

# *Personal Operations Handbook*



# ***CATSHOT 13***<sup>TM</sup>

## **Personal Operations Handbook**

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*CATSHOT 13* Period From \_\_\_\_\_ to \_\_\_\_\_

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Inspire On Purpose Publishing  
Irving, Texas  
(888) 403-2727

<http://inspireonpurpose.com>

The Platform Publisher™

# Instructions

1. Print out the pages for this Personal Operations Handbook in a single- or double-sided format.
2. We recommend placing this manual in a three-ring binder designed for holding 8.5 x 11 inch sheets of paper.
3. Print out the free copies of the Daily Briefing and Debriefing Sheets. (Note: You will need 90 sheets to complete the 13-week program; however, you can print out smaller quantities as needed. For your convenience, there are both 8.5 x 11 and 5 x 8 formats available – you may choose the smaller size for convenient portability. If you choose the smaller size, you will want to place the sheets in a separate smaller binder.)
4. Print out one set of the free Weekly Briefing and Debriefing Sheets; these sheets are designed to use legal-size paper. Hold the page horizontally, and punch three holes on the left side of the page. Fold the right side over to fit these pages in your folder. You will reference these at least once a week.
5. Once you have prepared your notebook, you are ready to begin.

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## Introduction: *Go for It!*

**Congratulations! By accepting the challenge and beginning your personal *CATSHOT 13*<sup>TM</sup> process, your life just changed forever!**

The *CATSHOT 13 (C13)* program is about setting the stage for reaching your life goals. This plan will help you not only reach those goals, but align your goals with your personal “Noble Calling” so that you will feel compelled to move forward, to relentlessly innovate, and to catapult to success beyond your wildest dreams.

Understanding the *C13* concepts and processes is a prerequisite of this program. These concepts and processes are described in the parent book: *Building a Personal Culture to Win*. Before you proceed further, ensure you have read the book. It will require only a few hours of your time; if you have not yet acquired this book or read it, do so now. It is fun, exciting, and will motivate you to get started right away.

This Personal Operations Handbook (POH) will guide you through the *C13* process. It was developed and honed after years of teaching various participants to accomplish extreme goals in extreme environments. We are confident that if you apply the same principles used to teach fighter pilots, airshow performers, and other professionals where performance matters, it will certainly work for you.

You may have a well-defined goal in life already. Or you may not. In either case, *C13* will help you more clearly define your goals in a way that will allow your daily choices to lead to a joyful, fulfilled, wealthy, and purposeful life.

Through this program, you will develop a personal culture of winning habits that will remain with you for a lifetime. It will change your life forever!

Because this POH is about going beyond theory and taking action, let’s get started right now!

## **Welcome to your own personal extreme high-performance training camp.**

You are about to dedicate yourself to a plan for pursuing your goals in the same manner that elite professionals use to prepare to tackle their unique goals.

Just as this approach works for top performers, *C13* will help you build up to your big goal by first focusing on the smaller, individual components necessary to achieve that goal. This building-block approach is used in elite fields such as the Blue Angel winter training, Major League spring training, and even in medical residency programs. These groups all use a similar format to meet the powerful demands of their professions. It is safe, it minimizes risk, and, most importantly, it works.

This 13-week program aligns itself to the four seasons of the year, the four quarters of a business calendar, and/or to the flow of the terms or semesters at many schools, colleges, and universities. Our experience has shown again and again that 13 weeks is the amount of time it takes to go from zero to an acceptable level of mastery for just about any skill.

To continually increase to higher skill levels, we simply go through another 13-week period, then another, and another.

Because others have proved this program repeatedly, you can have faith that it will help you achieve your goals too. The process you are about to embark upon came from years of proven methodologies in teaching the best fighter pilots and the most extreme flight demonstrations team in the world.

## **Go for It! Building Your Own Personal Culture to Win**

Winning in life involves attacking the issues found in each step we take toward our goals, and overcoming the obstacles in our path along the way. This is not a one-time effort. It is a way of life. *Building A Personal Culture to Win* is designed to help you achieve goals far beyond your expectations. Observing specifically how you can achieve them is the key!

