



Bette George
&
Associates, Inc.



Lead with Vision. Live on Purpose.

Coaching for Leaders and Life

Coaching Teams to Excel

Guiding Organizational Growth

The Thinking Path©

The Thinking Path helps us understand that to change results we must change our thinking. This model is based on the premise that Thought is at the base of our moment-to-moment reality and that Thought leads to Feelings, Behaviors and ultimately Results. **The Thinking Path** can be used with individuals and with teams/groups.

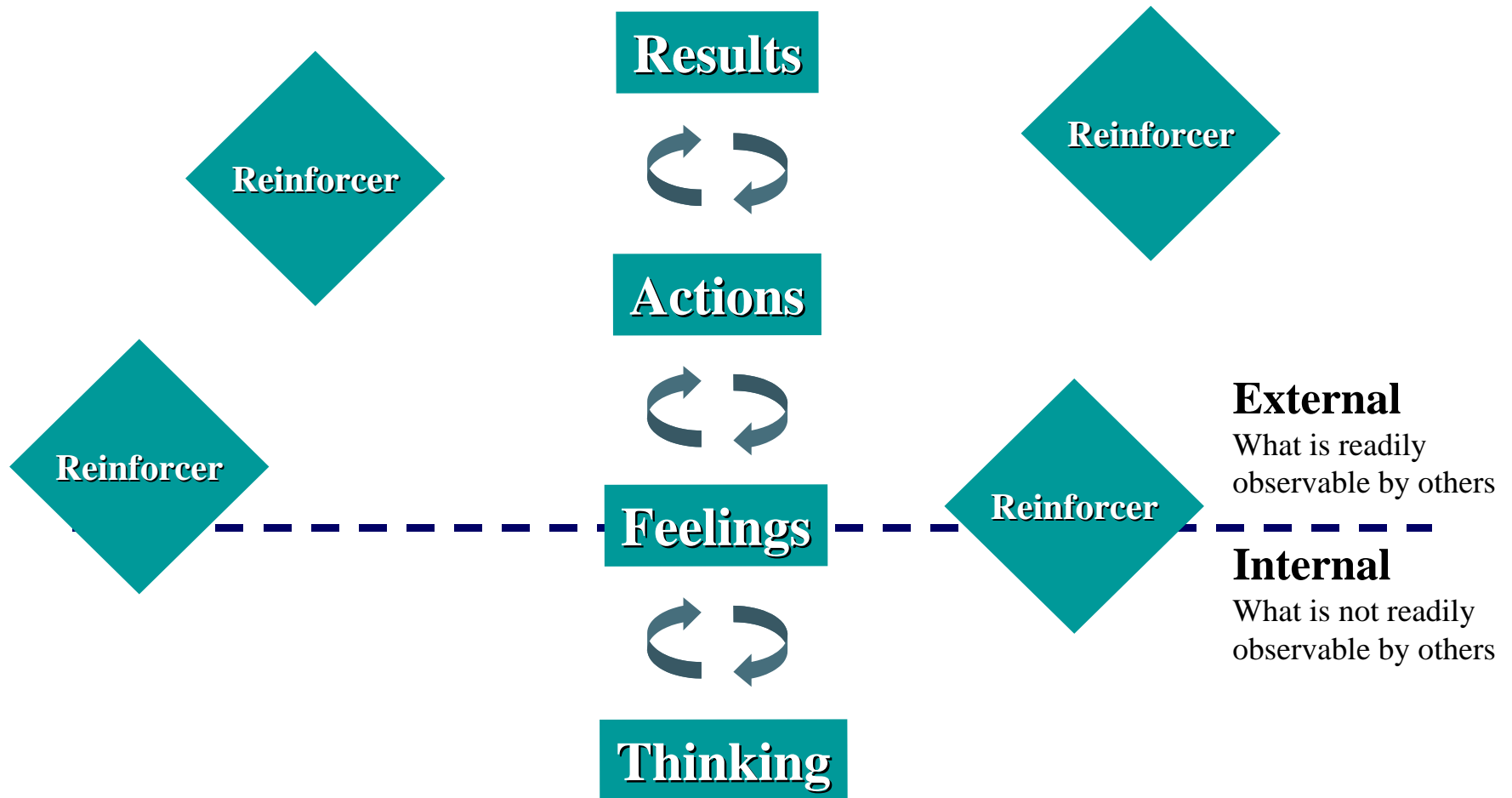
The Thinking Path is excerpted from extensive work of Alexander Caillet, founder and principal of Prescient Leaders, Acaillet@Prescientleaders.com. Alexander offers coaching and consulting and training on topics related to leadership and change. An inspiring teacher, he created and serves as instructor of the Team Coaching class for the Georgetown University Leadership Coaching Program.

