



Goals – Reference Sheet

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BE INTENTIONAL: HOW TO SHOW UP ATS

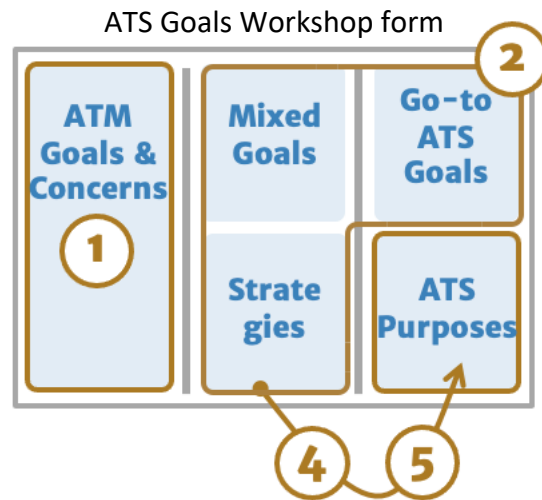




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WORKSHOP YOUR GOALS

ROADMAP OVERVIEW



Step 1 – What ATM Dump (Ego goals, fears, concerns)? (→ p.3)



Step 2 – What ATS Purpose (→ p.3 *Go-To ATS Goals*), Mixed Goals and ATS Strategies



Step 3 – Do you feel entirely ATS? (→ p.5 *ATS Feeling Test*)

NO

YES

Process step 1 & 2, until feeling entirely ATS:

Step 4 – Is it a Strategy?
→ p.6 *Tool: Purposify “Why, Why? Why?”*

Step 5 – Is it an ATM or Mixed Purpose?
→ p.7 *Tool: ATM/ATS Dissection*

Step 6 – Finish with *So What Test* (→ p.8)



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DETAILED STEPS

Step 1: What ATM Dump (Ego goals, fears, concerns)?

At The Mercy Concerns

- ▶ **Fears**
 - What concerns? What anxieties?
- ▶ **Ego Threats**
 - What danger to my self-worth?
- ▶ **Ego Strokes**
 - What do I want to get? What am I trying to obtain? What do I want the other person to agree to?
 - What do I want in the space of being right, vindicated, strong, superior...?

Col. 1	Col. 2.	Col. 3
ATM Goals & Concerns		

Step 2: Brainstorm ATS Purposes, mixed goals and ATS Strategies

Go-To ATS goals

- ▶ **Context Goals**
 - What context do I want to be a starting point of?
- ▶ **Contribution Goals**
 - What is the purpose? What larger goal is this contributing to? How is this making a difference? For what/whom?
- ▶ **Learning Goals**
 - How is this an opportunity for me to grow and learn? Work on my areas for improvement? Reach a next level?

