



The 3-Step Process

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# How to release the hidden potential within your team

and increase performance, mental health, and bottom line

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# THE HIDDEN POTENTIAL

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The percentage of people's potential that manifests itself in the workplace is on average 40 percent\*. The consequences are obvious: less effort, fewer ideas, and company goals are achieved only with difficulty or too late.

Many companies look for solutions externally - for new, seemingly more qualified employees and for innovative tools and methods to improve collaboration.

**But what if the solution was close at hand lying in the targeted development of the potential of your existing employees?**

**What if the only thing limiting your leaders be the size of their vision and their own self-limiting beliefs?**

\* Performance Consultants International: Coaching for Performance



Only 40% of people's  
potential manifests  
itself in the workplace\*

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Back in the seventies, the term "Inner Game" was first introduced in tennis by Harvard educationalist Timothy Gallwey. The idea was to supplement physical training methods with mental methods in order to significantly improve players' performance.

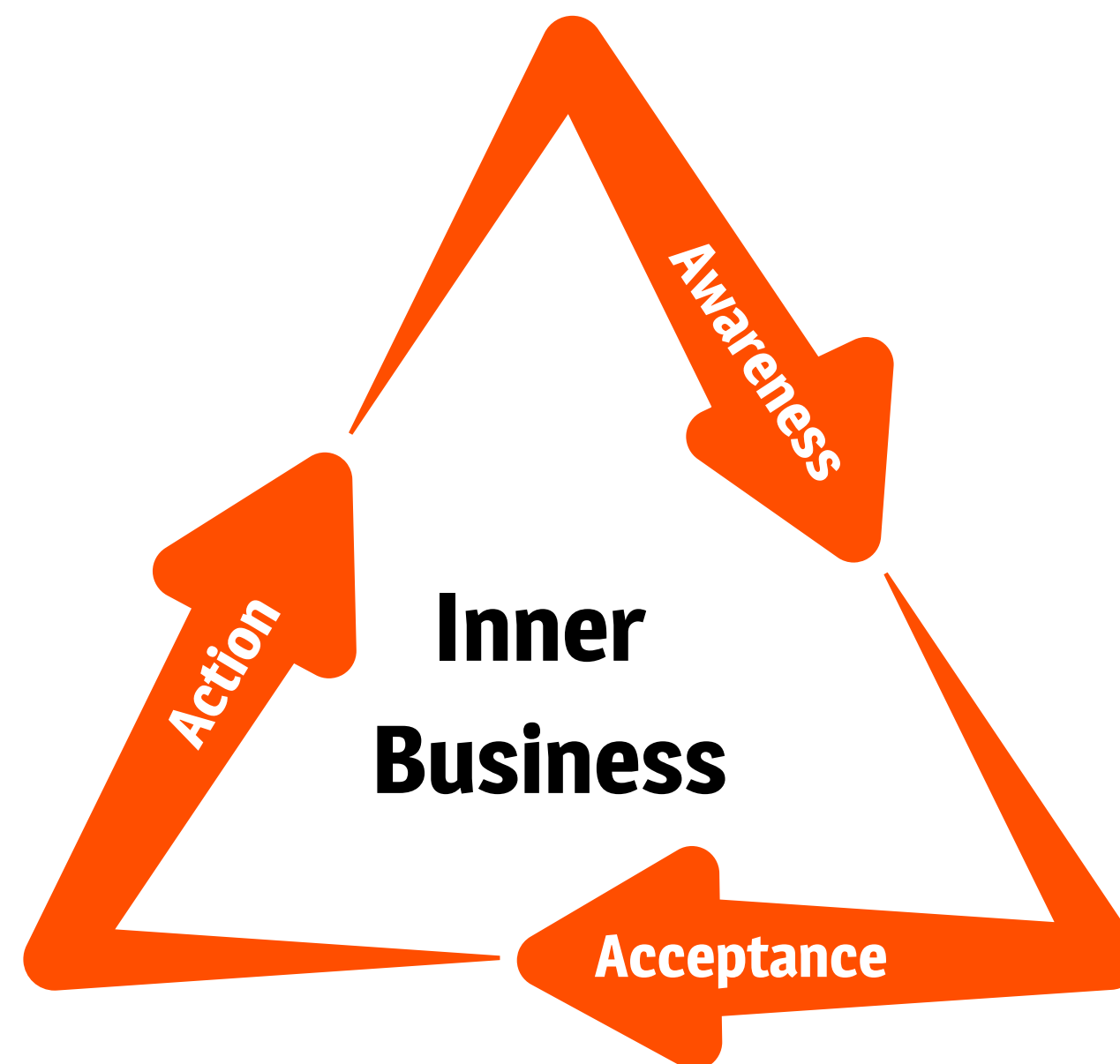
What has been part of training practice in competitive sports for decades is slowly being heard at the workplace. We call it "Inner Business" to illustrate the inner state of a leader or any employee of your organization.

