The Power of a Pivotal Moment

Workbook

A Workbook of Practical and Actionable Exercises to Help You Identify, Embrace and Capitalise on the Crucial Career Moments

by

Dan Beverly

Successful careers are defined in the few-but-crucial pivotal moments.

Noticing, acknowledging, embracing and capitalising on the pivotal moments can make an otherwise mediocre career great.

This workbook accompanies my book “The Power of a Pivotal Moment”.

Read the book and work through the exercises in this workbook and take full advantage of your pivotal moments.

Let’s get started!
# Contents

Using This Workbook .................................................................................................................. 3
What’s Your Definition of a “Pivotal Moment”? ................................................................. 4
What Have Been Your Pivotal Moments? .............................................................................. 5
Where Do You See Yourself in 10 Years? ............................................................................ 6
What Are the Different Types of Pivotal Moment? ............................................................ 7
Is This a Pivotal Moment? (Part 1) ...................................................................................... 8
Is This a Pivotal Moment? (Part 2) ...................................................................................... 9
What’s My Next Action? ....................................................................................................... 10
What “Faulty” Thinking Am I Sometimes Guilty Of? ....................................................... 11
What Limiting Beliefs Are Holding Me Back? ................................................................. 12
If I Couldn’t Fail, What Would I Do? .................................................................................. 13
What’s My Pivotal Moment End Goal? ................................................................................ 14
What’s My Pivotal Moment Performance Goal? .............................................................. 15
What Are My Pivotal Moment Work and Learning Goals? ............................................. 16
How Do My Pivotal Moment Goals Sit With Everything Else? ...................................... 17
What’s Supporting Me? What’s Holding Me Back? ......................................................... 18
21 Great Coaching Questions for the Pivotal Moments .................................................. 19
USING THIS WORKBOOK

The exercises in this workbook are taken directly from the accompanying book “The Power of a Pivotal Moment”. Please refer to your copy as you work through the exercises.

And please do complete the exercises – in whatever way works for you. For what you capture here will be a wonderfully useful, empowering resource as your embrace and capitalise on your Pivotal Moments.

Below follows an overview of the high-level end-to-end process: to help “place” you. But if you should have any questions or comments at any stage, please do get in touch with me at dan@danbeverly.com.

THE PROCESS

1. Connect with the long-term vision

Noticing, acknowledging, embracing and capitalising on the pivotal moments can make an otherwise mediocre career great. And whilst we all have our own personal definitions of what makes a moment pivotal, we know they are all characterised by challenge and stretch; require hard work; and come with risk. This is why connecting with our long-term vision is so crucial: to give our compass needle its North.

2. Practise awareness and responsibility

Becoming adept at noticing the pivotal moments is then a question of practising awareness and taking responsibility. When we do that, we begin to see more opportunity, greater possibility and different choices. We do this best when we’re in the right mindset; when we listen to our intuition and insights; and when we bring our deepest evaluation into conscious awareness. All skills that can be learned and developed.

3. Master the thinking

Having sensed our moment, perhaps the most common scenario is the self-sabotage that has us dismissing pivotal moments before they’ve even begun. To overcome this hurdle and get into capitalising action, the most successful people master their faulty thinking; commit to empowering (not limiting) beliefs; and learn to deal with fear.

4. Have a harmonising goal

And from there, it’s into action on an inspiring goal that harmonises our pivotal moment with our sense of self and with our vision for the future. A full complement of End Goal, Performance Goal, Work Goal and Learning Goal moves us from goal-setting to goal-achieving; ensures we have both the inspiration and the specification; and that we work both diligently and intelligently.
WHAT’S YOUR DEFINITION OF A “PIVOTAL MOMENT”?

Self-Coaching Exercise 1.1: Create your personal and extended definition of the term "Pivotal Moment". Keep the following questions in mind:

- What are the essential ingredients that make a moment "pivotal"?
- What stand-out characteristics distinguish a "pivotal moment"?
- What sensory evidence (feelings) need to be included in your definition?

Write your personal, extended definition of the term "Pivotal Moment" in the space below.
WHAT HAVE BEEN YOUR PIVOTAL MOMENTS?

Self-Coaching Exercise 1.2: Make a list of the pivotal moments in your career from the last 2 years. Ask yourself some exploratory questions:

- What was the source of the pivotal moment?
- What feelings did you experience at the time?
- What did you have to overcome?
- How did you know your course was the right one?
- Who else was involved in “making it happen”?

What themes are you noticing, both internal and external, about your pivotal moments? Write down at least 5 key characteristics that your pivotal moments have in common.