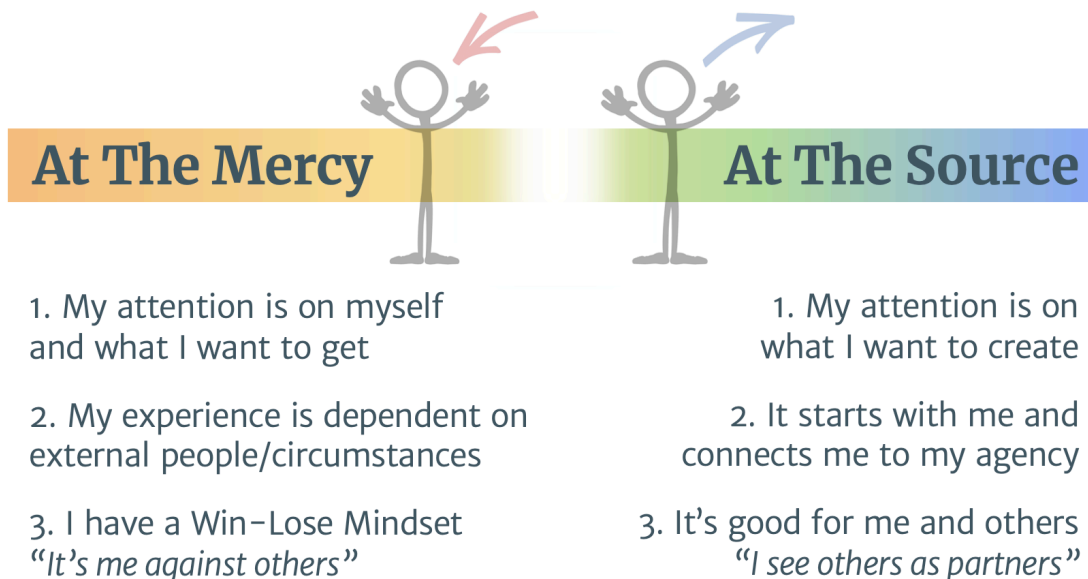
If not sure where my goal goes

Col. 1	Col. 2.	Col. 3
ATM Goals & Concerns	Mixed Goals Strategies	ATS Goals



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Reminder: The 3 Ingredients of a goal



Reminder: Tips to Formulating Energizing ATS Purposes

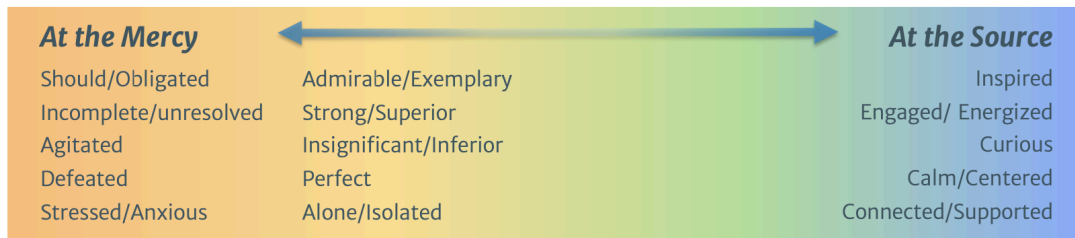
- Look for suspicious terms that brings the arrow back to you (waiting on other people to...)
 - “be respected, acknowledged, recognized, loved...”
 - *“I want people to be trustworthy” could become “I want to create a safe environment”*
- Does it put me in performance mode?
 - *“Be the best member of the team” could become “Be transparent with my weaknesses for us to achieve this project”*
- Use active verbs (vs. “outcome” verbs)
 - “Have a close relationship” -> “Create a close relationship”
 - “I will be a reliable source of support” -> “Be emotionally reliable”
- A longer goal is fine but create a short version that you’ll remember in the middle of a huge pinch.
 - Reptilian brain thinks in one-word grunts
- Simple, spoken language vs. slide deck polish
 - SH w Dad: “Create connection” -> “I want to be closer”



Step 3: Do you feel entirely ATS?

ATS Feeling Test

- Which, if any, of these goals helps me feel entirely ATS?
 - Tag (put a mark, underline or circle) any goals that would qualify





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Step 4 & 5: Process step 1 & 2, until feeling entirely ATS

Process what you have capture so far and anything new that comes up, until you feel entirely ATS

⇒ Tool #4 – Is it a Strategy?

Purpose (Why)

Purpose (Why)
The deeper emotional motivation that gives me direction

Strategies (How/What)
The steps towards creating my Purpose

- ▶ Isn't reached once and for all
- ▶ Isn't attached to one specific strategy or outcome

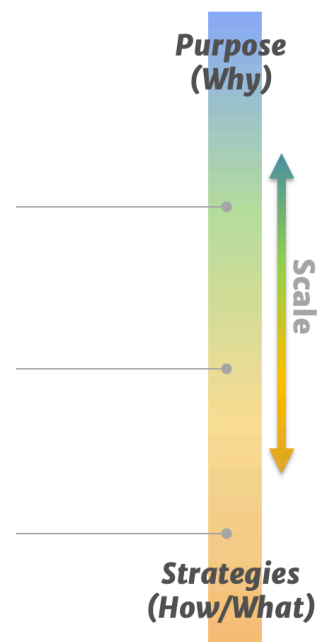
- ▶ Can be reached, achieved or done

Test it:

- ▶ Is it a stepping-stone or specific outcome to be reached? (Objectives)
- ▶ Is it a specific process, structure or behavior? (Practices)

Tool Purposify – “Why? Why? Why?”

