

GOALS!

**How to Get Everything You
Want – Faster Than You Ever
Thought Possible**

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By Brian Tracy

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DEDICATION

To Rick Metcalf, a good friend, a great American, an extraordinary entrepreneur, one of the best salesmen who ever lived, and an inspiration to everyone who knew him.

I only wish you could be here to read this book.
You left us all too soon.

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PREFACE

This book is for ambitious people who want to get ahead faster. If this is the way you think and feel, you are the person for whom this book is written. The ideas contained in the pages ahead will save you years of hard work in achieving the goals that are most important to you.

I have spoken more than 2000 times before audiences of as many as 23,000 people, in 24 countries. My seminars and talks have varied in length from five minutes to five days. In every case, I have focused on sharing the best ideas I could find on the particular subject with that audience at that moment. After countless talks on various themes, if I was only given five minutes to speak to you, and I could only convey one thought that would help you to be more successful, I would tell you to "write down your goals, make plans to achieve them, and work on your plans every single day."

This advice, if you followed it, would be of more help to you than anything else you could ever learn. Many university graduates have told me that this simple concept has been more valuable to them than four years of study. This idea has changed my life, and the lives of millions of other people. It will change yours as well.

The Turning Point

A group of successful men got together in Chicago some time ago, talking about the experiences of their lives. All of them were millionaires and multi-millionaires. Like most successful people, they

goal setting in achieving success later in life. And of course, if you never hear about goals until you are an adult, as I experienced, you will have no idea how important they are to everything you do.

The Fear of Failure

The third reason that people don't set goals is because of the fear of failure. Failure *hurts*. It is emotionally and often financially painful and distressing. Everyone has had failure experiences from time to time. Each time, they resolve to be more careful next time and avoid failure experiences in the future. They then make the mistake of unconsciously sabotaging themselves by not setting any goals at which they might fail. They end up going through life functioning at far lower levels than are truly possible for them.

The Fear of Rejection

The fourth reason that people don't set goals is because of the fear of rejection. People are afraid that if they set a goal and are not successful, others will criticize or ridicule them. This is one of the reasons why, when you begin to set goals, you should keep your goals confidential. Don't tell anyone. Let them see by your results and achievements what you have accomplished, but don't tell them in advance. What they don't know can't hurt you.

is the question: How long do you think it would take you to find a home or office in a city without a road map or without road signs?

The answer is: Probably your whole life. If you ever did find the home or office, it would be very much a matter of luck. And sadly enough, this is the way most people live their lives.

The average person starts life traveling through an unmapped and uncharted world with no road map. This is the equivalent of starting off in life with no goals and plans. He or she simply figures things out as he or she goes along. Often, ten or twenty years of work will go past and the individual is still broke, unhappy in his or her job, dissatisfied with his or her marriage and making little progress. And still, he or she goes home every night and watches television, wishing and hoping that things would get better. But they seldom do. Not by themselves.

Happiness Requires Goals

Earl Nightingale once wrote: *Happiness is the progressive realization of a worthy ideal, or goal.*

You only feel truly happy when you are making progress, step-by-step, toward something that is important to you. Victor Frankl, the founder of *Logotherapy*, wrote that the greatest need of the human being is for *a sense of meaning and purpose in life.*

take to get back into the workforce. As soon as he stops justifying, he becomes a more positive and effective person.

Refuse to Rationalize And Make Excuses

The second cause of negative emotions is *rationalization*. When you rationalize, you attempt to give a “socially acceptable explanation for an otherwise socially unacceptable act.”

You rationalize to explain away or put a favorable light on something that you have done that you feel bad or unhappy about. You excuse your behavior or actions by creating an explanation that *sounds* good, even though you know that you were an active agent in whatever occurred. You often create complex ways of putting yourself in the right by explaining that your behavior was really quite acceptable, all things considered. This rationalizing keeps your negative emotions alive.

Rationalization and justification always require that you make someone or something else the source or cause of your problem. You cast yourself in the role of the victim, and you make the other person or organization into the oppressor, or the “bad guy.”

Rise Above the Opinions of Others

The third cause of negative emotions is an over concern or hypersensitivity to the way other people treat you. For some people, their entire self-image is determined by the way other people speak

future and think of what you want and where you are going. Above all, think about your goals. The very act of thinking about your goals makes you positive and purposeful again.

Determine Your Locus of Control

There is a large body of psychological literature that revolves around the concept of “Locus of Control Theory.” In more than 50 years of research, psychologists have determined that your “Locus of Control” is the determining factor of your happiness or unhappiness in life. Here is why.

A person with an *internal* locus of control is a person who feels that he or she is in complete control of his or her life. This person feels strong, confident and powerful. He or she is generally optimistic and positive. He or she feels terrific about him or herself and feels very much in charge of his or her destiny.

On the other hand, a person with an *external* locus of control is a person who feels controlled by external factors, by their boss, their bills, their marriage, their childhood problems and their current situation. They feel “out of control” and as a result, they feel weak, angry, fearful, negative, hostile and disempowered.

The good news is that there is a direct relationship between the amount of responsibility you accept and the amount of control you feel. The more you say, “I am responsible!” the more of an internal

With these two concepts clearly in mind, that you have unlimited potential and that you are completely responsible, you are now ready to move to the next step, which is to begin designing your ideal future.

Take Charge of Your Life:

1. Identify your biggest problem or source of negativity in life today. In what ways are you responsible for this situation?
2. See yourself as the President of your own company. How would you act differently if you owned 100% of the shares?
3. Resolve today to stop blaming anyone else for anything and instead accept complete responsibility in every area of your life. What actions should you be taking?
4. Stop making excuses and start making progress. Imagine that your favorite excuses have no basis in fact, and act accordingly.
5. See yourself as the primary creative force in your own life. You are where you are and what you are because of your own choices and decisions. What should you change?
6. Resolve today to forgive anyone who has ever hurt you in any way. Let it go. Refuse to discuss it again. Instead, get so busy working on something that is important to you that you don't have time to think about it again.



5. What changes would you have to start making today in your diet, exercise routines and health habits to enjoy superb physical health sometime in the future?

