

IS THIS IT?

ACHIEVING SUCCESS IN A NEW ERA



by Stephen Daltrey

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Welcome to my short introduction to exploring success: our understanding of it, our experience of it and how we can achieve it, both professionally *and* personally.

In my many years of working with successful people, I have come to realise that the two don't necessarily go hand in hand, and without that balance you are unlikely to feel truly fulfilled, truly 'successful'.

I want to help you recognise that you have many complex interwoven needs and provide you with some simple strategies and systems to live an authentic, joined-up life – 'success' on your own terms, 'success' that will last.

Let's begin with a story that takes us back 80 years to a time when attitudes, roles, relationships, and behaviours were very different to what they are today.

Imagine a family with a woman and a domineering husband who ruled the house and who constantly criticised her. The woman's place of comfort and safety was the kitchen, as her husband never went in there ("A woman's place is in the kitchen," he used to say). Here she discovered that she could be free and in control. Here she could create anything she wanted, utilising her natural talent as a cook to make delicious meals, pastries and cakes to keep her husband happy and stop him making disparaging comments.

She gives birth to a daughter but she continues to rule the kitchen, continuing in the role she has created for herself as a domestic goddess. The little girl runs around the house, as little children do, and quickly learns that the kitchen is where Mummy gets very strict. There are lots of rules to learn about being in the kitchen and to adapt and keep Mummy happy, the little girl absorbs these rules and they soon become her own regulations to live by too.

When the little girl grows up and is happily married, she finds that she has largely forgotten the detail of her childhood experiences and yet she operates by the specific rules about the kitchen. Her husband doesn't understand the rigidity of these rules, but he respects that they are important to her. When her mother comes to visit, the little girl inside the woman tenses up and she spends her time being desperate to win her mother's approval. The mother (out of her conscious awareness) feels jealous of her daughter's happiness and so she is very critical of the kitchen, the food and anything connected with her own role as a domestic goddess. (In her mind she thinks that she is helping her daughter.)

The little girl eventually has a son. He learns quickly to avoid Mummy when she is in the kitchen and, in fact, to avoid kitchens in general; he thinks that they are not good or welcoming places and that they have lots of strict and boring rules. He absorbs this fact deep within his subconscious, and then he forgets it.

Thirty years later he is a successful entrepreneur who has started and sold several successful businesses over his working life and now decides to buy a restaurant. He is ambitious and determined to make it one of the world's best restaurants. His route map for success, which draws on his natural talents and life experience, is to focus exclusively on the customers and their needs. He also has an eye for design.

He buys a restaurant and runs it for a couple of years. With his focus on the diners and the design he lavishes time and financial investment on the customers, the decor, the cutlery, and the image. He runs expensive marketing campaigns and makes sure that he has the best table linen and glassware, and soon the restaurant is financially very successful.

However, despite this financial success, he and the diners and the critics all have a sense that it isn't quite 'there' among the elite restaurants: the 'X' factor is missing. He has no idea what the problem is and continues to follow his route map to success, lavishing time, money and effort on the customer experience, and yet he continues to miss out on accolades.

He never manages to crack the ultimate code, and in frustration, he sells the restaurant. The substantial money he receives from the sale doesn't relieve the nagging feeling that he somehow didn't quite make a real success of it. To make matters worse the new owner goes from strength to strength and turns the restaurant into an award-winning elite venue.

What happened?

The original owner invested extensively in the *external* front of house of the restaurant. It was all bright, shiny and expensive. What he neglected was the *internal*, the other side, the kitchen. He paid no attention to the kitchen; he never invested in it or spent time trying to develop it. He was seduced by the bright lights of the public face of the restaurant, but had a blind spot around the kitchen, which he never understood, never taking the time to understand it. In fact (out of his conscious awareness) he avoided the kitchen at all costs. Being the boss he was able to do so, and he saw anyone who tried to convince him to spend more time there as misguided and as missing the point.

