



PARADIGM CENTRED COACHING AND CONSULTANCY

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M O M E N T U M

Executive Summary

Negative trends in:

1. Mental health in adults
2. Mental health in children and young people
3. The number of parents who choose to take their children out of the mainstream education system
4. Employee engagement

The trends for all these suboptimal phenomena continue to deteriorate and, in many cases, the superficial solutions which we design to remedy the situation are failing to deliver the required results.

The real root cause of our failure to reverse these negative trends is directly traceable to some aspect of our paradigms. (Our paradigms are the unconscious mindsets which are responsible for our world view. Our paradigms are responsible for the decisions that create the problems which we subsequently complain about.)

Training exists which shows how we can develop the ability to adapt our paradigms and bring about fundamental change to transcend our individual, organisational and societal difficulties.

Paradigm Centred Coaching is a two-year professional development programme which trains people how to reverse suboptimal mental health trends in children, young people and adults. Read about progress [here](#).

Paradigm Centred Coaching and Consultancy equips people to bring about psychological improvement in the individual and has an established track record of delivering positive outcomes which other methods fail to deliver in an organisational context. People who are interested to offer consultancy in an organisational setting attend the two-year Paradigm Centred Coaching programme which is complimented by an additional year training in Systemic Business Improvement™ Facilitation (SBI-F).

SBI facilitation has [delivered results](#) to unprecedented problems and situations where previous 'solutions' failed to deliver any progress. For example:

1. Industry sector change
2. Collaborative achievement
3. Substantial cost savings

Contents

[Paradigm Centred Coaching and Consultancy – The Context](#) *[Page 3](#)*

[Paradigm Centred Coaching and Consultancy Programmes](#) *[Page 5](#)*

[Paradigm Centred Coaching Programme](#) *[Page 8](#)*

- *Working with young people, adults and families; Foundation and Integration Years.*

[Paradigm Centred Coaching and Consultancy Programme](#) *[Page 11](#)*

- *As well as developing individual paradigms this programme enables participants to improve organisational team cohesion and culture.*

Paradigm Centred Coaching and Consultancy

THE CONTEXT

See if you are familiar with these societal changes:

1. A rise from 18.9% to 25.8% mental health difficulties in adults in the last decade ([NHS Adult Psychiatric Morbidity Survey results 2024](#))
2. The popular assumption that the NHS is there to maintain our health, children's referrals increased by 52% in just three years ([Young Minds Analysis of NHS Data](#))
3. In 2017 the number of children suffering mental health difficulties was 12.5%, in 2026 it is 20.3% ([NHS Digital – Mental Health of Children and Young People in England 2023](#))
4. A 20% increase in the number of parents who choose to remove their children from the education system in order to educate them at home ([Department for Education Reporting on Elective Home Education](#))
5. The proportion of people who believe that a university degree is not worth the investment has risen from 14% to 34% over the last two decades ([British Attitudes Survey](#))

You will probably discover that none of these statistics and trends qualify as news to you? And that they aren't particularly spiritually uplifting either?

All these suboptimal trends are 'mind made' – they are caused by difficulties which originated in our human minds, we have created them ourselves. Our paradigms are a predominant root cause of our mental health difficulties, and they often undermine our ability to take responsibility for ourselves.

People used to believe that once formed paradigms, which are the underlying driver for most of our emotions and behaviour, were fixed very early on in life. But in reality our paradigms are much more flexible than the majority of us imagine, they hold the real key to more fundamental progress in every aspect of our lives.

If you work in an organisation you may also relate to the following phenomena:

1. Multiple restructures which fail to improve output and efficiency levels
2. An increase in the number of employee grievances against managers
3. A rise in employee apathy levels as the working environment in many organisations becomes an increasingly unsatisfying place to spend your day

The real root cause of the prevalent and palpable organisational stagnancy and drama which causes people to feel disempowered can also be traced to individual and organisational paradigms. These phenomena alone are the primary causes of why organisations achieve as little as 30% of their operational potential and many of the supposed solutions are exacerbating organisational difficulties.

