

Thinking about *Your* Thinking (TAYT)

@ *The Enterprise
Network, Wiltshire CC*

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LET'S START THE
CONVERSATION!

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Founder Member & Coach
at Know You More
www.knowyoumore.com



Winner
2018 EMCC Coaching Award



Who I am currently 'TAYTing' with...



Change Agents UK



ocado



MAXIMUM
COACHING



Wessex
Academic Health
Science Network

NIHR | National Institute
for Health Research



THE CHURCH
OF ENGLAND



Kingfisher

UNIVERSITY OF
Southampton



ASSOCIATION OF
ENGLISH
CATHEDRALS



Clare Social
Leadership



Hampshire
County Council



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EMCC
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vitae
realising
the potential
of researchers

Incorporating the UK GRAD Programme and UKHERD





By the end of the session you will be *thinking about your thinking* more consciously. You will be more aware of when there is value in checking your assumptions. You may be more comfortable in giving and taking help from others too. There are a couple of tools that might well help in your self and peer coaching as well.

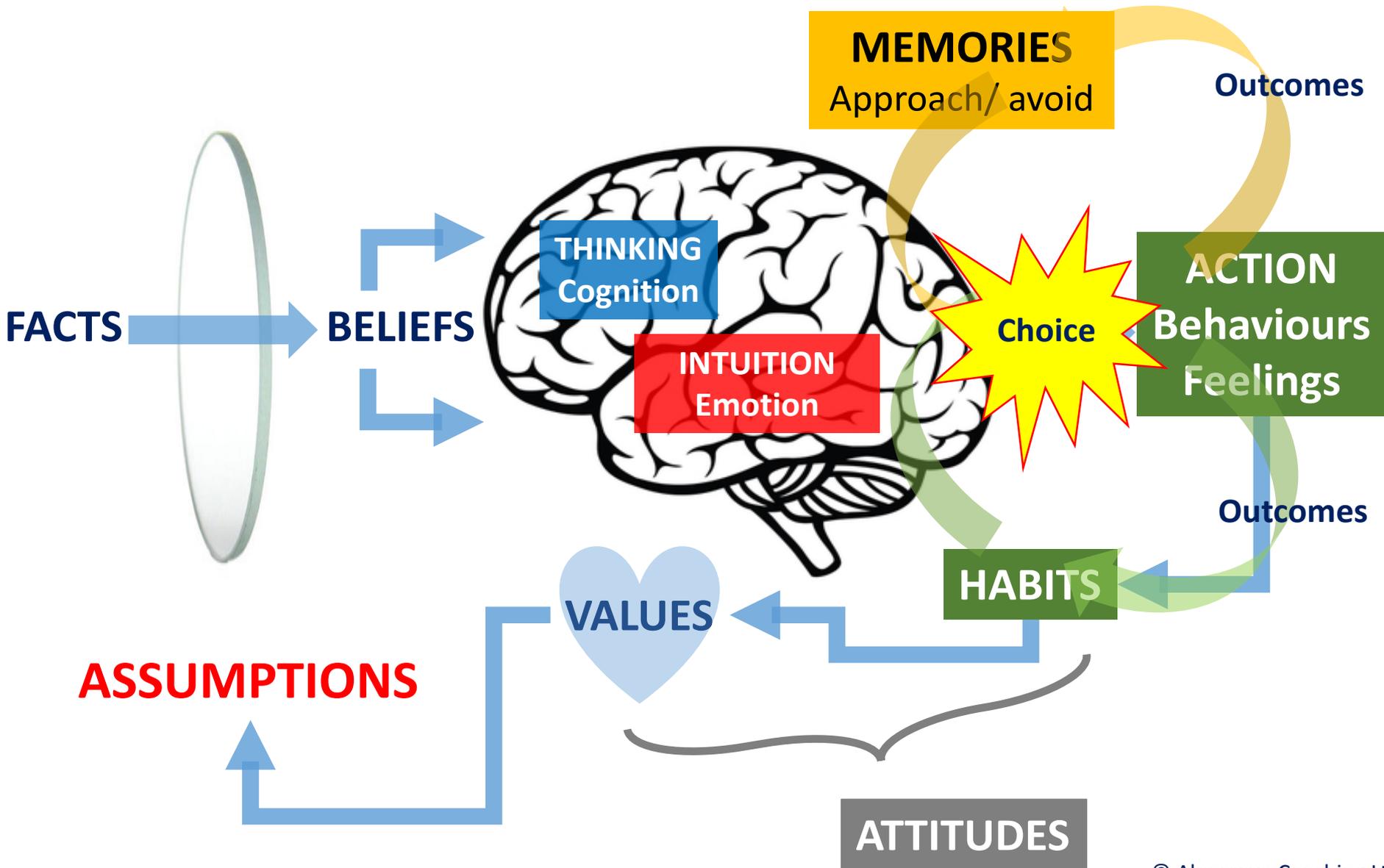
Listening

Approach
not avoid

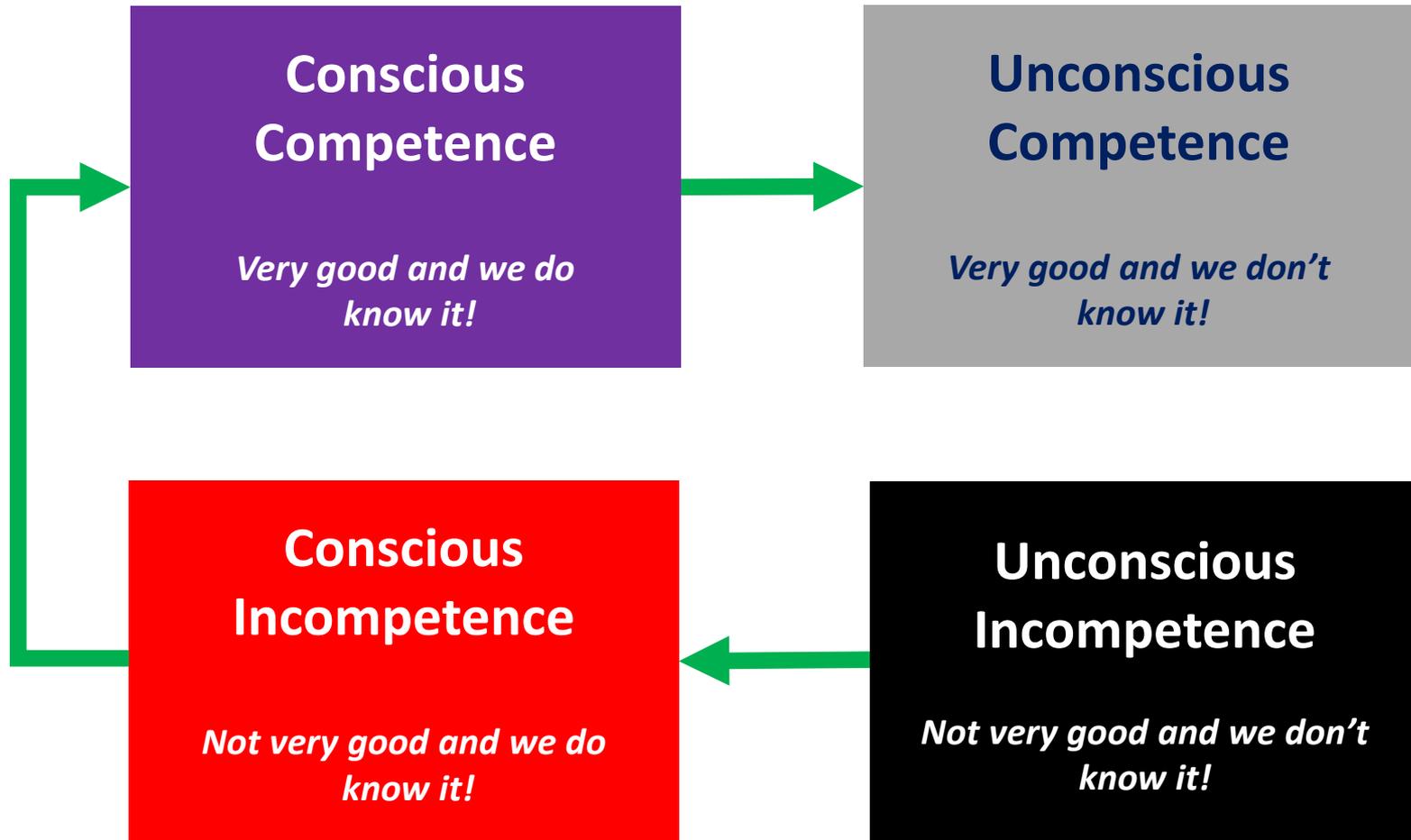
Choose
Influence
over
concern



Some 'thinking context' Part 1

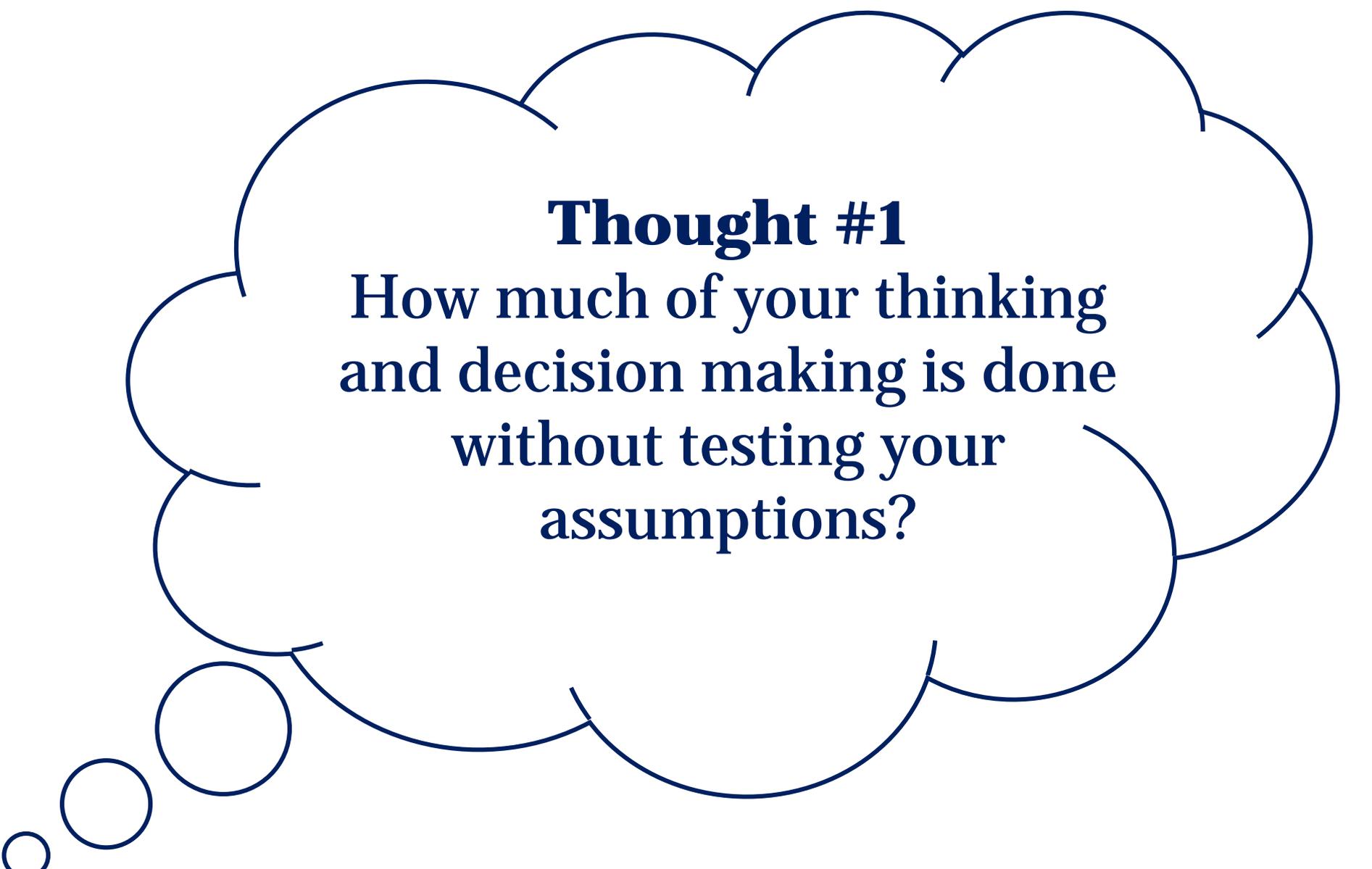


Some 'thinking context' Part 2



'Until you make the unconscious conscious it will direct your life and you will call it fate'

