

DEDICATION

This book is for you, and for my parents, Helen and Norman C. McVea, Sr., with love.

FORWARD

To realize means to make real; to bring into being; to create into reality. And this is exactly what Dr. Norman McVea's course, COACHING GOAL DYNAMICS, empowers you to do. To realize your ambitions ... bring your heart's desire into being ... make your dreams come true.

If you think these claims sound farfetched, I don't blame you. It's rare to find anyone who can deliver on those promises. Dr. McVea can, and does.

In this workbook, he sets forth the fundamental principles and practices that underlie all effective action. He analyzes the components of success, and shows you how to construct personal action plans that direct you unerringly to your goals. As far as possible, the techniques he reveals, called Goal Dynamics, guarantee your success. Without magic, without struggle, without pain.

The secret lies in what Dr. McVea discovered about the natural elements within all purposeful activity. The Chinese sage, Lao Tzu, said, "A journey of a thousand miles begins with but a single step. With Goal Dynamics, you can learn how to arrange that step, and all the ones that follow, so that you arrive, on time, at your destination.

Goal Dynamics is as simple and as obvious as that. So obvious, in fact, that we usually • overlook it. Yet so simple that it has the Power of nature to produce results. And it's easy and fun. You are holding in your hands one of the primary keys to the riches of the universe. Use it wisely for it will surely open whichever door you choose.

The Editor

PREFACE

I have created Coaching Goal Dynamics so that you can rediscover, reawaken, and realize your most deeply-held ambitions and dreams.

As a business and personal consultant since 1968, I found that a great many of my clients had compromised, or lost sight of, their most cherished personal and professional goals. In some cases these goals had simply been "misplaced" amidst the commotion of daily life. In others, clients had consciously forfeited their personal desires in order to "make a living." They told themselves that their individual purposes and goals were somehow selfish and unrealistic. They all became convinced that what others wanted from them was more important than what they wanted for themselves. So they quietly, and completely, had given up their favorite dreams.

But these dreams, though long neglected, had not died. Hidden away -sometimes deeply buried - they awaited only the touch of recognition to take root and begin to blossom. And given a climate of encouragement and faith, these reawakened ambitions matured into a wonderful harvest.

"My performing career has taken a big jump since I began using Goal Dynamics to achieve the things I really want. Now I am studying television acting with a successful director. I sang one of my songs on a local TV show last week!"

"I wrote a Goal Program to further my career as a graphic designer and it's really working! I just signed a contract with an international firm to market and distribute my original designs!"

"After creating a Goal Program for each division of my company I was able to get the best night's rest I ever had. Until then, the cleaning lady used to leave before I did. Using Goal Dynamics we were able to take an operation that was going nowhere fast and turn it completely around! We've gotten more accomplished in the past week than in the past month. I played golf for the first time in a year, too!"

Each of these people discovered that what they really wanted was valuable to others as well as themselves. And they also found that realizing their dreams was the most productive, profitable, and satisfying thing they could do. The only thing that kept them from learning this sooner was the specific technique that could bring their desires into being.

The technology of Goal Dynamics was the answer to their need. It is the powerful, personal management tool they used -with increasing ease and ability to reshape their careers and their lives.

It has been my great privilege to assist all of them as they rediscovered their power of self-determination. It is now my equally great pleasure to share this formula with you.

Norman McVea, Ph.D. Stinson Beach, California July 1, 1996

ACKNOWLEDGEMENTS

This book contains the information and insights I gained during literally thousands of hours in business and personal consultations.

It represents the unique contributions of hundreds of clients in five countries on three continents. Their needs and desires, their questions and the answers that emerged in our sessions, provided me with the basic data from which Goal Dynamics was developed. My gratitude extends to each of them.

Many others gave freely of their wisdom, their support, and their special gifts of brilliance in the creation of this work. It is truly inspiring to experience such generosity and enthusiasm.

Norman McVea, Ph.D

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SECTION 1-- GOAL DYNAMICS

WHAT IS GOAL DYNAMICS?

Whether or not we acknowledge and act upon it, each of us has a dream of how we would like our lives to be.

No matter how successful and satisfying our lives may be today, we still hold an image of how to improve it; of how it could be even better tomorrow. And when "tomorrow" arrives, we find that we can think of still further improvements for the day after that.

This spontaneous imagining is a natural function of the human mind. It is the wellspring of all social and technological evolution; and when properly pursued, it is the source of all genuine satisfaction and accomplishment. But when these dreams are thwarted, when they are denied realization, then dissatisfaction and what we call "failure" are the result.

The successful person and the so-called "failure" do not differ in the possession of a dream. Each has a vision of how he would like his life to be. They differ only in their ability to make their dreams come true. That thought is so important, I would like to repeat it: The successful person and the so-called "failure" differ only in their ability to make their dreams come true.

I put the word "failure" in quotation marks because in tens of thousands of hours of professional coaching I have learned beyond a doubt that people literally cannot fail. We always arrive exactly where we set out to go.

Our difficulties arise when we say we are going to a particular place, but in fact we are travelling in some other direction. A man who says he is going to New York, and then leaves California headed west is not going towards his stated destination. He may eventually wind up in New York, but if he had started out in the right direction to begin with, his journey would have been much simpler.

Goal Dynamics makes sure you are moving in the right direction, right from the start. It is a simple and effective method of selecting and setting your goals, and then determining exactly what steps are necessary to achieve them. When you have mastered the techniques of Goal

Dynamics you can build a bridge that will guide you from your present reality to the future of your choice.

WHAT YOU WILL GET FROM GOAL DYNAMICS

Goal Dynamics is a practical course. Its methods can be applied to any goal, and do not interfere with any other technique or discipline you may follow. Goal Dynamics is real. It is based on observing how successful people produce results in their lives. This course teaches the natural laws of successful action.

Because success is natural to all of us, some of the material may be familiar to you. What is so unique to Goal Dynamics is the way in which these principles are organized and integrated. Consciously understood and applied, this is a course in mastering life.

As you become familiar with Goal Dynamics, and begin to use it in your life, you will observe several dramatic results. You will:

- Know clearly where you are going in life. You will know exactly what your goals are, and how you will achieve them.
- Act with growing confidence in your ability to accomplish whatever you choose.
- Be more relaxed. You will experience a greater sense of harmony with others and with the world.
- Be more productive, both personally and professionally. You will learn to get more done, using less effort than you do now. In fact, Goal Dynamics is the essential basis of all productivity and profitability. It is the indispensable tool that shows you how to align your energies and abilities to achieve your results. It provides the axis around which your successes will revolve.

The most important thing you will get from Goal Dynamics is the least tangible. That's the satisfaction you will feel in knowing that, day by day, you are approaching and accomplishing the things you want most in life. This feeling of strength and completeness that accompanies the daily movement toward your goals will come to be one of the most important and enjoyable experiences in your life.

HOW GOAL DYNAMICS WORKS

Goal Dynamics is a system with which you create Goal Programs. These are action plans for the realization of your desires. These plans are finely detailed maps revealing the precise route to your chosen future. Once you have this map in hand, you need only follow its instructions to arrive at your destination.

First, begin to accept the possibility of realizing your fondest dreams. Take a moment to contemplate their realization. That is the first step in the process of making those dreams come true. After you have decided what you truly want, you will plot the exact course that will bring you to it, and it to you. You will become the pilot and the navigator of your voyage through life. And you will get where you actually want go.

Goal Dynamics will also increase your freedom and flexibility in choosing your goals. You may decide you no longer care for a goal once you have begun its realization. Your Goal Program may reveal, before you begin, that something you thought you wanted isn't worth the investment of your time and energy. In each case, you simply move on to your next Goal Program, having spent as little time as possible pursuing an unsuitable course.

WHAT YOU WILL LEARN IN THIS COURSE

In this course, you will learn two things:

- The concepts and principles of creative action.
- The specific skills and methods necessary to produce the results you desire.

The course is designed to unfold in progressive steps, with each section based upon the ones that went before. Study the lessons in order. If you wish to achieve maximum results from Goal Dynamics, dismiss the temptation to skip from section to section.

At the end of each lesson are a number of exercises. They will enhance your understanding of, and receptivity to, the fundamentals of Goal Dynamics. Take the time to thoroughly complete them. They are indispensable for attaining the greatest value from this course.

Remember, Goal Dynamics is more than just a collection of ideas. It is an intense learning experience that can literally transform the quality of your life. You will be replacing old habits of thought with new, more powerful and productive ones. This takes work and commitment.

The course also contains powerful concepts and ideas which may be new to you. Believing them is all right, but they will not come alive for you until you have experienced their truth in practice. So when you come across these new ideas, test them out in your life. Try them on for size, so to speak, and see if they fit you. When you find the ones that do, their power will become directly available for you to use.

GETTING THE MOST FROM YOUR STUDY

You will get the most from this course by approaching it with a strong desire to learn and apply it, and a strong commitment to stay with the process, perhaps over a period of weeks or months.

The following suggestions will assist you in deriving the maximum benefit from The Goal Dynamic Course:

- Set aside 45 minutes on a regular basis each day. This is the optimum period for the assimilation and retention of new material.
- Take the phone off the hook, and do whatever else is necessary to make sure that you will not be disturbed while you are studying.
- Choose a comfortable, well-lit place in which to study.
- You will be writing during the exercises, so get a good pen or pencil. Get a good dictionary as well.
- Take as much time as you need to complete each lesson.

~~Space has been provided for you to do the exercises right in your workbook. If you run out of room, there are blank pages at the back of the workbook which can be inserted where you need them. The workbook also has wide margins so that you can write down your own thoughts and comments. It really is a workbook, and the more completely you use it, the better it will work for you.~~

In this regard, I would like to make a suggestion about confidentiality. I strongly recommend that you keep your workbook private. Many of the exercises require responses of a frank and personal nature. In others you are asked to discuss your fondest or most fantastic dreams.

To show your workbook to others, or to talk needlessly about your plans before they have matured, exposes you to the possibilities of criticism, discouragement and disbelief. These may have been the very negative influences that persuaded you to abandon your goals in the first place. So avoid the unnecessary burden of other people's opinions. Keep your own counsel and pursue your dreams in peace.

Another advantage of confidentiality is that it allows you to build up what has been called a "psychic head of steam." You will learn to write a Goal Program and once you initiate it, the force of your intention begins to accumulate like the pressure in a boiler. If you "bleed off" this pressure in idle conversation, you only slow your progress and prolong the journey to your goal. So, let the results you produce speak for themselves. The old wisdom is true. Silence really is golden.

Alright, you've made your preparations and you're ready to study. Let's go. When you begin each new chapter first skim through it quickly to get an overview of what it contains. Then go back and read that lesson thoroughly from beginning to end.

After 30 minutes of study, stop. Take a five minute break. Then spend the last five minutes of your study period reviewing the material you just covered. In each successive lesson, take five minutes at the beginning to review the previous day's lesson.

If you have taken notes, this review might consist of revising them to include your margin comments and text under linings. Also, once you have done the exercises, go back over your answers and satisfy yourself that they are complete. In either case, finish your study feeling comfortable with your progress for the day. Relax, feeling confident that you are another step closer to the attainment of your goals.

When you begin the next day's study, spend your first five minutes reviewing your notes from the day before. This will refresh your memory and prepare your mind for the material that will follow. After this review, proceed with your normal 30-minute skim study and study period, take a five minute break, and then complete the day's work with the usual five minute note-taking review.

Once a week, spend the full 45 minutes reviewing the material you covered during the preceding six days. Continue in this manner --six days of study, one for review--through the end of the course.

This method of short study periods, preceded and followed by periodic review sessions, has been scientifically shown to produce excellent comprehension combined with long-term recall. You may want to apply this study method to other subjects in which you are interested once you have tested its rhythm and results with Goal Dynamics.

Then, when you have completed all 18 lessons, along with all the exercises, take a week to review the entire course. To do this, scan your notes and text under linings for a chapter, then put them aside and write out as much of the material as you can recall. Then go back and fill in any information you may have overlooked. This final review, when combined with the earlier daily and weekly ones, will move the Goal Dynamics data into your long-term memory where it will be stored with other readily available information, like your phone number.

This degree of familiarity with the material will enable you to swiftly and easily apply the principles and insights of Goal Dynamics to any situation you may encounter in life.

You will find three audio tape cassettes included with your workbook. They contain key excerpts from the Goal Dynamics text and are valuable aids to increasing your comprehension of the course.

USING THE CASSETTE TAPES

You can increase your scope of understanding by using the cassette tapes in this workbook in two ways.

1. By listening to each tape as you read a particular lesson, and
2. By listening to the cassettes while relaxing or doing other activities such as driving your car. The advantage of tapes is that they make repeated exposure to the material very easy. An idea heard once will be soon forgotten. Heard ten times it will sink into the mind and take root.

Listen only to material which you are presently engaged in studying. Side six is a special tape to heighten the results of Goal Dynamics through relaxed concentration and should not be used while driving. The instructions are written right on the tape and should only be used after you have actually written a complete Goal Program.

A FEW WORDS ABOUT STUDY

It is vitally important that you understand all the words in the text. If you come across a word you don't understand, take your dictionary and look it up. Misunderstood words are a major source of confusion and loss of motivation in learning.

If you find yourself becoming confused or distracted, stop. Go back, locate the word or phrase you didn't understand, and find out what it means. Every element in the course has been included for the specific purpose of establishing your mastery of Goal Dynamics. Be sure you clearly understand each section before moving on.

You should know that uncomfortable thoughts or feelings may arise from time to time as you progress through the course. This discomfort is a natural response to unconscious resistance, and

is a positive sign that you are making headway in your studies. It is a result of old thought patterns and ingrained habits that are difficult to change. What may appear in your mind are suggestions to avoid parts of your study, or to stop it altogether. Excuses and distractions may crop up in the form of boredom, hunger, tiredness, television shows, etc. Any number of "good" reasons for quitting may appear.

Don't buy them. Just tell your mind that you will gladly eat, sleep, and entertain it later; but that these 45 minutes are unswervingly devoted to your Goal Dynamics study, and that's that! Should any more distracting thoughts arise, just relax and watch them pass through your mind, without acting upon them. As soon as the habitual part of your mind sees that you are firmly committed to your work, it will give up its attempts to distract you.

YOU MAKE IT HAPPEN

You alone are responsible for the results you get from this course. No one else can do anything for you.

Goal Dynamics is a precision tool. This course is the set of instructions for its use. Extensive research and experience show Goal Dynamics to be the best possible tool of its kind. Now it is up to you to read these instructions, practice them, use them, and make them your own.

When you have done so, you will be able to choose your own path in life, and establish your own order.

THE GENERATING PRINCIPLES

These are the Generating Principles of Goal Dynamics, the fundamental principles from which this course originated, and upon which it is based. Please read them as you begin the course.

Although it is not necessary for you to believe them or agree with them, you are asked to keep them in mind while you are studying the course. Try them on and act as if they were true. See if they work for you.

1. Who you are, what you do, and what you have right now are the results of a previously-conceived "Goal Program, whether you are aware of it or not.
2. Success is a self-generated experience. It is not derived from any outside source.
3. When you win, others win. Your success enriches the lives of other people.
4. You create your own reality. You may not understand how or why you create your circumstances but you can assume you are their cause.
5. Your true nature is powerful, creative and loving. Success is a natural expression of yourself; you can create what you desire.
6. You have the power to say what is important in your life. You are independent of the opinions of others.
7. Your life's purpose is the contribution you want to make. It is the organizing principle which governs your life. Your deepest satisfaction comes from making a contribution to

others.

8. You have the opportunity to find your perfect place in life.
9. "Problems" are a sign that your Goal Program is working. They are the challenges that strengthen you on your way to success.

TYPICAL DIFFICULTIES GOAL DYNAMICS CAN SOLVE

(Check the ones that apply to you.)

- Being disorganized.
- Not having enough time.
- Feeling unmotivated.
- Simple actions take too long.

- Your production graph looks like a roller coaster.
- Sluggish business expansion.
- A lack of coordination in activities.
- Feeling overwhelmed.
- Being afraid to really go after what you want.
- Being unwilling to plan completely.
- Feeling stuck or trapped.
- Wanting to quit.
- Getting lost in the middle of an activity and having to start over.
- Failure to complete your projects.
- Having no real way of telling how you're doing.
- Having a hard time getting started.
- Doing it only for the money.
- Feeling like you have few apparent resources --no staff, no energy, no money.
- Feeling unable to have, or keep, a schedule.
- Having trouble communicating clearly about your project.
- Trying to do one thing while thinking of another, and actually doing neither.
- Feeling like you're giving a lot, but receiving very little in return.

SPONTANEITY AND RESULTS

One of the most common arguments for not having an action plan (a Goal Program) is that it minimizes or kills spontaneity. "If you schedule your life and become super-organized, you'll be like a robot with no real aliveness," they say. "Joy and surprise will pass you by."

Superficially, this argument sounds good. Until you impartially compare those who plan their lives with those who wing it. The person who wings it is often unwilling to say what he wants for fear that, if he doesn't succeed, the disappointment will be unbearable. This person is a "bit and piece" player. He worries that if he gave 100% and didn't make it, he would be a loser. So he holds out, and can always say, "I wasn't really interested in that anyway. If I'd really committed myself to it,

I could have done it." But like the fox in the fable who couldn't reach the vine-ripened grapes, pretending to be disinterested is small consolation for never achieving your goals.

Another way people avoid planning is by letting life take them where it will. They never set their sails or plot a course, preferring to drift with the currents and the tides. These people are either unaware of or unwilling to accept their responsibility for determining their destinies. Life seems to "happen to them" as they passively sit by. Rarely acknowledging any goals or purposes, they seem to be surprised by everything that comes along.

I got up and tried to figure out what to do, and then the phone rang and I had to go to work.

I forgot to get gas so I was late, and then it dawned on me that I had forgotten all about the meeting and You've heard it all before.