- ▶ “Be a source of safety in my relationships”
 - ▶ “Be non-judgmental of my partner”
 - ▶ “Share how I feel vulnerably instead of using sarcasm”
- Why? Because...**
- Why? Because...**



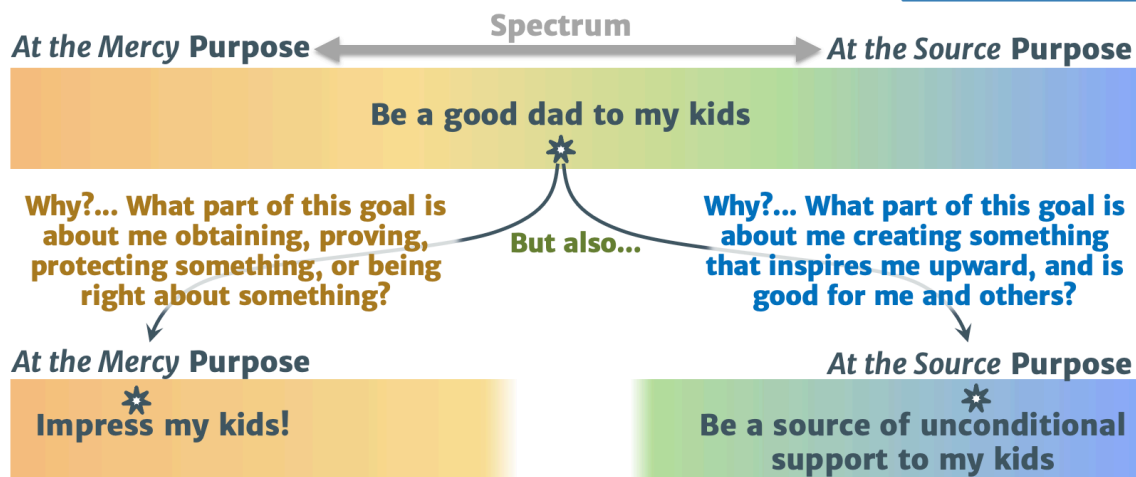


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⇒ Tool #5 – Is this an ATM or mixed Purpose?

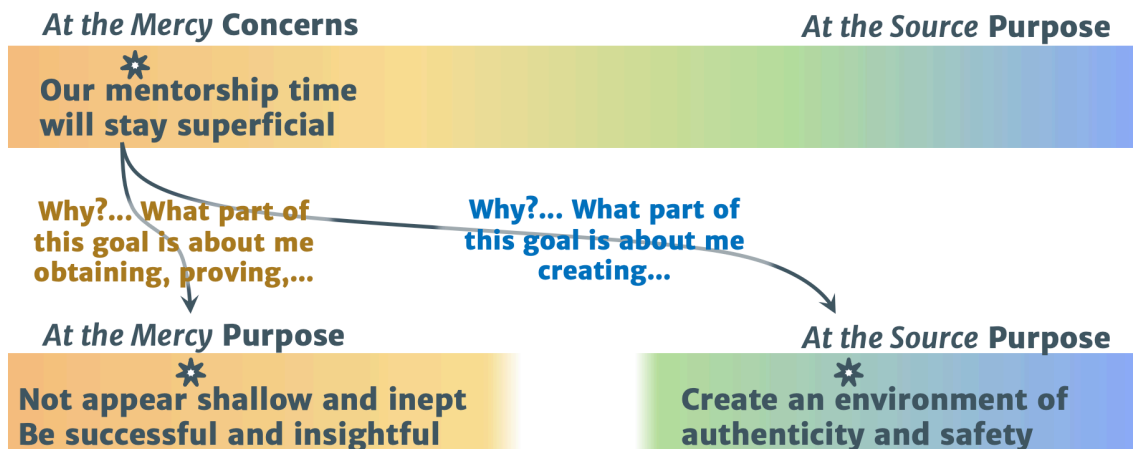
If it is a Mixed Purpose...

