

# STOP DREAMING & START DOING



**Create *your* plan for success**

**Start getting  
what you want today!**

**Annette Richmond, MA**

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**RICHMOND CONSULTING GROUP**



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# Planning: What's Your Style?

Are you a born planner? If you are you know it. As soon as you decide to do something, whether it's going on vacation or buying a new car, you begin to plan. Maybe you go online to search for vacation deals. If you're buying a car, you may schedule some time to visit auto dealerships. Once you've decided what you want to accomplish, you focus on making it happen.

For some of us this is a natural process. For some of us it's not.

I'm not a born planner. All through school I waited get things done. The weekend before a paper was I didn't bother to create an outline; I just jumped in and enjoyed the little rush working last minute to meet the deadline. And most of the time this process worked for me.



Once I began writing professionally the expectations people had of me were higher. Now that writing was my job "most of the time" wasn't good enough. After my first month or so as an assistant editor, I was responsible for writing a few columns. I needed to set up interviews and prepare questions in advance. Everyday I was working on several different projects. At certain times of the year, we were writing and editing two issues of the magazine at the same time. I was overwhelmed.

Luckily, I had Villia. She was a great editor who taught me how to work on at least somewhat of a schedule. For the first several months, she gave me incremental deadlines to help me stay on track. Under her guidance I

began to work more productively and meet my deadlines without being breathless at the finish line. She taught me the value of having time for finishing touches. She taught me to know when it was time to finish a project and move on. She taught me to be a professional writer.

Then a few years ago, I learned how to take planning a step further. After spending several years at the magazine and some time as a freelance writer, I decided it was time for a career change. So in 1997, I returned to school.

In 1998, I was completing a master's in applied psychology program. Much to my amazement before I graduated I had my first job in the field: I was a vocational counselor at a non-profit training and placement facility.

As a vocational counselor one of the biggest parts of my job would be helping my clients set their goals. Something I wasn't very good at. Fortunately, the agency provided seminars designed to train us counselors how to set effective goals. We in turn, would pass the technique on to our clients.

Our goal-setting process went something like this. First, I helped my client figure out what he or she wanted to do in their next position. Most of my clients wanted to work in some type of administrative job. This was their long-term goal.

Once the client's long-term goal was established, we worked together on a plan to help them get there. Most often, the plan included some type of computer training, followed by job placement. Since most of our clients wanted to work in an office, nearly everyone needed to increase their typing speed. This was a short-term goal.

But, "type faster" was not concrete enough. It wasn't something that could be measured. So we concentrated on setting SMART goals (specific, measurable, achievable, realistic and time-framed). A SMART goal, for example, might be for someone to increase their typing speed from 25 to 55 words per minute in two-months. Their daily activities would include

Some of us are planners; others prefer to "go with the flow." The Myers-Briggs Type Indicator® (MBTI) categorizes these tendencies as having a preference for Judging (planners) or Perceiving (go with the flow).

Here are some of the characteristics of each:

Those who prefer Judging:

- Are systematic and methodical
- Like to organize their lives
- Make short and long-term plans
- Are more comfortable once things decided
- Try to avoid last-minute stress

Those who prefer Perceiving:

- Are spontaneous and flexible
- Like to "go with the flow"
- Avoid making plans
- Prefer to keep their options open
- Feel energized by last-minute stress



30-minutes of typing practicing. We would measure their progress with a weekly typing test. Not very exciting stuff, but it was effective.

When I saw how much setting goals helped my clients, I started to use the process in my own life. And guess what, it worked.

As I said, I'm not a born planner. Everything in my being wants to just go with the flow and see what happens. But, that type of outlook doesn't help when I want to "make things happen" in my personal or professional life. That attitude doesn't help when I want to drop 20 pounds or increase my business. Moving forward requires a plan.

When I forced myself to think seriously about my goals something great happened. I was forced to come up with ideas for reaching my objectives. Setting long-term goals gave me something concrete to strive for. Short-term goals provided the steps to get me there and made my main objectives seem less overwhelming. Daily activities provided a foundation. The bonus was that having a plan helped me stay focused.

Now it's my turn to share this process with you. In this book, you'll find step-by-step instructions on what to do and how to do it. You'll be in charge of setting your own goals. You'll be the one figuring out what you need to do and setting a time frame for doing it. But, I'll use concrete examples to show you how.

