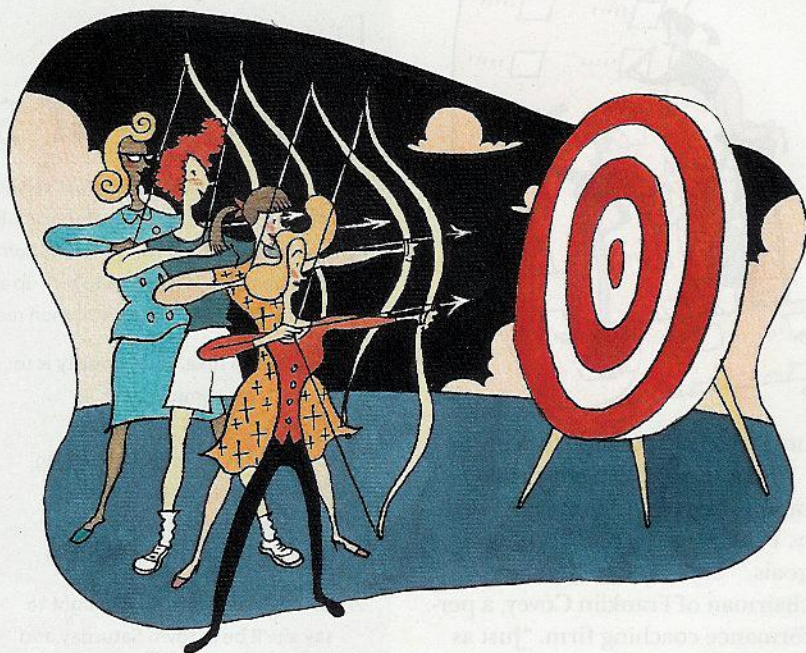




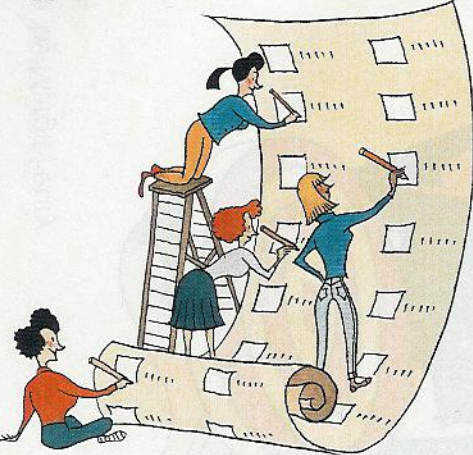
A monthly  
step-by-step plan  
to getting the  
life you want



# how to get results

**a**UTUMN ALWAYS FEELS LIKE THE TIME TO START SOMETHING. Maybe it's all those years of the back-to-school scramble (even if you haven't been in a classroom in ages). Or it could be New Year's Day looming a few months ahead—with not one jot of progress on those resolutions from last January. Whatever causes the itch for a change, now is the time to reassess your strategy. And we've got a plan that will work for you—because it's based on who you are,





not just what you hope to achieve. "People need to decide what is most important to them personally. I call these our 'governing goals,'" says Hyrum Smith, co-chairman of Franklin Covey, a performance coaching firm. "Just as our country's forefathers wrote down what mattered to them—freedom of speech, freedom of religion, etc.—you need to write your own constitution. Then mold your goals from that." Focus on your most-desired and realistic targets, so you don't fritter away time on less-important matters.

But before you start, there's one more thing to do: Make your goals match your personality. It turns out that most people fall into one of four categories when it comes to getting things done. Find your type with the quiz at right, then try our program. You'll be amazed at how easily the customized strategies will turn your goals into successes.

inside

the doer	212
the reflector	212
the joiner	214
the experienter	214
anatomy of a goal	216
progress prodders	216
goal boosters	216

[ THE QUIZ ]

# find your style

You've taken tests like these before, so you know you probably won't fit neatly into any one of our **four personality categories**. But no worries: You can still learn valuable tips and tricks by identifying your predominant M.O.—and then check the description of the other personality types to pick up additional pointers. So choose the answer that best matches your most common reaction, and—for best results—be honest.