Tool ATM-ATS Dissection (“why?”)



It is an ATM Purpose...

Tool: ATM-ATS Dissection (“why?”)





Step #6: So What Test

So What? Test

- ▶ Do you want your ATS Purpose(s) so much that you are willing to risk experiencing your ATM fears and/or not getting your ATM goals/ego strokes?
- ▶ Can you say *So What?* to your fears for the sake of your ATS Purpose(s)?
 - E.g., from a participant in the last workshop “So what if I feel different, unimportant, inferior and ridiculed and abandoned. If it has to happen at times, so be it! I want to create an environment of connection, authenticity, safety regardless.”

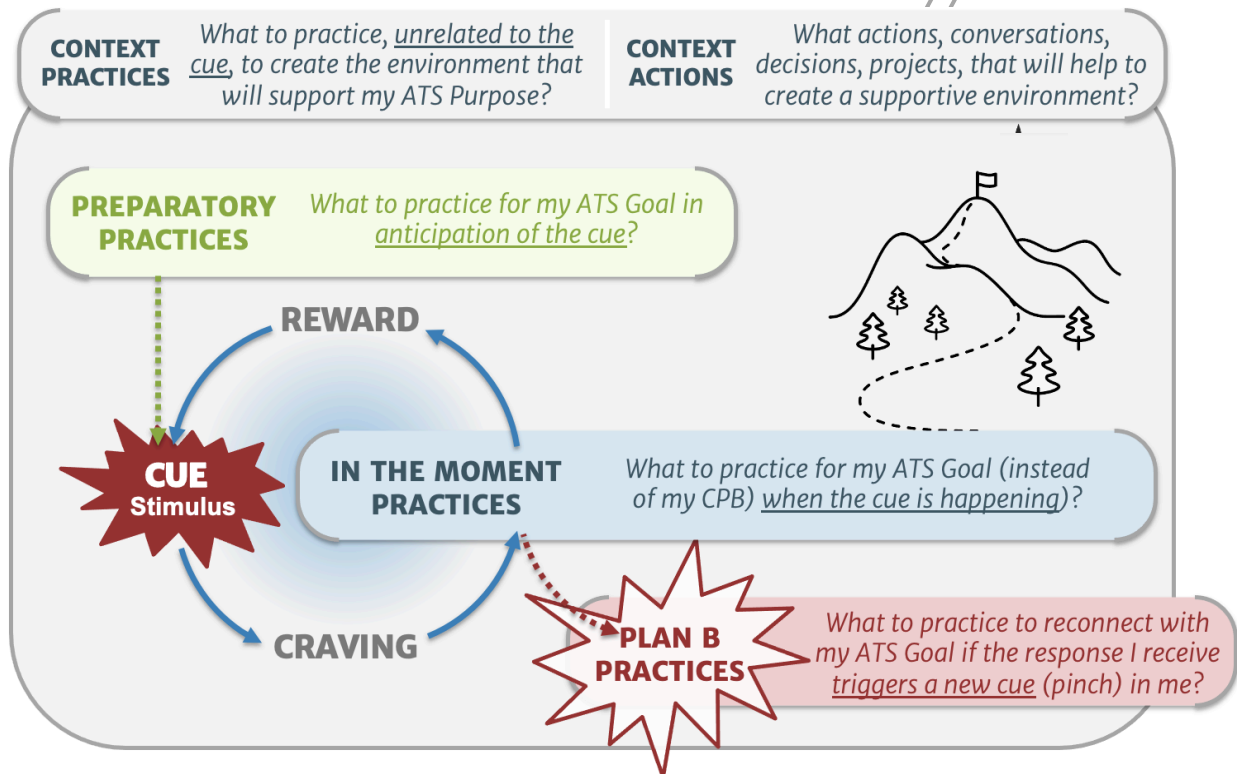


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ATS PRACTICES AND CONTEXT ACTIONS

