad he is,” and so on. You can imagine, besides the ‘victims’ deep resentment and poor rapport with the ‘expert’ presenters, there was little progress to show for the time and effort devoted to ‘resolving the problem.’

There are several way to shift thinking, attention and behaviour out of the problem frame into the solution space. By way of illustration I have described three methods below that I have found especially powerful yet simple to use. The ‘pattern interrupt,’ ‘Cartesian logic’ and the ‘miracle question.’

Simply doing a ‘pattern interrupt’ is one quick spoiler method, quite possibly taking only a minute or two to work. As the coachee is deeply involved in telling you about their problem, just regularly interrupt them by asking them to repeat what they just said several times. When they start looking confused they are already losing the plot and the ‘seriousness’ of the problem begins to dissolve. To confirm you can ask them “what is the problem?” If they don’t know you are ready to move on!



*Dissolving a problem using Cartesian logic (and moving into the solution space)*

The story goes that a sixteenth century order of nuns developed the four Cartesian coordinate questions for making all their decisions. Whether true or not the method as you will discover, is a surprisingly useful, quick and powerful process for reconfiguring how a coachee thinks about a problem.

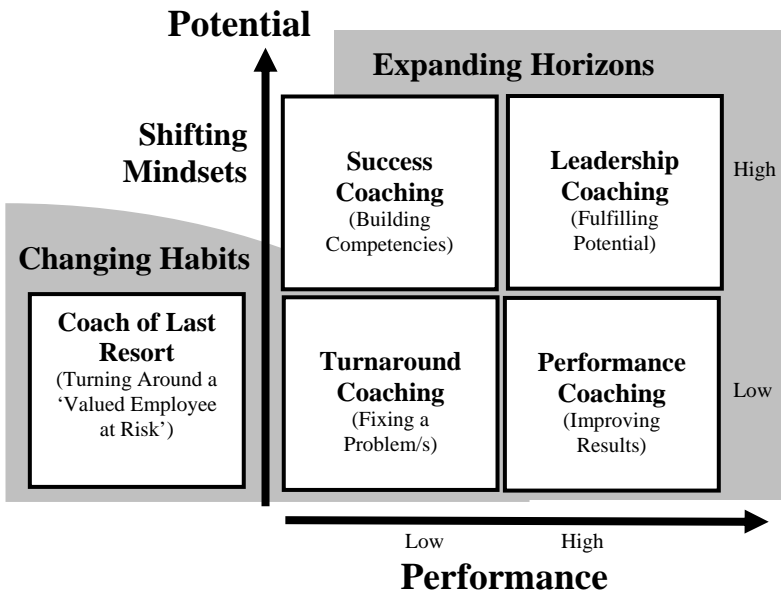
The sequencing of questioning is; 1. Start, 2. Run through both choices in either order, and 3. The ultimate brain twister! Repeat questions if necessary. It is important to allow the coachee plenty of time to internally process each question and reply with their answers – typically demonstrating increasing bewilderment and amazement.

John Overdurf and Julie Silverthorn in ‘Beyond Words’ use a glove metaphor for explaining Cartesian logic. The *inverse* of the glove would be the ‘glove turned inside-out,’ the *converse* would be the ‘other glove or its opposite,’ and the *non-mirror image reverse* of the glove would be everything else in existence other than the glove! In other words everything else but the problem. The power of this structured questioning is that the problem cannot exist since it has no purpose - it simply disappears.

In 1988 psychotherapist Steve de Shazer proposed the ‘miracle question.’ An age progression method that encourages a shift in thinking and action away from a problem-focus towards solution-orientated thinking. The steps are: 1. Identify a problem - I don’t want . . .? I don’t like . . . 2. What thoughts, beliefs and feelings do you have? 3. How does this help you? Does it make things feel better? 4. Imagine the opposite - Now close your eyes and imagine a miracle occurred while you were asleep? And upon waking what would be the first thing you would see, hear and feel that would tell you a miracle had taken place, how will you know how radically things will have changed, and your problem was resolved for ever? How will others know? As you begin wondering . . . who, what, why, when, where and how?

There are many other methods like; reframing (covered elsewhere), belief change and what is technically called a submodality blow-out!

I have drawn a simple Matt-rix to illustrate just how flexible 3G Coaching is. It explores the relationship between performance and potential. With the appropriate shifts in emphasis 3G Coaching has been proven over many years to work successfully in all quadrants



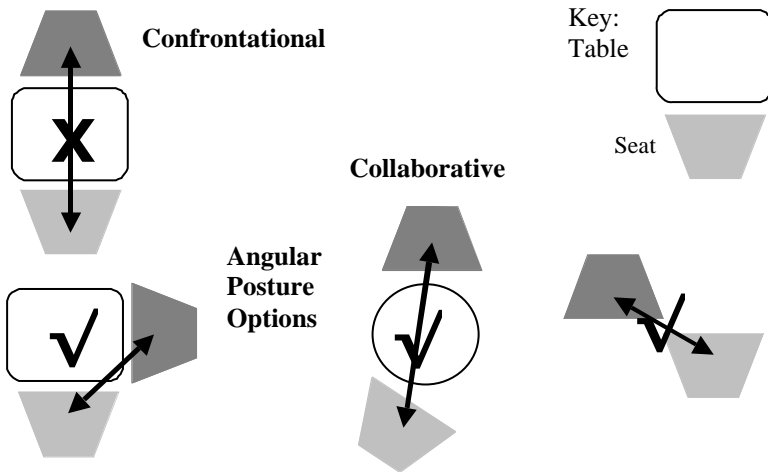
### 3G Coaching is very flexible

Practical 'measured behaviour change' work with hundreds of executives at all organisational levels, in mostly global blue chip organisations, has amply demonstrated the power of the approach. It has even been used to redress temporary or long-term underperformance of 'valued employees at risk.' That is successfully turning around highly experienced people, who despite an exemplary employment record, for some reason are under performing and at risk

of being let go or fired. As you can imagine there are real benefits to the firm and individual, with huge savings in pay-off or redundancy costs, recruitment costs, and avoidance of the inevitable replacement disruption such action would likely incur.

