



THE CAREER FARM

GROW YOUR OWN

Psychology of success

Andy Chandler for Open University Business School



COACHING IS APPLIED PSYCHOLOGY

Psychology of Change and Motivation,
Beliefs and Behaviours



CHANGE IS DIFFICULT AND COMPLEX

Emotional, physical, psychological, familiar,
and neuro-physiological conditioning all
keep us in familiar patterns and behaviours.

WHEN DOES CHANGE HAPPEN?

TRANSFORMATIONAL LEARNING MOMENTS

Situations that give rise to critical self-reflection and transformational learning (Mezirow, 1991):

- A disorientating dilemma
- A state of puzzlement
- Recognising that others share our feelings
- An empathetic provocateur (a Coach!)
- Non-learning (Jarvis)



WHAT STOPS US

VISIBLE

Knowledge and Skills

Opinions and Values

Qualities &
Driving Factors

INVISIBLE

What Others See



What you do

What you think

What you want



Driving Factors



COMMON DERAILERS


- People pleasing
- Perfectionism
- Imposter Syndrome



"Your fear of being publicly exposed as a fraud is a stress-related disorder called 'Imposter Syndrome.' It's common among people in high-profile authority positions, and, of course, in actual phonies, like you."

TO PLEASE IS A DISEASE

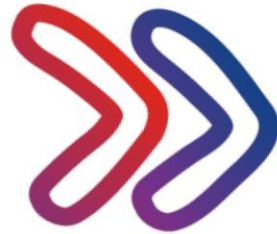
- Constantly suppressing own needs
- Never angry – always agreeing
- Constantly serving others
- Avoiding conflict
- Confused boundaries
- Don't know own mind



STRESS
NO TIME
LOSS OF SELF
DAMAGE TO HEALTH
DISHONEST
LET OTHERS DOWN
TARGET OF MANIPULATION

PERFECTIONISM: A DOUBLE-EDGED SWORD

- Unrelenting standards
- Never satisfied
- Self-oriented
- Other-oriented/social-oriented
- Defensive when criticized





- Burnout
- Avoidance/Procrastination
- Imposter Syndrome
- Critical of Others
- Micro-Management
- Fear of Failure
- Depression, Shame and Guilt

IMPOSTER SYNDROME

- Complimentary projection and poor decision making
- Over-reliance on charm, flattery, people pleasing
- Perfectionism– agonising over the smallest mistake
- Rumination, worry, anxiety





“We are all ordinary. We are all boring.
We are all spectacular.
We are all shy. We are all bold.
We are all heroes.
We are all helpless.
It just depends on the day.”

-Brad Meltzer-

POST-IT NOTE EXERCISE

1 Write on Post-It notes

2 Beliefs about yourself (empowering and limiting)

3 Labels you wear or have worn (empowering or limiting)

4 Working with your coach, examine each one in turn:

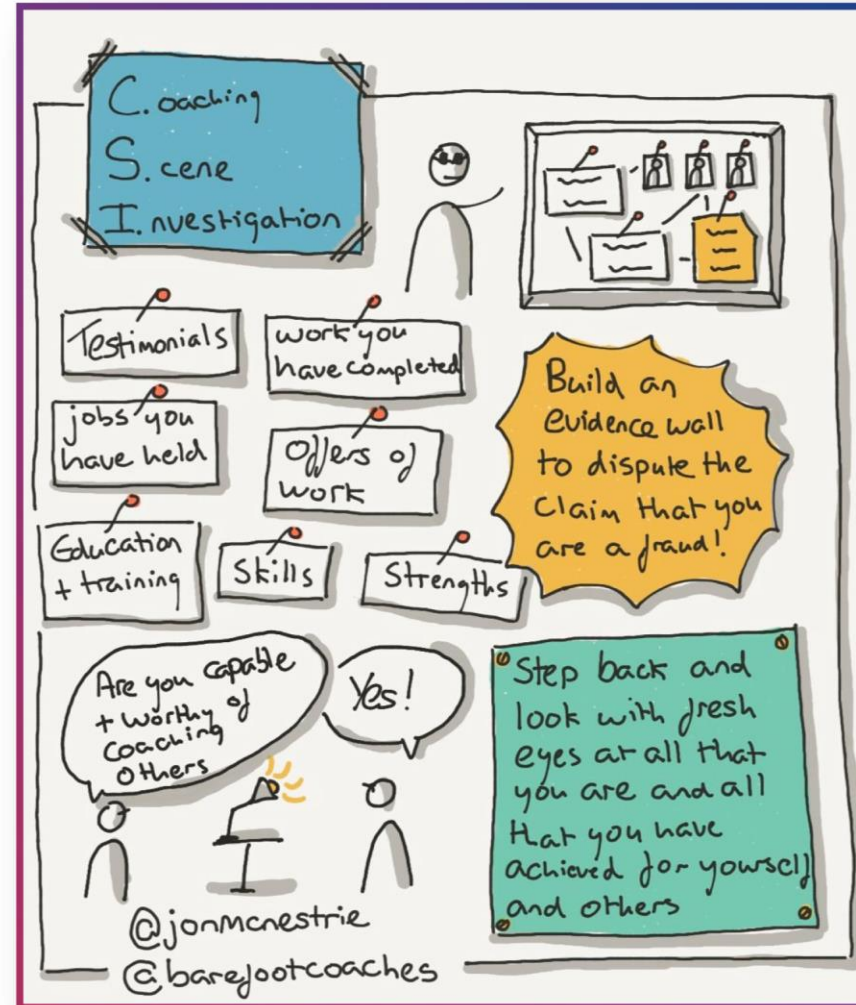
5 Is it true?

