

Achieve Your GOALS

The Complete Goal Management
System

Personal Development Institute



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Introduction

Can you juggle? If so, then can you remember what it was like when you first tried to keep three balls in the air?

If you haven't yet mastered the art of juggling then you already know that it's very hard to move beyond thinking about each individual toss and catch, to the process of juggling. The paradox is that the process of juggling depends on the accuracy of each and every individual toss and catch.

Possibly the most surprising thing about juggling is that it can be done at all!

But we are all jugglers in the sense that we lead complex lives juggling roles as parent, child, student, teacher, employee, club official, sportswoman, or whatever, in a pattern of relationships that makes us uniquely human. Our lives are sometimes so busy that there isn't enough time or energy to go around.

If you sometimes wonder why you bother and, like many people, feel dissatisfied, unhappy, even depressed about the lack of purpose in all this juggling, then you should consider learning to use the Complete Goal Management System.

This system is based on the GoalMaker computer software package, which was a finalist in the 1996 Business Software of the Year awards on the Small Business Show on Channel Nine. It has been adapted to the unique needs of the unemployed by a group of dedicated individuals including unemployed clients of, and consultants.

In a way, the Complete Goal Management System lets you change reality. It really does! By helping you clearly identify, and concentrate on, the important things in your life, and then achieve those goals in a planned way the Complete Goal Management System enables you to take charge of your life and guide it in the direction you want to go.

The Complete Goal Management System helps you to identify your roles, objectify the goals you have within each role, and enumerate the tasks needed to attain each goal. By keeping track of the whole picture the Complete Goal Management System frees you to concentrate on tossing each ball just right. If you planned correctly then the cumulative effect of each accurate toss is a swirling pattern of relationships that others can admire but never exactly emulate. Instead of constantly worrying about the big picture, you can

concentrate on the important tasks that have to be done, free in the knowledge that it's all part of a plan—your plan.

The Complete Goal Management System involves both sides of your brain. The logic and analysis exercises the left-brain, while the visualisations exercise the right brain. By using both sides, GoalMaker inspires you to create your goals and to pursue them proactively.

The Complete Goal Management System can help you get a life. Imagine what it would be like if you knew exactly what you wanted, how to get it and the tasks you had to complete. Sounds too simple? the Complete Goal Management System will guide you through the process of structuring your life and most importantly, will help you to realign your goals to a changing world. You will have to learn the the Complete Goal Management System and you will have to apply it daily, but it isn't hard to do, and requires only a few minutes a day to maintain. the Complete Goal Management System can help you make space for the things that are important in your life.

You are probably just scanning this book, not yet having committed yourself to actually using the Complete Goal Management System. Your boss may have given it to you, a friend may have suggested it, or you may be evaluating the Complete Goal Management System for use by others. We really want you to make the effort to use it because every person who uses the Complete Goal Management System tells other people how good it is and they start to use it and everyone benefits.

So if you just scan this book, and say “Oh yeah, great idea but I don't have time, etc”, then we are finished. Kaput. Cactus. We want you to use the Complete Goal Management System and to succeed using the Complete Goal Management System, and the hardest single part, both for us and for you, is starting to actually use it (not just read about it).

That's why we have included lots of comments, thoughts, quotes, anecdotes, etc., some original and some we have stolen from people who said it better than we ever could. We want you to stop and think about these when you come across them. We hope they will motivate you to use the Complete Goal Management System.

Here are a few thoughts to get the ball rolling:

If you always do what you've always done then you'll always have what you've already got.

The top three percent of people outperform the next twenty-seven percent by a factor of ten. And yet all thirty percent come from substantially the same background. One of very few differences

between these two groups is their attitude to goal setting. The top three percent have clear, written goals. For the twenty-seven percent group to join the top group would only take a shift in some attitudes and a realisation that the art of goal setting would make them more successful to an amazing degree.

This research, which we will come back to in more detail later, makes it obvious that clear set goals and a dedication to achieving them is necessary for success in any area of life. The ability to practice written goal setting is one that is vital for those looking to improve and succeed.

The Dragon Is My Friend - By Cammie Foster.

I was once so afraid to venture from my castle for there was a malicious and cruel dragon that circled my grounds. He stood larger than my castle and waited for me to come out so he could gobble me up. But I was safe inside my castle so there I stayed, and stayed, and stayed.

Oh how lonely I became and suddenly with deep regret I realised I was dying. I decided I would go outside my castle, which had now become my prison, and face the terrible dragon, certain that at once he would pounce on me and eat me up, but I thought better to die valiant death than to die a coward.

I stepped from the castle door and there he stood, always off larger than my castle. I took one step and another and another while he remained still, watching me approach. Perhaps it was a trick of the beast, but he became smaller with each step I took towards him. I was now next to the dragon and I stooped down to pick him up in my hands. "Why have I been so afraid of you? You are small enough to be crushed under my feet, yet I let you terrorize and keep me captive in my castle all these years."

The dragon replied, "I have only been what you have made of me, but now that you have come out and seen me for what I really am, instead of cowering in fear, you can see that I am a friend."

"How can I consider you a friend? If it were not for you I would have ventured from my castle long ago."

He replied, "If it were not for me, you would have never known you could face a dragon and win."

Strategies

There are many documented reasons why people fail to achieve their full potential. As we noted earlier, the top three percent of the population are disciplined goal setters.

What is interesting is that the next 27% only need to put in a small effort to move into the top group. The secret behind the effort is the development of habits and strategies, which support the achievement of clear goals.

Benjamin Franklin discovered this the hard way. He was receiving constant criticism about his negative communication. He listed all the elements in his life that he had the courage to say did not support him or his relationships. He worked on one of these elements each month. He had set goals to develop new successful habits.

Look at the list on the next page. What habits do you need to change in order to achieve the success you deserve?

These habits and strategies are the basis of success in life. People who make a conscious effort to include these in their lives get positive results.

What are you going to do about the habits and strategies you are not yet able to tick? the Complete Goal Management System suggests that, if there are some unticked questions, then they need to be included in your Overall Strategies.

If you have specific strategies that are uniquely necessary for a specialist role, you will need to add them later. For example, an athlete may have to attend the gym every day for an hour, a doctor may have to read a journal article every day.

Keep referring to these questions as a monthly check, and aim to have all strategies a part of your goals plan.

Remember ... it takes courage to accept the truth.