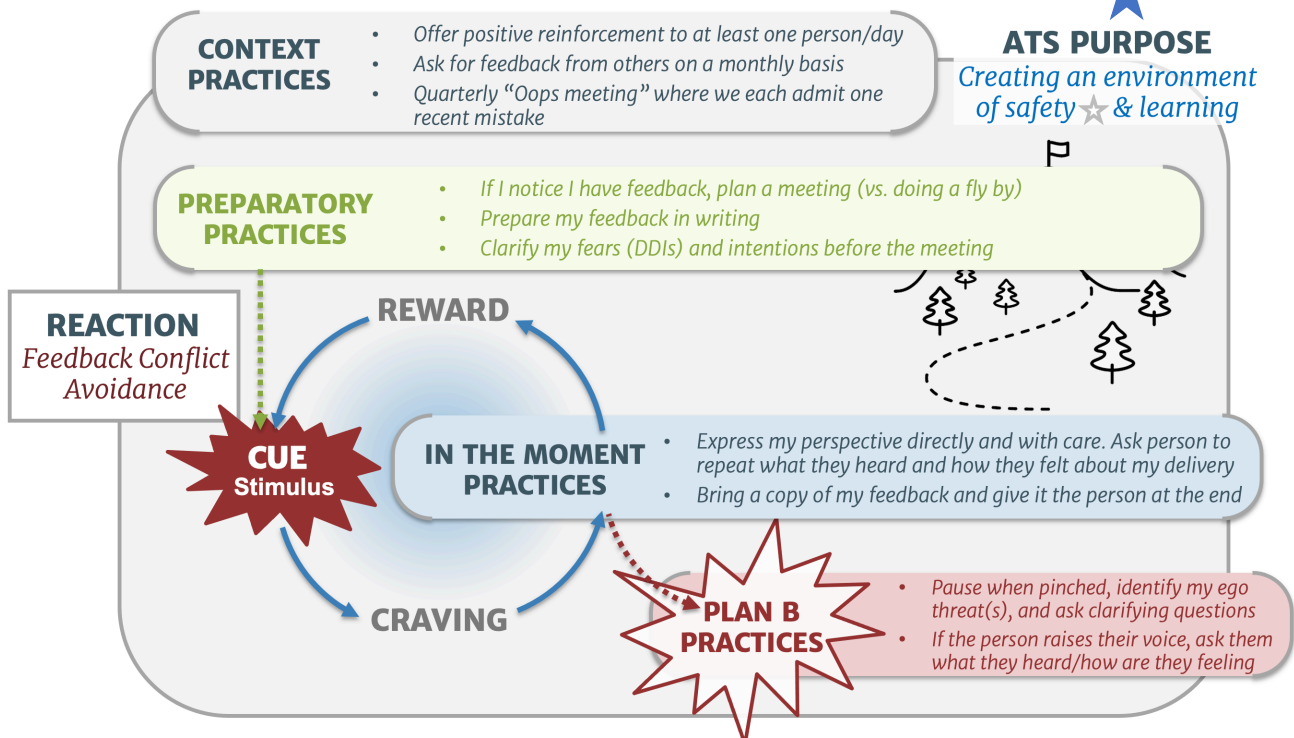
Definition of ATS Practices

★ **ATS PURPOSE**
The Why



Example for a Conflict Avoidance AFI

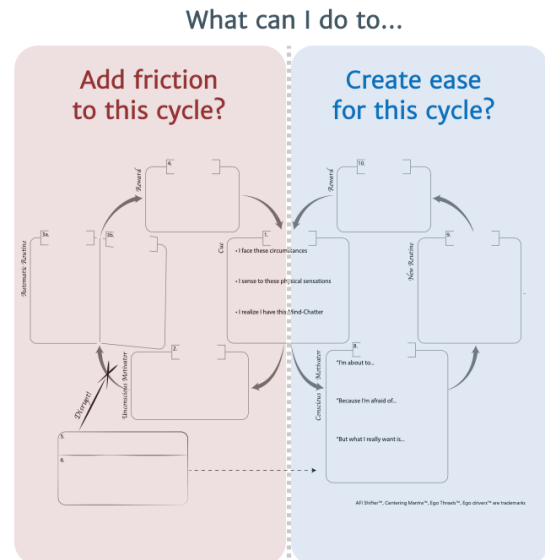
★ **ATS PURPOSE**
Creating an environment of safety & learning





Definition of CONTEXT Actions

- ▶ A practice is a recurring behavior that will create the environment I want.
- ▶ Let's also think about one-time enablers – actions, conversations, decisions, projects, that will help (or have already helped) to create a supportive environment



Examples What can I do to...

<p style="text-align: center; color: #800000;">Add friction to this cycle?</p> <ul style="list-style-type: none"> - Get rid of all the alcohol in the house - Share my AFI I want to stop & Never Again with my team - Modify our performance review structure to reinforce collaboration over competition, even if it takes months or years - Put an ultimatum to a toxic sentimental relationship 	<p style="text-align: center; color: #000080;">Create ease for this cycle?</p> <ul style="list-style-type: none"> - Take a strategic planning course (anti-camouflage technique) - ...and have a conversation about they can support me - Look for friends who prioritize authenticity and care
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RECOMMENDED PRACTICES (FOR ALUMNI OF ALL LAL PROGRAMS)

TIRP Practice

Definition

The TIRP practice

T	opic	<i>“We’re about to talk about _____ [Topic]”</i> What are we doing together? What are we gathering for?
I	mage(s)	<i>“I’m afraid to come across as _____ [Dreaded Images]”</i> What Dreaded Images do I want to avoid appearing?
R	action(s)	<i>“When with these fears, I tend to _____ [Reaction]”</i> What Counterproductive Behaviors might I fall into?
P	urpose	<i>“But what really matters to me is _____ [Purpose]”</i> What do I care about that’s good for me and for others?

