1. Start with a belief that minimises or limits you and identify how it makes you act or behave. Once you are clear about your minimising behaviour, identify what empowering behaviour you would like to have and work through the grid below to find an empowering belief that totally TRUMPS your original belief.
2. To test your new belief is strong enough, imagine a set of scales with your old belief on left and your new belief on the right, what needs to be added to your new belief to make it the heaviest?

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| **Minimising Belief** | **Thoughts Associated** | **Feelings Associated** | **Minimising Behaviour** |
| 1  E.g. I am just not good enough to take this on/do this role | 2  I always mess things up.  I am probably not going to be successful with this.  I don’t deserve to have my position; I am a fraud/imposter. | 3  Feeling bad about myself, deflated, fearful. Feeling negative | 4  Not likely to embark on something new. Displaying to others my trepidation means they see me as not very confident. |
| **Empowering Behaviour** | **Feelings Associated** | **Thoughts Associated** | **Empowering Belief** |
| 5  Look confident, speak with impact. Be a positive person – showing confidence in my abilities and that I am not fearful to take on new things. | 6  Feel confident  Feeling good about myself.  Feeling I have people’s attention and I can communicate confidently. | 7  I can do this, I have the necessary skills.  I have worked things out in the past so why shouldn’t I be able to do this. | 8  I am good enough at what I do. I have enough experience to get me pretty far and enough tenacity to find out about what I don’t know. It’s ok not to know everything. |

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| **Minimising Belief** | **Thoughts Associated** | **Feelings Associated** | **Actions/Behaviour** |
| I’ll not be able to find another job that is as rewarding, pays as much or where I have as much respect because I lack experience, intelligence and relationships to find the next role | I don’t deserve my position  My relationship with my current boss has got me where I am today  I’ll not enjoy my next job, it’ll be a step down and I’ll be found out | Fear, negativity, unfairness, sadness, embarrassment | Lower my aspirations  Cancel plans to move to a new house in 2-3 years  Rein in spending  Apply for lower level jobs than my existing job |
| **Empowering Behaviour** | **Feelings Associated** | **Thoughts Associated** | **Empowering Belief** |
| Show confidence  Apply for stretching roles  Be honest about my experience and show my progression thus far  Ask advice from friends and colleagues, help others who are also going through tough times  Don’t worry so much about the salary, find the right job | Empowerment, confidence, calmness, excitement, opportunity | I can do this, I have the right skills, I am a quick learner, I’ve always succeeded in the past so why should this be any different  I can excel in a new role | I am very good at what I do. I don’t have all the answers, but I am not expected to have all of the answers. What I do well is build good teams and solve problems with them. When I am calm, collected and positive, good things happen to me and those around me so I can demonstrate this confidence in an interview and find the right job |

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| **Minimising Belief** | **Thoughts Associated** | **Feelings Associated** | **Actions/Behaviour** |
| e.g. 3 I’m the wrong person to turn this mess around at work  My actions of supporting the CEO last week and challenging the company owners has made my position untenable and whatever we become I’ve not got the vision and drive to make this a success | I don’t deserve to lead the team  My input isn’t taken seriously  If I stay I am a hypocrite as I’ve backed up the CEO so much  The company owners want to get me out  My team rely on me to find the answers but I don’t have them  I don’t earn the company as much money as I used to so I’m not essential | Disappointment, disillusionment, fear, embarrassment, exhaustion, misery, anger | Quit, withdraw, hide, be destructively honest with the company owners, seed discontent with the organisation, influence my team to leave and gossip about worst case scenarios |
| **Empowering Behaviour** | **Feelings Associated** | **Thoughts Associated** | **Empowering Belief** |
| Show calmness, confidence and clarity  Wait and see what happens, it’s not been decided, and no one has all the answers  Find a way of supporting the CEO (Mike) and his wife / one of my direct reports (Sam) without being negative or destructive to my role or theirs  Work to find solutions to make this work without compromising on my integrity | Empowerment, calmness, positivity, excitement, relief, security | I can do this, I know this business very well.  Things aren’t 100% clear but they never are and no one expects me to have all the answers  We were a successful business until 6 months ago with me at the helm and everyone believes in me so there’s no reason for panic  If the company owners are making a mistake, I can highlight this positively without being angry and frustrated | I have built this team to be a successful and tight nit team  I have done this by dealing well with change, being positive, solving difficult problems and being honest  The owners need my help if we are to get through this, people won’t judge me if this can be turned around it will be brilliant for my career  If it doesn’t work, then I’ll be well equipped to find a great job elsewhere |
| **Minimising Belief** | **Thoughts Associated** | **Feelings Associated** | **Actions/Behaviour** |
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| **Empowering Behaviour** | **Feelings Associated** | **Thoughts Associated** | **Empowering Belief** |
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| **Minimising Belief** | **Thoughts Associated** | **Feelings Associated** | **Actions/Behaviour** |
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| **Empowering Behaviour** | **Feelings Associated** | **Thoughts Associated** | **Empowering Belief** |
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