Even if you're a born planner, chances are you haven't been working as effectively as you might be. Have you been setting yourself up for failure with unrealistic expectations? Do you get disheartened and give up when you don't make lots of progress right away? Don't let that discourage you. All you need is a little training.

Whether you're a born planner or a go with the flow type like me, effective goal setting can help turn your dreams into reality.

# What Are Goals?



Ever make a New Year's resolution? If you answered yes, you're not alone. It's one of our favorite pastimes. There's something about a brand new calendar that suggests the opportunity to start all over again.

Whether your New Year's resolution was to find a new job, get a promotion, market your business more successfully or to make more time for yourself, you'll get more results if you set some concrete goals. Yes, goals.

Think about it. How many times have you promised yourself that you would "eat healthier" or "exercise regularly" or "whatever?" And how many times have you followed-through? If the answer is "not often," I'm guessing that you probably didn't write down specific goals.

That's OK. Each beginning of a new year, start of a new month or dawn of a new day, offers another chance to make a fresh start. The key to turning your resolutions into results is to make a plan. Create one that includes long- and short-term goals, and plenty of opportunities to measure your achievements along the way.

Remember when you were in school? When you started first grade you weren't thinking about graduating from college, or even getting into junior high school. Sure, you knew those were your final objectives. But, when you started first grade your long-term goal was to pass with the rest of your class, to make it to second grade.

On the first day of class your main objective was to figure out what was expected of you. Once you learned the ground rules, your focus was a series of short-term goals: passing your first test, making new friends, getting through the first semester, passing your final exams, then moving on to the second grade.

Whatever you want to do, your strategy should be the same: set up long-term goals, short-term goals, and concentrate on overcoming them one hurdle at a time. Maybe today is the day you decide to adopt a “healthier lifestyle.” This is a common resolution. Often prompted by a run up the stairs that left you gasping for air or a day spent shopping for bathing suits. But where should you start? Begin by determining what you really want to achieve.

OK, let’s start getting specific.

What is your vision of success? Everyone holds a different image in his or her mind. For one person it’s having the corner office, for another it’s having a flexible schedule with plenty of time off to be with their kids. Still others want to run their own business.

What have you been daydreaming about? What have you been putting off because it seems overwhelming and you don’t know where to start? Whatever your dream, setting effective goals will help you make it come true.

In the next chapter, we’ll go over created a plan. It will include a detailed example of how to set long-term goals, short-term goals and daily activities.

Decide what success means to you. It may be:

- Getting a new job
- Losing weight
- Starting a business
- Developing additional clients
- Taking a dream vacation
- Making \$\$\$\$ this year

# Getting Started: What do you want?



What do you want? The first step in the process is to figure out your long-term goals. These are not generalizations like “get into shape” or “increase my business”. These are specific statements of what you intend to do. You probably will have several goals for both your personal and professional lives.

Let’s look at an example. Whether your goal is to find a new job or increase your business, networking should be part of your plan. But, “networking” in and of itself is too vague to be a goal.

A year ago I decided I wanted to increase my business by building my connections. To be more specific, I wanted to create a network of people with similar values that I could rely on for information, introductions and support.

Now, I love the flexibility of working from home. Unfortunately, one of the down sides of a home office is that you tend to become isolated. I knew that if building a network was one of my goals, I needed to get out of my house and meet people.

My short-term goal was to find a few local organizations and make one new connection a month. But, where would I start? Fortunately, I met someone who gave me a few ideas of where to begin. She told me about two local organizations: the Entrepreneurial Woman’s Network (EWN), where I would have the opportunity to meet other small busi-

ness owners like me, and Women In Management (WIM), where I could touch base with women who were in corporate life.

The following month, I visited both groups. From the women I met at those events I learned about other organizations that might be good matches for me. At the end of three months, I had visited five different groups and selected two that seemed to best suit my current needs. I choose two that I felt offered the best opportunities to make connections. And provided the right venues for meeting people who could help move me toward my goal of increasing my business.

Now I knew where to find people. I was ready to change my short-term goal. I decided I wanted to connect with two to three new people each month. Because I work online, I set my sights on meeting two people offline and one person online.

OK, let's take another look at my long-term goal. I want to create a network of people with similar values that I can rely on for information, introductions and support. To achieve this goal I needed to set several short-term goals: find places to network, determine which organizations would help me meet the types of people I was looking for and set a monthly number of how many people I wanted to meet. And, because this was all new to me, I needed to develop better networking skills.

