



TOM FINN ASSOCIATES

EXECUTIVE COACHING • PERFORMANCE IMPROVEMENT

The Shift Effect

ACTO Monthly Forum

02/28/2024

Objectives

By the end of the forum, participants will be able to:

- Cite a current personal or coaching situation where they would like to make progress
- Practice a technique for surfacing new awareness and shifting that situation

Agenda

- Welcome and Introduction
- Gist of The Shift Effect
- Your Scenario
- Extremes and Continuums
- Breakouts
- Large Group Discussion
- A Few Core Shifts - Universal Frames You Might Use
- One Shift For You

The Gist of The Shift Effect

- Small shifts in mindset or behavior have big impact
- Many of us think or act in extremes. Either/Or.

Your Scenarios

- Someone who is stuck on something or someone. Ruminates. Or...
- Someone who repeats a behavior over and over, or does it too much at one time. Or...
- Someone who has a mindset that keeps them stuck or may be limiting or off-putting

Examples of Either/Or, Extremes

- Compromising One's Identity: Small Talk



Examples of Either/Or, Extremes

Overdoing it: Ms. Right

5 Things That Are Wrong

“Typically there are lots of shades of the right, but few wrong answers. Things that are wrong are illegal, contrary to policy, immoral, meet the definition of insanity, or unethical. A person who has one right answer could be seen as cut and dry. [Knowing this about lots of right answers, few wrong answers] this means I’m thoroughly prepared not to win arguments.”

Examples of Either/Or, Extremes

- Overdoing it: Ms. Right



“I don’t trust him.”

Continuums



Questions to Stimulate Your Thinking

- Is your person stuck in a mindset or behavior? For example, do they ruminate, going over the same ground?
- Do they see another person to blame?
- Are they overwhelmed and not seeing a way out?
- Do they have a value that is keeping them from taking action on something?

Breakout Activity

- Think of a personal situation or a client situation
- Is there a repetitive mindset or behavior or situation that has you or them stuck?
- How might you frame the situation with a continuum? Name the two extremes.

Note: Please don't try to solve the issue. If there's time after each of you has shared your frame, all of you could speculate on what might be middle ground behaviors or attitudes.

Discussion Wrap Up Questions

- How prevalent do you feel extreme thinking is with your clients and for yourself?
- How did thinking in this way by framing the two extremes affect your thinking about the situations?

Classic Continuums for Coaching for Progress

- Self/Other
- Holding On/Letting Go

One Shift

- What's one shift you might make in yourself or in your coaching in the next two weeks to promote a small shift in a personal or client situation?

Bibliography

- *The Shift Effect. How Small Shifts Improve Leader Performance.* Tom Finn
- *Generation to Generation.* Edwin Friedman
- *A Failure of Nerve.* Edwin Friedman
- *The Power of Full Engagement.* Tony Schwartz and Jim Loehr