

“You Can Change Your Life by Changing Your Heart”: Coaching as a Way of Personal Development

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ABSTRAKT

Tato bakalářská práce objasňuje, jak může koučink pomoci člověku ke změně v životě. Jsou zde popsány jednotlivé metody koučinku, které koučové využívají při práci se svými klienty. Dále je práce zaměřena přímo na člověka, na jeho myšlení a na to, jak se může osobně rozvíjet za pomoci koučovacích nástrojů. Je zde popsáno, že hlavní změna přichází zevnitř od srdce. Konkrétní příklad, kdy koučink pomohl ke změně v životě, je společně s doporučením pro budoucnost popsán na konci této práce.

Klíčová slova: koučink, osobní rozvoj, úspěch, cíl, sen, srdce, mysl, vnitřní hodnoty

ABSTRACT

This bachelor thesis clarifies the possibility of change in human life by using a coaching. It describes certain methods of coaching that coaches use to work with their clients. Further, it is focused on a human, his thinking and how he can personally grow and develop by using coaching tools. It describes that the main change in life comes from inside, from a heart. The concrete example of a change in life caused thanks to coaching is described together with future suggestion at the end.

Keywords: coaching, personal development, success, goal, dream, heart, mind, inner values

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INTRODUCTION

“You change your life by changing your heart.”

(Lucado 2012)

Max Lucado

This simple quote from American preacher Max Lucado tells us that change comes from inside. Coaching as a way of personal development is focused on working with inner values of a human. We have to keep in mind that all those values are factors that cause changes in our lives. Many people deal with different issues in their everyday life, in their work, family or relationships. The way they are set up inside will reflect to the outer world.

This bachelor thesis describes coaching as an approach to human from the gentle and helpful side. It is not aimed to force or lead a person into some action or work and increase his efficiency using these methods. This way of management based on force has been very popular since the industrial era arose and even in today's world it is very common method in big corporations or individual issues. Anyway, times are changing and the new approaches are required (Atkinson 2009, 16). Coaching is still a quite new phenomenon that is progressively becoming more and more popular. In this thesis we clarify that this approach, focused on inner world, is really effective.

The approach to a client is described in the first part of this thesis. This is the basic element showing that everybody has a huge true potential and by systematic work it can be released. Even that every person is an individual with own feelings, dreams and problems, coaching can be the right option for him to make a change in life and reach the dreams and goals.

The next part of this thesis is more oriented to a person itself. Everybody can make a change but to make a true change coming from a heart can be difficult because only this one can have long-term benefit and affect to life. Managers around the world are interested in new methods of helping people to the benefit of the whole companies. A bright look to the basic principles of human behaviors can give us the right answers. The tools mentioned in this thesis together with principles of coaching show whether the small change in life can have a great benefit to the whole society or not.

The last parts of this work analyze certain coaching session where we can observe used coaching steps in specific case. All the mentioned methods were used to lead a client

into an individual thinking about the problem and solution to make a change in life. The thesis also provides personal profile of inner values. All those values are examined from a coaching viewpoint and considered in relation of possible change of human life.

1 COACHING IN GENERAL

Coaching is a dynamic phenomenon that is able to change a live of a human as well as the whole company. The coaching itself can be described in many ways. Generally, it can be understood as the alternative way of learning a person by himself. The main role of coaching is more about helping someone to learn than to learn directly the person. The purpose is to release the true human potential. According to Sir John Whitmore, the British educator and coach, most people use only about 40% of their potential. This means that everybody is capable to work more efficiently and to achieve more and better results. Due to coaching, the person focuses on inner problems and barriers. In many cases the problems inside of a person are worst than the outer problems. The main role of coaching is to eliminate or at least reduce the effects of these inner barriers and release the full potential (Whitmore 2005, 18).

1.1 History of Coaching

The method of coaching is a quite new phenomenon and it is not widely expanded in every company. Many companies are still a bit skeptical to this new method of learning and empowering. Some managers just simply do not want to leave their old standard behavioral model. Anyway, the coaching have become more and more popular in the course of time (Whitmore 2005, 19).

The first person, who can be described as unofficial coach, was Socrates. He used a kind of indirect question forms to his students and helped them to reach better results as is indicated on <http://koucinkcentrum.cz/historie-koucinku>.

Coaching, as we know it today, has inception in sport. Timothy Gallwey, the American writer, coach and John Whitmore's co-worker, was the first man who presented universal coaching method applicable in every branch. In his series of books "The Inner Game" he came with the idea of identifying the true problems (inside of a person) and pointing to the overcoming these obstacles individually rather than simply coach (Whitmore 2005, 20). Gallwey also pointed out that sport is the best sphere of making research in progress of learning and making changes. Almost any performance in sport is very easily observable because results come immediately in contrast of business sphere (Gallwey 2010, 24).

British citizen Sir John Whitmore, who is also regarded as one of the founders of coaching, passed Gallwey's courses. After that, he organized Inner Game courses that helped people

to reach better results in sport. The principles were very successful in many branches and Whitmore started to apply them to business sphere (Whitmore 2005, 20)

Some managers used old behavioral methods to manage the company and employees. Those old principles worked but were not ideal and the ground on business sphere was prepared for new methods. Gallwey's principles had been experimentally tried and became very successful. From that moment, many managers and coaches have been using Gallwey's principles, gaining new experience and solving problems more effectively. Nevertheless, there are still people that are not opened to new methods, people that believe in the old behavioral models. (Whitmore 2005, 21)

1.2 What is Coaching?

According to Marilyn Atkinson, the well-known Canadian coach and writer, coaching is understood as an approach to a person. An approach that is able to get the best from us. Coaching helps us to use all our experiences, abilities and skills we have gained through life in the right time and on the right place to get the best from us and increase the efficiency as much as possible (Atkinson 2009, 13).

It is important to understand a person as a precious being with huge potential to reach every goal. According to the old behavioral model, people were taken as an empty box or glass that is necessary to fulfill. Via coaching we can see people as e.g. a seed that has a potential to grow in a big strong tree (Whitmore 2005, 19).

The main difference between coaching and other educational methods can be described by using Gallwey's formula: Performance = potential – interferences.

$$P = p - i$$

This formula simply says that a client has some own performance which depends on his potential. A client has two options to increase his efficiency in case he is not satisfied with the performance. By increasing the power (learning, know-how, via seminars, etc.) or by using a coaching to realize and reduce interferences (Gallwey 2010, 39).

Focusing on interferences leads a client to work on his own. There is no dependence on somebody or something else. A client can personally grow independently without a coach. He can do this in any sphere of life (business, sport, etc). Anyway, there can be a danger in form of dependence on somebody's other help. When a client needs help with increasing his power, there is some trainer or instructor that can teach him necessary knowledge. A client usually pays for that and become dependence on somebody else's help

(Koučink Centrum 2012). Coach's role is to lead a client into independence and into the ability to think more about solutions of his problem from different angles by himself.

1.2.1 Roles of a Coach

The main role of a coach is to improve his student's perception of reality, make responsibility in him and to make student's self-confidence stronger. Every coach must believe that student's potential is bigger than appears and more importantly, the student must start to believe in his potential and himself without regard to previous achievements or failures of student (Whitmore 2005, 26 – 27).

Coach does not need to have expert knowledge and experience from the area where he coaches. He works as a neutral creator of consciousness. Coach's role is not to solve the problem, learn or give advices. If he gave advices or instructions, the student would start to lose responsibility and self-belief. He is a facilitator, a person that creates self-confidence, inner motivation, understanding, responsibility and activity in his student.

1.2.1.1 Perception of reality

Clearer and brighter view of the world around us is the result of better perception of reality. A single person is able to control only what he perceives. The other impulses (which a person cannot perceive) control him. Better knowledge of reality empowers. The level of perception is not limited only by the ability of observe and listen. Other important factors are acquiring relevant facts and information, self-awareness, our emotions and desires that can easily distort the reality (Whitmore 2005, 45).

Every human activity can be described as a simple order: INPUT – PROGRESS – OUTPUT. Inputs are impulses that influence every person and after that a person immediately starts to process them. Outputs are based on evaluated information. Quality of outputs (results) depends on the quality and number of inputs. This is why the perception of reality is so important (Whitmore 2005, 47).

1.2.1.2 Responsibility

Responsibility is crucial for reaching high level of productivity. If a person takes out full responsibility for his ideas and acts, his determination will grow and he will be more productive. A mistake is when a responsibility is imposed to someone against his will. In this case it will not lead to any improvement. The "real" responsibility must come from a person that has an option of choice (Whitmore 2005, 49).

1.2.1.3 Thinking

State of mind is crucial in every activity. Things like technique and physical condition are important in sport. Knowledge and experience are important in business but they do not guarantee success. The most important think for reaching a clearly defined goal is the state of mind or also the will for success. This topic will be described in detail further in this thesis.

1.2.2 How Coaches Work with Clients

Coach works with his client by using forms of questions. If people are commanded or have to deal with closed questions, they do not have to think very much. Open questions are the key to make them think. The questions must be chosen to improve perception of reality and responsibility of a client.

Interrogative pronouns or adverbs are the most suitable for questions. The client will be led to give necessary information about a problem. According to Whitmore, it is important to let a client express his feelings just by himself. The questions should be wide from the beginning and after that focus more on details. The main rule is to respect the interests of a client (not the coach). A coach who determines questions also undermines the responsibility of a client and loses his interest and trust (Whitmore 2005, 59). The coach should not directly force a client into a specific area of discussion.

Coaching is a spontaneous process. Coach pays attention and follows the answers but does not think about the following question during the client's speech. It is better to listen a client carefully and after his speech think about another answer. Anyway, listening is very important but good coach pay attention to other aspects. There are other specific features such as tone of client's voice, body language, emotions and other aspects. Coach also needs to know himself. His reactions to the client's answers are crucial (Whitmore 2005, 59 – 62).

There are two basic structures of coaching. The first one is less structured and informal to a certain extent where almost every day communication between a manager and employees leads to very effective and productive human resource management. The second option consists of structured and planned conversation between a coach and a client. This model is known as the GROW model (Whitmore 2005, 64 – 65).

1.2.2.1 GROW Model

GROW is a system of questions connected with other methods of human development. This basic working tool came from the Whitmore and Gallewey's cooperation and the purpose of this system is to bring the student into better realization of his goals, visions or projects. As is indicated on <http://koucinkcentrum.cz/historie-koucinku>, there is a four-step process to use this model: G – Goal Setting, R – Reality, O – Options and W – Will. Thanks to these realizations the student is capable and ready to make fine decisions in his following progress. Coaching serves as a tool to get process or task into the work (Whitmore 2005, 67).

A goal setting should be at the beginning of every meeting. The client must express his expectations. Setting up goals before reality exploration is crucial because goals must come from a current situation. Goal can be final or performance-related. Final goals are e.g. being in a leading position on a market, becoming managing director, winning a gold medal etc. Final goal achievement does not depend on ourselves (we cannot control our competition). Performance-related goals measure our achieved progress. The productivity depends mainly on us. Performance-related goal helps to achieve final goal. All goals must have specific characteristics such as measurability and difficulty to increase the motivation to achieve it. Goals must be also realistic because there must be a hope or chance to achieve it (Whitmore 2005, 67 – 68).

The positive formulation is also very important. In case of negative formulation people tend to focus on the negative image of a goal. Every participated side of a meeting must agree with the suggested goal as well as everybody must completely understand it properly. Among other specific features, the goals must be legal, moral and ecologically acceptable (Whitmore 2005, 68-74).

Study of reality comes after setting up goals. Objectivity is the most important criterion in study of reality. Things must be seen right in the way as they truly are. Usually, the more intensively a client thinks about the problem and the reality, the more effective is the meeting. A client must go deeper in his awareness, at the very bottom to find necessary information. People tend to control things they are aware of but there can be some things deep in the subconscious and if a person does not realize these things, he can be easily affected without knowing where those things came from. During the meeting, coach must choose questions for a client to make himself clearly define the situation. All questions about reality are straight only if they are descriptive (not evaluating) and all the answers

must be numerous and quality to give feedback to a coach. All those principles are necessary to improve the perception of reality of a client (Whitmore 2005, 77 – 83).