The plan involves identifying your goals, creating a strategy to reach them, building the skills necessary to overcome the surprises, and becoming so committed to the end goal—your Noble Calling—that you continually improve the processes that propel you forward.

The elite players in any field are what we call Relentless Innovators. They are the people in your office, in your community, or on your team who are never satisfied. They always want to improve and change the way things are done.

This program will mold you into a Relentless Innovator.

*C13* consists of 13 steps, explained below, which you will pursue every 13 weeks. This proven methodology breaks down each goal into easy-to-accomplish tasks, with each task building on the one before.

Although you could just jump into this *C13* POH and begin, we highly recommend that you take the time to read through the parent book, *Building a Personal Culture to Win*, to ensure you understand the guiding principles and the big picture before you start.

For those who have completed the reading, let's begin with a quick concept review.



## Concept Review

The following are some of the important concepts discussed in *Building a Personal Culture to Win*. They are provided here for easy reference. For more detail, please refer back to the book.

### **Concept #1: Passion**

- This is the first element of the Performance Triad™ – the Fuel.

### **Concept #2: Noble Calling**

- Your Noble Calling is the most powerful kind of goal as it harnesses your emotional and spiritual energy to take you to the next level of achievement in life. Think of it as your ultimate achievement, the one that will make you feel as though you accomplished something much larger than yourself.

### **Concept #3: Visualization**

- The technique of seeing the outcome of your Noble Calling or your other goals as if they have happened already. The technique of visualization is used by world-class performers in many different fields where performance matters. It is critical to master.

### **Concept #4: Free Will**

- Free Will is the second element of the Performance Triad – the Oxygen.

- When you exercise your free will in conjunction with your passion, you will naturally become a Relentless Innovator, someone who is always looking for a better way to accomplish the task at hand.

- In *C13*, you will be reminded every day to create an atmosphere that allows you to use your free will.

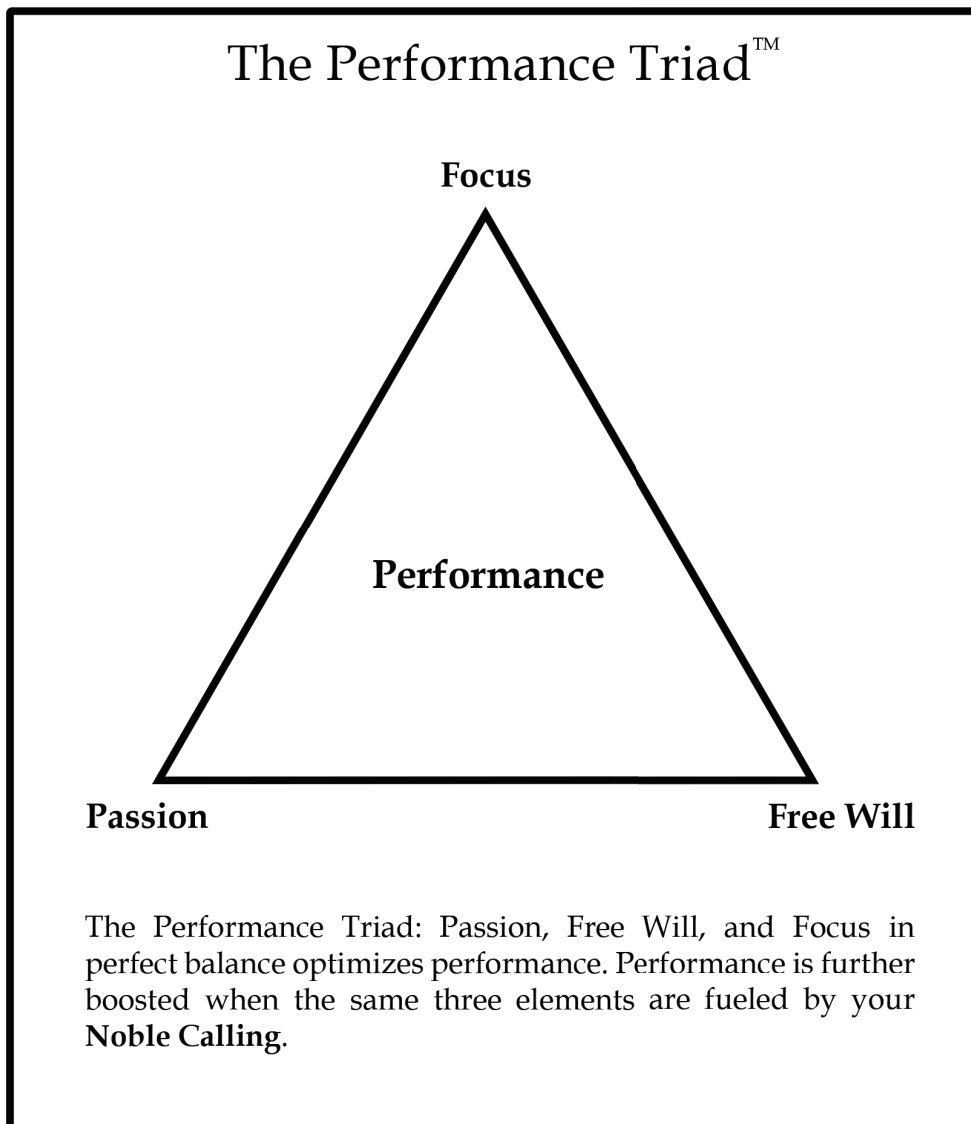
- Optimizing your health, fitness, financial situation, and personal and professional relationships are all important aspects of maintaining your free will.