Carl Jung



Thought #1

**How much of your thinking
and decision making is done
without testing your
assumptions?**

'We don't see things as they are, we see them as we are'

Anais Nin

Diversity of perspective



‘We don’t see things as they are, we see them as we are’

Anais Nin

An experiment

1. Two groups
2. Group 1: all focus intently at the top of the screen
3. Group 2: all focus intently at the bottom of the screen
4. Close your eyes
5. When I say so open your eyes and look straight toward the same location
6. What is it that you see first?



With thanks to Stephen
Covey *'Seven habits of
highly effective people'*

Diversity and leadership

Many CEOs, HR directors and millennials spoke about the challenges of having to **lead a more diverse workforce**: how to utilise the diversity in age, gender, sexual orientation, thinking styles, learning styles, psychological types and cultural and ethnic background. Nearly all those interviewed believed **that diversity across all dimensions would become greater in the future** and, increasingly, individuals wanted their difference **not only to be recognised, but valued**.

Peter Hawkins, *Tomorrow's Leadership and the Necessary Revolution in Today's Leadership Development*

Peter Hawkins has also spoken about the four types, or orders, of diversity* that leaders need to draw on in decision making in the workplace:

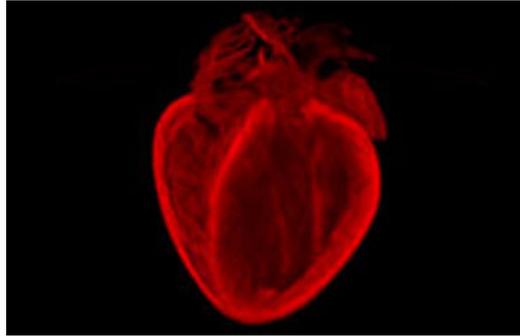
- **First order diversity** See above
- **Second order diversity** Cognitive thinking styles
- **Third order diversity** Personality and teaming styles
- **Fourth order diversity** Different stakeholder perspectives, needs and behaviours

Game time!

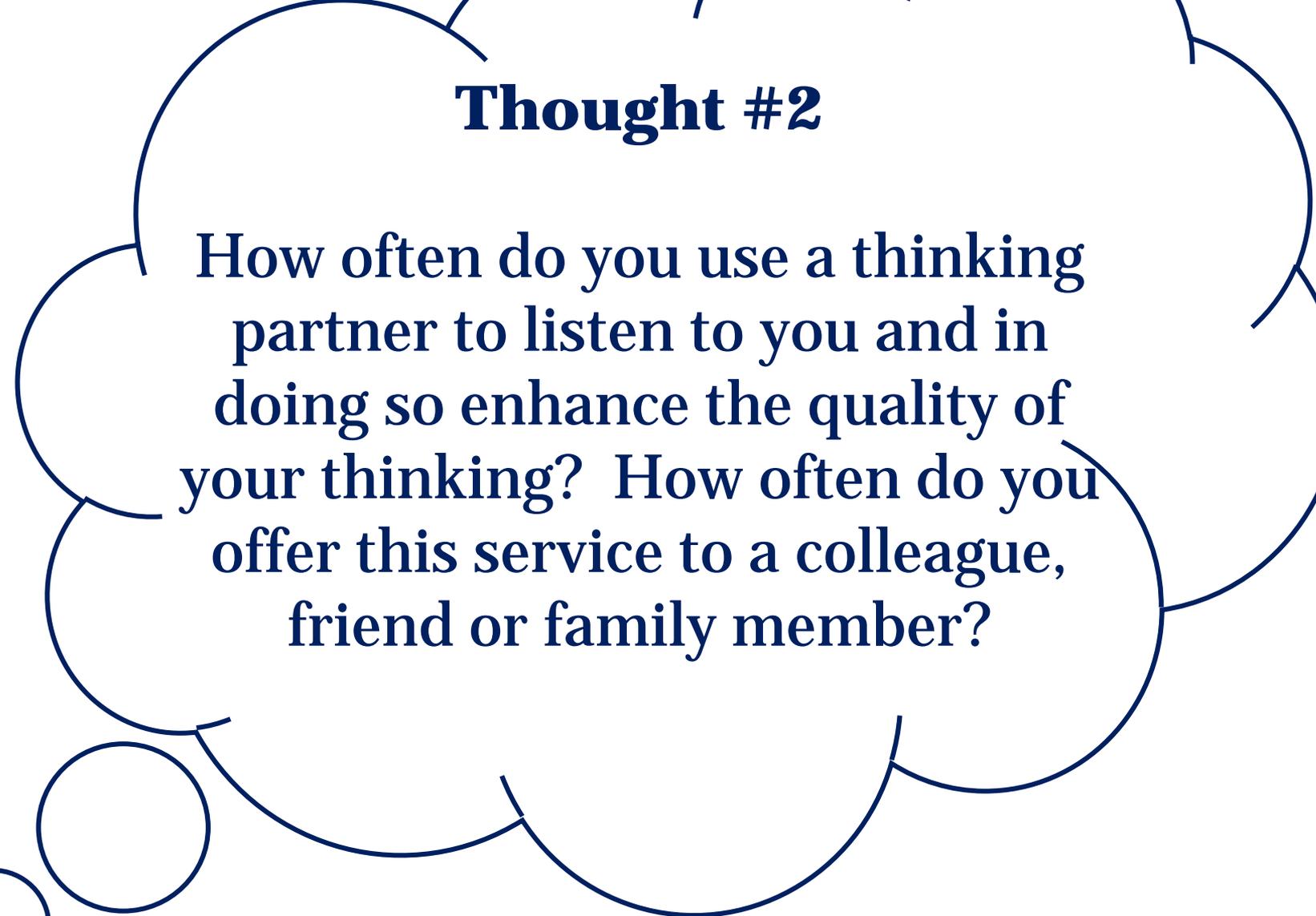
Listening in a Thinking Partnership

1. Form a pair – **1 thinker, 1 thinking partner**
2. **Thinker** will speak and **thinking partner** will listen
3. **Thinking partner** asks thinker the following question
“Tell me about your stakeholders and how they benefit from your product or service?”
4. **The thinker** answers the question for 2 minutes without interruption and the **thinking partner** listens with their full attention
5. If the **thinker** stops the **thinking partner** may ask one more question only
“What more do you think, or feel, or want to say about your stakeholders and how they benefit from your product or service?”
6. If the **thinker** comes to a stop after this both sit quietly until the end of the allocated time.
7. Switch roles

How was that for you?



