

You Coach You

How to Overcome Challenges
and Take Control of Your
Career

Helen Tupper and Sarah Ellis



BUSINESS

Figure 1.

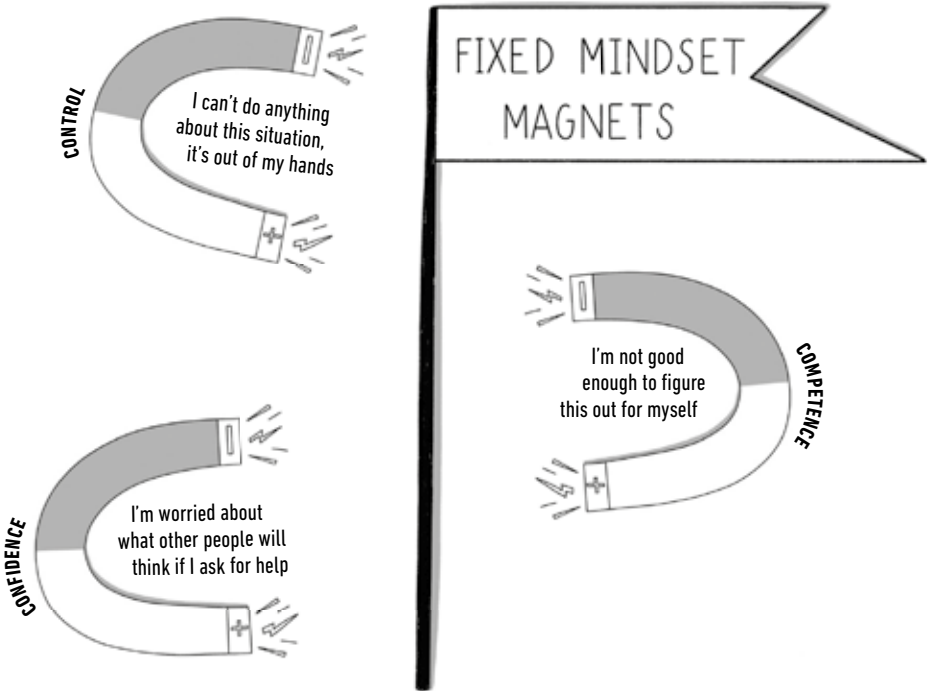


Figure 2.

Growth mindset magnet questions

In the past few months . . .

When have I felt in control at work?

When have I felt confident in my job?

When have I done something that has stretched my competence and skills?

Figure 3.

What does your inner critic sound like?

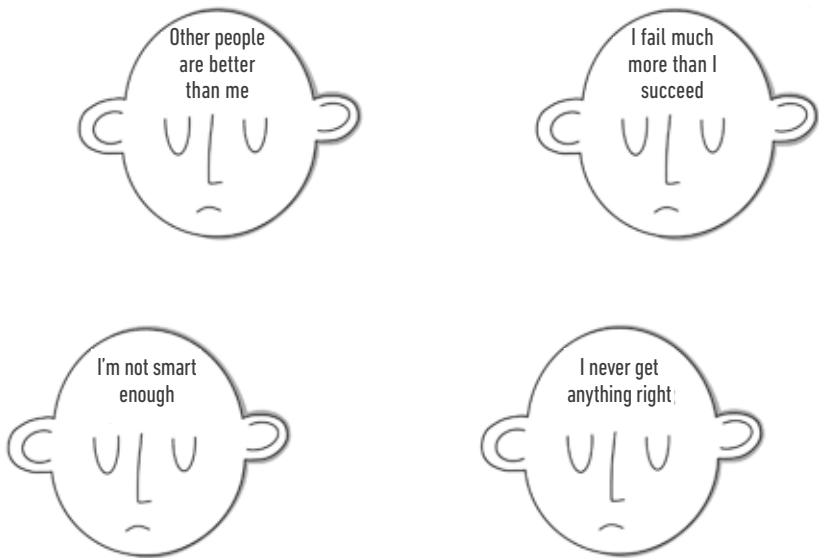


Figure 4.

My three supportive friends

- _____
- _____
- _____

Figure 5.



My self-supporting statements

Figure 6.

My best time to press pause is:

Figure 7.

My three feedback friends

1.

2.

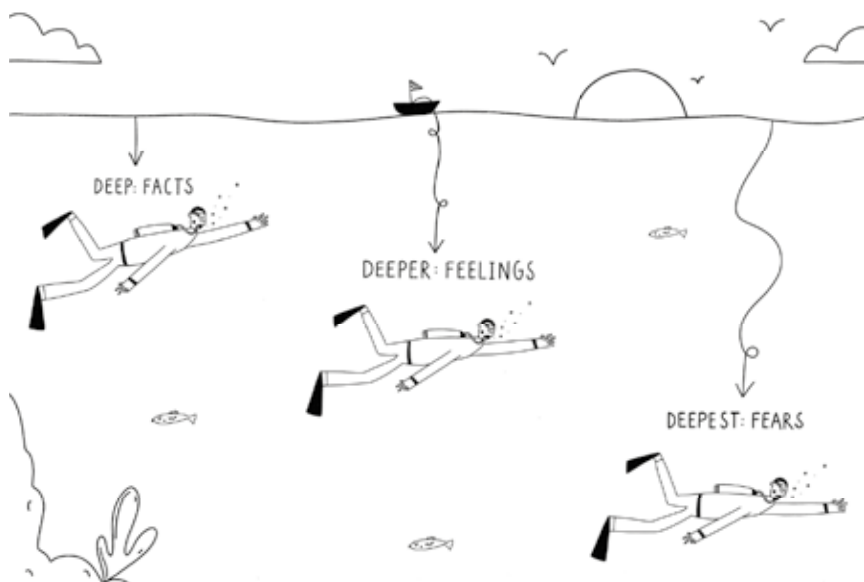
3.

Figure 8.

My self-interruption insight:

Figure 9.

Diving deeper



What depth of questions do you feel most comfortable with today? Deep, deeper or deepest?

Figure 10.

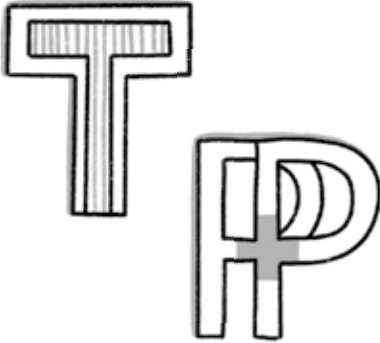


<i>You Coach You</i> toolkit	
<p>Thinking traps to positive prompts</p>  The image shows two stylized, blocky letters. The letter 'T' is on the left, with a horizontal bar at the top and a vertical stem. The letter 'P' is on the right, with a vertical stem and a rounded, bowl-like top. Both letters are outlined in black.	<p>Coach yourself questions</p>  The image shows a stylized letter 'Y' that is integrated with a question mark. The top part of the 'Y' is a horizontal bar, and the two vertical stems of the 'Y' curve downwards to form the question mark's hook. The dot of the question mark is a small circle at the bottom.
<p>Ideas for action</p>  The image shows a stylized letter 'A' centered inside a large, hand-drawn question mark. The 'A' is a simple, blocky letter. The question mark has a circular top and a long, curved tail that ends in a small hook.	<p>COACH</p> <p>CLARITY OPTIONS ACTIONS CONFIDENCE HELP</p>

Figure 11.

My resilience thinking trap

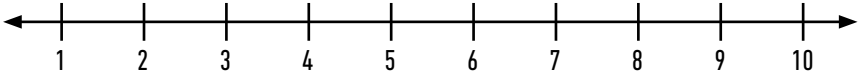
My resilience positive prompt

Figure 12.

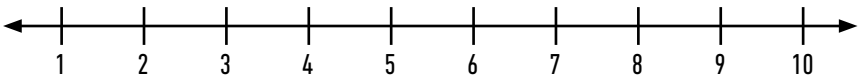
Your resilience rating



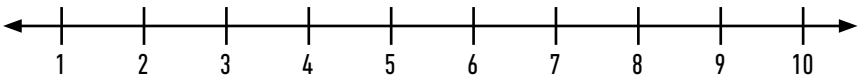
1: How **optimistic** am I when things don't go to plan or unexpected change happens to me?