Successful people form habits to do the things that less successful people don't like to do.

Look through the following questions about useful habits and overall strategies and tick those that apply to you right now.

I have a clear sense of purpose or direction for my life.

I am able to stay focused and concentrate my efforts onto one definite aim.

I am usually able to make decisions and work consistently on them.

I am willing to take a chance on a positive outcome—even if it is risky.

I am willing to do whatever it takes, rather than look for something for nothing.

I control my negative thoughts.

I practice habits, which contribute, to my good health including a nutritious moderate diet, regular exercise and meditation or yoga-type relaxation.

I tackle tasks immediately rather than putting them off and procrastinating.

I persist in the face of difficulty. When the going gets tough, many people give up.

I am willing to aim high. Many people put up with average goals and mediocre performance.

I seek out and surround myself with people who encourage and coach me to great success. Too many people listen to those who say, “you can’t”.

I am willing to learn, read and acquire the knowledge and skills to become a generalist, able to adapt to and succeed in almost any environment. Contrary to popular beliefs, people who become too specialised become white elephants who cannot keep up with the speed of changes in society.

I am enthusiastic, committed and motivated.

I am pro-active — I make things happen in my life. Victims wait for things to happen to them.

I have clear roles in life and act in balance across work, home, self and community.

Setting Goals

O.K. What is all the fuss about goal setting?

Well, really, it need not be a fuss at all! We all set goals - yes - every day of our lives. When we wake up in the morning, our first goal is usually, “Just how long can I stay in bed before I actually have to get up.” And then perhaps the second goal is, “To get dressed and grab a bite to eat before I have to race out to catch a tram” (or whatever).

So you see, we all set goals for ourselves each and every day of our lives. Some of these goals are very important while others are not.

If you really thought about what you wanted to be and planned ahead, maybe YOU could end up starring in a popular soapie - or be an airline pilot or a gardener - or anything you wished.

All you have to do is set a few goals to reach your objective.

And remember, every goal reached is an achievement - no matter how insignificant it may seem at the time. Don't try to set yourself unachievable goals in the beginning - like don't expect to become a brain surgeon in two weeks, Set goals that CAN be achieved and then give yourself a big pat on the back.

Goal setting makes our lives a lot easier by organising what we have to, or need to do, before we have to do it. Goal setting is just planning ahead to get where you want to go.

Think about the pilot who is setting out to fly to Sydney. He can't just 'Set Off'. All sorts of things may go wrong. So he develops a 'Flight Plan', which is his way of working out how he is to get from Melbourne to Sydney safely and in the shortest possible time.

How about making one of your first goals to finish reading this manual? Try out some of the ideas suggested and see just what a difference it can make to your life.

Try to develop a 'Flight Plan' for your objectives.

Why People Don't Set Goals

There are many reasons people fail to set goals.

Probably the chief problem you need to overcome is your own attitude. This is because our education systems generally fail to encourage young people to take responsibility for their life and practice the independence of thought and deed that are at the core of setting and achieving goals. You need to undo this and replace it with a “can do” attitude that will support your goal setting.

Check which of the following reasons have, in the past, contributed to your lack of consistent goal setting and goal getting.

Why didn't you set and get goals in the past?

Failed to make the time.

Didn't know how.

Did not believe in my ability to design and create my own life.

Wanted to please others and do what others wanted me to do, rather than choosing what I wanted to do.

Too many interests and activities creating an illusion of busyness but with no real focus and direction.

Fear of failure.

Fear of success.

Laziness

No perceived need.

Benefits of Setting Goals

People who set and get their goals are winners by definition. Some have exceptional determination, long-term commitment and application. Just think of the thrill of the athlete who wins an Olympic medal. Goalgetters have a special glow that comes from their commitment and gives them happiness and fulfilment.

When your purpose is clear, life is somehow simpler and clearer. The benefits of goal making are not all at the back end—simply clarifying your goals can make a big difference, regardless of how long it may take to achieve them.

- Think of a time you set a goal and steadily worked towards it to ultimate success.

Check how many of the following applied to you then.

I had a clear and focused direction, which provided a sense of security and purpose.

I used my time well.

I felt enthusiastic.

I could see that I was moving steadily towards my goal and achieving the results I wanted.

I felt good; I had self-esteem, confidence and a belief in my ability to make things happen.

I was in control.

The greatest stress in life is that which comes from feeling out of control and powerless

General Guidelines

The goal making process follows logical, sequential behavioural steps. However, a substantial amount of the impact depends on your mental attitude.

These guidelines reinforce a positive attitude so that you become unconsciously competent in setting your goals.

The following guidelines help sustain a positive attitude and behaviour.

1. Identify your mission or purpose in life and set your goals to align with this.
2. Decide what you really want and write it in the present tense as if it's already been achieved. Goals must be in writing. An unwritten want is just a wish. If it's in writing, it's a real, substantial commitment.
3. Goals must be concrete and specific — broad desires have no effect. Specify the tasks you will need to achieve each goal and then break each task into manageable “bite-size” bits. (How do you eat an elephant? One bite at a time.)
4. Goals must be believable. If you don't believe you can reach it, you won't. Eliminate the negatives in your life and focus on positive things. You are responsible for your thoughts, so make them positive ones. Don't listen to people who say, “It will never work. You can't do that. You'll never make it”. Remember that Christopher Columbus would never have sailed over the horizon unless he had belief in himself.
5. Goals must be challenging and demand more from you. Be willing to stretch your comfort zone.
6. Act to set your goals in motion. Planning is only the first stage of goal achievement. First set your goals, then act to get your goals.
7. Apply self-discipline. No matter how many people are aware of your goal, the final responsibility rests with you. Remember — the buck stops here. You need to consistently organise yourself and work with determination and commitment if you are to achieve the success you truly deserve.
8. Goals must include your loved ones. Goals must harmonise and be in balance, not conflict with each other.
9. Goals must have target dates for completion. Set a target date for your goal and share it with someone who will encourage you to meet the deadline. There is nothing as motivating as an “impending event” to get you into action.

The Process

There are two major steps in the process of setting and achieving goals:

1. Define your goals. Identify, analyse and prioritise your goals.
2. Measure your progress. Measuring your progress as you work towards your goals keeps you focused and motivated.

You must balance these two major steps, going back to step one on a regular basis as your needs change and your mission becomes more and more refined.