1. How did you think, feel and behave as **the thinker** knowing that you were not going to be interrupted?
2. How did you think, feel and behave as **the thinking partner** knowing that you were not going to interrupt?
3. Did anything surprising come into your mind as you were thinking out loud?



Thought #2

How often do you use a thinking partner to listen to you and in doing so enhance the quality of your thinking? How often do you offer this service to a colleague, friend or family member?

Powerful questions ***a starter kit***

- **What is my/ your purpose?**
- **How does my/ your action fulfil that purpose?**
- **And?**
- **Tell me...**
- **?**

The nature of threat: physical and social



Which of these images do you find threatening?

- A key part of our brain (amygdala) constantly scans for **social threat** with the same dedication as it does for immediate **physical threat**. It's very good at it!
- If it finds a threat it sets up an instant **'avoid'** response. Emotions are triggered that release neurotransmitters which up or down regulate key bodily functions.
- One such down regulation is our ability to think cognitively as our priority becomes to protect and defend (so called 'avoid' rather than 'approach' response).
- The amygdala spends our whole life encoding memories as 'avoid' or 'approach'.
- So a social threat – a look, a word, a tone of voice - can lead to a similar response to one relating to a threat to life and limb. Maybe not as extreme but similar in one key area – we start thinking much less clearly!

SCARF (David Rock)

This model identifies some key areas of our lives in which we might have cause to feel socially threatened. These are...



Status

Our relative importance to others

Certainty

Our ability to anticipate our future

Autonomy

Our level of personal control over events

Relatedness

Our sense of relationship (being safe) with others

Fairness

Our perception of the fairness

An appreciation of these can help with our self awareness:

If we feel a 'avoid' response when talking with a colleague we can **choose** to think about which of the above is being activated and change our behaviour.

It can also help with how we **build rapport** with others. If we see a colleague having an 'avoid' response towards us (behaving defensively) we can choose to think about the way we are communicating.

Game time! Thinking Partnership

1. Form a pair – **1 thinker, 1 thinking partner**
2. **Thinker** will speak and **thinking partner** will listen
3. **Thinking partner** asks thinker the following question

“Tell me about a time when your reaction to social threat has not served you well”
4. **The thinker** answers the question for 2 minutes without interruption and the **thinking partner** listens with their full attention
5. If the **thinker** stops the **thinking partner** may ask one more question only

“What more do you think, or feel, or want to say about response to social threat”
6. If the **thinker** comes to a stop after this both sit quietly until the end of the allocated time.
7. Switch roles

Game time – amazing silence!*

- In your pair pick one person to be ‘the Thinker’ and the other to be ‘the Observer’
- Sit so that you are facing each other and just relax for a moment or two
- Step 1: look at each other and maintain eye contact in silence for around 10 seconds.
- Step 2: **the thinker** shares a comment on ‘**something that has happened in the last week that has mattered to them**’ in just a couple of short sentences. **The observer** listens while maintaining eye contact.
- Step 3: keep eye contact and hold a silence for around 10 seconds
- Step 4: **the observer** comments one that they have heard, it might be a statement or a question. Both hold eye contact in silence for 10 seconds after the comment.
- Step 5: Carry on the conversation in this style for around 2 minutes
- Switch roles and repeat the whole process. **Notice how you felt throughout and hold that thought and feeling.**

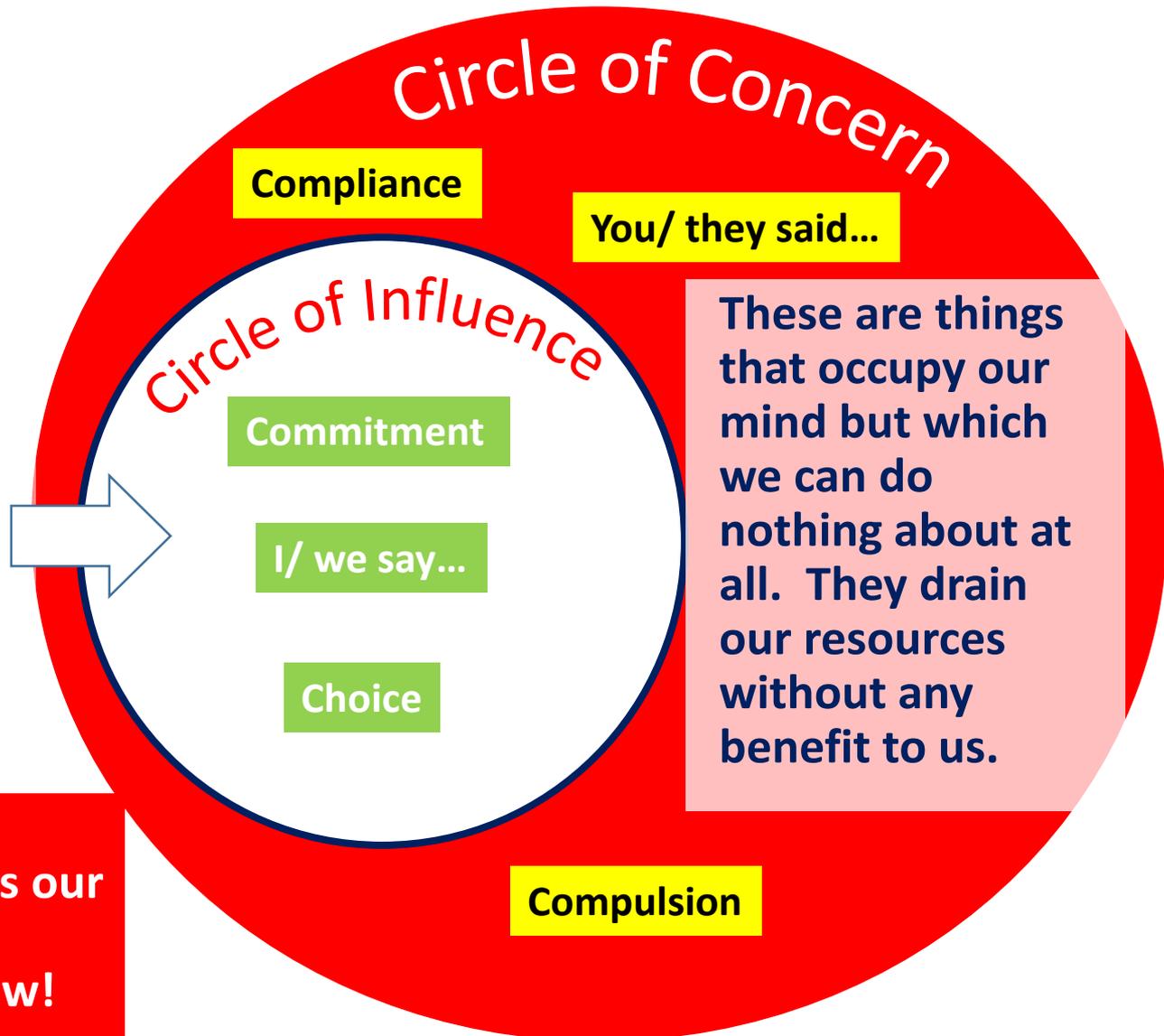
* See Cathy Salit, *Performance Breakthrough*.



