

Steve's Story

Steve is 28 years old and has been working as a Senior Marketing Analyst with a major retailer for the past 6 years. He likes his job and is good at it, but he is frustrated that he has now been passed up for 2 promotions in the last 18 months. His complaint is that his boss is holding him back. He believes she has favorites, and he isn't one of them because he doesn't "play the game" like the others on her team, going out of their way to stroke her ego. He doesn't think she is being fair in her promotion decisions, and as a result, he doesn't feel like he is able to really develop and show his full potential at work. Rather than making his Bigger Me Value about his own promotion and growth, he was able to generalize those values to say that she cares about people being able to **realize their potential**.

One thing he hasn't done yet is address this issue directly with his boss. He worries that she will make things even worse for him if she thinks he is challenging her authority. Instead, he just keeps his head down, does the work assigned to him, and internalizes all of his frustration. When asked to identify what competing commitments lie behind those behaviors, he realizes he would rather just **play it safe** and maintain the current, predictable **status quo** in which "at least I have a job."

For Steve, he realized that his desire to play it safe and maintain the status quo was in direct contradiction to realizing his potential. You can't grow if you're committed to staying the same!

GO STATEMENT: Over the next year, I want to be better at realizing my potential, and not be held in place by maintaining the status quo by playing it safe.

SMALL STEPS:

1. Steve identified an upcoming opportunity where he could stretch himself to work on a new project which would involve working with some different people and learning about a new aspect of the business. It was a step towards realizing more of his potential at work and required that he do something beyond the types of projects he was already comfortable with.
2. He also felt like he could do his part to open the lines of communication with his boss. Instead of asking her why he hasn't been promoted which might make her feel defensive, he would try a more proactive approach in which he will ask her what he can be doing to get better. Taking this step will hopefully help him see an area in which he can grow as well as open the door for future conversations about his performance and potential.
3. Steve saw that his attitude at work was spilling over to other areas of his life. Since he has been so frustrated with work, he would rather go home to relax after work than exercise. But he knew he was not living into his physical potential so he wanted to break the status quo in this area and get back into shape. Setting a goal to work out 3 times a week for 30 minutes was small enough that it was achievable but challenging enough that he would have to work at it.

1 My #1 Complaint is...
My boss is holding me back in my career

My complaint reveals what really matters to me.



2 I value, or care about...
Being promoted/
 Advancing in my career

Generalized
Fair promotion policies
 Realizing potential
 Advancement



5 In order to protect myself
 from the downside of these
Section 4 Challenges, what I
 tend to do is....

— I just keep on waiting—hoping
 it will get better
— Lose sleep thinking about
 what I'd say

These behaviors show me that I may
 also value or be committed to...

— Status quo!!
— Playing it safe

Bigger-Me
 Growth Gap
 Smaller-Me

3 What I could do, that I am not
 currently doing, to more fully
 realize these **Section 2** Values is...

Talk to my boss about why I haven't
 been promoted



4 What I worry, fear, or resist most
 about taking this kind of **Section 3**
 Responsibility is...

— She might say no and then make
 my life even worse
— It will be really awkward
 or embarrassing

and the big, bad version of these
 worries, fears, or resistance is...

She could fire me—I won't find
 another job—move in with my mom

GO Statement:

Over the next year, I want to be better at
 realizing my potential, and not be held in
 place by maintaining the status quo by
 playing it safe.

Small Steps:

1. Volunteer to be a part of the new
 process development team in our next
 meeting.
2. Ask my boss for feedback on one thing I
 can work on to continue to grow in my
 career by the end of next week.
3. Work out 3 times a week for 30
 minutes for the next 2 weeks.