

ACTIONCOACH iNALA

BE
X DO = HAVE

Who You Need to Become to Get What You Want

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Working Backwards From **HAVE**

BE x DO = HAVE is one of the core ideas in ActionCOACH coaching. It says your results (HAVE) come from your actions (DO), and your actions come from who you're being (BE) while you take them. Three parts, one equation, and the order matters: BE comes first.

Most people run it backwards. They start with HAVE, the revenue number, the second premises, the bond paid off early, and try to work backwards from there. What do I need to DO to get that? Send more quotes. Make more calls. Open earlier, close later. Six months on, the HAVE hasn't shifted much, and the conclusion is always the same: do more.

Here's what that misses. Two people can DO the exact same thing, same script, same offer, same hours, and get a completely different HAVE, because of who they were being while they did it. One salesperson makes a call believing they're interrupting someone's day. Another makes the same call believing they're bringing someone a solution they need. Same DO. Different BE. Different HAVE.

I saw this again recently, in two coaching sessions back to back. Different clients, different businesses, different challenges on the table, and yet the same pattern showed up in both rooms. In one session, we kept coming back to a number that hadn't moved, no matter how many new tactics we tried. In the other, it was a decision that had been quietly deferred for months, despite every plan on paper saying it was overdue. Neither breakthrough came from a new to-do list. It came from naming, plainly, who each of them needed to **BE** for the DO to finally stick.

That's the pattern the rest of this book is built on. Not who you'd like to think you are. Who you're actually being, moment to moment, whether anyone's watching or not.

This book isn't about mindset posters or affirmations in the mirror. It's a specific, useful question: who do you actually need to become, in the ordinary moments of running your business, to get the results you say you want?

Why “Do More” Doesn’t Work

Ask most business owners what's standing between them and their goals, and they'll answer with a DO problem. I need a better marketing plan. I need to hire faster. I need a system for follow-up. All of that may be true. None of it is where the real leverage sits.

Here's the tell: most owners can already name the DO they're avoiding. They know they should be having the difficult conversation with the underperforming manager. They know the follow-up call is overdue. They know the pricing needs to go up. The DO isn't a mystery. It's sitting right there, carried over from last quarter's action list, and the quarter before that.

Sometimes a block really is a knowledge problem, or a resourcing one, or bad timing. But when you already know what to do and still aren't doing it, week after week, the block usually isn't information. It's identity worth examining. The owner who won't raise their price isn't missing a pricing formula, they're being someone who's still, underneath it, afraid of being told no. The manager who won't have the tough conversation isn't missing a script, they're being someone who needs to be liked more than they need to be respected.

Hand that person every DO in the book: templates, scripts, systems, checklists, and watch them find a reason not to use them, because the DO was never the constraint. Add DO on top of the wrong BE and you get busier failure: more calls made half-heartedly, more systems half-implemented, more hours worked in a way that doesn't move the number, because the person doing the work hasn't changed. Only the volume of what they're doing has.

I sat with a client recently who is a good example of this. On paper, the actions for this quarter haven't changed much from last quarter. What has changed is a decision about who they're being while they carry them out, and that one shift is already doing more work than the action list itself.

Coaching that only hands over tactics plateaus. It fixes the DO for a few weeks, until the old BE reasserts itself and the old results return with it. The tactics didn't fail. They were never the problem.

The Anatomy of the Equation

Break the equation into its three parts and it becomes a diagnostic, not a slogan.

BE: who you are being. Your identity, standards, beliefs about yourself and what's possible, the version of yourself you default to under pressure.

DO: the actions, habits and behaviours that follow from that identity. Not what you know you should do. What you actually do, repeatedly, when nobody's checking.

HAVE: the results. Revenue, team, time, freedom, the business you can walk away from for three weeks without it falling over.

The mistake almost everyone makes is treating HAVE as the input, and trying to solve for it directly. Set a HAVE target, then push DO harder to reach it, with no BE work at all. It's why so many goal-setting exercises produce a beautifully specific number attached to a plan that quietly falls apart in February. The number was never the problem. The person setting it hadn't yet become someone whose default behaviour produces that number.

