



# The Self-Coaching Leadership Canvas Playbook

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# LEADERSHIP SELF-COACHING CANVAS

Have

Want

5 Whys

Cartesian Logic Questions

1

2

Don't Have/Don't Want

Don't Want/Have

SMART

Conditions for being a well-formed Goal

3

State vs Goal

In the 'Want' quadrant list what you really want or need. What is your goal? What outcome did you want to produce? Is there something about what you want that you also don't want? Put that into the next quadrant. These will be refined through further analysis and prioritisation.

The '5 Whys' is a root cause analysis tool to use for the Wants and the Have/Don't Want quadrants. Deceptively simple, it leads to root causes that may have otherwise been hidden. Ask yourself why you Want this or Have and Don't want this. Write down the answer that comes. Then repeat the process again until you have done this 5 times. The final Why may uncover an "aha" or a cause that has previously been unknown by you.

Cartesian logic questions take your WANTS through 4 questions which opens the mind to new alternatives and possibilities. When you struggle to make decisions this tool can be relied on. It includes; i) accepting only information you know is true; ii) Breaking down these truths into smaller units; iii) Solving the simple programs first, and iv) Making complete lists of further problems to resolve.

In the 'Haves' quadrant of the Have/Want matrix you list what you Have in terms of your strengths and what you bring to the table in your current role. This is a snap shot of the current state. Have can also include your current abilities and results.

This cell surfaces your imagined fears (ie they haven't happened.) If they have happened, then they will appear in the Don't Want/Have quadrant. What keeps you awake at night? What do you worry about? List these things here.

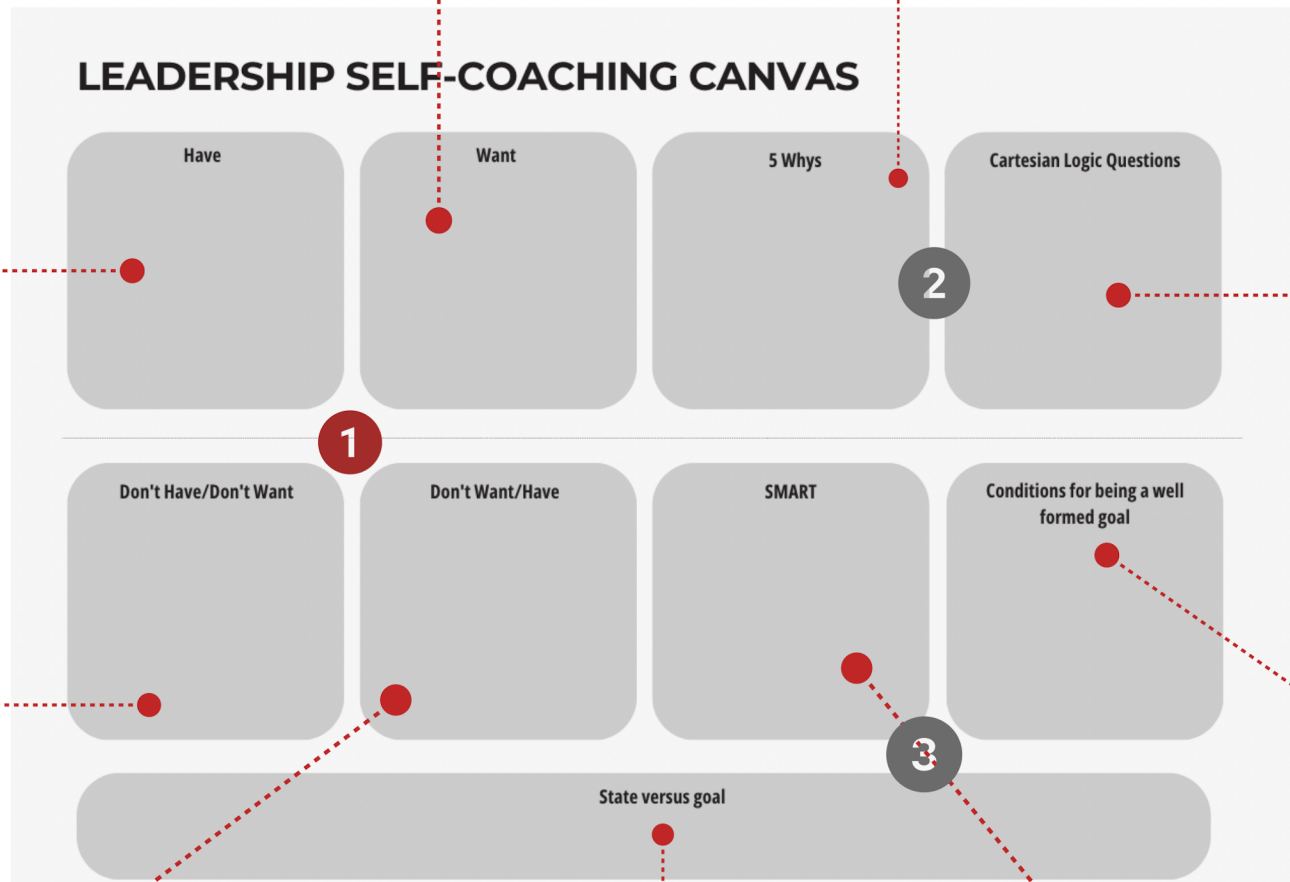
The 'Don't Want but Have' quadrant represents anything that is a problem/ source of frustration for you. It might include people (what is it specifically that is frustrating? Is there a common pattern here?) situations, results or self-limiting beliefs that you would rather not have. A limiting belief is something that stops you getting what you want.

