



***IF IT'S TO BE, IT'S UP TO YOU -
THE SECRETS OF EFFECTIVE
GOAL SETTING***

Jonathan Farrington





Yet the mistake made my many sales people is that they don't think about what they want - they think about what they don't want.

INTRODUCTION

"Man is a goal seeking animal. His life only has meaning if he is reaching out and striving for his goals."
Aristotle

One of the single, most important skills that a salesperson can possess is to set goals that are so well defined, and so compelling, that they become embedded deep into the unconscious mind - consequently acting as a powerful force that drives motivation and behaviour. If your sales team lacks clarity about why they are doing the job that they do, their sense of purpose will become diluted and, as their sales manager, you are losing out on a massive piece of their potential.

The art to achieving whatever you want is to have a clear picture of your goal in your mind. You've probably heard this so many times before that the power of this one thing may have escaped you. According to Prentice Mulford (1834 - 1891), "*Every thought of yours is a real thing - a force.*"

To put it another way, thoughts become things.



We are all connected to each other and the universe through our energy that ebbs and flows constantly. In fact, we are like a powerful electro-magnetic transmitter where our thoughts vibrate at a certain frequency and attract to us that of which we are thinking. In his bestselling book "Think and Grow Rich", Napoleon Hill states that "the subconscious mind proceeds to translate that impulse into its physical equivalent".

Yet, the mistake made by many sales people is that they don't think about what they want - they think about what they don't want. The human mind is unable to deal with negations such as "I don't want to miss target" or "this prospect will always go for the cheapest price". In these examples, your unconscious mind will create "miss target" and "prospects who only buy from the companies who offer the cheapest prices". If you are asked NOT to think of a blue tree, then your mind has already started thinking of a blue tree!

Let's reveal some of the secrets of effective goal setting.....

Jonathan Farrington





PRO-ACTIVITY, REACTIVITY AND VILFREDO PARETO

In 1906, Italian economist Vilfredo Pareto created a mathematical formula to describe the unequal distribution of wealth in his country, observing that 20% of the people owned 80% of the wealth. In the late 1940s, Dr Joseph M. Juran inaccurately attributed the 80/20 Rule to Pareto, calling it Pareto's Principle. While it may be misnamed, Pareto's Principle or Pareto's Law as it is sometimes called, can be a very effective tool to help us manage efficiently, but it can also be applied to virtually every facet of our lives.

Of the things you do during your day, only 20% really matter.

The value of the Pareto Principle for a manager is that it reminds us to focus on the 20% that matters. Of the things you do during your day, only 20% really matter. Those 20% produce 80% of our results, so we should identify and focus on those things.

When our 'time robbers' begin to sap our time, we need to remind ourselves of the 20% we need to focus on. If something in the schedule has to slip, if something isn't going to get done, we have to make sure it's not part of that 20%.

A NEW MANAGEMENT THEORY

There is a management theory that proposes to interpret Pareto's Principle in such a way as to produce what is called Top Gun Management. Those advocating this theory suggest that, since 20% of our people produce 80% of our results, we should focus our limited time on managing only that 20% - the so-called 'superstars'.





In my opinion, the theory is seriously flawed because it overlooks the fact that 80% of our time should be spent doing what is really important - and that includes developing all of our people. Helping the good to become better is much more important than helping the great become terrific!

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When we work to develop our subordinates, we should be concentrating on converting what I term the “reactive mindset”, because we can certainly apply Pareto’s Principle to reactive versus pro-active. Or, to describe these two mindsets in a different way - the “running towards” mindset and the “running away” mindset. Let me give you an example:

THE “RUNNING AWAY” PERSONALITY

The “running away” person is awoken by his alarm clock and he immediately hits the “snooze” button. Ten minutes later, the buzzer goes off again - “Just ten more minutes” he says to himself, “I won’t go for a run today” - and he again activates his friend “Mr Snooze”...

