



Middle East Region
Staff College

McDaniel College, Westminster, MD
6-13 June 2009

Goals

Presented by
Capt Tim Gleaton, CAP

Goals:

Essentials of success, writing goals down, how to set goals, goal achievement, desire, overcoming adversity, no free lunch, the right attitude, facing down problems, never sell yourself short. This foundation is an absolute necessity for each and every individual and for the organization. The organization must first have direction before the staff can follow the correct path.

Objectives - understanding

1. Why people don't set goals
2. Goals are our road map, our rudder
3. Goals work
4. Goals create time
5. That "you" are whatever you decide
6. How to set goals
7. The need to balance your goals
8. How many goals can you work on
9. A goal is for "you"
10. Why divide goals into sub-goals
11. The proper size of a goal
12. Test the goal for feasibility
13. Analyze goal, determine resources
14. Action plans
15. Why set a date
16. How to Achieve
17. Change vocabulary
18. The need to balance your life

Exercise # 1

On a clean sheet of paper, when I ask you to start, write down the request, without thinking, without hesitation, and without censoring.

A. *Record the five most important things in your life!*

Explanation: The five things you would pay the most for, fight for, stand up for, sacrifice for, believe in the most, love the most. The five most important things in your life.

Conclusion: This is something very few people ever consider, and yet will be the foundation for all your goals!

B. *In 30 seconds or less write down the three most important goals in your life right now.*

Conclusion: This is called the quick-list method. What you write down will most probably be the three most important things to you right now!

C. *What would you do if you won a million dollars in a lottery tomorrow (tax free)?*

Explanation: What would you buy, pay off, how would you spend it, invest it, or use the money? The answer really says what would you do if you had no physical or mental limitations on your ability! What would you aspire to, what would be your ambitions and your dreams with no limits on you?

Conclusion: The response you have given means you can achieve what you have written, because the act of writing it down means you can achieve it. The question is how badly do you want what you have written down? Because there is no limitation on what you can accomplish, with the exception of intensity of purpose and the willingness you have to put into the effort that is necessary!

D. *If I knew I had only six months to live what would I do differently than I'm currently doing?*

Explanation: What changes would you make, what would you do, who would you see, if you knew you would live in perfect health and die on the 180th day?

*Conclusion: This answer is important because it indicates what you consider to be most valuable to you, what your true values are. With your life coming to an end, it is at that time you would consider and reflect on what is most important to you! *** If the answer to this question is not in harmony with the answer to question 'B' (three most important goals), and question 'C' (what would you do if you won one million dollars), then it is important you examine closely what you and not anyone else truly wants and start to incorporate into you daily life goals that is in harmony with your deepest feelings!*

E. *What have you done in your life that gives you satisfaction and a feeling of importance?*

Explanation: In looking back at all the things you've done in your life, what types of activities, what sort of things, in what sort of circumstances give you your greatest feelings of

importance? Feeling of mental well-being? The greatest feelings of self-esteem and self-worth? When you do it you feel the very best about yourself, the greatest about yourself, when you are engaging in the type of activity.

Conclusion: Dale Carnegie said many years ago, "If you tell me what gives a man or woman their greatest feelings of importance I'll tell you their entire philosophy of life!" What give you your greatest feelings of importance also provides a key to your area of excellence. Your area of excellence will also be in doing what gives you the greatest feelings of personal pleasure and self-esteem and personal satisfaction. One of the greatest duties of life is to always steer our lives to personal excellence.

F. What have you always wanted to do but were afraid to try? What would you do right now if you were guaranteed success?

Explanation: What is it you always wanted to do but held back, and each time you thought about it you became a little bit uneasy, ;unsure, frightened?

Conclusion: Remember, the fear that held you back is a psychological fear which is the result of a conditioned process or conditioned response, a habit, that holds you back and has nothing to do with reality!

G. Image you received a magic pill and if you took this pill you could accomplish any one thing in the world, you could achieve any goal, realize any ambition ,any desire. What one great thing would you dare to do if you knew you could not fail?