This check point will allow you to assess your Wants/Goals to ensure that it is a well-formed outcome not based on a value or emotional state.

SMART is a well-known acronym that assists with creating goals. We chunk the goal into smaller pieces for achieving greater success when programming the unconscious mind. S = Simple, M = Measurable, A = Achievable regarding the constraints of resources and time, R = Realistic. Is it within your abilities to reach? T is for time bound.

Conditions for being a well-formed goal:

- Stated in positive terms.
- Initiated & maintained by you
- Specific sensory-based description of outcome & steps
- Ecological /Cartesian logic
- More than one way to get it
- 1st step is specified & achievable.
- Does it increase choice?





## Why this playbook?

This playbook has been developed to address 2 key problems in Leadership development.

The first is from observing feedback loops. Talented leaders seeking to continuous improvement about their performance seek feedback only to be given unsatisfactory feedback that they cannot implement. The other is feedback that is so diluted for fear of hurting the individual due to the social brain that it is also not useful. The experience can be frustrating, even belittling or confusing for the individual wanting improvement. For consultants it can mean never being invited to work with that team or organisation again.

The second is low adoption of professional coaching engagements taking place due. This can be attributed to Leader's fear of vulnerability, ego and pride, perceived need to be self - sufficient, lack of trust and perceived misconceptions about coaching and the kind of difference that can be made can make for a Leader.

This playbook will address a number of these shortfalls in particular the barriers created by Leaders' unwillingness to be vulnerable, resisting inviting another to coach for fear of a perceived admission of weakness or lack of skill as well as believing they just have to tough it out via the "school of hard knocks" to improve.

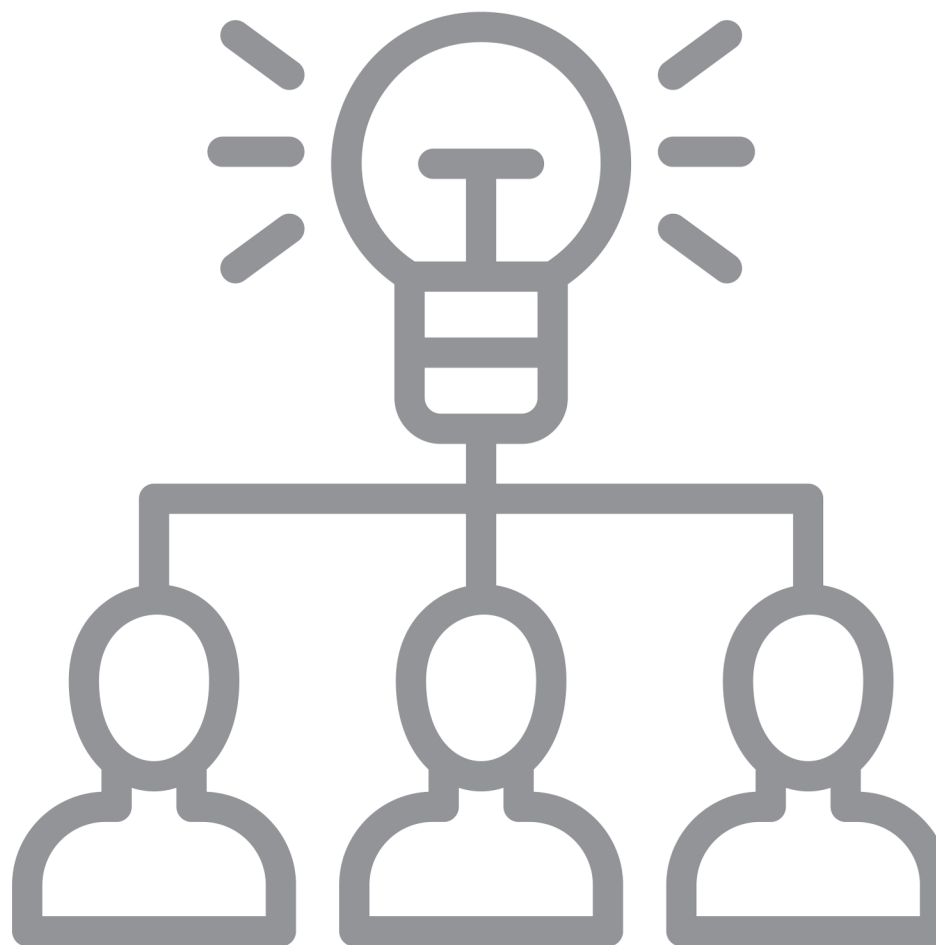
The tools, concepts and principles presented in the Self-Coaching Leadership Canvas have been developed from over 20 years experience coaching business leaders to expand their awareness, develop more impactful interactions and collaborations and dramatically improve their performance through a journey of guided self discovery.