How either of these attitudes came to be identified with real freedom or spontaneity is a mystery to me. These people are the slaves of their circumstances, imprisoned by their passivity and lack of purpose.

True freedom belongs to those who take responsibility for their existence and move in the direction of their choice. My dictionary defines "spontaneous" as: "Done of one's own free will. Unforced. Acting by its own natural law. Produced of itself, without interference." These definitions could equally apply to the process and products of Goal Dynamics. Take your choice.

In Brief - Section 1--Introduction

Goal Dynamics is a simple, effective method of selecting and setting your goals, and then determining exactly what steps are necessary to achieve them.

Goal Dynamics methods can be applied to any goal. A Goal Program is a finely detailed plan for the realization of a desire.

If you find yourself becoming confused or distracted, stop. Go back, locate the word or phrase you didn't understand, and find out what it means.

It is strongly recommended that you keep your workbook private and your study to yourself. Let your results speak for you. Review the Generating Principles of Goal Dynamics from time to time.

Keep going, and complete the entire course. Don't buy any reason for quitting. True freedom belongs to those who take responsibility for their existence and move in the direction of their choice.

EXERCISES

Answer these questions as fully and completely as you can. Take as much time as you need. Enjoy yourself, and write down all the answers that occur to you. Include even those that may seem trite or illogical. Use the back of this page, or a page from the end of the workbook if you need more room.

1. What would you like to get out of this course?
2. As you begin this course, what are your thoughts about it? (Both positive and negative.)
3. Recall several successes you have had. Write them down.
 - b) What factors contributed to these successes?

SECTION 2--YOUR DREAMS ARE STILL ALIVE

THE POWER OF DREAMS

Our dreams, our waking dreams of what we want for ourselves and others, are the most powerful forces we possess for transforming our lives. In fact, their power to influence our lives is so great we could say that our dreams "have" us as much as we have them. They are the mental magnets that can, and will, draw us irresistibly to the realization of our every desire when we find and follow them. They are the intimate catalysts that can clarify and vitalize our lives.

Our dreams, in this sense, are the emotionally-energized pictures in our minds that reveal what we most want to be, most want to do, and most want to have. They are the beacons that inform and guide us on our true paths in life. As such, they are indispensable to the accomplishment of our greatest goals. They originate in the deepest layers of our minds and release our hidden potential to serve us.

"Wonderful," you say. "I want one. Where do I get it?"

Relax. You already have enough dreams to last a lifetime. All you need to do is to recognize and - realize them. They exist within you, simply awaiting your permission to become active in your life. They were formed as a function of and a reflection of your essential nature.

As incredible as it seems, most people have had an experience of their lifetime dream by the time they are five years old. Your dream is attractive because it is a vital part of you. You will feel its absence and long for its completion until you have reclaimed and realized it in your life.

When we were young, before we learned to criticize and conceal various parts of ourselves, we experienced the world in its unity. We perceived it as a whole. As we grew, and began to make separations both inside and outside ourselves, this vision of unity was lost to our conscious mind; but it continued to reside in our hearts. Then, as we discovered and developed our unique potential, these emerging aptitudes and abilities joined with our primal perception of wholeness and appeared in our mind as a dream--a living picture of how we could most aptly express ourselves and contribute to the well-being of the world.

Our dreams are our particular expression of our connection with life. One of their most distinctive features is that they unite us with others. Frequently people miss this connection because they mistakenly assume that the material benefits that can accompany the realization of their dreams are the dreams themselves.

Let me explain. Suppose as a young person you were filled with the love of music. You were touched by the vision of playing an instrument, and performing and sharing your appreciation with others. But let us say also that you came from a family whose interests were entirely "practical." Your interest in pursuing a musical career was dismissed as flighty and unrealistic. So, yielding to the authority and opinions of others, you abandoned your dream and opted for some more practical profession instead. Having suppressed your original dream in order to make a decent living, you might now define your dreams in terms of dollars, cars, and houses. But these things have no power to inspire you. They cannot unite you with others or with life. They cannot do so because these things are not dreams in themselves.

They are the by-products of dreams -empty substitutes for your genuine calling. They were chosen because someone feared that your true dream would fail you, and you believed it. Thus, the objects which might simply have accompanied the pursuit of your commitment (to music, for example) come instead to take its place.

This tragedy is commonplace. The dream that would instruct, enrich and sustain us is sacrificed for a worthless promise. We trade our birthright, as the Bible says, for a bowl of porridge. Fortunately, the loss is not irretrievable. "Failed" purposes can be revived and abandoned dreams can be recovered and awakened. But you must know where to look, and what to look for.

It is incredible that such powerful energies could apparently disappear, but they have been stifled by our attitude of chronic disbelief. Evidently we cannot see what we will not see. So although our dreams are near our heart, although they are nearer than breathing itself they may be elusive. Trust that they are within you. Your receptivity to their presence will help them to reappear. As dreams were born in childhood, they can frequently be found among the memories of our early years. They are often seen during times of mental clarity and calmness. Repetitive activities much as meditation, driving an automobile, or jogging can draw aside the conscious mind and allow our dreams to surface.

A particularly effective way to contact your dream is to answer the question: "If I had no concerns about earning a living, or the opinions of others, what would I most like to do for my world?"

This question speaks to that childlike side of us that has no inhibitions or doubts. It addresses the simplicity and certainty of our dreams while suspending the anxieties that habitually cloud our awareness.

When your dream does awake and present itself to your conscious mind, you will know it as your own. Your dreams are intensely personal and when you embrace them they give you the feeling of being more yourself. They also make extraordinary amounts of energy available for their

achievement. Not only do you regain your enthusiasm for the dream, you also get back the energy you had been using to suppress it. You brighten up, and experience the alignment of your purpose with your goals.

Dreams are complete in themselves. People frequently describe their dreams as being more "real" than their current reality. In every case the essence of rediscovering and re-owning your dream is a feeling of expansion. Your horizons reopen, your barriers drop away.

There is an important point to be made here. The re-emergence of your dream will present great opportunities and provide the energies for their realization if, and only if, you seize those opportunities and act on them. Their potential becomes available to you only as you actually use them. You must strike while the iron is hot. This means you must develop your Goal Program as soon as you perceive and recognize your dream.

Writing it down will begin the process of making your dream real. This puts it out in front of you where you can see it. Writing it is the first, and in many ways the most important step on your journey of success. This step is so essential it cannot be overemphasized. Your dream is the heart of your Goal Program. But unless you clothe it in reality, it will begin to fade away and you will lose your access to its power. So write your Goal Program while your dream shines.

As you begin to do so, you may notice the reasons why you neglected or abandoned this dream in the first place. Some of these reasons may have lost their validity, while others still seem real. Don't worry about any of them. When a diver salvages treasure, he expects a few barnacles to come up with the gold. These old reasons are no more than that. They are excess and useless crusts that cling to your dream, tarnishing it and weighing it down. With Goal Dynamics as your tool, you can easily remove them as you restore your dream to its original luster.

In Brief - Section 2--Your Dreams Are Still Alive!

Our dreams are the most powerful forces we possess for transforming our lives. They are the emotionally-energized pictures in our minds that reveal what we most want to be, most want to do and most want to have.

Abandoned dreams can be recovered and reawakened.

When a dream reawakens it is accompanied by the feelings of expansion and enthusiasm. It is essential that you write a Goal Program for your dreams as soon as they appear.

EXERCISES

1. What do you want? (career, relationship, health, financial, spiritual, social, cultural, etc.?)
2. What are your dreams for yourself? (In one year? Five years? Your lifetime?)
3. If you could make one change in the world, what would it be?

4. If you had no concerns about earning a living or the opinions of others, what would you most like to do for your world?

SECTION --PREPARING YOUR MIND FOR SUCCESS

CLEARING THE PATH

You can travel the road of accomplishment with far greater speed and enjoyment if you will take the time to clear your mind before you set out. This consists of looking at the habitual thoughts, feelings, and attitudes you carry with you through life:

Many of the ideas and viewpoints you have acquired are doubtlessly useful and to your advantage. But others may be unproductive, if not downright damaging. The thought, "I'm not capable of real success," for instance, would probably delay the accomplishment of your dream. So it's worthwhile to review your position regarding success to see if you are harboring any negative self-judgments which would slow you down.

For the most part, such opinions arise from three sources:

1. Conclusions drawn from past "failures"
2. Lack of encouragement and support
3. Misconceptions about the nature of reality.

In addition to these, a fourth source of trouble has probably sunk more projects than the other three combined:

4. Lack of an effective method for planning and organizing successful action.¹ Let's consider these trouble-makers one at a time.

CONCLUSIONS DRAWN FROM PAST "FAILURES"

Each of us, at some time in our lives, has had the experience of failing to complete some plan or project. Perhaps we ducked out of a situation that required our attention, preferring to avoid some difficulty rather than resolve it. When we acted this way, we were left with an incomplete experience which exerted a peculiar effect on our mind. As nature seeks to fill a vacuum, the mind seeks to complete its experiences. Our minds are not comfortable with the tension of an unfinished endeavor and will provide an ending whenever possible. This ending is often an explanation of why it didn't get done.

But we are also uncomfortable with the knowledge that we shirked a task we could have finished. This dilemma is solved with the excuse "I can't." The mind invents the justification of "inability,"

thus completing the experience and at the same time absolving us of the responsibility for quitting. Then, with the slightest prod from our vanity, we believe it. "I would if I could but I can't."

Unfortunately, though, life is not only a learning experience; sometimes it can also be a forgetting experience. So after we've told ourselves this lie, we simply "forget" that we've done so. And what we're left with is the belief that there are things we "can't" do. This residue then poisons all our future efforts and robs us of our true power. If it rears its ugly head in your life, if the thought "I just can't do this" appears in your awareness, don't believe it. Dismiss it and continue with your Goal Program.

The truth is most of us don't know the true extent of the power that supports us in realizing our dreams. The expression "God helps those who help themselves" refers to this remarkable power that seems to miraculously assist those who have the faith and fortitude to reach for the stars. So be steadfast and trust in that power which forms our dreams. We have dreams because they are meant to .come true.

LACK OF ENCOURAGEMENT AND SUPPORT

Like misery, "failure" loves company. Once we have bought into the idea that there are things we "can't" do, we have a strong tendency to get others to join us. We think that if they agree to this fiction, in their own lives as well as in ours, then no one need worry about "failure" ever again. We didn't "fail," we just bit off more than we could chew. Or so the story goes.

The trouble is, this "game" has been played for so long now that no one remembers the truth. No doubt the pharaohs of Egypt were skilled at it. It was probably being played before the discovery of fire and the invention of the wheel. So, by the time you were born it was as natural as breathing. Learning to fail was-and is-just an acceptable part of growing up. But no one has admitted that we are playing a game. When you were taught the rules, you weren't given the choice not to play. You were simply told, "This is the way it is, kid. Sorry about that."

So from day one, you were not only expected to fail, you were actively encouraged (if the word can be used in this way) to do so. You had to be. If anyone ever made a perfect success of life, he'd give the whole game away. And after thousands of years of "failure," that kind of perfection might not be appreciated. So we bow to the pressure of our teachers, take our place in line with all the others who occasionally "fail," and allow ourselves as much success as we think we can stand.

Yet all the while there's a nagging dissatisfaction with this state of affairs. Something's rotten in Denmark, and Dallas, or San Francisco. You are reading this workbook because deep down, you know that you can do what you set out to do. "Failure" is a lie, and essentially we all know it. What keeps us from admitting it is our ostrich-like attitude toward our past behavior. If we concede that we've been faking failure all along, doesn't this mean we've been wasting our lives? No one will be too eager to ask this question if he thinks the answer is "yes."

But, in fact, the real answer is "no." Just as Edison tested 10,000 substances in his search for the filament of the light bulb, so we have tested innumerable experiences in our search for the truth

about life. Given the data we started with and the universal blindness about "failure," you have arrived at a major milestone in discovering the truth about success: you succeed at everything you do. You were even successful at pretending to fail.

MISCONCEPTIONS ABOUT THE NATURE OF REALITY

Our belief in "failure" is a good example of a misconception about reality. It's an idea about the nature of things that "just ain't so." Mark Twain pinpointed the difficulty when he wrote: "It's not what people know that gets them into trouble; it's what they know that isn't so

that's the source of the problem." He was exactly right. The mind is like a computer, and if you put "garbage" information in, you'll get "garbage" conclusions out. The Bible means the same thing when it says you can't grow figs on a thorn bush; you must reap what you sew. You will always succeed in making your version of reality come true, so it is crucial that you are operating with accurate information. Otherwise, some part of your life will be inside-out or upside-down.

Another misconception about reality is the idea of "scarcity." "Money's scarce." "There's a shortage of energy." "Time's running out." You would have no difficulty finding people who agree with all these statements. But in nature there is only abundance. The proverbial vacuum that nature abhors is not only filled, but filled to overflowing. So how do we reconcile these opposing points of view?

The underlying truth is that our universe and our planet produce enough food, materials and energy to feed, clothe, house and educate everyone on earth. Scarcity doesn't exist in reality until our misconceptions place it here.

Take the so-called "energy shortage." Every morsel of food we eat and every breath of air we breathe is created directly or indirectly by the sun's rays striking the earth. Every living thing on the planet depends for its daily sustenance on the energy that reaches us from that solar furnace 93,000 miles away. Yet it's an ordinary star in a run-of-the-mill galaxy, and only two billionths (2/1,000,000,000) of the energy it radiates comes our way and hits our earth. And of that fraction we use far less than one percent (1%) to power industry and heat our homes.

The energy provided by the universe is anything but scarce. It is practically limitless. All we have to do is discover and develop a way to tap into it. And ingenuity isn't scarce either, especially when necessity calls. In fact, in the universe, only scarcity itself is scarce. Nothing else is scarce except when our mismanagement makes it so.

In his book *Illusions*, Richard Bach wrote, "Argue for your limitations, and sure enough, they're yours." That's the way it is with our misconceptions about the nature of reality. Whatever we say goes.

LACK OF AN EFFECTIVE METHOD FOR PLANNING AND ORGANIZING

SUCCESSFUL ACTION

Once you've seen how much damage has been done by inaccurate conclusions and misconceptions about reality, it doesn't seem possible that so simple a fault as poor planning could cause nearly so much trouble. But it does, and more. For if people had always possessed an effective technique for proceeding successfully, they would never have needed to invent "failure" or "scarcity" in the first place. They could have, and would have, been pleased to take their lives from one success to another, continually expanding their power, knowledge and satisfaction along the way.

Contrary to the opinion that we need crises and wars to keep us from getting bored, life is sufficiently full of its own challenges and surprises to keep us all occupied for all of time to come. What we need isn't another man-made obstacle. What we need is the information that will enable us to clear up the confusion and frustration in our lives, and then go forward to bring our dreams and contributions to fruition.

That's what Goal Dynamics can do. It is the planning and organizing method that can effectively produce the results we really want in life. If it had been available to Adam and Eve, we might not be in this mess. But now that we are, it can help us get out.

In Brief - Section 3--Preparing Your Mind for Success

We have dreams because they are meant to come true. Be steadfast to the power which forms your dreams and supports their realization.

Failure is a lie, and we all know it.

You succeed at everything you do. You were even successful at pretending to fail.

You will always succeed in making your version of reality come true, so it is crucial that you are operating with accurate information.

Scarcity was invented by our misconceptions and mismanagement.

It doesn't exist on its own.

If people had always possessed an effective technique for proceeding to success, they would not have needed to invent "failure" or "scarcity" in the first place.

EXERCISES

1. In my life, what am I now being? (An architect, a parent, organized, confused, whatever...)
2. In my life, what am I now doing? (Going to school, working, jogging, redecorating, selling, etc. etc.)
3. In my life, what do I now have? (A family, a company, things, etc.)
4. What would I like to be that I'm not presently being?
5. What would I like to do that I'm not presently doing?
6. What would I like to have that I'm not presently having?
7. Things I've wanted to say that I've never said. (And to whom?)

8. (a) Some things I've "failed" at in the past.
 - (b) For each item in 8(a), write down a positive lesson you learned that could contribute to your future success.
9. The goals that I can remember ever having are:

SECTION 4--THE PRINCIPLES OF SUCCESS

WHAT IS SUCCESS?

Success is the experience of satisfaction that accompanies the process of realizing your goals. If you desire success, you need to know exactly what that means, So let's analyze this definition.

First of all, success is an experience that exists within yourself rather than in the outside world. It is an inward knowing that needs no external evidence to verify its existence. This may seem to contradict our usual assumptions which equate success with money and material possessions. But when you investigate the lives of wealthy people you soon find that fame and fortune have no relationship at all to the experience of success. In fact, the stories about "miserable millionaires" are so common, you would think this misconception would have been dispelled long ago. "You can't judge a book by its cover," we are told. "All that glitters is not gold." But we don't listen.

The habit of basing our judgments on appearances is not so easy to break. We look only at the surface, and take appearances for reality. Consequently, we are prone to mistake the symbols of success for the experience of success. Eventually this confusion will lead us astray and ruin our enjoyment of life. The person who goes only for the material rewards imagines that success consists of a perpetual vacation, surrounded by the comforts and conveniences of civilization. He would like nothing better than to withdraw from the world and abandon his work. But the splendid isolation he seeks is a dead-end. His attitude prevents him from discovering the real value and purpose of work itself. He never learns what the successful person already knows, that service to others--whether they're customers or friends -is the indispensable prerequisite for success. When self-centeredness separates us from other people, we forfeit all chance to succeed.

The word "contribute" reminds us of this necessary connection we have with others. It comes from the Latin root meaning "the expression of respect and gratitude for the tribe." When we lose sight of this bond, we lose touch with our own roots and, like a tree out of soil, we begin to wither and die. Being truly successful strengthens our association with life. It means we are growing and blossoming in fertile ground. This is the success that accompanies our purposeful progress toward our goals. So don't go climbing after the fruit; just keep watering the tree.