Thought #3

How do you manage if you find yourself in the grip of an 'avoid' response when pitching for business or making decisions about your business?

Circles of influence and concern



These are things that we can do something about through our own thoughts, feelings and actions.

These are things that occupy our mind but which we can do nothing about at all. They drain our resources without any benefit to us.

Given that our language shapes our reality choose green, not yellow!

Circles of influence and concern

The diagram consists of two concentric semi-circles on the left side. The outer semi-circle is a thick red band labeled "Circle of Concern" in white text. The inner semi-circle is a thin blue line labeled "Circle of Influence" in red text. The area between the two semi-circles is white. A red rectangular box is overlaid on the left side of the diagram, containing text and a list.

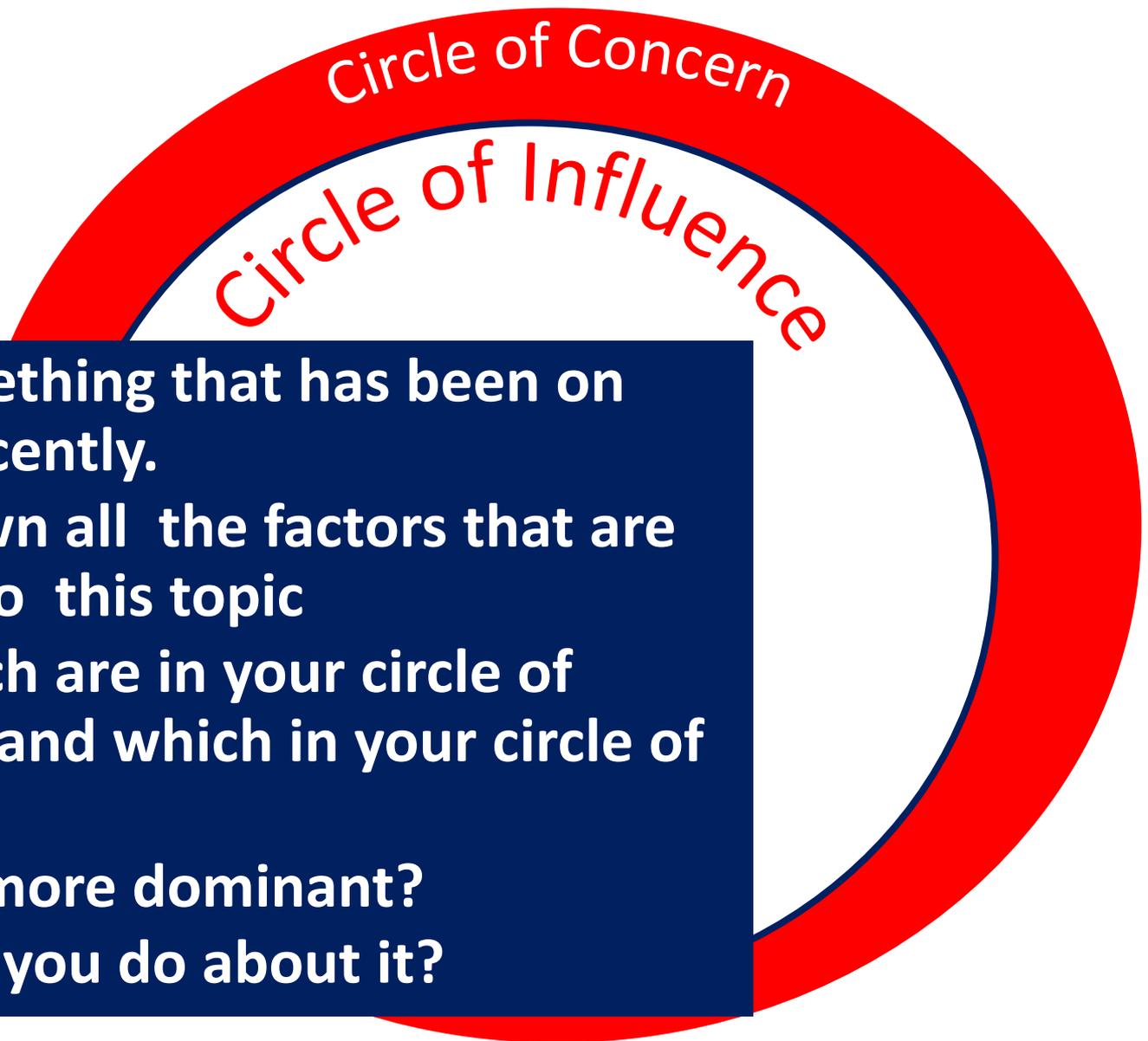
Circle of Concern

Circle of Influence

Growing your circle of influence relative to your circle of concern

1. Be very clear on what you can influence
2. Choose to concentrate your time on items in your circle of influence or
3. Take action to move things from your circle of concern into your circle of influence

Circles of influence and concern



Think of something that has been on your mind recently.