You then imagine that you are an important and influential person, a “player” in your community. You are making a significant contribution to the world around you. You are making a difference with your life and in the lives of other people. If your social and community status and involvement were ideal:

1. What would you be doing?
2. What organizations would you be working with or contributing to?
3. What are the causes that you strongly believe in and support, and how could you become more involved in those areas?

Just Do It!

The primary difference between high achievers and low achievers is “**action-orientation.**” Men and women who accomplish tremendous things in life are intensely action oriented. They are moving all the time. They are always busy. If they have an idea, they take action on it immediately.

On the other hand, low achievers and non-achievers are full of good intentions, but they always have an excuse for not taking action today. It is well said that, “*the road to hell is paved with good intentions.*”

Examine yourself in terms of your personal inventory of skills, knowledge, talent, education and ability. If you were developed to the highest level possible for you (and there is virtually no limit), answer these questions:

1. What additional knowledge and skills would you have acquired five years from now?
2. In what areas would you be recognized as absolutely excellent in what you do?
3. What would you be doing each day in order to develop the knowledge and skills you need to be one of the top performers in your field sometime in the future?

Once you have answered these questions, the only question you ask is, "How?" How do you attain the skills and expertise you will require to lead your field in the years ahead?

Design Your Perfect Calendar

Especially, decide how you would like to live, day in and day out, your ideal lifestyle. Design your perfect calendar, from January 1st to December 31st:

1. What would you like to do on your weekends and vacations?
2. How much time would you like to take off each week, month and year?

work are vastly more successful and more highly esteemed than people who do not.

What are your values with regard to your *family*? Do you believe in the importance of unconditional love, continuous encouragement and reinforcement, patience, forgiveness, generosity, warmth and attentiveness? People who practice these values consistently with the important people in their lives are much happier than people who do not.

What are your values with regard to *money and financial success*? Do you believe in the importance of honesty, industry, thrift, frugality, education, excellent performance, quality and persistence? People who practice these values are far more successful in their financial lives than those who do not, and far faster as well.

What about your health? Do you believe in the importance of self-discipline, self-mastery, and self-control, with regard to diet, exercise and rest? Do you set high standards for your levels of health and fitness and then work every day to live up to those standards? People who practice these values live longer, healthier lives than people who do not.

Think Only About What You Want

Remember, you become what you think about — most of the time. Successful, happy people think about their values, and how they can live and practice those values in every part of their lives, every single day.

No Fear Of Failure

Here is another question to help you clarify your true goals: *What have you always wanted to do but been afraid to attempt?* When you look around your world, and you look at other people who are doing things that you admire, what have you always wanted to do as well, but you have been afraid of taking the chance?

Have you wanted to start your own business? Have you wanted to run for public office? Have you wanted to embark on a new career? What have you always wanted to do but been afraid to attempt?

Do What You Love To Do

In setting goals for your life, short and long-term, you should continually ask yourself, "What do I most enjoy doing, in each area of my life?" For instance, if you could do just one thing all day long in your work, what would it be? If you could do any job or full time activity all the time, without pay, what would it be? What sort of work or activity gives you the greatest joy and satisfaction?

The psychologist Abraham Maslow identified what he called "peak experiences," those moments or times when the individual feels the happiest, most elated and exhilarated. One of your aims in life is to enjoy as many peak experiences as possible. You achieve this by thinking back and identifying those moments of peak experience in your past, and by then by imagining how you could repeat them in your present and future. What have been your happiest moments in

all these opportunities and possibilities around you. You will seldom see them or notice them.

It has been said that, "*Attention is the key to life.*" Wherever your attention goes, your life goes as well. When you decide upon a major definite purpose, you increase your level of attentiveness and become increasingly sensitive to anything in your environment that can help you to achieve that goal faster.

Your Major Definite Purpose

Your major definite purpose can be defined as the one goal that is the most important to you at the moment. It is usually the one goal that will help you to achieve more of your other goals than anything else you can accomplish. It must have the following characteristics:

1. It must be something that you *personally* really, really want. Your desire for this goal must be so intense that the very idea of achieving your major definite purpose excites you and makes you happy.
2. It must be clear and specific. You must be able to define it in words. You must be able to write it down with such clarity that a child could read it and know exactly what it is that you want, and be able to determine whether or not you have achieved it.

If you could be absolutely guaranteed of successfully achieving any goal, large or small, short term or long term, what one goal would it be? Whatever your answer to this question, if you can write it down, you can probably achieve it. From then on, the only question you ask is, "How?" The only real limit is how badly you want it, and how long you are willing to work toward it.

A Nobel Prize Winner

One of my seminar participants, a professor of chemistry at a leading university, had won a Nobel Prize in Chemistry two years before, in partnership with two other scientists. He told me that, when he started his university career in his twenties, he decided that he wanted to make a major contribution in the field of chemistry. That was his major definite purpose. He focused on it for more than 25 years. And eventually he was successful.

He told me, "I was clear from the very beginning. I never doubted that I would eventually make such a significant contribution to chemistry that I would win the Nobel Prize. I was happy when it happened, but it was not a surprise."

Be Willing To Pay The Price

Everyone wants to be a millionaire, or a multi-millionaire. The only question is whether or not you are willing to do all the things necessary, and invest all the years required, to achieve that financial goal. If you are, there is virtually nothing that can stop you.

The Ten Goal Exercise

Here is an exercise for you. Take out a sheet of paper and write down a list of ten goals you would like to accomplish in the foreseeable future. Write them in the present tense, as though you had already achieved these goals. For example, you would write, "I weigh XXX pounds." Or, "I earn XXX dollars per year."

After you have completed your list of ten goals, go back over the list and ask yourself this question: *"What one goal on this list, if I were to accomplish it immediately, would have the greatest positive impact on my life?"*

In almost every case, this one goal is your major definite purpose. It is the one goal that can have the greatest impact on your life, and on the achieving of most of your other goals, at the same time.