The main reason of options is not to find the right way but to make a huge list of alternatives. The quantity of proposals is more important than their quality and feasibility. The main reason why the large number of proposals is important is because client's mind is stimulated and he is more creative. When the list of proposals is complete we simply choose the most suitable option or a combination of options with regard to benefits and loads (Whitmore 2005, 89 – 92).

Making a decision is the last step of the GROW discussion. A client should create an action plan aimed to a realization of clearly specified needs. Coach must not force a client to do what the coach wants but the coach activates client's decision making by using specified questions. First question is about the main action towards the goals. Following question specifies the concrete time when it will happen. Other questions specify the main process whether it is in accordance with the goals, what are the possible obstacles, who is involved in this process and if there is any support required. In the very last step, the client must evaluate the possibility of which he is certain to complete the activity on the scale from 1 to 10. If a client evaluates himself by a number 8 or higher, he is capable to do it, otherwise they must think how to make the task easier for a client (Whitmore 2005, 98).

The cycle is complete at this point. Coach gives to a client a specific written record of arranged steps at the end of a meeting. Coach should also ensure client's familiarization with the record and that the client understands it and will realize it. According to Whitmore, the most important is the client and he must acquire a good feeling from himself as well as the belief that he will complete the task.

1.2.3 Evaluation and Feedback

For a client, the right self-evaluation or feedback of somebody else is very constructive tool for changing his work and life. A coach must be aware of choosing questions that will not influence or manipulate with client. The best feedback comes from our self rather than from somebody else (Whitmore 2005, 139 – 144).

Sir John Whitmore points out five forms of feedback. Four of them are very common in business sphere and are not very effective. Those four ways lies in personally aimed criticism, judging statement, statement without any constructive information and question

that does not invite a client to constructive formulation. Client does not think about the problem because there is no responsibility in all those cases (Whitmore 2005, 139 – 142).

The last form contains questions that invites client to detailed, non-judging characterization of a problem. This last class of feedback contributes to obtaining better results. It is very effective because it respects all coaching standards. A client must start to think about the problem and before an answer he must focus and formulates all his ideas. He must be aware of the reality which leads him to be more self-contained and self-confident. In other words, he will start to feel responsibility. Realization of reality and responsibility are two factors that get a client into the optimal level of learning. Questions must be formulated to not cause defensive attitudes in a client. Ability to see the problem objectively is very important (Whitmore 2005, 139 – 144).

1.2.4 Utilization of Coaching

As is indicated on <http://koucinkcentrum.cz/tri-zpusoby-vyuziti-koucinku>, coaching is used in three different ways:

- Coaching as a discussion: A discussion, talk or just simply a meeting is the most common form of coaching mainly in companies. A client provides a constructive feedback to himself which he understood, accepted and decided to make a change. A coach works with a client via questions to help him define goals, reality, opportunities and variant of progress. Coaching as a discussion takes place out of the action. The goals relates to the future while the description of conditions is based on realized facts in the past. Improvement of client's ability to learn, think about the necessary questions and after time self-coaching is the main reason of this kind of coaching.
- Coaching as a continuous training during an activity: This kind of coaching is mostly used in sport. According to the Inner Game methods of Timothy Gallwey, it is more efficient to teach a client (player) during his activity rather than simply inculcate him a theory during a non-action situation. Client reaches the state of relaxed concentration in which his brain and body acquires large number of quality information which leads to efficient learning as well as better results. Every person has a huge potential and every day they can improve themselves and their work. This kind of coaching can be also used in business sphere. It is less time-consuming method which does not require specialized education.

- Coaching as an approach: A coach must have positive approach. He must believe in the true potential of his client. In other case, the coach loses his role as a coach and holds the post of adviser, expert or teacher. This method does not necessary require a system of thought-out questions. Coaching as an approach is a systematic work with key principles of coaching. Those key principles includes trust in own abilities, point of view notification and responsibility. A client should ask himself in terms of these principles instead of being asked by a coach via questions.

1.3 Managers as Coaches

Managers, as the responsible individuals for good running of a company and leading their people, have a choice between classical methods and coaching. The traditional management was mainly based on forcing people do to their work, using positive or negative motivation to increase productivity of people. A manager discourages people by ordering them what to do. He creates an atmosphere full of fear in which people do not do their work very efficiently (Whitmore 2005, 31). Maybe these methods will fulfill the expectations and accomplish necessary duties but is this attitude the best choice in every way? Let's look at this topic from a different perspective.

Almost every single person is led to be a submissive type his whole life. Parents order their children what to do and what is not allowed, in school students are punished for doing things wrong, in army soldiers must complete the orders and in employment it is the same. According to the Robert T. Kiyosaki, the American businessman and writer, the whole system of education was designed to make of people ideal employees. The educational system as we know it today came from the soldiers training in beginning of 20th century. Ideal soldier is the one who complete any command without asking and in business sphere is it similar. Ideal employee is the one who complete any order, otherwise he is punished (Kiyosaki 2003). I believe that this system was "right" at that time. The 20th century was the industrial age and everything had been created to fit into this era. But in today's informative age, events have been changed but methods of treating with people stay same.

Everyday life has been changed since the industrial era. Sir John Whitmore in his book "Coaching for Performance" describes these developments as a shift from pressure to option (Whitmore 2005, 40). Even in business managers have the choice whether use coaching or orders.

This can be considered as a fact, why coaching is still a quite new phenomenon. It is a phenomenon that treats people with respect. A phenomenon that builds a person so he can do better job, not just do better job at the expense of people. A good manager understands that helping his subordinates will have favorable response to the whole company. The relationship between managers (coaches) and their subordinates can be on the level of friends or partners working together to reach common goals. Thanks to this leading method, subordinates take more responsibility which encourages their self-confidence and sense of importance and manager gains more time to deal with long-term issues (Whitmore 2005, 35).

There is still skepticism against this new kind of leading. Some people are simply afraid of changes that can arise. Subconsciously is known that average person makes no more than two serious decisions per year. It is not surprising that new methods are not very welcome. On the other hand, more and more people start to realize their responsibility for making choices and this possibility of making choices means freedom. Today's changing world is not the same as it was decades ago and the new methods of adapting into this world are needed whether people like it or not (Whitmore 2005, 40)

1.4 The Inner Game

As it is briefly mentioned in the history of coaching, Timothy Gallwey came with the concept of inner dialogue. He noticed that in every movement or action are two voices speaking to him. The self 1 communicates to us via orders and rules of how to do an action effectively. It can be assimilated to a trainer who is in our head correcting every movement we make. The self 2 is natural. It is a being itself who represents the whole potential and all abilities, even the ones we do not use. Gallwey noticed that a person gives the best performance when the self 2 is active and the self 1 absolutely suppressed. This does not appear only in sport but also in other areas and in every levels of skill (Gallwey 2010, 26 – 29).

The outer world is important because working surroundings and other external aspects have a great influence on our production and satisfaction in work. There are, of course, possibilities of changing the outer world physically and in most cases people focus on the outer world but Gallwey's inner world thought says that there are more important surroundings inside of our head. All the feelings, thoughts, attitudes, emotions etc. are basically products from the inner world, from person itself, and all those attitudes have a

huge impact on everyday work as well as on everyday life. When the head and heart is clear with faith and passion, the work will be affected greatly and vice versa. In case of inner conflict every future decision will miss rationality and self-restriction and fear will arise in everyday activity (Gallwey 2010, 48 – 50).

When a coach works with his client he is more focused on the inner world because that is what actually matters. It is the understanding that the Self 1 speaking to a person is actually a voice of somebody else. This made-up voice that gives orders, has doubts and criticizes is nothing more than a product of outside different sources that came through life and literary sabotages all work and effort. Distinguishing and focusing on the Self 2 is what truly matters and is primary goal of every coach working with a client. Timothy Gallwey has proven his concept both to the field of sport and business (Gallwey 2010, 50 – 52).

2 COACHING AS A WAY OF PERSONAL DEVELOPMENT

One of the greatest books of success starts with the chapter describing how our thoughts are valuable. The book *Think and Grow Rich* was written by Napoleon Hill on the request of Andrew Carnegie and covers thirty years of study the most successful people in the world. Our thoughts are truly valuable especially when they are connected with fixed goal, persistence and desire (Hill 1990, 15). Comparing the methods in this chapter with the coaching principles mentioned above we will be able to see the clear similarity in the way of changing one's live by changing his inner world.

Everything depends on our thinking. Every person can be successful in his life as well as unsuccessful. It does not matters whether the person is small, tall, short, skinny, fat, black, yellow, white, man or women. The only thing that determines if we will be successful is our brain, heart or in another words the inner world of ourselves.

Dr. Maxwell Maltz, the American plastic surgeon and writer, gives us the “self-image” term in his book called *Psycho-Cybernetics*. This self-image is a mental picture that every person carries for himself and which determines our abilities and sets the boundaries of what we can do or cannot do. We have to change our self-image first to be able change ourselves. According to Maxwell, the self-image (the individual's mental and spiritual concept or a picture of himself) is the real key to personality and behavior and as we can see further, our behaviors form our future life (Maltz 2005, 5 – 8).

Every person has been creating his own self-image (started usually at the age of 3). The current self-image determines our live and it can be changed by experiencing. There are two way of experiencing. A man can experience in the reality of his life or in the laboratory of his own mind. According to Maxwell's book the human nervous system cannot see the difference between true experience and precisely imagined experience in our head. Through experiencing new engrams and neural patterns are created in the grey pattern of a brain (Maltz 2005, 9 – 11). From coaching viewpoint, coach leads his client to create a vision, a future image of ideal situation. Very detailed vision evokes in a client strong emotions that have a great influence on future change. We can say the efficiency of coaching session is equal with the experience that future vision evokes in a client.

To live fully and happily a person must create an adequate picture of himself. A person must accept himself, he must have a wholesome self-esteem, the self that he is not ashamed of, the self that he trust and believe in (Maltz 2005, 20). A human is in the role of an operator and his brain is a mechanism that can lead him into the successful or

unsuccessful life. (Nightingale 2006). Our brain and nervous system consists of a “strange goal oriented mechanism” that we are able operate.

2.1 Mind as a Mechanism

Cybernetics proves to us that a human subconscious mind is not a mind at all. We can imagine it as a kind of creative mechanism consisting of the brain and nervous system. This mechanism can be controlled by mind (consciousness, where our forebrain selects goals and trigger the mechanism into action and feed it with the information). This mechanism automatically achieves goals of success and happiness as well as goals of failure depending on the goals we put in. We create those goals by using our imagination (Maltz 2005, 22). This mechanism also uses information which we put into it e.g. our thoughts, attitudes, interpretations, etc. If we put in negative information, we will get negative results. If we put in positive information, we will get positive results (Nightingale 2006).

The success mechanism also contains a memory containing all the experiences of our life. If we want to live our life fully and happily we have to practice and go through new habits of thinking again. To achieve this, we have to change our imagination, remembering and behavior to create absolutely new realistic self-image to be able to use our mechanism for obtaining goals and dreams we truly want (Maltz 2005, 22).

Marilyn Atkinson describes three parts of human brain. A reticular brain cares for the whole body and keeps it in safety. Second part is called emotional brain. All mammals have emotions that are triggers of an action. This part of human brain is very important because it records memories, creates a strong desire for long term patterns of behaviors and thinks in terms like yes, no, good or bad, etc. For coach and client it is vitally important to keep on mind the cooperation between the reticular brain and emotional brain that have an ability to take control over the whole body. The last part of brain is called Neocortex. The visualization capacity of both hemispheres called Neocortex determines our focus on future, completing our plans and goals (Atkinson 2009, 52 – 57).

2.2 Imagination

Our nervous system is unable to distinguish between real experience and imagined experience (Maltz 2005, 36). It is precisely an emotional part of human brain that replays

memories. All associated memories are experienced as they would be real, with a strong feeling or emotion (Atkinson 2009, 55). Nervous system simply reacts in harmony with our imagination as well as the reality we experience. This information has enormous value for personal growth as well as for individual. Understanding that our activity, feelings and behavior are the result of our images gives us a great lever because those mental pictures give us an opportunity for practicing new attitudes. Success mechanism will help us to achieve a better self, if we create a mental picture of the person we want to become in our mind, and if we see ourselves in this new role (Maltz 2005, 36 – 43).