If the idea of meeting new people makes you weak in the knees, learn how to do it better. At another colleague's suggestion, I picked up copies of Susan RoAne's *How to Work a Room? The Ultimate Guide To Savvy Socializing In Person And Online* (Harper Collins) and *The Secrets of Savvy Networking: How To Make The Best Connections For Business and Personal Success* (Warner Books). Both are packed with information and entertaining anecdotes that will help you prepare for your next event.

Is building a network one of your goals? Then determine what it will take for you to reach it. Experiment with different organizations and venues to determine which work best for you.

Take some time to create your mission statement:

I will develop 10 new clients within one year.

I will find a job with growth potential in the publishing field.

I will get my MBA within the next five years.

These are the basics of goal setting. In the next chapter we'll go over specific examples of long- and short-term goals.

# Goals: The long & short of it

By now you know that setting goals is more than making vague statements like, “I will find a new job” or “I will increase my business.” It means creating a written plan that includes reasonable and measurable long-term and short-term objectives.

Because nearly everyone can relate to getting in shape, I decided to use weight loss to illustrate the goal-setting process. Let’s say, you want to drop a few pounds. That’s a common resolution on New Year’s Eve and one month before bathing-suit season begins. The first step is to figure out how much weight you’d like to lose and how quickly you want to lose it. Remember your goals need to be reasonable, as well as measurable: It’s unlikely you’ll lose ten pounds in one week without surgery.

To explain the process, I’ll share one of my stories. A few months ago, I decided I wanted to lose a few pounds. Actually, it was more that I could no longer live under the illusion that my clothes still fit. As I was getting dressed for a luncheon I discovered that my suit was too small. It wasn’t only that my slacks felt like they were strangling me, the zipper simply refused to budge. While it probably sounds funny to read about it now, back then it wasn’t amusing.

After considerable thought - which included evaluating the clothes in my closet - I decided I needed to lose 15 pounds. That was my long-term goal. Now I needed to figure out how to make it happen.



OK, where would I start? My first stop was the Internet. Happily I found many credible health sites with good information. Research told me that healthy weight loss was approximately one-to-two pounds per week. So I decided that I would lose 15 pounds in four months: at one-to-two pounds per week this was a reasonable expectation. Because I wanted to tone up as well, I decided to include exercise as well as diet in my weight-loss plan.

Now I was ready to set my short-term goals. These would be the steps I'd take to achieve my long-term objective: lose 15 pounds in four months. From experience, I knew that having daily and weekly goals would be the best way for me to track my progress. Since I'm easily distracted, I also knew things like daily goals would help me stay focused. Using these principles, here's the weight-loss plan I developed.



## **My Weight Loss Plan**

### **Long-term Goal: Lose fifteen pounds in four months**

#### **Short-term Goals**

##### Monthly

- Lose four to six pounds each month
- Eat an overall healthy diet, cut sweets to a minimum
- Exercise regularly, include aerobic workouts and weight training
- Determine Progress – at the end of each month I would compare my weight and body measurements to those of the previous month. Also, calculate how many days I met my exercise and nutrition goals.

##### Weekly

- Lose one-to-two pounds a week
- Write down my weight and body measurements at the end of each week.
- Review my exercise log to see how many days I met my exercise goals and look through my food diary to see how much food I consumed each day.



- Exercise: aerobic exercise 30 to 45 minutes five or six times each week to burn fat, weight training for 20 to 30 minutes Monday, Wednesday and Friday each week, abdominal exercises five or six times a week to help tone stomach.
- Determine Progress – compare my weight and body measurements to those of the previous week Also, see how many days I met my exercise and nutrition goals.

### Daily Activities

- Eat a healthy diet: protein shake or cereal for breakfast, sensible lunch and dinner
- Keep a food diary (I will keep track of my food intake by writing down everything I eat.)
- Drink six to eight glasses of water a day (I will write this down in my food diary.)
- Complete my daily exercises (I will keep track of my program by writing down my daily exercise.)

Both my long-term and short-term goals were reasonable and measurable. Each time I exercised I made a notation in my weight-loss notebook. Making note of when I exercised and keeping a food diary helped me monitor my activities. Every day I knew that I was working towards my long-term goal. And, yes, at the end of four months I lost 15 pounds.