Run the equation the right way round and it looks different. Decide who you need to be: decisive, disciplined about your calendar, someone who backs their price without flinching, someone who has the hard conversation the same week it's needed rather than the same quarter. That BE, held consistently, starts producing a different DO almost automatically, because your actions follow your identity far more than they follow your willpower. And that DO, sustained, produces a HAVE that looks nothing like what "trying harder" ever got you.

BE x DO = HAVE is a multiplication, not an addition. A strong DO on top of a weak, inconsistent BE still nets out low, because the BE keeps interrupting the DO. A modest DO on top of a genuinely solid BE compounds, because it doesn't collapse the first time things get hard.

A worked example

HAVE: A business that runs without you solving every problem.

DO: Delegate properly, hold managers accountable, have the hard conversations instead of avoiding them.

BE: A leader who trusts the team enough to let them fail and learn, rather than a rescuer who steps in every time.

The same pattern works outside business too, and it's worth trying on a personal goal as well as a business one:

Outside business

HAVE: More freedom.

DO: Stop saying yes to everything.

BE: Someone who values their own priorities enough to say no.

Where BE Actually Lives

BE isn't a personality trait you either have or don't. It lives in three places, and it's worth checking all three, because strength in one doesn't guarantee strength in another.

Belief

What you actually believe is true about yourself, your market and what's achievable. Not what you'd say in an interview. What you believe at 11pm when a client's just cancelled and the number isn't where it should be. Many owners' stated goals and their actual beliefs about themselves are two different documents, and the belief always wins.

Standard

The level below which you will not let yourself, or your business, operate. Not an aspiration, a floor. Someone with a genuinely high standard doesn't need willpower to hit it; falling below it feels wrong before they've consciously decided anything. Someone whose "standard" is really just a hope needs to talk themselves into it every single time, which is why it slips the moment they're tired.

Habitual response under pressure

Who you become when the week goes wrong. Calm and decisive, or reactive and avoidant. This is the truest read of BE there is, because pressure removes the performance. The version of you that shows up when a big client walks and a key staff member resigns in the same week, that's your BE. The version that shows up on a good Tuesday tells you almost nothing.

Find yours

Belief: What do you believe about your ability to grow, and about charging what you are worth?

Standard: What are you currently tolerating that you know needs to change?

Pressure: When something goes wrong, do you avoid, blame, control, or ask for help?

Looking at all three matters, because you can have a strong belief in your capability and still cave under pressure. You can hold a high standard for the business and a low one for yourself. The equation asks about the whole picture, not the flattering third of it.

Where BE Shows Up

If BE is belief, standard and habitual response, you find it in the small, unremarkable moments nobody's grading. Here's where I'd look.

What you do the moment a task feels uncomfortable

Do you make the call, send the email, walk in, or find something else that suddenly needs doing first? That gap is a BE gap, not a time-management gap.

How you talk about the business when things are going badly

"The market's tough right now" and "I haven't fixed our pricing yet" describe the same problem from two different identities: one passive, one responsible.

What you tolerate from yourself that you wouldn't tolerate from your team

Late to your own commitments while chasing your team's punctuality? That double standard is a direct measure of your real BE, underneath what you'd claim it is.

How quickly you go from decision to action

Some people decide and move within the hour. Others need three more conversations first. Both can look like diligence. Only one of them is.

Who you become the week a big deal falls through

Everyone can hold their standard on a good week. The real test is whether it holds the week a big deal falls through, or the number comes in short.

What you'll say no to, even when the money's good

Turning down a client or an easy win that doesn't fit who you're building the business to become is one of the clearest BE signals there is.

Pick one of these six and watch yourself in it this week. That's where your real BE will show up, not in what you'd say about yourself, but in what actually happens.

What Happens to BE Under Pressure

Most owners can maintain the BE they want when conditions are easy: cash flow's healthy, the team's performing, the calendar isn't full of fires. That version of BE is almost meaningless, because it was never tested.