Example – in mentoring someone:

T	opic	<i>“We’re meeting to explore your growth in your new role,</i>
I	mage(s)	<i>I’m afraid of coming across as arrogant and controlling.</i>
R	action(s)	<i>Because of these fears, I am likely to hesitate to give you direct clear feedback.</i>
P	urpose	<i>However, I’m really committed to supporting you in your new role and for that to share my observations and guidance.”</i>



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ABC-EQ

Cue – When I notice...

- **A small Pinch** (I don't have the time to sort it in writing in the moment but still want to act constructively)
- Feeling ATM or that **I'm right** and have an impulse to debate (I missed that I had a pinched)
- I'm about to disconnect or walk away from an interaction with **a negative conclusion** about the other person (I missed that I had a pinched)
- **I'm surprised** by what the person is saying or notice a discrepancy (not necessarily pinched)

Definition

Share your ABC-EQ

I heard, saw, perceived ...	A ctivating Fact
I interpreted, thought, that...	B elief
<i>As a result, I had an urge to...</i>	C onsequence
And I'll own that I often project...	E go Threat
I'm curious what was your experience?	Q uestion

Example

I heard you say "you know, only I have a PhD"	A ctivating Fact
I concluded that you thought I wasn't good enough since I don't have the same degree	B elief
<i>and I was tempted to disengage from the conversation.</i>	C onsequence
Now I will own that it's a place where I fear being incompetent.	E go Threat
Can you say more about what you meant by your comment?	Q uestion



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Pinch Sorting

Goal of this section: Practice shifting from a place of reaction in order to regain access to your best resources.

