The DNA of SAFETY COACHING

Tool 1.1: The Core Beliefs Inventory

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Tool 1.1: The Core Beliefs Inventory

Purposes
Coaching effectiveness is built on a foundation comprised of

- Your values, which organize your personality, including how you think and problem solve
- Your skills
- Your job knowledge (see Figure below)

Of these three pillars, your values are perhaps the most important. You can have all the skills and job knowledge in the world, but that won't make you an effective coach if your values are inconsistent with the role of coach. Ultimately, what you do when faced with a coaching opportunity is determined by your values. All behavior is a reflection of a person's values. Your true values are reflected in the actions you take. In fact, this is how value is defined. A value guides action. Values are reflected in our beliefs about what is and isn't worthwhile. If you want to know what your values are, observe your behaviors. Every action reflects a set of choices that you make:

- To be aware of the choice or to deny it
- To be aware of alternatives or to be locked into only one
- To take action or not to take action
- To do this and not that

This book introduces many new skills. To apply these skills in the best possible way, it is important that you examine the values revealed in your behavior, and that you strive to develop and enhance those values that will enable you to learn. To become the most effective coach possible, you need to approach the experience of learning in the same way that those whom you coach must approach the experience of learning—with openness, receptivity to change, and a willingness to work hard to create change. The goals of this activity are to help you think

- Develop awareness of your most important values
- Understand the gaps between what you say you value and what you really value
• Position yourself to begin working through and eliminating those gaps
• Become aware of when you are and are not producing desired outcomes or results

Directions
The *Core Beliefs Inventory* consists of thirty-two pairs of statements. Choose and circle which statement within each pair is most typical of you in most situations, most of the time.
The Core Beliefs Inventory

1. H During my spare time, I have no trouble finding things to do.
P During my spare time, I often have trouble finding things to do.

2. S I feel very sure of myself.
D I am usually unsure of myself.

3. T My managers / supervisors have, for the most part, been very helpful.
M My managers/supervisors have, for the most part, shown a lack of understanding.

4. O I allow my feelings to show.
C I don't allow my feelings to show.

5. H I have been very lucky so far.
P Luck has not played a role in getting me where I am.

6. D I am sometimes overcome by feelings of loneliness and worthlessness.
S I generally feel comfortable, even when I am alone.

7. M I doubt the honesty of people who are more friendly than they have to be.
T Just because people are friendly doesn't mean they are dishonest.

8. O I frequently expose myself to new learning opportunities.
C I find there is little time to learn new things.

9. H I am generally happy.
P I am generally unhappy.

10. D My friends don't need me as much as I need them.
S My friends need me just as much as I need them.

11. T Most people will admit their mistakes, even when it would be just as easy to blame someone.
M Most people try to blame someone else to cover up for their own mistakes.

12. O It is easy for me to listen to feedback without becoming defensive.
C I find I often become defensive when I listen to feedback.

13. H I get a great deal of fun out of my life.
P I rarely seem to find life much fun.

14. S When someone thinks badly of me, this is of no great cause for concern.
D When someone thinks badly of me, I worry about it.
15. M It is mainly fear of being caught that keeps people honest.
   T People are basically honest.
16. C I find it very hard to deal with conflicts.
   O I find it quite easy to deal with conflicts.
17. H Most problems can be solved if one takes action.
   P It often doesn't do any good to even try to solve problems.
18. S When criticized wrongly for something I did not do, I do not feel guilty.
   D When criticized wrongly for something I did not do, I still feel a bit guilty.
19. T Most people are nice.
   M Most people are objectionable and have hidden motives.
20. C If I disagree with another person, I tend to keep quiet.
   O If I disagree with another person, I tend to let that person know.
   P Things just naturally have a way of going sour.
22. S I sleep well at night, no matter what.
   D I often have trouble sleeping at night.
23. T I am very critical of other people's work.
   M I am generally very accepting of other people's work.
24. O I readily share my personal views on just about everything.
   C I am very selective with whom I share my personal views on certain topics.
25. H During ordinary difficulties, I generally keep up hope.
   P It is hard for me to keep up hope, even during ordinary difficulties.
26. S When one small thing after another goes wrong, I go on as usual.
   D When one small thing after another goes wrong, I feel overcome.
27. T People generally do what they say they are going to do.
   M You generally have to check up on others because they rarely do what they say they are going to do.
28. C I feel very uncomfortable telling others what I like about them.
   O I feel very comfortable telling others what I like about them.
29. H Generally, I am a person of great faith.
   P Generally, I am a person of little faith.
30. D I often feel guilty about even small mistakes.
   S I rarely feel guilty, even when I make mistakes.
31.  
 T  Most people are inclined to look out for others.
 M  Most people just look out for themselves.