2: How comfortable am I asking for **help**, particularly in tough times?



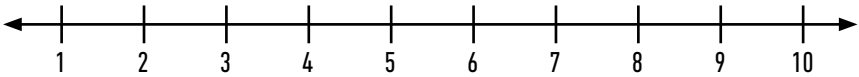
3: How often do I reflect on and celebrate my **successes**?



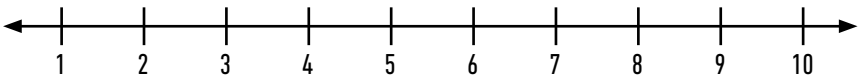
4: How confident do I feel that I have a range of people **supporting** me when times are tough?



5: How good am I at **resting and recovering** during and after moments of adversity?



6: How much time do I invest in the areas **outside work** which make me feel positive and give me perspective?



My resilience rating: /60

The area where I most want to improve my rating is:

Figure 13.

CY? What actions can I experiment with if I notice my pessimism P is holding me back?

Figure 14.

CY? How do I feel when I'm asked for help?

Figure 15.

A career question I need help with:	
Ten people who could help me	
1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

Figure 16.

CY? What help would be useful for me at the moment?

CY? Who could I ask for the help that I need?

CY? Why are they the right people to ask?

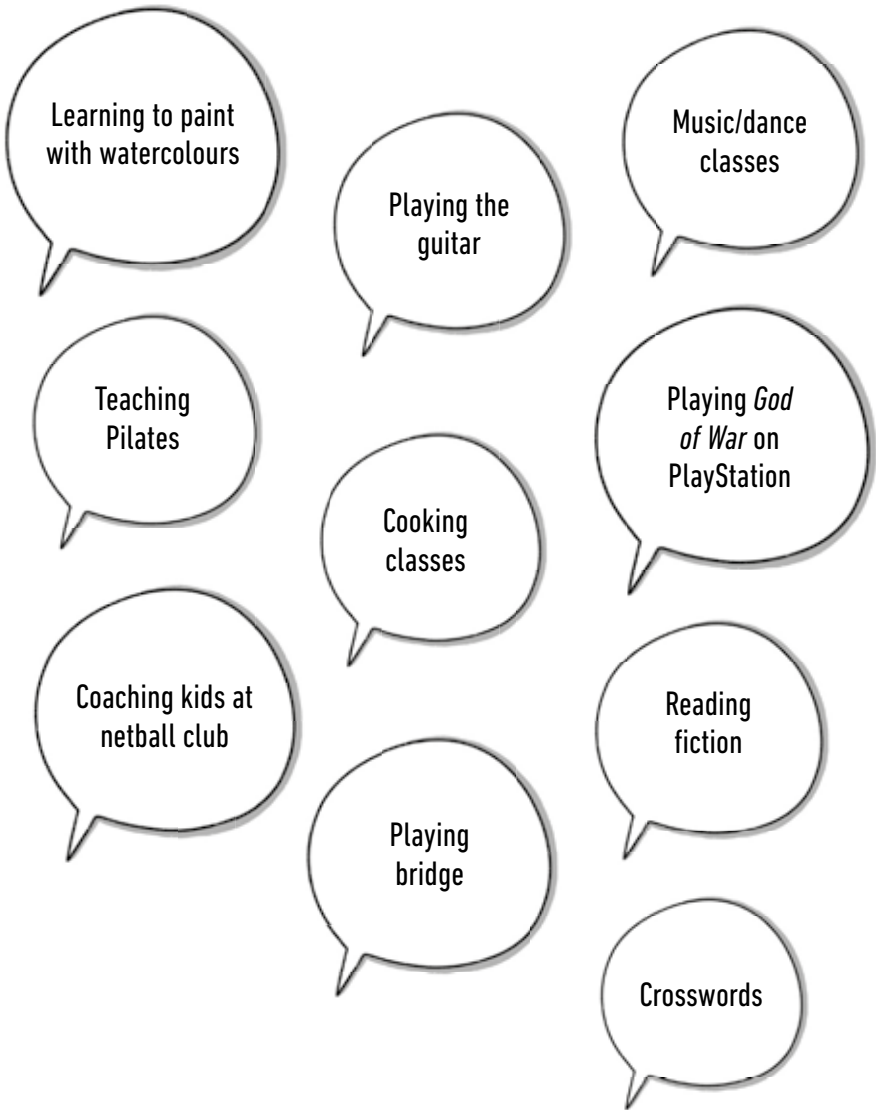
Figure 17.

CY? How could I start reflecting on my successes in a way that works for me?

Figure 18.

CY? What role/s are missing from my support system at the moment?

Figure 19.



CY? What are my active rest activities?

CY? How can I make active rest part of my working week?

Figure 20.






Simple pleasures that make you smile	Nurturing or neglecting?
	
	
	
	
	

Figure 21.

CY? What areas of my life, outside work, do I want to prioritize to help me stay positive?

Figure 22.

Adversity audit	
How would I describe what's happening in one or two sentences?	<hr/> <hr/> <i>Example: my team is being restructured and I'm not sure what will happen to my job</i>
How much of a surprise is this situation or did I guess/know it was coming?	<hr/> <hr/> <i>Example: complete surprise – didn't see it coming!</i>
Do I recognize aspects of this adversity (been through something similar before?) or is it a new experience?	<hr/> <hr/> <i>Example: been made redundant once before</i>
How much adversity am I experiencing in other aspects of my life at the moment?	<hr/> <hr/> <i>Example: life outside work is going OK at the moment</i>
What happens next?	<hr/> <hr/> <i>Example: we have a team meeting with our manager on Friday where she's going to talk to us about what next.</i>

Figure 23.

CY? What are my first reactions to this situation?

CY? How might these reactions work for me?

CY? How might these reactions work against me?

CY? What can I learn from people who respond to adversity in a different way from me?

Figure 24.

CY? What examples do I have of overcoming adversity (of any type) in the past?

Example 1: _____

Example 2: _____

Example 3: _____

CY? For each example, what actions did I take that helped me to make positive progress?

Example 1 my actions: _____

Example 2 my actions: _____

Example 3 my actions: _____

CY? What did I learn from each example that could be useful for me now?

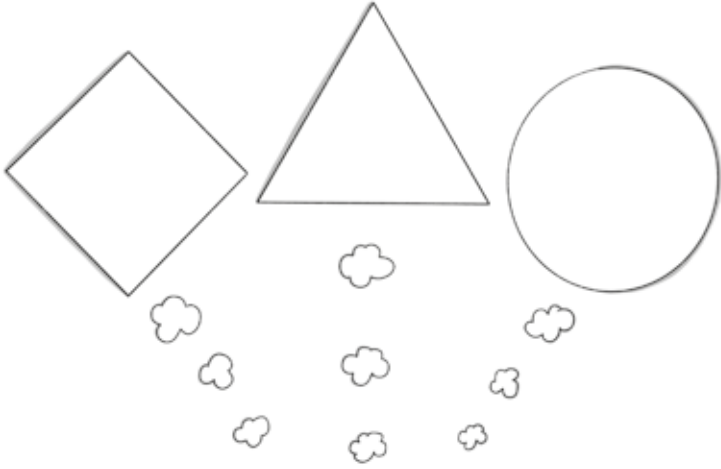
Example 1 my learning: _____

Example 2 my learning: _____

Example 3 my learning: _____

Figure 25.

Imagining my options: creating versions of my future



My future – version 1: _____

My future – version 2: _____

My future – version 3: _____

Figure 26.

WOULDN'T IT BE
AMAZING IF?

!

WHAT
NEXT?

Write down one of your
imagined options.

Write down an obstacle
you can anticipate.

Write down an action to
overcome the obstacle.

*Example: I could try out
working in the product
development team.*

*Example: The product
development team needs
me to have skills I haven't
learnt yet.*

*Example: Ask individuals in
the product team for some
informal training to help me
upskill.*

Figure 27.

My time thinking trap

My time positive prompt

Figure 28.