Growth and pressure are where BE either holds or reveals itself as a performance. A business owner who is calm and decisive when things are going well can become someone entirely different the week three big invoices go unpaid at once: reactive, short-tempered with the team, avoiding the numbers instead of confronting them. That reversion isn't a character flaw to be ashamed of. It's information. It tells you which BE is the real default and which one was borrowed for the good weeks.

This matters more as the business grows, because pressure compounds with scale. A sole trader's bad week affects one person. An owner with fifteen staff having a bad week under the old BE, avoidant, reactive, unclear, now has fifteen people taking their emotional cues from someone who's reverted to an identity they thought they'd outgrown. Team culture is shaped less by stated values than by what the owner becomes under pressure, because that's the version everyone actually watches.

An owner does real BE work, gets real results, then hits a rough patch and the old behaviour comes straight back. It isn't proof the work didn't take. It's proof the new BE was never tested against real pressure, only against easy weeks.

The BE that counts is the one that survives a bad month, not the one that only shows up in a good one. So it's worth asking honestly: when something goes wrong, what do you actually become? Avoidant, reactive, controlling, withdrawn, or someone who asks for help? That answer is more accurate than anything you'd say about yourself on a good day.

How to Actually Change Your BE

Most personal development advice fails for the same reason culture posters fail: it names an aspiration and stops there. Here's a more useful way in.

Name the actual gap, not the vague one

"Be more confident" is unusable. "I accept the first counter-offer instead of holding my price" is a gap you can actually close.

Decide, in advance, who you'll be in that exact moment

Not a mantra. A concrete decision, made while you're calm, about exactly how you'll respond when it counts.

Rehearse it before you need it, not during

Roleplay the hard conversation before you have it for real, so it already feels familiar by the time it counts.

Let the old BE cost you something, on purpose

Name the real cost of avoiding it, out loud. Vague discomfort doesn't change behaviour. A concrete cost does.

Check the evidence, not the intention

After a few weeks, ask whether the behaviour actually changed, not whether you feel more confident about it.

Only then, let it become the new default

Once the new response holds without deliberation, it's genuinely your BE, not a technique you're still performing.

A worked example: closing a BE gap

Current BE: Avoids difficult conversations to keep being liked.

HAVE wanted: A high-performing, accountable team.

DO required: Address poor performance quickly.

New BE needed: Someone who values respect and accountability more than being liked.

Tested when: A team member misses their target again.

New response: Address it within 24 hours, not next quarter.

Your Action Plan

Use this page to run your own result through the equation, on paper. Business or life, the three steps are the same.

Step 1: What do I want to HAVE?

Think beyond revenue: team, time, freedom, health, relationships, peace of mind. Name the one result that matters most right now.

Step 2: What do I need to DO to create that?

List the specific actions that result actually requires, not the ones that feel comfortable to list.

Step 3: Who do I need to BE to do that consistently?

Name the identity, not the intention: decisive, accountable, disciplined, whatever those actions actually require of you.

Test it

When will this BE be tested this week, and what will you do differently in that exact moment?

Revisit this page in a month. The evidence is in what changed, not what you meant to change.

CONCLUSION

Who Are You **Being**?

By now the shape of the equation should be clear. HAVE isn't stubborn because you're not doing enough. It's stubborn because the DO keeps being undone by a BE that was never actually decided on. It was inherited, defaulted into, left over from an earlier version of you that this business has already outgrown.

The useful question isn't "what do I need to do this month." It's "who do I need to be, in the moments that actually test it, so that DO becomes automatic instead of something you have to force." Look honestly at where your BE still reverts under pressure, what you tolerate from yourself that you wouldn't tolerate from your team, and what old identity is still quietly running the business you're trying to build.

You don't multiply your results by working harder inside the same BE. You multiply them by becoming, deliberately, the person whose ordinary behaviour already produces the HAVE you're chasing.

I've watched this shift happen in real time, in a coaching room, more than once, including twice in a single day, recently. It rarely looks dramatic from the outside. It looks like someone finally naming, out loud, who they've been avoiding becoming.

So it's worth asking, plainly: who are you being right now? And is that the person capable of the business you say you want?

Ready to close the gap between who you're being and what you want to have?

Book a complimentary business coaching session with ActionCOACH iNala and let's work out what your BE needs to become next.

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