Three levers influence this inner business towards full potential deployment:

Awareness,  
Acceptance, and  
Action.

# THE 3 STEPS

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## **AWARENESS - p. 5-6**

Setting the foundation for sustainable growth

## **ACCEPTANCE - p. 7-8**

Making the shift towards true collaboration and powerful synergies

## **ACTION - p. 9-10**

Bringing new learnings to life and establish a healthy performance culture



# THE CONTEXT

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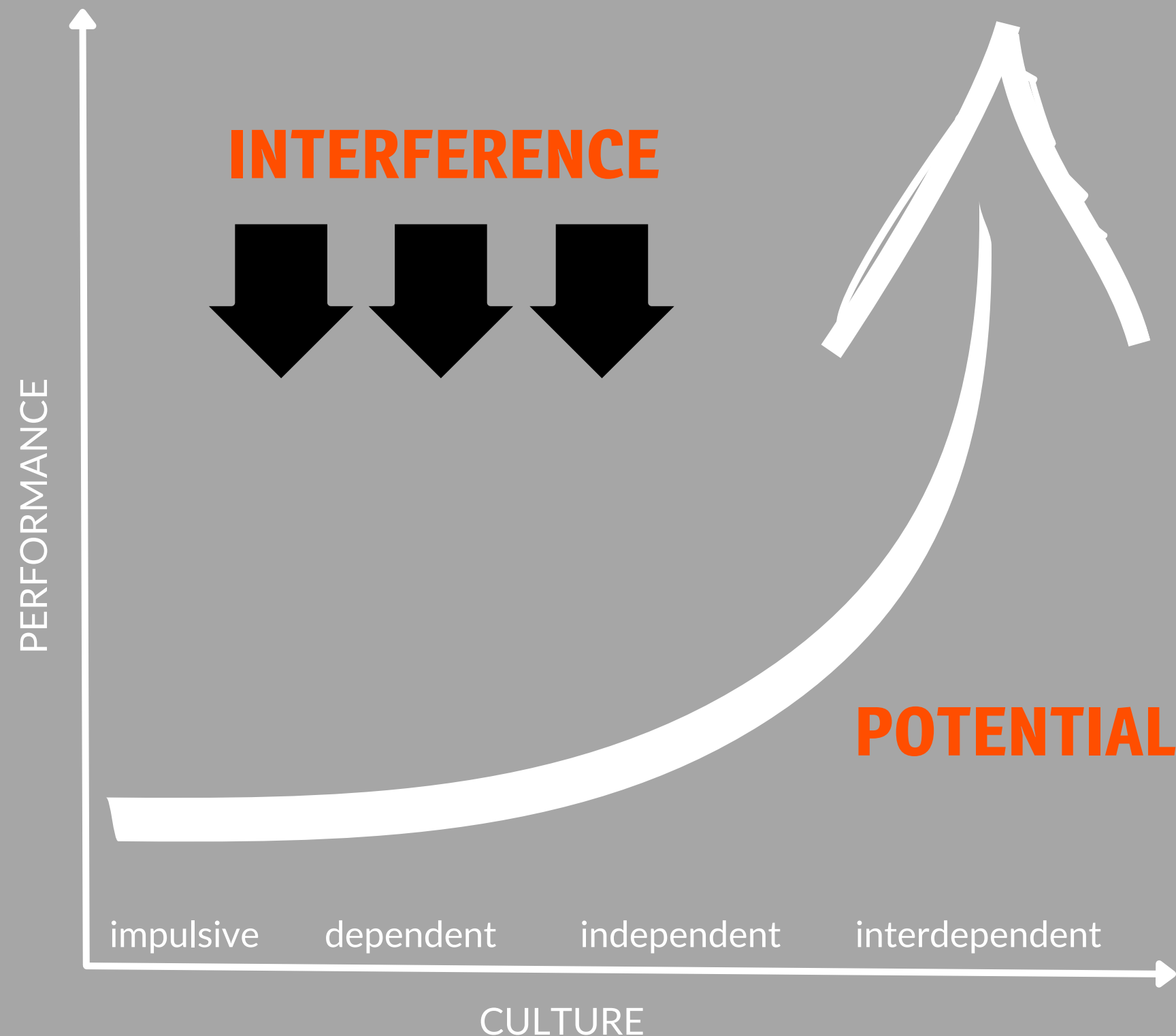
**What is the culture of your team or your organization?**