Exercise # 2

In order to have a balanced life, you need goals in all areas of your life. List ONE serious real goal in each of the following categories:

- 1. Physical*
- 2. Spiritual*
- 3. Family*
- 4. Professional*

Exercise # 3

In five minutes list additional goals in all the listed areas. You may add additional groups as you wish: private, personal, social....

Exercise # 4

- A. As a group, let's list the categories we used.*
- B. Next, let's go around the table and ask each person to give only the number of goals they listed by group.*

C. *What does the results tell us about our focus?*

Exercise 5:

1. *Instructor Appoints a moderator*
2. *Moderator to select a scribe*
3. *Instructions – the group will design a goal setting plan, or method to be laid out in steps – a “How To” process!*
4. *Next: using the process just defined set a goal for “getting my private pilots licences.*

*Given: Person has a passion for flying
Lives several miles from airport
Has moderate income
Has moderate expenses
Has moderate debts
Has good health
Married
Wife is concerned of danger inherit with flying*

OVERVIEW

Logical steps and elements to achieve success: (Revisited)

- 1) Goal, want, need
- 2) Desire
- 3) Mentally defined very clearly
- 4) Organized, written down, divided into sub-goals
- 5) Knowledge, resources
- 6) Motivated, expectation
- 7) Time management
- 8) Achievement
- 9) Success
- 10) Regeneration of new goals

However, let me throw a curve into things at this time. The above ten steps are true, correct and good if and only if you, the team, company, or organization first has a serious **MISSION STATEMENT!** So the end of a journey is only the beginning! **ASSIGNMENT:** Read the second habit in Steven Covey’s book “The Seven Habits Of Highly Successful People” and then review your personal mission statement. Then proceed with goal setting for your personal, professional, etc., areas of your life!

Your brain has within it a goal-seeking mechanism that guides and directs you unerringly over time toward the accomplishment of your objectives. This cybernetic faculty is like the guidance system in a missile; it continually takes in feedback from the target and automatically corrects your course. Because of this mechanism in your brain, you accomplish almost any goal you set for yourself, as long as the goal is clear and you persist long enough. The process of achieving your goals is almost automatic. It is the goal setting in the first place that seems to be the big problem for most people.

It is a truism that each of us is achieving the goals we have set. You are where you are and what you are because you have decided to be there. Your thoughts, your actions, and your behavior have gotten you to your present position in life, and they could have brought you to no other place.

If your goal is to get through the day and then get home and watch television, you will achieve it. If your goal is to be fit and healthy and to live a long life, then you will achieve that, too. And if your goal is to be financially independent or even wealthy, if that is truly your goal, then there is nothing that can stop you from reaching it, sooner or later. Your only limitation is your desire: How badly do you want it?

You are equipped with both a “success mechanism” and a “failure mechanism.” Your failure mechanism is your natural tendency to follow the path of least resistance, your impulse toward immediate gratification with little or no concern for the long-term consequences of your actions. Your failure mechanism operates automatically twenty-four hours per day. Every minute, every hour, it ticks away, and most people allow their desire for what is fun, easy, and convenient to determine most of what they do.

However, you also have a success mechanism built into your brain. Your success mechanism can override your failure mechanism. And your success mechanism is triggered by a goal. The bigger your goal and the more intensely you desire it, the more likely you will be to exert your powers of self-discipline and willpower, and the more capable you will be of making yourself do the things you need to do to get where you want to go.

After a career of fifty years, during which he personally worked with and trained more than twenty thousand sales people, Elmer Letterman concluded the one quality that was most predictive of success was what he called “Intensity of Purpose.” Taking any two people with the same relative levels of intelligence, background, education, and experience, the one with the greatest intensity of purpose will always win out over the other.

The famous oil billionaire H.L. Hunt, who went bankrupt raising cotton in Arkansas and then went on to build a fortune of several billion dollars and become one of the world’s richest men,

was once asked his formula for success. He said in America you only needed two things to be successful. "First," he said, "decide exactly what it is you want. Most people never do that. Second, determine the price you're going to have to pay to get it, and then resolve to pay that price."