Getting into shape may or may not be one of your goals. However you can use the same principles to create your plan. Let's say you want to find a new job and you think it will take you six months. Your long-term goal is to find a new job in six months. Your short-term goals might include:

- Researching opportunities within your company
- Updating your current resume
- Talking to your friends and family
- Exploring other careers (conducting informational interviews, etc.)
- Enhancing your communication skills (joining Toastmasters)
- Looking into temporary positions (visiting employment agencies)
- Getting some additional training (picking up a new computer skill)

### Long-term Goal

Monthly – smaller  
 Weekly - small  
 Daily – smallest

### A word about Rewards

Be sure to choose rewards that don't sabotage your long-term goal. An ice-cream Sunday is not the reward for losing five pounds. A weekend getaway after completing your business plan won't help you move ahead – unless you're in the travel industry.

You'll need to develop a plan based on your situation. Just make sure your daily activities help you achieve your short-term goals and they, in turn, move you towards your long-term objective. Because our objectives often change with time it's also important to continually review your goals.

Generally speaking, long-term goals are objectives that will take from six-months to one year to reach. Short-term goals should be no longer than monthly. But, you'll be more effective if you have weekly goals too. Otherwise it takes too long to see progress. When setting your short-term goals be sure to include plenty of opportunities for success along the way.

In the next chapter, we'll talk about how to make your goals more effective.

# Are You Setting SMART Goals?

If you want your goal-setting process to be effective, you need to develop concrete, measurable goals. In the last chapter, we looked at the technique of setting long- and short-term goals. Here we'll refine the goal-setting process even more.

Lots of counselors and coaches use the SMART acronym to explain the finer points of goal setting. Each one uses a slightly different set of criteria. In this explanation, SMART refers to goals that are **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime Framed.

**Specific:** Goals need to be concrete. Often we set goals that are so loose, it's nearly impossible to judge whether we hit them or not. For example, a statement like "I will lose weight" is too vague.

Ask yourself these questions: How much weight will you lose? What is your target date? How will you know if and when you've reached your goal? Saying, "I will lose five pounds in one month" is more specific. At the end of the month it will be a simple matter of weights and measures to gage your progress: take your measurements and get on the scale.

**Measurable:** Goals need to be quantifiable. For example, whatever we do for a living, most of us want to increase our business network. But, "making new contacts" is an ambiguous statement. Where will we meet new people? How many people can we reasonably expect to meet in a month?



A clearer objective might be “I will attend four networking events each month and try to connect with one likeminded person at each.” It’s a simple, concrete goal. At the end of the month it will be easy to see if you hit your target.

**Achievable:** Goals need to be reasonable and achievable. Like me, nearly everyone has tried to drop a few pounds at one time or another. Often their success or failure depends on setting practical goals.

Goals should be:  
Something **S**pecific  
Easy to **M**easure  
Can be **A**chieved  
Something **R**ealistic  
Within a **T**ime-frame

Unfortunately, people often set goals based on unreasonable expectations. Losing 15 pounds in 30 days is unrealistic (unless you’re planning a medical procedure or an unhealthy diet). Losing four to six pounds in 30 days is considered healthy weight-loss. Don’t set yourself up for failure by setting goals that are out of reach.

**Realistic:** Goals need to be realistic for you. When we’re kids we think we can do anything. As adults we learn that while we can have a lot, we can’t have it all at the same time. It’s important to honestly evaluate your options.

Do you have the ability and commitment to make your dream come true? Or does it need a little adjustment? For example, you may love to play tennis, but do you have the time, talent and commitment to become a pro? Be honest.

**Time Framed:** Goals need to have some kind of target date. Your target date might be one year from now. It might be five years. But, without a time frame, it’s still a daydream. Which is fine, as long as you know the difference.

Having a set amount of time will give your goals structure. For example, many of us want to find a new job or start a business. Some people spend a lot of time talking about what they want to do, someday. But, without an end date there is no sense of urgency, no reason to take any action today. Having a specific time frame gives you the impetus to get started. It also helps you monitor your progress.