Many people who have trouble focusing on a goal have fallen into the trap of not putting the time into step 1.

Those who jump into the deep-end and attempt to get their goals at stage 2 may think they are doing well at first, but if they action their goals with no planning, they may soon find themselves overwhelmed.

People who operate at stage 2 may suddenly find they are working on a goal that has limited value in outcome and they have omitted to focus on the one goal which could bring them mega-success. These folk need to remember the Pareto Principle, which states that 80% of your results come from 20% of your targets.

Rewards

Everyone enjoys receiving rewards, and it is up to you to program into your goals some motivational rewards. Sometimes you can reward yourself as you go along. The important time to maximise your success is when you achieve a goal. Reward yourself lavishly and really celebrate the achievement.

People who fail to truly celebrate can become disillusioned with their goals path, and find it difficult to find the motivation to stay a self-starter, responsible for proactively making things happen.

This is the true value of GoalMaker. By positively reminding you of your goals every time you turn open this manual, you are continually encouraged to stay focused and can celebrate the almost miraculous ease with which you do achieve your goals.

Review My Wins so far! on a regular basis. Reading this section will boost your self-confidence and self-esteem.

Coaching

There is nothing as motivating as an impending event to encourage you to get a task done. The best way to harness this is to declare your goal to someone you trust, ask them to be your coach and expect that you will achieve the goal as well as expected and by the due date.

Your coach can be someone you love, a work colleague, a respected mentor, or just a good buddy. The primary task of the coach is to remind you that you are committed to achieving your goal. It's fun and sometimes more helpful, if they also encourage you, share your rewards and help celebrate when you achieve your goal.

Creative Visualisation

Creative visualisation is a very useful way to contribute to successful goal achievement. In this procedure you use your imagination to create a clear picture in your mind of whatever you want to take place in your life

Steps for Visualisation:

1. Go to a place where you will be undisturbed.
2. Sit in a comfortable chair.
3. Close your eyes and relax. Breathe in and out slowly for 10 times to attain maximum relaxation.
4. Start to see in your mind's eye, the thing you want, in as much detail as possible (as you practice and get better at visualisations, see if you can make the picture brightly coloured, sharply focused, clearly framed, containing sound, action and feeling).
5. Step into the picture and energise it with 5 big breaths.
6. Make an affirmation sub-vocally, to put the event in present tense and make it real. Gain the feeling of actually achieving what you want. Say to yourself, "This is mine, right now!".
7. You might want to put some music on to stimulate your right brain (the creative and feeling part of you which can help you draw on the power of your unconscious to move invisible energy towards your desired goal).

You might like to vary your visual pictures, depending on your mood. Some people love the visual picture of being on a beach; others prefer the mountains in a snowstorm! Use your imagination and treat yourself to visualisations that bring you maximum relaxation and positive feeling.

You might like to explore the use of aromatherapy oils. They can be worn or burned in a special burner to gently fill the air and stimulate the senses to create positive and soothing feelings, which can greatly enhance the power of visualisations.

It's important to visualise with as much detail and using as many senses as possible. For example, if you want a new car, specify the kind (a 2005 Mercedes, 460SL, 4 door sedan, red, with fuel injection, FM-AM track stereo and CD etc.), see yourself driving the car, feel the steering wheel and be aware of the instrument panel, the texture of the seats and everything else about it that you want.

Visualisation should be done regularly and may be consistently reinforced if done either first thing in the morning or last thing at night.

You may wish to make your own audiotape. Get two tape recorders and use one to play relaxing or inspirational music, and the other to record your meditation tape. If you don't like your own voice, ask someone else to make a tape for you.

Remember, visualisation is a powerful process and can overcome past negative programming.

It's time to relax and enjoy the mental creation of your goals. In taking that short time to relax and trust that your right brain is doing the hard work, you will find that the benefits are that when you return to this manual, your mind will be more alert, clear, and the flow of good ideas should come more easily.

Affirmations

Throughout this manual you will find affirmations that you can continue to use throughout the day.

An affirmation is a thought of a desired condition or thing. Constant repetition of an affirmation leads to its acceptance by the mind.

Since our environment reflects our thinking, we can influence our realities by changing our beliefs. Our dominant thoughts and feelings become our experiences. Our lives become what we affirm.

To apply an affirmation during the day, use the following guidelines:

- Always affirm in the present tense—the desired condition is always happening NOW. Rather than say “I am getting fit”,

which places the event in the future where it may never eventuate, put it in the present and say “I am fit”.

- Always affirm in the positive and not in the negative. Instead of saying “I won't break my diet”, say “I prefer nutritious foods”.
- Write the affirmation down:
 - Paste it on your mirror, telephone, car dashboard or anywhere you will see it during the day.
 - Write the affirmation by hand at least 10 times during the day. If the critical voice inside raises any objections, dispute it strongly and provide evidence. If you affirm “I am confident and capable” and your critic says, “You're weak and hopeless”, remind yourself of a past success and reaffirm your positive thought— “I did my best in the last test and got top marks: I am confident and capable”.
- Read the affirmation as often as you can, out loud.
 - Sing or chant your affirmation out loud as much as possible
 - Record your own voice saying the affirmation on an audiotape and play it while you are going to sleep.

The Importance of Habits

Make your use of this manual habitual.

Begin quickly. Don't succumb to the tendency in most of us to procrastinate. Sure, it might be more convenient a month from now, but it will NEVER BE MORE IMPORTANT!

Make using this manual an integral part of your day—like cleaning your teeth. In fact, why don't you think about this manual whenever you clean your teeth! Strange as it may sound, this can be an effective reminder of your progress.

There is a critical incubation period of about 30 days, when you first apply new ideas. With the passage of time, the action becomes habitual.

A successful Goal-Manager knows the importance of developing positive habits.

Consider this:

Who Am I?

You may know me

I'm your constant companion

I'm your greatest helper; I'm your heaviest burden

I will push you onward or drag you down to failure

I am at your command

Half the tasks you do might as well be turned over to me. I'm able to do them quickly and I'm able to do them the same every time if that's what you want.

I'm easily managed, all you've got to do is be firm with me.

Show me exactly how you want it done, after a few lessons I'll do it automatically.

I am the servant of all great men and women, of course, servant of the failures as well.

I've made all the great men who have ever been great.

And, I've made all the failures, too.

But I work with all the precision of a marvellous computer, with the intelligence of a human being.

