



# Course Companion

## Welcome to Mind-Setting

The 20 Practices within the Mind-Setting programme are designed to challenge you to develop the key aspects of an effective and successful Mindset. This course guide is your companion to help you capture and reflect on the areas that most resonate for you; in any performance it is then the practice that ensues that will ultimately lead to development.

Each Practice has its own page - to allow you to fully focus on every element within the programme before taking on a short exercise to complete each stage. There are five stages in the Mind-Setting programme.





Through the 5 learning phases, you will be introduced to one of the 20 Practices via a short video. Each video will encourage you to begin envisioning how creating more positive habits can be applied to your own individual journey. Each Practice builds on the previous - as part of a specific step by step system to deliver high performance. At the end of each topic there is a short reflection exercise to help you capture key elements, before moving on to the next aspect of the programme.

### **Phase 1 - Foundations for Success**

- 1 Commit to Success
- 2 Create Empowering Beliefs
- 3 Compelling Goals
- 4 Solve Problems & Reflect

### **Phase 2 - The 4 Pillars of Performance**

- 5 Self Awareness
- 6 Align Values
- 7 Take Initiative / Make Good Decisions
- 8 Productivity

### **Phase 3 - 4 Key Skills**

- 9 High Emotional EQ
- 10 Be Resilient
- 11 Clear Vision
- 12 Creatively Challenge Convention

### **Phase 4 - Essential Mind-Setting - 4 techniques**

- 13 Think Strategically
- 14 Be Assertive
- 15 Highly Motivated
- 16 Influencing & Building Effective relationships

### **Phase 5 - Analysis and Reflection**

- 17 Face Facts and Reality
- 18 Embrace Change
- 19 Learn Continuously
- 20 Work Life Balance



# Mind-Setting

## Phase 1

### 1. Commit to Success

Roger and Steve talk about the importance of having the desire to commit to your chosen goal.

#### **What is your personal motivation and your personal WHY?**

Understanding your personal drivers towards successful goals is imperative when it comes to committing to what otherwise might seem like a daunting dream.

What are your needs and how you can use this emotional clarity to not only get through tough times but to thrive in more positive times.

#### **What is your WHY?**

##### **Practice 1.**

Leverage your intentions by finding a friend to share your journey with, a performance buddy, and to share your WHY with them.

##### **Practice 2.**

Identify the performance GAP between where you are now and where you want to be.

#### **What is Vision?**

Establishing clarity will help you make the most of the rest of this Mind-Setting programme.

Notes



## 2. Create Empowering Beliefs

Are we born with self-belief this or do we need to build it?

We have heard that we can all build this inner confidence. The process starts however with the recognition that you can easily get it wrong (if you are not aware) and if not prepared you can implode under pressure if the internal dialogue is not organised well.

The goal is to stop that from happening and how to build an unequivocal self belief which will stand strong, especially when under pressure.

Designing and delivering stable and strong performances that you too can rely on.

Listen to Your Own Internal Dialogue. The technique begins by looking for, and listening to, the right data to give you that positive conversation - and in turn a self belief.

Beginning to listen to your own internal 'chat' is the best way to start developing this.

### **Your Practice**

Listen to that internal dialogue and be aware of what conversations you are having.

Notice what happens when you make that a more positive outcome oriented conversation.

Focussing on how you will feel when you reach that end goal will help you to build a positive discussion and how you can underpin this with the relevant data.

Notes



### 3.Compelling Goals

The importance of setting compelling goals and 'judgement day' and how goal-oriented clarity supports a sense of day to day purpose.

Apply the concept of "Running YOUR *perfect* Race" and not being effected by other peoples' perspectives

Ensure the goal is compelling enough to drag you out of bed in the morning and how breaking down your goals into bite-sized chunks is key.

Having an OUTCOME and a PERFORMANCE but also having PROCESS GOALS is vital. It will allow you to break this down further and make your goals seem much more manageable.

#### **Your Practice**

Revisit your end goal (or your OUTCOME GOAL) . Reconfirm you can align your first steps and process goals with matching how you will feel in reaching that end goal.

Notes



## 4. Solve Problems and Reflect

It's vital to become a good problem solver to even survive in sport - it's critical to focus on the practice of aiming to 'control the controllables'.

Easy in theory but what about in practice? Focus on the things you can influence (try adding things that you wouldn't have ordinarily tried or considered - if not for a set back or distraction).

Do not focus on what you can't do.