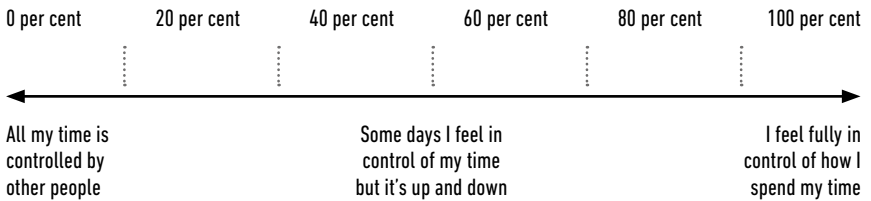


Figure 29.

CY? If I imagine my time as a person, how would I describe that person (for example, are they calm and collected, frantic and stressed, efficient and focused)?

CY? When does it feel like time is flying by for me?

CY? When does time feel like it's dragging for me?

CY? How do I feel about my relationship with my time today?

Figure 30.

How do you feel about your time at work?

I feel overwhelmed
There is never enough time to do the things that need to get done.

I feel trapped
Time seems to be in charge of me rather than the other way round.

I feel guilty
I'm spending time on the wrong things or things that don't matter.

I feel out of control
Other people seem to be more in control of my time than I do.

I feel in charge
It's not always perfect but I feel in charge of how I spend my time.

I feel positive
I have worked hard to make sure my time works for me.

I feel efficient
I don't waste time on anything that isn't needed.

I feel judged
Other people don't seem to approve of how I spend my time.

I feel useful
I can see the positive impact that my time at work has.

I feel overworked
There is an unrealistic expectation of how much I can do in a day.

I feel pressured
To work in a way that doesn't work for me.

I feel torn
I divide myself up in so many ways – I wish I could be in two places at once!

I feel

I feel

I feel

Figure 33.

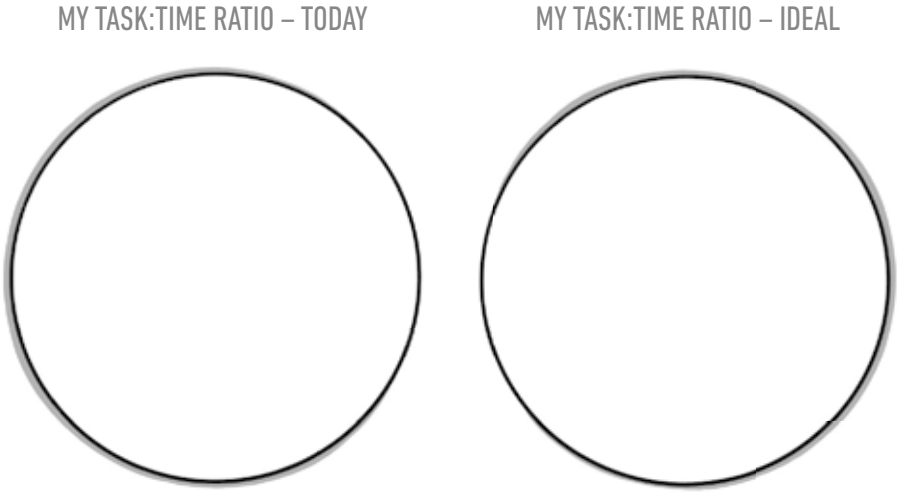


Figure 34.

My time at work		
Increase	Decrease	Stay the same

Figure 35.

If/then sequence statements	
My time trade-off:	
IF	
THEN	
IF	
THEN	
IF	
THEN	
IF	
THEN	
MY ACTION:	

Figure 36.

My energy states

Consider what your energy states are at work today and number each one to show where you spend the most/least time (where 1 = most and 4 = least).

Autopilot _____

Boredom _____

Effort _____

Flow _____

Figure 37.

CY? What is one goal I am motivated to work towards in the next three months?

Figure 38.

CY? How can I use my skills to make progress towards my goal?

Figure 39.

CY? Who can I ask for feedback so I know I'm on the right track to meet my goal?

Figure 40.

CY? What does a job well done look like for my goal?

Figure 41.



Figure 42.

CY? What working environment helps me to feel most in flow?

CY? How can I remove any flow floes that might get in my way?

Figure 43.

CY? Who do I work with that shares my passions and is committed to the same goals?

CY? How could we work together in a way that will improve our chances of flow?

Figure 44.

How I'm going to find more flow

One action I'm going to take to increase the amount of time I spend in flow:

Figure 45.







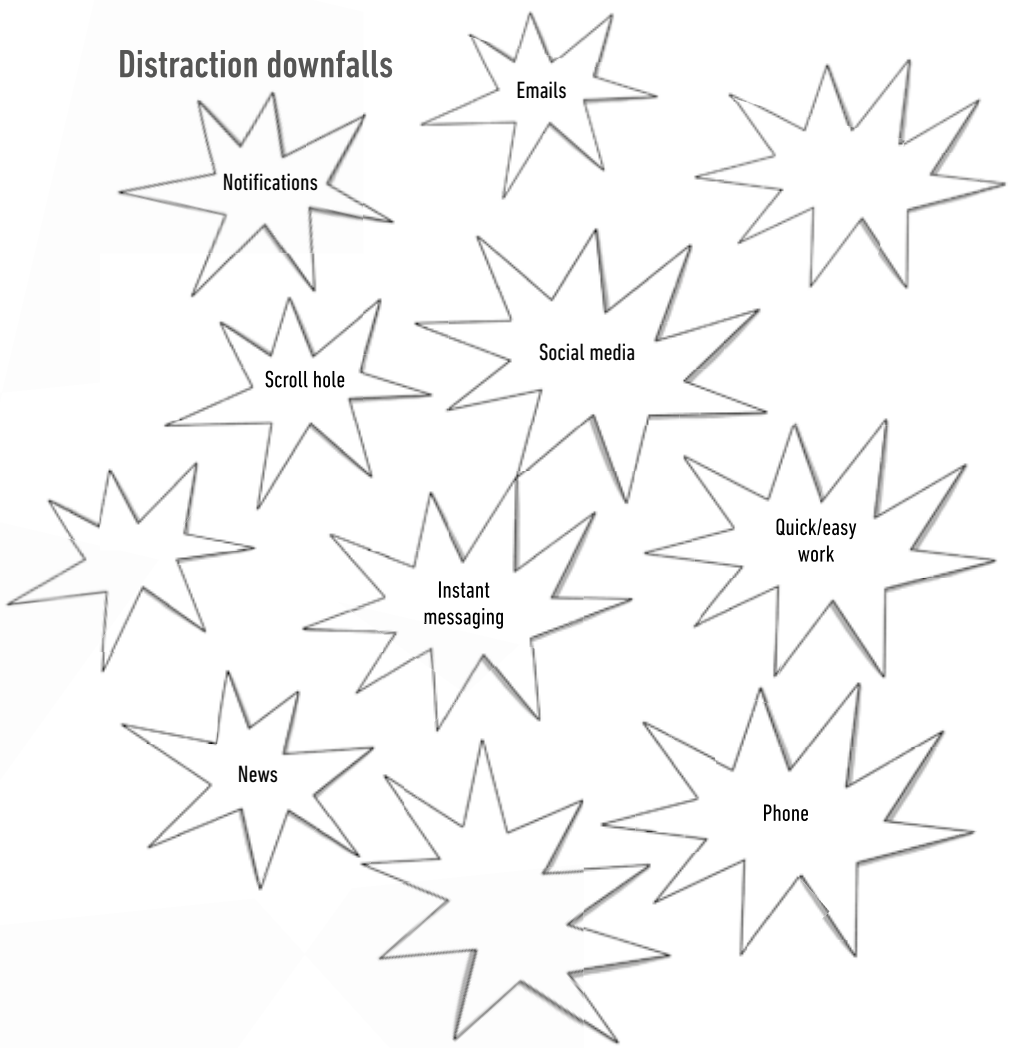
Managing your monkeys			
Monkey	Adopting the monkey	Managing the monkey	CY?
 New piece of work from your manager to complete by the end of the week.	'Yes, I'll get that done no problem' (cue working late nights).	'Yes, I can support you with that. Before I start can we discuss my current priorities so we can agree what's most important to achieve by when?'	How do I agree my priorities with my manager?
 Someone asks you to help them because they are stuck, and they know you've done that task before.	'Of course, I'm really happy to help, why don't I just do that for you?'	'Of course, I will help. Can you share where you've got to and we can figure out together what you might do next?'	How can I help other people to help themselves?
 In a meeting someone is asked to volunteer for a task (sometimes followed by an uncomfortable silence).	'I can do that – no problem!'	Sometimes it's OK to say nothing – practise the power of the pause. Or, if that feels like a big leap from where you are now, you could try: 'I'd be happy to do that task but it would mean I couldn't do x, can we discuss which is more important?'	What am I compromising by giving away my time?
Managing your monkeys: coach yourself questions			
 CY? What does managing other people's monkeys look like for me?			
<hr/>			
 CY? How often do I find myself managing other people's monkeys?			
<hr/>			
 CY? What actions could I take to focus more of my energy on managing my own monkeys?			
<hr/>			

Figure 46.