Make a list of the pivotal moments in your career from the last 2 years in the space below.
WHERE DO YOU SEE YOURSELF IN 10 YEARS?

**Self-Coaching Exercise 1.3:** Where do you see yourself in 10 years?

- Where are you? What are you doing? Who are you with?
- What do you see? Feel? Hear from others? Say to yourself?
- What have you achieved? What are you most pleased and proud to look back on?
- What is most important to you, here and now?
- How has your approach to the pivotal moments helped you get here?

Encapsulate your 10-yr vision in a few choice sentences. Then describe how the pivotal moments – and your approach to them – have contributed to your success.

Write down a vision of where you see yourself in 10 years in the space below.
## WHAT ARE THE DIFFERENT TYPES OF PIVOTAL MOMENT?

**Self-Coaching Exercise 2.1**: Make your own category lists to help your mind organise its thinking around pivotal moments.

1. Make a list of the high-level **types** of pivotal moment you can think of. Ask yourself: what categories would I need to cover all the moments I might experience?

2. Make a list of the different **functions** a pivotal moment might serve. Keep it high-level by asking yourself: my pivotal moments are *really* about ...? My pivotal moments are *really* giving me ...?

Use my lists to get you started. And if, on reflection, I’ve got it covered - great. Write-out my lists and make them your own.

---

Make a list of the different types of pivotal moment you can think of in the space below.

Also make a list of the different functions a pivotal moment might serve.
# IS THIS A PIVOTAL MOMENT? (PART 1)

**Self-Coaching Exercise 2.5:** Evaluating your pivotal moment is about generating fresh perspective and making new connections. Visit each of the 4 key perspectives.

1. **Purpose.** What do you believe your purpose in life is? What gives your life meaning? What inspires you? What are you passionate about? What do you want to be remembered for? And now: how does this moment fit with that purpose?

2. **Values.** What are your core values? What's most important to you? What does that value get you? What else could that value lead to? Collate your most important values in life and work and ask: which of these values are expressed in this moment? Which values are in conflict?

3. **Holistic Focus.** What else in your life does this moment influence? Who else does this moment affect? What’s the complete significance of this moment on all aspects of your work and life? What does this wider view reveal to you?

4. **Future Orientation.** Drop the past and think only of your long-term vision. Really connect with that now. What connections are you seeing between this moment and the grand plan?

Now take a breath and a mental step back. Look anew at this moment, taking all your insights and learning with you. Is this a pivotal moment for you?

Capture the 4 key perspectives of Purpose, Values, Holistic Focus and Future Orientation, below.
IS THIS A PIVOTAL MOMENT? (PART 2)

Self-Coaching Exercise 2.6: With everything you’ve gleaned thus far, look at your current reality with fresh perspective. Ask yourself:

- How pleased am I with the quality of my thinking around pivotal moments?
- What could I do to get me seeing my pivotal moments more clearly?
- What potentially pivotal moments are happening right now?
- What am I forgetting? What am I overlooking? What am I not considering?
- Where else could I look for pivotal moments that I wouldn’t normally?
- How do I know I’ve seen all the pivotal moments there are to see?
- What pivotal moment am I waiting or wishing for?

Notice the insights you’re having and make some notes in the space provided below.
WHAT’S MY NEXT ACTION?

Self-Coaching Exercise 2.7: Commit to at least one useful action, right now, that will kick-start your long-term habit of looking for the pivotal moments. You could:

- Collate your notes on you and your pivotal moments in a special journal and keep it somewhere conveniently to-hand.
- Schedule a fortnightly or monthly self-review session to think about recent events and how they feature in your plans.
- Define a career development goal around pivotal moments and include it in your other goal work, complete with goal criteria. This one I recommend.

Choose one of these or an action of your own - whatever feels right for you, in this moment. Qualify it by asking: on a scale of 1 - 10, how powerfully is this moving me forward? (And if it’s not a 10: what can I do to make it a 10?)

Choose the powerful 10-out-of-10 “Action #1” that feels right for you. Write it down now.
WHAT “FAULTY” THINKING AM I SOMETIMES GUILTY OF?

Self-coaching Exercise 3.1: Practise observing your own thinking.

- Look over the list of faulty thinking types in the book and consider which you can be guilty of. How often? Under what circumstances? What patterns do you notice?
- Think back to a recent decision point. Which thinking types came into play? How did they affect your outcomes?
- Think about your week to come. What big projects, presentations, meetings or events do you have on your schedule? How might faulty thinking upset you in those moments? What action could you take to ensure your best qualities of thought turn-up to those events?