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The Thinking Path©



The Thinking Path: Definitions

Thinking

- Activation of one's neurons and body cells
- Transformation of raw data into perception, interpretation, beliefs and assumptions
- Includes knowledge and skills

Feelings

- Physiological reactions to Thinking
- Physical manifestations that are experienced within our bodies

Actions

- Behaviors and actions that we manifest
- Outward verbal, physical and emotional expressions and manifestations of the combination of our Thinking and Feelings

Results

- The outputs we produce, achieve, accomplish or deliver
- The ultimate outcome of our Thinking, Feelings and Behaviors



Reinforcer

- The people, places, rules, policies, systems and processes in the external environment that drive our Thinking

Types of reinforcers . . .



Strategy & Values

- Statements of values, guiding principles, ethics, etc.
- Organization vision
- Objectives and goals
- Organization strategy

Organization Structure

- Organization structure
- Roles & Responsibilities
- Hierarchy, titles and authority
- Physical space configurations

Processes & Technology

- Work processes
- Technology

Leadership & People

- Leadership
- Managers and supervisors
- High performance employees

HR Systems

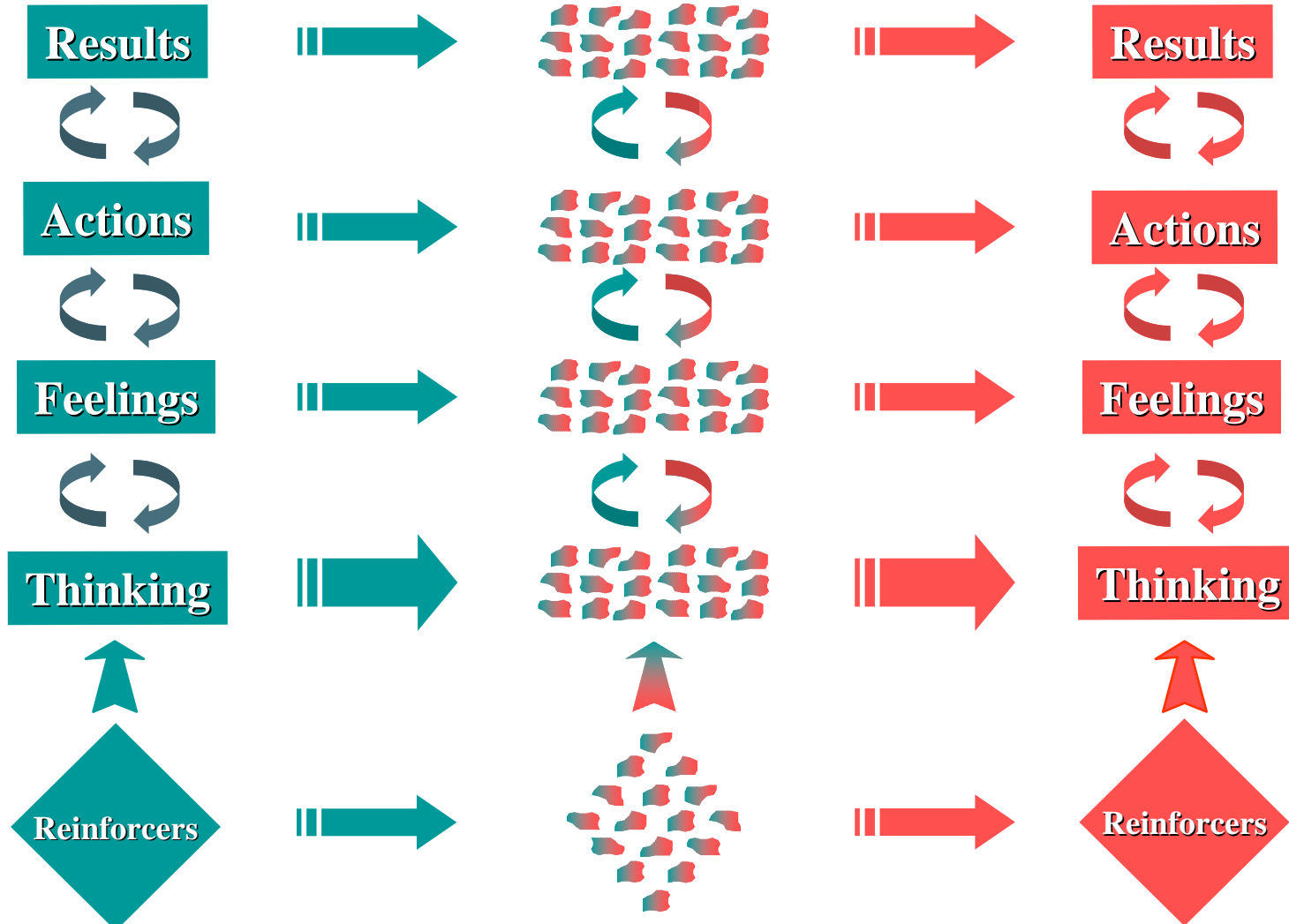
- Compensation and rewards
- Performance management
- Career management
- Recruiting and selection
- Education, training and coaching
- Communication and information