The greatest influencers of an organization's culture are its leaders. Studies by the Hay Group and others show that leadership behavior affects bottom-line performance by up to 30%.

Leaders are the gatekeepers of performance. The 3 steps described in this guide focus on diminishing mental interference from the inside to move leaders towards a mindset where collaboration and innovation can flourish,

By going through the three phases - Awareness, Acceptance and Action - leaders decrease the weight of their interference allowing the overall performance to rise.

## PERFORMANCE CURVE







## BENEFITS

Stronger connection to company goals

Creates win-win-win situations

Higher job satisfaction

Intensification of collaboration

**Only 15% of people are truly self-aware\***

## STEP 1

# AWARENESS

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### Why is this important?

Self-awareness is critical for career success. People who are more self-aware tend to perform better at work, get more promotions and lead more effectively. Companies with more self-aware professionals have shown stronger financial performance.

There is a lot of hidden potential in this area. as there is a significant discrepancy between perception and reality: In a series of surveys, Dr. Tasha Eurich, organizational psychologist, found that 95% of people think they are self-aware, but only 10-15% truly are.

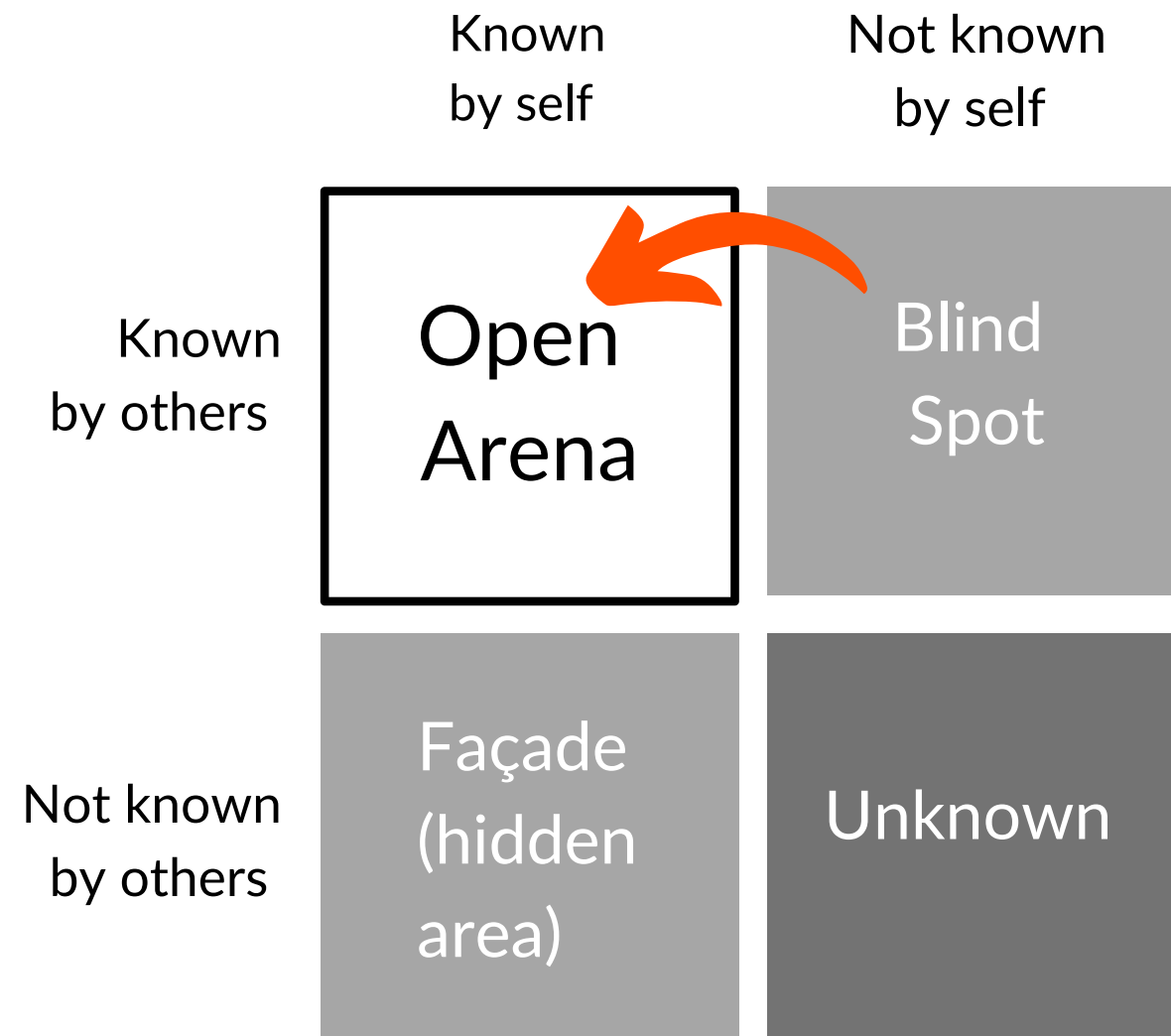
Awareness is the foundation of any sustainable personal or team development. Genuine change must come from within to get the traction it deserves. To be impactful and inspiring, leaders need to be aware of their capabilities, their personal best-case scenario, their values, and life goals.