1. Write down all the factors that are relevant to this topic
2. Note which are in your circle of influence and which in your circle of concern
3. Which is more dominant?
4. What can you do about it?

Game time! Thinking Partnership

1. Form a pair – **1 thinker, 1 thinking partner**
2. **Thinker** will speak and **thinking partner** will listen
3. **Thinking partner** asks thinker the following question
“Tell me about your circles of influence and concern and how you might change their content for the better”
4. **The thinker** answers the question for 2 minutes without interruption and the **thinking partner** listens with their full attention
5. If the **thinker** stops the **thinking partner** may ask one more question only
“What more do you think, or feel, or want to say about your circles of influence and concern?”
6. If the **thinker** comes to a stop after this both sit quietly until the end of the allocated time.
7. Switch roles

Distinguishing coaching

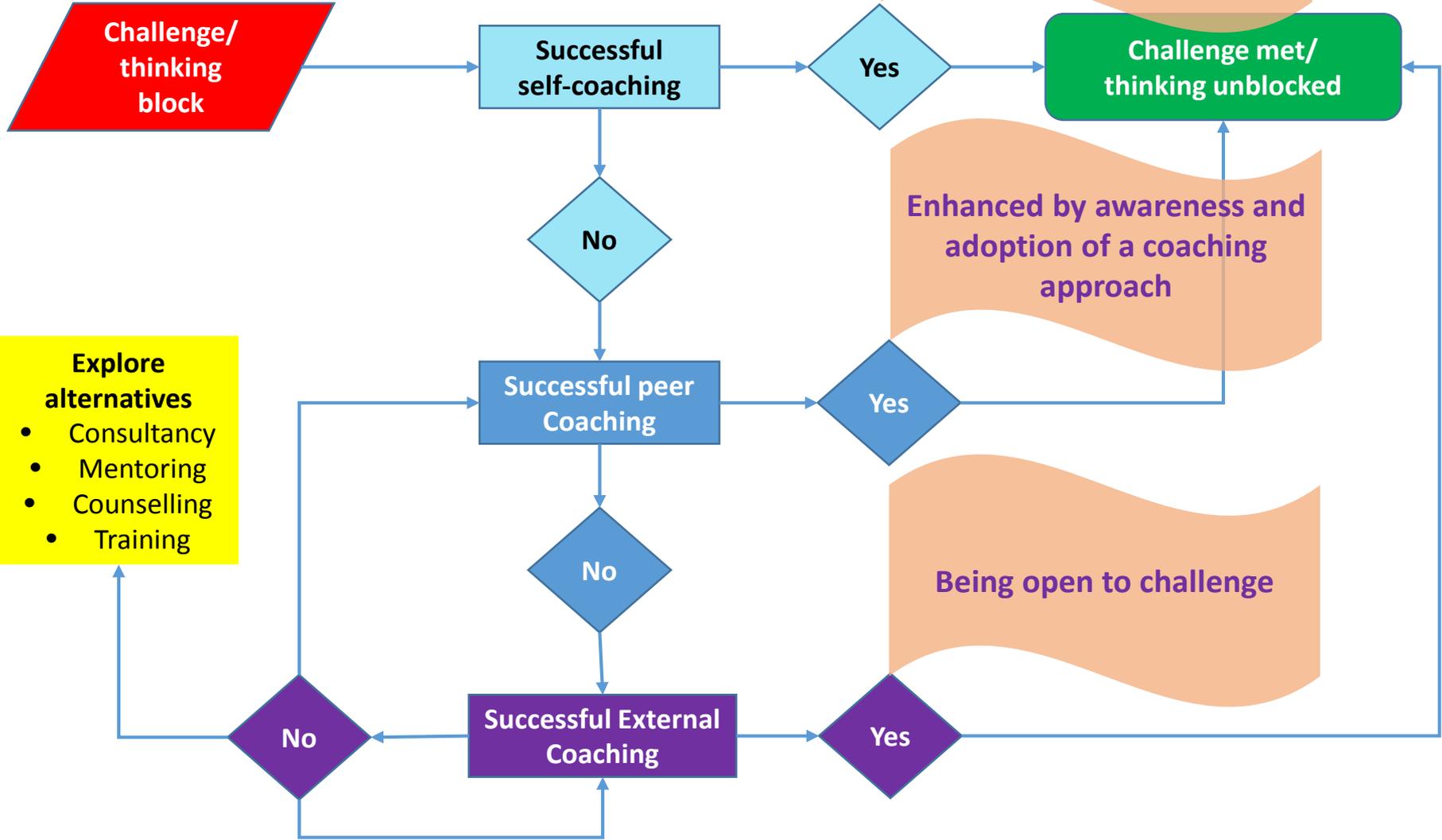


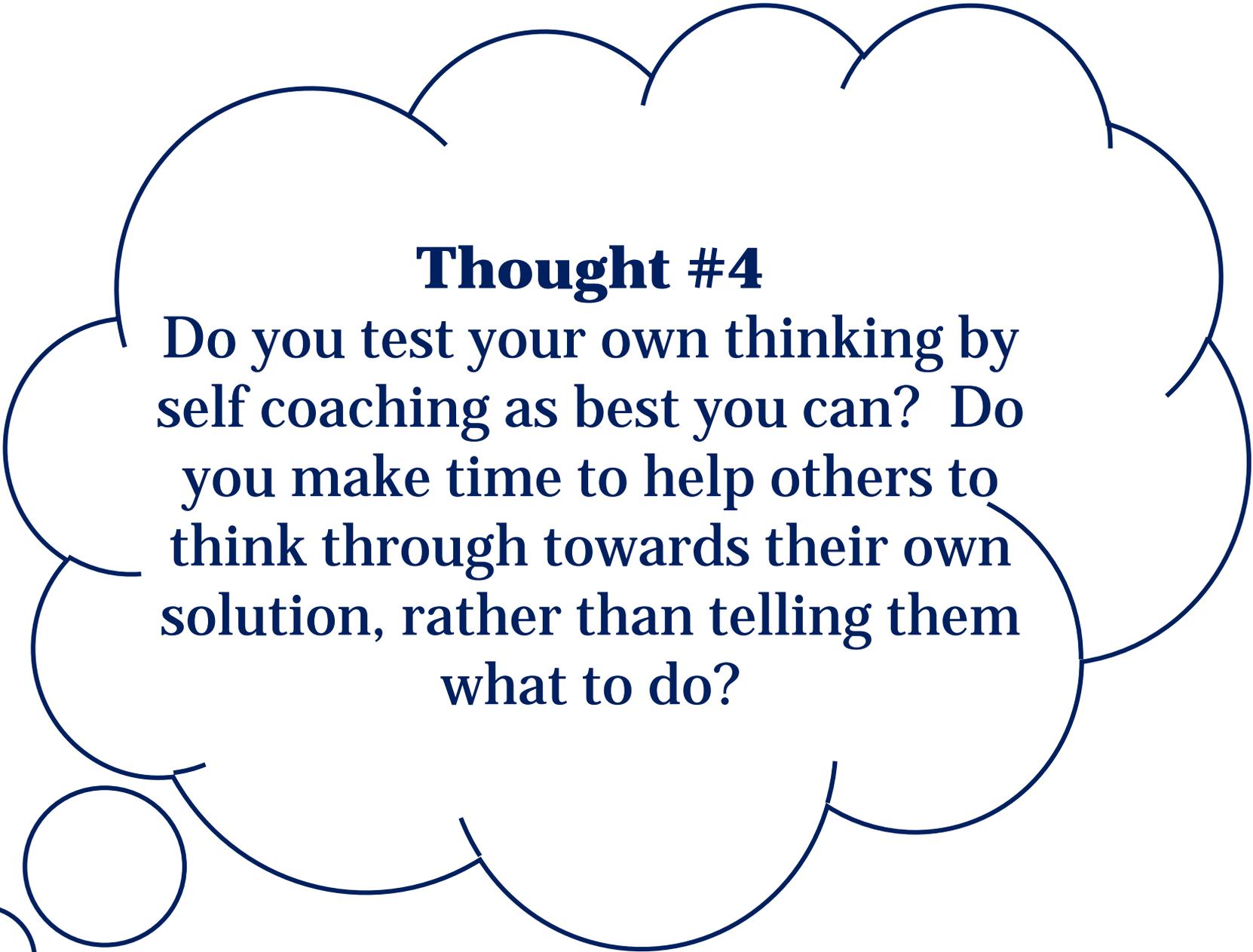
My definition of coaching

Coaching is about creating a time and a place for you to think and to hear your own thinking. It's about having that thinking heard by someone you can trust. It's about your thinking being supported and challenged without judgement. It's about you seeing new perspectives and then deciding on your own plan to make things happen.

The TAYT process map

Self coaching; peer coaching; expert coaching





Thought #4

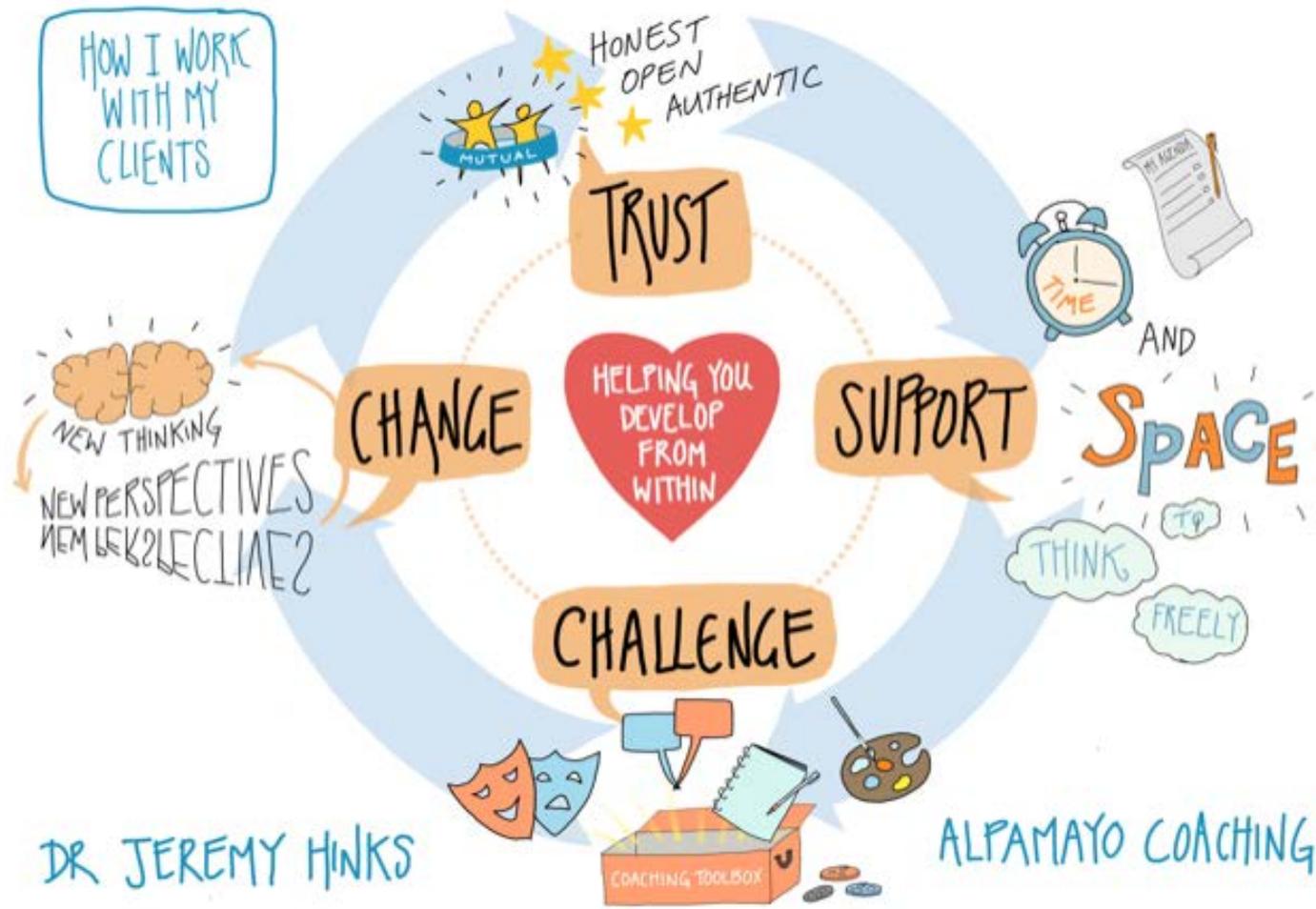
Do you test your own thinking by self coaching as best you can? Do you make time to help others to think through towards their own solution, rather than telling them what to do?