- 1. On a group hike, your priority is to:**

  - A. reach the summit
  - B. break a sweat
  - C. walk with someone interesting
  - D. see the scenic overlook, even if it means veering off alone and catching up with the group later
- 2. An old friend calls Friday night to say she'll be in town Saturday and wants to take you to a cool art opening—but you've planned to spend the day cleaning. You:**

  - A. say you're busy, but invite her to visit after the opening
  - B. stay up late making sure your place looks presentable, then head off to the gallery in the morning
  - C. blow off the cleaning and spend the day with your friend; she'll understand the mess
  - D. go to the gallery, but make an excuse to keep her from coming over to see the dust and dirt
- 3. With two free hours at home, you:**

  - A. clean out a closet
  - B. flip through magazines looking for tasty recipes, career tips, or redecorating ideas
  - C. call friends to chat and make plans
  - D. light an aromatherapy candle and stretch out in a hot bath
- 4. You and a few friends are trying to decide where to go for dinner. You:**

  - A. have a hankering for Chinese, so you convince them to go to your favorite Asian place
  - B. look online for the latest reviews of hot new places and push for one of those
  - C. offer a few options but happily go wherever the others choose
  - D. suggest a place with a cozy atmosphere where it's quiet enough to talk
- 5. You were planning a workout, but your friend calls with a last-minute invitation to a potluck dinner. You:**

  - A. do your workout, then throw together a quick tried-and-true dish
  - B. skip the exercise and create a healthy dish that looks and tastes great; then you primp for the party
  - C. dig out the cookbook, dash to the store, and make a fabulous dish; bring your sneakers to the party so you can organize an after-dinner stroll
  - D. try a new recipe that sounds easy and leave time to walk to the party

## answer key

**Mostly A's:** You are a Doer. You focus on results. Turn to page 212 for tips on setting goals that are a breeze to accomplish.

**Mostly B's:** You are a Reflector. You focus on rewards. Turn to page 212 to find out how to earn more accolades.

**Mostly C's:** You are a Joiner. You focus on the company you keep. Turn to page 214 to learn how to make collaboration work for you.

**Mostly D's:** You are an Experienter. You focus on the journey. Turn to page 214 to plan having fun along the way to success.

**No clear pattern?** Match each of your goals to the personality that fits how you handle that type of situation.





## the doer

**Y**OU ARE A SELF-STARTER. You tend to excel at getting things done when you have a due date and are motivated by a list of concrete goals. But Doers beware: Sometimes you become too focused on checking things off your list, says Steven Ungerleider, Ph.D., a psychologist in Eugene, Oregon, and author of *Mental Training for Peak Performance*. "This can lead to sloppy results." Also, if you are totally focused on one specific target, you can get completely thrown off track by even one minor setback.

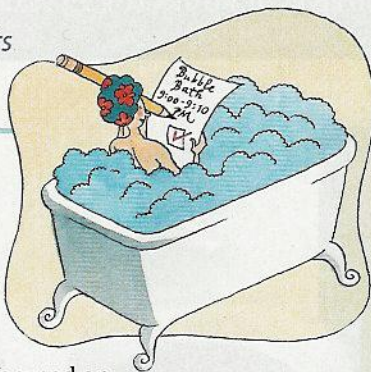
### to-do list

- **Start a contest.** If getting in shape is your target, for example, organize your co-workers to see who can accumulate 50 hours of exercise first.
- **Split it up.** For large goals, such as changing careers, set up interim goals. Little successes, such as completing one course in a new field each semester, will keep you from getting frustrated at the elusive target.
- **Make it public.** Develop a "contract" by telling a friend about your specific goal, the deadline, and a reward. This works best if the friend shares a contract with you, too.
- **Plan a break.** Chances are you're overdoing it. Schedule in some extra sleep.

### PROFILE

## The Right Reasons

Courtney Hall, 34, is an example of a successful Reflector. A stay-at-home mom in Gettysburg, Pennsylvania, she has a long list of expectations that come from her husband and kids. But Hall manages to make her responsibilities work for her. "Sometimes the short-term tasks may seem trivial, like helping my son with a craft project or exchanging foot rubs with my husband for 20 minutes," she says. "But they lead directly to my desire of having a happy and healthy family—and that includes being happy myself." That doesn't mean Hall loves all of her daily tasks, but by remembering that she's getting something out of them—viewing them as stepping stones to her long-term goals—she has learned not to resent them, and often even enjoys them.