The reason why leadership training often falls short of expectations is that it mostly focuses on influencing behavior and conveying skills. As long as leaders do not know how to position themselves within these proposed behaviors they are unable to implement what they have learned in sustainable and authentic way. The foundation is missing, so to speak, the fertile soil on which the potential of leaders, employees and thus the company goals can grow and flourish.

\* Dr. Tasha Eurich - The Eurich Group



# STEP 1 AWARENESS



The true power here lies in understanding limiting beliefs and fears that are shaping mental obstacles. By seeking the help of an external expert individuals can access these hidden areas through professional questioning techniques and exercises.

## The Johari window

is represented as a matrix with four panes. Two of these panes represent self and the other two represent the part unknown to self but to others.

The goal is to increase what is known by self by moving information from the blind spot to the open arena. By drastically increasing the level of self-awareness new powerful leadership capabilities can emerge.



## TIP !



Find a “loving critic” at work. Find someone who both wants you to be successful and will tell you the truth, without sugarcoating.







## BENEFITS

Impactful and authentic communication

Secured mental health

Leads to synergies and powerful collaboration

Strong leaders able to innovate and fully connect to the broader strategy

## STEP 2

# ACCEPTANCE

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### Why is this important?

It is about getting people's heads free of clutter to make room for ideas, creativity, and a collaborative outward look.

As long as individuals do not fully accept themselves, including their weaknesses and vulnerabilities, they use a considerable part of their brain for self-protection. They spend energy on appearing professional, delivering perfect presentations, or strategically positioning their profiles to name just a few.