You may run me for profit or you may run me to ruin, it makes no difference to me.

Take me. Be firm with me and I'll put the world at your feet.

Be easy with me and I will destroy you.

Who am I?

I am habit!

Regular Activities

All the activity so far has focused on how to set up GoalMaker. Now you must use it daily to benefit. Although this manual describes goal making as a 1, 2, 3... affair, in reality it is more like 1, 2, 1, 2, 3, 2, 3... Don't be reluctant to go back to an

earlier step and change a long term goal or re-evaluate your mission. By doing so you will gradually hone your ideas.

Following are some suggested guidelines for regular activities.

Daily

Make sure you maintain and use your To Do List. As you complete each task, mark it as done on this list.

Weekly

Review your Goals List. Mark off the goals you have achieved during the week and add any new goals for the coming week.

Monthly

Make any adjustments to your goals. Review your wins.

Quarterly Or Half-Yearly

Review all of your current roles, goals and tasks and adjust where necessary.

Notes:

Our deepest fear is not that we are inadequate.

Our deepest fear is that we are powerful beyond measure.

It is our light, not our darkness, that frightens us.

We ask ourselves, who am I to be brilliant, gorgeous, talented and fabulous?

Actually, who are you not to be? You are a child of God.

Your playing small doesn't serve the world.

There's nothing enlightened about shrinking so that other people won't feel insecure around us.

We were born to make manifest the glory of God that is within us.

It's not just in some of us; it's in everyone of us.

And as we let our own light shine, we unconsciously give other people permission to do the same.

As we are liberated from our own fear, our presence automatically liberates others.

Nelson Mandela, 1994 Inaugural Speech

What Resources do I Have?

A list of your resources is a valuable tool in goal making because you can instantly draw on resources to help you with your success.

The most important resource you have is... Guess who?... Yourself.

You might like to do what marketing consultants call a SWOT on yourself—this is where you analyse your Strengths, Weaknesses Opportunities and Threats.

You'll probably only want to put your strengths and opportunities in your resources list (your weaknesses and threats will be dealt with in the next chapter, Overall Strategies, which looks at behaviours you are not yet master of, including your goal-making and self-management process).

You may also find some good ideas for resources in the Check-in process. Think particularly about your personal development—physically, mentally and in terms of confidence. Your strengths and achievements in these areas are good resources for you to draw on.

List every resource on the next page that you have available to you in terms of your own experience and outside resources. You may also include books, tapes, seminars you would like to attend, courses you would like to complete, mentors, coaches, etc.

Notes:

[illegible]

Dick Smith started his small car radio business with just \$610. Fourteen years later he sold it to Woolworths for \$25 million. His advice to Peter Thorpe (Australian Small Business and Investing Dec. 1993) is that he worked hard, kept overheads down, built networks of capable people and asked for and took advice.

In my particular situation age discrimination was a major factor I had to overcome and contend with being over 45 years of age.

Training was a major factor that kept me motivated when I was unemployed. I attended computer courses at Monash University and

T.A.F.E. College to bring my skills up to date.

I would check the job advertisements each day, phone and send out resumes to interested companies. I would canvas all the industrial estates in search of work in the Accounting field or any job available, at times leaving a resume with those interested. With each knock back it makes you more determined and motivated to find a job.

The turning point was when I attended a 10 week training course in Computers & Accounting which lead me to my current accounting position in the field of training unemployed people.

Ron (B.E.S.T. Accountant)

Overall Strategies

Overall Strategies serve as the backbone of goal achievement. Many strategies are common to everyone, for example, I am enthusiastic, committed and motivated. On the other hand, you may have particular strategies that you need to add to the list.

Overall strategies are not directly related to your roles or goals. They are just a convenient list that serves as a general reminder of strengths and weaknesses.

Start by reviewing the Strategies on the following page from the check list in the Introduction and tick whether you currently follow or intend to follow each strategy, then add your own.

Notes:

Strategy Description	Currently Follow	Intend to Follow
I have a clear sense of purpose or direction for my life.		
I am able to stay focused and concentrate my efforts onto one definite aim.		
I am usually able to make decisions and work consistently on them.		
I am willing to take a chance on a positive outcome—even if it is risky.		
I am willing to do whatever it takes, rather than look for something for nothing.		
I control my negative thoughts.		
I practice habits, which contribute, to my good health including a nutritious moderate diet, regular exercise and meditation or yoga-type relaxation.		
I tackle tasks immediately rather than putting them off and procrastinating.		
I persist in the face of difficulty.		
I am willing to aim high.		
I seek out and surround myself with people who encourage and coach me to great success.		
I am willing to learn, read and acquire the knowledge and skills to become a generalist, able to adapt to and succeed in almost any environment.		
I am enthusiastic, committed and motivated.		
I am pro-active — I make things happen in my life		
I have clear roles in life and act in balance across work, home, self and community.		

Strategy Description	Currently Follow	Intend to Follow

Bert's (Mordialloc) family were refugees from Europe. Home was a frightening, violent place. Bert wandered and did burglaries for a buzz. Surprise, surprise he was busted and jailed in his late teen years. He is one of the few for whom jail did much good. Frightened of the possibilities he chose a suburban commune which had an interest in people in similar situations. Now Bert manages a successful business that mows lawns and grooms gardens. But he is much more than just another franchisee. Bert organises a great deal of support for people on the street and others who are disadvantaged or alienated. That volunteer activity attracts other people who are also interested in doing what the Government won't. Working towards his mission of making some contribution, the network of people, fuels Bert to work pretty hard. He really struggles with depression and anxiety but, if you asked him he would reflect a "wouldn't change anything" satisfaction. Bert chose to go forward.

My Mission

Great people are ordinary people with commitment.

Men and women fail in their life, not for lack of ability, or brains, but simply because they have never organised their energies around a central goal. Elmer Wheeler.

Just what is YOUR personal mission?

All organisations have a purpose for existing. Just as an organisation or company needs a mission, so does each one of us.

- What gets you out of bed on a cold winter's morning? Your mission.
- What force drives you to action and productivity? Your mission.

It's never too late or too early to do some serious thinking about what it is that drives you and what your personal mission is or should be. In all likelihood, this is the most important thinking you can do, to make a difference in how you take charge of your life!