The great weakness of most people is that, even if they have some idea of what they want, they have never sat down and thought through what it will take to get it, and whether or not they are willing to pay that price.

We only know two things for certain about the price of success. First, in order to get whatever you desire, however you define it, you must pay the price in full. You must sow before you reap. And you may have to work a long time before you harvest the crop. This is the working of the Iron Law, the immutable Law of Cause and Effect. Most frustration in goal attainment comes from trying to violate this timeless principal.

Second, you have to pay the full price in advance. Success is not like going to a restaurant where you can pay the bill after you've enjoyed the dinner. The success you desire requires payment in full, in advance, every single time.

And how can you tell if you have paid the full price of success? That's easy. When you have paid the full price, the success will be there in front of you for all to see. It will happen by law, not by chance. When you've sown, you will reap; cause and effect, action and reaction. The life you are enjoying today is a reflection of the price you've paid up to now. The life you enjoy in the future will reflect the price you pay between now and then.

We described several mental axioms in earlier sessions. You may be a bit unsure about how you are going to remember to use and apply all these laws. Fortunately, you don't have to. When you have a clearly defined goal toward which you are working every day, all these laws work automatically and in harmony with your purposes. You align yourself with the powers of the universe. You unlock the incredible reserves of potential that lie within you. When you organize your whole life in concert with these timeless principles, you begin accomplishing things you never dreamed possible, and with less effort than you had believed necessary.

The greatest single enemy of your potential for greater success and achievement is your comfort zone, your tendency to get stuck in a rut and then to resist all change, even positive change, that would force you out of it.

Everyone naturally fears and avoids change. We want things to stay the same, but simultaneously to get better. However, all growth, all progress, all advancement requires change. And change is inevitable. In spite of anything you do, life never goes on the same way

for very long. It is always changing in one direction or another. Things are either getting better for you or getting worse, but they never stay the same.

Story

An old farmer for years had plowed around a large rock in his field. He had broken one cultivator and two plowshares by hitting it. Each time he approached the rock, he fretted about how much cropland he was losing around it and the damage it had done.

One day he decided he had enough and set out to dig it up and be done with it. Putting a large crowbar under one side, he found to his surprise (and probably dismay) that the rock was less than a foot thick. Soon he had it in his wagon and was carting it away. He smiled to think how that “big” old rock has caused him so many needless problems.

Not every problem is as easily removed as the farmer’s stone. However, “Merely ignoring a problem will not make it go away, nor will merely recognizing it.” Get out your crowbar and use your leverage to remove those troubling stones.

I. GOALS

97% of all people do not have clearly defined reasons for what they are doing and where they are going. This is like a ship without a rudder. Without a rudder, we arrive at a destination by chance.

Reasons why people do not set goals: review and discuss each of the following.

A. *Fear!*

We have been conditioned to think in negative terms. (How many times are you told NO by the time you are 18 years old?)

B. *Poor self image!*

We perform in accordance with the image we have placed in our own mind. Positive thinking will not work with an individual who is negative about himself.

C. *We have never been sold on the need for goals!*

Lack of direction yields lack of time in 99% of all cases. Hence, direction creates time and motivation creates energy.

Activity versus accomplishment - busy work does not yield accomplishment.

Goals work! How can you hit a target you can't see? (You can take the greatest rifle shot and ask him to hit a target, but if he can't see the target, he can't hit it. How can a businessman, being an accomplished manager, lead a business to the top if he doesn't focus on the end or know where he's going?)

1. How can you hit a target you don't have?
2. Do you have a target?
3. Have you written down your targets?
4. Have you spelled out the details of why you want to reach these goals in the first place?
5. Have you identified the obstacles you have to overcome to order to get there?
6. Have you spelled out what you need to know to reach your goals?
7. Have you identified the people, groups, and organizations you need to work with in order to get there?
8. Have you designed a specific plan of action in order to get there?
9. Have you put a date on your goals?

D. *Don't know how!*

Bad news:

1. It will take between 10 and 20 hours to set your goals, if you really get involved.
2. If you really have a complex set of goals, it may take 30 hours.