This happens three more times and each time he determines that he will skip a vital activity in order to enjoy a few more minutes slumber – he has already decided to skip breakfast, and he will shave in the car on the way to the office. Finally, a full hour after his first alarm call, he leaps out of bed - the image of his boss standing outside his office door, purple with rage at his continual poor time keeping, is just too horrible to contemplate, and it acts as his spur!

So what actually happened here? Well, if we apply Pareto’s Principle, we identify that approximately eighty percent of the world’s population fall into the “running away” category.





My take on that is:
“A few people make things happen, others just watch what happens, but the vast majority wonders what the heck happened!” (but “heck” is not the word I usually use...!!)

That is to say that they do things, not because they planned to do them, or that they want to do them, but rather that they fear the consequences of not doing them. They drift through life - as I have said often enough before, like “rudderless boats”, completely at the mercy of the currents. They never go beyond the first few stages of Maslow’s “Hierarchy of Needs” and certainly, “self-fulfilment” is completely out of reach for them because they either lack the courage, or the commitment required, or quite simply they lack the energy. After all, it is nice and cosy in the comfort zone, isn’t it?!

As someone famously once said: *“Some people make things happen, whilst others just stand and watch what happens”* My take on that is: *“A few people make things happen, others just watch what happens, but the vast majority wonder what the heck happened!”* (but “heck” is not the word I usually use...!!). The “running away” mindset falls into the last category.

Let's look at the other side of the coin. Let's see how a “running towards” personality handles their relationship with their alarm clock...!

THE “RUNNING TOWARDS” PERSONALITY

To begin with, our “running towards” person has invested some of their time, the previous evening, preparing for the next day - the suit has been pressed, shoes cleaned, notes prepared for those important meetings etc. In fact, all of the next day's objectives have been thoroughly rehearsed mentally and planned for.





When the alarm clock goes off, our “running towards” person typically awakes refreshed and completes their final preparations for the day. They have plenty of time for exercising, for bathing, and to eat a proper breakfast with their family – they are in control. They arrive at the office before most of their colleagues (80% of whom arrive at 08.55 am – just in time, because they fear the consequences of being late!), so that they can respond to e-mails and attend to essential administrative tasks, which would otherwise take up valuable “business time”. Life for these people appears effortless, relatively stress free, because they have made it that way, they are busy working at self-fulfilment as they have no need to worry about shelter, security and the like.

These people are “Winners”.

THE “WINNERS IN LIFE”

**Can we all
become
“Winners”? Yes,
of course we can!**

“Winners in life constantly think in terms of I can, I will and I am. Losers, on the other hand, concentrate their waking thoughts on what they should have done or what they don't do”. Dennis Waitley

Can we all become “Winners”? Yes, of course we can! We cannot have everything we want in life, but we can have anything that we really want, because if we want it badly enough, we will find the means to bring about its happening – this is called “fulfilled expectation”.

Unfortunately, most people, when asked, don't really know what they want from life. Some talk vaguely about success without being able to articulate precisely what success means for them.





Each of us has the choice, we can choose to be successful – however we measure success - or we can choose not to be.

I have heard many interpretations of the word, but the one I still like the best comes from Earl Nightingale, “Success is the achievement of a worthwhile goal or set of goals”.

Therein lies the secret – in order to be successful, to become a “Winner in life”, we must have goals!

This extract from “Alice’s Adventure in Wonderland” accurately illustrates my point,

“Would you tell me please, which way I ought to go from here?”

“That depends a good deal on where you want to get to” said the Cheshire Cat

“I don’t much care where” said Alice

“Then it doesn’t matter which way you go” said the Cat

“ So long as I get somewhere” Alice added as an explanation

“Oh, you’re sure to do that” said the Cat “If you only walk long enough”

Lewis Carroll (1832 – 98)

IN SUMMARY

Each of us has the choice, we can choose to be successful – however we measure success - or we can choose not to be. But if we really do want a more fulfilling and satisfying life - more happiness, greater security, improved health, the means to help others, etc. - then we have to accept full responsibility for ensuring we have a rudder on our boat, and work to the maxim “If it’s to be, it’s up to me”.