Acknowledge the problems accurately but always focus on things that you can influence. Look only at what you can do to be creative in the face of adversity. Control the controllables.

To be successful change your mindset toward being solution focussed.

### **Your Practice**

Be aware of a chronic problem and choose to see a different solution.

Choose something in your life right now that you would like to fix, something that you have maybe been trying to solve with the same solution over and over again. Simply try a different way.

Try a way that may have previously seemed counter intuitive, a way that you maybe haven't even considered before. Try this as a new way to solve the problem you have highlighted and notice what happens. Did something change? If so, was it better or worse? What did you learn?

Notes



## Summary: Foundations for Success

**To conclude this section, please complete the following exercise on the notes page attached...**

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- To achieve my desired results something has to change. List some actions below that you can take – and actions that you are prepared to act on now!
- What should I start doing to make it as likely as possible I achieve my objective?
- What should I stop doing that I know is holding me back?
- What should I keep doing as I am happy that they are currently working?

### **My Foundations for Success Commitment**

Pick one action that will make the biggest difference for you –  
Specifically what is this action?

What measure of success will I notice when I do it?

When do I want to achieve this by?

### **Review**

Take the time to review what has happened for you and why? Make some notes below about how successful you have been against this objective and re-run the activity above if necessary to redirect effort.

Good luck – make it happen.



# Mind-Setting

## Summary: Foundations for Success

Notes





## Phase 2

### 5. Self Awareness

We all have a limited amount of resources and knowing where to get the best return for our energy will optimise our efforts. Putting huge amounts of effort in a certain direction may seem productive but there may be a more fruitful return elsewhere.

Hedgehog theory (having 1 extreme asset like a hedgehog has with its spikes when being attacked)  
How we could all do with our own hedgehog **strength to revert to when under pressure.**

Be aware of your strengths and weaknesses and not to have a 'blind spot'.

Prepare by building on weaknesses and making them as strong as possible - but deliver by relying on strengths when performing.

#### **Your Practice**

Make a list and work out what your 3 biggest strengths and 3 biggest weaknesses might be.

Take your time in deciding what these are and revisit them regularly to ensure they describe you accurately in different contexts.

Notes



## 6.Align Values

The importance of understanding your own personal values.

“Values can be described as a broad range of goals that are desirable to us. Like a set of principles on which we base our lives.”

The things that we do every day that really matter and how if we take time to define our own personal values we can help them come to life and are able to reach them every day.

“Ask yourself, what am I doing every day to live to my values to make success as likely as possible?”

Organisations define their values and we should too. These values should be important to us, never letting the unimportant things control us. We all have values, whether we have defined them or not and they will guide us either consciously or subconsciously.

### **Your Practice**

Review all of your values and start to weigh them up against each other in terms of how you feel about them.

Break these values down into 3 or 4 core values and once defined ask “how consistent are you behaving when it comes to living to these core values?”

Notes



## 7. Take the Initiative Make Good Decisions

Successful people are often those who are more proactive than reactive, especially when it comes to solving problems. They are also fully accountable for their thoughts and their actions,

***“If it’s to be, it’s up to me”***

No one will seize an opportunity on our behalf, so create time, space and seek solutions and opportunities proactively.

Stimulus-Response model (from Stephen Covey’s 7 Habits of Highly Effective People) where Covey states that many people allow the stimulus to control their daily actions and alternatively that proactive people create a pause..... And in that pause come up with choices that allow them to make good decisions, proactively.

Successful people do not let the stimulus control them. By pausing we can create choices and take the initiative and try different ways of working through a challenge. Ensure you actually make a decision (not whether it’s right or wrong) , do not avoid making those all important decisions.

Differentiate between important and urgent in the following 4 quadrants

1. Important and urgent
2. Not important but urgent (delegate these if possible)
3. Important but not urgent (do these as a priority rather than put off)
4. Neither important or urgent (do these later)

### **Your practice.**

Place your current challenges into one of the 4 quadrants above to help you decide what to do next. The preference is that successful people are drawn towards the important but not urgent group.

Notes



## 8.Productivity

Reflecting on a key tendency that **'you get what you focus on'**.

A statement that may sound straight forward but one that is so easy to be distracted from.

We probably all find it tough to manage our time and it get just right.

Eat the Frog - the philosophy being that if you have to eat a frog every day (and you don't like it) then the best thing to do is to get it out of the way early; don't put it off until later in the day. If it's at the back of your mind it will sit there all day and not allow you to be fully productive. So if there is a task that you know needs doing and you really don't fancy it, then get that done first...

