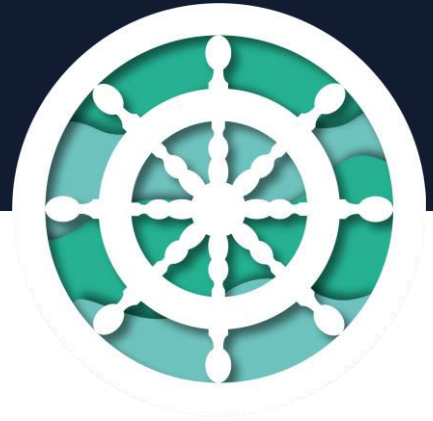


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Support for managers



April 2023



NEUROLOGICAL LEVELS IN DEVELOPMENT

Robert Dilts (book author, consultant, coach) has identified six levels that define how each person functions and in what areas change can occur in them. Mentally going through each of them will allow us to realise the meaning of our actions, directed towards a specific goal. And by practising all of them, we can provide ourselves (or others) with the necessary support and motivation to succeed.

1. Environment

It determines the external opportunities or obstacles that we need to recognise and respond to. These include considering WHERE and WHEN success occurs (in a change situation).

2. Behaviour

They are specific actions taken to achieve success. They include WHAT exactly must be completed or achieved for the change we expect to occur.

3. Skills

They refer to plans or strategies that lead to success. They guide HOW activities are selected and HOW they are monitored.

4. Beliefs

They provide reinforcement that either supports or withholds particular skills and actions. They are a reference to the reason WHY we choose a particular path. They also relate to the deeper motivations that lead people towards action or perseverance.



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5. Values

They relate to what is MOST IMPORTANT to us and are the source of our deepest motivation. If something is in line with our values, we feel a real intrinsic motivation to achieve it. Values are the criteria we use to judge our actions or the actions of others (hindsight). Each person has their own individual, hierarchical system of values.

6. Identity

It refers to the human sense of role or mission. These factors define WHAT the person perceives themselves to be, e.g. their role in change, target role.

Thus, it is the leader's job to provide the necessary support to help the employee develop successfully at all levels of learning and change.

Questions to think about:

1. What changes are you currently implementing? What do you currently want to teach your team?
2. What does it look like for you/your team to work with change at each of the above levels?
 - a. Have you taken care of all the levels?
 - b. Is any level of change particularly needed?
 - c. Does any level of change need strengthening?
3. What motivates you to change? And what is causing your resistance?
 - a. What motivates your people? And what is causing their resistance and reluctance?
4. Who or what can support you in this change?



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