Adapting organisational paradigms so that people are empowered to think and act more intelligently and productively can significantly transform operational efficiency and profitability.

Regardless of whether you look at individual, organisational or even societal disruption it is possible to trace the source of the disruption to different types of paradigm confusion...

You are probably aware that most people used to believe that the world is flat. People who were under this mistaken impression had deep fears about accidentally sailing off the edge of the world.

Establishing whether or not the world is round did not involve an entire paradigm change, but the relief from a particular 'paradigm confusion' which governed peoples' decisions and emotions.

The popular misconception that our paradigms are relatively unchangeable is another example of a paradigm confusion. In this case the misunderstanding has significantly slowed the development of expertise in evolving peoples' paradigms.

The truth is that our paradigms are immensely flexible once we are able to establish the discrepancy between our confusions and what is actually true. Would it be useful to relieve ourselves of the paradigm confusions which debilitate our ability to live happy, productive and harmonious lives?

Paradigm centred coaching for individuals has facilitated relief from:

- | | |
|-----------------------------------|--|
| 1. Psychological and sexual abuse | 10. Uncertainty about job applications |
| 2. Work related stress | 11. Unsound interview processes |
| 3. Anxiety | 12. Lack of personal identity |
| 4. Eating disorders | 13. An inability to 'speak up' |
| 5. Relationship breakdown | 14. Absence of a sense of purpose |
| 6. Parenting challenges | 15. Self-harm |
| 7. Bereavement | 16. Depression |
| 8. Managerial incompetence | 17. Family disharmony |
| 9. Employee under-performance | 18. Unhelpful mental health diagnosis |

Just a few examples which provide insight into the achievable scale of Individual change which is possible through a Paradigm Centred approach include:

1. Releasing an 18-year-old girl of frequent panic attacks and nightmares after only one conversation per change
2. A PhD student with a history of 15 years of self-harm stopped cutting herself after two sessions, where previous interventions had failed
3. One young man who didn't know whether to stab others or cut himself after a few conversations could no longer work out why he had a problem in the first place

Paradigm Centred Coaching & Consultancy Programmes

Equipping people with precise expertise to relieve the paradigm confusions which undermine our potential is the specific purpose of Momentum's Paradigm Centred Coaching and Consultancy (PCCC) programmes.

Paradigm Centred Coaching/Consultancy training comes in two formats:

1. PARADIGM CENTRED COACHING

The Paradigm Centred Coaching programme is a two-year programme which equips people to work with individual paradigms in adults and young people. Delegates attend the:

1. PCC Foundation Year which provides a solid understanding of how paradigms function and initial practice to facilitate paradigm progress
2. PCC Integration Year which deepens their ability to facilitate change and provides the opportunity to demonstrate the skillset required to achieved PCC qualification

2. PARADIGM CENTRED COACHING AND CONSULTANCY

Despite unprecedented contribution from AI, automation, and digital productivity tools, productivity growth has slowed from roughly 2.6% before 2008 to 1.8% in recent years. At the same time, only 20% of employees report being engaged at work, meaning four out of five employees are either disengaged, or actively disengaged from what they do. The challenge is no longer access to knowledge or technology but turning human capability and potential into performance.

Our paradigms are also responsible for the suboptimal results which we achieve in an organisational context. The efforts we make to enhance our businesses are failing to improve profitability and productivity.

People seeking to bring about productive change in industry, healthcare and in the education sector also attend the two-year Paradigm Centred Coaching programme. In an organisational context Paradigm Centred Coaching has been used to provide relief from:

- | | |
|--------------------------------|---------------------------------------|
| 1. Work related stress | 9. Absence of a sense of purpose |
| 2. Anxiety | 10. Imposter Syndrome |
| 3. Managerial incompetence | 11. Depression |
| 4. Employee under-performance | 12. Unhelpful mental health diagnosis |
| 5. Job applications | 13. Lack of employee motivation |
| 6. Unsound interview processes | 14. Bullying |
| 7. Lack of personal identity | 15. Team division |
| 8. An inability to 'speak up' | 16. Sexual harassment at work |

As well as learning to facilitate the paradigm development of individual leaders, managers and their direct reports delegates also discover how to use the Systemic Business Improvement™ Facilitators (SBI-F) framework.

