



WORKBOOK

for the new edition of

DREAM

DARE

DO

**Managing the most difficult person
on earth: yourself**

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ON BEHAVIOR AND CHANGE

CHAPTER 1-4

*"A pessimist sees the difficulty in every opportunity.
An optimist sees the possibility in every difficulty ."*

~

Winston Churchill



CHAPTER 1

- Intentions alone are not enough to bring about change. Only one in five people keep up a good intention for longer than two years.
- Behavior is the weak link between plans and results. Changes often falter because we are unable to permanently adapt our behavior..
- 5% of our behavior is conscious and planned. However, 95% is unconscious and automatic. This habitual behavior in particular makes change so difficult.

NOTES

ASSIGNMENT

Read page 22 again. Describe a few personal experiences where conscience, planned behavior (5%) and unconscious automatic behavior (95%) counteracted each other.



CHAPTER 2

- Automatic behavior works like an MP3 player. After one or more stimuli from our environment – a button being pressed – behavior automatically follows.
- Behavior that immediately leads to pleasant consequences automatically increases. Behavior that immediately leads to negative consequences automatically decreases.
- In many cases, also ‘intelligent’ behavior is conditioned. Many of our expectations and prejudices are formed on the basis of one or more of experiences.

NOTES

ASSIGNMENT

Read pages 28 and 29 again. What are a few good habits and a few not so good habits you have developed over the course of your life, without consciously choosing to?



CHAPTER 3

- People do not hate changing, but they do hate losing. A threatening loss affects us two to two and a half times as much as an opportunity.
- Still, threats and punishments are not effective if you want to change behavior. They don't lead to optimal achievements. They only work under supervision and they undermine relationships.
- Rewarding does not have any negative side effects. Rewarding four times as much as punishing or threatening is a safe norm in managing yourself and others.

NOTES

ASSIGNMENT

Read page 40 again. Think about what way an imbalance between pain and pleasure influences your life. For example, what things do you avoid out of fear of loss? And what things do you do to avoid pain?



CHAPTER 4

- Change takes place in different phases. The first, the dream phase, is all about formulating goal-oriented and concrete behavioral intentions.
- Goal of the second phase, the dare phase, is about thorough preparation for the most difficult moments of change. This way we prevent relapsing into old, ineffective habits.
- The third phase is the do phase. The idea is to measure and reward to maintain the desired behavior.

NOTES

ASSIGNMENT

Take a look at page 52 again. What phase of the change process are you in? Are you in the phase before considering a change? Are you considering a specific change? Are you working on preparing for a certain change? Are you in the middle of changing? Or are you trying to keep up a successful change?



DREAMING

CHAPTER 5-6

*"The artist is nothing without the gift,
but the gift is nothing without work."*

~

Emile Zola



CHAPTER 5

- Many people get stuck in their NO area. They see the problems,, pitfalls and threats, but don't take the step to possible solutions.
- The YES area is the basis development and growth. It is all about becoming more like who we are in our best moments.
- Many people struggle with self-defeating beliefs. Ask yourself whether your beliefs about yourself and your plans are really true and really useful.

NOTES

ASSIGNMENT

Read page 65 through 67 again. Discribe a personal success story with the following characteristics: you did something you thought was very important.... and (or) your acheivement was greatly appreciated by others.... and (or) you had total control of the situation.

And now think: what would your life be like if those moments weren't exceptions but were the rule?



CHAPTER 6

- Dreams only become reality if you translate them into concrete behavior: measurable, active and personal (M.A.P).
- It's important you always begin with behavior you know you can do. You can see change as climbing stairs. Start with the step that is within reach.
- If you formulate your goals and the corresponding behavior clearly you will see more opportunities. Those opportunities have been there all along but you see them until they mean something to you.

NOTES

ASSIGNMENT

Read the examples on page 82 and 83 again. Describe the daily behavior necessary to achieve your goal: (1) measurable, (2) active and (3) personal.



DARE

CHAPTER 7-8

"The most successful people are those who are good at Plan B."

~

James Yorke



CHAPTER 7

- People don't fall back into old behavior 'just like that'. It happens during moments of crisis that they have often foreseen well in advance.
- Stress and exhaustion are factors which often cause relapse into old, ineffective habits. This often happens right at the beginning of making a change.
- Actively anticipating moments of crisis is proven to be very effective. The chance that you will persevere increases with a factor of two or three.

NOTES

ASSIGNMENT

Read page 96 and 97 again. In your situation, what are possible moments of crisis? What are the situations in which you might easily fall back into old, ineffective habits?



CHAPTER 8

- Reminders help you to continue at difficult moments. You need to remind yourself powerfully of your intentions when it is needed most.
- Rewarding helps as well. Attack the short-term frustration of a crisis moment with a reward which is at least twice to three times as large.
- Countering is the third technique which is effective in moments of crisis. Talking actively, moving, thinking and feeling to defend yourself against relapsing into old habits.

NOTES

ASSIGNMENT

Take a look at the examples that go with the three techniques to help you persevere. What techniques appeal to you most? Which one will you try during your next moment of crisis? How and when will you practice this ahead of time?



DO

CHAPTER 9-10

*"A good plan now
is better than a perfect plan
next week."*

~

George S. Patton



CHAPTER 9

- People mainly learn by immediate feedback. This means that we need to measure and reward the desired behavior from the very start.
- Many people benefit from a change coach in this phase. They want to get feedback from somebody else and need an extra incentive.
- We can avoid postponement by preparing the start thoroughly. If it is not automatically fun to start, make it fun.

NOTES

ASSIGNMENT

Read pages 119 through 121 again. Think about how you can measure and reward your desired behavior.

Look at pages 123 and 124. When will you start your change? And how will you prevent postponing your change?



CHAPTER 10

- Do not think in terms of succeeding or failing, but in terms of learning. If you really think your goals are important, you can't fail but you can only learn as you go.
- We will often have to keep measuring our behavior for a longer period to form new behaviors and to prevent relapse. A year or longer is no exception.
- Successful changes work as a stimulator. Whoever turns the three steps dream, dare and do into habits will get more grip on his life.

NOTES

ASSIGNMENT

Read page 134 and 135 again. How are you going to make sure the change you find important will be lasting?