A. Activating STIMULUS 1	B. Beliefs & THOUGHTS 2	C1. Consequent EMOTIONS 3	C2. Consequent ACTIONS 4	D. Costs & RIPPLE EFFECTS 5
Δ. Delta between A & -1 7	-1. Ego Threats / Drivers 6	-2. Reframe 8	-3. Purpose / ATS Goal 9	-4. Potential Actions 10

Use a blank chart (you can [download one here](#)). But if you don't have access to a Pinch Sorting Chart, you can just take out a blank piece of paper, turn it horizontally (landscape), create 5 columns (by drawing 4 vertical lines) and 2 rows (by drawing 1 horizontal line), and off you go.

Pinch Sorting Detailed Instructions

- List moments that you've felt "At the Mercy" recently. Look for pinches related to those moments and add them to your list of pinches. Then, choose one pinch to sort.
- [Optional, if your pinch feels very intense] Start by journaling about it on a separate paper.
- **Box A • Activating Stimulus** -- Fill in the observable details of your Pinch in Box A of the "Pinch Sorting" chart
- Check what you've listed in Box A
 - Check that you are only addressing one stimulus at a time in this chart
 - Underline the very specific word, gesture, etc. that was a trigger for your pinch
 - Camera Check: Do you notice any beliefs, inferences, assumptions, thoughts or mind chatter that remains in Box A and should be moved to Box B?
- **Box B • Beliefs, Thoughts, Mindchatter** -- list the beliefs and thoughts you had based on the observable detail in Box A;
- **Box C1 • Consequent Emotions** -- list the emotions you experienced as a result of the original stimulus;
- **Box C2 • Consequent Reactions** -- list the counterproductive behaviors you did or are likely to partake in as a result;
 - Think about what you did or felt like doing (that was unproductive).
 - Think about how you did it -- in other words, what energy did you have?
 - Think about what refrained from doing (that could have been productive).
- **Box D • Damages, Costs and Ripple Effects** -- capture any costs to you, to others and to the context that have already occurred or may occur going forward;



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- Box D [Continued] -- think specifically about the ripple effects (Ask yourself -- How am I likely to show up down the road if I stay pinched? How am I likely to reinforce my filter and pile on pinches? What collateral damage might I create? What will the accumulated costs be?)
- Ask yourself: “At this stage, am I really certain that I do not want to generate these costs for myself and others? Do I really want to reconnect to my best internal resources and constructively impact the situation?”
 - If the answer is yes, continue. If the answer is no, you can either decide to stay in a place of reactivity or you can go back and see if you can complete the costs of staying in a reactive state.
- Box -1 • Ego Threats/Drivers
 - List your ego drivers that were likely activated in this moment. What is the familiar danger for your ego? What does it want to prove? (you can also refer to your Desired/Dreaded Images, your patterns, your Unconscious Goal, or your Driving Idea);
 - Can you recollect a childhood significant event that feels connected?
 - Ask yourself: “Isn’t this just my familiar hot button engaging? Do I really want to trust my hot button blindly and continue to create the costs I do not want?”
 - Then ask yourself: “Noticing this, am I already feeling less reactive or less deflated? Am I more creative/curious/centered?”
- Box Δ • Delta -- If you take out the subtext that your ego is adding, how is your Ego Threat (Box -1) different from your Activating Event (Box A)? Be very literal in this step.
 - If you connected to a Significant Event, how is this situation different than that?
- Box -2 • Reframe -- If I’m not projecting this threat, how else could I read and experience this situation? How can I *reframe* it?
 - What elements might I be missing?
 - What else was expressed that I forgot or disregarded?
 - What other ways could I interpret what was said, without the layer of my ego threats?
 - Is there anything in the other person’s context or situation that I did not consider, but that could help my interpretation?
 - Is there a learning opportunity for me here?
 - Did I do anything beforehand that contributed to box A?
- Check-in with yourself: “Noticing this, am I already feeling less reactive and more creative?”
- Box -3 • My Purpose -- Which ATS goals help you feel recentered and energized? Which are stronger than your ego fears? (you can think about Context, Contribution and Learning goals)
- Check yourself: “Noticing this, am I already feeling less reactive and more creative?”
- Box -4 • Next Steps -- having reconnected to a sense of creativity and curiosity, brainstorm some different responses (some of them might be similar to C2 but from a different space).
 - Think back to the moment of the pinch
 - Think about now. Is there anything I can do to clean up, if relevant?
 - See if an option(s) rises to the top for you.