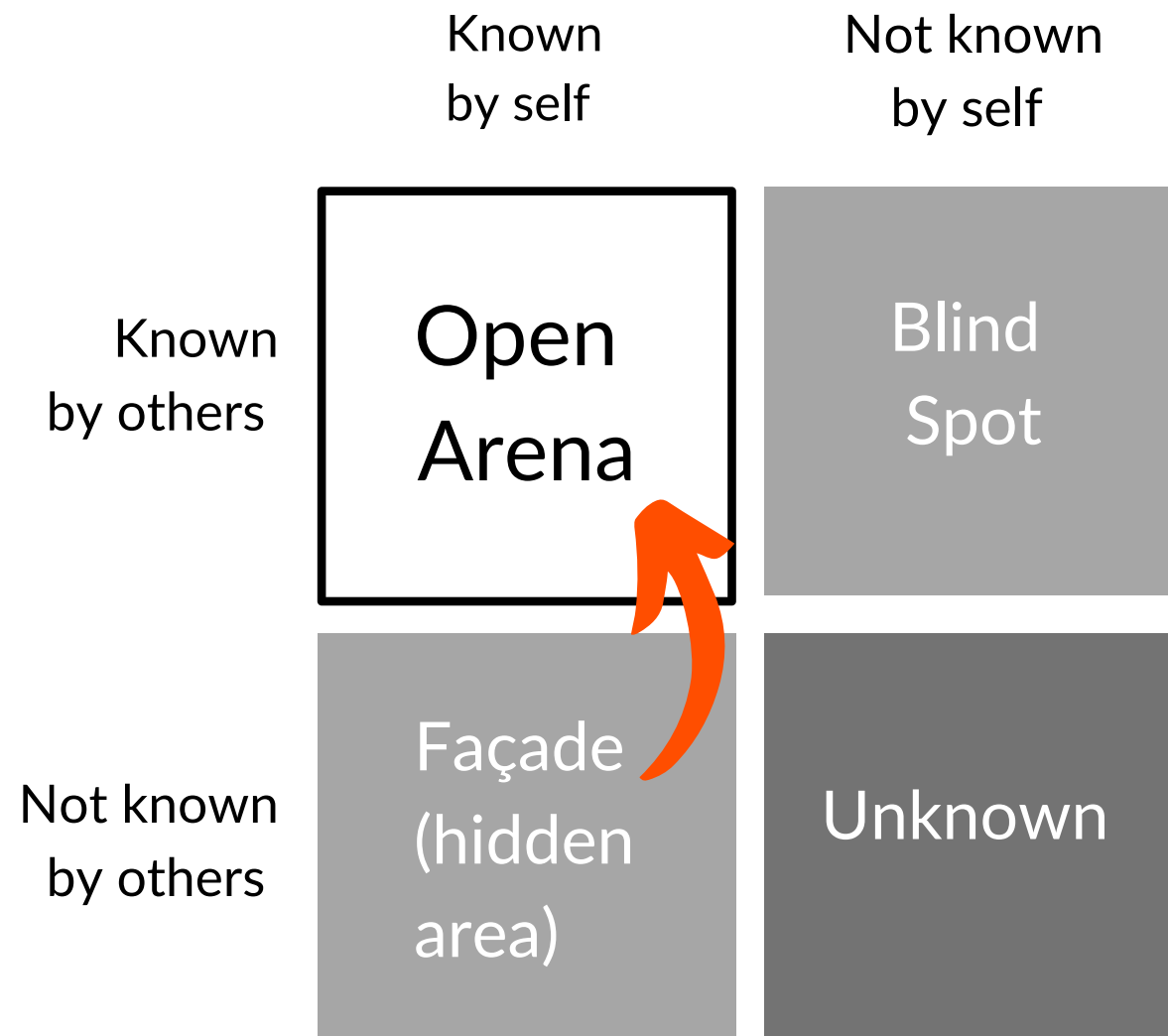
Making the crucial shift from self-awareness to self-acceptance enables people to step up and into their authenticity.