Whatever goal you choose, write it on a separate sheet of paper. Write down everything that you can think of that you can do to achieve this goal, and then take action on at least one item on your list. Write this goal on a 3 x 5 index card that you carry around with you and review it regularly. Think about this goal morning, noon and night. Continually look for ways to achieve it. And the only question you ask is, *"How?"*

Think About Your Goal

Your selection of a major definite purpose, and your decision to concentrate single mindedly on that purpose, overcoming all

CHAPTER SEVEN

Analyze Your Beliefs

"The only thing that stands between a man and what he wants from life is often merely the will to try it and the faith to believe that it is possible."

Richard M. DeVos

Perhaps the most important of all mental laws is the Law of Belief. This law says that, *whatever you believe, with conviction, becomes your reality*. You do not believe what you see; you see what you already believe. You actually view your world through a lens of beliefs, attitudes, prejudices and preconceived notions. *"You are not what you think you are, but what you think, you are."*

In the Old Testament, it says, *"As a man thinketh in his heart, so is he."* This means that, you always act on the outside based on your innermost beliefs and convictions about yourself.

In the New Testament, Jesus says, *"According to your faith, it is done unto you."* This is another way of saying that your intense beliefs become your realities. They determine what happens to you.

Dr. William James of Harvard said in 1905, *"Belief creates the actual fact."* He went on to say, *"The greatest revolution of my generation is the discovery that individuals, by changing their inner attitudes of mind, can change the outer aspects of their lives."*

You Could Be A Genius

According to Dr. Howard Garner of Harvard University, the founder of the concept of multiple intelligences, you are possessed of at least ten different intelligences, in any one of which you might be a genius.

Unfortunately, only two intelligences are measured and reported throughout school and university: verbal and mathematical. But you could be a genius in the areas of *visio-spatial* intelligence (art, design,), *entrepreneurial* intelligence (business startups), *physical or kinesthetic* intelligence (sports), *musical* intelligence (playing musical instruments, writing music), *interpersonal* intelligence (getting along well with others), *intra-personal* intelligence (understanding yourself at a deep level), *intuitive* intelligence (ability to sense the right thing to do or say), *artistic* intelligence (creating works of art) or *abstract* intelligence (physics, science).

As the saying on the wall of the inner city school reads, “*God don’t make no junk.*” Each person is capable of achieving excellence in some way, in some area. You have within you, right now, the ability to function at genius or exceptional levels in at least one, and perhaps several different intelligences. Your job is to find out what it could be for you.

Your responsibility to yourself is to cast off all these self-limiting beliefs and accept that you are an extraordinarily capable and talented person. You are engineered for greatness and designed for success. You have competencies and capabilities that have never been

Analyze Your Beliefs:

1. “Act as if!” If you were one of the most competent and highly respected people in your field, how would you think, act and feel differently from today?
2. Imagine that you have a “golden touch” with regard to money. If you were an extremely competent money manager, how would you handle your finances?
3. Identify the self-limiting beliefs that could be holding you back. How would you act if they were completely untrue?
4. Select a belief that you would most like to have about yourself at a deep inner level. Pretend as if you already believe this to be true about you.
5. Look into the most difficult situation you are dealing with right now. What valuable lessons does it contain that can help you to be better in the future?

fulfill in an excellent fashion in order to do your job well. What are they?

In every job there are seldom more than 5-7 key result areas. These are critical tasks. You must be excellent at each one of them in order to do the whole job for which you are paid. You must be good at every one of these tasks if you want to earn the kind of money that you are capable of earning.

Here is an important discovery: Your *weakest* key skill sets the height at which you can use all your other skills. Your weakest key result area, whatever it is, determines your income in your field. You can be absolutely excellent at everything except for one key skill, and that skill will hold you back, every step of the way.

In what area, at which skill, are you the very best at what you do? What particular skill, or combination of skills, is responsible for your success in your career to date? What is it that you do as well or better than anyone else?

Identify Your Weakest Areas

Once you have answered these questions, you then look at yourself in the mirror and ask, "What are my weakest skill areas?" Where are you below average or poor? What is it that you do poorly that interferes with your ability to use your other skills? What is it that you do poorly, that other people do better than you? Especially, what key skills do you lack that are essential for your success? Whatever

they are, you need to identify them accurately and honestly and then make a plan to improve in each area. (We will discuss this in depth in a later chapter.)

Imagine Starting Over

When you embark on the achievement of any great goal, you should imagine that, at any time, you could start your career over again. Never allow yourself to feel locked in or trapped by a particular decision from the past. Keep focused on the future.

Many people today are walking away from their educations, their businesses, their industries and their years of experience and getting into something completely new and different. They are honest enough to recognize that there is a limited future in the direction they are going, and they are determined to get into something where the future possibilities are far greater. You must do the same.

In doing a baseline assessment of yourself and your life, you must face the facts, whatever they are. As Harold Geneen of ITT once said, "Facts don't lie." Seek out the *real* facts, not the obvious facts, the apparent facts, the hoped for facts or the wished for facts. The true facts are what you need to make good decisions.

Be Prepared to Reinvent Yourself

Take a hard look at your current company and industry. Take a hard look at your current job situation. Take a hard look at your market

determined and focused than ever before. Great men and women are those who make clear, unequivocal commitments and then refuse to budge from them, no matter what happens.

Completion is the second ingredient in peak performance. There is an enormous difference between doing 95% of a task and doing 100% of a task. In fact, it is very common for people to work very hard up to the 90% or 95% level and then to slack off and delay the final completion of the task. This is a temptation that you must fight against. You must continually force yourself, discipline yourself, to resist this natural tendency and push through to completion.

Nature's Wonder Drug

Every time you complete a task of any kind, your brain releases a small quantity of endorphins. This natural morphine gives you a sense of well-being and elation. It makes you feel happy and peaceful. It stimulates your creativity and improves your personality. It is nature's "wonder drug."

The more important the task that you complete, the greater is the quantity of endorphin that your brain releases, very much like a reward for success and achievement. Over time, you can develop a *positive addition* to the feelings of well being that you receive from this "endorphin rush."

Even when you complete a *small* task, you feel happier. When you complete a *large* task, you feel happier still. When you finish the

various steps on the way to the completion of a large task, at every achievement, you get an endorphin rush. You feel continuously happy and exhilarated when you are working steadily toward the completion of an important job.

