

Thank you for completing the Self Limiting Behavior Inventory. You are now on the road to Limitless Behavior!

#### WHAT DOES THE SLBI™ MEASURE?

The SLBI™ measures your behavior which limits or handicaps your efforts in life and at work. It specifically measures your behaviors used to gain control - both dominating and caretaking, to achieve predictability and stability, to avoid accountability, bolster your self-esteem, use external indices to substitute for low self-esteem, and your level of pessimism. These clusters of behaviors have been found to limit efforts in organizations to improve customer focus, quality improvement, outcome based decision making, and empowerment. If you try to micro-manage everything and everyone, need someone or something else to feel complete, panic when things aren't calm and predictable, feel responsible all the time but hate to be accountable when things go wrong, use external awards, belongings, or degrees to feel worthy, and are constantly negative and cynical, you are self-limiting yourself and probably your organization. Self-limiting behavior is learned and can, therefore, be unlearned and modified. Knowing your SLBI™ scores will help you get in touch with this behavior and learn how to not rely on it as much in the future! Reading LIMITLESS publications will help even more. Self-limiting behaviors are those things we do to protect our images of competence or our images of the competence and worth of the organization that employs us. Selflimiting behaviors mostly stem from an intense investment in protecting self-worth. When our self-regard is vulnerable, we are prone to attempt to control our environment inappropriately, avoid failure and accountability, seek stability and predictability, avoid emotion, intimacy and risk, and use artificial monitors to assess and artificial props to bolster our self-worth. We start to learn these behaviors as children when we grow up in families where love is conditional, there is abuse, when our personal boundaries are violated repeatedly, or when we have to become surrogate parents. These things prevent a child from developing an independent self. Without developing independence and a strong sense of self-worth, we move into adulthood practicing behaviors that help us deny our investment in protecting our self-worth, artificially augment it, or set us up to avoid accountability and ownership when we fail.

**WHY IS IT IMPORTANT TO UNDERSTAND ABOUT SELF-LIMITING BEHAVIOR?** Self-limiting behavior handicaps us in everything we do, but it also handicaps our organizations. When we can't let go of dominating or caretaking control behaviors, we tend to avoid risk, have an intense need for stability and predictability, and are unwilling to be accountable to public, customer-focused outcomes. We limit the ability of our organization to make transitions, to be more customer focused, to improve, to learn, and ultimately to compete in a dynamic, ever changing world. If organizations cannot change in a competitive market, they die and people are out of work.

**WHAT DOES MY PROFILE OF NEEDS REALLY MEAN?** Your scores represent four categories of behavior. Lower scores mean LESS self-limiting behavior! Higher scores mean that you may wish to investigate self-limiting behavior and reduce those things you do that are self-limiting to you and your employer. The average total score is 116. The dimension averages are: Control - 29, Predictability - 31, Accountability - 19, and Esteem - 23. If you have high scores, you might wish to explore these topics more. Ask your facilitator about Version B of the SLBI™, which measures more dimensions of self-limiting behavior, and other materials from The Limitless Consulting Group.

## THE CATEGORIES OF BEHAVIOR:

**CONTROL:** These behaviors are used to control things outside your own personal boundaries. Withdrawal, silence, having temper tantrums, saying should and Yes, but, making sure you are involved in everything, demanding things be in a particular order or way, rewriting history, overpowering others in conversation are all examples of dominance behaviors. Those with a high need for dominance and control usually operate in a vertical or hierarchical world, that is, they take care of those above and dominate those below. Use of dominance behaviors causes one to use punishment rather than reward, and set standards rather than encourage unlimited growth. Feeling responsible for other people's behaviors or feelings, acting helpless, lying, false flattery, passive-aggressiveness, and an unwillingness to confront people directly are all caretaking behaviors. Caretaking is hierarchical and mostly takes away from the caretaker. Use of caretaking behaviors causes one to believe in duty, live the promises dominating bosses or organizations hold out to control caretakers, constantly struggle with low self-esteem, and have a victim mentality.

**PREDICTABILITY:** These are behaviors used to make our world more stable and predictable. These behaviors include getting uneasy when things go too smoothly, avoiding uncertain situations or being helpless in such situations, worrying constantly, checking up on employees or coworkers repeatedly, finding out what the boss wants before you decide how to act, trying to keep emotions out of what you do, and avoiding intimacy. Being cynical is also an example of behavior used to increase predictability and stability. Searching for predictability is highly related to the use of control behaviors because you often use control techniques to insure a stable environment. This set of behaviors is what prevents you from taking risks.

**AVOIDANCE OF ACCOUNTABILITY:** These behaviors are used to avoid responsibility and accountability. They keep you from ownership of any problems or crises, but they also keep you from ownership of good things. Those who use these behaviors fail to install performance measures at critical linkage points in any process, fail to pay attention to customer expectations and translate them into clear outcome measurements, are reluctant to reveal information about their performances, and blame most or all of their problems on others: spouses, children, coworkers, and the bosses. This cluster of behaviors is also related to predictability because avoidance of accountability increases stability. Avoiding accountability keeps us helpless and uncommitted.

**ESTEEM:** These behaviors are the result of low self-esteem. Examples include not confronting staff members when confrontation is appropriate, not saying what you believe, and an unwillingness to collect information from bosses, coworkers or customers for fear that it will be bad news, and having lots of issues around the department that are undiscussable in front of certain people. These behaviors keep you from facing your reduced sense of self-worth and/or doing something about strengthening your boundaries and becoming more independent. These behaviors also help you deal with low self-esteem and worrying about your worth by connecting you to various artificial measures of worth. Some examples include using advanced degrees as surrogates for self-worth, being defensive to your boss, blaming circumstances when things don't go right, caretaking when you are too exhausted, detailing your accomplishments, and name

dropping. Other behaviors that indicate use of external indices of self-worth include collecting things others do not have, having a bigger and better car, office, or department than anyone else, workaholism, and the love of status symbols. These behaviors keep you from facing your reduced sense of self-worth. Your total score is a combination of these clusters of behavior and represents an overall measure of your need to deal with the things you do which are self-limiting or limit your organization's ability to compete and survive.

**ACTION PLANNING FOR LIMITLESS BEHAVIOR** Understanding is only the first step in decreasing your limiting behaviors. It is necessary to develop a pattern of limitless behavior to replace the old limiting behaviors. You need to consider various strategies and tactics to increase your limitless behavior. Consider some of the following actions. Then, add your own actions to the list. Commit yourself to following through on them. Get a partner in this workshop, share your action plans, and give each other feedback periodically. Post your action plan for all to see. That is a limitless behavior.