

CORPORATED MANAGEMENT / HUMAN RESOURCES

PAPER: NEW STRAITS TIMES (KLASSIFIEDS)

DATE: 21 MAY 2013

PAGE: 01

CORPORATE COACH



Q&A

By Dr Michael Heah
ICF Professional Certified Coach
<http://mikeheah.blogspot.com>

All questions and coaching enquiries can be emailed to: mikeheah@corporate-coach.com or call 03-6205 4488.

FRANKLY, do you understand why people sometimes behave in "strange" ways that defy logical explanation; like giving up on a high-ranking job, migrating to a land faraway, or settling for a much lower paid job?

Our ability to understand people's actions and behaviour is an important requirement for anyone, including those in leadership positions. The success or failure of their leadership roles is often caused by their ability (or their lack of it) to "size people up".

This theory is not new, even the famous Chinese philosopher Sun Tzu said "knowing thy enemies" is the most powerful weapon to win a war!

3 EGO STATES

The first thing to know is people have different "ego states of parent, child, or adult," which operates autonomously from one another, and generates fairly distinct behavioural characteristics that differentiate one from the other.

People with a "parent" ego state are usually more serious than the others, and have somewhat fixed ways of beliefs in their perception of people and situations. They are fond of making instructional remarks like, "You ought to exercise at least four times a week", or "You aren't very hardworking", or "I think you need help in your work". They are likely to have picked this up from their authoritative parents during their early childhood.

On the other extreme, people with a "child" ego state behaves the opposite way. On the downside, they become repressed and fearful, and get easily hurt or ashamed because they are "fragile". On the positive side, they have strong curiosity, which make them more adventurous and creative than others. They are likely to live like a "sponge" in their early years, recording everything they see and hear, and then reproduce the "unedited" versions of themselves in adulthood. If these "unedited versions" are not-so-good reflections of their observations in early life, they can become an issue to deal with.

In the middle, there are people who are rational as they have an "adult" ego state which makes them

capable of processing emotional information in an objective way. They do not have a fixed and judgmental attitude of a "parent", or the abrupt and uncontrollable emotions of a "child". Instead they have enduring and persistent characteristics we commonly refer to as "Passion" which is important for high achieving people.

GAMES PEOPLE PLAY

People's ego states are usually displayed through cover-up activities called "games" they play to indirectly seek attention, acknowledgement and recognition in their daily lives. In troubled situations, games can be strange activities; for instance, a bored person avoiding boredom may resort to overeating to kill time; a frustrated child may run away from home to seek excitement elsewhere, or an insecure boss setting up impossible expectations to watch his employee failing in the task. In positive circumstances, games are

positive activities used to convey hard work, responsibility, sociability, and friendliness of a person.

INNER SCRIPT

The biggest fear is when these games degenerate into a person's "life script" which is extremely lethal. Life scripts are fixed plans and ways of doing things, which can impact a person's life. Some examples of these are, "No matter what I do, I will fail", or "I am very unlucky, nothing works for me", or "Nobody in this world can be trusted".

Taking a few steps further, life scripts can be explained by dangerous stereotyped actions like the notorious M16 Gang who used M16 weapons to rob and kill, or the infamous Jack the Ripper who raped and killed innocent victims in identical ways.

People who use life scripts to govern their lives usually have severe mental problems for they have too much of a "child" in them, and need urgent help to emancipate the

"reckless child" out of them. Only when they are freed of this, can they make choices and not use the same outdated information over and over again.

People do not change their ego state to suit an occasion easily as early influences can be complicated and powerful which can only be removed slowly through understanding, compassion, and patience.

However, with the help of a leader, there is hope they may be able to find out the contributing causes to their ego state and fix the problem systematically and slowly eliminate the contents that have blindly dictated their behaviours for a long time.

* For coaching and non-coaching programmes call 03-62054488, or log in to www.corporate-coachacademy.com. Register for the FREE Pre World Coaching Summit at: <http://www.wbecs.com>. Read the "Stories That Coach" at <http://mikeheah.blogspot.com>.



THE INNER SCRIPTS