Create the Winning Feeling

Everyone wants to feel like a “winner.” And feeling like a winner requires that you *win*. You get the feeling of the winner by completing a task 100%. When you do this repeatedly, eventually you develop the habit of completing the tasks that you begin. When this habit of task completion locks in, your life will begin to improve in ways that you cannot today imagine.

In psychology the reverse is always true. The “incomplete action” is a major source of stress and anxiety. In fact, much of the unhappiness that people experience is because they have not been able to discipline themselves to follow through and complete an important task or responsibility.

The Pain of Procrastination

If you have ever had a major assignment that you have been putting off, you know what I am referring to. The longer you wait to get started on an assignment and the closer the deadline approaches, the greater stress you experience. It can start to keep you up at night, and affect your personality. But when you finally launch into the task and

One of the most helpful actions you take in your own career is to set benchmarks, and create scorecards, measures, metrics and deadlines for every key task that you must complete on the way to one of your goals. In this way, you activate your subconscious forcing system. This forcing system will then motivate you and drive you, at an unconscious level, to start earlier, work harder, stay later and get the job done.

Close The Loop

The third “C”, after commitment and completion, is “closure.” This is the difference between an “open loop” and a “closed loop.” Bringing closure to an issue in your personal or business life is absolutely essential for you to feel happy and in control of your situation.

Lack of closure, unfinished business, an incomplete action of any kind, are all major sources of stress, dissatisfaction and even failure in business. They consume enormous amounts of physical and emotional energy.

The Key Ability

Perhaps the most important ability in the world of work is “dependability.” There is nothing that will get you paid more and promoted faster than to develop a reputation for getting your tasks done quickly and well, and on schedule.

Whatever your goals, make a list of all the tasks that you will have to accomplish in the achievement of those goals. Put a deadline on

This metaphor applies to achieving any big goal, as well. How do you achieve a huge goal? You accomplish it one step, one task, one measure at a time.

Break your long-term goals down into annual, monthly, weekly and even hourly goals. Even if your long-term goal is financial independence, look for a way to break that down into how you are going to use each hour of the coming day in such a way that long-term financial independence is far more likely.

If you want to increase your income, you know that all income is a result of “added value.” Look at everything you do and then ask yourself how you could add more value so that you can be worth more than you are earning today.

Identify Your Most Valuable Task

Go and ask your boss, “What one thing do I do that is more valuable than anything else?” Whatever his or her answer, look for ways to perform more and more of that task, and to get better and better at doing it.

It is absolutely amazing how much you can accomplish if you break your tasks down into bite sized pieces, set deadlines and then do one thing at a time, every single day. You have heard the old saying, “By the yard it’s hard; but inch by inch, anything’s a cinch.”

you achieve your goals exactly when you have decided to, or even before.

Measure Your Progress:

1. Determine a single measure that you can use to grade your progress and success in each area of life. Refer to it daily.
2. Determine the most important part of your job as it affects your income, and measure your daily activities in that area.
3. Set a minimum, specific amount for daily, weekly, monthly saving and investment, and discipline yourself to put away those amounts.
4. Break every large goal down into measurable, controllable parts, and then focus on accomplishing each part on a fixed deadline.
5. Make it a game with yourself to set benchmarks, measures, scorecards, targets and deadlines for every goal, and then focus on those numbers and dates. The goals will take care of themselves.
6. Resolve to accomplish at least one specific part of a larger goal each day, and never miss a day.

CHAPTER TEN

Remove the Roadblocks

"The person interested in success has to learn to view failure as a healthy, inevitable part of the process getting to the top."

Joyce Brothers

How many times do you think that people try to achieve their new goals before they give up? The average is less than one time. Most people give up before they even make the first try. And the reason they give up is because of all of the obstacles, difficulties, problems and roadblocks that immediately appear as soon as you decide to do something that you have never done before.

The fact is that successful people fail far more often than unsuccessful people. Successful people try more things, fall down, pick themselves up and try again, over and over again before they win through.

Unsuccessful people try a few things, if they try at all, and very soon quit and go back to what they were doing before.

Temporary Failure Always Precedes Success

You should expect to fail and fall short many times before you achieve your goals. You should look upon failure and temporary defeat as a part of the price that you pay on your road to the success that you will inevitably achieve. As Henry Ford once said, *"Failure is merely an opportunity to more intelligently begin again."*

anything you want to accomplish, there is a constraint, or limiting factor, that determines how fast you get to where you want to go.

For example, if you are driving down the freeway and there is traffic construction that is narrowing all the cars into a single lane, this bottleneck or chokepoint becomes the constraint that determines how fast you get to your destination. The speed at which you pass through this bottleneck will largely determine the speed of your entire journey.

In accomplishing any major goal, there is always a constraint or bottleneck you must get through as well. Your job is to identify it accurately and then to focus all of your energies on alleviating that key constraint. Your ability to remove this bottleneck, or deal with this limiting factor can help you move ahead faster than perhaps any other step you can take.

Internal Versus External Constraints

The 80/20 Rule applies to the constraints between you and your goals. This rule says that 80% of your constraints will be *within* yourself. Only 20% of your constraints will be outside of yourself, contained in other people and situations. To put it another way, it is you *personally* who is usually the major roadblock that is setting the speed at which you achieve any goal that you set for yourself.

For most people this is hard to accept. But superior people are more concerned with *what* is right rather than *who* is right. Superior people

The Trap of the Comfort Zone

The second mental obstacle that you need to overcome is the “comfort zone.” Many people become complacent with their current situations. They become so comfortable in a particular job or relationship, or at a particular salary or level of responsibility, that they become reluctant to make any changes at all, even for the better.

The comfort zone is a major obstacle to ambition, desire, determination and accomplishment. People who get stuck in a comfort zone, combined with learned helplessness, are almost impossible to help in any way. Don't let this happen to you.