**Concept #5: Focus**

- Focus is the third and final element of the Performance Triad – the Heat.
- Focus is your concentrated effort on a specific skill, or goal. Without it, you will not ignite your passion and advance to the next level of performance.

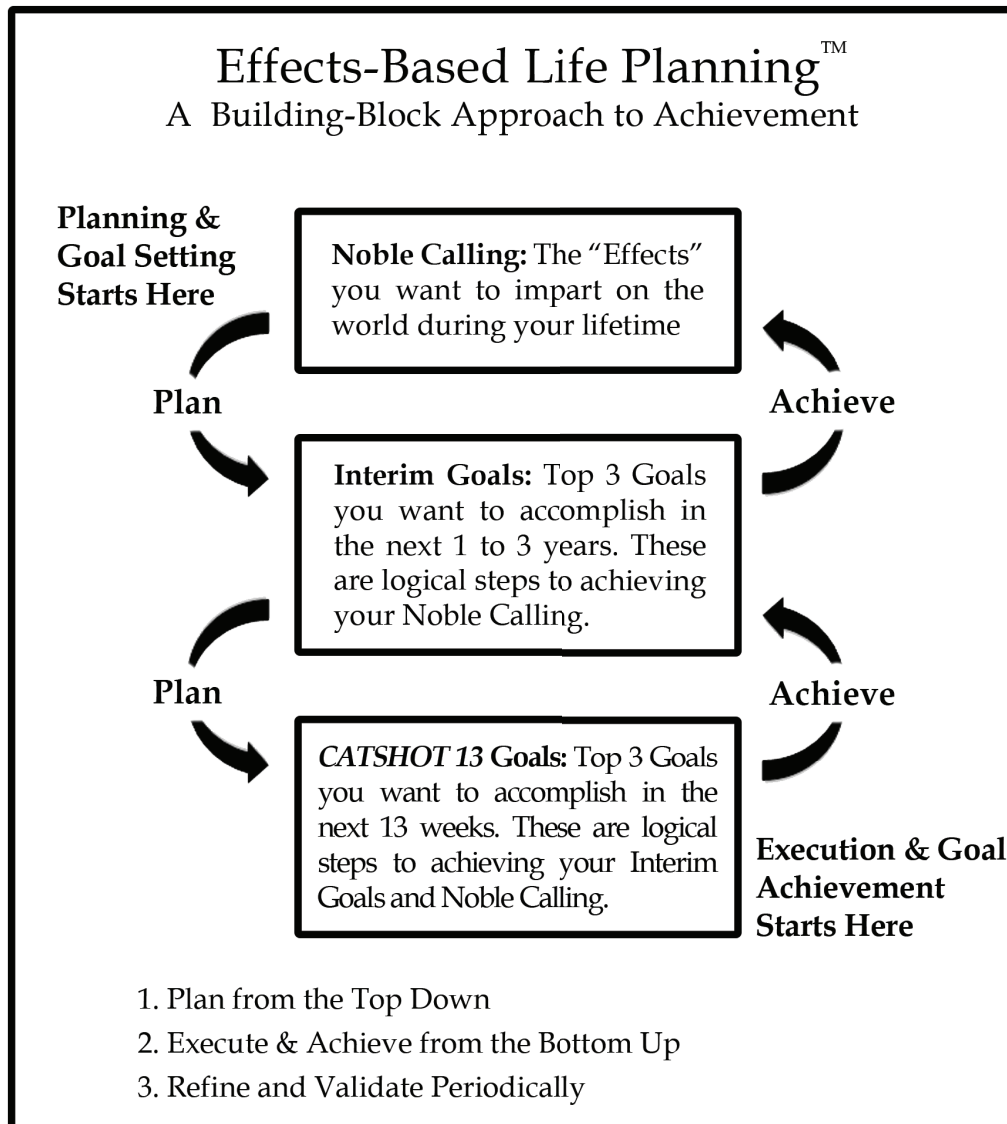
**Concept #6: The Performance Triad – the Key to Expanding Your Frontier of Achievement**