The second aspect of our definition of success is that it is an experience of satisfaction. But what is satisfaction? Satisfaction is the fullness and completeness we feel when we accept life as it is and simultaneously move toward the realization of our dreams. It means you pursue your desires with an attitude of contentment and appreciation, not because you're dissatisfied with what your life already holds. Otherwise, you are trying to avoid dissatisfaction, and that will not work. You will only get more of what you're attempting to escape.

It seems paradoxical to say that you have to start with satisfaction in order to experience

it along the way; but it's really no more mysterious than having to climb aboard in order to ride on a train. And it's just as easy to do.

The key to accepting your life as it is lies in the Generating Principles of Goal Dynamics. Specifically, the First Principle states:

Who you are, what you do, and what you have right now are the results of a previously conceived "Goal Program" whether you are aware of it or not.

And the Fourth states:

You create your own reality. You may not understand how or why you create your circumstances, but you can assume you are their cause.

These principles simply say that you alone are responsible for making your life the way it is. In other words, your mind -working with the information you believe ~ structures your world. If you ever "failed" at anything, you did so because you believed in "failure." If you ever won, even against incredible odds, you first established the odds as a challenge and then overcame them to show your true ability. Your past, present and future are all of your own making. They are the necessary consequence of your beliefs about reality.

"Sew a thought, reap an act. Sew an act, reap a habit. Sew habits, reap a character. Sew character, reap a destiny." What this saying implies is that no one "did it to you." No one else is the cause of the events and circumstances in your life. They never were, nor ever will be. You may argue that this cannot be true, that your misfortunes are the result of social or economic forces, that your parents determined the direction of your life. But these explanations serve only to blind you to reality, separate you from your own power, and keep you stuck as the victim of your environment.

These excuses imprison you in the illusion of powerlessness, and will keep you there until you give them up. They serve only to absolve you of the blame in your life and are useless even for that. For there is no blame in life, only responsibility. You did what you did and that's that. If you regret certain acts, correct their effect if possible, and learn their lessons. Then move on, with increased awareness of your susceptibility to temptation, but also with the certain knowledge that you alone are responsible for your choices in life. Remember Generating Principle number four: You create your own reality. You may not understand how or why you create your circumstances, but you can assume you are their cause.

An attitude of responsibility will restore your true power and vision. Once you have accepted that you alone create your life, down to the smallest detail, you will notice a surprising change. Events that previously might have been worrisome now stimulate your curiosity. "Why would I have done that? What purpose did I have in doing this?" are the questions you will ask as you search each cloud for its silver lining. You will go out to meet life as it comes, learning to trust its infallible exactness in teaching you what you need to know.

William James, the father of applied psychology, once said, "If you would have a virtue, assume it." The same is true for the power to direct your life. If you would have that power in full, assume that you already do. The truth is that we possess this power right now; we have just learned to overlook it. With words like "coincidence" we explain away our marvelous ability to shape events to our needs, pretending we have nothing to do with it. But when we take the point of view that we live in a universe where we are given the power to determine our own destinies, we change all that. By assuming that we create our own realities we re-acquire our awareness of this truth. There are no coincidences. By reaffirming our control over our lives, we regain the conscious use of that power we always possessed.

When we assume responsibility for creating our lives, we find we can accept the entirety of our life. And for the purpose of our success, this means we gain the peacefulness and poise that lead to true satisfaction.

The third element of the definition is that success is an experience that accompanies the process of realizing our goals. It's the appreciation of the rainbow, not the mythical pot of gold. Success is the joy of the journey itself. And the journey from goal to goal is an ongoing process. Success lies in the succession of achievements, not in some imagined static state called "success." One accomplishment succeeds, or follows, the next and this progress in itself yields the treasure.

ONE, TWO, THREE, GO!!

Until now we have been discussing the inner aspect of being successful, the states of mind and feeling that underlie and define success. There is, however, a requirement that obviously is indispensable for success, and that is action. All the best attitudes and desires are meaningless by themselves without action. They only reveal their value when we express them in action.

Here we discover another overlooked secret of success. Everything we do, every action we take, has three component parts: a beginning, a middle and an end. To accomplish anything, we must start it, continue it, and complete it. This is called the success sequence and unless we do all three steps, whatever we attempt cannot succeed.

"So," you might ask, "what could be more obvious than that?"

Agreed. That's as plain as the nose on your face, except that we rarely stop to see it. We begin projects and lose interest part way through, neglecting to continue or complete them. We have things we know we must do, but we just cannot seem to get started. Some activities drag on endlessly, never seeming to end.

Other projects are finished long before we realize they are complete. Have you ever written a list of things to do, ignored the list, and then surprised yourself later when you located the list and discovered that you had finished everything on it without even realizing you had done so? This happens when we forget to notice the completion step of this sequence.

Everyone knows that everything has a beginning, middle and end, but how often do we pause to notice where we are in this sequence? It is important to do so because mastering this sequence of start, continue, complete is fundamental to all successful achievement. Knowing where you are in a project lets you take the best action to move it toward completion. Not knowing where you are, or getting stuck along the way, results in confusion and loss of interest.

By asking yourself, "What phase of the success sequence am I in?" you realign yourself with your goal and revitalize your progress toward it.

Familiarize yourself with this sequence by consciously applying it to some simple activity you are going to perform. The exercises at the end of this chapter provide good practice. As you begin, say to yourself, "I am now starting these exercises." While you are doing them, note to yourself, "I am now continuing these exercises." When you finish, observe that, "I have now completed these exercises." The last step is particularly important, because by acknowledging that you have concluded a particular activity, you experience the satisfaction of completion and release yourself to go on to your next sequence. When this step is neglected, actions that are complete still feel unfinished and your experience of movement toward your goals is diminished.

Observing and acknowledging the success sequence will keep you in touch with your progress and achievement. Apply the sequence to several activities and experience how clear you become about the task you are doing. The rate at which you complete this sequence will begin to accelerate, and the efficiency with which you handle your work will increase.

It is incredible that so elementary an awareness can produce so profound an effect. Yet it does; and you can use it to your advantage simply by recognizing its operation as you travel toward your dream.

BE, DO, HAVE

Closely related to the success sequence is the "creation cycle" which depicts the natural direction and flow of all successful action. Briefly, the creation cycle states that what we are determines what we do; and what we do determines what we have. Thus, the movement of success starts with being, continues through doing, and completes with having. This is the necessary and irreversible order of action for success. First, we must be what we would be, then do what is appropriate, and as a result have what is consistent with what we are doing.

For example, if you desire to be a painter; the place to start is within yourself, with the sense of yourself as being a painter. You then continue the process by *doing* what a painter does, which is to paint. The completion of this cycle comes with *having* what a painter has -a studio, paintings in progress, works being shown, and the satisfaction of painting.

*Too often we attempt to run this cycle in reverse. We start with having, and then try to swim up stream through doing to being. But it just doesn't work that way. Another person might decide that he wants to be a painter too, so he goes and buys an easel, brushes, canvas and paint. Now that he has what painters have, he sets out to do what painters do. Whether he takes lessons or teaches himself, the next step is to paint. But no amount of painting will result in his being a painter. Being a painter isn't the result of something he does. Rather, it is the sense he has created within himself that he **is** a painter. Many people have run the creation cycle backwards, spent a lifetime turning out creditable paintings, and still do not have the experience of being a painter. Nor will they ever achieve that experience until they give up their backward battle and begin again with the realization " I am a painter. My technique may need work ... and refining one 's ability is something a painter does. "*

Like satisfaction, success begins with completion. You must experience that what you desire already exists. You already are a painter, satisfied and successful. You will then -naturally do those things which will lead to your having the result you desire. Remember, you must start with being, and then continue through doing, and complete with having. This is the true cycle of creation.

THOUGHT AND ACTION

There is another basic principle underlying success, and that is the relationship between thought and action. The relationship is this: thought precedes action. When you grasp this, you will understand the fundamental process of creation. First the thought, the mental picture, then the action based upon that picture.

This relationship between thought and action is so commonplace that it's almost invisible to us. For many of our actions, such as walking, the thought is so automatic and so swift that it is difficult to notice. Nonetheless, it is there. Look in your own experience to verify this thought-action connection. Suppose you decide to underline this sentence. At the moment you choose to do so, an image of the act of underlining it flashes through your mind. In response to this image, you take your pen and draw a line underneath the words. The process is so instantaneous it ordinarily goes unnoticed; yet when you look at any act, you will see that a mental image always precedes it.

The significance of this fact is that clear action can only arise from clear images. If we have a muddled picture of what we want to do, we will invariably produce a muddled result. A desire that is uncertain or only partly known cannot yield a flawless outcome, any more than an out-of-focus camera can take a sharp, distinct picture.

This is where Goal Dynamics begins. Because when you have written your Goal Program, you are crystal clear on the result you intend to produce, and you are also certain of the means required to produce it. These are the ideal conditions to produce success.

MOTIVATION

You are probably familiar with the expression about the carrot and the stick. It refers to the dual motivation that has been found effective in getting a donkey from here to there. The carrot in front is the positive reward, and the stick behind, the negative punishment. These same two inducements have been applied to human behavior, probably since the beginning of time. They are pitched to the donkey in us and represent only the most elementary motivation. Beyond this reward-punishment approach is another, fundamentally different reason for action. It is what is commonly called the desire for self-actualization, and it is a motivation that is truly success-oriented!

People who are self-actualizing see life as an opportunity to:

1. Develop their fullest potential
2. Understand themselves and the world to the greatest extent.
3. Express their highest ideals.
4. Contribute to others.

They look beyond the rewards and punishments in life and see the possibilities for experience and growth. They have stepped out of the winner/loser circle and discovered the value inherent in life itself. To them, the meaning of life is in the quality of their play, not in the final score. This is not to say they don't care about achieving their goals. On the contrary, their commitment to their objectives is very high, and their level of accomplishment is excellent. It's just that their focus is on the activity of the moment and on the richness of their experience. They have learned that the results will take care of themselves when we attend faithfully to the steps along the way. This knowledge allows them to loosen their attachment to the outcomes of their activities and to concentrate their attention on the process of their attainment.

As we begin to attend to the meaning of each moment, our motivation then springs from the possibilities of each act, and from the value it intrinsically holds for us. We can still care deeply about results, but the value of our action is no longer dependent on its outcome. As our full powers are concentrated on the ongoing process of action, our endeavors become less effortful, unhindered by fear or desire for punishment or reward. The enjoyment of the process of achievement is the truest motivation for success.

MONEY AND SUCCESS

As we mentioned in the definition of success, going for the material benefits will eventually lead to confusion and unhappiness. But still, we argue, some material needs must be considered, and it wouldn't be honest to pretend that money is not important. In fact, in the entire history of mankind, from the wheel to the laser beam, money is one of our most important and irreplaceable inventions. It is also one of the least understood.

Money is valuable because of the function it performs. It is a store of value, of labor, of energy. Money performs its function so successfully that we are prone to lose sight of its purpose and assign value to the money itself. We begin to think that people who have money are somehow superior to those who do not. We may come to believe that our personal worth would increase if we had more money. Money comes to be seen as the measure of personal success. It becomes an

end in itself, and is hoarded as though its purpose lay in possessing rather than using it. But this is like hoarding hammers or screwdrivers. All these objects are tools, and are useless unless used.

Certainly money can be used to store our surplus economic energy until we care to use it. But this accumulation of excess dollars can hardly be identified with success, which we have seen is the satisfaction experienced in the process of accomplishment. So use money to fuel your journey of success. But don't mistake it for a destination.

HAPPINESS

Happiness cannot be an objective in itself. Like money, the more you go for it, the more confused you become. It is not something you shoot for; it is another of those intangibles that happens along the way to your result.

I once attempted to create a Goal Program to attain "happiness" and discovered that it had always been there. It had just been obscured by a lack of personal management. (It's no fun when your life's a mess.)

Now, I no longer seek happiness as an escape. I do not look forward to the end of the day, or the weekends, or vacations to "have fun." In fact, I am happiest when I am moving through the steps to accomplish my Goal Programs.

Norman McVea

In Brief - Section 4--The Principles of Success

Success is the experience of satisfaction that accompanies the process of realizing your goals. It is the joy of the journey.

Satisfaction is the fulfillment you feel when you accept life as it is, and simultaneously move toward the realization of your dreams.

There is no blame in life, only responsibility.

Everything you do has three' component parts: a beginning, a middle and an end. To accomplish anything you must *start it, continue it and complete it*. This is the Success Sequence.

While moving toward your goals, ask yourself frequently, "What phase of the Success Sequence am I in?"

The creation cycle starts with *being*, continues through *doing* and completes with *having*. This is the natural direction and flow of all successful action.

Success begins with the experience that what you desire already exists.

Since *thought precedes action*, and clear action can only arise from clear images, Goal Dynamics gets you crystal clear on the result you intend to produce, and on the means required to produce it.

The desire for self-actualization is a truly success-oriented motivation.

The results will take care of themselves when you attend faithfully to the steps along the way.

Money should only fuel your journey of success; don't mistake it for a destination.

EXERCISES

1. What reasons do I have for not having the success I want?
2. In the past, I have "failed" mostly because: (exhaust all reasons for "failure." Exaggerate, if necessary. Include even "ridiculous" reasons. Have fun.)
3. What does success look like to me?
4.
 - (a) What have I wanted to start, but have not started?
 - (b) What have I started, but have not continued?
 - (c) What have I started and continued, but have not completed to my satisfaction?
5. What do I struggle with? (Getting a promotion, losing weight, paying the bills, etc.)
6. What are ten personal qualities I would like to develop? (Courage, persistence, compassion, etc.)
7. What does money represent to me?
8.
 - (a) Several times that I mismanaged money were:
 - (b) From these situations, I learned:
9.
 - (a) Several times I managed money well were:
 - (b) In these situations, it worked to:

SECTION 5--COMPUTERS AND MINDS

MIND, THE MACHINE

The human mind has often been compared to a computer of unimaginable sophistication and complexity. The comparison is a good one, for it lets us see how the mind operates. And when we are aware of its operation, we can use it to our advantage.

In truth, the mind is an extraordinary machine, capable of processing sensation, thoughts, feelings and intuitions. Using the brain's elaborate circuitry as its switchboard, the mind receives incoming data from the senses, or from its own memory banks, and then associates this input--at lightning speeds--with previously acquired information, and computes its conclusions.

Ideas and attitudes, held in the mind, act as commands instructing the mind on how to handle information as it enters our awareness. A positive attitude allows the mind to function without interference. A negative attitude is a set of instructions that blocks and limits the mind's creative options.

It is absolutely vital to know that ***you are not your mind***. You are not the machine that processes information, nor are you the information which it processes.

Although we often identify with the content of our minds, although we may actually believe that we are our thoughts and feelings, this is not so. We are as different from the process and content of our minds as a computer operator is from his machine and the information it handles. We are the invisible operators of our mental. equipment.

When we realize that we are not our minds and begin to separate from our previous identification with its processes, we acquire an incredible facility to use our minds as we choose. We can then consciously "program" our minds to produce the specific results we want. We can erase old, non-productive "programs" which may have taken the form of negative ideas and attitudes. We gain control of the most powerful creative tool in the universe.

Once you have developed this relationship to your mind, your Goal Program will be the set of specific instructions that will guide the full potential of your mind toward the creation of your desire. Your Goal Program will channel all the resources of thought, feeling and intuition into the realization of, your dream.

Approached this way, your mind corresponds to the genie of Aladdin's lamp. It is a fantastically powerful servant that will bring you your heart's desire. Working with the detailed instructions of your Goal Program, your mind will inevitably bring the results you envision into being.

TWO MODES OF PROCESSING

Recent research has differentiated between the left and right hemispheres of the brain and isolated the particular functions of each. The left hemisphere has been identified with the abstract, linear processes of analytical thought; and the right hemisphere with the intuitive comprehension of wholes.

The left brain handles data in successive steps, whereas the right brain will have leaps of insight when "everything clicks into place," without having to figure things out in a logical order. The left brain has been shown to deal in verbal and numerical concepts, the traditional three R's: readin', ritin', and 'rithmetic. The right brain handles visualization and imagination.

Researchers are discovering that the mind employs different cerebral circuitry to process different modes of knowing. It possesses distinct cognitive channels to analyze and to synthesize different aspects of reality.

Goal Dynamics recognizes this distinction and is designed to accommodate and synchronize both processing modes. It combines the function of logical analysis with that of intuitive imagery, thus deriving its effectiveness from the full range of the mind's capacities.

An everyday example of the interrelated action of both pictorial and linguistic modes is the use of an ordinary cooking recipe. With your logical, left-brain faculty, you follow the measurements and perform the proper steps in their specific sequence. But before you even started, your imaginative right-brain faculty gave you a taste of the completed dish. Both these faculties are necessary for a good cook. By imagining the taste, texture, temperature, and so on, you create the desire to produce the dish and get a sense of your final objective. Then, by logically planning, measuring, and acting in the step-by-step sequence, you do what is required to actually produce your meal.

Similarly, in Goal Dynamics you combine the right-brain imagery of your desire with your left-brain analysis of the logical steps to achieve it, thus bringing the full potential of your mind to focus on the realization of your dream.

A BIG STEP

When you write a Goal Program, you take the first major step toward the achievement of your goal.

In so doing, you preview in your mind your chosen route to your dream. You go through the entire process of its creation, using a detailed mental model to reveal the activities you will undertake in the physical world. You then produce a comprehensive written plan of thought and action that specifies exactly what you see as necessary to bring your desire into being.

It is important to allow your mind its freedom to realize your goal in its own way as well. With its enormous capacity for creation, your mind may perceive ways of producing your desired result in an entirely different manner than you supposed. If this should happen, be willing to accept the outcome graciously. Such surprises, coincidences, or miracles are not uncommon, and are always delightful when they occur.