Cybernetics considers brain as a sophisticated mechanism searching for a definite goal and using feedback information for coordination. A human is not considered as a machine but as a human who has a machine (a brain) at his disposal. Human is in role of an operator who sets goals using his imagination. This exercise of imagination puts new information and creates new memories in our mid-brain and central neurotic system which creates a new image of self. Successful mechanism takes the control after we create a precise image of what we want. Today's feelings and behavior of unsuccessful people are spontaneous and automatic because of bad memories saved in our automatic mechanism (Maltz 2005, 42 – 47).

The visualization of mental pictures creates new neuron ways. Those neuron ways increase physical ability of certain exercises as well as it creates micro motions in muscles. In a simplified way, this visualization changes our patterns of behaviors by connecting of mind and body. This is the true power of creating own reality because everything happens in mind firstly and after that in reality (Atkinson 2009, 59). Knowing this fact, we can state that by changing person's heart, mind or simply inner world we can change his life.

2.3 The Way to Change

Anthony Robbins, The American motivational speaker and coach, describes certain ways of transforming people's life emotionally, financially, in relationships and other spheres of life. In his Ultimate Edge series, he gives us advices to take better control over our life. People pay their attention and waste their time on issues that are not important or necessary. One of the key points of changing our life according to Anthony Robbins is to deal with important issues every day because time cannot be replaced. This understanding leads us to the term "focus" (Robbins 2009).

One of the main principles of coaching is to set up goals, see visions and dreams. At the very first session a client sets up his future goals as it is mentioned above. He must pay attention and give his energy to something because in the case of the indecision his energy loses in other subsidiary actions.

A person can be good at some action because he gives it a focus. In another words, our energy flows everywhere we concentrate our focus. Knowing this simple state, every person is able to put his focus into an area of life he truly wants. A person has to literally feed his mind to program himself and to make a change in life. He must also think about what he wants, start dreaming about it and concentrate full attention on clear vision of his life (Robbins 2009).

Focus is not the only pillar of progress as Anthony Robbins mentioned in his Ultimate Edge. There are three pillars of progress to influence mind:

1. Focus
2. Tools
3. Inner conflict

Tools help us to create the best strategies. A person can see world differently by using the right tools or via help of a mentor or coach. There is a significant difference between new approach to a problem and old typical attitudes. A person using new approach with a clear focus concentrates on a solution of a problem and creates a vision of self in the ideal situation. He creates a self-image of point of life where he wants to be and because of this all his energy goes into the solution. A person with this attitude has passion, a will and is excited. On the other hand, a person with old approach has no goal, no guidance and therefore his energy does not flow into the solution but in many cases into the problem (Robbins 2009).

2.3.1 Conformity

There is an aspect of society that has a great influence on life and before we move on in our way of change we must know a few things about this aspect. Earl Nightingale, in The Strangest Secret audio, pointed out term conformity and described it as a way of human acting. Conformity is a state where a person acts according to the social standards and attitudes. It is the way of living where everybody is acting like everybody else and in many cases even without knowing why they are acting like that. People simply do not think because they confirm (Nightingale 2006).

The main reason why conformity has so important impact to the success is because people are acting according to the majority of unsuccessful people and therefore they are pulled down in their way of life (Nightingale 2006). Perception of reality also influences the human behavior and the changing of this situation is not always easy (Armstrong 2007). The society, religion and education have been forming our lives and way of thinking. If the learned patterns of thoughts and behaviors are bad, all future work will tend to be bad. A person with bad inner world cannot perform actions he would like to do properly. He must change himself first and afterwards all his work will go properly with this new change (OSHO 2004).

Breaking out of the conformity does not mean getting rid of the responsibility or going against superior and customer's demands. A good coach must lead his client to obtain more responsibility and reduce interferences which is equally corresponding with getting out of conformity. It is more about client's right decision of working manner that corresponds with himself, with his choice, values and interests (Gallwey 2010, 136).

For a human being is natural to be active. Being passive is a result of inner blocks or negation caused usually by indecision that can go together with conformity. Majority of people are more passive than active. Those people create more problems than solutions. Stephen R. Covey, the American writer and very influential speaker, gives advises to his clients to be active as much as they can because an action stimulates our thinking to be able solve problems more effectively (Covey 2006).

Anthony Robbins points out that every part of our body must move forward to be able to achieve a goal. If this does not happen, inner conflicts are at fault. This simply means that we are blocked and full of negatives which do not allow us to move forward in a right way. Blocked people are indecisive, unable to make decision (Robbins 2009). People are in the points of indecision in almost every sphere of our life: in relationships, business, sports etc. This indecisive acting brings fear and sabotages out future steps towards goals (Schwartz 2006). We can feel fear and doubts but we have to be aligned. The human brain has great ability when he is aligned, that means to make a clear decision. After this process we take action (Robbins 2009).

During our process we have two options of obtaining the patterns of life. We can learn from own experiences, time, failures and successes for many years or from somebody else's life. Anthony Robbins's advice is to learn from the life of somebody else. It is much

more effective to learn from somebody who has spent twenty years of creating rather than to learn from own mistakes. Usually, when a person fails, he blames circumstances or resources. But according to Robbins, the biggest illusion of why people in life fail is that they believe they have not got the right circumstances or they are missing resources (Nightingale 2006). If we look closely to the life of successful people, we will find that the problem is not in circumstances. The real problem is a lack emotional strength, the lack of resourcefulness. A resourceful person will always get the resources.

Human emotion stimulates resourcefulness. Positive emotions, such as determination, love, passion, creativity etc influences our decisions in the situations and therefore our life. Successful or unsuccessful life is based on the habit of emotions we use. A person with fear reacts on the same situation differently that person that is full of happiness (Robbins 2009).

Ability to find a joy and creating a habit of using positive emotions is necessary for full emotional strength. Inspiration is a source of achievement that creates joy in our life. According to Anthony Robbins, achievement is a science. Science of how to transform body to achieve something (make money, be great parent, etc). Science is same for everybody. There are certain laws valid for every person in different areas of life (laws of life, body, money) and if those laws are ignored, they will bring pain, disease. If those laws are followed, they will give vitality, energy (Robbins 2009).

2.3.2 Decisions

Decision is the first and the most important element in our life to begin a change for success. Anthony Robbins in The Ultimate Edge audio explains that our future is shaped by the moments where we are making decisions. Our future is not shaped by other people, society or circumstances. All those features may have influence on our decisions but the main and only factor that matters is us. Always a decision stands at the beginning. After decision comes action which is the force unleashing our emotional strength. A person can be excited or scared and both of those examples are basically right because we can get motivated to make a decision and perform some action. In this case we have a clean focus. But most people are somewhere between those two extremes, they are in the point of indecision which is the dead end (Robbins 2009).

One of the main differences between successful people and failure people is in their ability of making decisions. Successful people are able to make quick and clear decisions

because they know that life is formed by decisions, even the small ones. Conformity has also great part in decision making process because many people let themselves manipulate by others. A person who wants to change his life must rely on his own judgment (Hill 1990, 113 – 114). Everybody can do or change everything in the world by making the right decisions. But a person must change himself first. It is inner oriented change to be able change something in outer world (Robbins 2009).

To define decisions more closely, it is necessary to realize that every moment of our life we make decisions. Whether they are conscious or unconscious, every person makes decisions and according to Anthony Robbins there are 3 decisions everybody makes:

1. We are making decisions of what are we going to focus on. We can consciously focus on things but also unconsciously we are focused on things according to our habits. Most of people focus on what they are afraid of or what they do not want instead of using the same energy to the solution or things we value. It is pointless to think about issues that we cannot change rather than pay attention to things we can change (ourselves, our own thoughts, emotions, etc) (Robbins 2009). Yet, so many people focus on the bad things even without knowing why (Nightingale 2006).
2. Meaning after decision is powerful. The state of our mind after we focus on something determines how we see the problem. A person can see either beginning of something new or ending of an old event. He can also feel either guilt of being successful or happiness. This is the point of view after decision. It influences our emotions and emotions are very important because they determine our life and how do we react to the events influences our emotions. It is like a vicious circle but simply our reaction to events is crucial (Robbins 2009).
3. An emotion is produced after focusing and giving a meaning on something. Emotion's role is to filter our actions. A person under negative emotions will do or not do certain actions differently than under positive emotion (Robbins 2009).

Understanding of these 3 decisions can change life because life is shaped by decisions a person makes them moment to moment. Anyway, indecision is nothing else than a bad habit and everything can be changed, if we take control over it (Hill 1990, 121).

3 THE INNERWORLD

Coaching as a way of changing life gives to person a freedom in decision making process which goes hand to hand with responsibility for his actions. A good coach must keep on mind that everybody is unique and experienced his life differently with successes and failures. Despite all the methods of coaching, single person requires a different approach (Atkinson 2009, 15 – 16). The approach is individualistic to everyone but there are also certain values common to all of us and to be able to move on, we need to focus more on human itself.

There are many methods determining personal attributes. The Company Innermetrix is contemporary one of the best provider of powerful consulting tools and methods in fields of finance, strategy and human values. This company consists of several experts from different areas of business, science and psychology and their main task is to help other companies and business owners to organize and chart their management to easily achieve goals (Innermetrix International 2003). Anyway, for our necessity of revealing true human potential to maximize his effort, we can use a certain part of this whole Innermetrix test. A part used mainly by coaches and personal management to reveal client's true personality for life fulfillment.

3.1 Personal Strength Profile

Complete test can be obtained via official Innermetrix web pages or the certain part of the test called the personal strengths profile on Anthony Robbins official web pages. This profile leads to better understanding of behavioral patterns and personality types and is divided into three parts.

3.1.1 The Genius Index

Every one of us wants something. We have dreams, aspirations and goals in life and commonly there is a need of 'what' do we want. With this need goes also the factor called a decision. Anthony Robbins and Napoleon Hill strongly pointed out that ability to make decisions is one of the most necessary elements in life, as it is stated above. The Innermetrix Genius Index profile is the most contemporary interpretation for measuring natural patterns for thinking and making decisions on the market. (Robbins. The Genius Index) People possess of three main classes of talents that can be oriented on:

1. The Head: People with this class of talents have Strategic and Structural thinking. They have conceptual and structural point of view to the world. They look

theoretically and intellectually at the world that is a problem to be understood and solved for this style (Robbins. The Genius Index).

2. The Hand: People with this class of talents have Tactical and Practical thinking. They have practical and results oriented point of view to the world. For this class of people the world is and objective to be achieved (Robbins. The Genius Index).
3. The Heart: People with this class of talents have Personal and Empathetic thinking. They have humanistic and personal point of view to the world. Those people see the world as a place full of people that need to be understood (Robbins. The Genius Index).

This essence is important because coach leads us to think about the master plan to reach our goals. The master plan can acquire better precision by using this kind of test which will lead to better efficiency. There will be always a different approach to a person who is oriented more on heart, head or body. Everything depends fully on a client and his steps.

3.1.2 The Values Index

The questions 'why' concerns mainly with motivation or drive. Why am I doing this? What drives me? Somebody can feel absolute urge for work and somebody else is not motivated at all in the same case. The answer on the question of why there is such a large gap between those two cases can be found in the research of Dr. Eduard Spranger and Gordon Allport whose researches created seven dimensions of value, called also The Innermatrix Values Index (Robbins. The Values Index). The Values Index helps people to understand their behavioral style, unique personality and hierarchy of values to discover what truly motivates them and so to increase their effectiveness in different areas of their lives (Coughlin 2012).

I believe that all people are different. A person can demand strong, fast attitude oriented strictly to the results but the same approach is absolutely worthy on somebody else who can be a slow thinker, a person who is oriented more to the people or the process. Despite the difference of the people is it significant that successful people have something in common. They share the same trait of self-awareness (Robbins. The Values Index). Successful people think similarly, they recognize good situations and opportunities that will make them successful. Unsuccessful people think similarly too on their level of

thinking that is absolutely different than the level of thinking of successful people (Yager 2007, 43 – 47).