### PROFILE

## Forging Ahead

Linda Frahm, 42, the manager of All walking.com, a startup company in Salem, Massachusetts, is a typical Doer. Not only does she set strict deadlines at work, she applies the same attention to detail to leisure time. She even schedules time to clean out a closet—and follows through. Small goals give her a relaxing sense of accomplishment. And she plunges into long-term goals by noting how they will benefit her in years to come.



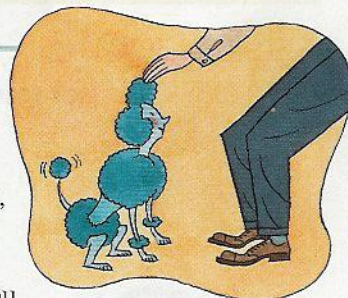
Frahm admits she can be too goal-oriented: "I tend to work long hours and need to slow down. I constantly strive to find balance in my life." Because she's a Doer, Frahm has to schedule relaxation time, too; she firmly plans three vacations a year.

### classic pitfalls

- **Unrealistic time frames.** You won't get thinner thighs in 30 days. Don't give up if results aren't immediate. Instead, adjust your expectations and start with renewed energy.
- **Striving solo.** Doers tend to go it alone. Instead, realize that no one has all the tools for every task. Hard as it is, learn to ask for help.

## the reflector

**Y**OUR DRIVE TO SUCCEED is guided by the desire for pats on the back, Ungerleider says. For instance, if you lose 20 pounds, you are probably more thrilled by hearing people say how terrific you look than you are about dropping a couple of sizes (well, almost). But approval-seeking can become excessive: "I work with women who say they want to lose weight because their husbands want them to be thinner," says San Francisco-based sports psychologist Jim Taylor, Ph.D., author of *Prime Sport: Triumph of the Athlete Mind*. Real commitment can't be motivated by someone else. It may sound trite, but it has to come from you.



### classic pitfalls

- **Action without planning.** Carefully plan your final goal and your strategy for getting there. Then you won't be easily blown off track.
- **Spreading yourself thin.** Success demands focus. Zero in on your most important goals and put the rest aside. Learn to say no to requests that pull you in different directions.

### to-do list

- **Make it personal.** Take a look at your goals and decide which are imposed by others and which are yours. For best results, ditch as many of the external ones as you can.
- **Pick your passion.** Create new goals that are entirely yours. Need help? Think about what you have been passionate about since childhood.
- **Bribe some company.** Encourage a friend to join in so you can pat each other on the back.
- **Show off.** Make plans to display your accomplishments. Take before-and-after photos, get a great skirt to display your sleek new legs, or pick out a fabulous frame for your diploma.





## PROFILE

### Center of Success

Charisma Garcia-Ryan, 29, a business planner in California's Silicon Valley, has a commitment to fitness that an



Olympic athlete might admire—but you won't find her working out by herself much. "I have a friend I meet at the gym to lift weights," she says.

"Even though it's only once a week, it motivates me to do something I would normally avoid." Be it kayaking with her boyfriend or going to yoga class with co-workers, Garcia-Ryan is energized by her companions. "If I'm exercising alone and feel like quitting, I might. My mind sends premature 'I want to stop' messages," she says. "But when I have someone alongside cheering me on, I can delete those messages and keep going."

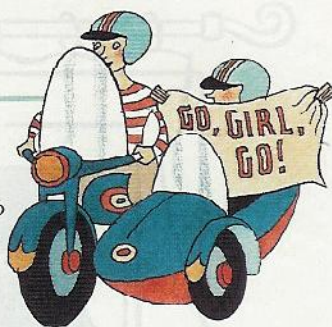
## the joiner

**A** SOCIAL ANIMAL, you'd rather skip a hot new movie if it means going solo. A Joiner's goal-setting strategy works best when it includes others. Everyone's a Joiner, to some extent. "Most people are more committed to others than to themselves," says Gary Ryan Blair, founder of the Goals Guy, a Florida-based personal coaching company.