CY? What is my biggest distraction downfall?

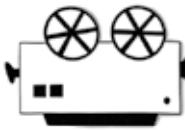
CY? How does it get in my way?

CY? What are the benefits of overcoming my distraction downfall?

Figure 47.

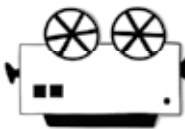
CY? How could I add friction to my distraction to make it less appealing and harder to access?

Figure 48.



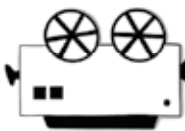
Series 1: _____
Headlines: _____

Work-life fit: very low / low
/ average / good
/ very good / brilliant



Series 2: _____
Headlines: _____

Work-life fit: very low / low
/ average / good
/ very good / brilliant



Series 3: _____
Headlines: _____

Work-life fit: very low / low
/ average / good
/ very good / brilliant

Figure 49.

CY? What are the most important things in my life right now?

CY? Where am I in the current series of my life? Episode 1 or ready for next series?

CY? When I've had very good or brilliant work-life fit what was I doing well?

Figure 50.

CY? Which pieces of my puzzle need to fit together today?

CY? How would I like my puzzle to fit together this week?

CY? Which piece of my puzzle never seems to find a place to fit?

CY? What are my options for my puzzle piece that doesn't fit?

Figure 51.

CY? Where did it feel like I was wasting rather than investing my time this week?

CY? How could I improve my time invested at work by 10 per cent next week?

CY? What one change could I make next week to improve my work-life fit?

Figure 52.

CY? What influences, that feel out of my control, are negatively impacting my work-life fit right now?

1. _____
2. _____
3. _____

Figure 53.

CY? What would a good, better and best outcome look like for me?

Good _____

Better _____

Best _____

CY? Who could I learn from who has experienced similar conflict to me before?

CY? What compromises or changes would I be willing to make in order to move forward?

Figure 54.

My self-belief thinking trap

My self-belief positive prompt

Figure 55.

CY? What trends or themes can I spot across my building blocks of belief (for example, do you have most of your gaps in the thinking, saying or doing area)?

CY? What am I already doing well that has helped me to build my belief?

CY? Which gaps in my building blocks feel like the biggest barriers to my self-belief?

Figure 56.





Limiting lenses		
Limiting lens	What you might think	How it might hold you back
<p><i>Black and white</i></p> 	<p><i>If I don't succeed in the way I set out to I'm a failure.</i></p>	<p>Over time you reduce your ambitions and go for goals that feel safe.</p>
<p><i>Catastrophizing</i></p> 	<p><i>Everything is going wrong at work. It's a complete disaster.</i></p>	<p>You magnify mistakes and focus on problems rather than spotting solutions.</p>
<p><i>Fixing my future</i></p> 	<p><i>It didn't work out for me before so there's no point trying again.</i></p>	<p>You stop exploring opportunities to progress.</p>
<p><i>I'm not enough</i></p> 	<p><i>I'm not as good as my colleagues and I'm going to get found out.</i></p>	<p>You don't proactively share your opinion or ask questions and you reduce your impact.</p>
<p>My limiting lens</p> <p>The limiting lens that I wear most frequently is:</p>		

Figure 57.

CY? What do the negative thoughts I have about myself at work sound like (e.g. I've not got enough experience to progress)?

CY? When have my negative thoughts held me back at work (e.g. not applying for jobs I'm interested in)?

Figure 58.









Limiting to limitless lens		
From: Limiting lens	To: Limitless lens	How it moves you forward
<p><i>Black and white</i></p> 	<p><i>Shades of grey</i></p> 	You are able to explore alternative options if your initial plans don't progress in the way you had hoped.
<p><i>Catastrophizing</i></p> 	<p><i>Seeing solutions</i></p> 	You recognize that everyone makes mistakes and that it's natural to feel disappointed but know the most important thing is to learn and move forward.
<p><i>Fixing my future</i></p> 	<p><i>Flexible futures</i></p> 	You regularly have curious career conversations to explore areas of interest, build your career community and increase the breadth of your progression possibilities.
<p><i>I'm not enough</i></p> 	<p><i>I am enough</i></p> 	You volunteer for new projects you're interested in as you are confident about your strengths and the value you can add.
<p>My limitless lens</p> <p>The limitless lens I'm going to try on is:</p>		

Figure 59.

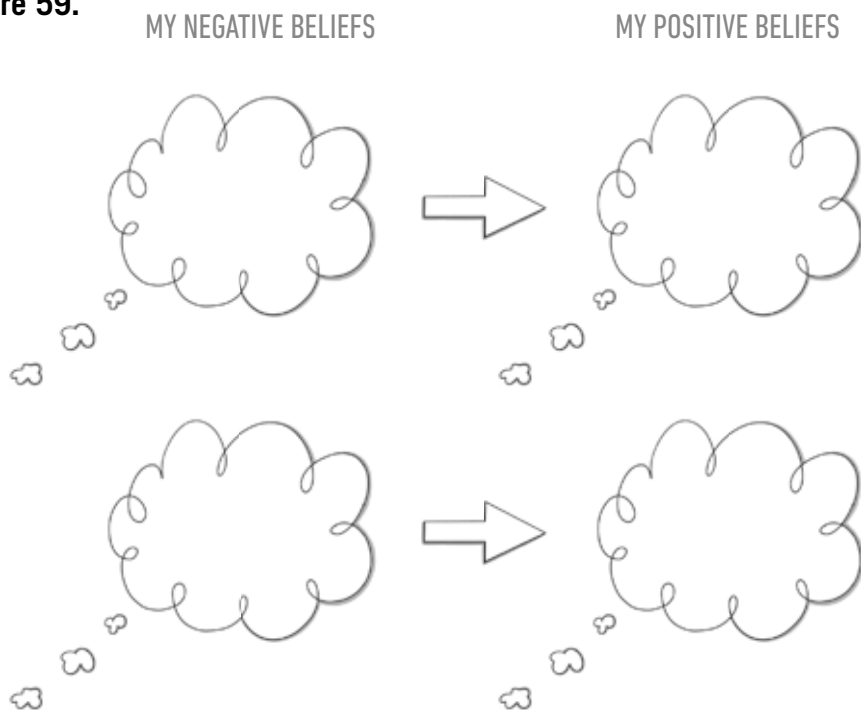


Figure 60.

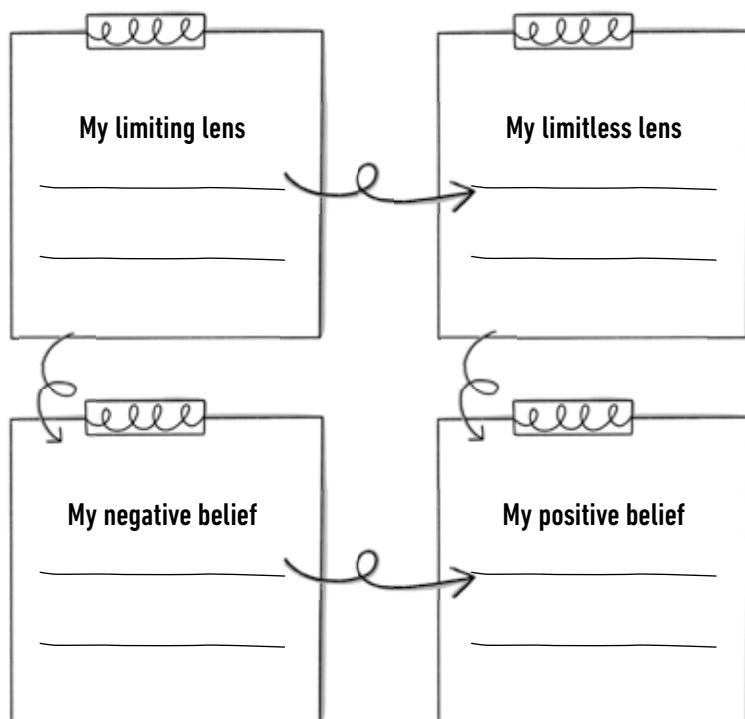


Figure 61.