Whilst a coach can offer the benefit of an objective view, create accountability, provide another perspective and give confidence and support, with discipline, this canvas offers a structured approach, useful guidance and navigation of how we become who we are, together with useful advice and instruction for putting together a powerful set of goals that can be reached with practice and persistence.

## Why is this important?

Professional coaches in elite sport and high-performance fields are a critical and important tool of the trade yet in business the impact of Personal coaching is far from embraced ***"A Good coach can change the game a great coach can change a life" John Wooden Basketball Coach***

***Why? This stems from a poor understanding of the type of impacts a professional coach can make.***

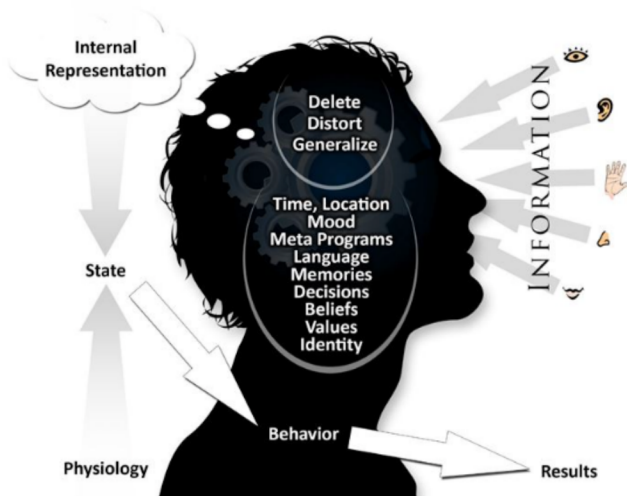




## What does Professional Coaching mean?

For the purpose of this playbook, I will refer to professional coaching as meaning personal 1:1 coaching that occurs with an individual that focuses on their world view and how this world view has been created. This is best demonstrated via the NLP Coaching Model (*see Model below*)

This well-regarded model originally conceived and developed by John Grinder and Richard Bandler, NLP or Neuro Linguistic Programming began as a model of how we communicate and interact with ourselves and others. The NLP Communication Model explains how we process information coming from outside us and what we do with it inside. To understand this more let's look at the brain and how it works, including some key principles.



### Deletion

Deletion occurs when we selectively pay attention to certain aspects of our experience and not others. We overlook or omit others. Without deletion, we would be faced with too much information. Maybe you already are overloaded with information and you feel like you have too much.

## *“The map is not the territory”*

A phrase coined by the Polish-American philosopher and engineer Alfred Korzybski. He used it to convey the fact that people often confuse models of reality with reality itself. According to Korzybski, models stand to represent things, but they are not identical to those things. So the internal representations (inside ourselves) that we make about an outside /external event are not essentially the event itself. For example an external event occurs (we see & hear something) and we run that event through our internal processing. We make an Internal Representation (I/R) of that event. The I/R of the event then combines with a physiology to create a state. The word “State” refers to the internal emotional state of the individual: happy, sad, motivated etc.