The three phases of human change

Current State

Transition State

Possible State



The Thinking Path template

Current State

Desired State

Results

- _____
- _____
- _____

- _____
- _____
- _____

Results

Actions

- _____
- _____
- _____

- _____
- _____
- _____

Actions

Feelings

- _____
- _____
- _____

- _____
- _____
- _____

Feelings

Thinking

- _____
- _____
- _____

- _____
- _____
- _____

Thinking

Reinforcers

- _____
- _____
- _____

- _____
- _____
- _____

Reinforcers

Exercise #1: How we change...

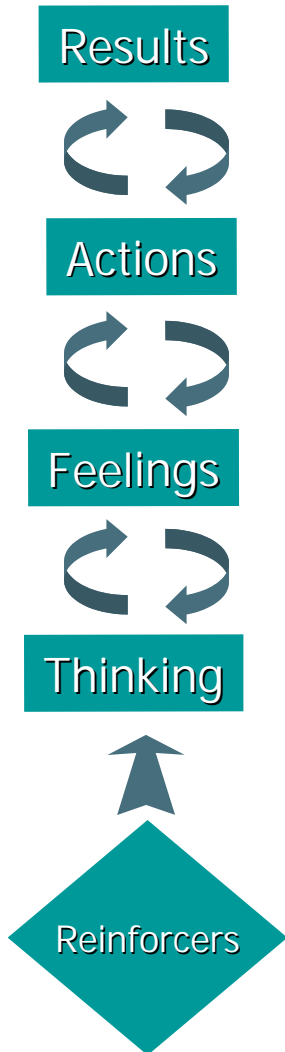
Select a partner. Individually, think of a time when you journeyed through a major change process. Then, each in turn, work together on answering the following questions:

1. How did you change in the four domains of the Thinking Path: Thinking? Feelings? Actions? Results?
2. What were the new Reinforcers that sustained your change?
3. How did you journey through the three distinct phases?

Exercise #2: The Thinking Path framework

1. Break up into pairs and pick a Partner A and Partner B
2. Each - individually:
 - Reflect on a situation that you are challenged by, concerned with, upset about, or incomplete with at the current moment
 - Complete the Current State Thinking Path template on the following page
 - Feel free to use the suggested starter words
3. Partner A – first:
 - Share your Current State Template with Partner B
 - With his/her help, complete the Desired State on the page following the Current State Thinking Path template
 - You may, again, use the suggested starter words
 - When complete, debrief the exercise focusing on the key learnings each Partner achieved through this exercise?
4. When the debrief is over, Partner A and Partner B switch roles

Exercise #2: The Current State



• I produce ... I deliver ... I achieve ... I accomplish ...

• _____

• _____

• I act like ... I behave like ... I manifest ...

• _____

• _____

• I feel ... My emotions are ...

• _____

• _____

• I believe ... My reasoning is ... My assumptions are ...

• _____

• _____

• _____

• _____

• _____

Strategy & Values
 Organization Structure
 Processes & Technology
 Leadership & People
 HR Systems

Exercise #2: The Desired State



• I will produce ... I will deliver ... I will achieve ... I will accomplish ...

• _____

• _____

• I will act like ... I will behave like ... I will manifest ...

• _____

• _____

• I will feel ... My emotions will be ...

• _____

• _____

• I will believe ... My reasoning will be ... My assumptions will be ...

• _____

• _____

• _____

• _____

• _____

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The Thinking Path Template: *Example 1*