What's the lesson?

He focused on the *external* and *neglected* the internal. Because we know the background, we understand why he did that, yet to him it was a total mystery. He followed his established route map to success unaware of the time bomb within him that a solely external focus to the exclusion of the internal meant that he would never achieve the ultimate *experience* of success that he craved.

What has this got to do with me?

Many people, with the best of intentions, strive to achieve success through career progression, wealth, social status, and/or creativity, whatever their personal measure of 'success' is. Through hard work, grit, determination and focus they achieve 'success' and yet, for some, their experience of life can feel similar to eating a chocolate bar with the wrapper on.

In my experience as a master coach some outwardly successful people can sometimes feel overwhelmed, stuck and unfulfilled in work and life. I have worked with many clever and talented people who have achieved a lot and yet they are left feeling stagnant and stale with no clear way forward.

You may be an entrepreneur, a senior executive or a creative who can identify with these scenarios:

- An entrepreneur strives to grow a business to build a life and yet the business takes over their life and excludes them from their family and other relationships.
- A senior executive for a global corporation takes calls around-the-clock, meeting the demands of different time zones, including at the weekends.
- A creative acts the smiley, outgoing, camera-ready persona for 16 hours a day, seven days a week, yet takes only 10 days off in three years.

These are all people who should by old measures be happy and successful and yet instead they are likely to be asking, "Is This It?"

What's your challenge?

Based upon my years of experience I have identified 12 typical challenges that successful people face. Which ones can you identify with?

<p>BUILD MORE SUCCESS You are on a roll and want to take it to the ultimate level.</p>	<p>IS THIS IT? You've strived and achieved success and yet it somehow doesn't feel like you imagined it would-you are not feeling as successful on the inside as you look on the outside.</p>	<p>CONFIDENCE Despite your success you live with a fear of being 'found out' or loss of status.</p>
<p>SPECIFIC CHALLENGE You are faced with meeting and achieving a specific challenge and want to guarantee success.</p>	<p>CHANGE You know you need to change or even transform, but don't know how.</p>	<p>CHOICE You either have to make a difficult choice, or are confused with too many options to choose from.</p>
<p>WHAT NEXT? You have achieved enough success to prove it even to yourself. Now what are you going to do with the rest of your life? You are feeling unsure of which direction to take.</p>	<p>RELATIONSHIPS Your successful achievements have not included managing relationships and this is holding you back or the cause of regret.</p>	<p>DERAILED All human beings can sometimes lose their way and you need a trusted ally to guide you back onto your right path.</p>
<p>STRESS You are in a period of high intensity or a situation you can't control and need to find your way through and out the other side.</p>	<p>SELF-AWARENESS You recognise you need to gain a better understanding of yourself in order to be achieve personal satisfaction and be more professionally effective.</p>	<p>TEAM/FAMILY You want to build success in your organisation/you want to support a teenager, partner, sibling or friend to achieve life and work success.</p>

The fact is that the world has changed – the old structures are falling away and the guarantees of the *experience* of success are not what they once were. Through my work, I encounter people chasing the shiny object and yet leaving themselves behind. Being 'on show' 24 hours a day, along with the relentless pace of life, global competition, strangled economics and constant pressure are all taking their toll.

I believe that we need greater meaning out of life and are searching for different ways of rewarding ourselves. As individuals facing almost constant change, we are finding that we have a mass of complex needs and therefore 'success' is no longer so easily experienced and understood.

In this new era, commercial organisations, subject to relentless and intense competition and pace of change, have been forced to let go of old, fixed, rigid structures and ways of operating. To survive and thrive they recognise the need to be flexible and innovative and responsive to the moment. Important decisions are now made with 80% of the data. Being aware of trends, patterns, themes and intuition now provides competitive advantage.

As individuals, I believe that we need to mirror this learning. To understand and achieve success in this new era, to live with passion and purpose, we must connect with our natural process of change; be emergent; let go of limited, fixed and rigid responses; and live in the here and now.