## *“ The menu is not the meal”* **Alfred Korzybski**

Did you ever notice that people treat their perceptions differently? Some people have to “see” certain relationships between things, where others have to have it explained or so they can “hear it”. Still others have to “get a grasp or a feeling” for the relationships. The words, (I/R) include our internal pictures, sounds and dialogue, our feelings, and tastes and smells.

So, what happens is that an event comes in through our sensory input channels, which are: Visual, Auditory, Sensing (feeling) Olfactory & Gustatory which is then filtered and managed by our neurology. As we manage the perception of the event, we delete, distort, and generalise the information according to the following processes that filter our perception. These filters reshape what really happens out there external to ourselves. We are left with the **MEANING or interpretation** that then becomes more ‘solid’ and real the more we replay it, talk about it and cement it into our neurology. Let's take a look at some of these filters.



### Distortion

Distortion occurs when we misrepresent reality by making shifts in our experience of sensory data. In Indian philosophy, there is a well-known story of distortion in the rope versus snake analogy.

A man walking along the road sees what he believes to be a snake and yells “SNAKE.” However, upon arriving at that place he is relieved as he discovers that what he sees was only a piece of rope. Distortion is an important component to how the brain works and can be used to motivate ourselves.

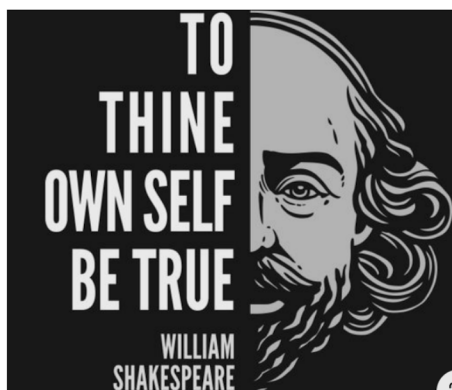
Motivation can happen when we misrepresent, change or garble the material that has come into our neurology. The information has been changed by one of our filtering systems.

### Generalisation

Finally, comes generalisation, and here we draw global conclusions based on one or two experiences. Do you know someone who has had a single experience yet managed to form an opinion about **all similar** experiences? EG: “*I hate all Indian music because I have heard Ravi Shankar and did not like it.*”

## The conscious mind

The next important brain mechanism is the unconscious mind. It is closely linked to short term memory and operates under voluntary control but has extremely limited capacity. It can only process limited information, thoughts; seven +- 2 pieces of information at any given time making it necessary to filter and prioritise incoming sensory information. It gets overloaded easily. So, we tend to oversimplify, make decisions and set attitudes based on insufficient information.



## What about the unconscious mind?

The unconscious mind by comparison processes over a millions piece of data per second coming to us out of conscious awareness. As the internal representation is being formed, it passes through various filters, including our beliefs, values, memories, and past experiences. These filters are part of the unconscious mind and influence how we interpret and make sense of the information. Our beliefs, for example, can color our perception and influence what we pay attention to and what we ignore. For the purpose of the Self Coaching Leadership canvas this is an important concept to keep in mind as you complete the canvas.

**“We don’t see the world as it is we see the world as we are”**

## Meta Programs, Belief Systems, Values, Decisions, and Memories.

There are 52 meta programs; here are the well known ones:

1. **Toward/Away From:** This meta-program is often considered fundamental as it deals with motivation, which is a key aspect of human behavior.
2. **Internal/External Frame Authority** You may deflect to sources of information/people who are the authority or solely yourself
3. **Match/Mismatch:** This is essential for understanding how people process information and make decisions based on similarities or differences.
4. **General/Specific:** how people pay attention to the detail or or the big picture
5. **Motivation Direction:** are you driven by pleasure or pain; avoidance can inform strategies for motivation and persuasion.
6. **Decision Maker:** How many times you need to be convinced to get know you are convinced (generally people require 3 times).
7. **Judge/Perceiver:** How people approach tasks and decisions, which can impact work styles and interactions.
8. **Completer vs Initiator:** Recognising whether someone prefers to complete tasks or initiate new ones can inform teamwork and project management.
9. **Responsibility Filter:** This helps in understanding how individuals attribute responsibility for actions and outcomes.
10. **Flexibility of Response:** Recognising whether someone is flexible or rigid in their responses is important for adaptability.
11. **Conflict Style:** Different conflict styles; Avoid, Accommodate, Complete, Collaborate, Problem Solve or Compromise

## Values

Values represent how we decide whether our actions are good or bad, right or wrong and how we feel about our actions. Values are arranged in an importance hierarchy. When we communicate with ourselves or someone else, if our model of the world conflicts with our values or someone else’s **then there is going to be a conflict.** They are our attractions or repulsions in life. They are basically a deep, unconscious belief system about what’s important that are context dependent.