- The Performance Triad requires constant attention to the balancing of your Passion, Free Will, and Focus in order to reach optimal success.
- If any one of the elements of the Performance Triad are out of balance or absent, performance will suffer or may even be non-existent.



**Concept #7: Effects-Based Life Planning – Having Fun and Being Inspired through Effects-Based Life Planning & The Power of the Performance Triad**

This is your primary key to success in C13. This process, when done correctly, is inspirational by nature. It is designed very simply to help you find your Noble Calling, or your true passion in life. If you already know what your Noble Calling is, congratulations. This process will help you refine it. If you do not know it, this process will help you find it! Don't worry if it does not come to you right away; the process of figuring it out is actually quite fun!



**Concept #8: The 13 Steps of CATSHOT 13**

C13 has its roots in the no-compromise world of Naval Aviation. The 13 steps and concepts here mirror the highly refined planning and training regiments that the military's most elite

teams use to train for operating in the extreme environments of aerial combat!

These steps have been adapted for everyday life, and include guidance for your personal planning, as discussed in the section in the book on Effects-Based Life Planning.

## **The 13 Steps to Building Your Personal *CATSHOT 13* Program** A Building-Block Approach to Achievement

### **Step #1: Determine Your Noble Calling – A Lifetime Achievement**

Determine the “Effects” you want to impart on the world during your lifetime.

### **Step #2: Determine Your Interim Goals – One- to Three-Year Timeframe**

Determine the top three logical goals you need to achieve in the next one to three years that will benefit you the most in achieving your Noble Calling. Remember, your Noble Calling is a lifetime achievement. Therefore, it may take a series of intermediate goals for you to reach your Noble Calling. Select the most logical to accomplish first.