The Values Index measures seven dimensions of motivation to help people understand their natural motivators and helps them to focus on the right opportunities. It is the most effective tool in the marketplace of these days. Seven dimensions of motivation are (Robbins. The Values Index):

1. The Aesthetic Dimension: People with high rate in this dimension tend to prefer harmony, form and balance in their lives. The most common objects are mainly from the fields of green initiatives or environmental concerns.
2. The Economic Dimension: The motivation of people in this dimension lays in security from economic gain, achieving of practical results or returns.
3. The Individualistic Dimension: A human needs to appear as an individualist or an independent unique person separated from the social crowd.
4. The Political Dimension: Main motivation for people is in the leadership. A motivation to influence and control over success or environment.
5. The Altruistic Dimension: The main drive is in the unselfish progress where is the need of humanitarian sense to help and benefit others.
6. The Regulatory Dimension: People have the drive for routine. They are motivated when they can establish orders; promote rules, policies and a traditional approach through standards.
7. The Theoretical Dimension: People are motivated and have the drive for gaining knowledge or when they can understand and discover the truth or solve problems.

The statement of these values helps people with their performance management, to find goals that are inspirational which may influence their future selection of job and creating their life roles (Coughlin 2012). This test has also great influence on future coaching of a person because coach and client can focus primarily on specific areas and be more effective.

My personal experience with this test and final results assured me in the values I was aware of and also reveal some hidden values. The complete results are attached in appendix of this thesis (appendix P I). I was above average in Aesthetic, Individualistic and Theoretical dimension which indicates that as an individual I can have a great influence on other people. The strong points were also in creativity, uniqueness and desire for harmony and beauty in life. On the other hand, I was a kind of person that needs to follow clear and

accepted plan to move forward. The future coaching sessions allowed me to observe those values in almost every action. Further in this thesis is stated my detailed progress during coaching sessions. During the whole coaching progress my mind was overfilled with new ideas and creative solution which correspond with the test values. Paradoxically, I was simultaneously unable to make any real action before creating a precise action plan of certain steps.

This Values Index profile is a suitable tool for revealing true human values which have huge impact on his future life. I also want to mention that those results are written in certain ways to have a positive effect on a person. One of the aspects of coaching is to solve problems in a gentle and polite way with positive approach to a client and this test fulfills this rule considerably.

3.1.3 The DISC Index

Every child starts to create his own patterns of behavior at the age of 3 and until the age of 6 those patterns are completed from 80%. These patterns of behavior or habits accompany a human through his whole life. A person with bad patterns has troubles in his work and life and on the other hand a person with good patterns walks easily on his way of life. It all matters on surrounding and given situation. Every child learns from the surroundings. A child creates his bad or good patterns according to what he sees and hears. He simply imitates and copies the world around him (Toman 2008, 110 – 137). It is not coincidence that children whose parents are successful continue in success and vice versa. Nevertheless, this process does not ever stop and as well as children even the adults are affected by the surrounding.

Every human has his own patterns of behaviors. Under this term we imagine a standard movements or habits which we use in everyday life (Atkinson 2009, 37). Doctor William Marston came with interpretation of behavioral dimensions called the Innermetrix DISC Index that helps to understand behavioral styles and finds ways to maximize potential of a person (Robbins. The DISC Index).

There are two styles of how people behave under different situations:

1. Natural Style which describes a behavior when a person is the most natural. It is a basic style when a person is authentic and true to himself. Staying in this style is comforting because it reduces a stress and tension and a person under pressure

reverts to this style. A person authentic to this style will maximize a true potential more effectively (Robbins. The DISC Index).

2. Adaptive Style which describes a behavior when a person is aware of his behavior. A style of how a person perceives he should modify his natural tendencies. It is less authentic to true tendencies and preferences of a person. More stress and fall of effectiveness appears when a person is forced to adopt this kind of style (Robbins. The DISC Index).

It is vitally important to understand and recognize the situations that fit with our behavioral style. This DISC test helps us also to understand our limitations and shows to us where we are effective and ineffective. In final, we are able to find ways that are best for our life. The people who better understands their habits and patterns of behavior are far more likely to get results they want and seek new good opportunities (Robbins. The DISC Index).

The DISC method operates with four dimensions that are measured (Robbins. The DISC Index):

1. Decisive dimension: People are oriented to getting results and solving problems. Their actions correspondent with clear picture or idea of what they want. They are mainly interested in actions that will help promote their ideas and get the results they want. It is also called a Dominance dimension because those types of people are already decided of what they want and they do not pay attention of the details of how to get it.
2. Interactive dimension: People are oriented in interacting with other people. They have a tendency to promote ideas through people. They are interested in working with people, understanding of them, showing emotions and influencing others. This dimension is also called Influencing. Those people are interested in the bigger picture and in the people they want to persuade to, the details are not so important for them.
3. Stability dimension: People are oriented to steadiness and routine. They are more passive and less active and the details of the action or the way are for them more important than the bigger picture. The main factors are persistence, stability and pacing. Other word for this type of dimension is Submission.
4. Cautious dimension: People are oriented to standards and procedures. As well as the Stability dimension people these people are more introverted and passive. They

are very interested in details and precise way of working. This dimension is also called Compliance because people take care of doing things correctly.

The DISC reports are unique for every person. I included my own in appendix where is a clear difference in behaviors of certain styles (appendix P II). The low value in decisive dimension and high value in cautious dimension proves, together with the values from the Values Index, the certain need for a precise action plan. In this case it was more about ability to make clear decisions. As it was written above, the ability to make decisions is the basic element of making a change. The information about lack of decisiveness influenced my further coaching progress because together with a coach we were able to adapt the plan according to these results for higher efficiency. The DISC Index information in general is able to influence a person's future plans and I believe that this is also very effective tool, not only for coaching.

Other values testify to my main goal during the process of change through coaching lessons. My main goal was to create an absolute freedom in life. I wanted to be absolutely free from routine, control or fear. Further in the thesis it is established as state of mind "here and now". The DISC Index information again proved and helped me to direct my way more specifically and with higher efficiency.

The patterns of behavior can be changed as it is written above in the chapter 2.2 Imagination. They were formed mainly in childhood by surroundings and are created also now via conformity. However, when the patterns and habits were once formed, they can be formed again differently or even replaced which can lead to better improvement in life. I believe that these DISC Index information are very valuable but to crucial, because we are able to change ourselves.

4 THE WAY OF CHANGE

To change one's heart we need to follow certain steps and methods of coaching. In reality, every coach should follow these rules but everyone has his own certain way of coaching as well as every single client requires a different approach. In this last part of the bachelor thesis is stated my experience and change by using a coaching approach. At the beginning, it is important to mention that coaching is a long term process and nothing happens overnight. It is a process of progressive change.

4.1 Coaching Session

I had the pleasure to be coached by Alexandra Hubáčková, M.A., Ph.D. and by Craig M. Bradshaw, Sr. who is a senior coaching consultant of Robbins Research International.

4.1.1 Rapport

The beginning of every session is called Rapport and it is about getting to know the client. Into this part also belongs the finding in which point of life a client occurs, better understanding of this person and consideration if he is a suitable client to be coached. Sometimes happens that a person is in a point of life where he does not need any help at all. My personal experience with every session was that we always started with a friendly conversation. I had almost no impression that I was coached and it was alright. According to John Whitmore, the best coaching session is when a client does not realize that he is coached and freely talks about his inner feelings (Hubáčková 2012).

4.1.2 Contract

The Rapport is followed by Contract where the coach gets to know the client's expectations from the session. At the beginning of this part are important goals, the definition of a situation and primarily the expectation from the client's side (Hubáčková 2012). The topic of the session can be anything. My concrete goal was to become a person who lives fully and right "now and here" with no regret or negativity. This dream can be seen like an easy reachable goal but we have to keep on mind that everybody is individualistic and the change can be a huge intervention into the life. Clients may have difficulties with defining their problems and the best way to help them is to create a friendly atmosphere. Coaching is about a positive and optimistic approach that indicates that a client is welcome.

Anthony Robbins and his team belong to the world's top coaches. They provide on their web pages many coaching tools and services. A client who decides to co-

operate with them is getting astonished from the very beginning. The communication with the company is so highly-developed that a client can feel the absolutely different treatment. Even a single e-mail was full of energy that breathes to a client (Bradshaw 2012). This is also one of the basic rules of coaching when coach must pay absolutely full attention to his client. A client is the one who is important and if it is treated with a client greatly, the main change will start immediately. The client will start to think differently in very friendly and pleasant surroundings. He will get relaxed, opened and be able to speak more about the problems. It may seem paradoxical but the most successful coaching sessions are when a client “will do the whole work” and coach does not. It is because client must think about the solutions of his problem; he wants to change things and the importance lays to him. Coach leads him with faith and belief by using the right questions and knowing that a client will choose the best for himself.

4.1.3 Four Coaching Questions

The coach uses questions when works with a client all the time. He can use the GROW model (mentioned above) or any other form of questions. The importance is to get precise description of client’s goals. Find out what is holding him back or in other worlds realize the reality. After marking out goals and clarifying all the surroundings, another step is to find a way to get the goals. Coach’s role is to lead a client to find best options by himself and when a client will start to think about all the possibilities, he will certainly find the best possible answer. It is very important that coach must not interfere and not to influence. The will is at the end. A client must make a decision that he will undertake the necessary steps and responsibility. Coach again does not force a client (Hubáčková 2012).

Comparing this with my own personal experience I had to think about the life without any limitations. We created an absolute vision with a coach of enthusiastic person that lives absolutely spontaneously with no misleading thoughts that discourages from taking any action. A person that is happy around people and spread the happiness. All this was created in correspondence of the best intentions and with no aim to hurt anybody. A person living a life “now and here” do not think about the future or the past. It may seem childish but almost absolute majority of people live a life in a “world of fantasy”. People experience their own unrealistic movies inside their heads. They think about the past events they cannot change or they think about the ideal future they would like to live. The reality is that their own true life is getting away while they are faraway thinking about other things. I do not want to analyze this issue further because it is not very relevant to the

topic but my precise goal was to get out of this mode. Knowing all of this, the next step was to realize the factors that can help me and also the ones that hindering me.

Many factors form and affect person's behavior, especially those we were in touch in our childhood. Mine biggest problem was a habit of hesitating and indecisiveness before almost every action which led to creating premature conclusion of the action before it even happened. The conclusions were in many cases negative and it brought fear of the unknown and fear of strange situations and people. Thanks to suitably asked questions I was able to describe the reality very precisely (Hubáčková 2012). A world is full of people that are upset and negative because they didn't reach their goals in life. If the situation is bad for us, we must not hesitate. The bad comes worse until it degenerates to total negativity. The person with constant fear becomes more and more upset. The only option is immediate change, taking an action and do not stay in the point of indecision any longer (Bradshaw 2012).

The best option to approach the "here and now" life is via certain steps. Effective way to overcome any fear is to enter the fear. List of alternatives contained talking with strange people, just small steps of establishing friendly conversation with absolute strangers and entering unknown situations without any premature thinking.

Questions about the will lead me to create my own decision of doing those steps towards my goals and also tests my faith of doing those steps. I evaluated possibility of fulfillment those steps by number 9 which indicates that I am almost absolutely sure of realization. All those small steps seemed easy in comparison with the big goal.

4.1.4 Result Framework

Coach and client must obtain a complete picture of the whole ideal situation where the problem is solved. Coach simply leads a client to describe the ideal situation. However, a client is sometimes used to think in negative terms and coach's role here is to convert everything into a positive light. Coach led me to describe my feelings to imagine ideal state to take everything under control. I described the ideal state where nothing is a problem and where I can freely do whatever I want without any limitations. My final motto was 'do not have fear'. However, this statement was negative and coach led me to think about equal positive alternative. I shifted it into "brightly forward" (Hubáčková 2012).