The existence of your written Goal Program is the first concrete indication of your commitment to your goal. You have taken your desire out of the realm of vague wishes and hopes and translated it into a specific plan complete with due dates and costs. This tangible evidence that your dream is indeed possible begins the sequence of inspiration that carries you to your goal. You realize "It can be done and I'm going to do it!"

Then you allow your Goal Program to lead you into effective action, effortlessly, without forcing it. Like the captain of a powerful boat, you need merely steer your way to port, letting the accumulated strength of your Goal Program bring you through any barriers that may arise along the way.

Whatever work may be involved in gaining your goal, no matter how hard, it will never become drudgery, nor will it deter you from achieving your desire. When you are in touch with the meaning behind all your actions, you are nourished by them. When all your energies are aligned on the achievement of your goal, your actions must bring you through to its realization.

YOUR FIRST AND SECOND GOAL PROGRAM

The following sections of the workbook introduce the parts of a Goal Program one by one. We will be studying what these parts are, how they work, and how you can use them. Following each section you will have the opportunity to familiarize yourself with these elements of Goal Dynamics by studying the given examples and doing the exercises.

Beginning with the chapter on defining your Ultimate Result, you will be asked to choose several projects of your own, eventually selecting one of these projects to follow all the way through to completion. As the subject of this Goal Program will be real and personal to you, it will give you a chance to get the feel of the Goal Dynamics from the inside, as it were.

Keep this first Goal Program simple. A project you are somewhat familiar with--such as buying or selling a car--would be a good choice. Organizing a campaign to run for United States Senator would not be. Not that you couldn't use Goal Dynamics for a Senatorial bid, but you will have surer footing doing so if you learn to walk before you run.

Be thorough and deliberate, even if your personal project is simple. Then when you have written your Schedule and Budget, check the completeness of your Goal Program against the Step-By-Step Procedures outlined in Chapter 14. In this manner you will have written your first Goal Program while studying the course.

I strongly recommend that your second Goal Program address the personal management of your life. This area is discussed at the beginning of Chapter 16, and is so important that I will review and return your personal management Goal Program if you will type it and send it to me after you have completed the Goal Dynamics course.

LET'S GO

Basically, when you write a Goal Program, you "begin at the end" by looking at what you want to achieve. Once you are clear about your goal and have developed a complete sense of its reality, you then analyze the sequence of actions that will bring your goal into being. This analysis breaks these actions down into their smallest component parts and enables you to include everything necessary to produce the result you desire. You then set completion dates for the various steps and determine the budget for the costs involved. As a final step, you gather together all this information into a neat, useable plan for easy reference.

Once you have your Goal Program in hand, you can begin to manage your progress toward your goal on a day-to-day basis. Step by step, you will accomplish the designated sequence of actions until you have travelled your "journey of a thousand miles" and arrived successfully at the realization of your dream.

In the next section we will begin to take the elements of Goal Dynamics one at a time and explore them in detail. They are:

- The ULTIMATE RESULT
- The PURPOSE
- The OVERALL STRATEGY
- The IDEAL VISION
- The MAIN GOALS
- The POLICY
- The ESSENTIAL STEPS and TO DO ITEMS
- The SCHEDULE and BUDGET

In Brief - Section 5--Computers and Minds

You are not your mind. You are not the machine which processes mental information, nor are you the information which it processes. You are the invisible operator of your mental equipment.

When you realize that you are not your mind, you gain control of the most powerful creative tool in the universe.

Your Goal Programs are the sets of specific instructions that will guide your mind toward the creation of your desires. Goal Dynamics synchronizes your analytical left-brain with your imagining right-brain and focuses them on the realization of your dreams. When you write a Goal

Program you preview in your mind your chosen route to your dream.

EXERCISES

1. (a) What methods have you tried in the past to achieve your goals?
(b) What worked about these methods?
(c) What didn't work?
2. What are your thoughts about this course so far?
3. (a) Logical thinking. Take a project you are interested in and break it down into some major steps.
(b) Intuitive thinking. Take the same project and mentally picture how you want it to turn out when it is complete.

SECTION 6--DEFINING YOUR ULTIMATE RESULT

BEGIN AT THE END

The first step in writing a Goal Program is called the Ultimate Result. This means that you "begin at the end" by determining the Ultimate Result to be accomplished. What do you want at the completion of your endeavor? The importance of determining what is to be accomplished cannot be over-emphasized. It is fundamental to all achievement. By applying this step alone you can increase your success a hundredfold.

Unless you know where you are going you cannot expect to arrive there. So, begin your Goal Program by answering the question, 'What is to be the Ultimate Result of this project?' State it briefly and precisely. The Ultimate Result then acts as your guiding star, a beacon for your navigation. The Ultimate Result precedes all of the other factors of your Goal Program.

It is amazing how simple and powerful this kind of thinking can be. Most people never take the time to specifically define their goals. If you will always define the objectives you are after, you will maximize your effectiveness.

THE PRIMARY QUESTION

When you complete this step of your Goal Program you will have answered one of the basic questions for successful achievement. That question is: WHAT? -What is to be accomplished? What is the final objective of this project? What do I want to have at the end of my work? What will be my Ultimate Result?

For example, if you are a college student and you desire to be a medical doctor, you would write, "The Ultimate Result to be accomplished is to become a practicing medical doctor." If you are a business person with a new product you might formulate your statement as, "The Ultimate Result

to be accomplished is the marketing and distribution of my product for a profit." I you have a project to beautify your home you could write, "The Ultimate Result to be accomplished is the tasteful redecoration of my living and dining rooms."

It is absolutely essential that you write your Ultimate Result on paper. State it briefly and clearly enough so that someone else could read it and understand your objective.

CLARITY IS ESSENTIAL

Your Ultimate Result is the overall goal of your Goal Program. It is important when you deal with goals of any kind that you make certain they are specific. You must define them so that it is possible for you to tell exactly when they have been accomplished. Goals such as "a lot of money" or "having some friends" or "feeling good" will not work because there is no objective measurement to show that you have achieved them. How much is "a lot" or "some?" What do you mean by "good?"

This aspect of your goals, and particularly of your Ultimate Result, is call "measurability." You can determine this by asking, "How, exactly, will I know that I have achieved my Ultimate Result?" "How will I be able to tell that I have accomplished my goal?"

"You must be able to state your Ultimate Result in a way that allows you to recognize and acknowledge its accomplishment. If you cannot measure its achievement specifically and objectively, you will have trouble realizing your goals because you don't have any clear way to tell when you have arrived.

Beware of vagueness and generalities: Your Goal Program is a blueprint which you will give to the building contractor...your mind. If the blueprint is vague, the resulting structure will be also. You will get "sort of" what you wanted.

Your mind serves faithfully to produce what you program for. If the design of your building is not clear, you may end up with a cross between a condominium and a bam. If you have an objective of "being a leader," that is probably too general for your mind to act upon. Take that generality and give it a specific form such as "to be elected mayor," or "to become the best consultant in my field," or "to write a book that communicates my views."

In writing a clearly defined Ultimate Result, you guard against over-running the result. If you know precisely what you are going for, you'll know when you have finished it. Then, when you arrive at the end of the success sequence you know you are there and can stop. You have completed that particular goal. A vague Ultimate Result defies completion because it cannot be exactly measured or known. Be specific so you'll know when you're done.

THE KEYS TO ACHIEVING YOUR GOAL

There are two watchwords to remember in relation to your Ultimate Result: *appropriateness* and *persistence*.

Appropriateness means that you select your goals so that they serve and nurture you. Be certain that they are something that you truly want and that will be of value to you. Recognize that you can let go of any goal that you decide has become inappropriate as your life progresses. You are in charge of your life. Your Goal Programs will be your creation and you are free to "uncreate" them any time you want.

You are also free to change them as you see it. Sometimes, as you are moving toward your Ultimate Result, you gain insight that leads you to redefine what you really want. Then, change your direction toward a more appropriate goal.

The other side of appropriateness is called persistence: maintaining your commitment to achieving an appropriate goal. Once you have decided on a result that you strongly wish to realize, a dream that you cherish and want to bring forth, persist along the path to its accomplishment. Don't allow yourself to be discouraged or stopped by anything that happens along the way. You may lose a few battles but you can still win the war. Suppose that, on a trip across country, your car breaks down in Salt Lake City. Do you say, "Well, I'll never get anywhere anyway. I might as well stay here?" No! You fix the car and move on!

*Most failures occur because people give up on their goal, not because it can't be **reached**. You don't have to succumb to discouragement, or set your jaw and grit your teeth. Just know that you are going to do it! And then do it.*

To start any successful endeavor, "begin at the end" and you won't go wrong. Learn to approach everything you do with the question, "What is the Ultimate Result to be accomplished?"

In Brief - Section 6--Defining Your Ultimate Result

The first step in writing a Goal Program is defining the Ultimate Result. To do this answer the question, "What do I want to have as a result of doing this project?"

The Ultimate Result must be defined so that it is possible for you to tell exactly when it has been achieved.

Your Ultimate Result should be appropriate for you. It should be something you really want, that serves and nurtures you.

You must maintain your commitment to achieving your goals. You must be persistent in the process of their realization.

When a goal is appropriate and realistic, people "fail" because they give up, not because they can't reach their goal.

Approach all actions with the question in mind, "What is the Ultimate Result to be accomplished here?"

EXERCISES

Examples of Ultimate Results

1. PROJECT NAME: Organizing my house so I can sell it.

ULTIMATE RESULT: To have all half-done projects and unfinished activities relating to the house complete so that the house can be occupied by a new owner and be a pleasure to live in.

2. PROJECT NAME: Buying a new car.

ULTIMATE RESULT: To support myself, my family, and my friends with a form of transportation that is comfortable, roomy, fun to drive and gas efficient so that transportation is effortless and those who ride in it feel cared for.

3. PROJECT NAME: Having an office party.

ULTIMATE RESULT: To have a fun gathering of my office team so that all of us experience ourselves as a group and recognize the tremendous contribution we have made to each other and the world in the past year.

- (1) Think of five projects you would like to do. Give each a project name and state an Ultimate Result for it.
- (2) Look back over each Ultimate Result and ask yourself how, exactly, you would know when that Ultimate Result is achieved.

SECTION 7--STATING YOUR PURPOSE

In 1818 Brooks Brothers, famous men's clothiers, stated as their purpose: "To make and deal only in merchandise of the best quality, to sell it at a fair profit only and to deal only with people who seek and are capable of appreciating such merchandise." When the business opened, James Monroe was the fifth president and the population of New York City was scarcely 125,000. The purpose is as valid today as it was then.

MEANING AND ACTION

After defining the Ultimate Result to be accomplished the second step in Goal Dynamics is stating the Purpose of your project. We will define Purpose in two complementary ways so its full meaning will be understood.

First, the Purpose of your project is the reason you are doing it. My Purpose in creating this workbook is to share my knowledge and understanding of the principles and skills of effective, creative action. When you state the Purpose you are saying WHY you want to accomplish your Ultimate Result. By answering this question you clarify for yourself the fundamental reasons behind your activity.

For example, if your Ultimate Result is to have a well-organized accounting system, your Purpose might be "to save time filling orders--or "to keep track of the money flow." If your Ultimate Result is to acquire a four-passenger car, your Purpose could be "to drive clients to business meetings." Note that in this last example, simply "to drive" would not be a sufficient statement of Purpose because, by itself, "to drive" neglects the reason for driving. By definition Purpose is more than that. It must also include the effect that your action is intended to produce.

Defining your Purpose this way has the major benefit of bringing to light the meaning of your Ultimate Result. By clarifying WHY your project is important to you, the Purpose serves to focus your mind on accomplishing it.

The second aspect of the definition of Purpose is a little more subtle and less often noticed. It is the aim or direction you are taking beyond your goal.

Suppose your Purpose is "studying current events so as to vote intelligently." By our first definition, that is a complete purpose containing an action and its reason. But what happens to this Purpose when you have informed yourself about the issues and candidates of the day? Nothing. It remains intact and undiluted. Even after you have voted intelligently, your Purpose in studying current events continues.

In this sense a Purpose differs from an Ultimate Result in that a Purpose does not expire, whereas an Ultimate Result is complete at a particular place and time. This is the way Purpose functions in Goal Program. So when you state the Purpose of your project, check to see that it has this ongoing quality.

ALIGNMENT

Another important concept of Goal Dynamics is the notion of alignment. Alignment means that your Purpose and Ultimate Result must be coordinated, lined up so they support each other and are working together. Alignment takes place when the parts of your Goal Program all contribute to the achievement of your objective.

When you create your own Goal Program, take the time to look at each part and ask yourself, "Exactly how is this going to help me achieve my Ultimate Result?" You may find that you have included elements that are irrelevant or are opposed to achieving your success.

BIG AND SMALL PURPOSES

You may have noticed that for any Ultimate Result there could be a number of totally different Purposes. You may want a new house in order to live more comfortably, to make money on the investment, to entertain your friends, and so on.

When you state the Purpose for your Goal Program it is best to look for the largest, most inclusive Purpose you can find to describe why you are doing this particular project. Many smaller Purposes can then be absorbed within the larger one. It is most effective to get in touch with the major direction in which you are travelling, and allow the sub-Purposes to serve your larger Purpose.

The mastery of Goal Dynamics means recognizing that it is a tool to be used by you to produce the best results *for you*. You will develop your own "feel" as you go along. You will get a sense of how your mind works and of exactly what you need to get the most out of your Goal Program. So, when you state your Purpose, do so in a way that allows you to get the sense of direction and clear understanding of your reasons for your project.

BEING ON PURPOSE

The example of sailing ships can illustrate how Purpose functions. To take best advantage of the wind, a sailboat does what is called "tacking." It alternately goes first one way and then another, back and forth across the path of the wind. From a close up view it would seem that its course was erratic and had no overall direction of its movement. But from an aerial view it is clear that the

boat is progressing steadily along a single direction. Its alternating movements add up to "straight ahead."

As you move along your Purpose line toward your goal, you too may experience this feeling of "tacking" back and forth across your intended direction. This is natural.

By the same token, it is estimated that our modern jetliners, with the latest in computer and radio guidance systems are actually off their true course up to 90% of the time! And yet they almost always arrive at their destinations accurately and on schedule. They employ correction to maintain their desired course by monitoring their heading and making continual adjustments in the direction they are going. You can apply the same principle.

Once you have stated your Purpose and set your direction, keep in touch with it. When you see that you are off Purpose simply correct your heading until you are back on Purpose. Take a moment from time to time to ask yourself, "Is this activity on Purpose?" Is this going to help me achieve my objective, or is it taking me away from more essential activities?

In Brief - Section 7--Stating Your Purpose

The Purpose of your project is the reason you are doing it. It states why you want to accomplish your Ultimate Result and the effect you intend for your action to produce.

The Purpose is also the aim or direction you are taking beyond your goal.

Find the largest, most inclusive Purpose you can, and allow the smaller or sub-Purposes to serve your larger Purpose.

When you state your Purpose, do so in a way that allows you to get a sense of direction and a clear understanding of your reasons for your project.

Once you have stated your Purpose, keep in touch with it. Take a moment from time to time to ask yourself, "Is this activity on Purpose?"

EXERCISES

1. Pick three of your own projects for which you already have an Ultimate Result and create a Purpose for each one.

SECTION 8--DETERMINING THE OVERALL STRATEGY

THE OVERALL STRATEGY

Determining the Overall Strategy is the third step of Goal Dynamics. The Overall Strategy is the first look at what will happen in the process of realizing your goal. It is a brief initial statement of HOW you are going to bring about your Ultimate Result. Ask yourself, "What's my basic plan?" When you have answered this in a brief statement you will have created your Overall Strategy.

The Overall Strategy is a very general description of the road ahead. It gives you a chance to take a broad view of the path which extends from where you are to where you want to go. It allows you to generate a coherent overall approach to your activity before you get into specific details. It insures that your Purpose and Ultimate Result are aligned.

By choosing an objective and stating your reasons to achieve it you have given yourself a challenge, a kind of "positive problem" to solve. The next thing to do is to look at how to meet this challenge. There can be numerous strategies to accomplish any particular Ultimate Result.

If you were making a trip from San Francisco to New York, your Overall Strategy might be stated as "Save the money, buy a car, plan the route and drive." If you were moving to New York your Overall Strategy might be, "Line up a good job in New York, sell my house and fly across the country.

Overall Strategy allows you to start giving form to the manifestation of your dream. In answering the question, "HOW, in general, are you going to do it?" you can get a sense of what will be involved before making a detailed description of your plan of action. It gives you a glimpse of your basic approach to the project.

You are previewing the coming events and becoming clearer about them. You are giving yourself a chance to get used to, and prepare for, the actual realization of what you want, whether it is a large, long-term undertaking or a relatively simple project.

MIRACLES ARE UP TO YOU

No matter what you want, you will have an easier and more enjoyable time in accomplishing it if you plan thoroughly. You need not rule out the sudden and unexpected fulfillment of your dream. Don't deny the possibility of a miracle happening to produce the result you want. But remember, "God helps those who help themselves. A miracle is of no use to you without a sense of direction. Luck has been described as the marriage of opportunity with preparation. The great breakthroughs have come to those who were prepared to receive them. Goal Dynamics is an excellent way to prepare yourself for miracles to happen.

In Brief - Section 8--Determining Overall Strategy

The Overall Strategy is a brief, initial statement of HOW you are going to bring about your Ultimate Result.

Ask yourself, "What's my basic plan?" When you have answered this in a brief statement you will have created your Overall Strategy.

The Overall Strategy is a very general description of the road ahead.

Overall Strategy insures that your Ultimate Result and Purpose are aligned.

The Overall Strategy is a preview of the coming events which gives you a chance to get used to and prepare for the actual realization of what you want.