Describe a recent experience at work where your inner critic took over:

First-person self-talk sounds like:

Fly-on-the-wall self-talk sounds like:

Figure 62.

CY? What feels stressful at work for me right now?

Example: too many projects and not enough time.

CY? What does the negative self-talk in my head sound like?

Example: I worry that I'm not doing a very good job of any of them.

CY? How would this self-talk be different if I used my name and 'you' rather than 'I'?

Example: Helen, you have managed multiple projects before and you can do it again. You love your work, and that passion will show up in what you do. Keep going . . .

Figure 63.

CY? When have I wanted to say no but said yes instead?

CY? Why did I say yes, when I wanted to say no?

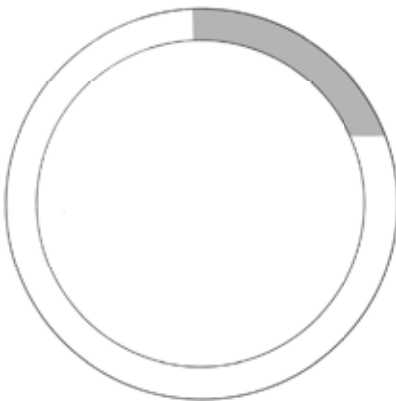
CY? When do I feel confident saying no to people?

CY? What has helped me to say no in the past?

Figure 64.

My comfort vs courage zone

Example: 20% time in my courage zone



Time in my courage zone

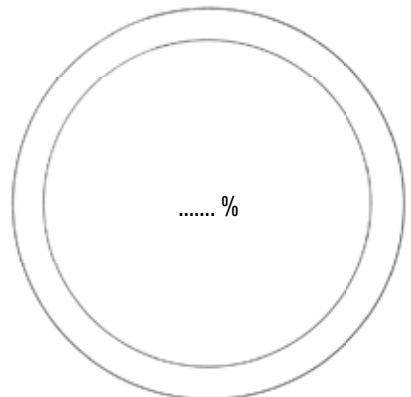


Figure 65.

My scary scenarios

1. _____
2. _____
3. _____

Figure 66.

My fear factors

1. _____
2. _____
3. _____

Figure 67.

Small actions to get started #bemoretortoise

1. _____
2. _____
3. _____

Figure 68.

Saying what scares us

1. Who _____ When _____
2. Who _____ When _____
3. Who _____ When _____

Figure 69.

CY? What brief moments of discomfort might happen for me this week at work?

Example: I have to give a presentation in my team meeting, and I'm scared of public speaking.

CY? How does a brief moment of discomfort show up in my actions?

Example: I might stutter or forget what I'm planning to say.

CY? When I feel a brief moment of discomfort what could help me?

Example: Being vulnerable and sharing that you find speaking nerve racking, reminding myself that my team are on my side and knowing that in ten minutes it will all be over!

Figure 70.

My setback story

Protagonist	Title	Supporting characters
Jeopardy		Crescendo

Figure 71.

My setback: _____

1. CY? What am I in control of as part of my current setback?

2. CY? Who could provide me with a helpful perspective on this challenge?

3. CY? When I've experienced a setback before, what has helped me to move forward?

4. CY? What can I learn from this challenge that will be useful for my career in the future?

5. CY? What successes have I had (personal or professional) at the same time as this setback?

6. CY? What advice would I give to my best work friend if they were experiencing this setback?

7. CY? When I reflect on this setback in a year's time, what do I want to be true about how I responded?

Figure 72.

My relationship thinking trap

My relationship positive prompt

Figure 73.

My five career confidants

1. _____
2. _____
3. _____
4. _____
5. _____

Figure 74.

One action I'm going to take in the next month to invest in my career confidants:

Figure 75.

Your Career Counsel					
Name	Current/ Future? (C/F)	Challenger/ Supporter? (C/S)	Outsider/ Empathizer? (O/E)	Different/ Similar? (D/S)	Profile
Example <i>Rob as one of Sarah's '15'</i>	C	C	E	S	CCES
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

Figure 76.

CY? What has helped me to build relationships with the people on my counsel?

CY? What roles are missing from my career counsel?

CY? Who could help me to fill the roles I need most on my counsel (either directly or through introductions)?

Figure 77.

One action I'm going to take in the next month to invest in my career counsel:

Figure 78.

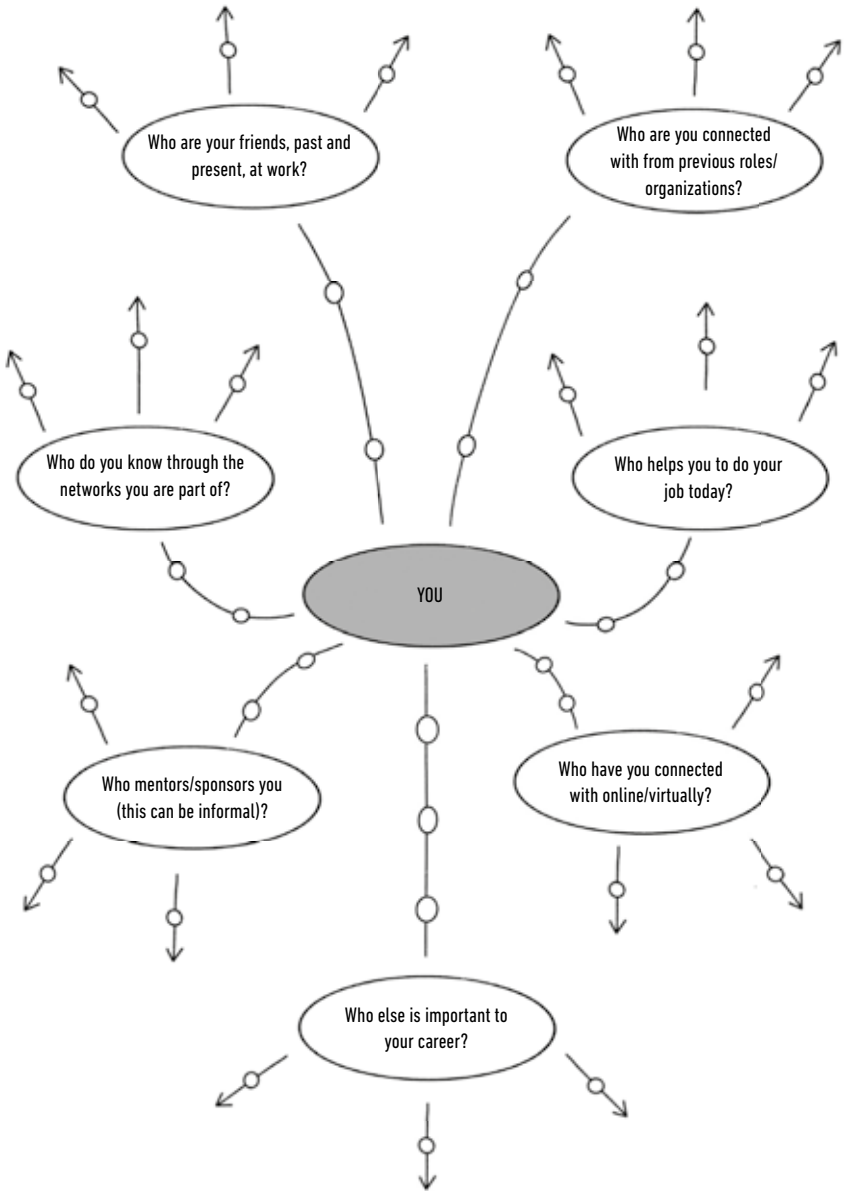


Figure 79.

Number of people in my career connections _____

Figure 80.

CY? What do I notice after mapping my career connections?

CY? Who would I like to build a stronger relationship with?