4.1.5 Creation of an Experience

Creation of an experience is the hardest part during the whole session and it is never the same. A coach must use the right tools for a client to complete final image. All mentioned

features must correspond with client's inner feeling. Creating an experience is simply understood as a completing all the features and finding the best way of reaching a goal. It is about a creating an experience of future realistic state (Hubáčková 2012).

I had to think about the whole future situation, about all the people that will or will not be affected by my change and create absolutely realistic vision of my future life (Bradshaw 2012). In my case, the best and probably only way goes through talking to absolute strangers to overcome a fear of people as I stated above because those situations and other situations of unknown hinder me from living absolutely freely. Key tool in this case was a visualization of all previous successes. I had to imagine a detailed picture of the point in life when I overcame some fear and this picture convert into a current situation. This step was very easy for me as a client (Hubáčková 2012).

4.1.6 Action Steps

Client knows exactly what he needs and he knows the way to reach his goals. Together with a coach they cleared the vision and the next step is to set out. They put together certain steps which the client will perform till the next session. The action steps are different at every session. Coach always leads a client to create a new plan which depends on the previous actions. This part also shows clients determination and for a coach it is a test of commitment. Coach will see on the next session whether a client fulfilled given action steps or not. According to Anthony Robbins, there emotion is the impulse for an action. The pain and the pleasure are two emotions which drives an action right now (Bradshaw 2012).

In my case it was a pleasure that drives me. I needed the change and I was excited with the bright future that is uncovering step by step to me. I was also motivated to go immediately outside and work on my dreams to reach them after every session. Anyway from the beginning it was not easy. I found that I need a detailed list of clear and specified steps. This fact also proved me the Values and DISC Index. This fact affected future sessions. With a coach we focused more on the creation of the list of everyday activities that I had to accomplish. I committed to making a conversation with five strangers every day. This may be seen strange for some people but I want to remind that everybody is an individualistic and everybody has different needs (Hubáčková 2012).

4.1.7 Declared Value

This part of a coaching session deals with the value of a client. Client is invited to talk about the most valuable and important things for him from the whole coaching session. He

communicates with a coach about the worthy values, such as the benefit from the session or insight to the whole progress (Hubáčková 2012).

This part was beneficial for me as a client because I was able to see again the whole problem from the different point of view. Everything seemed very clearly and easily after the discussion of whole issue from different angles. Suddenly a person comes to a conclusion that the problem was only in his head as well as the solution. The progressive realization towards goals may not seem hard now as it was at the beginning.

4.1.8 Appreciation of a Client

At the very end of every coaching session is appreciation of a client. Coach recognizes his client and is thankful for his participation. From my point of view, this brought me a great inner feeling and impression from the whole session (Hubáčková 2012).

4.2 Future Recommendation

Talking about the future recommendation, I want to suggest that everybody who feels that is in the dead end or in a point in life where he needs a change should try coaching. It is absolutely new experience and a client has almost nothing to lose. One of the coaching method oriented on the last sessions deals with four quadrants of success (Hubáčková 2012).

- The first quadrant is about the review. The change that client experienced in the process and what he overcome. All this process was worthy for me because I was able to think clearly about the challenges and solutions at the end. After the talking to everybody suddenly the fears disappear and the joy remains.
- The shining moments is a part where client realizes where he gets during the whole process. I realized that the initial hesitation and fear was only an illusion in my head. Overcoming this obstacle gives me absolutely great feeling and awareness of my attitudes against problems.
- The third quadrant is creativity during the whole process. It is the way when client set own action steps, made up his own progression or own visualization. After I started to apply my certain steps during the change I noticed that in majority of situations I am lack of decisiveness. I improved my action steps to start doing things as fast as I was able to and without thinking. During this process, I noticed

on myself that every action is easier until it became a habit and the change has happened. The little creative improvement helped me to overcome initial fear.

- The last part is about legacy. It is about client's next steps after the change. He can use the acquired abilities in other situations and under different conditions. I had complete change in my life because my inner setting was changed. Every reaction was supported with hesitation or indecision. The created habit of "now and here" allowed me to reflect myself differently into the world.

Days go by and the change slowly comes. It was a progressive process which started inside of me. The hardest part was the beginning. I had to be very patient, persistent and hold the goals in front of me. After some time, new habits were formed and the old ones were replaced. The issues that seemed very hard in past are now natural and it is a great feeling of achieving dreams.

Anyway, the whole process of coaching does not end by the last session. I believe that there is no end at all. It is only a new beginning of different life, a beginning of a great journey towards dreams with enthusiastic attitude. At the beginning, coaching was for me about getting to the state of mind where I will be able to live now and here. Just do not waste time on unnecessary tiny problems, focus on the things in life that truly matters and fully enjoy life. Thanks to coaching I changed my patterns of behavior, created new habits and erased old bad patterns. In other words, coaching helped me to change my heart and by changing my heart I was able to change my life. I also started to believe that adults have a lot to learn from young children because they are the ones who are truly doing things by heart and enjoy life fully.

CONCLUSION

This bachelor thesis was aimed to examine the influence of coaching to human life. The simple question at the beginning whether the life can be changed by changing a heart has been proved through the whole thesis. The first part of thesis, containing coaching methods, analyses that coaching is oriented to the inner world of a person. This information is closely connected with the section of personal development where is stated that all factors creating our life and outer world comes from the inside. A life can be shaped consciously or unconsciously but always from the inside. The unconscious influence was analyzed together with conformity that says that a human life is formed by current situations and surroundings. I want to stress here that surrounding does not shape our life. Surrounding influences our inner world and this inner world reflects into the life and outer world.

Coaching provides certain methods that allow us to take control over the life and consciously shape it. There is a true potential to reach any goal in everybody but this potential is being reduced due to interferences. A coach can use specific type of questions to lead a client to think about the problem and solution by himself. Client is led to gain a different perspective see a reality clearly. He will start to feel responsibility for his own successes or failures. Coach can help him to create a plan by himself and the change already happens. The decision has been made. Every way of change is different because everybody is an individual as is stated in the part of personal profile. Some people may have troubles with initial overcoming obstacles. They can be blocked and have negations again inside of themselves that sabotage their effort and coaching provides the right tools of progress. All those negations are nothing else than a bad habits and wrong patterns of life.

Coach creates a clear and detailed vision with a client of his future ideal situation. Coach actually creates our experience that will change our inner setting. We will identify ourselves with that vision and we will go deeper in the awareness and become more effective. Analysis of human brain in the mind and imagination parts stated that our brain is unable to distinguish between real situation and precisely detailed visualization. If we imagine only successful situations that will empower us, we will be able to overcome problems easily. The emotions will positively influence future reactions. New habits will start to form and the old negative patterns of behavior will be replaced by the new ones. This way of change happened in my life as it is analyzed in the last section of this bachelor

thesis. The whole process of coaching proves to us that the change in life happens when it is based internally.

At the very end, I want to mention that the success in coaching cannot be compared with others or somehow measured. Having a coach is very beneficial but more important is to obtain the ability to think individually and creatively. There is no big or small success in coaching. It is only about a person himself. It is about what he wants, about his aspirations and this is worthy because it is his change, his future, his life.

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APPENDICES

P I Innermetrix: The Values Index.

P II Innermetrix: The DISC Index.

APPENDIX P I: INNERMETRIX: THE VALUES INDEX



The Values Index

WHAT

WHY

HOW

Jiri Bradac

March 28, 2012

This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.

Anthony Robbins Coaching

www.tonyrobbins.com

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About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that resonate with their motivations. They also understand their limitations and where they are not effective and this helps them understand what does not inspire them or what will not motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

This report measures seven dimensions of motivation. They are:

- **Aesthetic** - a drive for balance, harmony and form.
- **Economic** - a drive for economic or practical returns.
- **Individualistic** - a drive to stand out as independent and unique.
- **Political** - a drive to be in control or have influence.
- **Altruist** - a drive for humanitarian efforts or to help others altruistically.
- **Regulatory** - a drive to establish order, routine and structure.
- **Theoretical** - a drive for knowledge, learning and understanding.



Seven Dimensions of Value and Motivation

The Elements of the Values Index

This Values Index is unique in the marketplace in that it examines seven independent and unique aspects of value or motivation. Most other values instruments only examine six dimensions of value by combining the Individualistic and Political into one dimension. The Values Index remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers.

Also, the Values Index is the first to use a click & drag approach to rank the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen.

Finally, the Values Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

Jiri Bradac



Seven Dimensions of Value and Motivation

A closer look at the seven dimensions

Values help influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your values helps to tell you why you prefer to do what you do.

It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

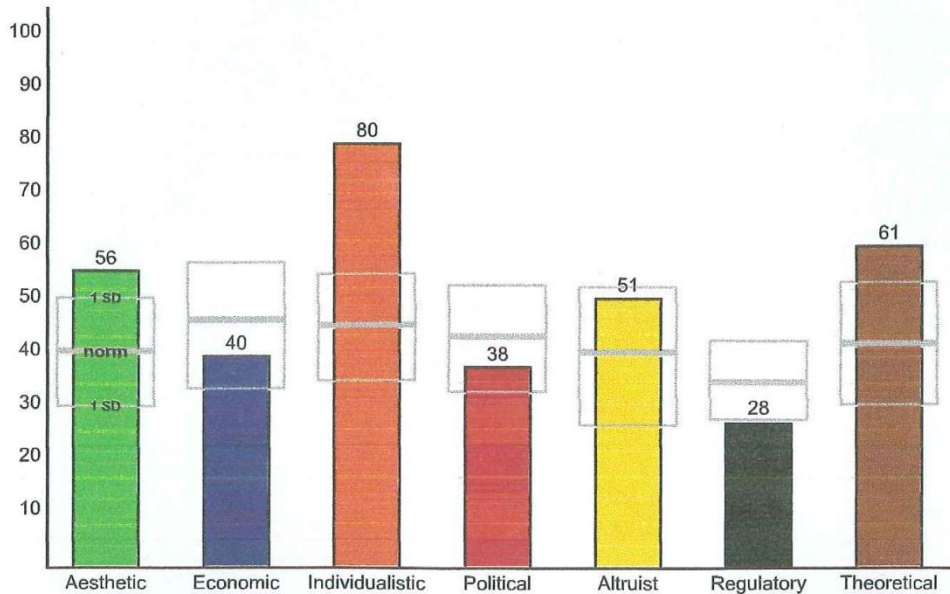
Value	The Drive For
Aesthetic	Form, Harmony, Beauty, Balance
Economic	Money, Practical results, Return
Individualistic	Independence, Uniqueness
Political	Control, Power, Influence
Altruistic	Altruism, Service, Helping others
Regulatory	Structure, Order, Routine
Theoretical	Knowledge, Understanding

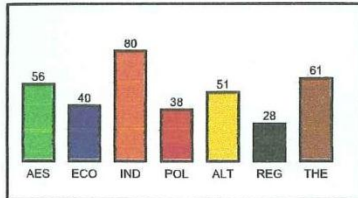
Jiri Bradac

Executive Summary of Jiri's Values

High Aesthetic	You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.
Average Economic	You are able to perceive and create a balance between the need for economic return and other needs as well.
Very High Individualistic	You demonstrate high independence and project self-confidence.
Average Political	You are flexible, able to take or leave the power or clout that comes with the job title or assignment.
Average Altruist	You are concerned for others without giving everything away; a stabilizer.
Average Regulatory	You are able to balance and understand the need to have structure and order, but not paralyzed without it.
High Theoretical	You have a high interest level in understanding all aspects of a situation or subject.

Jiri Bradac





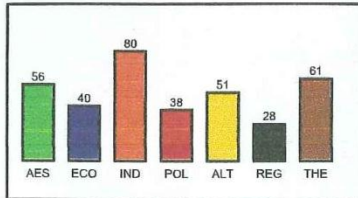
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

General Traits:

- You will utilize creativity and artful expression to persuade or influence others.
- You enjoy creative expression in both work and personal settings.
- You support creativity in others and promote form and harmony in the work environment.
- You have a strong desire for harmony, balance and beauty in life.
- You tend to appreciate the finer things in life (e.g., these may include design, clothes, music, art, etc.), but for their aesthetic value rather than any status reasons.