Don't deny the possibility of a miracle happening to produce the result you want, but remember, "God helps those who help themselves."

EXERCISES

An example of the Overall Strategy:

PROJECT NAME: Organizing my house so I can sell it.

OVERALL STRATEGY: I will clean and pant the house, throwaway unusable items, put the house on the market and sell it.

1. Pick one of your own projects and make up an Overall Strategy for its accomplishment.

SECTION 9--ENVISIONING YOUR IDEAL SCENE

THE WAY YOU WANT IT

Once you have stated your Ultimate Result, your Purpose and your Overall Strategy, it is time to create your Ideal Vision.

The Ideal Vision is directed at stimulating the intuitive, "feeling" side of your mind with rich, inspiring images. The results are increased enthusiasm, desire, and energy for the accomplishment of your dream. Describing your Ideal Vision calls forth vast reserves of creativity, understanding and power that allow you to act much more effectively.

When you create the Ideal Vision, you describe in present tense the exact situation you want to bring about, as though it already exists exactly as you desire. In other words, you imagine that your Ultimate Result is already accomplished. Then you write down all the circumstances of your "dream come true."

This process gives you the experience of successful completion before you even begin to work on your goal. Remember, a principle of success is that you must start with success in order to realize it. In creating your Ideal Vision, you apply this principle by imagining the experience of success that you intend to create. Thought precedes action. Your Ideal Vision calls forth powerful mental faculties that are intensely focused on the richly-detailed image of your fulfilled desire.

When you create your Ideal Vision; have no concern with how you are going to achieve what you want. You will handle that, in detail, later. Here, you are allowing the intuitive side of your mind to operate with images of complete experiences. This side of your understanding thinks only in present time, and acts to bring about completed wholes rather than the sequences of parts, as does the logical mind.

SUCCESS AND SELF-ESTEEM

There is a Biblical saying, "As a man thinketh in his heart, so is he." This means that you will bring about life circumstances that reflect your concept of yourself. That our lives reflect who we think we are seems so obvious that we may not realize the tremendous potential residing in the

conscious use of this principle. If you think of yourself as a loser and a failure you will experience continually "failing" in life, no matter how hard you try to make things work. If you believe in your heart that you are a success, you will have no trouble achieving your desires.

Who you believe you are is the fundamental determinant of what you do and what you have. People try to short-circuit this relationship and attempt to change who they are by having certain things or doing particular activities. However, it is only through our attitudes about ourselves that real and lasting changes are realized in our lives. The techniques of creating the Ideal Vision touch us in our heart, at our most basic sense of who we are.

Everyone's true nature is joyful, happy, powerful and beautiful. For various reasons we may have accepted limiting beliefs about ourselves. We may think we are weak, or undeserving or incapable. Although these ideas are inaccurate, our minds accept this information and produce realities consistent with these beliefs. These realities reinforce our beliefs and keep us trapped in a vicious circle.

Goal Dynamics techniques help us open up to the positive nature that is already within us. The positive images generated in your Ideal Vision unleash your dormant creativity. As you proceed with your program, the truth of your inherent ability becomes increasingly clear to you. Simultaneously, your imagined faults and fears dissolve and drop away.

HOW IT WORKS

A television station sends out signals which are translated into images on a TV screen. Similarly, our minds seem to transmit mental images which are transformed into the events and circumstances of our lives. This ancient knowledge has been used by successful men throughout history. Henry Ford, Sr. said that streams of energy travelled back and forth between his mind and the minds of those who could assist him toward accomplishing his goals.

He was recognizing, in his own terms, the operation of this independent creative process which is activated by our thought. This silent, subconscious process operates unceasingly to realize the goals we set.

This type of thinking is the other side of the logical and practical approach to achievement. They are actually inseparable. Neither approach will work optimally by itself. Making logical plans of action doesn't lead to effective results when inspiration is lacking. At the same time, it will not work to spend all of your time imagining great things and never organizing to achieve them.

TWO SIDES OF THE PICTURE

The use of the Ideal Vision has two aspects:

- as a direct aid to successful completion of your goal; and
- to expand your sense of personal power and self-esteem.

One part of creating the Ideal Vision is to get in touch with the best of all possible outcomes for your project. Every time you create a Goal Program, write a paragraph or more that describes the Ideal Vision that would occur if your project turned out the best you can possibly imagine. Use great detail and plenty of positive, colorful words. Spend the time you need to enter into a satisfying emotional experience of your goal as if it were already complete. Write this in the present tense, as though it is actually happening right now. Your first sentence might start out, "I am now living in my beautiful new house..." or "My first novel has just been published." Go on to describe everything you can think of about this wonderful circumstance and how great you feel about it. Include all the good things that would be part of this Ideal Vision. The whole point is to make the fulfillment of your dream as real as you can, right now. Involve all your senses as you imagine your Ideal Vision. The more real you can make it the more your mental powers will be focused on bringing it about.

Include yourself in your Ideal Vision. What kind of person do you want to be? What qualities do you want to develop or express in order to live the life you dream of? How will you need to expand to realize your goals?

This course is about self-mastery through effective thought and action. It is important that you see the value of your own growth in the achievement of your goals. Set aside some of your Goal Dynamics study time to focus directly on yourself. Create an ideal picture of yourself. Imagine being the ways you would most like to be. Would you like to be a happy, confident and relaxed person? A person of integrity and power? Wealthy, loving, healthy and vibrant? However you choose to describe it, take the time to create a mental model of the way you would most like to be. Keep this picture in your mind's eye. You will begin to see your goals as natural expressions of the ideal you, which in fact they are.

Your image of your ideal self puts you in touch with the way you really are beneath the layers of thoughts and attitudes that have built up over the years. It is a direct route to the treasure room within yourself. The goals you desire can happen easily when you are acting with the power, wisdom and vision of your true nature. The methods of this section will accelerate that process.

TECHNIQUES OF THE IDEAL VISION

The principle of creating the Ideal Vision operates through the use of your imagination to create inner experiences of the circumstances you want to appear in the outer world. What follows are the ways to go about doing this. Apply these methods for your goals and your self-image.

1. Visualization. Relax, close your eyes and imagine your Ideal Vision. See the details and involve as many senses as you can to make a complete picture of your desired result in its best possible form. What will you see, hear, smell, touch, taste? What feelings will you have in your Ideal Vision? What emotions? Imagine other people congratulating you. Be creative and use any way that works for you to imagine your dream come true.

When you write a Goal Program make the description of your Ideal Vision at least a paragraph long. Let the words flow out and look for colorful, exciting ways to create a feeling of reality and completion.

Take some time on a regular basis to immerse yourself in the image of your Ideal Vision. Even five minutes of visualization a day will produce great benefits in enthusiasm and inspiration which then flow into magnetic and effective action toward your goals.

2. Pictures. These are an aid to visualization. Use actual photos or drawings that capture the image of what you want. Look through magazines to find photographs, preferably in color, that represent the results you want in your life. Put those photos someplace where you can look at them frequently and absorb the images into your mind. If you want a particular type of clothing or furniture, for example, find a photo of it and put it in your workbook, on your bathroom mirror, or on the refrigerator. If there is a personal quality you want to develop, look for a photo of someone expressing that quality and put it up where you can see it and be inspired by it.

Another way to create a picture is to draw it yourself. Use crayons or magic markers, or whatever you want, to make a picture of the result you want to produce in its ideal state. Draw your Ideal Vision, putting in all the details you think are necessary. Don't worry that you "can't draw," no one need see this except you. The purpose is not to produce art, but to stimulate the part of your mind that is activated by pictures. The real image with its emotional energy is within you. The outside pictures are used to reawaken and energize that image in your mind. This is not an exercise in wishful thinking or daydreaming. Apply it and you will be amazed at the practical results of this element of Goal Dynamics.

As you develop your awareness of the images you create, you will find your productivity increasing with less effort. Things will seem to happen just perfectly, as the work begins to respond to the new energized images you are creating. Things will seem to come your way and fit into your plans from out of the blue.

But don't take my word for it. Try it yourself.

3. Affirmations. An affirmation is a sentence that captures the essence of your Ideal Vision. It reminds you of the entire picture without actually writing all the details. Once you have imagined and written out your Ideal Vision, you can then choose a sentence that calls up the emotional feeling of your having realized your dreams. You can use this sentence to key in the experience of your goal and thus keep the flame of your desire bright and hot.

State your affirmations in the present tense. For example, "I am now living in my beautiful new house with a fantastic view." "I am happy, relaxed, powerful and successful."

A new idea, heard once, may be quickly forgotten, but heard ten times it will stay with you. You can use your affirmations as a repetitive device. I suggest you write them a minimum often times each day, saying them aloud as you write. This engages multiple senses in affirming that what you

want actually exists in your experience right now. Repetition is such a valuable aid to learning you should periodically review each section of this course, and frequently listen to the cassette tapes.

Affirmations are powerful tools. They work in two ways:

- They support the mental images of your goals having been achieved. This process reduces struggle and contributes to a positive attitude.

- Affirmations will also elicit from your mind unconscious resistances and hidden beliefs that hinder your success. As you write ,you may notice thoughts like, "This is hopeless," "It will never work," "I don't deserve this," and so on. Just let these thoughts and feelings be there. When you welcome them into the light of day they have less power over you. Don't fight them. They will only become stronger when you focus your attention on them instead of on the opposite results you desire. When you resist them you are actually affirming their reality and power.

The truth is that you can be, do and have anything you want. Your negative thoughts will dissolve as you progress toward your goals. Affirmations are not intended to suppress unwanted feelings or cover them up with positive ones. Your old patterns dissolve while being replaced by the feelings you want. Remember, negative feelings are just an expression of self-denial. As your Goal Program unfolds you will see how unnecessary they really were.

Using affirmations you can generate tremendous momentum in the direction you wish to go. The rhythmic quality of repetition makes a very deep impression on your mind and creates the emotional realities that you desire. These emotional realities contribute enormously to the accomplishment of your goals and give substance to your rational plans.

4. Meditation. Meditation is not the same as imagination or picturing what you want. It is the art of simply being, with nothing particular going on. It is refreshing to your body and mind.

It is stepping outside your mind and being a witness to it. When you meditate you focus on the experience of just being. It is a calm, peaceful state of allowing yourself to be exactly the way you are. You allow your thoughts to come and go with no effort to change, ignore or suppress them. Eventually, your mind becomes quiet and you can enjoy simply being with yourself.

Meditation is not goal-oriented, yet it offers great rewards toward the achievement of goals. When you meditate you regain a healthy perspective about yourself and your goals. You remember that, underneath it all, the experience of life itself is intrinsically satisfying. You recall that you are already complete and fulfilled and don't need to do anything or get anywhere to experience happiness. By seeing life from outside the game you remember that you are bigger than your game, that you created it. In meditation you assume a receptive state of mind, let go of identification with your thoughts and emotions and just watch them happen. For a while you witness your life as a spectator rather than an actor.

Here is an easy and effective way to meditate:

1. Find a quiet spot free from distractions.
2. Get in a comfortable position. It is not necessary to sit in a cross-legged position, but you should have your back straight and your arms and legs untangled. Sitting up in a chair is fine. Lying down on your back is all right too, as long as you don't fall asleep.
3. Close your eyes and relax your body. Take a few deep breaths and let your body sink down as you exhale.
4. Next, bring your attention to your breathing and notice your chest and stomach going in and out. Do not change or control your breathing but simply watch yourself inhaling and exhaling.
5. As you are observing your breath let your thoughts come and go like clouds across the sky. Do not spend time "thinking" about your thoughts or trying to get rid of them. Just let them pass.
6. If you notice that your attention has strayed from your breathing gently return your attention to your breath. Your breathing is simply used as a focal point to create an open and receptive state of mind. Do not try and make anything happen or hope or expect anything in particular. Just observe your breath going in and out and witness your mind with no judgments or opinions. As you progress in meditation, your mind will become quieter and you will become more relaxed.
7. Meditate for ten minutes a day and you will see its contribution to the achievement of true success in your life. You may want to increase your meditation to a half hour or more depending on your particular needs and circumstances. Or you may wish to take a course in meditation to receive firsthand instruction. It is up to you to determine the proper place for meditation in your life.

In Brief - Section 9--Imagining Your Ideal Vision

When you create your Ideal Vision, you describe, in the present tense, the exact situation you want to bring about, as though it already exists exactly as you desire. The Ideal Vision is directed at stimulating the intuitive, "feeling" side of your mind with rich, inspiring images.

The use of the Ideal Vision has two aspects:

- 1) It is a direct aid to the successful completion of your goal.
- 2) It expands your sense of personal power and self-esteem.

When you write your Ideal Vision, use great detail and plenty of positive, colorful words. Four methods for using your imagination to help achieve your goals and increase your self-esteem are: visualization, pictures, affirmations and meditation.

EXERCISES

Example of an IDEAL VISION.

PROJECT NAME: Organizing my house so I can sell it.

IDEAL VISION: The house is completely without clutter and it is fresh and clean. As I look

around, I see a dust-free and sparkling environment. The lawn is mowed and the garage sale was a success. Even the furnace and chimney are clean! I used to want to get away from the clutter and now that's been eliminated. The neighbors have remarked that they wish they had my kind of energy. The house is well decorated and looks like a showpiece. Real estate agents can speak honestly of its merits and there is nothing about the house I wouldn't want a potential buyer to know. I sold the house for \$95,000 in just three days! I know the new owners will appreciate and feel at home in their new house.

1. Pick one of your own projects. Visualize the Ideal Vision for it and write it down.
2. Using the same project, find and/or draw some pictures that express its Ideal Vision.
3. Pick one of the following affirmations and work with it as suggested in the text. Write it and say it aloud 20 times each day for one week and observe the results. Not all of these affirmations will appeal to you. Choose the ones that feel natural or right for you.

- I do not depend on anyone or anything for my success. I am the master of my life, free to create anything I desire.

- No person, thing or event can keep me from realizing ever-expanding success: I am very successful in all that I do.

- I am whole and complete, perfect the way I am.

- All my relationships are harmonious and fulfilling. Other people love and support me and contribute to my success.

- This is a universe of beauty, order and harmony, and I am one with it.

- I am radiantly beautiful, powerful and joyous.

- I easily discover creative solutions to my problems.

- My business performs a valuable service for all and grows more prosperous, satisfying and successful every day.

- My body is radiantly aglow with perfect health and vitality.

- I handle power wisely, managing people and affairs with great effectiveness.

- I remain true to myself and always operate with complete integrity.
- All aspects of my life are perfectly organized right now.
- I love, trust and accept myself completely.
- I am relaxed, poised and confident in front of any number of people.
- I express myself fully and clearly at all times.
- I recognize that I do not have to struggle to create the success I desire. All barriers to my success are now dissolved, and I am effortlessly making my dreams come true.
- I always have the time, energy, money and know-how I need to accomplish my desires.
- I always carefully program my undertakings to assure their success.
- I look for the Ultimate Result and Purpose in everything I do.
- I now forgive everyone for anything they ever did to me.
- Everything in my life is absolutely perfect the way it is.

4. Create one or more affirmations of your own and use them as suggested above. Or try recording on a tape and playing it repeatedly.

SECTION 10--SETTING YOUR MAIN GOALS

THE BIG PIECES OF THE PUZZLE

Main Goals are the major stepping stones to your Ultimate Result. They are the big items to be accomplished for your Ultimate Result to come about. They are the major junctions through which you will pass on your journey from where you are now to your objective at the end of the line. By defining them, you begin to break down the achievement of your Ultimate Result into its component parts.

When you write a Goal Program, you define your Main Goals by asking the question, "What are the major things which must be done to produce my Ultimate Result?" For example, if your Ultimate Result is to have a new car then your Main Goals might be:

1. Decide what kind of car I want
2. Find out details of cost and delivery
3. Order the car
4. Arrange for a loan and insurance
5. Take delivery on the car.

They are the easily identified, larger chunks which will themselves be broken down into smaller pieces later. Main Goals are clearly specified targets along your purpose line. Check each one for its alignment with the rest of your Goal Program. Ask yourself, "How will achieving this goal help me to reach my Ultimate Result?"

Do not concern yourself with exactly how you are going to achieve any particular Main Goal at this time. Just satisfy yourself that if all these steps are complete your Ultimate Result will be produced. You will probably have between three and ten Main Goals for any project.

From time to time you may find that you have included an unnecessary step, or forgotten a necessary one. Ask yourself, "When I have completed all these Main Goals will I have achieved my Ultimate Result?" If not, "What Main Goal(s) are missing?" When your answer to the first of these questions is "Yes," you will have uncovered the Main Goals of your project.

MAKING IT REAL

Stating the Main Goals for your project is another big step toward the realization of your dream. It uses your logical, organizing faculties. (Notice the difference in approach between this and creating your Ideal Vision.) When you define your Main Goals you clarify what action is necessary to achieve what you want. You begin to fill out the details of your Goal Program, and get a preview of the course toward your objective.

By consciously applying the principle of Thought Precedes Action you create a mental model for your upcoming activities. You make things real in your mind before you actually do them, and this makes your task easier, allowing you to have more attention on the job at hand when you are in action.

The achievement of your Ultimate Result will frequently involve accomplishing things that you don't presently know how to do. Don't let this hold you back. Include in your Goal Program learning the skills you require. Make it one of your Main Goals to take a course or consult with an expert to get whatever knowledge you need. Include everything it takes for you to reach your objective. You might mention steps such as, "Learn about marketing." "Find an investor," or "Find someone to handle production." You do not need to know everything in order to write a Goal Program. Just include the missing elements as part of your plan.

MASTERING YOUR GOALS

As you practice the Goal Dynamics methods you will find the most appropriate ways to fit them into your life. For small projects just knowing the principles may be enough. For larger ones you will want to write a complete Goal Program before you begin to act.