CY? Where are the biggest gaps in my career connections?

Figure 81.

One action I'm going to take in the next month to invest in my career counsel:

Figure 82.

CY? Where do I currently spend time that could help me meet casual career acquaintances that could become part of my future career community?

CY? How could I explore new places and spaces to have curious conversations that might spark new relationships in my career community in the future?

Figure 83.

CY? What might be keeping my manager awake at night?

CY? How does my manager spend the majority of their time?

CY? What motivates and drives my manager?

CY? If I was in my manager's position what would I think, feel and do in this situation?

Figure 84.

One way I'm going to start practising empathy with my manager:

Figure 85.

CY? What shape do I show up as in a difficult relationship?

CY? What behaviours do I recognize in myself when dealing with a difficult relationship?

CY? What sort of phrases might I say?



CY? What shape of person do I typically find most difficult?

CY? If I am experiencing a difficult relationship right now, what shape do I think the other person is?

Figure 86.

CY? What action could I take to reduce the friction in my relationships?

Figure 87.

ACTIVATOR 	AVOIDER 
<p>Most likely to say <i>'Lets talk about this now.'</i> <i>'I disagree.'</i></p> <p>Most likely to do Send emails in the heat of the moment. Stand up when they are talking. Dominate conversations.</p>	<p>Most likely to say <i>'Shall we pick this up later?'</i> <i>'It's not a problem.'</i></p> <p>Most likely to do Get defensive and withdraw. Complain outside the meeting. Disguise their feelings with humour.</p>

Where do you sit on the conflict scale?

ACTIVATOR

AVOIDER



What is the conflict style of the person you work for (activator/avoider)?

What style of conflict do you find hardest in others (activator/avoider)?

Figure 88.

My progression thinking trap

My progression positive prompt

Figure 89.

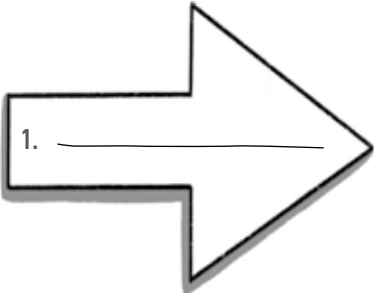
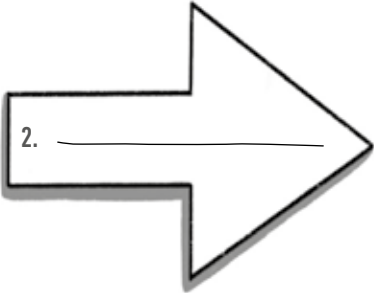
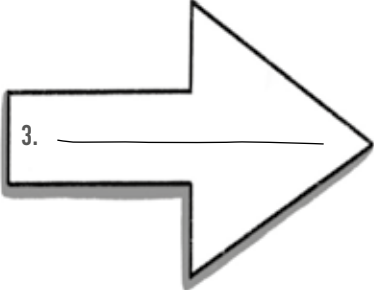
EXAMPLE OF MY PROGRESSION	UPSIDES	DOWNSIDES
1. 	+ _____ + _____ + _____	- _____ - _____ - _____
2. 	+ _____ + _____ + _____	- _____ - _____ - _____
3. 	+ _____ + _____ + _____	- _____ - _____ - _____

Figure 90.

CY? Which examples of progression feel the most meaningful to me?

CY? Why do those examples stand out as the most positive?

CY? Which examples of progression feel the least meaningful to me?

CY? Why do those examples stand out as not feeling as positive as the others?

CY? What words connected with me when I asked myself why progression matters to me?



Figure 91.

Progression matters to me because



Figure 92.

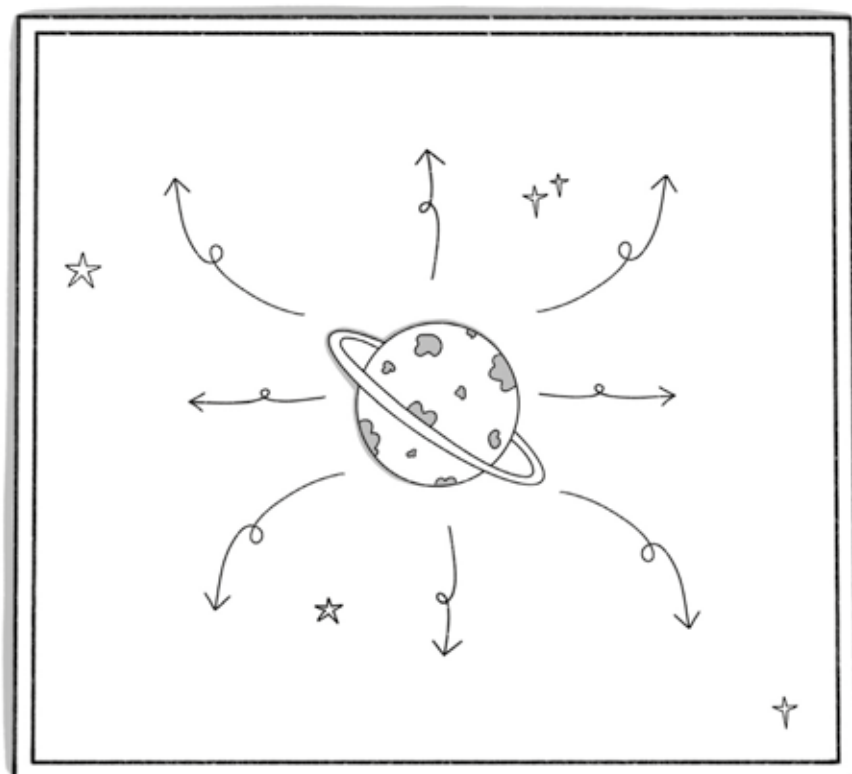


Figure 93.

Prioritizing your progression

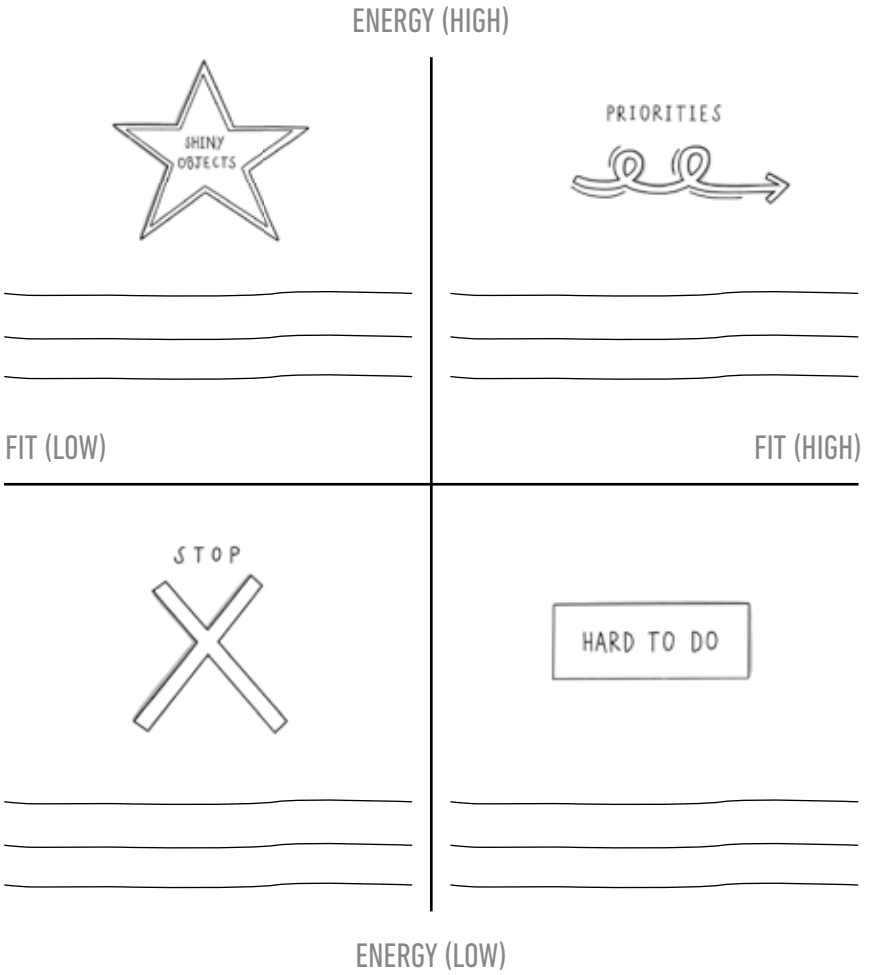


Figure 94.