This positively impacts their capability to see and contribute to the bigger picture. Free of frequent thoughts about themselves they have the brain space for innovative ideas and uncover synergies that were previously inaccessible. This new state of mind acts as an accelerator of collaboration, as previously existing barriers between individual leaders lose considerable substance.



STEP 2

# ACCEPTANCE



When leaders drop their facade and communicate verbally and non-verbally in an authentic way, they connect impactfully with their teams and can inspire enthusiasm for ambitious goals even in difficult times.

## Stepping up

Grounded leaders who communicate from their authentic selves send their messages with power and credibility and are significantly more likely to shape cohesive teams ready to go the extra mile.

Especially today, when companies adjust to the "New Normal", they need leaders who empower others to set out for new, promising goals – leaders who inspire their teams, ready and capable to accompany them through major change.



## DID YOU KNOW



Our voice has **5.4x**,  
our body language **8.1x**  
more effect on others  
than our words\*

\* Dr. Albert Mehrabian's Communication Study







## BENEFITS

Shaping high-performing teams

Successful cross-functional collaboration

High level of satisfaction and talent retention

## DID YOU KNOW



On average, it takes **66 days** for new behaviors to become automatic\*

\* European Journal of Social Psychology

## STEP 3

# ACTION

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### Why is this important?

Delivering training to people to increase their level of awareness and acceptance lays out the foundation but is not enough when it comes to making it a reality. How often have you heard leaders saying "This was a very interesting piece of training", and then falling back into their usual behavioral patterns?

According to a 2009 study published in the European Journal of Social Psychology, it takes 18 to 254 days for a person to form a new habit. The study also concluded that, on average, it takes 66 days for a new behavior to become automatic.

Acting upon what has been learned is easier said than done. Our brains are efficient energy-saving machines and falling back into old patterns is always easier than applying something new - no matter how beneficial this new behavior might be (how often have you resolved to exercise more!).

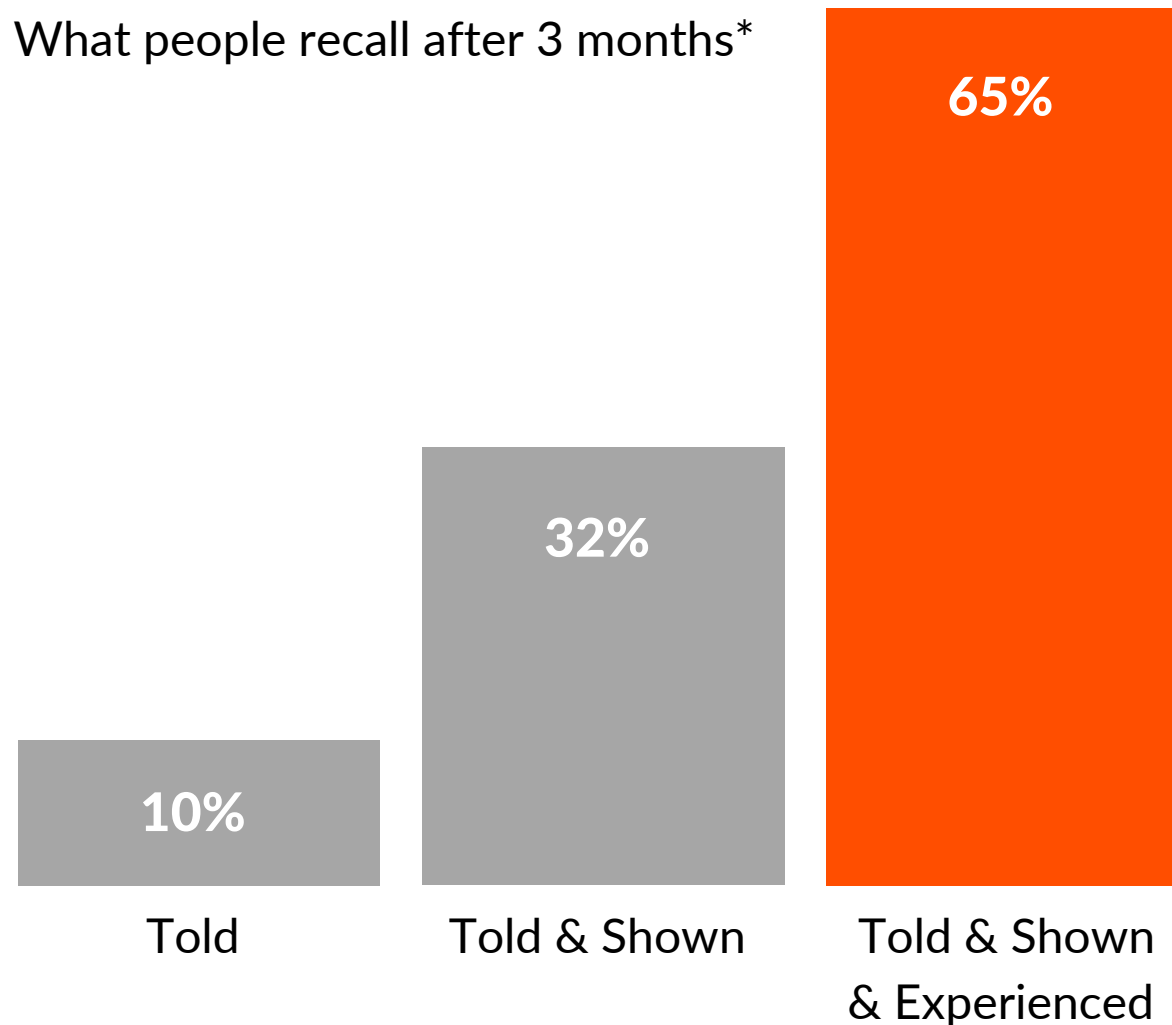
To turn this new mindset into tangible actions we recommend systematic experiential learning and regular sharing of experiences in a group (see graph on the next page). This is most effective under the guidance of a neutral person who is familiar with what has been learned and who can guide people back to their core essence again and again.