As you accomplish your Main Goals you can see yourself moving successfully along your line of purpose. Main Goals indicate your progress as you move step by step towards your Ultimate Result. But remember, **you** create your goals. They should serve you, and not become burdens which you "must" achieve. If you find yourself feeling this way, go back and get in touch with the Purpose and Ideal Vision of your project. When you re-experience the inspiration behind your Main Goals you can see their place in your script. This recognition rekindles your enthusiasm for action.

Sometimes people develop an urgency about their goals that makes them strain every second in an effort to reach the end of the project. When they get there, there 's only a moment of relaxation before they have to start out on a desperate quest for the next goal. These people have forgotten the joy of the journey. Learn to accept your present progress as complete in itself and you will be a master of effortless action. Like listening to a piece of beautiful music, the real pleasure will

escape you If you are waiting for the big finale instead of appreciating your moment to moment experience. Remember to enjoy the ride as you take it.

In Brief - Section 10--Setting Your Main Goals

Main Goals are the major stepping stones to your Ultimate Result.

You define your Main Goals by asking the question, "What are the major things which must be done to produce my Ultimate Result?"

Stating the Main Goals for your project uses the logical, organizing faculties of your mind.

By consciously applying the principle of Thought Precedes Action, you make things real in your mind before you actually do them.

Your goals should serve you and not become burdens which you "must" achieve.

If you find yourself feeling this way go back and get in touch with the Purpose and Ideal Vision of your project.

EXERCISES

Example demonstrating Main Goals.

PROJECT NAME: Organizing my house so I can sell it.

- MAIN GOALS:
1. Clean closets and storage room.
 2. Have a garage sale.
 3. Get furniture out of storage for garage sale.
 4. Throw out unusable items.
 5. Redo walls by sanding and painting.
 6. Have locksmith fix broken locks.
 7. Re-seed lawn.
 8. Fix the sagging fence.
 9. Put house on the market.
 10. Sell the house.

1. Set the Main Goals for your personal project.
2. Look over the Main Goals you have set for your project. Ask yourself, "How will each of these Main Goals contribute to achieving my Ultimate Result?"

SECTION 11--ESTABLISHING POLICY

KEEPING ON THE TRACK

Once you have specified your Main Goals it is time to create your Policy. Policy is an important tool that functions to keep you on course toward your objective. Without consciously defining your Policies, you run the risk of straying off course before you reach your goal.

Your policies delineate the ways you will, and will not, go about achieving your goal. They are statements of the principles that you intend to follow in pursuing your Ultimate Result, your own laws and regulations which describe how you will operate as you proceed along your purpose line. They may be defined as your guidelines for action. A familiar example is, "Honesty is the best policy."

Another way to look at Policy is by examining the make-up of games. A game is created by setting a goal and then choosing rules by which to play. These rules are equivalent to policies. In playing football, for example, the goal is to outscore your opponent and win the game. The rules, or Policies, state that the game has four quarters of 15 minutes each, the field is 100 yards long, there are 11 players on each team, certain actions are penalized, and so on. When you write the Policies for your Goal Program you are stating the rules by which you intend to play.

It is interesting to note that your project, defined by your Goal Program, qualifies as a game. It is not much different in kind than Monopoly or football. Your game has an Ultimate Result, a Purpose, and it also has rules. When you look at your project this way, you introduce an element of playfulness into it and can have more fun bringing it to completion.

MANAGEMENT

The possibility of management arises with the creation of Policy. Now there are guidelines which can be followed. These guidelines coordinate the activities of any number of people working to produce a common goal. Policy helps to integrate all the facets of your activity.

HOW TO CREATE POLICY

Establishing Policies assists you in achieving results in the most efficient and ethical way possible. It usually works best when it is based on past experience. Take a look at past activities you have undertaken which are of a similar nature to the one you are working on now. Notice what worked and what didn't work in that situation. Then see if you can formulate a Policy that takes advantage of what you have learned.

For example, did you find that you lost money by giving estimates "off the top of your head?" Then create a Policy for this project which states, "I will only give estimates after careful thought." Did you find that you wasted time and energy trying to work with improper tools, or in an uncomfortable environment? Then create a Policy which states, "I will only work with proper tools in a comfortable environment." Take your experience into account by creating a Policy which keeps you from repeating past mistakes. Then, when you write your Policy you maximize your efficiency by providing yourself with workable guidelines. You can create Policies for anything from answering the phone to the number of hours you will work. Each particular Goal Program has its own special needs.

As you move towards your goal, circumstances may require you to create new Policies or to revise old ones so they become more workable. It is important to maintain this flexibility. Remember, the function of Policy is to help you get where you want to go, not to chain you to your own rules.

STANDARDIZED DECISIONS = EFFICIENCY

Policy can also serve as a set of standardized decisions that allows you to handle a recurring situation without having to consider it each time it comes up. It saves you from having to reinvent the wheel, so to speak.

A department store, for example, may have specific Policies regarding extending credit so time is not needed to consider each case separately. Their Policy allows them to deal quickly with credit applications by having a prior decision on how to handle them.

Policies emerge from discovering what "works" in a particular situation, and then applying that solution to similar cases in the future. For example, you might find that your first two hours at work are best spent contacting your customers and suppliers. So you institute a Policy of "No appointments before 11 :00 a.m." to give you time to answer correspondence and make phone calls.

Policy serves to keep you on purpose by reducing distractions. It creates a channel for your purpose line. With Policy in place and functioning, it is hard to stray very far from your chosen course. Your Policies help you to evaluate whether or not a particular action or event contributes

to your success. Thus, you can use your policies to deflect potential distractions before they become a problem.

Here are some policies you may want to consider:

1. Perfection: I will strive for excellence in all phases of my undertaking.
2. Keep Agreements: I will do what I say I will do.
3. Don't Complain: I will not waste time bemoaning my problems.
4. Financial Responsibility: I will handle all money matters with integrity and clarity.
5. Open Communication: I will make sure what needs to be said gets said.
6. Education: I will learn what I need to know.
7. Review Objectives: I will review my Goal Program daily.
8. Enjoyment: I will maintain enthusiasm by keeping my Purpose in mind.

Having a Policy of enjoyment allows you to evaluate what you are doing from the point of view, "If I'm not enjoying it, something's not working." This Policy recognizes that when you are happy and interested, you work better and produce better results. When you say, "My Policy is to enjoy my work," you consciously decided that if your enjoyment lags, you will find what is wrong and correct it. Doing so will put you back on your Purpose.

BE APPROPRIATE AND CONSISTENT

There are many possible Policies. Some are appropriate for one project but not for another. Secrecy for instance may be a good Policy for creating football plays, but a bad one for promoting a book. It is up to you to write guidelines that really help you get where you want to go.

Be consistent in applying your Policies. If you have a Policy you know is sound, honor it. Apply it faithfully and receive its benefits. If you violate your Policies, you leave your Purpose line and impede the realization of your goal. A diet with a Policy of "no sweets," will not succeed if you sneak doughnuts. For a Policy to work it must be followed.

It is tremendously exciting to realize that you are the creator of the games which will result in the realization of your dreams. Choose your goal, state your Purpose and create the rules. Then go out, play, and win!

In Brief - Section 11--Establishing Policy

Your Policies are your guidelines for action. They are statements of the principles that you intend to follow in pursuing your Ultimate Result.

The possibility of management arises with the creation of Policy. Policy helps to integrate all the facets of your activity.

Establishing Policy works best when it is based on past experiences. Your Policy should keep you from repeating past mistakes.

It is important to maintain flexibility. The function of Policy is to help you get where you want to go, not to chain you to your own rules.

Policy can also serve as a set of standardized decisions that allow you to handle a recurring situation without having to consider it each time it comes up.

Policy serves to keep you on Purpose by reducing distractions.

Be consistent in applying your Policies. For a Policy to work it must be followed.

EXERCISES

Example of the use of POLICY.

PROJECT NAME: Sell my house.

POLICY:

1. No hiding things! Either throw them away or sell them.
2. Tell no lies about the house.
3. Keep it clean while it is being shown.
4. While painting the rooms leave windows open to air out the smell.
5. Remember the names of the realtors who are showing it.
6. Have the answering service on at all times when away.
7. Dress nicely when the house is being shown.
8. Don't apologize for the view.

1. What Policies are you already following in your life?
2. Using your personal project, write five Policies that would help you to accomplish the Ultimate Result.

SECTION 12--SPECIFYING THE ESSENTIAL STEPS AND TO-DO ITEMS

GETTING DOWN TO THE DETAILS

Goal Dynamics organizes your dream by arranging it into four levels of goals.

The Ultimate Result is the most comprehensive of these. It is the final objective for which your entire Goal Program exists. Your Main Goals are next in importance. They are the major stepping stones on the path to your Ultimate Result.

This section deals with two more levels of goals involved in creating a Goal Program: Essential Steps and To-Do Items. Defining the Essential Steps and To-Do Items for a project breaks it down into smaller, more specific tasks. Once you have completed this step of Goal Dynamics you will know exactly what it will take to get to where you want to go.

ESSENTIAL STEPS are the components of each Main Goal. They are the answers to the question, “What must happen for this particular Main Goal to be realized?” You are looking for the important actions you must undertake in order to reach that specific objective.

TO-DO ITEMS are the components of each Essential Step. They are discovered in a similar fashion, by looking at each Essential Step and asking, What will it take to achieve this Essential Step? What do I have to do to accomplish it?11 The answers are your To-Do Items. They are the

simplest activities to be performed. They should be very specific and capable of being completed in a single step. These “bite-sized” tasks are the individual steps that make up the “thousand mile journey” to your destination.

Once you have explored your dream from the image of its completion down to the individual actions that will make it real, your simplest action acquires irresistible power and purpose drawn from your knowledge of how it fits into the whole.

MAKING YOUR OUTLINE

Once you have finished writing your Goal Program, arrange its parts into an orderly outline. When you arrange your Ultimate Result, Main Goals, Essential Steps and To-Do Items in this way, you can clearly see the entire flow of activity you will be undertaking. This outline serves as the map for your journey. You then program your mind with exact instructions for the route ahead, and powered by your emotional desire to reach your goal, it will guide you through to completion.

For example, if your Ultimate Result is to inform housewives of the value of proper nutrition so they can better manage their families' well-being, one of your Main Goals might be to research books on nutrition and health. An Essential Step for that Main Goal would be to make a list of books to research. A To-Do Item for that Essential Step would be to buy a notebook to take notes on the books you read.

Let's look at another example. Suppose you have an idea for a product you want to produce and sell.

Ultimate Result: Manufacture a new shampoo to promote healthier hair.

Main Goal # 1: Research the market.

Essential Step: Produce a test sample.

To-Do Item: Buy a quart of lanolin.

Notice that for the same project there are several other Main Goals, such as researching production and setting up distribution. And for Main Goal #1 there are other Essential Steps, such as making a list of people to contact and producing a survey questionnaire. Similarly, for the Essential Step (produce a test sample) there are other To-Do Items, such as buying other ingredients and setting up a work area.

The important thing to understand here is the basic process of breaking down each component into the smaller necessary activities and then arranging them in a precise order. Main Goals are broken down into Essential Steps. Essential Steps are then broken down into To-Do Items. Here is the format to use:

1. Main Goal # 1

- A. Essential Step
 - 1) To-Do Item
 - 2) To-Do Item
 - 3) To-Do Item

- B. Essential Step
 - 1) To-Do Item
 - 2) To-Do Item

II. Main Goal #2

- A. Essential Step
 - 1) To-Do Item
 - 2) To-Do Item
-and so on.

Having created this outline of events, you can always refer to it. You do not need to remember or figure out where you are because you have taken the time to create a Goal Program. This is the most effective way to realize your dream.

3x5 INFORMATON

Here is an additional method you may wish to use in handling your To-Do Items. Obtain a quantity of 3x5 index cards (you will find a starter supply included in this workbook). Take all your To-Do Items for all the Essential Steps and write them down, one To-Do Item on each card. Include all the To-Do Items you can discover, but don't worry about their logical sequence yet.

When you have them all written on the cards, rearrange them into what you feel is the appropriate chronological order so that they are in the sequence you think you will follow as you

- carry out the project. Then, you can date the individual cards in the stack: put the starting date in the upper left-hand comer and your estimated completion date in the upper right-hand comer. (We'll cover this in more detail in the next section.) These cards are your day-to-day checklist for the accomplishment of your Ultimate Result.

DO IT NOW

According to the old adage, "A stitch in time saves nine" and "An ounce of prevention is worth a pound of cure."

I can guarantee you better odds than that: "Beginning by writing a Goal Program will spare you a thousand sorrows."

You have the knowledge now, so apply it. "It is a hundred times easier to plan a success than to reverse a failure."

In Brief - Section 12--Specifying the Essential Steps and To-Do's

Defining the Essential Steps and To-Do Items for a project breaks it down into smaller, more specific tasks so that you know exactly what it will take to get to where you want to go.

Essential Steps are the important actions you must undertake in order to achieve each Main Goal.

To-Do Items are the components of each Essential Step. They should be very specific and capable of being completed in a single step.

Once you have finished writing your Goal Program, arrange its parts into an orderly outline so you can clearly see the entire plan of activity you will be undertaking.

To use the 3x5 card system, take all your To-Do Items and write each one down on a separate card. Arrange them in chronological order, and these cards will be your day-to-day checklist for the accomplishment of your Ultimate Result.

"It is a hundred times easier to plan a success than to reverse a failure."

EXERCISES

Examples of demonstrating Essential Steps and To-Do Items.

PROJECT NAME: Organizing my house so I can sell it.

MAIN GOAL: Get Furniture Out of Storage for Garage Sale.

ESSENTIAL STEP: FIND OUT HOW MUCH I OWE FOR STORAGE AND HOW I CAN PAY

<u>Starting date</u>	<u>TO-DO ITEM</u>	<u>Completion date</u>
4/11	Call the warehouse and see how much I owe	4/12
4/11	See if they will bill us in 30 days	4/12
4/11	Can we charge it on a credit card?	4/12

ESSENTIAL STEP: RENT A TRUCK TO MOVE FURNITURE BACK HOME

<u>Starting date</u>	<u>TO-DO ITEM</u>	<u>Completion date</u>
4/12	Call EFG Truck Rental and see what they charge for half day rental	4/12
4/12	Call Ron and see if he has a flat bed truck we might use	4/12
4/12	See if a van might work	4/13
4/12	Make definite arrangements	4/13

ESSENTIAL STEP: TAKE TIME OFF SATURDAY MORNING TO MOVE FURNITURE

<u>Starting date</u>	<u>TO-DO ITEM</u>	<u>Completion date</u>
4/13	Call George at work to	4/13

	arrange for his help on Saturday. (Can he bring gloves?)	4/13
4/13	Meet George at warehouse at 10 a.m.	4/13
4/13	Bring furniture back home and unload	4/13
4/13	Return truck	4/13

1. Using your personal project, take each of your Main Goals and break them down into Essential Steps.
2. Now, break down each Essential Step into To-Do Items.

SECTION 13--THE SCHEDULE AND BUDGET

TIME AND MONEY

The final step in writing a Goal Program contains two parts answering the critical questions, "WHEN WILL IT HAPPEN?" and "HOW MUCH WILL IT COST?"

You accomplish this by:

1. Scheduling - the setting of dates for the completion of your goals.
2. Budgeting - the process of estimating the costs involved in bringing your dream to reality.

Once you have completed these aspects of your Goal Program, it will contain all the information you need to create the success you desire. Without these two practical steps completed, your project will tend to flounder and remain unfulfilled.

Producing a Schedule and a Budget is a demonstration of real commitment to accomplishing your Ultimate Result. When you set deadlines for each step along the path of your Purpose, you are making final preparations for action. You are adding the finishing touches to the detailed set of instructions you will enter into your computer.

YOUR SCHEDULE

Your Schedule, the answer to the question, "WHEN WILL IT HAPPEN?" should be specific. "Someday," or "whenever," won't do. Definite results require definite dates.

The Schedule is for your use. It's a tool for success, not a burden. It can be flexible to account for unforeseen developments. However, it is important that a Schedule exist even if it is modified as you proceed. If it proves to be inaccurate, just refine it. But don't put it off because, "I've got to see how it goes," or "I can't decide." Don't allow excuses to prevent you from starting. Putting specific deadlines on your goals is an important bridge between your mental images and physical reality. The Schedule is the next to last link in your preparation for achievement.

The following are two complementary approaches to Scheduling. You can use one or both to help you arrive at realistic completion dates for your entire project.

Scheduling Method #1. From the whole to the parts.

- A. Look at your Ultimate Result and decide when you want to have it done. Assign it a specific completion date (e.g., February 12).
- B. Look over your Main Goals and decide, "If I am to have my Ultimate Result by February 12, when must I have each Main Goal completed?"

Start by looking at your last Main Goal, the one closest to your Ultimate Result and work backwards, assigning each Main Goal a completion date.

(For example: Main Goal #4--February 3; MG #3--January 10; MG #2--December 20; MG #1--December 1). If your starting date is November 15 then you have two weeks to complete your first Main Goal. •₁

- C. Next, follow the same procedure for your Essential Steps and To-Do Items until you have a clear idea of the time sequence of your activities. The outline of goals just described is a perfect format to use for scheduling. Just note a date next to each of your goals. Be specific, but don't get overly detailed and try to schedule every minute.

Scheduling Method #2: From the parts to the whole.

- A. Begin at the beginning of your project. Look at each To-Do Item, Essential Step and Main Goal starting with the smallest actions and ask yourself, "How long will it take me to do this?" Then write down the number of hours, days or weeks you estimate each, step will take.
- B. Add these times up for each Main Goal, and then add the Main Goal estimates together to come up with an overall time to achieve your Ultimate Result.
- C. Then starting from today, or whenever your starting date is, assign specific dates for completing each step based on the time estimates you have come up with.

