



COACH
YOUR SELF UP[®]

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Behaviors

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SELF-LIMITING BEHAVIORS

Self-Limiting Behaviors (SLBs)

One feature of Coach Your Self Up is for you to select a particular behavior that you would like to shift. In the spirit of improving your effectiveness at work, ideally you can choose something that is related to your work/career. Most self-limiting behaviors (SLBs) tend to affect several aspects of people's lives, whether they are conscious of it or not. Doing this work often helps individuals to see that their SLBs are more pervasive in their lives than they thought.

You will learn a standard approach and skills that will enable you to make sustainable behavior changes throughout your career and your life. To gain some practical experience, you will start to apply those skills immediately to something you deem important to you right now.

Just what are Self-Limiting Behaviors (SLBs) anyway?

Most of us have heard somebody say, "If only she could get out of her own way." We may have experienced that one or more times ourselves: "If only I could get out of my own way." The main idea is that something that a person is doing (or not doing) is barring her from being more successful than she is. An interesting point about these SLBs is that frequently the person is unaware that the SLB exists or is an issue.

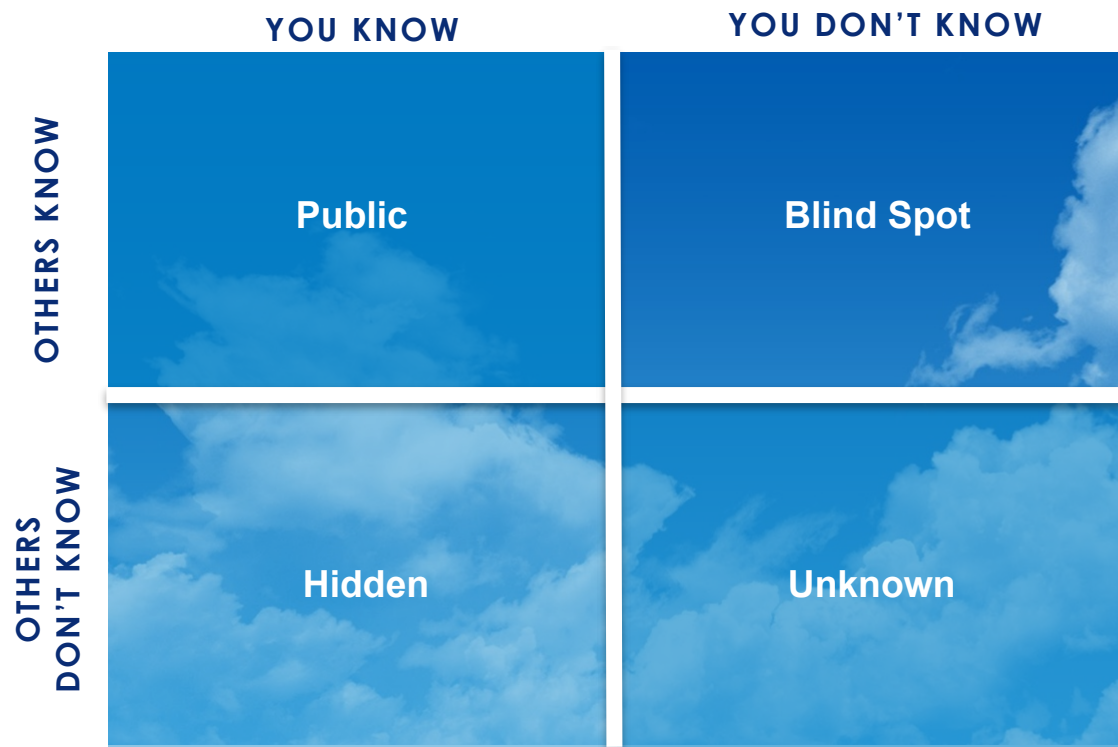
Whether we are aware of it or not, we all get in our own way.

There is a useful tool that can provide a bit more context on this. It is called the Johari window. The Johari window was created in 1955 by two American psychologists, Joseph Luft (1916–2014) and Harrington Ingham (1914–1995), to help people better understand their relationship with themselves and others. The following image depicts this tool.





THE JOHARI WINDOW



Public or Open: This quadrant represents things about a person that both she and her peers are aware of.

Hidden or Façade: This quadrant represents things about a person that she is aware of, but others are not.

Blind Spot: This quadrant represents information about a person that he is not aware of, but others are.

Unknown: This quadrant represents information about a person that he is not aware of, nor are others. One facet of interest in this area is our human potential. Our potential is unknown to us, and to others.

By now you may be thinking that you are aware of one or more SLBs that get in your way...

or that you don't have any SLBs. Or maybe it is still unclear just exactly what an SLB looks like. Regardless of where you are on this, following is a list of some common examples of SLBs that apply to individuals in any role and at any organizational level, from individual contributors to senior-level leaders.

SELF COACHING TIP

*Take some time to peruse this list and consider which of these resonate most strongly with you. Soon, you will be asked to identify **one** SLB to work on during the remainder of this program. At this time, it can be helpful to **create a short-list** of candidates for that purpose.*

SELF-LIMITING BEHAVIORS

Examples of Common Self-Limiting Behaviors (SLBs):

- * I frequently interrupt others when they're speaking
- * I don't listen to others when they're speaking
- * I succumb too easily to distractions (emails, text messages, etc.) when interacting with others
- * I'm unable to say "no" (when it's a viable and reasonable option)
- * I talk too much in meetings
- * I don't speak up in meetings (even when something wants to be said)
- * I speak too softly
- * I solicit the input of others with no intention of changing my position
- * I take credit for the work of others
- * I blame others when things go wrong
- * I talk about others behind their backs
- * I react too negatively (or emotionally) when issues arise
- * I get frustrated too easily, too often
- * I complain a lot
- * I'm unable / lack the confidence to make decisions
- * I'm condescending to and/or dismissive of others
- * I frequently bully others until they say that I am right
- * I am consistently late
- * I don't solicit advice or help from others even when it would be to my advantage to do so

While the prior list of examples applies to all of us, the following list is primarily applicable to individuals who are responsible for managing others.





SELF-LIMITING BEHAVIORS

Examples of Common Manager-Centric SLBs:

- * I don't set clear expectations for one or more of my direct reports
- * I don't conduct regular 1-on-1 meetings with one or more of my direct reports
- * I frequently cancel 1-on-1 meetings with one or more of my direct reports
- * I hold on to tasks/projects that could be effectively delegated
- * I stay overly involved in the business of one or more of my direct reports (micro-managing)
- * I avoid discussing performance concerns with one or more of my direct reports
- * I don't provide ongoing feedback (positive and constructive) to one or more of my direct reports
- * I discuss/raise/highlight performance concerns about one or more of my direct reports in a public setting
- * I speak negatively or gossip about my boss or any other employees with one or more of my direct reports
- * I hold on to strong performers when it might be in their best interest to move to another group or role
- * I make decisions without soliciting appropriate team-member input
- * I make promises/commitments I know my team can't deliver

Neither of these are exhaustive lists. Many more examples could be cited. Note that each of the SLBs listed is *behavioral* and not about skill. Certainly, there can be technical skill gaps (e.g., *coding skills, analytical skills, financial skills, etc.*) that also prevent a person from being more successful, but that is not the focus of Coach Your Self Up. We are focused on helping you make shifts in your behavioral patterns that affect how you show up.