Key Strengths:

- You are able to defuse a tense situation with a humorous quip or comment.
- You will be a creative problem solver.
- You tend to want more than just the typical job satisfaction. You may want more work/life balance, more creativity and more aesthetically pleasing surroundings.
- You demonstrate high personal and professional regard for others on the team.
- You will bring a creative outside view to discussions.



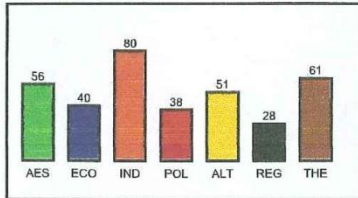
The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Motivational Insights:

- You allow for outside activities other than strictly work related all the time.
- You ensure that creativity and form do not block function and results.
- You support willingness to bring form or harmony to haphazard systems or workspace areas.
- You make sure the environment allows for creative expression.
- You bring a lot of creativity to the table. Be certain that this is encouraged to its fullest potential.

Training/Learning Insights:

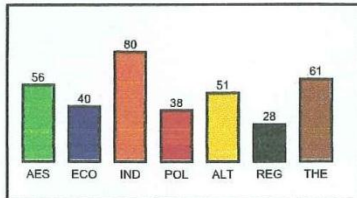
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or “green” initiatives are also typically prized by this dimension.

Continual Improvement Insights:

- Remember that it is OK that some don't appreciate artistry, balance or harmony as much as you.
- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could use the creative mode as a safety blanket to avoid having to be overly practical.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).



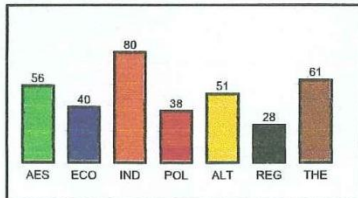
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

General Traits:

- Since the majority of people score near the mean, this indicates an economic motivation much like that of the average American businessperson.
- The drive and motivational factors which tend to lead people who score like you should be measured against other peaks on the Values graph.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- Regarding the Economic score, you would be considered rather practical and realistic about money.
- You have the ability to identify with and understand other individuals who have both a lower or higher Economic drive than your own.

Key Strengths:

- What motivates people who score like you? It's more than money alone; it's some of the other peaks that occur on the Values graph.
- You are a good team player in helping others with projects and initiatives without requiring an economic return of your own.
- You are not an extremist and therefore a stabilizing force when economic issues emerge.
- You are able to balance both needs and perspectives of those with substantially different economic drives.
- You tend to be a good team player especially because you do not try to compete to the extent of creating dissension within the group, team or office.



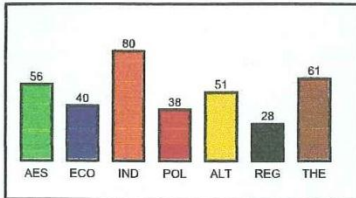
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Motivational Insights:

- Remember that your score range is near the national mean for Economic drive and that you don't score as an extremist on this scale.

Training/Learning Insights:

- You typically don't come to the training session asking, 'How much more am I going to earn as a result of this course?'
- You may be somewhat flexible in preferences both cooperative and competitive learning activities.
- Because your score is near the national mean, please check other Values graph peaks and troughs to obtain additional professional development insights.
- Your score is like those who engage in training and development activities in a supportive manner.



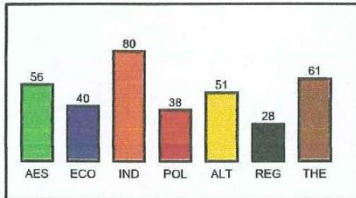
The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.

Continual Improvement Insights:

- You should assist in those areas or projects where there may be greater financial reward.
- You should allow space for those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, you may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when you may need to take a stronger stand on some issues related to economic drives or incentives.



Your Individualistic Drive



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

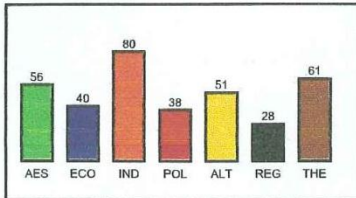
General Traits:

- Your scores are like those who are comfortable being in the limelight, and enjoy demonstrating their uniqueness or creativity.
- You like freedom in your own work area.
- You like to have your own niche; the place where you can excel.
- Your pattern of responses indicates that you have a very strong desire to be your own person.
- You may have a tendency to push-the-envelope to the maximum in situations where winning is desired.

Key Strengths:

- You enjoy making presentations to small or large groups, and are generally perceived as an engaging presenter by your audiences.
- You desire to be an individual and to celebrate differences.
- You realize that we are all individuals and have ideas to offer.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You bring a variety of different and energetic ideas to the workplace.

Jiri Bradac



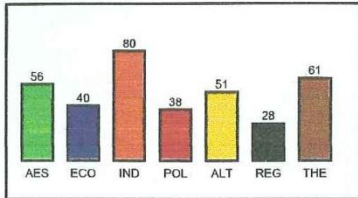
The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Motivational Insights:

- You will appreciate 'air-time' at meetings to share ideas with others on the team.
- Be patient in allowing for expression of your uniqueness and sense of humor.
- Be open to new ideas you may offer, and realize that you may do things a bit differently than standard operating procedures.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You should remember that even as attention from others is important, you may also desire some independence from team organization and protocol at times.

Training/Learning Insights:

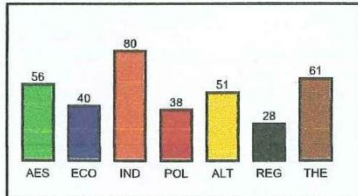
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.



The Individualistic Dimension: The Individualistic dimension deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.

Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.



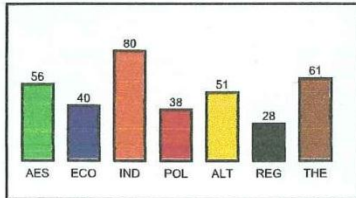
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

General Traits:

- You may be seen as a stabilizing force in day-to-day team operations.
- You bring a sense of balance to some power-issues that may emerge occasionally.
- You demonstrate flexibility in being able to lead a team when necessary, and to support the team when necessary.
- You show an appropriate balance between seeking leadership roles and supporting roles without being an extremist in either direction.
- You have the ability to take or leave the control-factors of group leadership roles.

Key Strengths:

- You bring flexibility to the team. Able to lead when asked, but able to support when asked as well.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the higher and lower Political individuals on the team.
- You are perceived by others on the team as neither dictatorial nor dependent with regard to team projects and goals.
- You show appropriate respect to leaders of a project, as well as ability to offer suggestions for change.



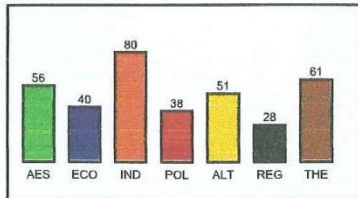
The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Motivational Insights:

- Don't forget that you have the ability to be a stabilizing agent between high-control and high-support on special team functions and initiatives.
- You bring a power seeking drive typical of many business professionals, since your score is very near the national mean on this scale.
- Give your input to the team in order to gain a middle-of-the-road insight and understanding of work related issues.
- Review other Values drives that might be higher or lower than the Political score in this report in order to gain a greater understanding of specific keys to managing and motivating.

Training/Learning Insights:

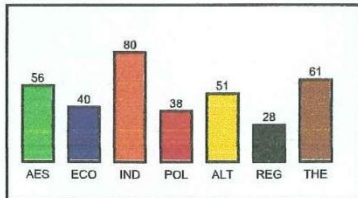
- You score like those who are supportive in a variety of work activities and development.
- You will respond with flexibility to either cooperative or competitive team activities.
- You score like those who participate openly in training activities without trying to dominate the event.
- You show ability to lead a training event as well as support and participate.



The Political Dimension: This drive is to be seen as a leader and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.

Continual Improvement Insights:

- You may need to shift gears into either a more supportive role or a greater leadership role at times.
- When issues of team leadership emerge, you may need to take a more visible stand on some problem-solving situations.
- Examine other Values drives in this report in order to gain increased understanding of areas for continuous improvement.



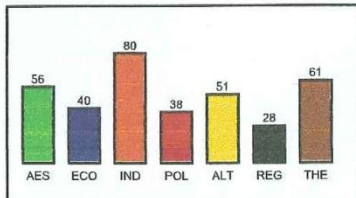
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

General Traits:

- You can be a good mediator between those who give too much and those who don't give enough.
- You will not create an imbalance between own needs and those of others.
- You are able to see the points of view from both the higher and lower Altruistic score locations.
- You balance helping others with personal concerns very effectively.
- You are very much in line with the average level of altruism seen in business environments.

Key Strengths:

- You have a solid balanced view of helping others without doing everything for them.
- You possess a realistic and practical approach to helping others help themselves.
- You appreciate the need to help others without sacrificing one's own self too much.
- You are willing to pitch in and help others as needed.
- You see value in benefiting others through personal actions.



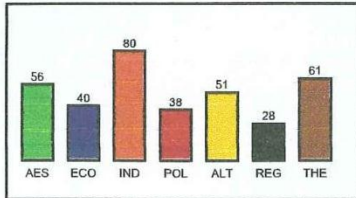
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Motivational Insights:

- You are practical in how much to help others versus other objectives.
- You possess a healthy balance between a self focus and a focus on others.
- You will strike a moderate level of giving and taking in interactions with others.
- You have a very typical level of appreciation for others relative to the general working world.
- You will be good judge of how much to involve others versus making the command decision.

Training/Learning Insights:

- You would better motivate by incorporating other motivators that are higher in drive and score locations.
- You are flexible between learning with a team or learning independently.
- You enjoy learning that highlights both your own personal gain and some altruistic aspect as well.
- You are likely supportive of the trainers themselves.



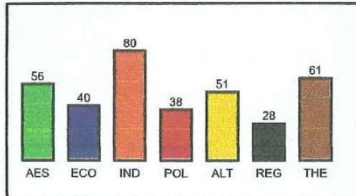
The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.

Continual Improvement Insights:

- You will be more influenced by other motivations in the report that are higher and when connected with, will return much more passion and drive.
- You might benefit from taking more of a lead, as opposed to waiting for others to lead.
- You need to know that efforts to help others are practical and deliver a business benefit as well.
- You should respect those who may not share your interest in understanding or benefiting others.



Your Regulatory Drive



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

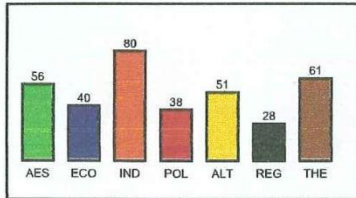
General Traits:

- You are right at the national mean when it comes to desire for stability or steadiness.
- You can challenge the rules as long as it is done carefully and logically.
- You move freely and effectively between the rebels and the rule-followers in a group.
- You appreciate some structure, but not too much.
- You are good at seeing the details, but not likely to get lost in them.

Key Strengths:

- You are good at providing order and structure where it is required.
- You act to stabilize those on a team.
- You are not overly rigid in the need for order and structure.
- You can challenge protocol and be creative if the situation demands it enough.
- You serve as a good moderator between those defending the standard operating procedure, and those challenge it.

Jiri Bradac



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Motivational Insights:

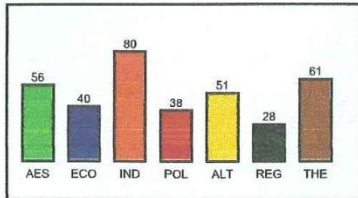
- You can help bring order out of chaos without going overboard.
- You can be the mediator between those who support the old guard and those who want revolution.
- You can provide a balanced view for creating new policies, procedures and protocols that are effective.
- You will be good at helping maintain a stable environment.
- You can be a valuable asset when it comes to working in routine environments.

Training/Learning Insights:

- You are open to creativity or flexibility.
- You prefer to learn in the accepted way through the existing curriculum.
- You become a supportive team member who gets behind the initiative.