Setting goals is more than deciding what you want to do. It involves figuring out what you need to do to get where you want to go. And how long it will take you to get there. Writing down your goals is important. But, before you set your pen to paper, take a minute to think about your objectives. Remember the SMART acronym: Make sure your goals are:

**S**pecific – is this something concrete?

**M**easurable – can it be measured by anyone?

**A**chievable – is this within my reach?

**R**ealistic – do research and reason indicate this can be done?

**T**ime-framed – is there a target date?

If you answered yes to all of these questions, you've set effective goals. You're on your way to achieving your objectives.

Now you know the fundamentals. You know the importance of setting long- and short-term goals. You know how to develop a step-by-step plan. Keeping the SMART acronym in mind will help you remember the basics. Each time you write down a goal, spend some time to think about it. Soon setting effective goals will become second nature.

In the next chapter, *Creating Your Plan*, we'll translate the effective goal-setting process to fit your needs.

# Creating Your Plan



Now you know the basics. You know the importance of setting long-term and short-term goals. You know how to set Specific, Measurable, Achievable, Realistic and Time-framed goals. So let's get started.

## Setting a long-term goal

OK, pick one thing you want to accomplish in the next six months. Is it to get into shape? Find a new job? Or maybe start your own business?

Whatever your goal, you need to start with a concrete statement of your objective. Once you've formulated your goal, write it down. (Remember my weight loss example, I will lose 15 pounds in four months.)

Now, you have your long-term objective, you're ready to move on to the next step: setting short-term goals.

## Your short-term goals

Congratulations! You've set one of your long-term goals. The next step is to figure out what it will take for you to reach your objective.

Take another look at your long-term goal. Now take some time to write down a few short-term goals. Remember the SMART acronym: Make sure your goals are:

**Specific** – is this something concrete?

**Measurable** – can it be measured by anyone?

**Achievable** – is this within my reach?

**Realistic** – do research and reason indicate this can be done?

**Time-framed** – is there a target date?

Let's say your long-term goal will take six months to reach. You will need to set at least monthly and weekly objectives. When I planned to lose 15 pounds in four months, for example, I set monthly goals of four to six pounds and weekly weight loss of one to two pounds.

While my exercise and nutrition requirements were designed to help me meet my weekly and monthly goals, they also helped keep me focused. Each day as I felt a sense of accomplishment when I finished exercising or looked in my food diary to see that I hadn't eaten any sweets that day.

Remember to incorporate opportunities for success into your program.

**Monthly Goals:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

(Make sure to include how you will measure your progress.)

**Weekly Goals:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

(Make sure to include how you will measure your progress.)

**Daily Activities:**

These are things you will do on a daily basis that will help you move towards your long- and short-term goals. You might want to include

activities such as positive thinking, reading, talking to your partner for support. Anything and everything that will help you move in the right direction.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Once you've completed this exercise you're on your way. The more you use the goal-setting process, the easier it will become. Before you finish putting together your plan here are a few more things to think about.

- First, it's important to always write down your goals. Writing them down helps with the process. There's also something about writing things down that makes them more "real." Buy a notebook in your favorite color for inspiration.
- Second, talk about your goals to others. For one thing, you never know who might be able to help you along your way. Also, there's nothing like telling your best friend you're going to drop ten pounds to make you feel accountable.
- Third, use your family and friends for emotional support. Find at least one ally who will applaud your successes. And encourage you when you miss the mark.

Once you've formulated your plan for success – whatever you determine that to be – make sure you review your goals at least every few months. Times change, and we change with them. What we want today, we may not want tomorrow. And the most important thing about your goals is that they be yours.



# Don't Let Fear Stop You

Nearly everyone I know is afraid of doing something. If they're not afraid of anything right now, at one time or another they have been. While the thing that gives you butterflies in your stomach may not be the same thing that makes me weak in the knees, there is always something. For some of us it's giving a speech. For others it's exchanging the security of one job for the uncertainty of a new position. Unfortunately, our fears can stop us from moving forward, if we let them.

What about you? What are you afraid of? What fears are keeping you from achieving your dreams? Are you stuck in a job rut because you're afraid that you won't be able to find something else? Do you avoid networking events because you're scared to go by yourself? Are you unable to increase your business because you're afraid of rejection?

Don't get discouraged, at one time or another everyone else has been afraid too.

Earlier I talked about my goal of building a bigger network. To be more specific: I wanted to create a network of people with similar values that I could rely on for information, introductions and support.