You may find that you want to use both of these methods to balance each other. The important thing is to come up with dates that are realistic, that you feel good about, and that serve you in accomplishing what you want.

YOUR BUDGET

Now you create a Budget to anticipate the financial side of your undertaking. This is the last phase of your program. This is the time to get hard-nosed about your commitment to producing results. Your complete Goal Program says, "I am not kidding around about this project. You can see here all that is involved. This includes everything I am going to do. Each step of my plan has been thought out. I have a Purpose and Policies to assist me in realizing it."

Even if you do not believe you have the money to finance your project, create a Budget anyway. Money is available to persons who know what they want, and are enthusiastically committed to achieving it. In fact, the existence of a written and organized Goal Program is the best prospectus you could possibly present to a potential investor.

There is another aspect of budgeting that is generally overlooked. Goal Dynamics reduces complex and perhaps costly projects down to their simplest, least expensive parts. You then begin with these individual To-Do Items in working back up to the completed whole. And the To-Do Items themselves are usually affordable. Once the success sequence is rolling, your project generates its own financial momentum which often produces unexpected resources for its completion. Don't allow appearances to sabotage a worthwhile project. Always create a Budget.

There are two complementary approaches to Budgeting also:

Budgeting Method #1. Whole to parts.

A. Here, you already have a certain amount of money budgeted for this project which you think is adequate. Let's say you have \$10,000 to bring about your Ultimate Result. Or perhaps you have decided, "\$10,000 is what it's worth to me."

B. Take your \$10,000 figure and divide it up by Main Goals, allotting what you think is an adequate proportion of the total to each Main Goal. Write these figures on your list of Goals. • goals. You may come up with something like:

Main Goal #1 -\$2,500

Main Goal #2 -\$3,000

Main Goal #3 -\$1,750

Main Goal #4 -\$2,750

C. Then take the amounts budgeted for each Main Goal and divide them up according to the Essential Steps and To-Do Items. This will give you a detailed Budget and you will know how much money is available for each goal of your project.

Budgeting Method #2. Parts to whole.

- A. Start at the beginning of your project and estimate what you think each step will cost, from To-Do's up through Main Goals. Write these figures next to each goal.
- B. Add up your totals to get an overall figure of what it would cost to accomplish your Ultimate Result.
- C. Look at all possible costs involved such as materials, travel, hiring consultants, publicity, telephone, rentals and so on, so that you get as accurate as possible. Add a "buffer" of 10-20% to give you some leeway for changes or mistakes.

Once you have determined your Schedule and Budget, create a separate page for this data at the end of your Goal Program for easy reference. Follow this format:

GOAL	ESTIMATED COMPLETION DATE	ESTIMATED COST
Main Goal #1	12/01	\$ 2,500
Main Goal #2	12/20	\$ 3,000
Main Goal #3	01/10	\$ 1,750
Main Goal #4	02/03	\$ 2,750
Ultimate Result	02/12	\$10,000

This way you will stay in touch with how your estimated dates and costs compare to your actual completion times and money spent. This will allow you to notice when and if you get off the track and correct it before it gets out of hand. It also gives you a chance to revise your Schedule and your Budget so that it remains realistic and appropriate. Completing these two parts of your Goal Program will ensure maximum results. It is cause for celebration every time you have reached and completed the final step of writing a Goal Program. It shows you are ready for action. The course is charted, the sails are rigged, the provisions are aboard, and you are ready to cast off and sail the seas of opportunity.

MORE 3x5 INFORMATION

If you are using 3x5 cards for your To-Do Items, write a starting date in the upper left-hand corner and a completion date in the upper right-hand corner of the card. After each item is completed write "Done" on the card and file it.

If you are delegating tasks to others, try using 3x5's from the post office (with postage imprinted). Stamp your address on the front and have your employee or client drop his completed to-do card in the mail. You can manage even chronic procrastinators this way. If you don't receive a daily supply of cards in the mail. It is time to inspect. If the cards are coming in, the system is A-OK!

In Brief -Section 13 -The Schedule and Budget

The final steps in writing a Goal Program are:

- 1) Scheduling -the setting of dates for the completion of your goals.
- 2) Budgeting-the process of estimating the costs involved in bringing your dream to reality.

Your Schedule should be specific, even if you have to modify it as you proceed. There are two methods of Scheduling:

- 1) From the whole to the parts.
- 2) From the parts to the whole.

In Scheduling, the important thing is to come up with dates that are realistic and that you feel good about. Even if you do not believe you have the money to finance your project, create a Budget anyway.

There are two Budgeting methods:

- 1) From the whole to the parts.
- 2) From the parts to the whole.

EXERCISES

Example of a Schedule and Budget:

PROJECT NAME: Organizing my house so I can sell it.

Main Goal	<u>Completion Date</u>	<u>Cost Estimated</u>
1. Clean closets.	5/3	\$ 0
2. Clean storage room.	5/4	0
3. Get furniture out of storage.	5/7	100
4. Fill all holes.	5/10	
5. Sand walls.	5/12	5
6. Paint walls.	5/13	150
7. Get locksmith to fix broken Locks	5/13	100
8. Re-seed lawn.	5/14	75
9. Fix the sagging fence.	5/15	10
10. Put house on the market.	5/18	10
11. Sell the house.	5/21	<u>-0-</u>
		\$ 455

1. Fill in the blanks in the following Schedule and Budget.

PROJECT NAME: Vacation for a Family of Four. (\$2,100 is available for this project.)

Main Goal	Completion Date	Cost Estimated
1. Decide where to go.	4/20	\$ 15
2. Decide how to travel.		\$ 15
3. Make hotel reservations and pay in advance.		\$ 560
4. Make travel reservations.		\$1,060

5.	Buy new clothes.		\$ 450
6.	Pack.		-0-
VACATION		8/1-8/15	\$2,100

2. Create a practice Schedule and Budget for your personal project.

SECTION 14--WRITING A STEP-BY-STEP PROCEDURE

THE ELEVEN STEPS

You have acquired all the necessary information and are ready to write your own Goal Programs. Follow the steps listed below and apply them to your dream. Refer back to the text if you require additional material on any of the steps. Congratulations, you are at the threshold of realizing your dreams!

Step 1--PROJECT NAME. Write the name of your project at the top of your page.

Step 2--ULTIMATE RESULT. What is the Ultimate Result to be accomplished? Write a brief statement.

Step 3--PURPOSE. What is the Purpose of this project? Write a brief statement.

Step 4--OVERALL STRATEGY. In general, how are you going to achieve your Ultimate Result? Write a brief statement.

Step 5--IDEAL SCENE. Write a paragraph or more describing the Ideal Vision for this project.

Step 6--MAIN GOALS. What are the major things that must be accomplished to realize your Ultimate Result? List your Main Goals.

Step 7--POLICY. What operating procedures will you follow? List your Policies.

Step 8--ESSENTIAL STEPS AND TO-DO ITEMS. Divide your Main Goals into Essential Steps. Then divide your Essential Steps into To-Do Items. What specific actions are you going to undertake? Then make an outline. (Write each to-do item on a 3x5 index card if you wish to use this additional method.)

Step 9--SCHEDULE AND BUDGET. Using the list of goals created in the previous step, assign completion dates and estimated costs to each goal and your Ultimate Result. Summarize this data on a separate page.

Step 10--PRODUCING YOUR GOAL PROGRAM. Write your Goal Program up in neat and usable form.

Step 1--CHECK YOUR GOAL PROGRAM. Ask yourself these questions?

1. Is my Ultimate Result specific?
2. How will I know when I have accomplished it?
3. Do I really want to accomplish it?
4. Am I willing to do what it will take to accomplish it?
5. Does every part of my Goal Program contribute to achieving my Ultimate Result?
6. What barriers are there to my success on this project? Can they be handled?
7. Am I starting with the experience of success?
8. Is my Ultimate Result stated in terms of contribution to others?
9. Is my Ultimate Result compatible with my other programs?

Consult your Outline of Goals (Step #8) in guiding your day by day progress toward your Ultimate Result. Use it when you plan each day's activities. Then check items off your list as they are done. Take time each day to visualize your Ideal Vision, and to remind yourself of the Ultimate Result and Purpose of your project. Review your Policies as often as necessary and use the other techniques, such as Affirmations, to support your movement and success.

THE GOAL DYNAMICS CODE
(Agreements With Myself) I agree that:

1. I will be as productive as I know how to be, and in a satisfying and ethical manner.
2. I will not let the apparent ignorance, unclarity, or negativity of others undermine my full application of the Goal Dynamics methods.
3. I will operate with continual awareness of my Ultimate Result.
4. I will move through and resolve whatever barriers may arise in the process of achieving my Ultimate Result.
5. I will stop defeating myself with guilt, doubts, and self-criticism.
6. I will simply notice whatever self-imposed barriers come up and stay focused on my priorities.
7. I will support others in achieving their desired results, knowing that this support is returned to me many times over.
8. I will positively affirm my Goal Program, my Ultimate Result, my Purpose, my Overall Strategy, my Ideal Vision, my Main Goals, my Policy, my Essential Steps and my To-Do

- Items; I will not put energy into affirming my barriers.
9. I will apply the principles of Goal Dynamics to my daily life.
 10. I will remember that I am the source of both my Goal Program and the actions necessary to fulfill it.
 11. I will keep my eyes open for any opportunities that may arise.
 12. I will ask for and receive an appropriate exchange for those results that I produce, without making my compensation the sole object of my activities.

SUCCESS TIPS

Any Goal Program is better than none.

Part of a Goal Program is better than nothing at all.

You may want to ask someone else to assist you in completing your Goal Program.

Don't allow a new Goal Program to inhibit the success of an earlier one that is working.

Let your Goal Program help you to produce greater results with less effort.

Be sure you determine all the resources (time, energy and money) that you will need to produce the desired results.

ALL OR NONE

Two extremes that sometimes surface using Goal Dynamics are:

"I've got to do it all right now" or
"It can't be done at all."

Both these positions arise from not having a realistic gradient, i.e., a gradual rate at which you will accomplish your To-Do Items. Without the proper gradient to approach your project, all you can see is the assembled mass of activities that need to be done.

Some people react to this mass by trying to do everything at once. Others react by throwing up their hands and surrendering. Neither attitude is necessary. Establish a realistic gradient at which you will accomplish your Ultimate Result, schedule your To-Do Items accordingly, and then do it, step-by-step.

Norman McVea

To write a Goal Program, follow the eleven steps completely and in order. Refer back to the text when necessary.

Use your outline of Main Goals, Essential Steps, and To-Do Items when you plan each day's activities.

Take time each day to visualize your Ideal Vision and to remind yourself of the Ultimate Result and Purpose of your project.

Review your Policies as often as necessary.

Use the other techniques, such as affirmations, to support your movement and success.

Review the Goal Dynamics Code and Success Tips periodically.

Establish a realistic gradient at which you will accomplish your Ultimate Result.

Schedule your To-Do Items accordingly and then do it, step by step.

SECTION 15--HANDLING THE PROBLEMS

INCLUDING THE BARRIERS

As you move through life achieving your goals and realizing success, problems sometimes arise. Problems are a natural part of living and of your personal growth process. Usually a problem is considered a counter-force that seems to hinder your progress in the direction that you want to go. It could be a temporary setback or a trying circumstance. Occasionally things will seem overwhelming, hopeless, or impossible. You may experience confusion, fear, or lack of progress. Whatever form a problem takes there are basic principles for dealing with it.

A useful way to approach problems is to see them as part of your Goal Program rather than as sidetracks or stops. They are like Essential Steps and To-Do Items that must be completed in order to produce your Ultimate Result.

Nor are problems accidental. The solutions to the problems that arise will provide exactly what is needed to move your Goal Program towards completion. So don't wish them away or hope they won't come up. Learn instead to welcome your problems for the resources their solutions provide. They are the steeper parts of your Journey to the heights and they are definitely part of your path.

When you create a Goal Program you find that you activate dormant barriers. Let your Goal Program transform them from "something I have to avoid or get rid of," to "something I need to handle in order to realize my dreams."

KEEP GOING

Whenever you meet with a problem, keep going anyway as best you can. Basically your progress has encountered an opposing force which must be included in your plans, bypassed or dissolved. Often the easiest way to deal with a problem is to persevere along your path and take it with you. Just let it be there and keep going. Don't fight it. As you progress through your Goal Program, the problem will either resolve itself or the reason for its existence will expire and it will fade away.

THE TRUTH ABOUT PROBLEMS

Most problems exist in the mind and can be solved there. They are not caused by circumstances, but by the way we look at those circumstances. They are often the result of judgments we made about the circumstances or our lives.

The first step in dissolving any problem is to see it clearly. Often just looking directly at the root of a problem will provide the solution. But looking at a situation is different from thinking about it. Looking at a problem is just that -the act of turning your attention on it, and seeing what's there. You may think you know what the cause of your problem is. But if the problem still exists it is proof you have not fully recognized its cause. For when you do see its actual source, the problem clears up.

DISSOLVING PROBLEMS

If you find yourself entangled in a problem so that you are unable to move forward, take the time to address it directly. There are specific ways you can go about taking your problems apart and seeing the truth about them. Writing your problems down will often dislodge resistance. Physical exercise is a good way to clear your mind. Affirmations and meditation can be effective methods giving new insights into problems.

Here is a procedure I recommend for resolving even the most persistent problems. It is the most effective method for handling problems that I have discovered in over 20,000 hours of professional consultations. It works! If you will pursue this method honestly and thoroughly you will peel layer after layer from the problem until you recognize its source.

When you realize the actual origin of the problem, it is transformed by your awareness and you are freed from its influence and effects. As you pursue your Goal Programs use this procedure to help you see the truth about the barriers that arise.

Look over the Problem Solving questions listed at the conclusion of this section and choose one to work with. Use only one at a time and do it completely rather than skipping around. For the

questions below that have a blank, put in an appropriate answer.

Write one of the problem-solving questions at the top of a piece of paper. Read it to yourself and write down whatever answer occurs to You. Acknowledge that answer by saying (or thinking) "okay," or "alright." Ask yourself the same question again. Answer it anew.

Acknowledge this answer also. Continue doing this until you feel the problem release, or until you have no more answers.

You may come up with the same answer to a question many times. That's okay. Just write it down each time. That layer will eventually peel away and a new answer will come up. Don't try to figure out your answers. Just write down whatever comes up even if it seems completely crazy or inappropriate. Problems are crazy. They are artificial mental constructions that block our free, creative, natural state. Behind each problem is a ray of sunshine; only when the clouds break can we see the light that was always there. Use these questions as ways to help you see what is really true for you. Persist with them. If it seems like it's not working, write that down, too. You don't have to show it to anyone so don't censor it.

PROBLEM SOLVING QUESTIONS. (Use only one.)

1. The problem is:
2. My thoughts about this problem are:
3. Regarding this problem, what has not been communicated?
4. What would happen if my project didn't work out?
5. What am I learning from this situation?

In Brief - Section 15--Handling Problems

A useful way to approach problems is to see them as a part of your Goal Program that must be completed, rather than as sidetracks or stops.

The solutions to the problems that arise will provide exactly what is needed to move your Goal Program toward completion. Whenever you meet with a problem, keep on going as best you can. Most problems are not caused by circumstances, but by the way we look at those circumstances.

The first step in dissolving any problem is to see it clearly. Do this by writing your problem down, using physical exercise to clear your mind, or using affirmations and meditation to gain new insights.

Use one of the Problem Solving Questions to resolve even the most persistent problem. Use only one at a time, and answer it completely.

EXERCISES

1. What or who causes problems for you?
2. (a) Make up some outrageous problems you could have.
(b) Make up some creative solutions to those problems.

SECTION 16--THE FINE POINTS OF GOAL DYNAMICS

PERSONAL MANAGEMENT

In order to be truly productive, successful, and maximize our contribution to the world, we must have our personal lives in order. It is difficult to manifest dreams when the foundations of our everyday environment are shaky.

In the first stages of applying Goal Dynamics, we suggest you address yourself to making sure your everyday life is in order. A clean environment with well organized procedures for handling your basic needs is a prerequisite for an unencumbered mind. This leaves you free to move forward to higher levels of accomplishment.

So the next Goal Program to write is for your personal management. The Ultimate Result to achieve is that your environment and systems for handling everyday activities are in optimum condition. The purpose is to be free to create what you desire. Write a complete program for

personal management, creating an Overall Strategy, Ideal Vision, Main Goals and so on. Create Policies that will assist you in keeping your daily life on track and will support you in realizing your dreams.

Some areas you may want to include in your Goal Program are:

1. Your living (and working) spaces. What needs to be cleaned up, thrown out, acquired, rearranged, organized? What systems can you set up to handle things?
2. Your finances. Do you have a budget that you follow? Is your checkbook balanced? Do you have a savings account. How are you handling your debts and bills? What about taxes? Create systems to handle your money.
3. Your health. Do you exercise regularly? Do you sleep well? Do you eat nutritional foods?
4. Your food and household shopping. Do you keep a shopping list of things you need?
5. Clothes and Grooming. Is your appearance satisfactory to you? Does the way you dress support your Purpose?
6. Letters and phone calls. Are there letters you have been meaning to write? Are there calls you need to make?
7. Your car. Does it need cleaning, repairs, maintenance?

Make personal management the first thing on your list and you will support yourself in fulfilling your higher ambitions.

TIME MANAGEMENT

It is important that you learn to schedule your time effectively so that you get the most productivity from your work. There are three basic methods for time management:

1. Use a daily To-Do List and Schedule;
2. Set priorities; and
3. Keep A calendar,

THE DAILY TO-DO LIST AND SCHEDULE

Using a To-Do List is an important technique for ordering your daily activities.

I like to write my To-Do List for the day as soon as I get up in the morning. Other people like to plan the next day's activities just before going to sleep the preceding night. Either way, look at your current Goal Program and select the To-Do Items you will be doing during the day. Write them on your To-Do List. Check the other areas of your life and see what needs to be done there. Write the things you will accomplish that day on your To-Do List.