Your Regulatory Drive (Continued)

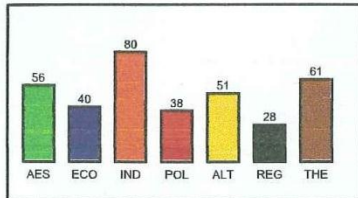


The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.

Continual Improvement Insights:

- You might benefit from exerting opinions freely in discussions of direction and planning.
- You could take a firmer stand on team issues involving dissenting opinions.

Jini Badac



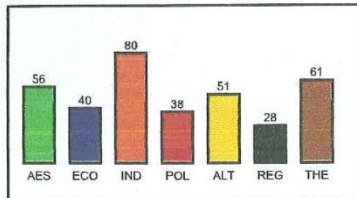
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

General Traits:

- You are willing to take risks to learn something new.
- You have a strong desire to learn and go beyond the required knowledge base.
- You like to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- You have a high degree of curiosity in a variety of areas.
- You have many interests outside the workplace.

Key Strengths:

- You know a little about most everything and are conversant about it.
- You demonstrate a logical approach to problem solving and patience to analyze all of the options for solutions.
- When others (internal or external) have a question, even if you aren't familiar with it, you can usually create solutions.
- You score as an active problem-solver, seeking solutions.
- You have a strong ability to read, study, and learn independently.



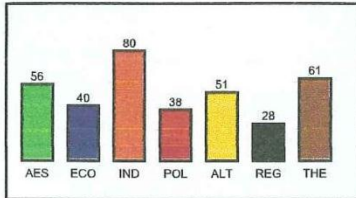
The Theoretical Dimension: The drive to understand, gain knowledge, or discover the “truth”. This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Motivational Insights:

- You sometimes prefer incentives or bonuses are earned as tickets to a special event: Consider cultural events that are not just sports related.
- Realize that as much as you have learned, you still want to learn more.
- Identify your interests and seek related information. Topical mail, brochures, and info-sheets... don't throw them into the recycle bin.
- Be certain to look for knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Seek opportunities to teach as well as to learn.

Training/Learning Insights:

- You score like those who may have their own on-going personal development program already in progress.
- You enjoy learning even for its own sake and will be supportive of most training and development endeavors.
- You can be depended upon to do your homework... thoroughly and accurately.
- You are actively engaged in learning both on and off the job.



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.

Continual Improvement Insights:

- You don't rush from one learning experience to another. You make certain there are some practical applications.
- You have a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- You need to bring a balance, at times, between the strong desire to acquire new knowledge base and the reality of the practical applications, if any.
- You may sometimes bog down in details and minutia when needing to see the big picture.
- You score like some who need coaching on time management.

APPENDIX P II: INNERMETRIX: THE DISC INDEX



The DISC Index

WHAT

WHY

HOW

Jiri Bradac

March 28, 2012

This Innermetrix Disc Index is a modern interpretation of Dr. William Marston's behavioral dimensions. Marston's research uncovered four quadrants of behavior which help to understand a person's behavioral preferences. This Disc Index will help you understand your behavioral style and how to maximize your potential.

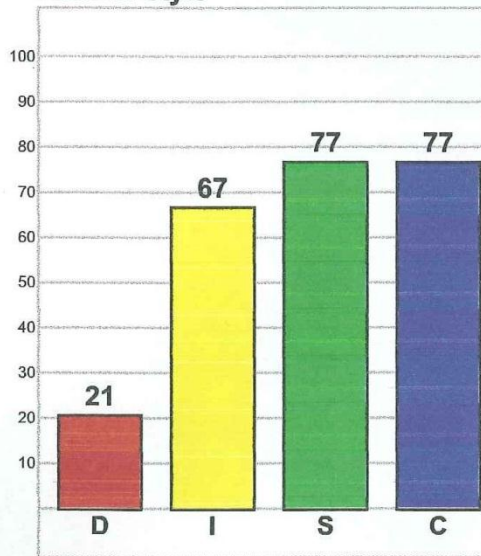
Anthony Robbins Coaching

www.tonyrobbins.com

800-455-8183

Natural and Adaptive Styles Comparison

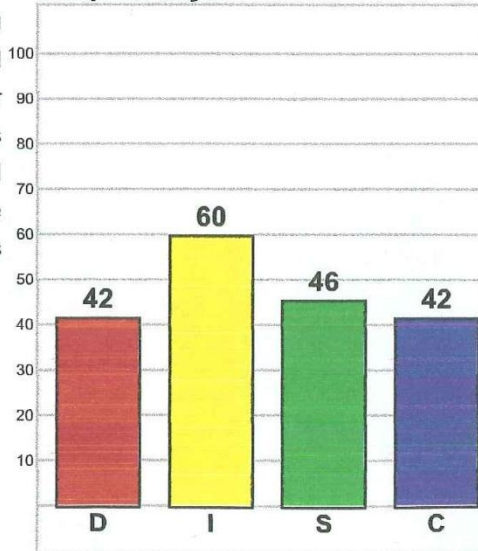
Natural Style



Natural Style: The natural style is how you behave when you are being most natural. It is your basic style and the one you adopt when you are being authentic and true to yourself. It is also the style that you revert to when under stress or pressure. Behaving in this style, however, reduces your stress and tension and is comforting. When authentic to this style you will maximize your true potential more effectively.

Adaptive Style: The adaptive style is how you behave when you feel you are being observed or how you behave when you are aware of your behavior. This style is less natural and less authentic for you or your true tendencies and preferences. When forced to adopt to this style for too long you may become stressed and less effective.

Adaptive Style



Jiri Bradac



Introduction

About This Report

Research conducted by Innermetrix shows that the most successful people share the common trait of self-awareness. They recognize the situations that will make them successful, and this makes it easy for them to find ways of achieving objectives that fit their behavioral style. They also understand their limitations and where they are not effective and this helps them understand where not to go or how not to be as well. Those who understand their natural behavioral preferences are far more likely to pursue the right opportunities, in the right way, at the right time, and get the results they desire.

This report measures four dimensions of your behavioral style. They are:

- **Decisive** — your preference for problem solving and getting results
- **Interactive** — your preference for interacting with others and showing emotion
- **Stability** — your preference for pacing, persistence and steadiness
- **Cautious** — your preference for procedures, standards and protocols

This report includes:

- **The Elements of DISC** — Educational background behind the profile, the science and the four dimensions of behavior
- **The DISC Dimensions** — A closer look at each of your four behavioral dimensions
- **Style Summary** — A comparison of your natural and adaptive behavioral styles
- **Behavioral Strengths** — A detailed strengths-based description of your overall behavioral style
- **Communication** — Tips on how you like to communicate and be communicated with
- **Ideal Job Climate** — Your ideal work environment
- **Effectiveness** — Insights into how you can be more effective by understanding your behavior
- **Behavioral Motivations** — Ways to ensure your environment is motivational
- **Continual Improvement** — Areas where you can focus on improving
- **Training & Learning Style** — Your preferred means of sharing and receiving styles
- **Relevance Section** — Making the information real and pertinent to you
- **Success Connection** — Connecting your style to your own life

Jiri Bradac



Four Components of Behavior

The Elements of the DISC-Index

This DISC-Index report is unique in the marketplace for a number of reasons. You just completed the first ever click & drag DISC instrument on the market. This was constructed in a precise manner to allow for ease of responses, even in the midst of many difficult decisions. This intuitive interface allows you to focus on your answers, not the process.

Also, unlike other DISC instruments, this instrument allows you to rank all four items instead. As a result, this instrument produces zero waste in responses. Some instruments ask you to choose two items out of four, and leave two items blank. Those instruments have a 50% waste of terms, and do not provide for an efficient response process. The DISC Index instrument eliminates that response problem.

Another unique aspect of this DISC-Index report is that we present the DISC aspects of your behavior both as separate entities and as a dynamic combination of traits. This report presents the first time that each of the DISC elements are separated and developed as pure entities of themselves. This can serve as an important learning tool as you explore the deeper aspects of DISC. Your unique pattern of DISC traits is developed through the context of this report. Additionally, the following four pages will be devoted to exploring your DISC scores as separate components within the unique combination of traits that you exhibit.

Jiti Braddac

A comment on contradictions: You may read some areas of this report that may contradict other text. This is due to the fact that many of us show contradictory behaviors in the normal course of our daily operations. Each of us are at times talkative and other times more reflective, depending on how we are adapting our behavior. The expression of these contradictions is a demonstration of the sensitivity of this instrument to determine these subtle differences in our natural and adaptive style.



Four Components of Behavior

A closer look at the four components of your behavioral style

Decisive	Interactive	Stabilizing	Cautious
Problems: How you tend to approach problems and makes decisions	People: How you tend to interact with others and share opinions	Pace: How you tend to pace things in your environment	Procedures: Your preference for established protocol/ standards
High D	High I	High S	High C
Demanding Driving Forceful Daring Determined Competitive Responsible Inquisitive Conservative Mild Agreeable Unobtrusive	Gregarious Persuasive Inspiring Enthusiastic Sociable Poised Charming Convincing Reflective Matter-of-fact Withdrawn Aloof	Patient Predictable Passive Complacent Stable Consistent Steady Outgoing Restless Active Spontaneous Impetuous	Cautious Perfectionist Systematic Careful Analytical Orderly Neat Balanced Independent Rebellious Careless Defiant
Low D	Low I	Low S	Low C

Jit Bradac

Decisive

Your approach to problem-solving and obtaining results

The D in DISC represents Decisiveness. Your score on this scale, represented below, shows your location on the D spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

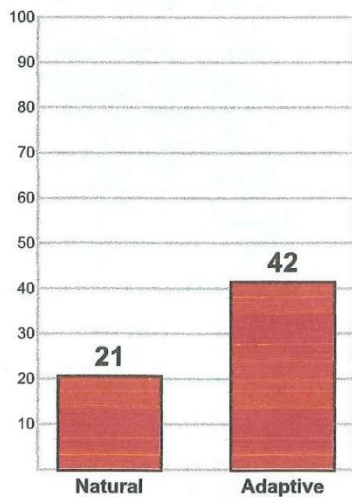
Higher D —

Tend to solve new problems very quickly and assertively. They take an active and direct approach to obtaining results. The key here is new problems such as those that are unprecedented or haven't happened before. There may also be an element of risk in taking the wrong approach or developing an incorrect solution, but those with a High D score are willing to take those risks, even if they may be incorrect.

Lower D —

Tend to solve new problems in a more deliberate, controlled, and organized manner. Again, the key here is new and unprecedented problems. The Lower D style will solve routine problems very quickly because the outcomes are already known. But, when the outcomes are unknown and the problem is an uncertain one, the Lower D style will approach the new problem in a calculated and deliberate manner by thinking things through very carefully before acting.

Jiri Bradac



Your score shows a very low score on the 'D' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are considered pretty modest in your approach with others and are open to deferring to stronger opinions when they exist.
- When it comes to solving problems you prefer to analyze the problem and evaluate potential solutions before jumping to conclusions.
- You like working in a stable, predictable environment with steady work flow.
- You tend to be peaceful and avoid confrontation whenever possible.
- You appreciate and like standardized controls and policies to avoid surprises along the way.

Interactive

Your approach to interacting with people and display of emotions.

The I in DISC represents Interactive. Your score on this scale represented below shows your location on the I spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

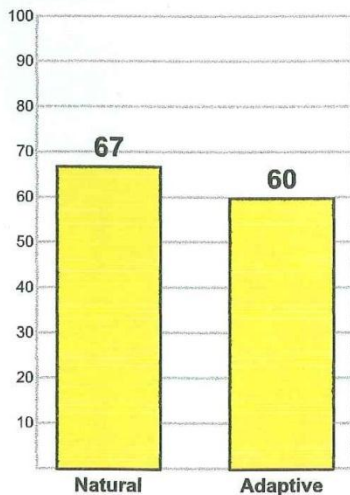
Higher I —

Tend to meet new people in an outgoing, gregarious, and socially assertive manner. The key here is new people whom one hasn't met before. Many other styles are talkative, but more so with people that they've known for some time. The Higher I scores are talkative, interactive and open even with people whom they have just initially met. People scoring in this range may also be a bit impulsive. Generally speaking, those with the Higher I scores are generally talkative and outgoing.