Do not let small things get in the way of important stuff; plan your diary carefully in advance.

### **Your Practice**

Revisit some sort of planning tool, whether it's a diary, a calendar or another digital device - and make sure there are the personal and the professional aspects of your life in that diary.

Remember the Important Versus Urgent model that we shared on a previous video - and that it is common for many to put off the important but not urgent.

Make a note and be aware of where you are currently spending your time, both from a thinking and physical time perspective. Be aware of your current habits, then plan a balance of where you want them to be to help you to shift towards your chosen outcome.

Notes



## Summary: 4 Pillars of Performance

**To conclude this section, please complete the following exercise on the notes page attached...**

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(write your thoughts for 3 mins without interruption or judgement or stopping – see what happens)
- This has helped to highlight my desire to achieve the following...
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- If I'm honest with myself, the things that are holding me back are .....
- To achieve my desired results something has to change. List some actions below that you can take – and actions that you are prepared to act on now!
- What should I start doing to make it as likely as possible I achieve my objective?
- What should I stop doing that I know is holding me back?
- What should I keep doing as I am happy that they are currently working?

### **My Commitment based on the 4 Pillars of Performance**

Pick one action that will make the biggest difference for you –  
Specifically what is this action?

What measure of success will I notice when I do it?

When do I want to achieve this by?

### **Review**

Take the time to review what has happened for you and why? Make some notes below about how successful you have been against this objective and re-run the activity above if necessary to redirect effort.

Good luck – make it happen.



# Mind-Setting

## Summary: 4 Pillars of Performance

Notes

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## Phase 3

### 9.High Emotional Intelligence

Understanding emotional intelligence is something we can all aim to appreciate better.

We can become very focussed and narrow in sport, business and in relationships, there is therefore a benefit to a much wider appreciation.

5 Emotional Intelligence factors:

1. Self-Awareness
2. Managing Emotions
3. Self-Motivation
4. Empathy
5. Social Skill/ Managing Relationships

#### **Your Practice**

Make a list of the soft skills that we require (see above) and check in with yourself as to how proficient you feel you are when you look at the the 5 factors that make up Emotional EQ.

Notes



## 10. Be Resilient

Striving to be more Resilient and Mentally Tough when, on average, a typical person has around 60,000 thoughts per day. Of those, 95% repeat each day and 80% of the repeated ideas are negative. “When we are tested the most, we find out who we really are.”

Try to become a more positive inner coach.

There are times when we all feel like giving up but it is the individuals who have taken the time to develop mental toughness who will come through.

You will be at your very best when you feel ready, that you can deal with whatever is thrown at you. Recognise that the past does not equal the future and that it is imperative to 'control the controllables'. Build on the exercise of running your perfect race by going through 'what if' scenarios.

### **Your practice**

Remind yourself of your perfect race AND what are the 'icebergs' that are often tripping you up?

And more importantly are there any patterns to these?

Look for a way to go around these problems or preferably removing them completely.

Notes





## 11. Develop a Clear Vision

Be guided by a clear vision.

Have a blue print as an architect would have the plans for a building and strive to stay on track.

Enlist the technique of visualisation. Create so much detail in the images of a successful outcome and transport these images into the future. Cement this 'video' in an important future scenario as a way of building a strong model for that future performance. **Repetition is the mother of skill** - rehearse seeing that video repeatedly in your mind's eye.

3 step approach to visualisation in See it, Feel it and then Trust it.

### Your practice

Think about something in the not too distant future and try to see that successful outcome in your mind's eye. Build this first in your mind's eye and then notice what you find interesting about that series of images?

A vision without a task or implementation is just a dream.

A task without a vision can just be drudgery but

A vision with a task is hope and success.

Notes



## 12. Creatively Challenge Convention

Challenging Conventional thinking and 'think outside of the box'.

"Challenging the norm" is part and parcel of any high performer because the competition are being creative in finding a way to beat you. You can't do the same thing over and over again.

There should be a 'method behind their madness' to challenge convention. Build in reference points that allow belief in the new and creative strategy.

Always challenge a winning formula, "If you think you've found a winning formula, you're just about to get beaten"

Success is not a destination but an evolution.

### Your Practice

Think about what creative questions you could be asking yourself - how else could I do this?

What potential solutions have I not explored?

Ask those self-coaching questions that will help you to become more creative in your day to day life.