Set Big Challenging Goals

The way that you get out of your comfort zone, and break loose from learned helplessness, is by setting big, challenging goals. You then break these goals down into specific tasks, set deadlines and work on them every day. Like an ice flow breaking up in the spring, soon the sluggishness and lethargy of learned helplessness and the comfort zone breaks up and you begin moving faster and faster toward accomplishing more and more of what is possible for you.

Organize Your Obstacles By Priority

Once you have made a list of all the obstacles that are standing in the way of your achieving your major goals, organize the obstacles by priority. What is the largest single obstacle? If you could wave a

"I spend my evenings watching television, my weekends socializing and I seldom read or learn anything that would help me to be better at my job."

Aha! Now you have found the *real* problem. Now you have a clear idea of what you have to do differently if you are going to solve your original problem, which was to earn more money.

Define the Obstacle As a Goal

Once you have determined the major obstacle that is holding you back, rewrite that obstacle as a positive goal. For example, you could now say, "My goal is to continually upgrade my skills and abilities so that I am in the top 10% of money earners in my field."

You then make a list of all the things that you could do to upgrade your knowledge and skills, improve your time management, increase your efficiency and effectiveness and make more sales for your company.

You set deadlines and measures next to each step in your strategy to achieve excellence in your field. You then select one key task and take action on it immediately. From then on, you hold your own feet to the fire. You become your own taskmaster. You discipline and drive yourself to do the things that you need to do to become the kind of person you need to become in order to achieve the goals that you have set for yourself.

The 80/20 Rule Revisited

When I started my sales career many years ago, someone told me about the 80/20 Rule as it applied to sales. He said that 20% of the salespeople made 80% of the money. This means that 80% of the salespeople only make 20% of the money, and they have to divide it amongst themselves. At that point, many years ago, I decided that I would prefer to be a member of the top 20% rather than the bottom 80%. This decision changed my life forever.

Because I had come from a difficult childhood and received below average grades in school, I grew up with a poor self-image and a low level of self-confidence. It never occurred to me that I could be good at anything. If ever I attempted something and did it well, I immediately dismissed it as an accident or a lucky break. For years, I saw myself as an average or below average performer in any job I worked at.

The Great Insight

Then one day I had a sudden flash of insight. I realized that everybody who is in the *top* 10% of their field started in the *bottom* 10%. Everybody who is doing well today was once doing poorly. Everyone who is at the front of *the buffet line of life* started at the back of the line. And even more importantly, it dawned on me that whatever others have done, within reason, I could do as well. And this turns out to be true for just about everyone.

Wolfgang von Goethe, the German philosopher said, "To have more, you must first *be* more."

Once you decide to become one of the best people in your field, the only question you ask is, "How do I achieve it?" The very fact that hundreds of thousands, and even millions of people, have gone from the bottom to the top in every field is ample proof that you can do it as well. Many of these people, if not most of them, may not even have the natural talents and abilities that you have. In most areas of life, it is more hard work and dedication than natural ability and talent that leads to excellence and great success.

Is Education Essential For Success?

In an analysis of the members of the *Forbes* 400, the 400 richest men and women in America, conducted a couple of years ago, they found that a person who dropped out of high school and who made it into the *Forbes* 400 was worth, on average, \$333 million dollars more than those who had completed college or university.

The reason I mention this is because many people feel that, if they didn't get good grades in school, they are permanently limited in what they can accomplish later in life. Nothing could be further from the truth. Some of the wealthiest, most successful men and women in America, and throughout the world, did poorly in school.

Remember the question, "How do you eat an elephant?" And the answer was, "One bite at a time." This is the same way that you

that you have enjoyed to do and from which you got the greatest rewards and compliments from other people.

Fourth, it is something that was *easy for you to learn and easy to do*. In fact, it was so easy to learn that you actually forget when and how you learned it. You just found yourself doing it easily and well one day.

Fifth, it *holds your attention*. It absorbs you and fascinates you. You like to think about it, read about it, talk about it and learn about it. It seems to attract you, like a moth to a flame.

Sixth, you *love to learn about it* and become better at it all your life. You have a deep inner desire to really excel in this particular area.

Seventh, when you do it, *time stands still*. You can often work in your area of special talent for long periods without eating or sleeping, hour after hour, because you get so involved in it.

And eighth, you really *admire and respect other people* who are good at what you are most suited to do. You want to be like them and be around them and emulate them in every way.

If the above descriptions apply to anything that you are doing, or anything that you have done in the past, they can lead you into what you were uniquely put on this earth to do, to your "heart's desire."

germination. Some will yield results immediately. Some will not yield results for many months or even years. You must be prepared to be patient.

Dr. David McClelland of Harvard University did many years of research into the qualities and characteristics of high achievers in our society. What he found was that your choice of a “reference group,” the people with whom you habitually associate, was more important in determining your success or failure than any other single factor. As Zig Ziglar says, “If you want to fly with the eagles, you can’t continue to scratch with the turkeys.”

Get Around The Right People

Get around the right people. Make it a point to associate with the kind of people that you like, admire, respect and want to be like sometime in the future. Associate with the kind of people that you look up to and would be proud to introduce to your friends and associates. The choice of a positive, goal-oriented reference group can do more to supercharge your career than any other factor.

Fly With The Eagles

There are countless examples where an average person working at an average job, getting average results and earning average pay has changed positions and gone to work with a highly progressive company. In a few weeks, that person’s attitude has completely changed. By continued association with optimistic, results-oriented,

afterwards by taking time off, or going away on family vacations. Keep your life in balance.

Become A Relationship Expert

Once you have decided upon the people, groups and organizations whose help and cooperation you will need to achieve your goals, resolve to become a relationship expert. Always treat people with kindness, courtesy and compassion. Practice the Golden Rule. "Do unto others as you would have them do unto you."

Above all, the simplest strategy is to treat everyone you meet at home or at work, like a "Million Dollar Customer." Treat the other person as though he or she is the most important person in the world. Treat them as though they were capable of buying a million dollars worth of your product or service.

As Emmet Fox once said, "If you must be rude, be rude to strangers, but save your company manners for your family."

Every day, in every way, look for ways to lighten the load and help other people to do their jobs better and live their lives more easily. This will build up a great reservoir of positive feeling toward you that will come back to benefit you year after year.