- **Determine what it is you want in life, and make it CLEAR and SPECIFIC.** *This is precisely the purpose of your mission statement.*

Your mission is the reason for your existence. It acts as a beacon—a clear and specific objective that everything else is guided by. When it is known, understood, accepted and communicated, positive things happen and energy and effort are no longer wasted. You will always know when you are headed in the right direction.

The mission-setting process doesn't have to be complicated or long-winded. Here is an easy model to begin with:

To use my.....(skills, talents, etc.) to.....(actions, etc.) so that.....(result).
--

If you can do that in 25 words and commit it to memory and to your heart then you know your mission.

Examples of mission statements

To create things of beauty so that others are inspired by and can enjoy them. (An artist)

To create magnificent buildings for social gatherings so that people can celebrate in maximum comfort. (An architect).

To support others in their work so that the team gets the best result. (A manager)

There are three important properties your mission statement must possess:

- **Unique:** It must be yours and not belong to anybody else.
- **Stimulating:** It must stir you into action.
- **Motivating:** It must personally inspire you.

If this is your first time with a mission statement, don't agonise about your mission statement. Just get something down. If it doesn't feel right, change it until it does or come back to it later.

It's useful to review your Mission Statement every three months, and make those small adjustments that may occur as you grow.

Notes:

My Mission:

My Values

Why set Values?

It is important to set long-term goals within the context of your values. If the goals you set are out of alignment from these values, it will make those goals extremely difficult to achieve. For instance, if you value health, but you set a goal to achieve the top salesperson's award and do nothing but work all year on that goal, with no exercise, eating poor foods and getting little sleep, you might end up in hospital instead of receiving that award!

So list the values that determine the standards that you set. For example: love, health, truth, happiness, creativity, achievement, knowledge, passion, freedom and contribution.

Check with your mission statement and note how these values can help as rudders, steering you on the shortest course to your mission—the beacon that illuminates your way.

Notes:

[illegible]

Marianne's long term relationship was going sour and she was afraid that her children were being adversely and seriously affected by the poisoning atmosphere. Through miscalculation she found herself ejected from the children's environment. She hung on against odds which got worse instead of better. But Marianne held onto her belief in better possibilities. That was five years ago. She now has relationships with her children which are improving strongly despite the usual limitations of access. By moving from one small goal to the next, Marianne is able to support and input into her children's well being in a way which has produced worthwhile returns on the anxiety and pain invested. Freedom to make her own choices has meant that Marianne's career as Councillor has continued to grow as well, which holds promise of even better support for her family into the future. Her values of responsibility and accountability have supported her pursuit of the dignity which she now brings to her family situations.

My Roles

Why base your Goals on your Roles?

In life, you have different roles depending on what you are doing and to whom you are relating. For example, when you are talking with your parents your role is son or daughter, but when you are talking to your children your role is mother or father. At work you may at various times be a manager, a subordinate, a co-worker, a friend, a confidante, etc. At other times you may be a tennis player, runner, and so on.

Identifying your roles and developing a vision for each of them makes it easy to determine the long-term goals that will make your vision real.

You may find it useful to categorise your roles into personal development, career, family and social areas. Within personal development you can later categorise your goals around the first three items of the Check-in (physical, mental and confidence)

There's an old story about the young woodcutter who wanted to be the best. When he thought he was being beaten by an old hand, the young man decided to miss his breaks and just keep chopping. At the end of the day, however, the old man still had more wood. You see, he stopped for breaks during the day and spent some of that time in keeping his axe sharpened.

Having well-tuned personal development goals is like having a sharp axe. Keep your axe sharp by keeping the physical, mental and confidence personal role as positive as you can. It will enhance the achievement and fulfilment of all your other roles.

Creating your Vision for Each Role

A vision describes exactly what it will look like when you have fulfilled your role. For example, for the role of team leader, your vision could state:

The team achieves results which are 10% above budget, the team members support each other and doing their best as individuals, and client queries are minimal.

For a role as father, your vision could state:

I spend one day each weekend with the children and organise my time to attend school functions as appropriate. I enjoy being involved in their hobbies and interests and love my children very much.

Notes:

My Roles:	Vision for this Role:
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My Long Term Goals

Set long-term goals that conform to and augment your values, roles and visions.

Long term goals can extend to 30 years or more. The term is not important. Instead, long term goals are simply bigger, longer and more important than the short term goals that you will later define within them.

Set Goals for Each Role

You start by selecting a role. Then you describe the goal. The next step is to flesh out the goal. This gives the goal substance by defining a target date, target value, priority, benefits, obstacles, strategies, rewards and short term goals.

Later, you will break down each short-term goal into the specific tasks that need to be completed in order to achieve that goal.

1. Enter the Goal Definition. This should be an easily recognised one-line description. Be specific. For example, ‘To weigh 56 kilos and feel slim, fit and good about myself’.
2. Enter the Target Date. This is the date by which you intend to achieve this goal. For example, 7/7/06.
3. Enter the Target Quantity/Value. Where possible, phrase your goals in terms that are measurable, such as money, quantity, weight, or percentage.
4. If you are entering details of the completion of the goal, you can also enter the Date Achieved and Quantity/Value Achieved.

List the Benefits

List each of the **benefits** to you of reaching this goal. For example, benefits for a fitness goal might include feeling fit, clothes fit well and look good, people compliment me. If you can’t identify any benefits for a particular goal, you should probably pick another goal.

When the initial enthusiasm you feel in “goal-setting mode” has worn thin, and things get tough, and it all becomes a bit too hard, this list will remind you what it’s all about. When you start to visualise your goals you will usually find all sorts of direct and

incidental benefits accrue. This list is the place to record them, so you can read them on a rainy day.

Benefits can be highly personal and not overly rational, or public and very much a part of the rationale for this goal. It's up to you.

List All Obstacles

List any obstacles you can identify that could stop you achieving your goal. For example, no time to cook better food, friends expect me to drink with them, bad eating habits.

Obstacles can be external (caused by events or people) or internal (coming from your limiting beliefs, doubts or fears).

Zig Ziglar, in his book *The Goals Program: Planning Manual* listed his obstacles as: too heavy schedule, drop-in visitors, procrastination, improper scheduling, lack of discipline and unexpected work requirements.

To practise identifying the two types of obstacles, can you make a distinction between which of those obstacles were external and which were internal?

For typical internal obstacles:

- Ask yourself “What am I saying to myself that stands in my way?”
- What past conditioning and old beliefs stand in my way?