Notes



## Summary: 4 Key Skills

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### **My Commitment based on the 4 Key Skills**

Pick one action that will make the biggest difference for you –  
Specifically what is this action?

What measure of success will I notice when I do it?

When do I want to achieve this by?

### **Review**

Take the time to review what has happened for you and why? Make some notes below about how successful you have been against this objective and re-run the activity above if necessary to redirect effort.

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# Mind-Setting

## Summary: 4 Key Skills

Notes

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## Phase 4

### 13. Think Strategically

This topic could justify a whole series of videos on its own, can take a long time to get right so use a definition that works for you e.g. “Strategic thinking is about analysing opportunities, taking a broader perspective as to what is causing them and anticipating potential impact - and then acting on them so that you get the future that you want.”

Or, thinking strategically is about

- Anticipating
- Planning
- Thinking
- Creating
- Moving forward

Put a strategy together for yourself on a subject that is really important to you. This can apply to anything you are currently trying to achieve like improved relationships, more effective at our hobbies or for reaching any other goals.

Quote from Peter Drucker - “**Even the world’s best strategies need to deteriorate into day to day tactics.**” so be aware in designing your strategy that often “We cannot solve problems by using the same kind of thinking we used when we created them.”

Be aware of the need to know what is the right strategy for you?

#### Your Practice

Lay out all of the strategies that you believe are available to you and then look at how you believe they might unfold before choosing the right one for the right reasons.

Notes



## 14.Be Assertive

Consider assertiveness by recognising some of the other perceived traits of a high performer and how, on reflection, you may adopt a more assertive style. Assertiveness is about standing up for your rights and doing this in a way that doesn't violate the rights of other people.

Being assertive is about expressing your needs, your wants, your feelings and your beliefs in a direct manner - put simply, it's about getting your message across.

Be aware of 3 different styles, namely;

• **Passive approach** • **Aggressive approach** • **Assertive approach**

A passive approach may let people 'walk all over you' and that an aggressive approach is domineering and may affect your ability to build relationships;

An assertive approach is most likely to be optimal.

3 aspects to how we communicate, we have our body language, our tonality and our words. The model suggests that we all have the following breakdown in these three areas;

55% body language, 38% tonality and 7% from words.

### **Your Practice**

Use a previous skill in this context of being assertive - visualisation. See in your mind's eye a scenario of where you want to be more assertive and to run that movie as a way of practicing the future as a type of role play, with an appropriate level of assertiveness.

Notes



## 15.Highly Motivated

It is important to be balanced between being in the present and thinking about the outcome in the future. These two factors will directly influence how we feel about a task.

Motivation is defined as “the direction and the intensity of effort.”

The very first part of the Mind-Setting programme is how to bring your Why? to life.

Your WHY? can change depending on your circumstances. It needs context and to stay relevant to have value.

By recognising the balance between living towards a vision or a dream but not always doing that at the expense of the present.

**4 practices** that will help when it comes to ramping up our motivation.

1. Break your goal down into measurable bite sized chunks - and make sure they're achievable.
2. Measure them and know when you've reached them.
3. Celebrate reaching goals - and give yourself some kudos when you do so.
4. Be in the present as this is the only place you can affect.

**“It is you and ONLY you that can change your motivation.”**

Notes



## 16. Influencing and Build Effective Relationships

The importance of being able to influence others is exemplified by John Trower, Steve's coach for over 15 years, steering him to 3 World records and 3 Olympic Medals in the javelin. 4 things that made him a powerful influencer.

- Tell people if they've done a good job - We all like it!
- Promote others, especially your team
- Build trust through actions
- Reach out to other skilled individuals

A key part of influencing and building effective relationships is in having the skill of being able find a way that BOTH parties win. Having a genuine interest in what the other party wants and then looking for an outcome that you are BOTH happy with is the ideal. This starts by developing a trust and understanding of each other e.g. perhaps to disclose and be open to receive some feedback. **“We need to build trust and we need to care”**

The emotional bank account - keep it in the black , by thinking about how you can be kind to people and develop that trust. We can build trust by demonstrating the following

- Kindnesses
- Apologise
- Keep Promises
- Be Loyal
- Honour expectations

Try to be in harmony with the people we work with to get the maximum result. Highly effective relationships require mutual benefit; if one party dominates over the other, it is not mutual.