A key attribute of leaders in the future

‘...they will need to work through their people, be good at coaching *AND* be coachable.

Being coachable means a willingness to be challenged in their thinking and to share the narratives that both support and potentially limit that thinking. Not being coachable means that a leader is driven by their internal view of the world, one that will harden over time through the absence challenge by others.’

My TAYT coaching process



Who I am currently 'TAYTing' with...



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MAXIMUM
COACHING



Wessex
Academic Health
Science Network

NIHR | National Institute
for Health Research



THE CHURCH
OF ENGLAND



Kingfisher

UNIVERSITY OF
Southampton



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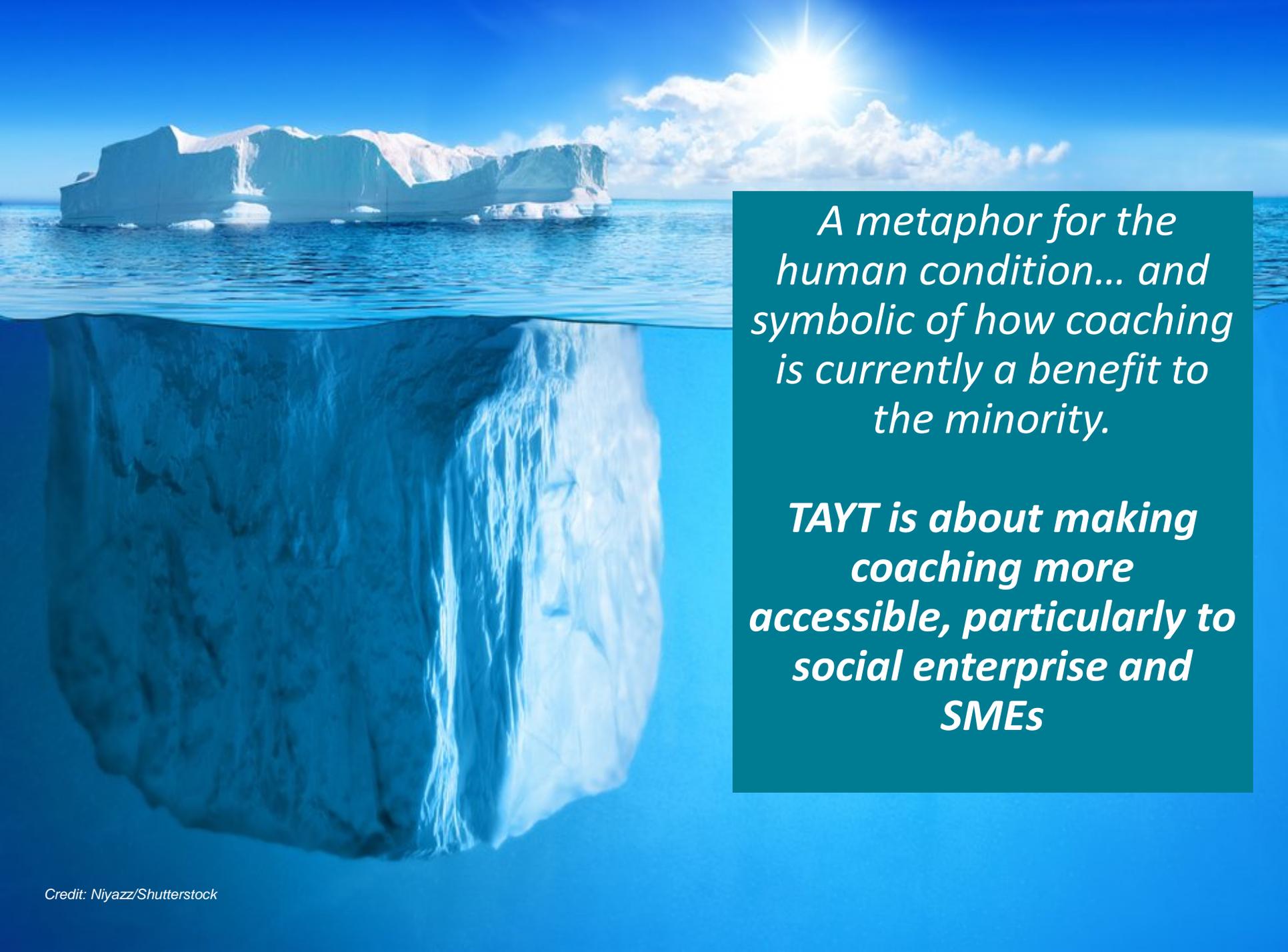
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vitae
realising
the potential
of researchers

Incorporating the UK GRAD Programme and UKHERD





A metaphor for the human condition... and symbolic of how coaching is currently a benefit to the minority.

TAYT is about making coaching more accessible, particularly to social enterprise and SMEs

By the end of the session you will be *thinking about your thinking* more consciously. You will be more aware of when there is value in checking your assumptions. You will also know when to work with others to test them too.

- Active listening
- Powerful questions
- Competency cycle
- Facts, beliefs, assumptions
- Diversity of perception
- SCARF
- Circles of influence
- Distinguishing coaching
- TAYT

FIND CREATIVE SOLUTIONS

GET NEW PERSPECTIVES

MAKE THINGS HAPPEN!

BE CHALLENGED

THINK DIFFERENTLY

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