WHERE ARE YOU HEADING – DO YOU KNOW?

As a result of the current economic climate, all dedicated sales professionals should be focusing precisely on what they want to achieve.

Having said that, most people (and I would estimate 80% - because Pareto's principle is always pretty accurate) will not set objectives and, in failing to plan, will in effect be planning to fail.

Having said that, most people (and I would estimate 80% - because Pareto's principle is always pretty accurate) will not set objectives and, in failing to plan, will in effect be planning to fail.


The greatest difficulty most people have is knowing where to begin - so here are some thoughts that will hopefully assist you in constructing an achievable plan for the next twelve months and beyond.

You have to set yourself goals. Become goal orientated and a goal achiever - otherwise you will drift through life like that ship without a rudder, hoping to be swept into a "harbour of opportunity". Unfortunately, without a rudder, you are more likely to end up on the rocks, and in later life look back in frustration ("I could have", "If only I had" etc.), but by then it will be too late...

DO YOU HAVE A LIFE MAP? IF NOT, THINK OF THE PILOT

Before a pilot takes off, he knows the distance and the payload. He has assessed the weather conditions at departure and arrival points and he has contingency plans, should those conditions dramatically change in any way.





He is the manager of his crew, he is prepared at all times for the unexpected and he is capable of making instant decisions. He is also able to psychologically accept the mundane.

WHAT HAVE YOU BEEN IN THE PAST? MAKING AN HONEST APPRAISAL

The objective of appraising your past performance, whether that is last year or your entire life, is to improve and capitalise on your strengths and eliminate your weaknesses or limitations. Completing a **SLOT** analysis regularly will help you enormously. The **SLOT** analysis can be an extremely useful technique for you to think about what you can offer, relative to your external environment, and helps you to take stock of your position so that you can plan your future development.

S = Strengths

What can I do well? What are my best skills and attributes? Where do I have the greatest talent? (Try to illustrate your ideas with concrete examples)

L = Limitations

What am I less good at? (In which aspects of your work and personal life do you need improvement? Is the improvement needed large or small?)

O = Opportunities

What is currently happening that can give me the opportunity for personal growth and improved performance? As technology changes and society advances, what new opportunities will occur that I can take advantage of?

T = Threats

What changes or forces may affect my current situation, or act as a barrier to future development? Which people might get in the way? How could I sabotage my own development?



The Strengths and Limitations elements are personal to you, whilst Opportunities and Threats lie in the external environment.

USE YOUR SLOT ANALYSIS TO:

- ★ Identify how you can maximise the use of your strengths
- ★ See how you can compensate for your limitations
- ★ Identify opportunities - particularly ones that may not be immediately obvious
- ★ If at all possible, see if threats can be turned into opportunities

What you have been in the past can only have two influences on the present – positive or negative. I believe that successful people have invisible plastic wings on their shoulders, and this prevents them continually looking back - they only take good experiences forward with them, casting off disappointments, errors of judgement and unhappy times.

What you have been in the past can only have two influences on the present – positive or negative.

Negative people, on the other hand, do look back over their shoulder often and carry all the bad experiences forward with them in a large sack on their back. They expect the future to be very much the same as the past and it usually is – this is of course, the “Phenomenon of Fulfilled Expectation”.

Yet, ask a group of divorcees who have since re-married, if they are happier now with their new partners and you can be sure that they will be. Ask anyone who has gone through the stressful experience of redundancy and then found another job, if they are not now happier and more secure – they will be.

So you see, the future really is better than the past - if we choose to make it so. We have to attack the future fearlessly to achieve a better tomorrow. Are you ready to start constructing your plan?





PERSONAL GOAL SETTING – THE ESSENTIALS

Success should be something you don't just 'kinda sorta' want to achieve, but something you must achieve.

Generally, top achievers expect to be successful and, as a consequence, they usually are. They are driven by a 'have to' attitude, not a 'want to' attitude.