### **Step #3: Determine Your *CATSHOT 13* Program Goals/Tasks (Your Next 13 Weeks)**

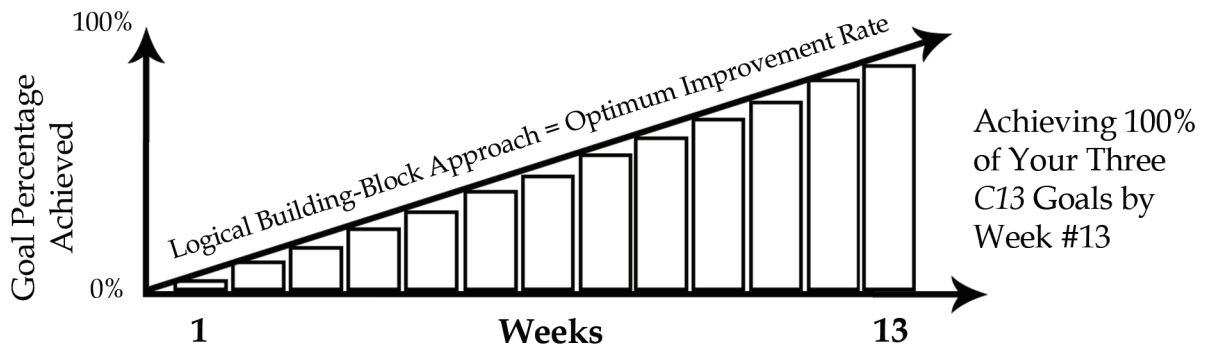
Pick the most logical three goals to accomplish in the next 13 weeks. They must be building blocks to achieving your interim goals and your Noble Calling. If you do not know what your Noble Calling is yet, make these goals general self-improvement goals so that you are in a good position to pursue your Noble Calling once you determine what it is.

Keys to Successful Goal Setting

- Select goals that are obtainable.
- Goals must be measurable either objectively or subjectively.
- Goals should flow logically in an ever-increasing standards sequence – crawl, walk, then run.
- You should select goals that force you to stretch your limits without being completely unattainable. Being your own coach is critical here.

#### Step #4: Develop Your Building-Block Training Approach

1. At the beginning of each week, select three smaller goals that form a logical building-block progression on the way to achieving the top three 13-week goals you selected in Step #3.
2. At the end of each week, review your progress and set the next three building-block goals on your way to achieving your overall 13-week goals.



#### Step #5: Develop a Weekly Battle Rhythm That Works for You

For example, use Sunday as the day to set your three goals for the week. Then on the next Sunday, debrief the week and determine how well you achieved those goals; then set your three goals for the coming week again. Repeat for 13 weeks.

#### Step #6: Develop Your Daily Schedule

Suggestion: Start the day by filling out the Daily Briefing and Debriefing Sheets. Use those 15 minutes to visualize your Noble Calling as if you have achieved it already. Then, complete filling out the briefing portion of the sheet.

#### Step #7: Determine Your Metrics for Success

Decide how you will objectively or subjectively determine how well you are doing in achieving your goals. List those measurement factors on your Daily Debrief Sheet.

**Step #8: Review and Adjust Your Plan**

During your weekly review, adjust your plan for any changes in assumptions or facts that occurred since you last reviewed your plan.

**Step #9: Create Your Own Personal Standard Operating Procedures**

Make yourself more efficient by taking the best practices you develop in the *C13* program and standardizing them.

**Step #10: Create Your Own List of Operating Limitations  
and Boldface Emergency Procedures**

Creating a list of Operating Limitations and Boldface Emergency Procedures will increase your resiliency in face of the hazards of life.

**Step #11: Execute Your Personal Accountability Process**

Use the *C13* Daily Briefing and Debriefing Sheets to be very honest with your goal setting and your progress.

**Step #12: Select Coaches and Training Partners**

Only after you have a firm grasp on Steps 1 through 11, and you have a real understanding of where you want to go, should you carry out this step. Carefully select coaches or training partners that will help you achieve YOUR goals, not the goals they think you should achieve.

**Step #13: Celebrate!**

At the end of your current *C13* process, celebrate your wins. Then, begin the *C13* process all over again!

# Notes

# Section 1: Your Noble Calling

## Step #1: Determine Your Noble Calling – A Lifetime Achievement

Determine the “Effects” you want to impart on the world during your lifetime.

### Step 1: Determine Your Noble Calling

Your Noble Calling is your ultimate purpose in life. It is the “true north” for all of your life goals, both personal and professional. This is what drives you to perform, to overcome obstacles, and to sacrifice instant gratification for long-term success.

