

Creating Extraordinary Results by Mastering Your Results System™

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People talk about changing themselves or their lives as though that were something they should be able to do easily. So if all the how-to books in the world really work, how come we keep buying them? There are two answers. The first is that it takes only a moment to intellectually understand a new concept – how or why something should be done differently – but it takes much longer to change our habits.

The second is that we all have an internal “Results System”, an invisible system for repeating tasks, manners of doing or thinking about things as we have in the past. It helps us produce consistent results without even thinking about it – but it doesn’t work out in our favor when what we want is managed change. Here’s how it works...



The best way to look at the Results System™ for the first time is to read it backward, from right to left. It shows that we seem to get:

- **Results** because we took certain....
- **Actions** based on...
- **Choices** we made from what we felt were our available...
- **Options** based on our conscious or unconscious...
- **Goals**

This is the part of decision making we are aware of, and as a system it generally works pretty well. The only two times our Results System fails us are when: (1) we can't seem to get clear enough about what our choices, options, or goals are so that we can take the appropriate action; and (2) regardless of the changes we try to make, the result looks the same. We find a new job that finally makes us happy in our career, but eventually the new job starts looking like the old one.

When we get stymied about moving forward or find that regardless of our changes the result looks the same, it is because we have not delved into the invisible part of our Results System to make changes. We need to look at the next set of gears:

- **Perceptions:** how we see it
- **Beliefs** what we believe about it
- **Habits** how we have done things before
- **Expectations** what we anticipate will happen
- **Assumptions** what we suppose to be true about the results

While we are generally aware of about 80 percent of the visible part of the system, we are pretty much in the dark about the invisible gears. We are aware of some of our perceptions, beliefs, habits, expectations, and assumptions, but for the most part we refer to these bits as "is-isms," as in "this is the way it has to be done" or "this is what's wrong with that person." We are often oblivious to the possibility that we might have choices in what we think, how we see and hear, and how we act or react.

Our Results Systems is an excellent system keeping us safe and out of danger. The invisible part of the system ensures that we repeatedly get the same results in situations that appear to be the same to us.

To see the system's value, you need only remember when you first learned a complex task like driving a car. Think about all the things to remember – gears, clutch, signaling, mirrors, the accelerator and brake, and concentrating on everything at once. Do you consciously think about all those things when you drive today? Our system makes it easier for us by ensuring that we can repeat the patterns and procedures we have successfully followed in the past in order to keep us safe.

Because of this, it is the invisible part of the Results Systems that makes doing things differently so difficult. When we see senior executives not "walking their talk," we assume it's because they don't mean what they say. More often, they have yet to acquire a new system of beliefs, assumptions, and habits – or even know that they need to – to go with their new resolve.