## Beliefs

Beliefs are generalisations filter about how the world is. Beliefs are the assumptions that we have about the way the world is that will either create or deny personal power to us. Beliefs are essentially our on/off switch. In the process of working with someone’s beliefs, it’s important to discover what beliefs they have that cause them to do what they do. We also want to find out the disabling beliefs, the ones that do not allow them to do what they want to do.

***"Beliefs have the power to create and the power to destroy. Human beings have the awesome ability to take any experience of their lives and create a meaning that disempowers them or one that can literally save their lives." - Tony Robbins***

## Memories

These are mental representations and recollections of past experiences, events, or information stored in an individual's mind. Memories play a significant role in shaping a person's beliefs, behaviours, emotions, and thought patterns.

## Decisions

These are have made in the past. Decisions may create new beliefs, or may just affect our perceptions through time. The problem with many decisions is that they were made either unconsciously or at a very early age, and are forgotten. But the effect is still there. We can also make changes to the limiting decisions in our past via TLT.

## Summary

These five filters will determine how we internally represent an event that is occurring in the present. It is our internal representation that puts us in a certain (emotional) state and creates a certain physiology in the body. The state in which we find ourselves, will determine our behaviour, and the .



## Why Coaching as a development tool?

This canvas offers a way to take a snap shot in time from, eg performance review feedback, or any solicited or unsolicited feedback, and turn it into a valuable reflection for building a clear plan for goals, further skill development or clarifying what we carry around with us daily that becomes 'baggage'. Whilst this is developed to be used in the context of Leadership development, it could easily be used for personal development or in a specific context to build better awareness due to its agnostic nature.

## Why focus on a self-coaching Canvas?

This canvas is offered to provide assistance with key principles, frameworks and tools for navigating the self. **It is an introduction** to the tools professional coaching embrace when developing Leaders.

## Diving into the Canvas

### The Have/Want Matrix

The **Have/Want Matrix** is at the centre of the canvas. It is a snapshot taken in time of the current positions of the individual completing it. The quadrants are made of **1.** Have the top left corner, **2.** Want the top right corner, **3.** The Don't have/Don't Want in the bottom right corner and lastly **4.** The Have/Don't Want. Whilst it appears a simple tool the power of what can be uncovered requires a good self-awareness, a curiosity for why continual patterns show up in life around the individual and a strong desire to change.



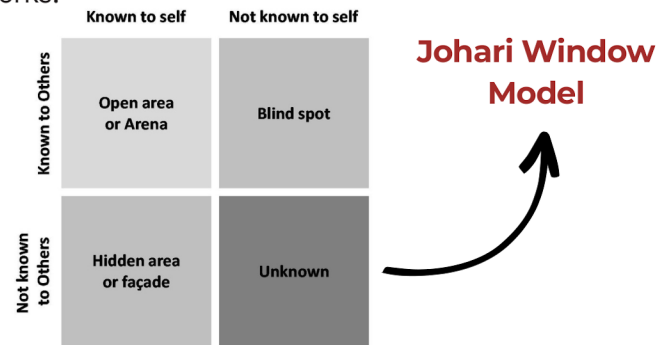
## Have (Quadrant 1- Top Left)

The **Haves quadrant** is about itemising what you currently have in the context the Leaders role. Reflect on what you currently have which will include:

- Your current strengths
- Your current wanted results (as opposed to unwanted results)
- Your character traits
- What you are "known for" in the workplace
- What do you bring to the table?

This cell will assist you to relay more on your strengths and create better awareness about who you are in the workplace. Part of the goal of this matrix is to increase your awareness.

Understanding the Johari window will assist with how this works:



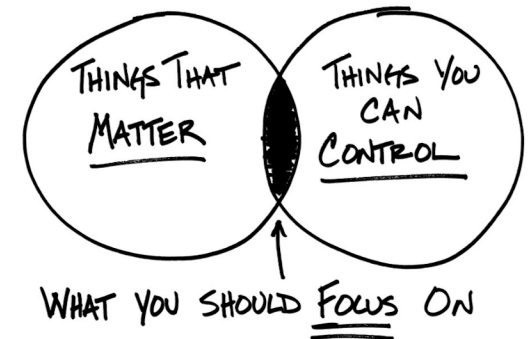
## Want (Quadrant 2 Top Right)

The **Wants** cell is concerned with your goals. This will also include your needs:

- It could be a business result.
- It can include a new behaviour or characteristic
- Itemise as specifically as you can as many as you want
- You will then prioritise these to uncover the deeper wants by taking each items through greater analysis to uncover deeper needs/wants at play
- See the 5 Whys/Cartesian Logic questions
- Once you have conducted these you will have a greater awareness and be able to prioritise the list from number 1 most important to N least important
- See Eisenhower Matrix for the difference between Urgency and importance.