The key is to take a step back; look for evidence; and look for learning. Also, focus on asking more questions about the qualities of the thinking, and less about the content of the thinking.

Capture your insights about your own thinking in the space below.
WHAT LIMITING BELIEFS ARE HOLDING ME BACK?

Self-coaching Exercise 3.2: Our beliefs are not fixed. They can change. But we often don’t see this because they are self-fulfilling: we act in a way that validates them. Practise taking a step back and a fresh perspective on your beliefs:

- Which beliefs are working well for you?
- Which beliefs are not serving your best interests?
- What stops you believing something else?
- What needs to happen for things to change?

Make a conscious decision now to change or upgrade your beliefs.

Capture your insights (including which more helpful beliefs you will adopt) in the space below.
IF I COULDN'T FAIL, WHAT WOULD I DO?

Self-coaching Exercise 3.3: Practise managing your fears and anxieties every day, starting with the very small and moving on to bigger fears as your confidence and skills develop.

- Start noticing your reactions to challenging or difficult situations. Remove the "fear" label and examine just the physical sensations. Where are they? How intense? Constant or changing? And now focus on your breathing and notice how you start to feel calmer.
- Now change your perspective on your fear. This is your mind and body telling you there is a challenge ahead – not the same as saying you can’t do it. Steel yourself and choose to go straight at your fear with purposeful action.
- Ask yourself: if I couldn't fail, what would I do? Think big. Really connect with your vision. And now: set Action #1.

Write down what you will do, starting with Action #1, whilst thinking "If I couldn’t fail …"
WHAT'S MY PIVOTAL MOMENT END GOAL?

Self-coaching Exercise 4.1: To set an end goal, choose your thinking, connect with the vision and then pull together the essence of your goal in a single sentence. Don’t forget to check it for inspiration; and to add a measure of progress and success.

1. Consciously choose to put your “vision thinking” hat on. Plenty of time later to cover details of execution. Right now is for VISION.

2. Begin to reflect on your pivotal moment. Bring your thinking up a level and ask:
   - What’s your vision for this pivotal moment?
   - What do you see/hear/feel?
   - What do you see as possible?
   - What will that lead to?

3. When you’re feeling fully connected to your vision, write down the key ideas coming through for you. Start organising your thoughts into a single sentence that captures the essence of your vision.

4. This is your goal statement. Read it out loud: how does it sound? Do you connect with the vision every time you say it? Is it a 10 out of 10 for inspiration? If not: upgrade it now.

5. Finally: what does success look like? And how will you know you’ve achieved it? Add this measure as a separate comment under your goal statement.

6. Now: share your goal with someone you trust.

Write your Pivotal Moment End Goal in as much details as possible in the space below.
WHAT’S MY PIVOTAL MOMENT PERFORMANCE GOAL?

Self-coaching Exercise 4.2: Set a performance goal by asking yourself: what level of performance do I need to hit to give myself the best chance of achieving my end goal?

- Fast forward in your mind to a time when your end goal has been achieved. Once again, really connect with your end goal. Create a vivid picture in your mind.
- Now imagine someone asking you the question: "what did you have to do to get to where you are now?" Answer in terms of your performance levels.
- Use this internal dialogue to give you the building blocks of your performance goal. Describe your performance levels in a succinct, specific sentence: one sentence per metric. Be sure to compose your performance goal ONLY in terms you control, 100%.
- Add your performance goal alongside your end goal.

Some performance goal examples: if your end goal is to secure promotion, your performance goal might be to cut costs by 10%, increase revenues by 15%, reduce defects in production, improve department performance, and so on. Have as many metrics as are necessary to describe the required performance level fully. Remember, one specific sentence per metric.

Write your Pivotal Moment Performance Goal in as much detail as possible in the space below.
WHAT ARE MY PIVOTAL MOMENT WORK AND LEARNING GOALS?

Self-coaching Exercise 4.3: Add a work goal and a learning goal to your end goal and performance goal.

1. Define a work goal. Start by asking:
   - How much work am I willing to invest in this process?
   - What sacrifices am I prepared to make to achieve my goals?

2. Now, review your performance goal. What regular commitments do you need to make to achieve that performance level? How much time and effort is needed? What extra do you need to do?

3. Write-out your work goal as a series of commitments you intend to make. For example: make 15 extra sales calls every month.

4. Now, define a learning goal. Answer the question: what do I want to learn from the experience? Be as succinct and specific as possible.

Add your work goal and learning goal alongside your end goal and your performance goal.

