

When You Know You Should, but You Don't Want To

by Dennis Hooper, copyright © 2011, published in the *Houston Home Journal* on Saturday, February 26, 2011

What is it that you know you should do, but don't? Maybe you should complete that big project you've been putting off, but you never quite get around to it. Perhaps you should do some repair work on your relationship with your parents, "But hey, they contributed to the friction just as much as I did!"

Maybe you should eat healthy and exercise more, but there's never enough time for a workout, and the saltiness and crunch of those potato chips is just too enticing.

Why is it that we can't seem to accomplish some of the many things that we know we should be doing?

Eric Berne has a possible answer. He was a psychiatrist who, fifty years ago, proposed a way of understanding human behavior. Though his concept was simple, he called it by the imposing name of "Transactional Analysis." (Put those words into any internet search engine if you want to learn more.)

I often use the following concepts as I train organizational leaders. The idea is that within each of us resides three "ego states," any one of which might interact in a given situation with any of the three "ego states" of another person.

Although common terms are used to describe the three states, Eric Berne assigned specific meanings to the terms. To remind users of this, the capitalized first letter is used.

When your Child state is dominant, you feel and act like the child you once were. The Child resists growing up and is emotional, self-centered, and irresponsible. The Child can be loving, hateful, playful, sad, fearful, creative, ashamed, impulsive, compliant, or complaining--and can change instantly!

Your Parent is like a digital recorder, having collected judgments and values about what is good and bad, right and wrong, appropriate or not. Your Parent can be nurturing and supportive or critical and controlling. The Parent resolves situations by using its pre-recorded ideas of how people "should" be.

Your Adult is the rational, analytical, fact-processing predictor of outcomes, evaluating each person's behavior in the context of his or her desired goals. The Adult operates on data, not emotions, and makes decisions and solves and prevents problems based on cause-and-effect logic.

In my coaching over the past twenty years, I've found some individuals who seemed to experience an internal struggle between their demanding Parent and their uncooperative Child. They express that they want to accomplish certain tasks (they think they "should" for whatever reason). Yet when it comes to actually behaving in ways that would generate the expected outcome, they find other things to do (and sometimes do the exact opposite of what they know would be a productive behavior!).

As I've helped these individuals, I have usually found that when they were literally a child, they had an authoritative parent. Their response was one of two extremes. They either rebelled outright, refusing to obey, or they worked to keep a low profile, complying to the extent necessary to stay out of trouble.

Unknowingly, as these individuals grew to fill responsible positions, they carried their demanding Parent and their rebellious Child with them. The familiar script continues to be acted out within the individual who is oblivious to what's happening. They set challenging expectations for themselves, yet something always prevents or interrupts the accomplishment of the task.

If this is happening to you (or someone under your authority), here is a way you can break the unproductive pattern. First, become aware of the concepts I've described.

Recall how you used to respond to the demands of your authoritative parent when you were young. Allow the memories to resurface and note how similar they are to the feelings you have when you don't do what you've told yourself you **MUST** do, **HAVE TO** do, or **SHOULD** do.

Recognize that there is a third alternative to the demands of your Parent and the uncooperative nature of your Child. Your Adult understands the cause and effect principles by which the world functions. Yet operating comfortably in the Adult “ego state” is unnatural for many folks, especially those who had no role model to teach the rational, analytical, problem-solving and problem-preventing alternative.

The Adult ego state requires a conscious, intentional effort that is anything but automatic. Choosing to access this “cause and effect” part of you, however, is always an option. I encourage you to find an understanding colleague to support your experimentation with thoughts and actions that may feel very different from choices you’ve made in the past.

Is it really that easy? It could be, except that habitual ways of thinking and acting are very hard to change. The first step, however, is your expanded awareness. Once you know what’s happening, you can catch yourself quickly, as soon as you start thinking “I MUST do...” or “I don’t want to do...”

Instead of allowing the internal struggle to remain an obstacle, focus instead on the outcome you desire. Then consider several actions that will likely lead you there. Select one small action step and execute it. Then celebrate your progress in making incremental improvement.

Repeating this simple process will slowly build a new habit that will serve you far more effectively.

Dennis Hooper helps leaders enhance their skills--and those of their direct reports. E-mail Dennis at dhooper2@juno.com or call him at 478-988-0237. Dennis’ website is www.buildingfutureleaders.com.