The companies that had started on “the back of an envelope,” where the founders were “too busy” to sit down and do the detailed work of strategic planning were almost all floundering. Many of them were already bankrupt and had gone out of business.

The Planning Process Was The Key

Here was the most interesting discovery: When they interviewed the business founders, they asked them, “How often do you refer to your strategic plan in the day to day operations of your business?”

In almost every case, the entrepreneurs and executives running the businesses had not looked at the strategic plan since it had been completed some months ago. Once it was done, they put it in a drawer and seldom revisited it until the following year, when they went through the strategic planning process again.

The most important finding was this: The plan itself was seldom referred to, but the process of thinking through the key elements of the business was vital to their success.

Planning Pays Off

General Dwight D. Eisenhower, after the successful invasion of Normandy in World War II, was asked about the detailed planning process that went into the invasion. He said, “The plans were not important, but the planning process was critical.”

CHAPTER FOURTEEN

Manage Your Time Well

*"Time slips through our hands like grains of sand,
never to return again. Those who use time wisely are rewarded
with rich, productive and satisfying lives."*

Robin Sharma

To achieve all your goals, and become everything you are capable of becoming, you must get your time under control. Psychologists generally agree that a "sense of control" is the key to feelings of happiness, confidence, power and personal well-being. And a sense of control is only possible when you practice excellent time management skills.

The good news is that time management is a skill, and like any other skill, it is learnable. No matter how disorganized you have been in the past, or how much you have tended to procrastinate or to get caught up in low-value activities, you can change. You can become one of the most efficient, effective and productive people in your field by learning how others have gone from confusion to clarity and from frustration to focus. Through repetition and practice, you can become one of the most result-oriented people in your field.

Choices and Decisions

If the front side of the coin of success is the ability to set clear goals for yourself, then the flip side of the same coin is the ability to

get yourself organized and working on your most valuable tasks, every minute of every day. Your choices and decisions have combined to create your entire life, to this moment. To change or improve your life in any way, you have to make new choices and new decisions that are more in alignment with who you really are, and what you really want.

The starting point of time management is for you to determine your goals, and then to organize your goals by priority and value. You need to be absolutely clear, at any given moment, exactly what is most important to you at that time.

At one moment, your goal could be a business, financial or career goal. Later it could be a family or relationship goal. On still another occasion it could be a health or fitness goal. In each case, you must be like a sniper, rifling in on your highest priority at the moment, rather than a machine gunner, shooting off randomly by attempting to do too many things at the same time.

The Right Thing To Do

The metaphysician and philosopher Peter Ouspensky was once asked by a student, "How do I know what is the right thing for me to do?" Ouspensky replied, "If you tell me your aim, I can tell you what is the right thing for you to do."

This is an important parable. The only way that you can determine what is right or wrong, more or less important, having higher or

lower priority, is by first determining your aim, or goal at that particular moment. From that point forward, you can divide all of your activities into “A” activities or “B” activities.

An “A” activity is something that moves you toward your goal, the faster and more directly the better. A “B” activity is an activity that does not move you toward a goal that is important to you.

The Role of Intelligence

In Gallup interviews of thousands of men and women to determine the root causes of success in life and work, the importance of “intelligence” was mentioned again and again. But when the researchers pressed for the definition of “intelligence,” they received an interesting answer. Intelligence was not defined as IQ or grades in school. Rather, intelligence was most commonly defined as a “way of acting.”

In other words, if you act intelligently, you are intelligent. If you act unintelligently, you are unintelligent, irrespective of the grades you may have received or the degrees you have earned.

And what then, by definition, is an intelligent way of acting? An intelligent way of acting is anything that you do that is consistent with achieving the goals that you set for yourself. Each time that you do something that moves you closer toward something that you really want, you are acting intelligently. On the other hand, an unintelligent way of acting is doing things that are not moving you

Manage Your Time Well:

1. Make a list of everything you would like to be, do or have in the months and years ahead. Analyze your list and select those items that can have the greatest possible consequences on your life.
2. Make a list of everything you have to do the next day the evening before. Let your subconscious mind work on your list while you sleep.
3. Organize your list by priority using the 80/20 Rule and the ABCDE Method. Separate the urgent from the non-urgent and the important from the non-important, before you begin.
4. Select the most important task, the one with the greatest possible consequences for completion or non-completion, and circle it, making it your A-1 job.
5. Begin immediately on your most important task and then discipline yourself to concentrate single-mindedly on this one task until it is 100% complete.

multiple your talents and abilities, and greatly increase the speed at which you move from wherever you are to wherever you want to go.

One of the important mental laws is, "Whatever is impressed, is expressed." Whatever you impress deeply into your subconscious mind will eventually be expressed in your external world. Your aim in mental programming is to impress your goals deeply into your subconscious mind so that they "lock in" and take on a power of their own. This method helps you to do that.

Systematic Versus Random Goal Setting

For many years, I worked away at my goals, writing them down once or twice a year and then reviewing them whenever I got a chance. Even this was enough to make an incredible difference in my life. Often, I would write down a list of goals for myself in January for the coming year. In December of that year, I would review my list and find that most of the goals had been accomplished, including some of the biggest and most unbelievable goals on the list.

I then learned the technique that changed my life. I discovered that if it is powerful for you to write down your goals once a year, it is even more powerful for you to write down your goals more often.

Some authors suggest that you write down and review your goals once a month, others once a week. What I learned was the power of writing and rewriting your goals *every single day*.

4. Think of three things you could do to achieve each of your goals. Always think in terms of specific actions you could take.
5. Discipline yourself to rewrite your goals every day, without reviewing your previous list, until you become absolutely convinced that achieving your goals is inevitable.

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How Intensely?

The fourth element of visualization is *intensity*. The intensity of a visualization refers to the amount of emotion that you attach to your visual image. In reality, this is the most important and powerful part of the visualization process. Sometimes, if your emotion is intense enough and your visual image is clear enough, your goal will immediately come true.