But Joiners may focus too much on socializing—and a group is apt to get sidetracked, or faster folks may be held back by slower ones. On the other hand, groups can become overly competitive, Taylor says. A Joiner learning about finances may sign up for an investment club even though she can't cover her bills.

### classic pitfalls

- **Goals without purpose.** Ask a kid why she drew on the wall and she'll say "just 'cause." Are you adopting goals just 'cause everyone is doing it?
- **Fear of the unknown.** Do some research and replace intimidation with knowledge.

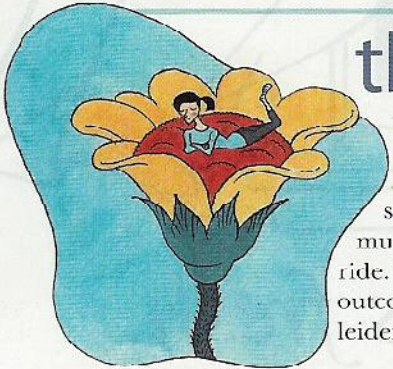


### to-do list

- **Buddy up.** Find a partner you can rely on to keep you honest. And do the same for someone else for extra motivation.
- **Build groups.** If you can't find a club for your interest, start one. Trying to get ahead at work? Invite colleagues out for "career cocktails."
- **Set up a group reward.** Plan a vacation with a few friends, then have each person declare one goal that must be accomplished before you book the trip.
- **Work the Web.** Start an e-mail group so your friends can report on their progress.

## the experienter

**N**OBODY HAS TO TELL YOU to stop and smell the flowers. You aim for goals that are spiritual, stress-relieving, or self-exploratory. Stumbling blocks don't hurt so much—you know that they are just a part of the ride. "This is very healthy and can lead to wonderful outcomes, both physically and emotionally," Ungerleider says. But Experiencers may shy away from setting firm goals and instead get lost in enjoying the tasks—and never achieve results. That doesn't mean you should stop enjoying the journey, but be sure to target some specifics so you don't miss your true potential.



### to-do list

- **Define limits.** Set some goals that you can accomplish in a short time frame so you get a few things finished. Make sure you don't take on too much.
- **Prioritize.** Keep a notebook with all your great ideas; divide into sections for immediate and long-term goals. Flip through it for inspiration.
- **Take lessons.** Sign up for a class that will help you reach your goals, even indirectly. To save money, for example, study car or bike repair.
- **Make appointments.** If, like Klein, you have books stacking up, find a new place to read—and plan a weekly date to go there.

## PROFILE

### Savoring the Steps

Ilene Klein, 30, a Web/graphic designer at an advertising agency in Baltimore, is the quintessential Experiencer. She shares her goals with her husband and friends to make them concrete, but still has trouble staying focused on any one task for too long. "I have about eight great books by the side of my bed. Unfortunately, I have not gotten past page 20 in most of them," she says.



Almost all of Klein's accomplishments focus on the path, although she delights in achievements, too. Before decorating her new home, she learned about feng shui. Then she and her husband tried new artistic techniques. The couple enjoyed living in a work-in-progress for longer than most people would find comfortable, and they learned a lot and had fun. Klein says she can "feel the results."

### classic pitfalls

- **Taking on too much.** Take stock of your time and energy, planning only as much as you can realistically do. Then cut back a little more to leave extra time to enjoy the ride.
- **Over-researching.** If you endlessly prepare, you may never move forward. You can't anticipate everything, so just pick a plan and go for it.





# anatomy of a goal

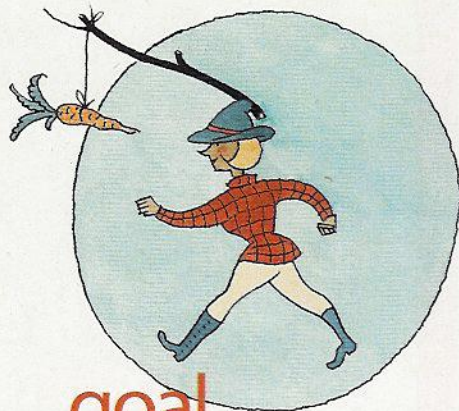
**W**HY DO SOME GOALS seem effortless while others die in a heap of good intentions? Saying “I want to lose weight” or “I want to earn more money” won’t work, says Gary Ryan Blair, a consultant who assists executives at IBM, General Electric, and FedEx with goal setting. If you aren’t making progress, evaluate your goals with these three questions:

**1 Is your goal specific?** When you give someone driving directions, you don’t just say “I live near the high school.” That person needs specific details or she will wander aimlessly. By the same logic, think of your goal as a specific destination, then decide the best route to get there. That way you’ll easily see when you’ve taken a wrong turn.