My progression priorities are:

1. _____
2. _____

Figure 95.

Prototype your progression example 1: becoming a manager

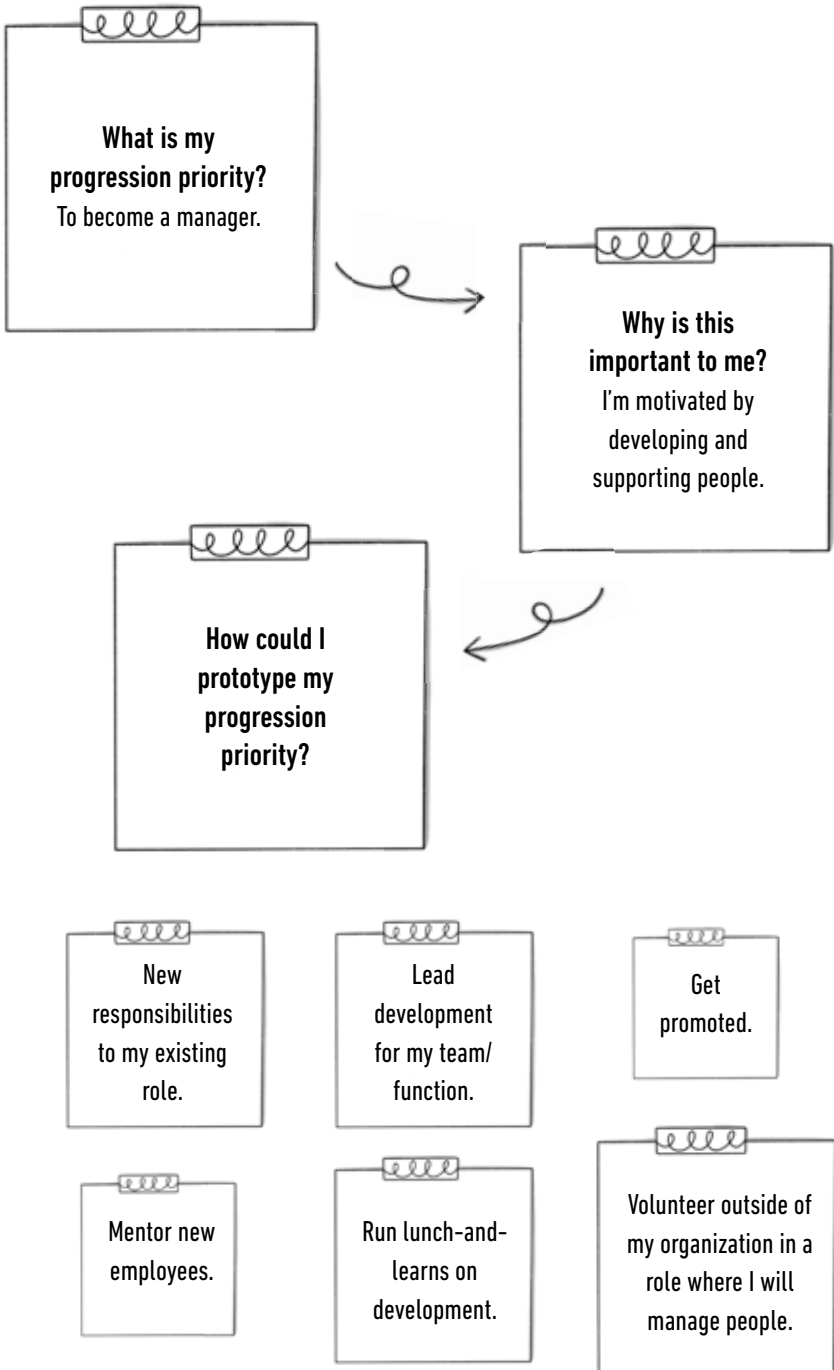


Figure 96.

Prototype your progression example 2: working a four-day week

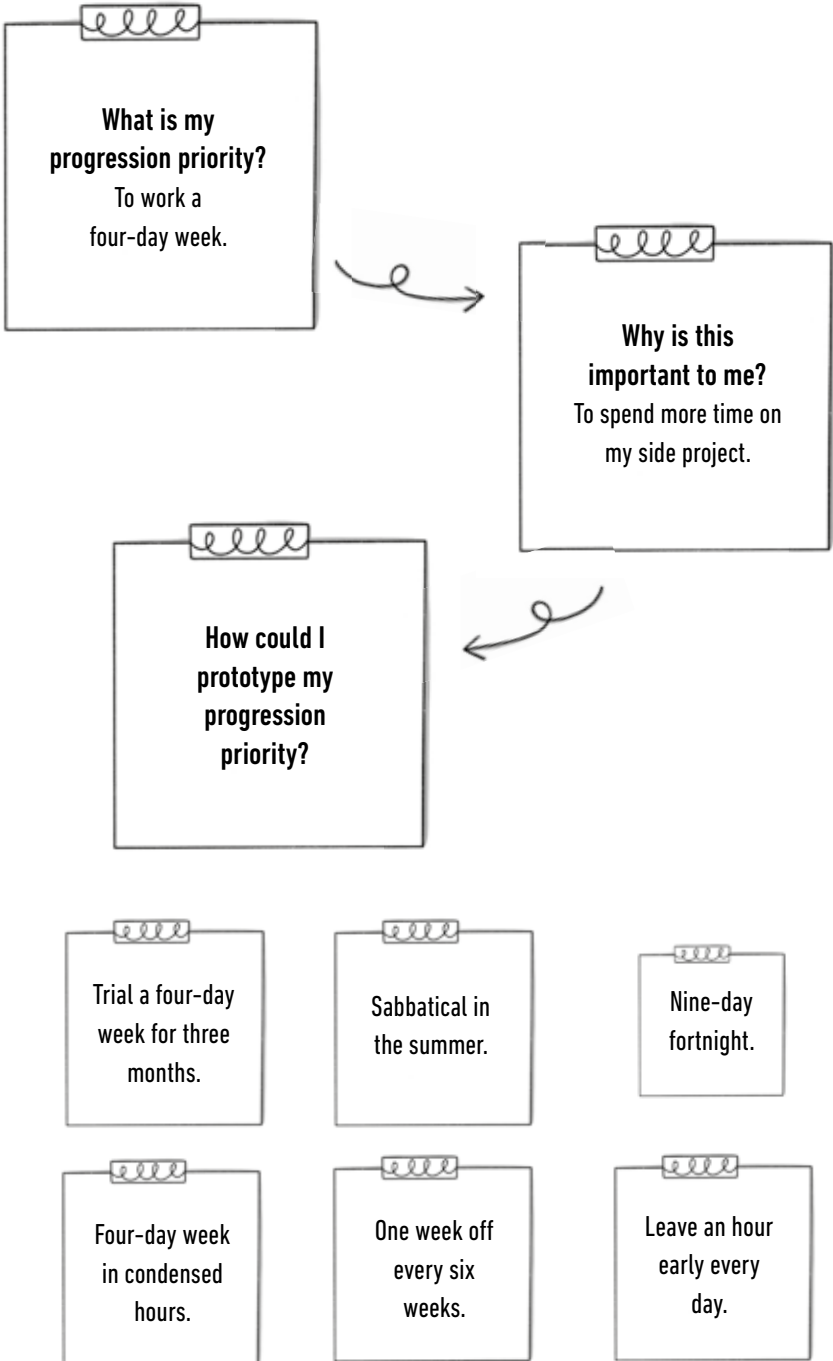


Figure 97.