Nature Is Neutral

Of course, the elements of frequency, duration, vividness, and intensity can help you or hurt you. Nature is neutral. The power of visualization is neutral as well. It is like a two edged sword. It can cut in either direction. It can either make you a success or make you a failure. Visualization brings you whatever you vividly and intensely imagine, whether good or bad.

For example, “worry” is a form of negative goal setting. It is the process of thinking about, imagining and visualizing, combined with feelings of fear and anxiety, exactly those things that you *don’t* want to happen. But because visualization is neutral, when you worry, you are using this power in a negative way, exactly those things that you don’t want will be attracted into your life. In the book of Job, he says, “That which I greatly feared has come upon me.” This refers to the unhappy consequences of negative visualization. You must be very careful how you used this visualizing power.

With synchronicity however, the only relationship between two events that occur simultaneously is the *meaning* that you give to them by the goals that you have in different areas of your life.

Here is an example. You set a goal to double your income. But the following week, you either quit or get fired, completely unexpectedly. This initially looks like a real setback. But the next day in conversation, a friend asks you if you have ever thought of working in a particular field. As it happens, you had read several articles about that field over the past year, and you had thought of getting into it, but you did not know how to go about it. You decide to investigate further, identify a growing company, interview for a job, start work and one year later you find yourself earning twice as much as you were at your previous job, and enjoying it more.

You will notice that there was no *direct* cause and effect relationship between these separate events. They seemed to be disconnected in time and space. But they had one thing in common. They helped you to achieve the real goal that you had set for yourself, to double your income.

Two Ways to Stimulate Your Superconscious Mind

There are two ways for you to stimulate your superconscious mind into action. The first is for you to concentrate and work intensely on achieving your goal. Throw your whole heart into what you are doing. Think about it, talk about, write it, rewrite it and review it

The only real question you should be asking about what you are doing is, “Does it work?” Is it achieving the end results desired? Based on the current situation, is this the best course of action? The only measure of the rightness or wrongness of a particular decision or course of action is its effectiveness in accomplishing the result desired, or achieving the goal you have set. Keep asking, “Does it work?”

Three Factors Driving Change

There are three factors driving change today, each of them multiplying times each other to increase the speed of change.

The first change factor is the explosion of information and knowledge, in every area of our lives. One new discovery or piece of information in a competitive marketplace can change the dynamics of your business overnight. A popular product or service, or major industry, can be rendered obsolete by a new product or service that achieves the same result faster, better, cheaper or easier than something else.

A critical news event, such as 9/11, a market shock, such as that caused by Wall Street revelations, a scandal in a political party or industry, can transform the thinking, actions, sales, and situation of an entire business or industry overnight.

For example, in 1989, when the Soviet Union dissolved, the Iron Curtain came down and the Cold War ended. The defense industry

Be Both Clear and Flexible

Here is the most important rule of flexibility: *“Be clear about your goal but be flexible about the process of achieving it.”*

Always be open to the influence of your superconscious mind. Remain sensitive to the possibility of serendipitous and synchronous events. Be open to ideas, inspirations and inputs from other people. In the New Testament, Jesus said, “You must become like a little child if you would enter into the Kingdom of Heaven.”

One interpretation of these words is that you must remain open minded, flexible, calm, confident and curious if you want to be able to recognize new opportunities and possibilities as they open up around you on your journey toward your goal.

Resolve to remain flexible and open, no matter what happens. Remember, there is almost always a *better* way to accomplish any task, or to achieve any goal. Your aim should be to be alert and aware to what it might be, to find it and then to take action in that new direction as quickly as possible. This will insure that you inevitably reach your goal, sometimes in the most unexpected and surprising ways.

Practice Mindstorming Regularly

The most powerful technique for improving your intelligence and increasing your creativity is what I call "Mindstorming." The way it works is simple. The results that you get will be so amazing as to be life changing.

You begin the mindstorming process by first getting a clean sheet of paper. At the top of this page you write your goal or problem in the form of a question. The simpler and more specific the question, the better will be the quality of the answers that you generate in response to it.

For example, instead of writing a question like, "How can I make more money?" you would write, "How can I double my income in the next 24 months?"

Even better, if you are earning \$50,000 per year today, your question should be, "How can I earn \$100,000 per year by December 31 (of a specific year)?"

Each of your answers should be written using the "Three 'P' Formula." It should be Personal, Positive and in the Present Tense. In other words, your answers should be written as affirmations or instructions from your conscious mind to your subconscious mind. Often, you will write down answers on this sheet and promptly forget them. Then, sometime later, as a result of superconscious

you can do to save time, gain time and spend two additional hours on productive work each day.

Whatever answer you choose, put it into action *immediately*. Do something. Do anything. The faster you take action on this exercise, the greater and more continuous will be the flow of ideas as you go throughout the day. If you generate these ideas and then do nothing with them, the creative flow will slow down and stop.

Use Mindstorming On Every Goal

The very best time to do this exercise is first thing in the morning, right after you have rewritten your goals in your spiral notebook. Each morning, you can take one goal, rewrite it as a question and then generate 20 answers to that question. You can then immediately get busy and implement one of your answers.

You can perform this exercise repeatedly on the same goal, if the goal is big enough and important enough to you. Don't worry about writing down the same answers, over and over again. The more you practice this exercise, the more likely it is that you will trigger completely unexpected breakthrough ideas. This may require several days or even weeks of work before the flash of inspiration takes place. You must be patient and determined. It will come.

3. Think on paper. Write down every detail of a problem or goal and look for simple, practical ways to solve the problem or achieve the goal.
4. Identify the best and worst things that could happen to you in the months ahead. Determine what you could do to reduce the effects of the worst outcomes and maximize the benefits or likelihood of the best possible outcomes.

You are only as free as your options. Develop a plan B for every important area of your business and personal life.

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caused me to play it safe with regard to employment. And it caused me to choose security over opportunity.

My answer to the second question, "How does this fear help me?" was that, in order to escape the fear of poverty, I had developed the habit of working much longer and harder than the average person. I was more ambitious and determined. I took much more time to study and learn about the various ways that money could be made and invested. The fear of poverty was, in effect, driving me toward financial independence.