## STEP 3

# ACTION

What people recall after 3 months\*



It might be that your leaders like and understand what they saw but that there is an inner or outer obstacle left that hinders them to be committed to take action at 100 percent. An external expert can help them to identify what this obstacle might be and release the last barrier to reach their full potential.

### Bringing it to life

To research the impact of the training style on recall, a group of people was divided randomly into three subgroups each of which was taught something quite simple, the same thing, using three different approaches.

The results are shown on the left and it shows how significantly recall increases when people have the chance to experience the learning.



### TIP



Ask how committed they are on a scale from 1 to 10. If the rating is below 8 ask them what prevents it from being a 10.

\* Performance Consultants International: Coaching for Performance





# WANT TO LEARN MORE?

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Contact us and learn more about a tailored approach meeting your need in the areas of:

- **Leader Agility**
- **Powerful Vision & Values**
- **Communicating with Impact & Charisma**
- **Leveraging Diversity & Inclusion**
- **Empowering the Organization**

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in a 90-minute Lunch & Learn Session and provide your leaders with effective hands-on tools to meet current challenges.







# MEET THE TRAINER

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Ulrike is a leadership coach, author and long-time executive who empowers her clients to lead authentically and with charisma.

Prior to founding her company in 2019, she worked in corporate communications for over 20 years in a variety of industries, steadily climbing the corporate ladder until she became a member of the executive committee of an international pharmaceutical company based in Zurich in 2015.

During her career in the corporate world, she has designed award-winning global engagement programs and successfully implemented numerous leadership, change and corporate culture programs. She has extensive intercultural experience both in large corporations such as Daimler AG as well as in medium-sized companies such as Acino AG or the TV station Arte.

Today, she combines some of the most effective self-development techniques with her own experience at all levels of hierarchy to give leaders tools to lead with charisma and authenticity and arrive in a zone of lasting high performance and happiness.

Ulrike holds an MA in Marketing Management and is a certified Member of the International Association of Coaching Institutes (ICI) and owner of the podcast Charima Hacks. She carries out her programs in English, French or German.