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Express Pinch Sorting

Goal of this section: Practice shifting out of a state of reaction with small pinches in order to regain access to your clearest and most creative thinking.

Venting (Optional)

A. Activating Stimulus 1	-1. Ego Threats / Drivers 2	-2. Reframe 4	-3. Purpose / ATS Goal 5	-4. Potential Actions 6
Δ. Delta between A & -1 3				

***Note:** Fill out the chart by following the numbers highlighted in grey (start with 0 or 1, end with 7).

Use a blank chart (you can [download one here](#)). Or, if you don't have access to an Express Pinch chart, you can just turn a blank piece of paper horizontally (landscape) and create 5 columns (by drawing 4 vertical lines).

Express Pinch Sorting Detailed Instructions

- Choose a smaller Pinch you would like to unpack. Is your intent to do this process to shift from a reactive state to a creative state? Do you wish to reconnect with your clearest and most creative thinking? If so, continue...
- [Optional] Vent in the gray zone above the chart. This can be the mind chatter you have and/or it can be empathy for what you are experiencing.
- Box A • Activating Stimulus -- Fill in the observable details of your Pinch in Box A
- [Optional] If you feel the need to vent now, you can do so in the chart's top gray box.
- Take a look at what you've listed in Box A
 - Confirm that you are only addressing one stimulus at a time
 - Underline the very specific word, gesture, etc. that was a trigger for your pinch
 - Do a *Camera Check*: Do you notice any beliefs, inferences, assumptions, thoughts or mind chatter that remain in Box A and should be moved to Box B?



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- Box -1 • Ego Threats/Drivers
 - List your activated ego drivers. What is the familiar danger for your ego? What does your ego want to prove? (consider your Desired/Dreaded images, your patterns, your Unconscious Goal, or your Driving Idea);
 - You may also want to consider: does a childhood significant event feel connected?
 - *Ask yourself: "Isn't this just my familiar hot button engaging? Do I really want to trust my hot button blindly and continue to create the costs I do not want?"*
 - *Then ask yourself: "Noticing this, am I already feeling less reactive or less deflated? Am I more creative/curious/centered?"*

- Box Δ • Delta -- If you take out the subtext that your ego is adding, how is your Ego Threat (Box -1) different from your Activating Event (Box A)? Be very literal in this step.
 - If you connected this pinch to a Significant Event from your childhood, how is this situation different?

- Box -2 • Reframe -- Having gained some distance from this threat, what fresh perspective can I bring to how I am reading this situation? How can I *reframe* it in a way that gives me the space to experience it in a different way?
 - What elements of the situation might I be missing?
 - What else was expressed that I forgot or disregarded?
 - Without the layer of my ego threats, are there other ways I could interpret what was said?
 - Is there anything in the other person's context or situation that I did not consider, but that could help me reframe?
 - Is there a learning opportunity for me here?
 - Did I do anything beforehand that contributed to box A?

Note: In many cases, you will realize you have made assumptions and actually don't know what the other person meant or thought. This realization is usually energizing and leads to curiosity. Would you want to ask a question from a genuinely interested space? If yes, you can add this next step to Box -4.

- Check in with yourself: *"Noticing this, am I already feeling less reactive and more creative?"*

- Box -3 • My Purpose -- Which ATS goals help you feel recentered and energized? Which are stronger than your ego's fears? (you can think about Context, Contribution and Learning goals)

- Check in with yourself: *"Noticing this, am I already feeling less reactive and more creative?"*

- Box -4 • Next Steps -- having reconnected to a sense of creativity and curiosity, brainstorm some different responses.
 - Think about what else you could have done at the time of the pinch
 - Think about what you could do now.
If relevant, is there anything I can do to "clean up".
 - See if an option(s) rises to the top for you.