Ultimately we all strive for what we believe will make us happy and yet the airwaves are filled with examples of people who seem to have it all and yet are far from happy. What is missing, as illustrated in the introductory story above, is the need to pay attention to both your inner and outer worlds. To be truly successful you need to invest in both, particularly your inner world, as ultimately it's your perception of your experience that will affect your levels of personal satisfaction.

True success can only be experienced in relationship – both with yourself and with others.

Find Out Who You Really Are.

Here are some simple strategies to help you start to identify and understand what 'success' really means to you. By truly connecting with your inner world and to make positive and purposeful contact more easily with others. I believe this powerful, authentic combination is one of the key secrets to experiencing a more successful and satisfying life.

The Ground Rules

At the start of any coaching or business relationship I always establish some ground rules. A key ground rule is 'no blame'. In other words, as you read you may discover some new insight into the effect that your family members or other significant people are having or have had on your life (like the entrepreneur in my opening story). It is important not to waste energy on blame, but to accept that this is or was your experience: these were the meanings you are making or you made. It's about taking ownership and responsibility for choices, even ones that you may have made at a young age, and accepting your total reality today. As a wise person once wrote:

*"You must fully experience what **is** before you can recognise all the alternatives to what **may be**."* Edwin C Nevis

And that is the key to moving from where you are now to somewhere new and authentic for you.

How To Build Trusting Relationships

I've no doubt that you already have your own formula for trusting relationships; consider the concepts below as additional items in your success repertoire.

In the 16th century, Galileo turned conventional wisdom on its head when he identified that Earth went around the sun, not the other way around. In the 1940s Dr Carl Rogers turned psychology on its head when he recognised that the patient is the expert, not the doctor. He discovered that if he provided the *right environment*, his clients knew how to heal themselves. In fact, they not only healed *themselves*, but they also gained the potential to grow stronger and more successful as individuals.

What was that 'right environment'? Imagine a tree. The three elements that a tree needs to grow are water, sunshine and good soil. Carl Rogers recognised that human beings also need three things to grow themselves: authenticity empathy, and acceptance (non-judgmentalism).

When we experience this environment we can look inside ourselves, find our own answers, move forward with our plans, grow and thrive.

Let's look at the three elements:

1. Authenticity

Trust is the basis of all relationships, and authenticity is one of the most powerful ways of gaining trust. As a successful person, you will know that people are instinctively tuned to spotting a phoney. We quickly notice discrepancies between words and actions and every shift in values and beliefs that is being driven by someone's current situation (think career politicians).

By living your authentic, natural life, being fully aware of who you are and behaving in line with your personal truth, you will be effortlessly consistent in your words and actions. This builds trust with others, and enables you to express a powerful, congruent presence through the alignment of your internal and external worlds that people will notice and respond to.

It can take some learning and shift to achieve this, and sometimes you may choose to share less because it's appropriate to a particular situation. The key is that in those cases you are connected to your authenticity, and you

are making an active choice. In my experience many people have fixed responses to the world and therefore don't respond from a place of choice. Try this out with those around you and see what happens.

2. Empathy

We all have an innate need to be both heard *and* understood. If you think about people shouting at each other in an argument, they are trying to get the other person to understand (and perhaps agree with) their point of view. People scale buildings, invade TV studios and even hold others hostage in an effort to get others to understand their point of view.

Who in your life takes the time to really listen and understand what is important to you? By showing a genuine desire to understand the other person's worldview, you can build rapport with them, and maybe challenge some of your own more rigid beliefs about the world. It's also likely that they will begin to be more interested in you.

3. Acceptance

How many times in your life have you been negatively judged? Who was the worst offender? What was the effect on you? What meaning did you make? How have you dealt with it?