32.  
 O  My friends say that I am easy to get to know.
 C  My friends say that I am hard to get to know.
Scoring and Interpretation

Count the number of H's and P's you circled and record the number in the blanks below. The total of H + P should equal eight. Likewise, total the number of S's and D's you circled, the number of T's and M's, and the number of A's and C's. Subtract the number of P's from the number of H's; the number of D's from the number of S's; the number of M's from the number of T's; and the number of C's from the number of O's. The differences can range from +8 to -8. Transfer the difference scores to the scoring profile when you are done.

H: ____ - P: ____ = ____

S: ____ - D: ____ = ____

T: ____ - M ____ = ____

O: ____ - C: ____ = ____

Scoring Profile

<table>
<thead>
<tr>
<th>Pessimism</th>
<th>-8</th>
<th>-7</th>
<th>-6</th>
<th>-5</th>
<th>-4</th>
<th>-3</th>
<th>-2</th>
<th>-1</th>
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<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
</table>

| Hope      | -8 | -7 | -6 | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Doubt     | -8 | -7 | -6 | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Confidence| -8 | -7 | -6 | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Mistrust  | -8 | -7 | -6 | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Trust     | -8 | -7 | -6 | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Closed    | -8 | -7 | -6 | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

| Open      | -8 | -7 | -6 | -5 | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

Interpretation

Hope. This scale measures the degree to which you expect the best from life. Research tells us that those who expect the best from themselves and others more often obtain the best than do those who are pessimistic. The most effective coaches tend to be very hopeful. To increase your sense of hope you could:

- Comment on the positive parts of a plan or idea before suggesting problems or revisions.
- Attend funny movies and "belly laugh." See something funny in normal everyday situations.
- Watch your speech pattern. Say "choose to" or "am going to" instead of "I have to."

Self-Confidence. This scale measures the degree to which you believe that you can, by your own efforts, influence future events, that you will do well in what you try, and that you feel as smart and as capable as others. Effective coaches tend to be self-confident as opposed to being full of self-doubt. To increase your sense of confidence you could:

- Before beginning a task, decide if it is one you really want to do well or merely
- Complete to a satisfactory level.
- Make a list of your strengths and skills. Keep it up to date. Use it as a check when someone gives you "constructive criticism" concerning your "faults."

Trust. This scale measures the degree to which you trust others and have confidence in their good intentions. Effective coaches are essentially trusting. This belief in others acts as a self-fulfilling prophecy. To increase your sense of trust you could:

- Take what people say at face value. Believe that what people say is what they
• Do not look for hidden messages and motives.
• When making agreements, put in sanctions or natural consequences.
• Do not use punishment after the fact.
• If agreements are not kept, let the natural consequences follow, but do not add punishment.

Openness. This scale measures the degree to which you are willing to self-disclose yourself to the world. The most effective coaches are willing to share, as well as to listen. To increase your sense of openness you could

• Start each day by deciding to learn something new.
• Express what you are thinking and feeling at the time of an event or conversation.

Reflection
1. What are your core beliefs?

2. What do your scores suggest about you and your view of the world?

3. What effect do these beliefs have on you and on your ability to coach others?