I also mentioned that a colleague gave me the names of a few organizations to start with. I should have been off and running. The problem was that I was afraid. As a writer, I was used to interviewing people, everyone from company presidents to department store buyers to small business owners working the booths at trade shows. But, that was different. It was never about me, it was always about the story.



Now, the spotlight was turned on me. I was a business owner trying to sell my business and myself to strangers. To make things worst many of the women I met were successful businesspeople. I was worried about what I would do, what I would say and most importantly, what they would think of me.

Although, I knew my goal was to meet people, I often went to events a little late and hung out in the corner. If someone talked to me, I was friendly.

But, I usually didn't initiate conversations. And I dreaded every event.

*If you want a place in the sun, prepare to put up with a few blisters.*

- Abigail Van Buren  
(Dear Abby)

Well, as Susan Jeffers says in *Feel the Fear and Do It Anyway*, the only way to conquer your fear is to do whatever it is you're afraid of. Yes, things like positive self-talk and changing your attitude will increase your self-confidence. Which is a good thing. But, the only way to move past your fear is to take action.

*One can never consent to creep when one feels an impulse to soar.*

- Helen Keller

And that's what I finally did. I asked a few successful women for advice. I looked for events where the speaker's topic was networking. In the course of one week, two people recommended Susan RoAne's *The Secrets of Savvy Networking*. The second time someone mentioned her book I went out and picked up a copy. It looked so intriguing I bought her first book, *How To Work A Room*, as well. And I started reading. By the time next month's events rolled around, I felt different. I was still nervous, but I felt ready.

*And the trouble is, if you don't risk anything, you risk even more.*

- Erica Jong

Taking a lesson from RoAne, I spent some time preparing for the next EWN luncheon. That day I read the local newspaper and watched some morning television looking for things I could talk about. I made it a point to arrive, ready to talk about three different topics. I saw someone standing alone and went up and extended my hand. It wasn't nearly as difficult as I thought it would be.

*To improve is to change; to be perfect is to change often.*

- Winston Churchill

In *Feel the Fear and Do It Anyway*, Jeffers spends a lot of time talking about our inner chatterbox. It's that insidious voice in your head that tries to make you feel inadequate, assuring you that whatever you do will be wrong. If you're anything like me, yours roars the loudest at the most inopportune times. Don't let that voice stop you from moving forward. The

more you step outside of your comfort zone, the less you'll hear from your internal chatterbox.

Now, much to my husband's surprise I actually look forward to these events. Each one is an adventure. No, I don't meet someone I have a real connection with every time. But, I have met a few likeminded people along the way. And I've enjoyed myself in the process.

What's holding you back? Lots of us are afraid of rejection. Whether that means making those sales calls or contacting someone who can help you get another job. Well, a couple of months ago, I came across a new way of looking at rejection in *The One Minute Manager*, by Kenneth Blanchard, Ph.D. and Spencer Johnson, M.D.

Now, *The One Minute Manager* is a great book, even if the only person you're managing is you. But, my favorite part is in *Third Secret: One Minute Reprimands*. In this chapter, one of the characters introduces an unusual philosophy: Win or Break Even. All of our lives we learn that when we ask for something we either win or lose. If we get what we want, we win. If we don't, we lose. But, here the thinking is that we either Win or Break Even. If we get what we want we Win. If we don't we're no worse off than before, we Break Even.

Wow, what a concept. Having been raised on the idea of either win or lose, the thought of winning or breaking even was a revelation. Whenever I have to make a tough phone call, I try to remember, if I get what I'm looking for I win, if I don't I break even. Keeping that thought in my mind often helps.

While the only way to truly overcome what you're afraid of is to do it, in my experience being prepared certainly helps. Experiment until you find what will help you do whatever it is you're afraid of doing. And then use it.

There are many good books on the market. My favorites are the ones that entertain while they educate. Ask friends and colleagues for book recommendations until you find one that addresses your concerns.

*Our greatest glory is not in never falling, but in rising every time we fall.*

– Confucius

*To climb steep hills requires a slow pace at first.*

- William Shakespeare

*You cannot achieve great success until you are faithful to yourself.*

- Friedrich W. Nietzsche

*Actions speak louder than words.*

- Dale Carnegie

*Who Moved My Cheese?*, by Spencer Johnson, MD, can help you cope with change in every area of your life. *How To Work A Room* can help you become more comfortable meeting new people. *Never Let'Em See You Sweat*, by Phil Slott, can help you get over any public speaking jitters.