6 Is it helpful?

7 Was it true once?

8 Where did it come from (and how reliable was the “witness”?)

EVIDENCE WALL



WHAT STRESS DOES TO US

THREAT RESPONSE:

IQ drops up
to 20 points

Black and white/all-or-
nothing thinking

No ability to generate
alternatives

Closed mindset

Win/lose mentality



ENSURING COMPETENCY MODE VS SURVIVAL MODE



GAINING PERSPECTIVE

SCALE OF AWFULNESS



“The greatest weapon against stress is our ability to choose one thought over another.”

- William James

ASKING FOR HELP & FEEDBACK

ASK FIVE PEOPLE

Ask at least 5 people (whose opinions you respect and trust) from different areas of your life the following questions

- What one word or phrase describes me best?
- What do you think is my greatest achievement?
- What do you value most about me?
- What one thing could I change for my own benefit?



BUILD YOUR SUPPORT TEAM



RADIATORS

People who give you comfort, who you can sound off to, who are on your side and boost your confidence



ROLE MODELS

People who you admire and who have achieved what you want to achieve. What can you learn from them? What advice could they give?



PEOPLE WHO CAN HELP YOU

People who have information or skills that can help. They may be internal or external. Think about your wider network of contacts



NO NONSENSE 'KICK IN THE PANTS' FRIENDS

People who will tell it like it is and give you a short sharp talking to if needed to

VISION CHAIRS

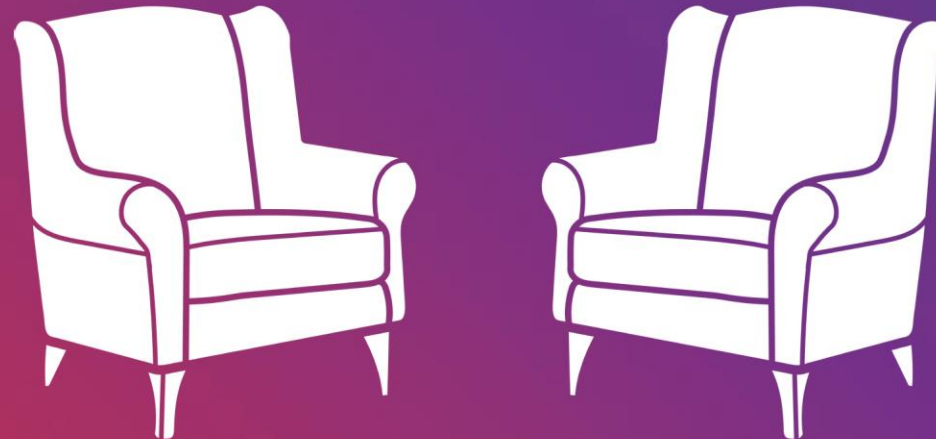
- Find the right levers to bring about change
- Towards pleasure or away from pain
- Associating our everyday decisions with long-term outcomes
- Finding tools to ensure that intention turns to action – mental rehearsal
- Getting the blinkers off





VISION CHAIRS

(Or, “Know How”, Watts & Morgan)



THE PSYCHOLOGY OF SUCCESS



Make your personal development at the heart of what you do. Focus less on skills and more on the following:

- Challenge beliefs and learned behaviours
- Actively seek feedback
- Ask for help
- Have mentors and coaches
- Ask more than tell
- Listen more than talk
- Build on your strengths
- Integrate all previous work and life experiences into a continuum and celebrate your growth
- Notice where current behaviours are taking you
- Don't compare your beginning to someone else's middle or end

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23 February 1pm – 2pm UK local time

Michael Faust

Leading, engaging and building relationships with multicultural teams

21 March 1pm – 2pm UK local time

Alison Edmonds

Outstanding personal profiles and cover letters

Thank you for joining us today

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