Write your Pivotal Moment Work Goal and Learning Goal below, in as much details as possible.
HOW DO MY PIVOTAL MOMENT GOALS SIT WITH EVERYTHING ELSE?

Self-coaching Exercise 4.4: Perform an ecology check on your goals.

- What will happen if you achieve this?
- What won’t happen if you achieve this?
- What will happen if you don’t achieve this?
- What won’t happen if you don’t achieve this?

Make any changes you need to.

Write down any insights you notice and any changes you need to make, below.
Self-coaching Exercise 4.5: To get you aligned, you're going to think deeply about your pivotal moment goal in relation to 6 key areas of learning and change.

1. Write out the following 6 phrases, each on a different piece of paper: "Environment", "Behaviour", "Skills & Abilities", "Values & Beliefs", "Identity", "Purpose".
2. Lay the 6 pieces of paper out in front of you: on your desk or on the floor.
3. Step onto the first piece of paper: "Environment". For a moment, think deeply about your environment. And then ask:
   - What, in my environment, is supporting me?
   - What, in my environment, is holding me back?
4. Then, move on to the next piece of paper: "Behaviours". Repeat the process. Ask yourself:
   - Which of my behaviours are supporting me?
   - Which of my behaviours are holding me back?
5. Repeat this for all 6 levels, up to and including "Purpose". For each, ask yourself: what is supporting me? What is holding me back?
6. When complete, step off "Purpose", take a mental step back and consider all 6 areas. How do things change when you look at them now?
7. Now, step back onto "Purpose", taking with you all your insights, learning and understanding. Make any changes you need to in the area of "Purpose".
8. Repeat for all the remaining levels, right back to "Environment". Continue to make any changes you need to, at each level. Be sure to watch for the insights you’re generating.
9. When complete, step off the last level "Environment" and write down your collective priorities, actions and insights. And ask: what’s your #1 priority for right now?

Write down any insights and actions below, including your #1 priority for change, right now.
21 GREAT COACHING QUESTIONS FOR THE PIVOTAL MOMENTS

Preparation

1. Picture yourself in your perfect, most-resourceful state. What do you need to do to move into that state now?
2. What will you do now to get yourself and your mind sensitive and attuned to the pivotal moments?
3. Fast-forward 10 years into the future. What have been your highlights and most-proud achievements?
4. With your 10-yr vision in mind, imagine telling the story of your success. Which pivotal moments featured?
5. Of the moments happening right now: which are you seeing, which are you forgetting and which are you overlooking?

Identify

6. What in your heart and in your gut tells you this could be a pivotal moment for you?
7. Imagine you've achieved success. In what ways did this moment play an instrumental part?
8. Which of your core values are aligned and expressed and which are in conflict, in this moment?
9. When you widen your gaze, who and what else in your life and work does this moment have meaning for?
10. What connections are you making between this moment and your higher purpose?

Embracing

11. What do you notice about the qualities of your thinking in and about this moment?
12. What empowering beliefs are you going to adopt to help you in this moment?
13. What's the main fear you'll be overcoming when you embrace this moment?
14. To take full advantage of this moment, which version of yourself will you choose to be?
15. If you simply couldn’t fail, what would you do to embrace this pivotal moment to the full?

Capitalising

16. Imagine everything going according to plan. What do you see as possible from this moment?
17. What's the very best outcome you could hope for – and what else could that lead to?
18. How much more stretch could you add to your goal and it still be achievable?
19. How will you and those around you know you're achieving – and, ultimately, have achieved – your goal?
20. What action, however small, will you commit to right now to move you towards your goal?

Bonus

21. If you were the coach for you, what advice would you have for you, in this moment?
My mission is to inspire others at the pivotal moments. I want to do that for as many people as possible.

For that reason, I don’t offer free taster sessions or cordial chats.

What I offer is Session Zero: the same deep coaching experience all my clients enjoy, whether you choose to continue working with me or not.

DAN BEVERLY
LEADERSHIP & PERFORMANCE COACH

Dan Beverly is a leadership and performance coach. He specialises in one-to-one work with high-calibre, high-performing corporate women, helping them to embrace the pivotal moments in their careers.

Through his bespoke coaching programmes, Dan combines his coaching experience and expertise with his knowledge of contemporary neuroscience to provide the perfect counter-balance to the pressure, compromise and frustration of work. He enables his clients to reconnect with who they are, what they’re about and what they really want, unlocking their full potential in the crucial career moments.

Dan’s mission is to inspire others at the pivotal moments: to help us excel in careers without compromise; and to leave us feeling energised and uplifted by a new future.

The Power of a Pivotal Moment is part of that mission.