If you have no concrete goals and you have been succeeding in spite of yourself, just think how much more success you could enjoy if you set your sights on a definite path and had a specific time-frame in which you expect to reach your destination.

SETTING GOALS KEEPS YOU FOCUSED

Generally, top achievers expect to be successful and, as a consequence, they usually are.


What you should know is that goals give you three distinct advantages, which help you succeed:

- ★ Goals keep you on track
- ★ Goals let you know when and what to celebrate
- ★ Goals give you a focussed plan to work with

If nothing else, goals let others know what they have to aim for to keep up with your standards.

EFFECTIVE GOAL SETTING

Take the time to think about what would make you happy, contented and satisfied, and about what would motivate you to become a Top 5% Player.



It's important to remember that goals are maps - they will guide you towards your success.

It's important to remember that goals are maps - they will guide you towards your success. The more detailed your goal setting, the easier it will be for you to reach your destination.

When you are in the first stage of goal setting, you also need to remember two important factors:

- ★ The goal must be better than your best yet, but it must be achievable
- ★ Goals should be based on productivity - not production

Keeping these two rules of goal setting firmly in your mind will help you to form and stay committed to what is really important to you.

TIME YOURSELF - BY MONTHS, YEARS & DECADES

- ★ Always begin with long-term goals and work backwards. Your long-term goals are probably the most difficult to set anyway, so if you set those first, you accomplish the tough stuff right up-front.
- ★ Long-term goals should be five-year projections and three areas you may want to consider when you set them are personal accomplishments, status symbols and net worth.
- ★ Medium-term goals are usually three year projections and the same criteria can be used - but again think productivity, not production, and consider the activity that will be necessary to achieve success.
- ★ Short-term goals will demand most of your attention and these are usually a twelve-month projection - although you can set 'immediate goals' which have a 90-day projection.



You must **believe** you can achieve all of your goals - otherwise you will not achieve them.

SETTING A WELL BALANCED DIET OF GOALS

It is essential to set personal, as well as career goals, to keep your life well balanced. If all your goals are connected to your commercial life, you will have trouble taking time out for family and friends, because you will always be pushing towards the next career goal.

Remember:

Work smarter, not harder - Setting personal goals gives you after business.

PUT YOUR GOALS IN WRITING

It is essential to set personal, as well as career goals, to keep your life well balanced.

Once you have formulated your goals, it is time to make your final commitment to them by putting them down in writing. This is undoubtedly THE single most important step in goal setting, because until they are inscribed somewhere, they are merely wishes and dreams.

After you have written them down, your mind will start seeking out whatever it will take to make them a reality.

Remember:

The moment you start moving forward towards a goal IS the moment you start to succeed.





SETTING S.M.A.R.T.E.R. GOALS

Once you have identified your goals, ensure that they are **S. M. A. R. T. E. R.**

S = Specific

Ensure they are not vague, but they state exactly what you want to achieve. Narrow it down to the most detailed level you can.

M = Measurable

How will you know when you've succeeded? Find some way to measure what change has taken place. Unless you can monitor progress, how will you know if you've been successful?

A = Achievable

Be realistic, but do aim to stretch yourself - Too low and you will not have a challenge. Too high can cause demotivation and disappointment.

R = Relevant

It is essential that your goals are personally meaningful. Doing it for yourself will make you feel proud and satisfied when you achieve it.

T = Timed

Set realistic time targets. Are you able to identify when you expect to have achieved your goals by?

E = Exciting

This should ensure that it will stimulate you into action. If it doesn't, you may opt for the "status quo".

R = Recorded

Writing your goals down serves to form a contract with yourself. Written goals can be reviewed and modified, and you can carry them around as a permanent reminder or show them to other people.



IN SUMMARY

Even though you do not need to set goals in order to reach some level of success, most professionals who fail to set goals reach a plateau and lack either the motivation or the direction to go beyond it.

Even though you do not need to set goals in order to reach some level of success, most professionals who fail to set goals reach a plateau and lack either the motivation or the direction to go beyond it. They are unable to move upwards to a higher achievement status.