It is difficult to thrive and grow under the harsh glare of negative judgments. Your response may have been to build walls ("They won't affect me,") and to stay rigidly focused on your goal and push through. This 'clever fix' was possibly useful originally, but if it has played for too long it's likely to be impeding your ability to connect with yourself and to have powerful relationships with others.

When you meet someone who is authentic, who doesn't judge you and who really takes the time to understand you, your natural drive for health, growth and personal success is stimulated into action. When you offer it to others, they experience the power of this natural process and logically will respond more positively towards you. It's a real

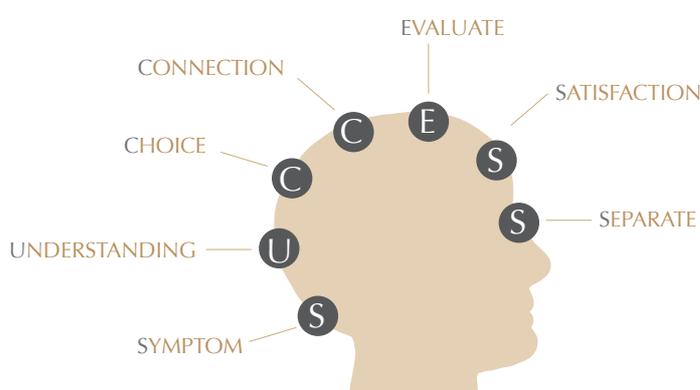
Your Natural Success System

"Deals are like buses, many come along & it's knowing which one to get on that's the key." Sheldon Adelson, billionaire

As a successful person you will have developed the ability to make the right choice from a range of external opportunities presented to you. It will be a skill developed through hard-won experience and is one of the keys to your success. The same happens on the inside.

The Authentic Success Cycle

The Authentic Success Cycle is developed from my study of *Gestalt* and demonstrates how to achieve personal growth and authentic success and how to give meaning to your life by successfully getting *all* your needs met.



Each need identified by you enters your internal natural success system and becomes an 'event', a distinct unit of experience. Let's describe an Authentic Success Cycle:

Imagine that you are sitting reading, studying a subject, and that you are absorbed by the topic you are focused on.

SYMPTOM As you continue working you become aware of 'something in the air' – a vague awareness that something has popped up and is seeking to attract your attention. You carry on reading and try not to let it distract you.

UNDERSTANDING The Symptom increases in intensity and grabs your attention. *"What is it? Am I too warm? Do I need to open a window? Do I need a break from the book?"* You filter out the options and identify it: *"I know what it is; I'm thirsty."* Here the Symptom is now fully in your focus and awareness. The other options fade into the background.

CHOICE The question is: *"What should I do about it?"* This is the action-planning piece. *"Shall I get a can of Coca-Cola from the fridge? Shall I pour a glass of chilled water? Shall I make myself a cup of tea?"* As you consider these choices you notice that your energy is for the chilled water.

CONNECTION Here you take the action and get the reward: You pour the water, drink it and it hits the spot.

EVALUATION You consider the choice you made from Coca-Cola, water or tea and evaluate how good the choice was. In this case it was good, and you absorb the learning into your memory and reasoning system: *"The next time I'm absorbed in what I am reading and I'm thirsty, I will drink chilled water."* This also makes sense to you, as it

fits your desire to live a healthy life. This is the way you both learn and make meaning from your 'events' or experiences.

SATISFACTION You experience your satisfaction with the process, the choice you made and the degree of satisfaction. *"Chilled water really does taste great and is exactly what I needed. Good choice."*

SEPARATION This is where you let go of that experience and return to focusing on your reading. That particular 'event' – being thirsty – has now gone. You have satisfied your need and reinforced your learning that water works for you in the event of being suddenly thirsty. You forget all about it, being now open and available to meet the next event, need or experience.

So what?

It all sounds logical enough, but how does it enable you to be authentic, to achieve your personal definition of success and to lead a satisfying life?