If appropriate, you might benefit from consulting with a certified practitioner who specialises in helping people to clear old limiting beliefs, hurtful past events and negative conditioning.

Mitchell was born in Pennsylvania in 1943. In 1971 he put his Honda 750 into a truck. The bike burst into flames and Mitchell had horrific burns to 65% of his body. He moved to a small Colorado town where he eventually became Mayor. In 1975 his plane crashed in snow and Mitchell was consequently confined to a wheel chair. He still goes white water rafting and skydiving. He is Director of many Boards of businesses. His attitude is that, whereas he could do 10,000 things before, he can now do 9,000. “Why dwell on the impossible 1,000?” he asks. “It’s not what happens to you that counts”, he says, “it’s what you do about it”. (ASB&I Dec1993) P Thorpe.

List Your Strategies

Consider the obstacles you have identified. What strategies are you going to use to overcome, circumvent or reduce them?

Also consider your Overall Strategies, however you will find that most of the strategies necessary to achieve a given goal are unique to it. For example, plan ahead and schedule time, tell friends I'm committed to my diet, and choose nutritious foods.

Identify a Reward for Yourself

Some goals, like this example, have a reward built in to them. When setting other goals, like giving up tobacco or alcohol, you may find it easier to maintain your motivation if you set a reward.

Rewards can be as simple as a night out, or as big and “rewarding” as you need to keep yourself committed. Remember though that there’s no point setting a reward you can’t realistically give yourself.

List Your Short Term Goals for each Long Term Goal

You set short-term goals in relation to the long-term goal. Sometimes you will have just a single short-term goal. More frequently, you can break down the long-term goal into a number of short-term goals. The difference between long and short-term goals is that a long-term goal has benefits, obstacles, strategies, rewards and short-term goals, whereas a short-term goal is comprised of tasks.

Ideally, you will be able to list all the short-term goals that will lead you to completion of the long-term goal. In practice, you will often be able to list some short term goals, but will not be sure that those short-term goals are sufficient. That’s OK because you can easily add further short term goals and modify existing goals as circumstances demand, and as you grow to understand your long term goals better.

At this stage, all you need to do is list each short-term goal. In the next section you will flesh out each short-term goal and identify the action steps required to achieve each goal.

Notes:

Sandra - Overcoming obstacles

This story relates to a young lady who was a participant in a training program that I ran called New Horizons. Quite a special young lady as it turned out - who had a goal and a mighty big hurdle to overcome before she could achieve it.

I first met Sandra in December 1995 when we located at St Kilda Road. She arrived for a pre-screening interview for our course commencing at our new premises in Richmond early in the new year. She was quite a striking young woman - attractive, vibrant and smiling. Upon being introduced I held out my hand to shake hers and she immediately thrust her left hand out. My reaction, as would be the case for anyone, immediately looked at her right hand to find ...well, not much...Sandra had a stump for a right hand.

As we did with all course candidates, we talked for some time about what Sandra wanted to do with her life, particularly in terms of employment and naturally enough her disability. As a small child, she had had most of her hand severed by a machine in her fathers factory - what remained was a stump with about a quarter of a thumb and about half an index finger - pretty severe handicap in anybody's terms. This disability was creating two problems...the first being that employers found it hard to come to grips with the way customers might react to Sandra. She had held two previous jobs at a Hot Bread shop and a fashion shop, both of which came to an end directly because of her handicap. The shopkeepers said she was to slow on the cash register, however we will discover later on that this is completely false - the real reason was a lack of confidence that customers could accept seeing someone with such an obvious disfigurement.

The second problem appeared to be an even more daunting one. You see, Sandra had an ambition to be a secretary and had completed a certificate in secretarial and administration.

Hang on, doesn't a secretary have to type? How can you type with one hand? No doubt, those thoughts were in the minds of the

numerous employers who had interviewed Sandra and rejected her application.

Throughout our training course, the fierce determination of Sandra became more and more apparent. Nothing was going to stop achieving her goal. No matter how long it took, no matter how many rejections she got, she was going to persist. She was an inspiration to all of the other participants on the course and was probably the biggest factor in lifting the self esteem of those and most definitely the main reason for the group forming a team. She was the first to arrive, the last to leave and contributed, not in a small way, to every session.

Now, what about being a secretary? Surely Sandra could not be serious! So I thought - and I dare say everyone else. Well, said Sandra, I can type 55 words a minute and my speed is improving all the time.

What? 55 words a minute with one hand and a stump?

True to all disbelievers, I figured I had to see this for myself. So I tested her. What do you think the result was? 58 wpm with 99% accuracy. Amazing!!

Having satisfied one Doubting Thomas, it was now time to convince some prospective employers that Sandra would indeed make a fine secretary. But how?

The problem that Sandra had during interviews was nothing to do with her personality or her intelligence or, indeed, the way she conducted herself. It was all to do with perception...of the interviewer.

Let me give you a simple analogy. Let's say you need open heart surgery and had the choice of three doctors. All three are capable but one has a stump for a right hand with a couple of half fingers. Hands up anyone who would pick that doctor for such a delicate operation. Would it matter if all the recommendations were that he was the finest surgeon? I think not.

So this what Sandra was up against.

We decided together that it had to be all or nothing. Instead of attempting to hide the disability, we decided that it would be the best to highlight it - even flaunt it. After all there was nothing to lose, except another rejection slip, but everything to gain. And, we knew about a job going with out friends at VECCI - temporary at first

with the possibility of a trainee-ship for the right person, so we set up an interview and set about preparing for it.

The plan was simple:

Upon meeting the interviewer, Sandra offered her right hand (or what there was of it) to shake hands and, as the employer appeared surprised, she seized the opportunity to say “Oh, my hand...I guess you’d think this would be a problem in this type of job?” The employer replied that, quite honestly, they thought it would because much of the job was typing.

Sandra replied “Well, if I can prove to you that this (showing her hand) isn’t going to be a problem, will you consider giving me a try?” At this stage the employer had no real choice but to say “yes”

Sandra performed a test for the employer yielding the same results as she did for me and was offered employment on a trial basis.

In case you are interested, Sandra is still there at the Small Business Training Company.

Long Term Goal:

Within Role:

Date Set:

Target Date:

Date Achieved:

Benefits:

Obstacles:

Strategies:

Reward:

Short Term Goal:

Date Set:

Target Date:

Date Achieved:

Short Term Goal:

Date Set:

Target Date:

Date Achieved:

Short Term Goal:

Date Set:

Target Date:

Date Achieved:

What results did I achieve?