Whatever your difficulty, *Feel the Fear and Do It Anyway* can help you get unstuck. And that's the first step to getting what you want. But, ultimately, it's up to you to as they say: Just Do It.

# Now You're Ready, Let's Go!

Over the next couple of weeks, take some time to determine what you want. What are your long-term goals? Before you can create your plan you need to decide what you want as your end result.

Before you can set your short-term goals, you need to figure out what it will take to achieve your long-term objective. Study successful people. Look for those who are already where you want to be. Talk to a mentor.

To review, let's say your long-term goal is a "healthier lifestyle." To you this means becoming stronger and losing weight. Exercising regularly is one of your short-term goals. Neither of these is specific enough.

Start by clarifying your long-term goal. Instead of being stronger and losing weight, plan to drop 10 pounds and be able to walk a 15-minute mile in two months. These are measurable goals. Rather than saying you will start to exercise, plan to exercise for 20 minutes three times a week, starting on Monday. This is something you can mark on your calendar, a visual reminder of your accomplishments. Begin today by taking the stairs instead of the elevator. Think how great you'll feel because you've taken action.

The same is true for your professional life. If you want to find new job or start your own business, you'll be more successful if you have a plan.

Let's say your long-term goal is to get another job. Your short-term goals may include reworking your resume, networking and looking for



job openings. Break each of these down to relatively small, measurable tasks. For example, if you're sending out resumes, commit to sending out at least five each week.

Get started by working on your resume or making a list of job-search sites today. If your goal is to change careers, schedule some time this week for self-assessment and research. Plan to investigate at least one career that interests you each week.

Long-term Goal – Main Objective

What if your goal is to increase your business? Depending on your circumstances, signing on one new client a month may be a reasonable goal. You'll need to determine which daily and weekly actions will help you attract these new clients. Again, get advice from other businesswomen. Join an organization with a mentoring program.

Short-term Goal One

Monthly measurements

Weekly measurements

Daily Activities

Short-term Goal Two

Monthly measurements

Weekly measurements

Daily Activities

Be careful not to push yourself too hard or too fast. While successful people know you have to stretch your talents to grow, they also know it's important to have reasonable expectations. Always be your own best friend. Never set yourself up for failure.

Short-term Goal Three

Monthly measurements

Weekly measurements

Daily Activities

Remember my weight loss example. Knowing healthy weight loss means dropping one to two pounds a week trying to lose ten pounds in two weeks would be unrealistic. Keep this in mind when setting your business goals. Don't expect to find a new job or get six new clients in one month.

Get started today by determining what you want. Once you know what you want you're ready to develop your plan. Start with your long-term goals. These are things you want to accomplish in six months to one year. Next, establish short-term goals. These include monthly, weekly and even daily targets that will move you toward your long-term objectives.

Once you've developed your success plan, don't let fear get in your way. Remember the only way to truly conquer your fears is to do whatever you're afraid of. Try to be as prepared as possible before you tackle something new. Then go out and do it.

The first step to success is knowing where you want to go. The second step is having a plan to get there. Try not to be in too much of a hurry. And don't be afraid to stop and ask for directions along the way.

Changing your life isn't easy. Just contemplating it can sometimes be overwhelming. But, developing a plan for change will make the process easier. You can make it happen by taking it one step at a time. And if you think one step isn't significant, remember: "A journey of a thousand miles begins with a single step." (Confucius)





# Worksheets

# Goals Worksheet

Now you know how to set effective goals. Remember to use the SMART acronym: Make sure that your goals are:

**Specific** – is this something concrete?

**Measurable** – can it be measured by anyone?

**Achievable** – is this within my reach?

**Realistic** – do research and reason indicate this can be done?

**Time-framed** – is there a target date?

**My long-term goal – this is the main objective**

**My short-term goals – these will move me towards my main objective**

**Monthly Goals:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

(Make sure to include how you will measure your progress.)

**Weekly Goals:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

(Make sure to include how you will measure your progress.)

**Daily Activities:**

These are things you will do on a daily basis that will help you move towards your long- and short-term goals. You might want to include activities such as positive thinking, reading, talking to your partner for support. Anything and everything that will help you progress in the right direction.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

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3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_





# Resources



# Resources\*

Blanchard, Kenneth, Ph.D. and Johnson, Spencer M.D., *The One Minute Manager*. New York: Berkley Books, 1983.