Every moment of every day you are being bombarded by stimuli seeking to grab your attention. These can represent potential Symptoms and needs. Your authentic success is linked to your ability to identify your *correct* need and complete this natural process to get the need met, to make meaning from your experiences, experience satisfaction and grow as a person.

The better you are at this, the more accurate and authentic success you will both achieve and experience.

That is to say that you will eat the chocolate bar *without* the wrapper on and really savour how good it tastes and feels.

This natural success system is the way that human beings achieve psychological health and balance. Your needs arise, become an 'event' and are satisfied by going through this natural, success process. Every time a need or an event arises and is chosen by you to be completed, you learn from the process. The more new experiences you have the more you grow.

Blocks to your Authentic Success Cycle

If satisfying this internal process is central to our success, we need to understand how our own success system can get blocked, what happens as a result, and how to fix it.

Let's look at three of the blocks: **Unfinished Success, Unsatisfying Success, and False Success.**

1) Unfinished success

It is important to know that this system operates continually and is a powerful natural drive that you are driven to complete in order to achieve satisfying closure. If you are unable to complete this process for some reason, you are left with dissatisfaction at the lack of closure, and this can affect your internal ability to experience and achieve your true success.

Imagine that you are engaged in an overseas telephone call with someone with whom you have some negative history. As the conversation continues, the person you are speaking to makes a few negative comments (Symptom). You try to ignore these; however they continue, and you perceive that he is deliberately being aggressive (Understanding). Your gathering energy rapidly moves you (Choice) to engage in a row.

Then just as you are getting into your stride the signal goes down and the call drops. You are disconnected. You try but you can't get back to them and you know that you won't be able to speak for some time.

How are you going to feel?

It is likely that your anger and frustration are going to be fully around for a long time, affecting your ability to concentrate, affecting your mood, maybe interfering with your sleep, affecting relationships with others and your ability to succeed in whatever you are engaged in.

Questions to consider

Can you identify any 'unfinished success' with people or events in your life? How is this affecting you right now? How might it diminish your quality of experience? What filter does it place between you and the world? Take a moment to consider these for yourself. Make some notes or talk it through with someone.

Successful closure

Returning to our example, eventually the call is re-established, and you carry on the conversation. You are fully back into the energy of the argument and you 'hit the spot' (Connection) in terms of expressing yourself. As you come down from the intensity you feel that you got your point across and that you had the desired effect on the other person (Evaluation) and feel good about the way that you handled yourself (Satisfaction). Eventually you forget all about it and get on with your life.

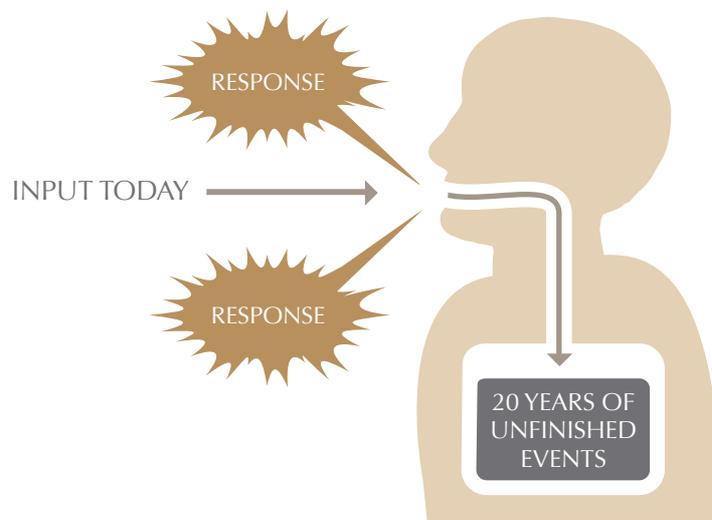
Unsuccessful closure

What would it be like if you could never get back to them? What if life circumstances intervened and it was months before you got to speak again? You are stuck between Choice and Connection on the Authentic Success Cycle. This has the potential to become 'unfinished success'. Our natural drive to complete means that there is still unfulfilled energy pushing to complete this experience and yet you are physically unable to.