What did I learn?

My Short Term Goals

Whereas for long-term goals screen it is desirable to be specific about your goal and to include measurable targets, for short-term goals it is essential.

Set Short Term Goals for Each Long Term Goal

You start by selecting a long-term goal. Then you describe the short-term goal. The next step is to flesh out the goal. This gives the goal substance by defining a target date, target value and tasks.

Later, you will break down each short-term goal into the specific tasks that need to be completed in order to achieve that goal.

1. Enter the Goal Definition. This should be an easily recognised one-line description. Be specific. For example, 'To weigh 56 kilos and feel slim, fit and good about myself'.
2. Enter the Target Date. This is the date by which you intend to achieve this goal. For example, 7/7/06.
3. Enter the Target Quantity/Value. Where possible, phrase your goals in terms that are measurable, such as money, quantity, weight, or percentage.
4. If you are entering details of the completion of the goal, you can also enter the Date Achieved and Quantity/Value Achieved.

Lists the Tasks Required

Start by brainstorming all of the tasks you think might be required. Then set rough dates for them. Order or importance does not matter at this stage—the important thing is to identify the tasks necessary to reach this goal.

Use the SPED formula so that you don't get overwhelmed with tasks:

- Shorten
- Prevent
- Eliminate

- Delegate

For each task, describe the task and give it a specific due date.
Enter the date completed as you complete each task.

Notes:

Some 30 years ago, upon returning from Vietnam, mentally not coping with life at all, I found myself unemployed and walking the streets looking for employment. I spent many months seeking employment without success due to society not being happy with that war and not wanting to know anyone who was part of it. At this time I realised I had to deal with an enormous amount of negativity. I was not aware that negativity was normal but soon realised it had to be mastered to be successful so as not to become a victim of yourself. Hence various visits to the doctors and psychiatrists who informed me I was suffering with an anxiety depressive state, I spent a couple of years coming to grips with my position. I then discovered setting goals was the way to achieve anything you want in life.

I found myself in real estate and realised in this profession if you do not set goals, you are not successful. In starting with that Company I found myself dissatisfied with the Company due to lack of professionalism and inefficiency.

I realised the only way to fix this as a salesman was to set a goal to get into management. I found I could not fix the problem in management and that it was a long hard road to progress with the Company.

I moved from management to a position of Director of the Company and once I become a director, I not only had to set personal goals, but I needed to set company goals on a weekly and monthly basis. Furthermore, the workload was enormous but the rewards were small, monetary wise. Personally though, it was so exciting because I was growing as a person. I learnt about setting goals by attending a specialist course in goal setting and my ten year goal was to own the Company outright. This opportunity arose three years earlier than expected. I was confronted with the biggest goal I had to achieve in my life.

I was advised by the experts, bankers, accountants and solicitors that this goal could not be achieved due to financial reasons. But because I had a burning desire in my heart, and at the time it was the only goal in my life, the feeling was sheer ecstasy to achieve this ten year goal because it was such a long, hard road, but so exciting...

As I write to you today I am currently the major shareholder of the Company and the managing director, with 32 staff and five offices. On reflection at the age of 50, I wish someone had taught me how to set goals when I was 15, as I would have acquired this position possibly 25 years earlier.

My advice is if you change your thinking, everything will change for you. For this you need determination, imagination, attitude and vision, but most importantly you must set goals for yourself. When we talk about setting goals, we are not talking about money. If you wish to be wealthy, study wealth; if you wish to be happy, study happiness; if you wish to be successful, study success and all of these involve setting goals.

There is no better feeling in the world today than setting goals and achieving them. Today's most successful people include sporting personalities, politicians, Olympians, lawyers, accountants, real estate agents - but whatever you strive for you must set goals.

Frank Hellier, Managing Director (R. MALCOLM PTY. LTD.)

Short Term Goal:	<div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div>
Within Long Term Goal:	<div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div>
Date Set:	<div style="border-bottom: 1px solid black; height: 20px; margin-bottom: 5px;"></div>
Target Date:	Date Achieved:

Task Description	Target Quantity / Value	Due Date	Date Completed

My Wins

Your wins are, of course, your completed goals. As you achieve each goal, added it to this list.

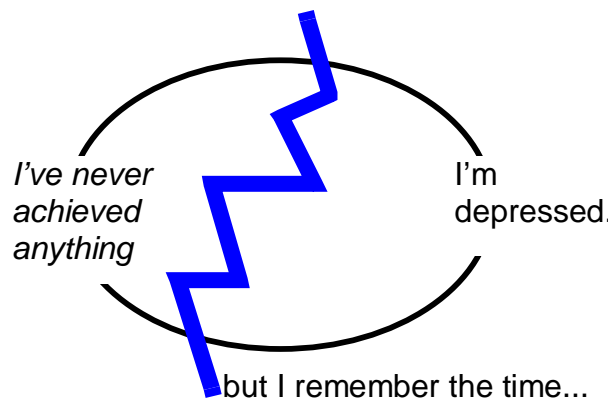
Any goals achieved before you started using the Complete Goal Management System should be added to this list.

Whenever you are feel like you are not achieving your goals as fast as you would like, or you are just feeling down, use this list to remind yourself of what you have already achieved.

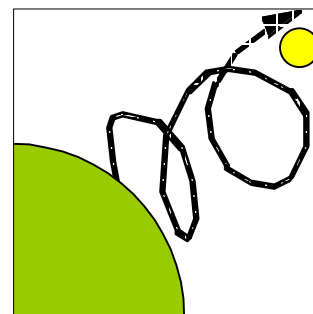
Imagine what life would be like if you had never achieved anything at all. It would be pretty depressing. Often, when feeling low, we tend to forget the benefits of past wins. Our current problems can totally eclipse past achievements—it's as if we had never achieved anything at all, which makes us even more depressed... and so on.

When you are feeling low, look at your wins so far to remind yourself of your achievements.

And when you win through to a goal, turn it into an occasion—celebrate, throw a party, dance, shout, sing, make merry—make it memorable so you can use it to break future cycles:



When the Apollo Moon Mission was under way in the late 1960's and early 1970's, the amount of time the spacecraft was on track was only 3%. The rest of the time was spent in re-evaluating progress and making mid-course corrections.