Good news:

3. Once you have set your goals properly, you will have created for yourself 3 to 10 free hour per week, every week, for the rest of your life.
4. It will give you control over your time, activities, and future.
5. Once you know how to set one of your goals, you will know how to set all your goals.
6. Once you know how to set a physical goal, you'll know how to set a mental, spiritual, family, career, and financial goal.

“When you discipline yourself to do the things you ought to do, when you ought to do them, the day will come when you can do the things you want to do when you want to do them.”

II. HOW TO SET YOUR GOALS

“People with goals succeed because they know they’re going.” . . . Earl Nightingale

- A. Using pen and paper, print (not write) everything you want to be or do or have. You’ve got to *be* before you can do, and you’ve got to *do* before you can have. Print because it requires greater concentration and it will move into your subconscious mind more firmly. By setting goals you are directing and focusing and freeing the left brain to allow the right brain to be more creative, which is what it is designed to do.

Title the sheet on which you record your goals “Wild Idea List.” Within one hour you will record 95% of all your possible goals. Work totally on your own, do not discuss any goals, force yourself to spend a minimum of one hour at setting your goals. List everything, personal and business. Include on the list family, spiritual, financial, physical, business, and mental goals. Do this without interruption, with soft music in the background. Do not pre-qualify any goals; simply write down what you would like to be, do, or have. After this exercise, take 1 to 3 hours off, then return to the session and list any additional items. From the personal/business list, separate the business items onto a separate list.

“If you don’t know where you are going, how can you expect to get there?” . . . Basil S. Walsh

- B. At this time we will work only with the business list. Beside each goal write “Why (do I want to be, or do, or have)?” Print out the reasons to this question by articulating them into one sentence for each goal. We want to find out what we really want to work on *NOW* that will make a difference in our life. Next, eliminate all goals that are premature or not realistic. We want to say NO to the good so we can say YES to the best. We want to work on and focus on only those goals that are really significant.
- C. Shorten the list. If you can’t articulate the reasons for a goal, eliminate it from the list. You should attempt to have a long list of valid goals for the business. Many may be premature, or be beyond your present capability, but maybe after some of the more realistic goals that can be accomplished now, then others will be appropriate. Try to narrow the list down to three goals you will adopt now for the organization and have a list you would like to adopt later. Business goals may be for each individual, owners, department within the company, or the company as a whole. Too many active goals will ensure failure.
- D. Balance the list. Classify the list by designating the type of goal: spiritual, financial, physical, career, family. For the business part of the goal setting session, balance will be omitted; however, when working on your personal goals this is an absolute must.

“This one step - choosing a goal and sticking to it - changes everything.” . . . Scott Reed

- E. For each goal, answer these basic seven questions:

Will reaching this goal...

1. ...make me happier?
2. ...make me healthier?

3. ...make me more prosperous?
4. ...make me more secure?
5. ... make me more friends?
6. ...give me more peace of mind?
7. ...improve my family relationships?

If you can't answer YES to at least one of these seven questions, strike the goal from the list. Do not erase it or black it out, because it might be a goal that is not real for you right now, but could be in the future. It may simply not be the proper time. You may have to do some growing to be ready for some of your goals. The basic objective is to be totally successful, to have a high standard of living and a high quality of life.

“No wind serves him who addresses his voyage to no certain port.”

... Michel Eyquem De Montaigne

- F. You need some goals that make you stretch, and you need some long-range goals. When a roadblock is in your way, don't change your goal -- change your direction! Go as far as you can, and then you will be able to see further. You need some small daily goals, and you need some on-going goals (self-image, family, etc.). Some goals may need to be set with some consultation, and some goals need be very specific.
- G. Check for negativity. Is the goal too big? (Out of reach is different from out of sight.) Is the goal out of your field? Do you have to depend on luck to reach a goal?
- H. Ask these 5 questions:
 1. Is it really *my* goal? (All goals may not be yours, especially if they require a team effort).
 2. Is it morally right and fair to everyone concerned?
 3. Will it take me closer to or farther from my main objective?
 4. Can I *emotionally* commit to start and finish this project?
 5. Can I see myself reaching this goal?