SBI Facilitation training shows how prevalent paradigms are hindering progress in organisations, teams and across entire industry sectors. Delegates are trained in how to clarify the nature of constraining organisational paradigms and to work in group settings where a multitude of different objectives and agendas reduce the probability of progress and wise decision-making.

SBI Facilitation has delivered:

1. Solutions for unprecedented challenges
2. Industry changes
3. Cost savings
4. Team cohesion improvements
5. Step-change in delivering an output

Examples include:

Facilitation of Insurance Industry/Government Negotiations Post September 11th

After the World Trade Centre was destroyed on 9/11 2001 the UK government approached the insurance industry to request the provision of insurance cover for acts of terrorism.

SBI facilitation was used to provide supervision of the UK insurance industry negotiation team to facilitate 'best possible solutions' for the public. By thinking through the systemic implications of different options to establish the best way to provide UK citizens with insurance cover against acts of terrorism.

When the negotiations concluded **Bridget McIntyre**, former Sales & Marketing Director, Aviva. Subsequently CEO of RSA UK said:

"I doubt if we would have resolved it as well as we did without Task Orientation®, it is possible that we would not have been able to resolve it at all."

SBI Facilitation of the Scottish Fire Service Nationalisation

A government mandate required that Scotland's eight regional fire services, all with different employment Terms and Conditions, be merged into a single Scottish Fire Service within a 2-year period.

At the time, management and union relations had adversarial and intransigent relationships. At the end of the SBI facilitation and training...

Jimmy Campbell Former Chief Fire Officer Lothian & Borders F&RS and member of the new Fire Board of Scotland reported:

"SBI Facilitation and Task Orientated® Negotiation have created a culture change within this service."

The Scottish Government reported:

"The Review Team recognise and commend a number of best or good practice activities worthy of note. These include the triumvirate work that has been undertaken by the Scottish Government, the Unions and the Fire and Rescue Service. The resultant employee relations model is truly groundbreaking."

SBI Facilitation of Hospital Trust Merger to Deliver Substantial Cost Savings

In order to improve and accelerate patient care two Hospital Trusts were required to merge their services into a single 'group' operating model. Failing to achieve the change in one speciality, Ear, Nose and Throat (ENT), had taken 18 months despite the investment of >£100k on external interventions.

SBI facilitation was deployed to alleviate the impasse and delivering a vision for the team and the fundamentals of an operating model. The contrast in return on investment (ROI) was stark. The four sessions cost £14k against a backdrop of investing £100k+ to not solve the problem despite 18 months of effort.

By the end of the facilitation the group had delivered a common vision and single operating model for the services of both hospitals:

Jamie, Clinical Collaboration Programme Lead for the project reported:

"The outcome of the SBI facilitation has enabled a service which had previously not been able to agree a preferred service model, to start working collaboratively across two NHS Trusts, to identify a single model of care."

Paradigm Centred Coaching Programme

The PCC programme is delivered over two years.

The PCC Foundation Year involves:

1. Attendance on five two-day modules
2. Online meetings for video supervision
3. Supervised coaching relationships with two or more coachees

The PCC Foundation Year workshops are:

1. Paradigm Stabilisers and Paradigm Ambitions
2. Hearing, Seeing, Sensing and Reading Paradigms
3. Paradigm Restraints and Paradigm Liberators
4. Loosening Fixed Paradigm Decisions
5. Liberating Group Paradigms

Paradigm Stabilisers and Paradigm Ambitions

The first module of the PCC programme establishes the underlying structure of our paradigms and prevalent paradigm confusions which maintain paradigm

structure. Through their own experience delegates understand why our paradigms are more flexible than most people imagine.