So what?

You will have had several such experiences in your life. We all do. The questions are: How many are there? What do you do in these circumstances? Where does your energy go? How close to the surface is it? How deep do you bury it? How much energy does it drain from you? How does it affect your other relationships?

For example, whenever you feel criticised, do you unconsciously take the current experience and coat it with some of the energy from the unfinished events and respond at 200% rather than 100%? The other person gets your current response loaded with all of the other incomplete ones (out of your conscious awareness) leaving both of you unsatisfied and probably affecting the relationship between you.



A key issue is how many of the incomplete events are hidden *from your conscious awareness*. You can understand the effect of the issues that are alive for you, but historic events pushed away into your subconscious are likely to be invisibly affecting the choices you make and the way that you engage with the world. It also takes energy from you keeping these pushed away. You may want to identify what is driving your choices, responses, and behaviours and what is affecting your quality of life and relationships right now, as it will affect your true level of success and maybe feed the question, “Is This It?”

Questions to consider

What is your personal history? How likely is it that you were exposed to relationships and events from childhood onwards that remain unfinished? Maybe as a child you were powerless to complete your experiences in a way that was satisfying; maybe it wasn't safe to express your anger? Maybe someone left you and you never got the chance to say goodbye. Right now, you are probably unable to answer this question in full but I recommend giving this some thought.

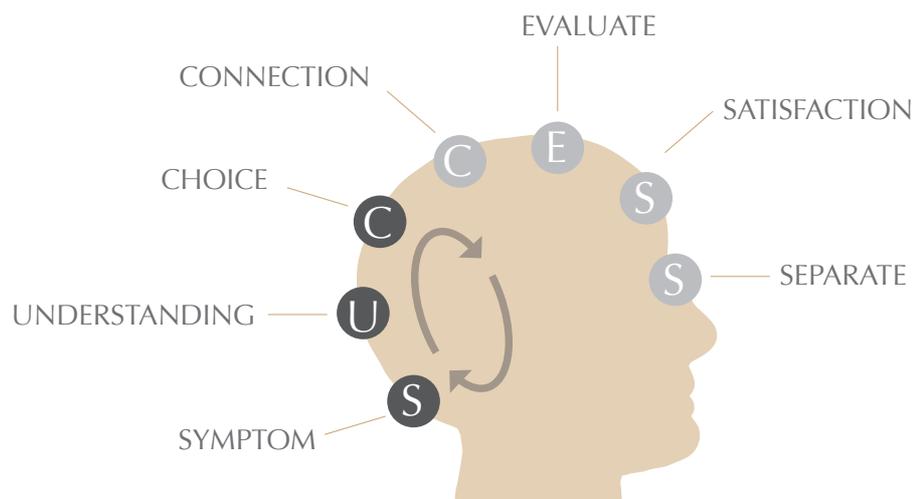
2) Unsatisfying success

Another way that your natural flow of success can be blocked is when the natural energy flow around the Authentic Success Cycle gets frozen.

Imagine: Carole is a successful executive, admired by her colleagues and with many material possessions, yet somehow she feels ultimately dissatisfied. “What does it all mean?” she repeatedly asks herself. She has a nose for spotting trends (Symptom) and noticing patterns, which she quickly recognises as opportunities before others do (Understanding). She then taps into her natural drive and energy to gather resources and to push the project forward (Choice).

As this is going on she is still noticing trends, patterns and themes and her attention starts to shift (Symptom). She quickly recognises another opportunity (Understanding) and taps into her natural drive and energy to push this new project forward (Choice). Guess what, as this is happening she spots another pattern... Those around her don't notice or care about this repetitive pattern; they are too busy developing her ‘brilliant’ projects.

