

A hand is shown holding a glowing lightbulb inside a crystal ball. The lightbulb is illuminated, and its glow is reflected within the crystal ball. The background is dark, and the entire scene is framed by a thick orange border.

METAPROGRAMS: HOW DO YOU KNOW?

Developed by Cindy Tonkin
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Where does your wisdom come from?

How do we know if we're doing the right thing? If we've done a good job? Whether we're making a good decision or not?

There are 4 frames of reference

- Internal (I know I do a good job)
- External (Others/Data tell me I do a good job)
- Internal with external check (I know I do a good job, and people / data tell me I do)
- External with internal check (the data/people say I do a good job, and I know inside I do)

The frame of reference is also called the Locus of Control

internal f.o.r.

external f.o.r.

evaluate things

based on what they think is appropriate
motivated by
own motivation

based on what others think is appropriate

need other people to provide guidance,
motivation, direction

make decisions

on their own - do not consult
decide for themselves how they are doing
balk when someone else tries to decide for them

from other people
need feedback about how they are going
other people provide decisions which they accept

have difficulty

accepting other peoples' direction and feedback may gather info from others, but they decide about it

beginning or continuing a task without direction, feedback and approval

They tell you they decide because...

I decide; I just know, it just feels right

my boss tells me, my customers tell me, I look at my monthly sales figures, the customer buys, I get a reward

Statistical Distribution

internal f.o.r.

external f.o.r.

40%

40%

20% both

internal f.o.r. external f.o.r.
external check internal check

I know I've done a good job... do you think I have?	so you think I've done a good job... well I'm (not so) sure because...
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Eliciting and detecting Locus of Control or frame of reference

Generally to elicit a frame of reference, ask: How do you know that you are right? How do you know when you've done a good job (do you just know, or does someone tell you)?

Applying frame of reference

Selling

internal f.o.r.	external f.o.r.
"your own mind will tell you that I am right"	stats and data showing what other people think
"deep down inside you will agree with me"	how you and your significant other think
"only you can decide"	when and what to decide
relevant factual data no hype	constant feedback and reassurance
	celebrity or expert endorsements

Managing

internal f.o.r.	external f.o.r.
suffer from the "I can do it myself thank you" syndrome.	need to be managed - need to know what to do, how to do it and how they are doing
best where they receive little if any supervision.	feedback, praise, criticism
emphasise how their goals are aligned with yours.	clear work standards and explicit examples of correct performance
"only you can decide to (do what I want you to)"	
in a mentoring relationship - may only take on help or advice they agree with	

Training

internal f.o.r.

will not learn if they think that they know more than the teacher

tell info in an objective and straight forward manner

will want to decide for themselves

these are the facts and they can decide what to believe themselves

often become scholars or teachers

ask them how other people feel and ask other people to verify that this is true (or not)

external f.o.r.

believe what they are told

respond well to authority

impressed by what scholars and experts think

susceptible to brain washing - do not expect critical judgement

ask them to check inside to see if "something is" true (congruency sensing)

Coaching

internal f.o.r.

usually don't come to coaching voluntarily if they do, need a reason to do what the coach says

relationship problem often due to lack of concern for what others think or want

may need a goal in coaching to develop an external check for their internal frame

external f.o.r.

expect the coach to tell them what to do

problems often because trying to satisfy different people who are making contradictory demands

may need to have as a goal to develop an internal check

will listen to coach unless someone more important to them contradicts

tell them about other clients who have done as told and succeeded as a result

Influencing Language

internal f.o.r.

only you can decide

it is up to you

ask what they have decided and agree with them

external f.o.r.

other people think

the facts show

this is the way it is

here is some feedback

I will let you know

Some fun: the frame of reference prayers

For a little fun and to make this more real, here is the Lord's Prayer rephrased to appeal to both ends of the frame of reference spectrum. The prayers are excerpted from Wyatt and Marilynne Woodsmall's *People Pattern Power: the nine keys to business success*, 1998.

Internal frame of reference prayer

Lord God, Maker of heaven and earth. All knowing God, please let me make my own decisions. Give me this day the inner certainty to know when I am right. Lead me not into dependency upon others' opinions and grant me the courage and self dependency and reliance to steer my own course in life. When the multitudes go one way, grant me the certainty to march to my own drummer, no matter how contrary the tides. Let me decide for "moi". Deliver me from bad decisions which are based on the false values imposed by society. Also, deliver me from the tempter whose voice may lead me astray even when I am right. Please shine upon me the light of clarity to decide wisely and to hear my inner voice which is the best of all except for Thine own. Amen.

External frame of reference prayer

Almighty God, all knowing, the true Source of all guidance and counsel, provide me with my life's instructions. Lord, Ultimate Source of right and wrong, give me this day

the necessary direction to conduct my life in accordance with Thy Will. Please answer my prayers for advice and counsel before I make any decisions. Deliver me from those who would expect me to make decisions on my own and especially from situations where I cannot get feedback about what I am doing. Deliver me too, from false counsel. Provide me with wise counselors who can give advice and make recommendations that help me to sort through the trials and tribulations on the journey of life. Amen.





About the author - Cindy Tonkin

Cindy Tonkin is the Consultants' Consultant.

She is a management consultant with more than 20 years experience.

She specialises in soft skills for clever people, and has a niche with data analysts. She runs several consulting brands, improvises, creates visual art and hangs out with her cats in Newtown, NSW Australia.

Cindy's first book, the **Australian Consultants' Guide** helped more than 6000 consultants set up their business.

Cindy gives consultants and managers tools to make doing business with people easy. She is one of the best-educated NLP-trained consultants operating in the business environment, with masters-level qualifications from the Université de Paris VIII and a First-Class Honours Degree from Sydney University. Cindy has worked for big consultancies such as Accenture and KPMG and boutique

consultancies like her own. She has truckloads of practical, on-the-floor experience implementing organisational change from Chief Executive to Supervisor Level.

Her clients include major consultancy firms, public service organisations and Financial Services companies with internal consulting forces. She has written a fleet of books on how to make consulting businesses work more effectively, and how to be a better consultant.

In this century all of Cindy's clients have been repeat or referral business, a testament to her good work.

Cindy writes regularly for publications like Mortgage Professional Australia and Executive Excellence magazines. She has been featured on Radio 2GB and ABC Radio, in the Sydney Morning Herald and the Sun-Herald. She is a sought-after keynote speaker on a range of soft skills topics.

Visit Cindy's Blog:

consultantsconsultant.com.au/blog/

Listen to Cindy's podcast: Smarter Data People: Leaders in Data Science talk about working smarter, faster and nicer at smarterdatapeople.com

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