“The indispensable first step to getting the things you want out of life is this; decide what you want.”

... Ben Stein

- I. Work down to about four goals (personal/business), which is about all you can work on at the same time. To reduce your list,
 1. Take inventory. You need to know where you are if you are going to reach your objective.

2. Identify your goal and know the benefits for reaching it (what is in it for you?) Work through it, making a step-by-step analysis of what is required.
3. What obstacles will you have to overcome to reach this goal?
4. What skills and knowledge are required to reach this goal?
5. Who are the individuals, groups, and organizations you will need to work with to reach this goal?
6. What is your plan of action for reaching this goal? Write down in detail the steps required. When you start to work through these goals, you will discover some of them are not practical for you to work on at this time. It is better to spend one hour to determine this, rather than spend six months and not achieve the goal. It is very important to set goals that can be achieved *now*. “A goal properly set is halfway reached.”
7. Set a date to reach each goal.
8. Establish a time line, then work backwards to detail the times and dates for each milestone toward reaching the goal.
9. Be positive, turn negatives into positives, and see negatives as opportunities to accentuate the positives.

“What an immense power over the life is the power of possessing distinct aims. The voice, the dress, the look, the very motions of a person, define and alter when he or she begins to live for a reason.”

. . . Elizabeth Stuart Phelps

III. Steps of goal achievement

- A. One person with a commitment is worth a hundred people with an interest. If you want to reach your goals you will have to be committed.
- B. Each evening before you go to bed, list the six most important things which you have to do the next day. The next morning, start working on the most important item on the list. If it takes all day to complete that item, remember you have already decided it was the most important thing for you to be doing.
- C. Once each week, review your goals list. You cannot work on all of them at the same time, but each week decide what you will work on that week. Know your time!
- D. In you daily planner, write in red what you will do to move closer to your goals. If you don't plan on working on a goal, don't write it in red. When you review your weekly activity, you will be able to see if you're headed for trouble (no red = no progress).
- E. Start with a solid foundation: honesty, character, integrity, loyalty, trust, and love (faith).

- F. Change your vocabulary. You don't *pay the price* to achieve goals, you *receive the benefits* of achieving the goals. You don't pay the price for success -- you pay the price for failure.
- G. Divide goals into small steps. Achieve a little on a regular basis. Don't be a "have-a-minder" or a "gonna-doer", both of which end up being "never-doers." Do it now! Strive to do it now! You achieve your goals by achieving a little every day. You must be in control of your life.
- H. Shape up spiritually, mentally, and physically. There is a direct correlation between success and people who are committed to a balanced life. When you are tough on yourself, life will be infinitely easier on you.
- I. Know how to respond to disappointment. Put setbacks behind you and go forward.
- J. Discipline yourself. When you arise in the morning, put your goal planner on the nightstand so it will remind you when you go to bed at night to record the day's activities and note the six things to do the next day.
- K. Motivation follows action and creates energy. Discipline yourself to do the right things. Doing is action, and motivation will follow and create energy. Don't wait to be motivated. This is out of sequence and will prevent achievement.
- L. When obstacles arise, change your direction. Do not change your decision to get there.
- M. You need to share some goals and not share others. Share your "go up" goals very, very carefully. "Go up" goals are those that aspire you to grow into a higher realm of success, and should be shared only with those people you know will encourage you. Your "give up" goals should be shared with everyone in sight. "Give up" goals are things like quit smoking, drinking, overeating, losing your temper, being rude, etc. (self-improvement goals).
- N. Become a team player.
- O. Learn to train fleas.
- P. See yourself reaching the goal in your mind.
- Q. Overcome adversity.

"We are what and where we are because we have first imagined it..."

Donald Curtis

IV. Desire: The Essential Attribute

100% of successful people have one thing in common --- a mission. It is something they really want to do --- a goal. Desire is the great equalizer today. An overabundance of desire without the fully disciplined steps to reach a goal is sure disaster. With the proven steps it is intelligent ignorance and accounts for accomplishments.