Probably none of us are off-track 97% of the time, but we still need to measure our progress so we can assess whether we are achieving what we set out to do.

You are responsible for maintaining accurate records of your progress, and kicking up a fuss when you detect that things are off-track. Remember to:

- Maintain accurate records of your progress.
- Review the results so you can detect potential problems before they become major, and demonstrate progress to yourself and others.

Notes:

Win Description	Target Date	Achieved

Helpful Hints

Congratulations!

Now you have worked through the Complete Goal Management System you are in the small percentage of people who are likely to achieve 50% more than the others.

More Good Ideas

Do it with a friend. Team up with a friend. You can work together on the same goals or in parallel on your individual goals. You could also form teams with other pairs of friends. You could meet regularly to compare notes, help and motivate each other to get more out of your the Complete Goal Management System plans.

Find a mentor. A mentor is an expert in your field of aspiration, an expert in motivation, an expert in Goal Management or simply someone better than you at what you would like to be better at. A mentor can be a major resource.

Begin strongly and stay strong in your commitment. Don't keep your goals a secret. Show people your goals and challenge them to keep you committed. At the worst it could embarrass you into following your goals. Who wants to feel bad when asked, "How are you going with that goal you told me about?"

Involve others in your goals by showing them your commitments, plans and past achievements.

Regularly review the goals you have achieved and those you are having trouble with:

- What empowered you to achieve these goals?
- What challenges did you overcome and how did you do it?
- Do you have some new resources to add to the list?
- Which goals did you not achieve and what stopped you? What do you need to do to correct the problem? Update your obstacles and strategies if necessary.
- What new synergy have you created between values, roles and goals?

- On the list of Overall Strategies, tick those you used effectively this week. Of the strategies you didn't use, what was the effect of not using each one?
- What did you learn from your Goal Management week as a whole?

Then repeat the following affirmations:

- I am strong and healthy. I am in full control. I can accomplish anything I desire.
- I am now charged with energy and vitality to do the task before me.

How to Recharge Yourself

Here's a bonus idea. Whenever you feel tired, discouraged, or a lack of energy, stop whatever you are doing, and take five deep breaths, inhaling and exhaling very slowly.

Remember:

60% of the people do not set goals.

10% of the people set goals, but do not write them down.

3% of the people set goals and write them down and act...

and the 3% do 50 times better than all the others put together!

With the Complete Goal Management System you are in the 3% Club.

Time Management

Take control. Master the time robbers and work at the things that are important.

Don't let time robbers get in the way of setting and achieving your goals.

Factors Externally Imposed	Factors Self-Generated
Telephone interruptions	Lack of good organisation
Meetings	Procrastination
Social Visiting	Unrealistic time estimation to do a job
Coffee Breaks	Trying to do too much
Unexpected delays	Lack of delegation of routine
Mistakes of others	Snap decisions that backfire
Paperwork and reports	Failure to listen
Poor communication	Failure to motivate people
Outside activities	Lack of planning
Employees with problems	Making all decisions yourself
Too long lunch hour	No accountability to self (no statistician!!)
Customer complaints	Failure to maintain daily list of things to be done
Too much routine work	Confused responsibilities
Too many unexpected happenings	Lack of creative effort

Do any of these apply to you? Do you have your own time robbers? Take action to control them now.

Efficiency and effectiveness

Remember the 80/20 rule: 80% of your results come from 20% of your efforts. Remember also that:

- Efficiency is when you are doing things right.
- Effectiveness is when you are doing the right things.

Many people work efficiently at things with a low pay-off. To be more successful, work at activities where the pay-off is high.

My Commitment to My Life's Goals

- I am serious about setting and reaching my goals in life.
- I promise myself that I will consistently use the Complete Goal Management System to help me set and reach the wonderful success I deserve.

- I agree to be honest with myself and positive in my outlook.
- I will be true to my values and design my goals around my roles.
- I will set a new goal whenever one is reached.
- I will not blame my upbringing, education, other people or circumstances when goal setting becomes difficult.
- If necessary, I will seek out a coach to assist if I really get stuck.
- I will do my best to maintain a positive and optimistic outlook, even in the face of negative events.
- I am willing to gain and maintain the Habit of using the Complete Goal Management System GoalMaker to reach my goals of happiness and fulfilment.
- I recognise that to reach my goals, I must grow personally, so I commit to consistently seek to increase my knowledge by reading, listening, and watching motivational and educational material and to taking courses which will give me a positive mental attitude and a leading edge in learning and applying that knowledge to enhance my personal power and the results I get.
- I will keep a list of all these activities and evaluate their usefulness in my Resources section.
- I commit to enjoying using the Complete Goal Management System and maximising the positive and useful strategies of Thoughts for the Day and Creative Visualisations.
- I am truly excited about the difference this will make as I direct, organise and manage my life toward success.

Further Reading

There are so many books which include goal-setting and getting ideas it would be impossible to list them all.

Here are just a few we have found useful in our development of GoalMaker.

Think and Grow Rich. Napoleon Hill

Unlimited Power. Anthony Robbins

Awaken the Giant Within. Anthony Robbins

The Goals Program: Planning Manual. Zig Ziglar

Life 101. John Roger and Peter McWilliams

The Psychology of Winning. Dennis Waitley

Psycho-cybernetics. Maxwell Maltz

University of Success. Og Mandino

The Seeds of Greatness. James Rohn

See it When You Believe it. Wayne Dyer

A Passion for Excellence. Tom Peters

Seven Habits of Highly Effective People. Stephen Covey

First Things First. Stephen Covey

The Time Trap. Alec Mackenzie

Creative Visualisations. Shakti Gawain

The Path of Least Resistance. Robert Fritz

Personal Action Planning. Henry Migliore

The Power of Purpose. Richard J. Leider

Finding Your Purpose. Barbara J. Braham

All About Goals & How To Achieve Them. Jack E. Addington

Unlimit Your Life: Setting & Getting Goals. James Fadiman PhD

Goals and Goal Setting. Larrie Rouillard

The 10 Natural Laws of Successful Time and Life Management:

Increased Productivity and Inner Peace. Hyrum W. Smith CEO,
Franklin Quest Co

*Success - The Glen Bland Method - How To Set Goals And Make
Plans That Really Work.* Glenn Bland

Contacts

- For advice on how to apply these techniques to helping the unemployed, contact:



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