Based on the Authentic Success Cycle, what Carole is missing is that she never completes one total event. She is locked into a pattern where her success process is frozen. She never goes on to ‘hit the spot’ at Connection. She doesn't Evaluate the process. She doesn't – crucially – achieve Satisfaction leading to healthy Separation. She misses out on the totality of this healthy growth experience *and the opportunity to make meaning from her experience.*



Questions to consider

You've probably met someone like Carole, or even experienced an entire organisation that operates like her. You may even be 'a Carole' yourself? Start to notice your patterns. Do you complete the entire Authentic Success Cycle

(success) process, or do you immediately jump to the next bright, shiny, new object? Could it be that you avoid endings and closure? What do endings mean to you? What does closure mean? What pattern or activity (start small) could you apply the Cycle to and see through to completion?

3) False success

The most important step in the Authentic Success Cycle process is **Understanding** – the awareness of what the actual need is. If you get this wrong, then you will be left unfulfilled because you have completed the Authentic Success Cycle for the wrong need.

Imagine: Laura is a talented performer. However, her experience of life so far has been unsatisfying. Her relationships with her family and with her friends don't meet her needs and are too difficult to address. In fact, they actively push her to behave in a different way to her natural style. In response, she unconsciously pushes her original needs aside into her subconscious. She experiences a yearning for something in her life (Symptom) that will give her both meaning and satisfaction. She taps into her natural ability as a performer and recognises that becoming a star will deliver what she is looking for (Understanding). She commits herself to working hard, practising, setting her goal and never giving up (Choice).

Her career takes off and she achieves success, yet the experience never 'hits the spot' (Connection). When she Evaluates her career, she doesn't understand this; she identified her goal, she followed her plan and she achieved it. Her level of Satisfaction is low and she finds it hard to Separate away from the dissatisfaction. In an effort to cope with the confusion she feels, she may take refuge in substance abuse, or she may be visibly and publicly distressed.

What do you think happened?

You can see that, from the Authentic Success Cycle, she attempted to satisfy the wrong need. She was unaware of the real need because this had been pushed into her subconscious. She did the best she could with the information she had. The problem is that your level of Satisfaction is diminished if your Understanding is not accurate.

If I she was my client, I would assist her to expand her awareness. Awareness is the key to 'authentic success'. I would invite her to explore her understanding and awareness of the original decision that fame was what she genuinely wanted.

Through exploration, Laura may confirm that this was absolutely the right path for her. In that case the coaching would focus on enabling her to discover how to 'hit the spot' and truly Connect with the experience, while developing a range of behaviours to support herself. However, it may transpire through the coaching process that her need wasn't about gaining fame at all; it was actually about achieving acceptance, respect and love for her authentic natural style from those who were important to her – her family and close friends. With that Understanding, imagine what Choices and plans she could then develop successfully?