Paradigm Centred Coaching is a behavioural skill achieved by deepening understanding and significant practice. Delegates are shown how to:

1. Establish an empowering relationship with the coachee
2. Enable the coachee to gain clarity about the underlying causes of any personal discomfort
3. Agree initial objectives which will provide relief from the discomfort
4. Make an initial assessment of paradigm constraints which inhibit the person from achieving their potential

Hearing, Seeing, Sensing and Reading Paradigms

As our paradigms (for the majority of people) are predominantly out of our awareness a PCC coaches' ability to read the coachees responses is central to maximising their progress. Participants learn to:

1. Read the unconscious communication which people use to clarify the aspects of their paradigm which disable their progress
2. Interpret primary causes of under-achievement which are traceable to the partial absence of only a few 'paradigm capabilities'
3. Track patterns of decision-making and behaviour which constrain the coachee's paradigm
4. Raise awareness of unconscious messaging to facilitate self-awareness and purposeful choice in the coachees

Paradigm Restraints and Paradigm Liberators

Although we are all different people our parenting, education and societal influences have infused us with a range of common paradigm restraints. Module three enables PCC coaches to:

1. Learn the range of paradigm restraints which are inhibiting the happiness of most people
2. Facilitate objective conversations about the implications of maintaining paradigm restraints
3. Empower the coachee to use a more grounded paradigm which equips the coachee to live a more contented and successful life
4. Reset healthy life decisions with the coachee when they lose focus on their objectives

Loosening Fixed Paradigm Decisions

When a person is having difficulty 'moving on' there is typically a network of paradigm restraints which has caused their paradigm to stabilise in a counter-productive way. As well as insight into the structure of more stable paradigms PCC coaches develop expertise to:

1. Understand realistic timescales for change
2. Find accessible entry points to facilitate progress in a person's paradigm
3. Use systemic thinking to share the interconnections in the coachees paradigm
4. Depower the coachee's perceived problems so that the coachee can learn to transcend them

Liberating Group Paradigms

When relationships, whether they be working, social or romantic, are formed the interface between peoples' paradigms is responsible for the ensuing relationship dynamics. Relationship dynamics which are not harmonious ultimately impact the connections in the wider working, social or family groups.

The final module of the PCC foundation year enables PCC coaches to:

1. Bring clarity to the often unconscious patterns which govern our relationships
2. Elevate the probability of establishing more rewarding and life enhancing connections
3. Equip people with a paradigm and skillset to alleviate relational disharmony
4. Use systemic thinking to provide significant perspective on relational difficulties and the clarity to facilitate best possible relational choices

As well as equipping participants with solid understanding and the skillset to facilitate other people's quality of life, the repetition of life changing insight also fundamentally evolves the paradigm of the PCC coach.

Paradigm Centred Coaching Integration Year

The PCC Foundation Year brings clarity about what's required to bring about transformational change and initiates the development of a profound and wide-reaching skillset. As with all behavioural skills in-depth hours of practice accumulate greater expertise. In order to evidence the expertise required to

become a qualified PCC coach delegates carry out 10 PCC sessions with two further coachees.

Video analysis and supervision provides an opportunity for the PCC coach to demonstrate and enhance their skillset. Feedback is given to enhance the coaches paradigm and performance and to close any gaps between the current standard and the one required for the Paradigm Centred Coaching qualification.

If you think you may be ambitious to qualify as a Paradigm Centred coach please contact Ashley at Ashley.bookman@achieving-momentum.com.

Paradigm Centred Coaching & Consultancy Programme

The Paradigm Centred Coaching and Consultancy programme is designed for people who wish to work in group and organisational settings. Delegates attend the [two-year PCC programme](#) and then attend a third year on the SBI Facilitators programme.