## Don't Have/Don't Want (quadrant 3 Bottom Left)

This cell is busy with what you fear and often what keeps you up at night. This domain is of the imagined as it hasn't happened and may never happen but takes up precious real-estate in your mind and should be reduced if not only to give you a better night sleep but more cognitive bandwidth to focus on achieving your wants. It's useful to know that the unconscious mind acts as a servant filtering in information correlated to your world view and filters. In other words, **you get what you focus on.** Continuing to focus on 'bad stuff' or event stuff that you continue to repeat "I don't want to..." programs the brain to give you just that as the unconscious mind down not delete negatives. **Focus on the positive!**



**Jahari window** has four cells:

1. **The Open Area or Arena:** what me and the others know about me
2. **The Blind Spot:** what I do not know about me but others do
3. **The Hidden Area or Façade:** what I only know about myself
4. **The Unknown:** what nobody knows about me (including myself)

Self-awareness includes expanding what you know about yourself. Growth as a Leader includes developing your authenticity which includes sharing what others don't know about you.



## Have/Don't Want (Quadrant 4 Bottom Right)

This quadrant is concerned with:

- Limiting beliefs (ask yourself 'they can do that, but I can't because...')
- What are you at the effect of?
- The Cause-and-Effect diagram can help isolate the key issues that could be creating what you don't want
- Can include things about you that are driving undesirable results/outcomes
- Complaints about others (which is a function of a lack of feedback, a limiting belief or impact)
- Prioritise this quadrant by using the Cause /Effect diagram known as the herring bone or fish bone diagram. The problem sits on the fishes 'head' and all the possible causes in its tail. Or alternatively use the 5 whys
- Prioritise according to importance over urgency. See the Eisenhower matrix.

### The Eisenhower Decision Matrix

	Urgent	Not Urgent
Important	<b>Do</b> <i>Do it now.</i>	<b>Decide</b> <i>Schedule a time to do it</i>
Not Important	<b>Delegate</b> <i>Who can do it for you?</i>	<b>Delete</b> <i>Eliminate it</i>

### Completing the Have/Want

The have want matrix is a snapshot in time and can be conducted again and again over time peeling the layers of the onion to reveal a new level of awareness and targeted goals. Improving awareness is supported by asking for authentic feedback from a trusted colleague or line manager.

## Switching from deep reflection to uncovering the layers that are beneath.

Reframing your **Wants and Have/Don't Wants** is like peeling the layers of an onion. Here are some tools that can uncover unconscious thinking beneath the surface that will assist you with broadening your self-awareness.

**The 5 Whys** is a particularly simple but powerful analysis tool designed to get beneath each layer. You can start with either a **Want or a Have but Don't Want** and ask why do you want or have this? Write that answer down, don't filter it. Do it quickly and you can leave your conscious mind observing by letting the unconscious mind drive. Continue the process 5 times. It will reveal a much deeper and less known answer which in and of itself is valuable & insightful.



### Fishbone diagram (Cause and Effect)

This tool enables rapid ideation for what might be **causing the problem**. Instead of getting locked into belief systems and of patterns of thinking you can use this to ideate more creative interpretations of why things are the way they are. You take one of your **Have/Don't Want problems** and put it in the head of the fish, next you can ideate the cause of the problem. Using the bones of the fish to "create" alternate interpretations for why things are this way. Try the following categories to free up your mind from rigid patterns of thought inherited during your imprint years.



Joyful causes



Humorous causes



Empowering causes



Opposite to what you already think is reason causes

This way of thinking frees up your mind and allows you to choose and play with your causes. Human beings are meaning making machines. The meaning we create is the quality of life we live so why not create useful, empowering or just down right funny causes over the automatic filters that you are programmed to run.

## Reframing your priorities in terms of Urgency and Importance.

When thinking about what you need to do, your goals and priorities can be assembled into 4 groups based on importance/urgency. This will allow you to reprioritise them. Depending on the cell each task/goal falls into will give you the most appropriate action to take.