Some of the items now on your list will include specific times, a lunch appointment for example. So locate these To-Do's on an hour-by-hour schedule, and arrange your other To Do's around them. You can add to your list, as appropriate, during the day. Check off the items as you complete them. Your To-Do List will immediately show what you have done and still have to do. It will also dispense with having to strain your attention to remember what you want to do.

SETTING PRIORITIES

This is a method of determining the relative importance of the items on your To-Do List. You prioritize them by writing A, B or C next to them. The As are the most important actions to complete. The Bs are somewhat important, and the Cs are those that are the least important. Prioritizing ensures that your time is spent in the most effective way. It helps eliminate skipping over big important tasks for easier but less valuable ones. Make sure you do the As on your list first, then the Bs, and do the Cs only when the more important items are completed.

The third method of time management is to keep a calendar for scheduling appointments and activities on a weekly and monthly basis. Record any blocks of time that you regularly use for the same activity, such as Monday business lunches, classes and so on. Use your calendar to keep track of the overall flow of your time. Enter the completion dates for your Ultimate Result and Main Goals.

Be on the lookout for ways to make your time more productive. Continually ask yourself, "What is the best use of my time right now?" Scrutinize your activities and evaluate them for the results they produce per time spent on them. Successful people pack more value into their hours.

COORDINATING PROGRAMS

Once you begin to see the range of possibilities Goal Dynamics makes available, you will want to create a number of Goal Programs for different areas of your life. We suggest that you start with one Goal Program at a time so you don't get overwhelmed. You can handle everything eventually, but not all at once.

The skill and power you gain by creating and fulfilling one important goal will add to your effectiveness on future objectives. After you have been using Goal Dynamics for a while, you can handle two or more projects at once without confusion. Your mental discipline must be cultivated.

The successful use of Goal Dynamics on one important project will carry over into your other daily activities. You will be able to handle and carry through many smaller goals without having to put them in writing. Larger long-term projects deserve a formal Goal Program. Keep a list of possible projects of this sort and refer to it when you feel ready to start a new endeavor. Choose from your list the one that looks most appealing and use Goal Dynamics to program it out.

One advantage of writing a Goal Program before starting your project is that when you see what will be involved you can decide whether it is appropriate to begin now or to wait until a later date to start. Another way to coordinate your Goal Programs is to see how they can contribute to each other. Sometimes you can incorporate a small project by including it as a Main Goal in a larger one. Or you may see that by accomplishing one of your dreams it will fulfill a related desire at the same time.

Before you take off with the thought, "Well, now that I know how to use Goal Dynamics, let the rest of the world catch up to me," think how much smoother you will travel if the people around

you support your purpose by using Goal Dynamics, too. Take the time to teach the basic Goal Dynamics techniques to your spouse, children, friends and business associates. Then watch the results fly!

RELATIONSHIPS

Goal Dynamics provides unique insights into the creation of fulfilling relationships. In intimate relationships, business partnerships and friendships, the fundamental determinant of success is the experience of shared purpose.

In order to have a relationship that works, discover and state the purpose for that relationship and choose mutually agreed upon goals to express that purpose. This does not mean that everything we want in life has to coincide with the other person's individual goals. It means that our relationship is a mutually desired creation. We enter into it freely to enhance our own lives in concert with another individual.

In an intimate relationship, the purpose might be to love and support each other, or to share ourselves fully. Goals might be to have a home together, go to Hawaii, play tennis, appreciate opera, and have children.

Relationships flounder when the partners forget the purpose for which it was created or have completed their goals and not set any new ones. Then the relationship, which was created for experiencing greater happiness, begins to look like a prison with your partner as the jailer. If you want your relationships to nurture you, take responsibility for having them serve you. Consciously go over the purposes and goals you want to manifest in the relationship and make sure you agree on them.

In business partnerships the same principle applies. No contract, however detailed, can ever take the place of the consciously shared purposes of individuals. When each person is a party to an agreement because of the greater progress they will make in realizing their own dreams, the inspiration and enthusiasm necessary for real support comes about.

When clear agreements are made as to the responsibilities and rewards accruing to each partner, there are no "hidden agendas" operating at cross-purposes to the partnership. Creating a Goal Program together for your enterprise makes for synergy, the phenomenon where the whole is more than the sum of its parts.

Think of your friends. What is the purpose for each of your friendships? How does each of them assist you in manifesting your dreams? Are there any that don't? What do you receive from your relationship with each particular person? What results would you like to get from your friendships? This area, too, is within your control. What are your friends for? Why not purposefully include them in your life?

The final aspect of relationships we'll discuss is contributing to others. Usually our orientation to the world is, "What can I get out of it?" However, true success is created by first asking, "What

can I give of greater value than what I'm receiving?" and "What contribution can this relationship make to the world?" This attitude re-aligns us with our overall purpose and sustains the relationship by basing it on something larger than itself. Purposeful relationships can be the most satisfying vehicles for expressing our success.

Paradoxically, the person who finds ways to serve will reap the greatest rewards in life. The action of giving brings about its natural reaction which is receiving in great measure. A tiny seed planted in fertile ground will grow many times its size and bear delicious fruit. Seeing your self as a generous person is the ideal attitude for success!

FINISHED AND COMPLETE

When you take a Goal Program through the entire success sequence from start, through continue, and complete, you can't say that you have truly completed that project.

As you check off the project steps, all the way up from To-Do Items, Essential Steps, Main Goals, and finally your Ultimate Result, you will enjoy the successive and cumulative experience of Completion.

But what happens if you realize that a project you have begun is no longer appropriate or valuable and you decide to drop that Goal Program along the way? Can you have the satisfaction of completion from a Goal Program you choose to abandon before the end of the success sequence?

Yes. Particularly if you are really honest in your assessment that going further with the project would be inappropriate or useless. Even if you decide to drop a worthwhile Goal Program, you can "complete" it by following these two steps.

First, remember that you are responsible for creating your own reality. You have the power to say what is important, and therefore what is unimportant in your life. Based on your desires, you choose and set your goals, and you therefore retain the authority to change or cancel those goals when you wish. You are in charge, so you need only your own permission to change • course when you will. Just be careful not to cancel your dreams. They are the great tides upon which your life should sail.

Second, when you do choose to drop a Goal Program, be sure to inform the inner, creative side of your mind that you are doing so. For unless you specifically tell your subconscious self that you are no longer interested in the project you are letting go of, it will continue to pursue the goals you originally set for it.

So when you decide to finish a project before completion of the success sequence, take the time, with your eyes closed in a quiet place, to communicate that decision to the deeper layer of your mind. Tell yourself specifically, "I am no longer interested in (whatever the name of your project was)." I do not presently want to accomplish (name your intended Ultimate Result)." And go through each element of your Goal Program until you have the feeling that your inner mind has received your message and has also let go of your original plan.

In Brief - Section 16 --The Fine Points of Goal Dynamics

To be truly productive, successful and maximize our contribution to the world, we must have our personal lives in order. Some areas you may want to include in your Personal Goal Program: your living and working space; your finances; your health; your food and household shopping; clothes and grooming; letters or phone calls; and your car.

There are three basic methods for time management:

- 1) Use a daily To-Do list and Schedule
- 2) Set priorities
- 3) Keep a calendar

Look for ways to make your time more productive by asking yourself, "What is the best use of my time right now?"

Start with one Goal Program at a time. The successful use of Goal Dynamics on one important project will carry over into your other daily activities.

Relationships flounder when the partners forget the Purpose for which it was created, or have completed their goals and forgotten to set new ones.

No contract, however detailed, can take the place of consciously shared Purposes of individuals.

EXERCISES

1. Visualize, and write down, your Ideal Vision for your own Personal Management.
2. (a) Recall five instances when you've wasted time.
 - 1)
 - 2)
 - 3)
 - 4)
 - 5)(b) How could you better handle those situations?
3. Make a list of 10 subjects that you may want to create Programs for in the future.

4. Suggestion: Get together with a friend or partner and create a Goal Program together for a mutual project.
5. Suggestion: Think of someone you would like to assist in creating a Goal Program. How might you offer to help? What could you receive in exchange?

SECTION 17 -ORGANIZATIONAL MANAGEMENT

SOME OF THE BASIC MISCONCEPTIONS ABOUT BUSINESS

1. The purpose of business is to make money.
2. A business must be unethical to succeed in the "jungle."
3. Force, manipulation, and threats of undesirable consequences will get the job done.
4. Pretense, non-communication, and "looking busy" can produce results.
5. Employee's personal lives and ambitions are of no concern to the company.
6. Work is inherently unpleasant. The only reason for doing it is the money.
7. Most workers would like to do the least they can get away with.
8. Management and employees must constantly battle for "control."
9. A person can succeed without contributing to others.

10. A person can succeed without the support of others.
11. Business is not an effective vehicle for personal development.

WORKING TOGETHER

The fundamental factor in the success of an organization is alignment. To be aligned means that all of the people and functions performed are contributing harmoniously to the creation of the service or produce which that organization delivers to the world. Alignment comes from mutual agreement on the Purposes, Goals and Policies of an organization and from the desire of the individuals involved to produce the agreed upon results.

People want to cooperate fully with the purpose of an organization when they see it as part of their own program for success. When people in an organization have no sense of personal direction, they are subject to whims or personal agendas for their motivation. But when a person sees that the direction he wants to go in life coincides with the aims of a particular organization, he will participate fully to serve the organization because it serves him in turn.

GOAL DYNAMICS AND YOUR COMPANY

You are bound to ask yourself at some point, "What if everyone in my company applied Goal Dynamics?" It doesn't take very long to imagine the Ideal Vision: the staff meets every so often to update their plans and discuss their progress. The company is staffed with self starters who know where they are going.

A manager tells an employee the result to be accomplished and the employee then generates a Goal Program which is handed up the line for approval. Once it is okayed the employee takes personal responsibility for the task. The manager is freed from hand-holding, coaxing, or taking over the job.

Goal Programs are written for special projects, new products, reorganizations, meetings and troublesome, hard-to-define results. When the entire staff is using Goal Dynamics the result is real coordination, extraordinary efficiency and unparalleled production of the desired result.

Norman McVea

WORK AND PERSONAL LIFE

Most people have no clear Purposes and Goals in their lives and thus see themselves as the unwilling servants of the organizations they work for, rather than as partners in them. They work for the lowest common denominator: to make money. This translates into doing the minimum they can get away with and still get paid. Life is not an exciting adventure, but a financial obligation and a scam.

Organizations can function at high levels when every individual participates because he sees that the organization's Purpose contributes success to his own. For this reason an organization is wise

to contribute more than just money to its personnel. It is not satisfying for people to have jobs just to support what they do when they're not working.

People are satisfied when they view their jobs as an opportunity to contribute. Organizations can increase job satisfaction by introducing the principles of Goal Dynamics into the work place. Employees can be encouraged to create Goal Programs for their own lives and to clarify their own Purposes and Goals.

What better motivation could there be for working in an organization than the experience that it contributes to self-development and, success? And what better public relations than to have people excited about what they get out of working and sharing it with others? You won't have to advertise for personnel. People who want to get ahead will come to you

GOAL DYNAMICS AND THE ORGANIZATION

You can introduce Goal Dynamics in stages until every phase of your operation has been coordinated for success.

1. First, create an overall Goal Program for the organization stating the Ultimate Result to be accomplished, the Purpose and so on. Make certain that everyone is aware of this Goal Program and has either contributed directly to its creation, or understands it and agrees to support it. Those who discover that their purposes are divergent from those of the organization are free to leave, making room for others who do support your company's purposes and goals.
2. Next, write Goal Programs for each division of your organization so that each department has a clear idea of its responsibilities and can function in harmony with the rest of the organization.
3. Finally, create a Goal Program for each job or post in the organization. At every stage the time should be taken to ascertain that people understand the Goal Programs and agree that they will be carried out. Real agreement comes out of free choice, not out of pretended or forced compliance. Seek to achieve complete alignment of all parts with the whole.

Example: A person is cleaning a chimney. Purposeful or not?

Example: An executive is building up a sales division. Purposeful or not? You probably had a hard time answering those questions. You can only tell whether an action is purposeful in relation to a specific Ultimate Result. If the individual playing croquet was under doctor's orders to get fresh air and sunlight, we now know his playing croquet was purposeful. If by cleaning a chimney, the result to be produced was to have a beautiful roaring fire for the holiday party with no soot or smoke we now see that this action was right on Purpose.

If by building a sales division, the intended result was to discover if a new foreign car repair shop is actually needed and wanted in a small town, then the action was not purposeful. The executive should have been conducting a survey rather than building a sales division.

Any organization or individual who is trying to assist you in becoming more ethical, more productive, more responsible, or more efficient can only do so if you know the result to be produced and what your Purpose is. The message here is a strong one. If someone wants to know

how he is doing, take the time to get him clear on his purpose and the Ultimate Result he wants produced. Have him create Main Goals, Policy, Ideal Vision, Overall Strategy, Essential Steps and To-Do Items. Then and only then can you effectively help him to measure his progress.

When the goal is clear, you can also recognize counter-productive actions in that individual's behavior and call his attention to them. Do this by having him look to see if any particular action is purposeful or not. This will assist ~im in staying on his Purpose line and moving toward his Ultimate Result. Once 4 person has a Goal Program, if he gets upset at your calling attention to his counter-productive actions, refer him back to his own Goal Program and you will have made a friend every time.

Norman McVea

In Brief - Section 17--Organizational Management

The fundamental factor in the success of an organization is alignment, i.e., all of the people and functions performed contribute harmoniously to the creation of the organization's service or product.

Alignment comes from the mutual agreement on the Purposes, Goals and Policies of an organization.

Organizations can function at high levels when every individual participates because he sees that the organization's success contributes to his own. An organization can contribute to its people by introducing the principles of Goal Dynamics into the work place. You can use Goal Dynamics in staff meetings to analyze and solve business problems.

You can measure your progress only if you can specify your goal and the direction of your travel. When your goal is clear, you can easily recognize counter-productive actions.

EXERCISES

1.
 - a. What are your organization's Purpose and Goals?
 - b. What are your own Purpose and Goals?
 - c. How do they align?
 - d. How could you improve their alignment?
2.
 - a. Think of the dream that led to the creation of your organization. What contribution was it created to make?
 - b. Is it remaining true to its Purpose?
3. If your organization is not working, what are the specific problems that are keeping it from working? (List your thoughts.)

4.
 - a. Write an Ultimate Result and a Purpose for your business or organization as a whole.
 - b. Write an Ultimate Result and Purpose for each division within your organization.
5. Think of a Purpose and some Goals for a nation you would like to live in. Can your personal Purpose and Goals be in alignment with the national Purpose and Goals?

STAFF TRAININGS

A way of contributing to your staff and expanding your company's production is to offer effective staff trainings. It is equally important to address your employees at a personal level so their homes, cars, yards, etc., are in order as well as their jobs, work space, filing systems, etc. Ultimately each individual in your company can create a Goal Program towards an Ultimate Result, both personally and professionally. Problems and barriers can be discussed and the group will welcome brain-storming for resolutions. As your staff becomes proficient with the Goal Dynamics technology, all aspects of their lives will be enriched, and you will notice a steady upward climb in your company's production graph.

You can use Goal Dynamics in staff meetings to analyze and solve business problems. Have your staff members develop the elements of a Goal Program (Ultimate Result, etc.) that will handle whatever difficulties arise. By participating in defining the problem and its solution they discover new and original ways to deal with it. They also increase their commitment to solving it.

COMMUNICATION AND RESULTS

Communication must flow freely at all levels within an organization in order for it to function at its best. Every member of the group has a contribution to make and can be encouraged to do so. Much of the traditional antagonism between management and workers can be eliminated through communication.

BEYOND ORGANIZATIONS

Goal Dynamics is unlimited in scope. Even our nation has a program called the Constitution of the United States. It declares the Purpose, Goals and Policies of our country as a whole. It establishes our governmental institutions and their functions. It was carefully thought out before it was put into action and has been flexible enough to be amended as times have changed. Our ongoing challenge is that, "We, the People" recognize and re-establish ourselves as the creators of our national goals. Only we can empower them with personal meaning.

HOW AM I DOING?

People are continually wondering about how they are doing. Are they winning or losing? Are they ahead or behind in the game? Many people run around in a frenzy--counting and comparing their possessions --in an effort to figure this one out. They even ask others how they are doing, and then they don't believe the other's opinion.

The indispensable prerequisite to knowing how you are doing is knowing what you want to do. You can measure your progress only if you can specify your goal and the direction of your travel. Then you can tell whether or not you are moving toward it and, if so, how fast.

Example: I notice someone playing croquet in his yard. Is this action purposeful or not?

SECTION 18 --AN END AND A BEGINNING

YOU'VE DONE IT

Congratulations!

You have arrived at the end of the workbook, and at the beginning of your mastery of Goal Dynamics. Naturally, you will refer to the workbook in the future; and from here, you will be taking Goal Dynamics out into every area of your life.

You are now equipped with the tools for success. The determination, and stick-to-it-iveness which has carried you this far, is unbeatable when you combine it with the Goal Dynamics technology.

I didn't write an easy workbook. It was intended to be precise and thorough, and therefore, necessarily demanding. Thus, your achievement of having come this Far in a self study course is a considerable accomplishment. I would like to acknowledge you personally by the following offer.

YOUR DIPLOMA

Now that you have completed the course, I recommend that the next Goal Program you write addresses your personal management. (See Chapter 16.)

To encourage this and to see that you are applying the Goal Dynamics technology properly, we have included Goal Program forms with this workbook.

If you will complete a Goal Program for your personal life, type it and send me a photocopy with your name and address, I will review it for you and return it with your diploma, certifying that you have completed this course.

Congratulations again,

Norman McVea