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\* For information on more great business and career-related books, visit the Bookstore at [www.career-intelligence.com](http://www.career-intelligence.com)



# About the Author

**Annette Richmond, MA**, is principal of Rowayton-based Richmond Consulting Group, which provides guidance, workshops and seminars on a wide range of career management and work-related issues. A dynamic and engaging speaker, consultant, coach, and writer, she is author of numerous publications, e-books and interactive workbooks on career management. She is founder of [career-intelligence.com](http://career-intelligence.com) and editor of *The Career Intelligencer*, a rapidly growing electronic newsletter. Her career advice has been widely quoted by the media including *Self*, *Folio Magazine* and *The Wall Street Journal's CareerJournal*. Locally, her comments have appeared in *The Hour*, the *Stamford Advocate*, the *Fairfield County Business Journal* and on WICC radio.



Along with *The Career Intelligencer*, Richmond's web site [career-intelligence.com](http://career-intelligence.com), launched July 2000, offers career advice, tips and resources to tens of thousands of visitors per month. It has been cited as an important career management resource by organizations including the prestigious Riley Guide, Catalyst, the Yale School of Management, Massachusetts Institute of Technology, *The Washington Post*, *The Detroit News* and *The Atlanta Journal Constitution*. Citing its "terrific tools and services," The Riley Guide called it a "one-stop shop for career and life management."

Richmond holds a BA from Sacred Heart University and an MA in Applied Psychology from Fairfield University. She is trained and licensed to administer assessments including the Myers-Briggs Type Indicator® (MBTI) and the Strong Interest Inventory®, tools that she often uses in her consulting practice.

Prior to starting the Richmond Consulting Group, Richmond gained experience in mass market publishing in the magazine industry, first as a writer and editor of a trade magazine, and later as co-founder and editor of the successful online travel magazine *Destinations*. Applying this experience to her career management consulting practice, she developed the web site [career-intelligence.com](http://career-intelligence.com) and *The Career Intelligencer*. With a stated philosophy of "Stretch, Grow, Achieve," [career-intelligence.com](http://career-intelligence.com) offers cutting-edge, savvy career guidance, motivation, information and resources, previously available only to corporations and individuals paying sizable consulting fees.

Along with managing [career-intelligence.com](http://career-intelligence.com), Richmond conducts corporate team-building workshops and communication seminars, and offers coaching services to corporate teams and individuals. Recently, she served as an adjunct lecturer in the University of New Haven School of Business, Department of Communication. She also writes a monthly career-management column for *The Hour*, a Connecticut daily newspaper. Her professional affiliations include the American Psychological Association, Association for Psychological Type and Society for Human Resource Management.

Richmond resides in Rowayton, Connecticut.





### **What people are saying about *Stop Dreaming and Start Doing***

*Each year I set myself up with New Year's resolutions - and then I lapse into old behavior. I decided this year it would be different. In an effort to succeed I purchased your book "Stop Dreaming and Start Doing." I loved it . It was quick (important to me) and something I could do now (practical is also important to me). I've used the worksheets in the book and have set some "specific" goals with check and balances to do weekly/ monthly. The rest is up to me and how much I want to follow my goals. Thanks.*

Carole Martin - *The Interview Coach* - Monster.com's interview expert.

### **What people are saying about Annette Richmond's Seminars**

*"Your style and open manner truly was the reason for captivating this audience. Networking has been talked about, emphasized, and used when dealing with transition. Yet, you were able to bring to the evening new and refreshing ideas as well as practical and specific examples of improving their search strategies when communications is key. Your humor and how you engaged the audience in your presentation struck a major cord with all in attendance. They couldn't believe hat time had passed so quickly."*

- Marion V. McConnon-Hjorth, Program Director, Trinity Career Networking Group,  
Southport CT

### **What people are saying about [career-intelligence.com](http://www.career-intelligence.com)**

*I am very impressed. You have great content, a wonderful focus, and you've pulled together some terrific tools and services. What a nice one-stop-shop for career and life management.*

- Margaret Riley Dikel MSLIS, founder, The Riley Guide <http://www.rileyguide.com>,  
Co-Author with Frances Roehm of *The Guide to Internet Job Searching*