1. **Urgent and Important** requires you to take immediate action.
2. **Important and not urgent** requires you to decide if you should do it now or schedule it
3. **Not important and Urgent** means you should delegate it
4. If it's neither important nor urgent simply get rid of it

It's easy to spend time on the unimportant urgent items such as a friend ringing for a chat, or constant Teams messages asking questions that can be found elsewhere can consume your whole day and you may not ever feel productive because you never get to those important items. In fact, important and not urgent tasks can be particularly onerous. Mark Twain likens them to eating frogs and advises these should be tackled first thing in the morning.

**"If it's your job to eat a frog, it's best to do it first thing in the morning. And if it's your job to eat two frogs, it's best to eat the biggest one first."**



### - Mark Twain

I have included a guide to help categorise various tasks/goals that might be on your list of Wants and Have/Don't Wants. It will improve how you spend your time and where you choose to develop yourself for greater impact, career development or self improvement.

## Cartesian logic

Another incredibly powerful tool, again simple to use is the **Cartesian logic** questions. Like a mental gym these questions offer powerful linguistic patterns that challenge your thinking, uncover limiting mindsets (beliefs) and allow you to perceive your decision from angles for greater clarity and certainty. For your prioritised wants run them through the matrix questions, writing down the answers for each quadrant. It will assist you to solidify your goals and cement them in place for improved achievement. Let's take **the example of a want which is to apply for a more senior role** in the coming 12 months.

	Will	Wont
Do	What <b>WILL</b> happen if you DO 'X'	What <b>WONT</b> happen if you DO 'X'
Dont	What <b>WILL</b> happen if you DONT 'X'	What <b>WONT</b> happen if you DONT 'X'

### What will happen if I do take the new role?

I will grow my career, get better compensation, have greater impact

### What won't happen if I do get the new role?

I won't be bored, I won't have the same problems I have now, I won't grow myself

### What will happen if I don't get the new role?

I'll continue to improve what I'm working on now; I will stay work with my current peers that I appreciate and will develop a depth in my role from staying

### What won't happen if I don't get the new role?

I won't develop myself in a new more senior role, I won't take the family the family on an overseas holiday, I won't have more impact to make a difference with what's important to me.

Of course, the logic questions don't necessarily have to follow the pattern of inverse and converse, it may bring up completely new things you have had the opportunity to think about. There's no right way whatever you come up with is the right thing for you right now.

## Let's pivot from Analysis to Goals setting. SMART Goals

**SMART** is an acronym for goals writing that helps to focus the mind to get your wants. The acronym stands for **Specific, Measurable Achievable** and **Time** bound. It's important to get a handle on the mechanics of the conscious and unconscious mind for the purpose of creating well-formed smart goals that you will achieve.

### The conscious and unconscious mind

Since the conscious mind has a very small capacity for information at any one time. ( eg Try memorising a series of mobile numbers or house addresses and recalling them) The unconscious mind on the other hand has enormous capacity for collecting, storing and recording information, it is constantly processing over a million pieces of information a second.

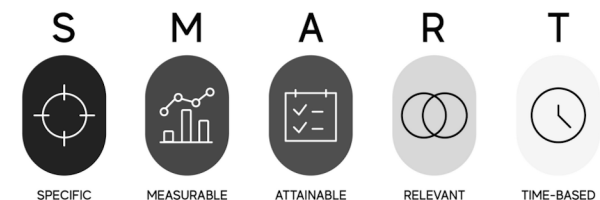


The job of the unconscious mind is to present a smaller data set of information to the conscious mind that is correlated to the filters we have either inherited, developed or learnt over a life time.

In effect creating your SMART goal as outlined here you are designing your very own filter for your unconscious mind to present your conscious mind with the information you have asked for. Since the unconscious will delete, distort and generalise information coming in from the senses to conserve capacity. You want your unconscious mind to present your conscious mind with the information it needs to deliver your goal.