PERSONAL GOAL SETTING – TAKING A NEW DIRECTION

These are the stages you should follow to create your “New Direction”:

Stage 1

Complete a S.L.O.T. analysis - this will help you to understand your current status.

Stage 2

Design a personal ‘Business Plan’ for yourself, with the following components:

- ★ A mission statement
- ★ Critical success factors
- ★ 1, 3 and 5-year projections

Stage 3

Check that all your goals and objectives are **S.M.A.R.T.E.R.**

Stage 4

Begin today and set personal improvement objectives for the next twelve months.



If you follow these four steps in goal achieving, you will be on the straight and narrow road to success.

Let's move to Stage 1

"A state without the means of some change is without the means of its conservation." Edmund Burke

Once you have developed your mission statement, you need to build in the C.S.F.'s - Critical Success Factors. These are objectives you must achieve if you are to meet your mission statement.

Stage 2

Imagine you are contemplating starting your own business and you need to present your investors, or your bank manager, with a detailed business plan. Your first stage might be a mission statement - a statement of intent that describes what you hope to achieve within the next x number of years - i.e.

"My mission statement is to become the most successful and personally fulfilled salesperson in my company's history"

Once you have developed your mission statement, you need to build in the C.S.F.'s - Critical Success Factors. These are objectives you MUST achieve if you are to meet your mission statement:

- ★ I must exceed my sales target by a minimum of 125% in the next 3 years
- ★ I must ensure I have a proper balance between work and leisure in order to maintain optimum performance levels and stay fresh, etc.

The key word in a CSF is must - but try not to set more than six CSF's.





Stage 3

The third stage is to measure all of your goals and objectives against **S.M.A.R.T.E.R.** - i.e. are your goals:

S = SPECIFIC

M = MEASURABLE

A = ACHIEVABLE

R = RELEVANT

T = TIMED

E = EXCITING

R = RECORDED

Stage 4

Now set your personal improvement objectives for the next twelve months.





FINALLY...

Do remember that the harder you work towards a goal, the sweeter the taste of success. We know that the road to success can be bumpy, but if you are determined and enthusiastic about your goals, you will not waiver. Your resolve will help you to keep a picture in your mind of what you want and how you will make it happen.

We know that the road to success can be bumpy, but if you are determined and enthusiastic about your goals, you will not waiver.

Do take all of your goals extremely seriously, no matter how small, and reward yourself for each milestone you reach - You can even start today by congratulating yourself for starting the process of improving your life and taking control of your own destiny!

If you want your life to change, then **you** have to change it - or you are going to stay pretty much the same as you are.

Remember:

You can change and become anything you want - every journey of a thousand miles begins with one small step.

Why not take that first step today?





JONATHAN FARRINGTON

Jonathan Farrington is a globally recognized business coach, mentor, author and consultant, who has guided hundreds of companies and thousands of individuals around the world towards optimum performance levels. He is Chairman of The JF Corporation and CEO of Top Sales Associates.

Formerly, Jonathan was the Managing Partner of The jfa Group which he established in 1994. Prior to that, he earned his spurs in some of the most demanding and competitive market sectors i.e. IT, Telecommunications and Finance: Outstanding achievement at an early stage in his career provided a 'fast-track' passage to several board level appointments working with a number of the largest and most successful international corporations including: - IBM, Wang, Legal and General, Andersen Consulting, Litton Industries and The Bank of Tokyo.

Early in 2007, Jonathan formed Top Sales Associates (TSA) to promote the very best sales related solutions and products. TSA is now a subsidiary of The JF Corporation, www.jfcorporation.com based in London and Paris. Jonathan's highly popular daily blog for dedicated business professionals, which attracts thousand of visitors every day, can be found at www.thejfblogit.co.uk

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In 2011, Jonathan will be launching TougherAtTheTop.com a site dedicated to sales managers and sales leaders, which will precede the publication of his first book with the same title. You can learn more about Jonathan, access his written and recorded work, plus find out about his latest initiatives at www.jonathanfarrington.com

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