1. We need to be considerate (find out what the other party wants)
2. The courage to stand up for what we believe is right

### Your Practice

Reflect on your key relationships and the health of each 'emotional bank account' - add notes of commitments to actions required below.

Notes





## Summary: Essential Mind-Setting

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### **Essential Mind-Setting - My Commitment**

Pick one action that will make the biggest difference for you –  
Specifically what is this action?

What measure of success will I notice when I do it?

When do I want to achieve this by?

### **Review**

Take the time to review what has happened for you and why? Make some notes below about how successful you have been against this objective and re-run the activity above if necessary to redirect effort.

Good luck – make it happen.



# Mind-Setting

## Summary: Essential Mind-Setting

Notes

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## Phase 5

### 17.Face Facts and Reality

It may sound straight forward but like many of the practices it is harder in reality.

**“God grant me the serenity to accept the things I cannot change; the courage to change the things that I can; and the wisdom to know the difference.”**

Unorthodox decisions and the reality of thinking differently. Steve took the unusual step of joining the opposition. “Why not accept reality and then learn from the best.” he says. “Quite often it’s an experience that gives us the impetus to change.”

When adversity comes our way, we are most driven to look for change but it has to start by accepting the circumstances we are in but, “If half the competitors give in, it’s easier to win.”

- Acceptance doesn't mean giving in
- An Alternative of Acceptance is Avoidance and that’s worse!
- Turning a Surrender into a positive is the answer

“Try to accept a truth and under that guise think about what you can do differently.”

Notes



## 18. Embrace Change

How to Embrace Change Effectively.

Recognise that change is an important part of life - and things are always changing.

The ability to change a winning formula, is a winning formula.

Help with the insights of how to deal with the emotion of change using the Kubler-Ross model of change. There are 4 parts, namely;

- **Denial**
- **Resistance**
- **Exploration**
- **Commitment**

The key to this model is handling the emotions as we go through the 4 stages. We need to get into the commitment phase of these four stages for our own well-being. How we deal with the emotion of the change that can challenge us most.

### **Your Practice**

Look at a real challenge that is happening in your life right now - and look at the four stages before deciding which phase you are in and how you feel about it?

Work out where you are, take ownership and act.

Use this Analysis and Reflection tactic with all major challenges.

Notes



## 19. Learn Continuously

Learning is a result of experiences, good victories and bad defeats, setbacks and collaboration.

Aim for a Growth Mindset and use the work of Carol Dweck, a prominent north American psychologist and specialist in how to foster success. **There are those with a fixed Mindset and there are those with a Growth mindset.**

Clearly the latter is preferred when it comes to continuous learning and that we have to actually apply a growth mindset, in the appropriate areas, to gain the advantages of it.

Having an open mind is key and that it is a life-long approach to performance improvement.

How we learn. A model from the 1980's by Honey and Mumford who concluded that there are 4 types of learning styles, namely;

1. **Activist** - people who like to learn by having a go
2. **Theorist** - like to question and compare things and analyse using other experiences
3. **Pragmatist** - who are likely to say, "that's fine but what is this like in the real world?"
4. **Reflector** - the people who are likely to go away and think about things before they commit

For us to be better learners, we need to have an appreciation of all 4 of these but will have a preference for 1 of them.

Understand our preference and have an appreciation of the others, then we are likely to become better learners.

### Your Practice

Take the learning style questionnaire - available online at [www.BackleyBlack.com/learning](http://www.BackleyBlack.com/learning)

Notes



## 20. Work/ Life Balance

Think of this as just 'balance' in a way that matters to you, know what your preferred balance of all the factors in our lives looks like. Focus on doing the things that are most important to us and making them a priority.

Appreciate the importance of 'saying no' and that, surprisingly, people often do not take offence when you do.

**"Don't be a busy fool."** It doesn't work to try to do everything at an excellent level.

The suggestion is to "work smarter, not harder." using the previous practice , "by chunking up your days" and have the confidence to say no to people by explaining...

"this is my time and now this is your time."

### Your Practice

1. To be really clear as to what is important to you. Make that decision before someone else does.
2. Look after yourself. Make sure you are OK first.
3. Plan and act on the activities that are important to you.

Notes



## Summary: Analysis and Reflection

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### **Analysis and Reflection - My Ongoing Commitment**

Pick one action that will make the biggest difference for you –  
Specifically what is this action?

What measure of success will I notice when I do it?

When do I want to achieve this by?

### **Review**

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# Mind-Setting

## Summary: Analysis and Reflection

Notes