## Five principles for success and getting a SMART Goal:

- 1 Know your outcome (you would be surprised at how often people don't know specifically what they want.
- 2 Take action (A lack of growth mindset, inertia due to fear of failure or not reaching perfection often means that people don't **just start** with the first step and work it out. 'Having a crack' is a powerful mantra for this step.
- 3 Have sensory acuity (Life occurs outside of being in your head if you aren't into being in up time - out there, you will miss critical information that the unconscious mind will bring you. **Stay present!**)
- 4 Have behavioural flexibility (there always has to be **more than one way** to get your goal. If there's only one way it's not a goal. You might want a red sports car but if a blue one comes your way don't turn it down as not reaching your goal! It's still a sports car. Remaining flexible will get you what you want .)
- 5 Operate from a mind/body (psychology and physiology) of excellence.(showing up, being intentional, moving towards your goal with the right mindset and physical being the work will conspire to working towards your SMART goal)





Be sure to know the difference between a **value** and a **goal**. You want a goal. Take a look at this list which describes the difference. Ultimately you can have a value or a state right now but you need to work towards a goal.

### VALUE OR STATE

- Stated ambiguously
- Write affirmations
- You can have it now
- No steps
- Not measurable
- Get the final step and work backwards
- Stated for self and/or others

### GOAL OR OUTCOME

- Stated specifically
- Write goals/outcomes
- Time is involved
- Measurable
- Steps are needed to get there
- Stated for self only

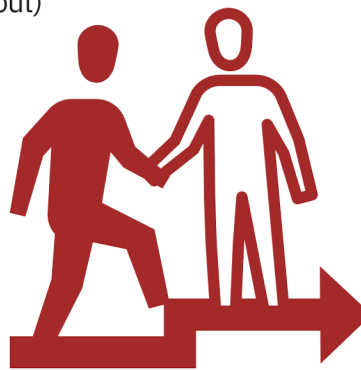


### Keys to an achievable outcome

Finally, and most importantly you need to design your SMART goal in the following way. Write it down, ideally by hand which activates your mind to muscle. Write it like a story using the following **10 principles**.

When you write the goal be guided by these principles, they are specifically designed for the unconscious mind to help you reach your goal. Remember that the unconscious mind is a far more powerful piece of machinery than the conscious mind so using the language and techniques it recognises best will mean you have a far greater chance of reaching your goal.

- 1 “How is it possible that I don’t have it now?”
- 2 Stated in the positive.
- 3 What specifically do you want? (DON’T WANT unacceptable- the unconscious mind cannot process negatives)
- 4 Specify present situation.
- 5 Insert it into the future. Where are you now? (Be associated, looking through your eyes)
- 6 Specify the outcome. (what will you have when you get it?)
- 7 **What will you see, hear, feel, etc., when you have it? (elicit the VAK; Visual, Auditory and Kinesthetic parts of the goal)**
- 8 Make the image, sounds etc occur in your mind in an ‘as if now’ way
- 9 It MUST BE compelling (you have to FEEL IT)
- 10 Specify your evidence procedure. How exactly will you know when you have it? (eg if you want an o/s trip how will you know when you have it? Is it when you are on the plane, sitting by the pool, when you buy the tickets? This is the step that you write about)

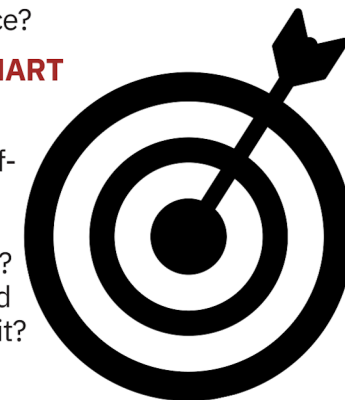


### Conditions for being a well formed SMART goal:

- Stated in positive terms.
- Initiated and maintained by you
- Specific sensory-based description of outcome and the steps needed to get there.
- Ecological
- More than one way to get the outcome.
- First step is specified and achievable.
- Does it increase choice?

### Super Charge your SMART Goal

- Is it self-initiated & self-maintained?
- (Can you do it on your own?) Is it only for you?
- Where, when, how, and with who do you want it?
- What resources are needed?
- What do you have now, and what do you need to get your outcome?
- Have you ever had or done this before?
- Do you know anyone who has? (talk to them find out what they did, build on their experience)
- Can you act as if you have it? (Psychology for success, you need to BE like you have it)
- Is it congruently desirable? (Is it fair/reasonable/moral, are you aligned with it?)



*You now have the critical components for developing a very powerful way to reach your goals and removing your issues. Getting feedback, reflecting often, writing down your Wants and Have but Don't Wants will help your mind to focus on what you want to remove and what you want to focus on. Refining these through the analysis tools here; the 5 whys, the cartesian logic, the fishbone. Designing your goals using the SMART principles and elements for well formed goals and revisiting what you wrote in your mind and feeling excited about this will move you towards that goal that is faster than light. Good Luck creating your dreams. Cindy McClure*



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