When I answered the third question, "What would be my payoff for overcoming this fear?" I immediately saw that I would be willing to take more risks, I would be more aggressive in pursuing my financial goals, I could and would start my own business, and I would not be so tense and concerned about spending too much or having too little. Especially, I would no longer be so concerned about the price of everything.

By objectively analyzing my biggest fear in this way, I was able to begin the process of eliminating it. And so can you.

Practice Makes Permanent

You can begin the process of developing courage and eliminating fear by engaging in actions consistent with the behaviors of courage and self-confidence. Anything that you practice over and over eventually becomes a new habit. You develop courage by behaving courageously whenever courage is called for.

Here are some of the activities you can practice to develop the habit of courage. The first and perhaps most important kind of courage is the courage to *begin*, to launch, to step out in faith. This is the courage to try something new or different, to move out of your comfort zone, with no guarantee of success.

Earlier I mentioned Professor Robert Ronstadt of Babson College who taught entrepreneurship for many years. He conducted a study of those who took his class and found that only 10% actually started their own businesses and became successful later in life. He could only find one quality that the successful graduates had in common. It was their willingness to actually start their own businesses, as opposed to continually talking about it.

The Courage To Begin

He discovered the "Corridor Principle," that we spoke about earlier. As these individuals moved forward toward their goals, as though proceeding down a corridor, doors opened to them that they would not have seen if they had not been in forward motion.

It turned out that the graduates of his entrepreneurship course who had done nothing with what they had learned were still waiting for things to be *just right* before they began. They were unwilling to launch themselves down the corridor of uncertainty until they could somehow be assured that they would be successful something which never happened.

you have made resolutions that you are determined to follow through on. The most important question for your future now is simply: "Will you do what you have resolved to do?"

Self-Discipline is the Core Quality

The most important single quality for success is self-discipline. Self-discipline means that you have the ability, within yourself, based on your strength of character and willpower, to *"do what you should do, when you should do it, whether you feel like it or not."*

Character is the ability to follow through on a resolution after the enthusiasm with which the resolution was made has passed. It is not what you learn that is decisive for your future. It is whether or not you can put your head down and discipline yourself to pay the price, over and over, until you finally obtain your objective.

You need self-discipline in order to set your goals and to make plans for their accomplishment. You need self-discipline to continually revise and upgrade your plans with new information. You need self-discipline to use your time well and to always concentrate on the one thing, the most important thing that you need to do at the moment. You need self-discipline to invest in yourself every day, to build yourself up personally and professionally, to learn what you need to learn in order to enjoy the success of which you are capable.

You need self-discipline to delay gratification, to save your money and to organize your finances so that you can achieve financial

built it into a major publication during the darkest days of the depression, wrote, *"History has demonstrated that the most notable winners usually encountered heartbreaking obstacles before they triumphed. They won because they refused to become discouraged by their defeat."*

John D. Rockefeller, at one time the richest self-made man in the world, wrote, *"I do not think there is any other quality so essential to success of any kind, as the quality of perseverance. It overcomes almost everything, even nature."*

Conrad Hilton, who started with a dream and a small hotel in Lubbock, Texas, and went on to build one of the most successful hotel corporations in the world, said, *"Success seems to be connected with action. Successful men keep moving. They make mistakes, but they don't quit."*

Thomas Edison, the greatest failure, and also the greatest success, in the history of invention, failed at more experiments than any other inventor of the 20th century. He also perfected and was granted more patents for commercial processes than any other inventor of his age. He described his philosophy in these words: *"When I have fully decided that a result is worth getting, I go ahead on it and make trial after trial until it comes. Nearly every man who develops an idea, works it up to the point where it looks impossible, and then gets discouraged. That's not the place to become discouraged."*

Alexander Graham Bell talked about persistence in these words, *"What this power is I cannot say; all I know is that it exists and it becomes*

Bounce Back From Disappointment

The work by Abraham Zaleznik at Harvard proved that the way you respond to disappointment is usually an accurate predictor of how likely you are to achieve great success. If you respond to disappointment by learning the very most from it and then by putting it behind you and pressing forward, you are very likely to accomplish great things in the course of your life.

Success Comes One Step Beyond Failure

This is another remarkable discovery. Your greatest successes almost invariably come one step beyond when everything inside of you says to quit. Men and women throughout history have been amazed to find that their great breakthroughs came about as a result of persisting in the face of all disappointment and all evidence to the contrary. This final act of persistence, which is often called the “persistence test,” seems to precede great achievements of all kinds. H. Ross Perot, who started EDP Industries with \$1,000 and who built it into a fortune of almost three billion dollars, is one of the most successful self-made entrepreneurs in American history. He said this; *“Most people give up just when they are about to achieve success. They quit on the one-yard line. They give up at the last minute of the game, one foot away from the winning touchdown.”*

Herodotus also wrote, *“Some men give up their designs when they have almost reached the goal; while others, on the contrary, obtain a victory by exerting, at the last moment, more vigorous efforts than ever before.”*

You find this principle of persistence, of keeping on, in the life and work of countless great men and women. Florence Scovel Shinn wrote that, *"Every great work, every big accomplishment, has been brought into manifestation through holding to the vision, and often just before the big achievement comes apparent failure and discouragement."*

Napoleon Hill, in his classic, *Think and Grow Rich*, wrote, *"Before success comes in any man's life, he is sure to meet with much temporary defeat and, perhaps, some failure. When defeat overtakes a man, the easiest and most logical thing to do is quit. And that is exactly what the majority of men and women do."*

Harriet Beecher Stowe, who wrote the *Battle Hymn of the Republic*, also wrote these words, *"Never give up then, for that is just the place and time that the tide will turn."*

What you do not see is what most people never suspect of existing — is the silent but irresistible power which comes to your rescue when you fight on in the face of discouragement.

Claude M. Bristol wrote, *"It's the constant and determined effort that breaks down all resistance, sweeps away all obstacles."*

James Whitcome Riley put it this way, *"The most essential factor is persistence — the determination never to allow your energy or enthusiasm to be dampened by the discouragement that must inevitably come."*

The power to hold on, in spite of everything, to endure — this is the winner's quality. Persistence is the ability to face defeat again and