**2 Is your goal measurable?** Whenever you flip on an NBA game, you check who’s ahead. Without the score, it wouldn’t be fun. The same is true of goals: You need to know if you’re winning, losing, or holding

steady. Running out of steam? Take a lesson from the coach: Change strategies, give a pep talk, or bench your star player (that’s you) so she can recharge.

**3 Do you have a deadline?** Your phone bill is due by a certain day—if you’re late, you’re penalized. Your goals need consequences too, or they will always be less urgent than the phone bill. Keep your motivation high by dangling a reward or penalty based on your deadline performance.



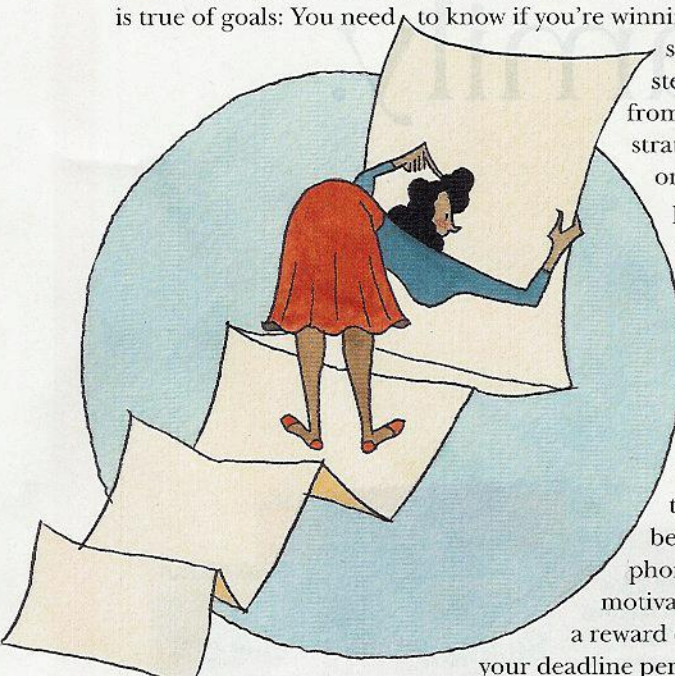
## goal boosters

IT’S EASY TO GET LURED OFF course, letting a little immediate pleasure compromise a long-term goal. But these strategies will help keep your eye firmly on the prize—and off that budget-busting outfit or calorie-laden dessert—tipping the odds in your favor when temptation strikes.

● **Reward progress.** Doers should give themselves a break at the end of each project. Reflectors can display their results. Joiners can plan a party to celebrate. And Experiencers can reward themselves with an event or a trip. Write down the reward when you first decide on your goal.

● **Post reminders.** Keep your targets top-of-mind by putting sticky notes of the biggest goals on your computer or bathroom mirror. Hang a picture on the fridge of the pants you want to fit into or the mountain you want to climb.

● **Build a support team.** Tell anyone and everyone about your goals so they can lend a hand (or ear). Ask a friend to check your progress every week. Tell your boss you’re spending your lunch hour learning a new skill. **h**



## progress prodders

If, despite your best efforts, you find you are slipping, try these tips:

- **Punch the clock.** All four personalities are motivated by time ticking away, so consider buying a countdown clock. Set the clock on your desk, put in your target deadline, and watch the countdown of the days, hours, and minutes you have left to reach your goal. To find a clock, go to [www.goalsguyshop.com](http://www.goalsguyshop.com).
- **Get a gadget.** Gear can motivate you and track your progress. Strap on a pedometer: Walk 2,000 steps every morning. Put on a watch and do 30 minutes of reading every night. Every time your energy flags, try a new gadget to revive your drive.
- **Hire help.** If you struggle for each tiny advance, think about hiring a dietitian, career counselor, or life coach to keep you going. The regular check-ins and money spent will definitely increase your dedication.