Lower I —

Tend to meet new people in a more controlled, quiet and reserved manner. Here's where the key word "new people" enters the equation. Those with Lower I scores are talkative with their friends and close associates, but tend to be more reserved with people they've just recently met. They tend to place a premium on the control of emotions, and approach new relationships with a more reflective approach than an emotional one.

Jiri Bradac



Your score shows a moderately high score on the 'I' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You prefer to deal with people and get results with and through them rather than by yourself.
- You strongly prefer a democratic and not dictatorial professional environment or relationships.
- You can be pretty disorganized and lack great attention to detail.
- You are influential and talkative.
- Sometimes you can express your opinion too much.
- You are talkative and express your opinions freely.

Stabilizing

Your approach to the pace of the work environment

The S in DISC represents Stabilizing. Your score on this scale represented below shows your location on the S spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

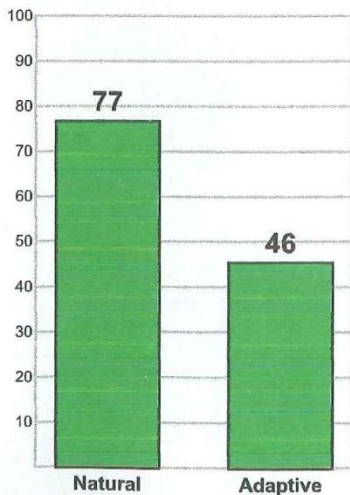
Higher S —

Tend to prefer a more controlled, deliberative and predictable environment. They place a premium on security of a work situation and disciplined behavior. They also tend to show a sense of loyalty to a team or organization, and as a result, may have a greater longevity or tenure in a position than some other styles. They have an excellent listening style and are very patient coaches and teachers for others on the team.

Lower S —

Tend to prefer a more flexible, dynamic, unstructured work environment. They value freedom of expression and the ability to change quickly from one activity to another. They tend to become bored with the same routine that brings security to the Higher S traits. As a result, they will seek opportunities and outlets for their high sense of urgency and high activity levels, as they have a preference for spontaneity.

Jiri Bradac



Your score shows a moderately high score on the 'S' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You are typically very cool, calm, and collected on the job.
- You tend to resist confronting or rebelling against the established norm.
- Increasing your sense of urgency could benefit your performance in many instances.
- You can be an excellent calming influence on people who are upset.
- You may be slow to accept changes or let go of the old ways of doing things.
- You can be fairly resistant to change.



Four Components of Behavior

Cautious

Your approach to standards, procedures, and expectations.

The C in DISC represents Cautiousness. Your score on the scale represented below shows your location on the C spectrum based on the pattern of your responses. A high score doesn't mean good, and a low score doesn't mean bad, as this is a spectrum or continuum of behavioral traits. For example:

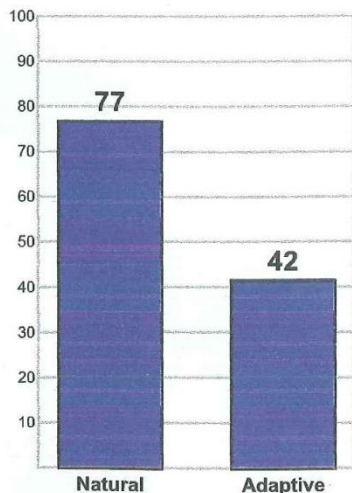
Higher C —

Tend to adhere to rules, standards, procedures, and protocol set by those in authority whom they respect. They like things to be done the right way according to the operating manual. "Rules are made to be followed" is an appropriate motto for those with higher C scores. They have some of the highest quality control interests of any of the styles and frequently wish others would do the same.

Lower C —

Tend to operate more independently from the rules and standard operating procedures. They tend to be bottom-line oriented. If they find an easier way to do something, they'll do it by developing a variety of strategies as situations demand. To the Lower C scores, rules are only guidelines, and may be bent or broken as necessary to obtain results.

Jiri Bradac



Your score shows a moderately high score on the 'C' spectrum. The comments below highlight some of the traits specific to just your unique score.

- You like to work in an environment that is very precise and more structured.
- You think it is important to adhere to specific and detailed instructions or procedures.
- You may be perceived as somewhat resistant to change.
- You believe in maintaining high standards of quality control.
- When you disagree, you may express your resistance in a passive-aggressive manner.
- You desire a great deal of explanation before beginning new tasks.



Natural Style Pattern Overview

Natural Style Pattern:

Your natural style is the way you tend to behave when you aren't thinking about it. This is where you are most comfortable (natural). This is also the style you will revert back to when under stress or moving too quickly to be consciously thinking about modifying your behavior. Finally, this is the style you should seek to be true to in your daily roles. Being natural will return better results with less effort and stress. The following statements are true to just your unique natural style:

- You have the ability to handle people with patience, and demonstrate high technical competence in your area of expertise.
- You place high expectations on yourself and others, and are able to help coach others into a stronger quality orientation.
- Tend to be optimistic and demonstrate high personal standards and set high goals for yourself.
- You demonstrate a high degree of competence in your area of expertise.
- You persuade others by demonstrating personal competence and encouraging others with a sense of optimism.
- You have a large knowledge-base and a continuing appetite to learn more.
- Response pattern indicates that you have the ability to be a strong achiever in technical performance and expertise within the organization.
- You tend to be verbal and articulate about many different topics and issues.

Jiri Bradac



Adaptive Style Pattern Overview

Adaptive Style Pattern:

This is the style of behavior you adapt to when you are conscious of your own behavior, when you feel you are being observed or whenever you are trying to better fit a situation. This is not a natural style for you, but still one of your two styles none-the-less. In other words, it is the way you feel you "should" behave when thinking about it. The statements below are specific to your individual Adaptive style:

- You have the ability to handle pressing problems in a casual manner, but still get the problem solved.
- You tend to be optimistic and you rely on that optimism to engage and motivate others.
- Known as one with a remarkable ability to shift the mood from serious to lighthearted smoothly and easily.
- You want to be known as very people oriented. You like people, and want to be liked in return.
- May want to seek specialized assignments that can capitalize on your social and motivational skills.
- Motivated to be very well networked and you know a wide variety of people within the profession. This can be of enormous benefit to the team or organization as additional contacts become necessary.
- You tend to have a moderate to higher sense of urgency, and you may become easily bored by mundane or routine projects.
- You want to be seen as an easy person to be around, and won't deliberately antagonize others.

Jiri Bradac



Ideas for Being More Effective

Based on your behavioral style there are certain opportunities for becoming more effective by being aware of how you prefer, and enjoy, to behave. The items below may assist you in your professional development growth. By understanding these items you may find explanations for why you may be stuck in some areas of your life and why other aspects give you no trouble at all. You could be more effective by:

- Complete explanations of the nature of a process or systems used.
- An environment with minimal sudden changes and crises.
- Becoming more comfortable with faster decision-making.
- Clear and specific job descriptions, and role responsibilities.
- Work assignments of high precision and accuracy to capitalize on your high detail orientation.
- Having sufficient time to consider alternatives prior to making changes.
- Increased authority to delegate routine tasks and procedures.
- Learning to say "no" more often to requests from others, to prevent spreading yourself too thin.

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Ideas for Staying More Motivated

Your behavioral style will cause you to be motivated by certain factors in your environment. Having these present may make you feel more motivated, and productive. The following are things that you may want in your surroundings to feel optimally motivated:

- You want to work with a team of people with whom you can show your high trust level.
- A strong, visible group or organization with which to identify.
- Acceptance as an important member of a group or team.
- Social recognition for success on a project or achieving a goal.
- An environment offering mobility around the office or around the country.
- A variety of activities involving people, both on the job and off.
- Public recognition of accomplishments and meeting of goals.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.

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Strength-based Insights

Each behavioral style contains certain unique strengths as a result of how your four behavioral dimensions relate to each another. Understanding your own unique behavioral strengths is an important part of putting your new level of self-awareness to work for your success and satisfaction. The following statements highlight specific strengths of your behavioral style:

- A strong ability to clarify complex issues, and to define the essence of a problem or solution.
- Maintains a stable and predictable pace to complete a complex or specialized project, and demonstrates a tireless work ethic to get the project finished.
- A keen awareness of the broad-based impact of important decisions.
- Very proficient in your area of expertise.
- Decisions are based on factual data.
- Excellent listening style.
- Provides a high degree of mind-share on projects and processes, alert to the potential problems and controls necessary.
- People oriented in a stable and sincere way.

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Ideal Job/Climate

Your behavioral style plays a significant role in determining what aspects of an environment you like. The items below will help you understand what will define an ideal working climate for you. Based on how you prefer to behave, an ideal climate for you is one that provides you with:

- Freedom from routine work.
- Projects needing you to motivate and persuade people.
- Variety in the work tasks and multiple projects.
- Public recognition for accomplishments.
- Activities to get and maintain attention of others.
- A democratic supervisor and work environment.
- Freedom to move around, either in the office or around the country.
- Freedom from many controls, detail, and paperwork.

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Areas for Continual Improvement

Along with strengths, all behavioral styles come with areas that could become weaknesses - if depended upon or not acknowledged. The trick is not to manufacture a weakness in the first place by depending on these things.

Here are a few items that could become problematic for you if not acknowledged or known. Your awareness of the potentials below is your best step in making sure they remain only potential problems. Due to your behavioral style, you may tend to:

- Struggle with meeting deadlines due to your desire for completeness or perfection.
- May provide a false sense of buy-in to others on the team, then resist passive-aggressively.
- Hold a bit of a grudge.
- Become overly sensitive to criticism.
- Require an overly complete explanation of details before changes are made.
- Oversell your own ideas too strongly.
- Struggle with prioritizing things appropriately, due to ranking all items as the "most important".
- React on impulse rather than thinking things through before responding.

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Preferred Training and Learning Style

Based on how you tend to behave you have certain preferences for how you like to convey information, teach, instruct or share knowledge with others. This is also true of how you like to receive information and learn. Understanding your behavioral preferences here will help increase your effectiveness in teaching or instructing others, and being taught and learning.

How you prefer to share knowledge or teach:

- Helps group create new concepts and models of ideas.
- Shows authority by demonstrating trust and participation with the group.
- Leads through factual and emotional persuasion.
- Structures events to inspire participants to act on their own ideas and visions.
- Appreciates intellectual recognition.
- Shows patience with tedious, technical, and specialty tasks and helping others to learn.
- Wants to provide participants with the ability to understand principles and concepts.

How you prefer to receive knowledge or learn:

- Likes self-discovery and trial and error methods occasionally.
- Wants to learn and help others learn as well.
- Integrates experiences with practical applications and ideas.
- More accepting of a more impersonal training or learning venue than others.
- Likes controlled variety in the learning environment.
- As a participant, prefers a balance between individual and group work.
- Needs "what to do and when to do it" for optimal time and process management.

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This page is unique in this report because it is the only one that doesn't speak directly to you, rather to those who interact with you. The information below will help others communicate with you more effectively by appealing to your natural behavioral style. The first items are things others SHOULD do to be better understood by you (Do's) and the second list is of things others SHOULD NOT do (Don'ts) if they want you to understand them well.

Things to do to effectively communicate with Jiri:

- Allow time to verify the issues and potential outcomes.
- If you say you're going to do something, do it.
- Provide a specific, step-by-step timetable with names and responsibilities.
- Be certain to remember to provide specific action steps and details for all involved.
- If you disagree with the direction, make an organized presentation of your position.
- Present your ideas and opinions in a non-threatening way.
- If you agree with the outcome, follow through and do what you say you will do.

Things to avoid to effectively communicate with Jiri:

- Don't leave decisions hanging in the air. Be certain all decision-points have reached closure and action-plans are the result.
- Don't force others to agree quickly with your objectives and position. Provide some time to warm up to the ideas.
- Don't leave the idea or plan without backup support.
- Don't rush the issues or the decision-making process.
- Avoid being impersonal or judgmental.
- Don't push too hard.
- Don't offer promises you can't keep.