### 16.5. Connecting with others

Elements of rapport are largely unconscious and work on the simple principle that, we like bears, who are most like us! Connecting with other bears at an unconscious level is a powerful skill to master in successful any form of coaching. They are also invaluable in all communications, relationships and change interactions. Building these soft skills can be practiced pretty much anywhere, though safe environments are best for practicing when getting started, like with family members, friends and in carefully chosen low risk work situations.



#### *Suggested optimal seating layout for 3G Coaching*

We talked a little earlier about observing the characteristics of rapport in a restaurant. Being a little more technical, closer observation of one or both bears leaning forward with elbows on the table means they would be fully associated and emotionally aligned in conversation. Whereas if one or both bears were sitting back they would be disassociated and most probably talking to themselves, possibly running some critical inner-dialogue. Rhythmic mutual gesturing and good eye contact would accompany positive and

reinforcing rapport. Unconsciously each bear picking up to sip and then putting down their wine glasses sequentially is a simple yet powerful example of rapport. When this is done deliberately it is called pacing and leading, 'pacing' by doing the same thing. Then 'leading' by doing something different and observing this is followed, as an important precursor to behaviour change. The better you become at developing these exquisite skills the more you can deepen and accelerate trust, understanding & change.

Another coaching tip, taken from the field of psycho-geography is seating arrangements. Suggested layouts for optimal natural rapport are shown. Sitting directly opposite is adversarial. Angular postures are better. You may want to experiment yourself. If you do pay particular attention to how you feel when seated in different positions. Some positions will feel more comfortable than others – a seating 'sweet spot.' Although not illustrated, and appropriate when sharing information, sitting side-by-side is the most collaborative. As you will have discovered rapport is an entirely natural process.

Some of you may come across a widely reported study by Stanford Prof Mehebran on the communication of meaning. His research showed that 55% was influenced by physiology, 38% tonality and 7% words. An amazing 93% was found to be non-verbal! When bears have been questioned on the topic, they predicted that 50% is influenced by words. 30% by physiology and 20% tonality. As you can see by far the biggest mismatch between perception and research was found in the influence of words.

Whilst matching or mirroring posture and gestures is important, breathing alignment has been found to be especially mesmerising or hypnotic. And can be observed by monitoring movement of the shoulders or chest. Picture, sound or feeling, word or phrase matching called predicates, discussed later, is also a powerful way to build, or for that matter mismatch in order to break, rapport. Developing a stronger understanding of rapport and taking the time to build these vital skills will enable you to enhance your powers of

influence and persuasion whenever you need to gain agreement, cooperation and consensus. In less time, with less frustration and less energy. There are lots more we could discuss around rapport, but that's enough for now. Don't you think?

### 16.8. Inner-critic to inner-confidant

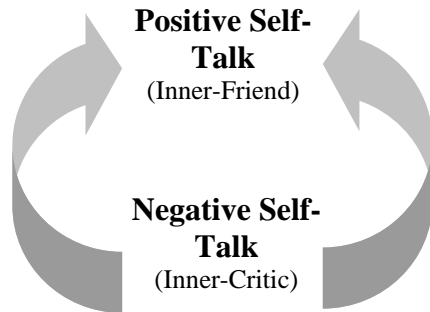
Tempering your inner-critic or enemy to become your inner-friend or confidant is a process of self-rapport or inner-alignment. When we are fully aligned many positive changes can and do occur spontaneously.

Recognising and befriending your inner-critic is important as the first step to changing some aspects of it. This is vital in getting different results in performance, relationships and behaviour. Frequently inner-chatter has a harsh and sneering tonality, or is loud and fast. The self-voice is typically really good at judging, blaming and criticizing others. It is also good at analysing, creating distance and predicting negative outcomes: “How stupid! I can’t believe you just did that again! You should have done better!”

These voices, unlike when we speak from our chest, throat or mouth, always seem to come from another direction outside our body and directed toward us rather than out of us! When located inside it tends to come from one ear, the back of head, the forehead or elsewhere.

It is recommended if the technique leaves you feeling uncomfortable. Stop and put the voice back where it was. You may wish to experience the perceptual positions process in a later section, before going back to this section.

Negative self-talk drives a losing mind-set, virtually guaranteeing: poor performance, lower energy, fatigue, tiredness, bad moods and feelings, self-defeating thoughts and unnecessary dwelling on mistakes. Shifting to a winning mind-set of positive self-talk is characterised by; high performance, energised feelings, is uplifting,



*Shifting from inner-critic to inner-confidant*

empowering states, maintains focus, avoids distractions and boosts motivation. Truly remarkable transformations from a few simple yet subtle changes to one's voice location and characteristics are not only possible, but also highly probable. Amazing indeed!

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### **About David Norman**

The author is the creator of Matt and Buzz. He is also a speaker, coach, writer, entrepreneur, trainer and consultant. He has a background of corporate jobs, business strategy consulting and human capital development, learning and transformation. David works mainly with business executives in global blue chip companies, and some of the worlds top sports personalities, to help them be the best and most successful at what they do.

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