Prototype your progression

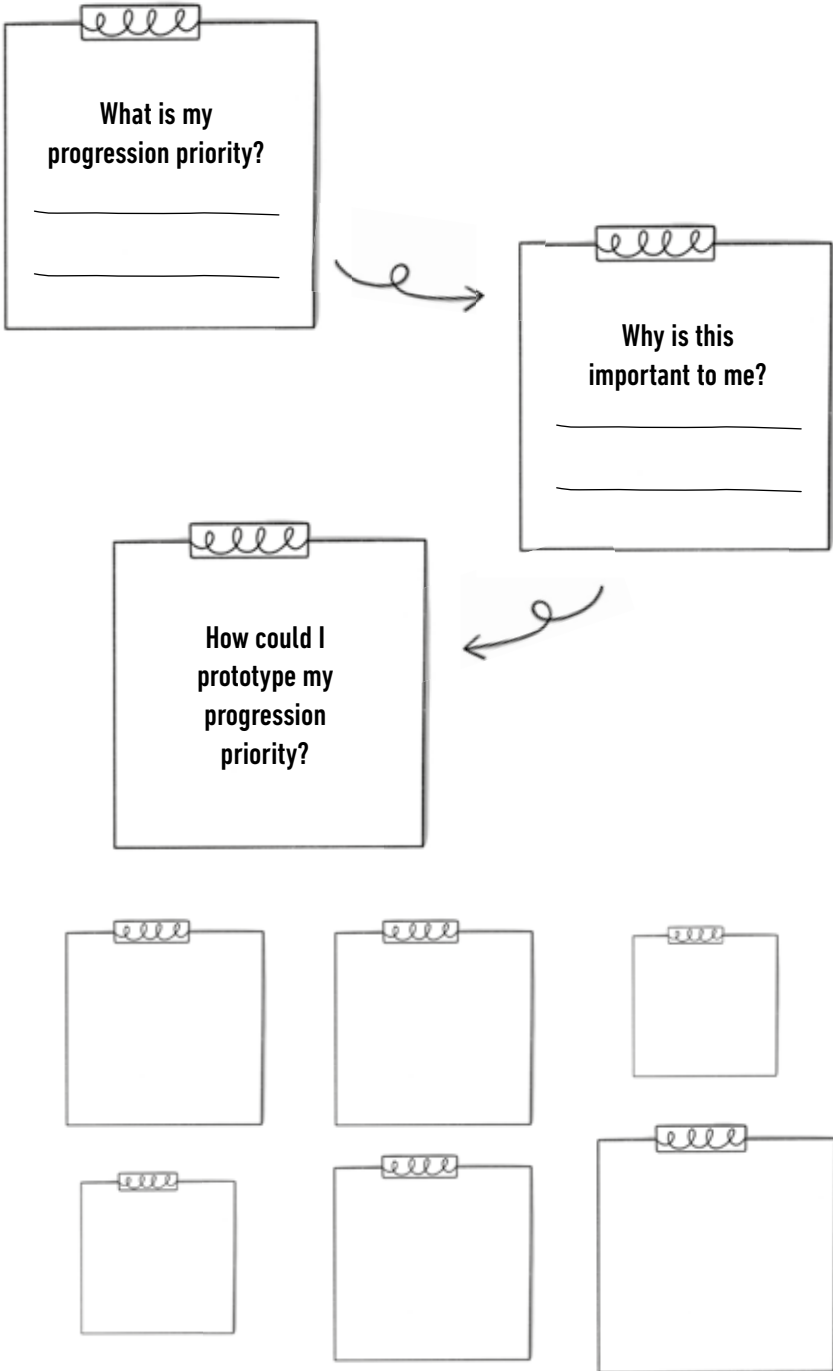


Figure 98.

My progression priority <i>Example: to make a sideways move from Marketing to Sales</i>		
Who I need support from	How they can support me	Why they would want to give me their support
<i>Example: manager</i>	<i>Example: introduce me to their peer in Sales</i>	<i>Example: improves cross-functional relationships</i>

Figure 99.

CY? What have I learnt from 'no'?

CY? How could I explore my progression priority in different ways that would still give me energy and meaning?

CY? Who might be able to support me to uncover new ways to prototype my progression that I haven't considered before?

Figure 100.

My purpose thinking trap

My purpose positive prompt

Figure 101.

Purpose mind-map



Figure 102.

CY? How did thinking about my purpose make me feel?

CY? What do I notice about my answers?

Figure 103.

CY? Why does that matter to me?

Figure 104.

CY? What gets me frustrated about the work that I do?

CY? Who makes me angry?

CY? Which areas of my work am I bored by?

CY? Fast-forward to the future and I'm ninety years old. What has stayed the same about the world that makes me most disappointed?

Figure 105.

I go to work to

What matters to me about my work is

When I go to bed I feel happy about my day if

A tweet to describe why I go to work would say

Figure 106.

My work-in-progress purpose statement

Figure 107.

CY? What aspect of my work at the moment do I find most meaningful?

CY? What aspect of my work at the moment do I find least meaningful?

Figure 108.

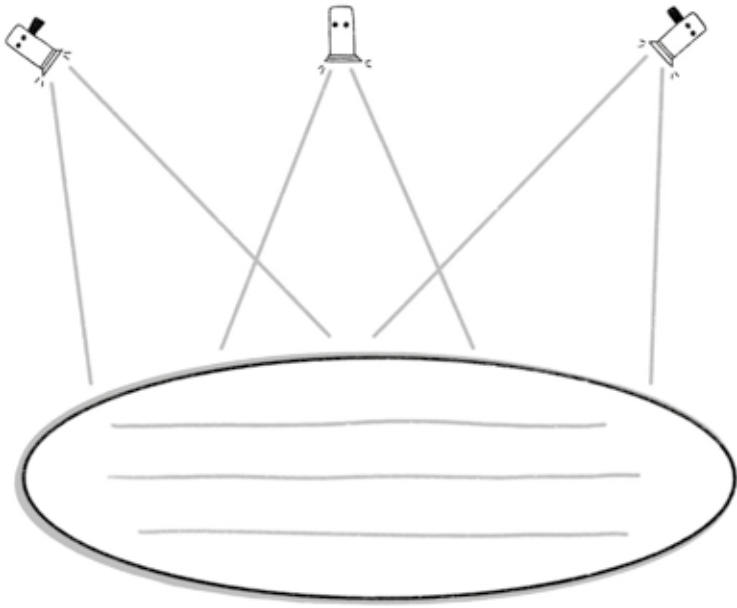


Figure 109.

Connecting your purpose and your strengths	
My work-in-progress purpose:	
Three of my strengths	How often do I use each strength in pursuit of my purpose (daily, weekly, monthly, occasionally, never)
1.	
2.	
3.	

Figure 110.

CY? What can I start or join outside my day job that will give me the opportunity to make progress on my purpose (volunteering, side-projects, hobbies, campaigning)?

Figure 111.

CY? How could I learn more about my organization's purpose? (What curious conversations could I have? Which teams could I spend time with? What could I read?)

Figure 112.

CY? Who could I build relationships with in my organization who could be potential meaning mentors (reminder: see previous exercise)?

Figure 113.

CY? How could I support other people to make the same strong connection that I have? (This might be supporting my team, organization or industry.)

Figure 114.

My positive people impact today		
The five people I spend the most time with	My impact today (high, medium, low)	How does my impact show up?
<i>Example: Bryony</i>	<i>Example: Medium</i>	<i>Example: helping her to troubleshoot/solve any problems that crop up during the week</i>
1)		
2)		
3)		
4)		
5)		
<p>CV? Who do I have the most positive impact on and why? _____</p> <p>CV? Who do I have the least positive impact on and why? _____</p> <p>CV? Where can I spot opportunities to increase my impact? _____</p>		

Figure 115.

Connect the dots between your work-in-progress purpose and positive people impact

Your work-in-progress purpose

Volunteering I could do

Networks I could join

Causes I could get involved in

Communities I could become part of (online or in person)

Learning I could take part in

Figure 116.

CY? Which of my dots feels most realistic for me to explore right now?

CY? Which of my dots am I most excited about?

CY? What action am I going to take now?

Figure 117.

You Create You: _____
(your name)

Job title: _____
(it doesn't need to exist today)

I come to work to _____
(choose your favourite work-in-progress purpose statement)

I have a reputation for _____
(my strengths)

I spend my days _____
(describe your most meaningful work)

I'm inspired by _____
(people, places, organizations, networks)

I'm most proud of _____
(what would you like to be true about the work that you do?)

I have a positive impact on _____
(describe the people that you have a positive impact on)