35+ years of experience in more than 100 organisations and collated surveys has confirmed that organisational and departmental culture often cause organisations to perform at as little as 30% of their achievable output. The organisational malaise which impacts many organisations is experienced in the level of employee passivity and organisational stagnancy. Here are just a few symptoms:

1. Too much policy, process and procedure which causes employees to stop thinking
2. Vast amounts of irrelevant talk and reporting which sap the life out of enthusiastic employees
3. Micromanagement of every aspect of employees' time causes them to think that no action can be taken until they have 'justified the blindingly obvious' to those above them
4. Organisational culture which leads to silo mentality, adversarial paradigms internally and organisational drama

Inevitably the real underlying cause of these symptoms are the paradigms and thinking habits which generated the problems in the first place. Unless

alternative and more productive mindsets are ingrained the tendency of the organisation will always be to revert to type with the ensuing loss of performance and profit.

Hallmarks of a Systemic Business Improvement™ (SBI) Facilitator:

1. Prioritise reversing suboptimal mindsets and thinking habits and build sustainable improvements in competence both for the current task and for future projects
2. Use *delivering the task* as the key driver to bring about behavioural change
3. Initiate change in the organisation's overall culture to improve service delivery
4. Work with individuals independently of the group (as well as in facilitated meetings) to build maturity and commitment, or to release the group from counterproductive individuals

SBI-Facilitators are responsible for enhancing individual performance and accelerating team output, so delivering:

For the organisation:

1. A clear connection between team targets and wider organisational ambitions
2. People who take personal responsibility for their contribution to achieving business targets
3. Clear performance boundaries and the evolution of a high-performance culture

For the employee:

1. The ability to deliver non-judgemental but stunningly clear feedback
2. Pivotal insights into how individual agendas disrupt efficient team dynamics
3. Clarity about the discrepancy between current and optimised thinking habits

The SBI-Facilitators (SBI-F) Programme

The SBI-F year is accessible to people who have attended PCC Foundation Year and/or [Task Orientation® Foundation Year](#). The SBI-F framework provides 20+ different tools all of which drive fundamental changes in team and organisational performance.

The development of the skills to use the SBI-F framework is introduced during four two-day modules:

Facilitation Foundations – 2 days

Delivers the purpose of the facilitation and foundational facilitation techniques. The module:

1. Builds focus and relevant structure into every meeting
2. Evolves more productive paradigms into team meetings
3. Enables facilitators to prioritise when to intervene

Improving Business Performance – 2 days

Delegates practice facilitating project meetings based on the latest organisational priorities. The module:

1. Clarifies the paradigm and functioning required to drive more concrete results
2. Transforms the cultural habits which undermine business progress
3. Ingrains Task Orientation® into the delivery of every job
4. Shows how to manage unhelpful egotism and intervene to maximise contributions from all individuals

Improving Team Performance – 2 days

Delivers a deeper insight and the practical tools for upgrading team performance and functioning in order to maximise project output. The module:

1. Trains facilitators to spot and tackle suboptimal team dynamics
2. Installs a high-performance culture
3. Maximises team delivery

Conflict Resolution – 2 days

Advanced techniques in resolving conflict and handling disruptive or overly controlling team members. The module:

1. Delivers the paradigm and thinking to resolve conflict in teams
2. Equips facilitators to work with disruptive people 1-to-1
3. Clarifies minimum standards of contribution

In summary:

Paradigm Centred Coaching and Consultancy Programmes	
Year one	Paradigm Centred Foundation
Year two	Paradigm Centred Coaching
Year three	Systemic Business Improvement™ Facilitators Framework

For those who are ambitious to achieve Paradigm Centred Coaching and Consultancy qualification years two and three can be attended concurrently.

Qualification as a SBI Facilitator

People who join the SBI facilitator training having attended the Task Orientation® Foundation year, rather than PCC training can qualify as an SBI Facilitator. Qualification is achieved when delegates have established proven results and can evidence the difference their work has delivered in organisational output and profit.

In summary SBI Facilitators re-energise and invigorate organisational culture, reduce bureaucracy, accelerate changes to process and provide a clear basis for intelligent, sustainable decisions.

If you are a suitable candidate to join the Paradigm Centred Coaching and Consultancy Programme email ashley.bookman@achieving-momentum.com.