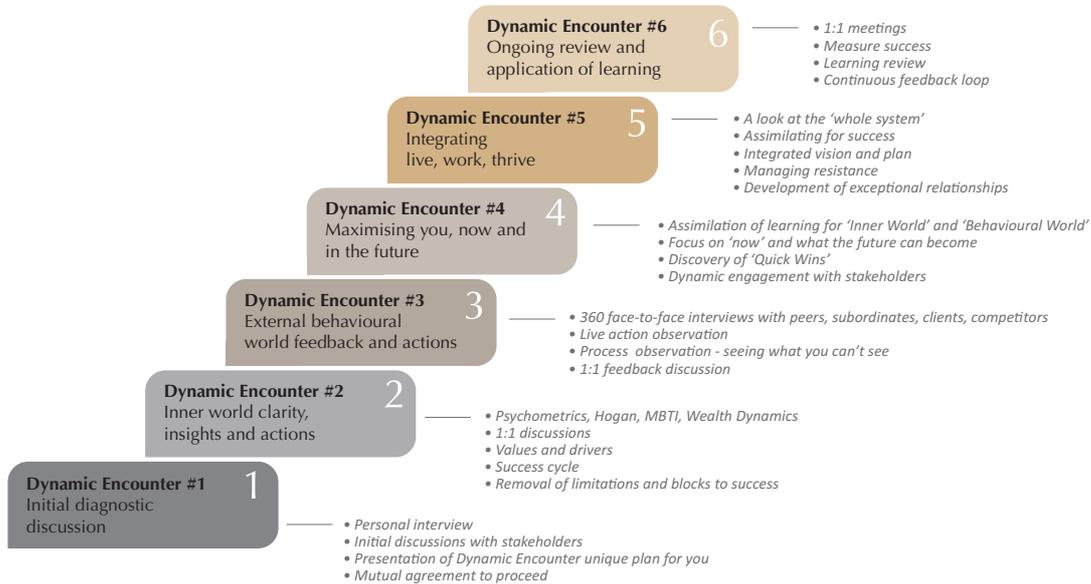
Questions to consider

I invite you to re-examine your core Understanding of what success really means to you, something you may have identified many years ago. Did you accurately identify it and pursue it, or could it be that there was another, deeper, need underneath that remains unfulfilled, ie love, acceptance, connection, etc? Alternatively, it might be that while you were accurate in understanding what success meant to you 20 years ago, you need to update your understanding of what you need today.

Take some time to consider this for yourself. Make some notes. Talk it through with someone.

Successful closure

To assist my clients in achieving both professional success and personal fulfilment I have developed a **Dynamic Encounter Six Step Process™**



My Dynamic Encounter coaching process enables clients to become aware how their unique collection of unfinished, unsatisfying and false successes may be blocking their ability to achieve and experience true success today. Working together and drawing on the trust established, we mutually explore these and work out how to achieve closure. The magic of the Authentic Success Cycle is that once you achieve closure, the event is complete and gone; it no longer is a block to your success, leaving you with the learning and satisfaction from the whole experience and free to live, work and thrive.

Conclusion

This discovery process is like a 'snow shaker' or 'snow globe' toy, the glass domes full of liquid and white flakes. When you shake it, the 'snow' circulates wildly before eventually settling at the base.

Having answered my questions and completed the suggested activities, you may find yourself experiencing this right now. I promise that this is a good thing. If you want to answer the question, "Is This It?" you need to shake up your current worldview and belief-system in order to begin the process of discovery.

SUMMARY

- True success has to be a balance of your inner and outer worlds.
- Empathy, authenticity and acceptance are the keys to trusting relationships.
- You have your own natural success system.
- The Authentic Success Cycle is the psychological process that underpins your experience of success.
- This process can sometimes become blocked.
- In this chapter we have explored three of the main blocks: unfinished success, unsatisfying success and false success.

Are you inspired by any of the topics discussed?

Explore coaching with me to:

- **Enjoy** success on the outside and the inside.
- **Find out** who you really are.
- **Understand** what you really want.
- **Attain** your identified goals.
- **Boost** your resilience and performance.
- **Reach** your full potential.
- **Increase** your confidence, psychological wellbeing, and focus.
- **Improve** your relationships by understanding yourself and others better.
- **Achieve** what you set out to do and enjoy doing it.
- **Make** better decisions through broadening your thinking.
- **Manage** stress or recover from burnout.
- **Effectively** communicate every time.
- **Understand** how to deal with different personality types and handle 'difficult' people with ease.
- **Have space** to offload, process and explore your challenges and opportunities in a safe and completely confidential environment.
- **Achieve Measurable** and lasting results in a surprising short time.

Your guarantee

Your investment in elite coaching will repay you multiple times over. We will discuss and agree on realistic outcomes based on your goals and the length of coaching programme purchased. I guarantee you will achieve your outcomes in the time agreed or I will continue working with you until you do.

The cost of my services reflects my unique background and the Return on Investment you'll achieve.

Email me now to arrange a FREE Elite Roadmap call to ask any questions and to see if coaching with me is the right thing for us both.

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