What do you want people to say at a cocktail party when they are referring to you or introducing you to others? How will people eulogize you when you are gone? We want you to try to pinpoint the essence of who you are, or who you would like to be.

This is not a list of accomplishments, rather, an overarching description of who you are. Most of you just starting your *CATSHOT 13 (C13)* program will likely find this a very daunting first step.

The beauty of this program is that you will be going back through it over and over again, improving your answers and honing your focus each time.

Think of all of the intellectual goals and physical activities that make you feel exhilarated. Consider what they have in common to determine what is at the core of your being.

You should set aside at least one hour of uninterrupted time to contemplate these questions. Reaching a world-class level of extreme high-performance takes time, effort, and commitment. It will not be achieved in one afternoon.

This is the step where you determine the “why” in your life. Why do you get out of bed every morning and keep moving? Your Noble Calling is your foundation.



**Question 1. What is your Noble Calling?** In other words, what positive effects do you want to have on this world while you are here on Earth, or even after you die? What mark do you want to make on the universe? Then, think about this: What are you most passionate about that aligns with achieving your Noble Calling?

## Helpful Hints

The most successful people in history are those who recognize what they are passionate about and know what they want to accomplish in the world. They focus their efforts on doing those things that maximize their ability to achieve those goals. The energy they get from their passion is even greater when they direct it toward a goal that is noble, and that does good things for their family, their community, society, or the world. They do not care about what other people think they should do. They follow their gut instinct. They follow their passion. They use their Noble Calling to guide them on their journey.

You have it in you to do the same, no matter what age you are or what experience or background you come from. History is full of examples of individuals who started with no assets other than a Noble Calling and a passion to persist through thick and thin to achieve it. You can be one of them! Think very carefully about your Noble Calling, what you are truly passionate about.

Don't worry if your Noble Calling is not readily apparent to you. It may take time and you may revise early versions of it throughout your lifetime. The process of finding your passion and your Noble Calling is a key secret to success.

## Noble Calling Work Sheet

To help you get started, answer the questions below on a blank sheet of paper. These questions are designed to draw out what it is that makes you passionate and what might make you feel like you are living a fulfilled life. As you go through your answers to these questions, look for a pattern that leads to a theme for your Noble Calling in life. As that pattern develops and you begin to put your finger on it, try to describe your Noble Calling in a few sentences. At that point, write it down in the space provided at the end of this section and on the first Daily Briefing and Debriefing Sheet that you downloaded.

**Note:** When writing down your Noble Calling, make sure to use positive, inspirational prose that means something to you! As you begin the C13 process, you will find yourself refining your Noble Calling often as this process forces you to continue to search for the foundation that perfectly fits you. Keep at it every day. After a period of weeks or even months, you

will find that your calling is becoming rock solid. At some point, you may go months, even years, before you make slight tweaks to it. This is one of the fun, inspirational parts of the C13 process at work!

a. Ask yourself what it is you are truly passionate about doing now or maybe even in the past. List your hobbies, activities, and even types of careers or occupations that when you are doing them, do not seem like work. This is a key element in optimizing your performance triad.

b. What would you do if resources of time and money were not an issue? What things do you like to do where you find yourself never tired of relentlessly innovating and making things better?

c. What occupation or activity would you jump out of bed every morning to do because you could not wait to put your whole focus and attention on it?

d. What achievement would you like to obtain if you magically had all the skills and resources needed right now?

e. What would you like to do, but are afraid to try because you fear failure or you are worried what others might think of you? Think hard on this. Be true to yourself and write it down. Do not eliminate anything here because you think it is impossible or so far out of the realm of reality. Think big!

f. What would you do if there were no pressures from family, friends, or colleagues to do what they think you should do?

g. Project into the future; imagine yourself when you are 100-plus years old. From that vantage point, when you look back at your life, what really mattered? How did you change the world in a positive way? What did you do that you were most proud of? What do people say about you? Write these answers out in as many sentences as it takes, then begin to refine them into one sentence that means something to you.

h. What goal(short-term, medium-term, or long-term) gets you so excited, it is all you can think about? What makes you feel like you are a drowning person and all you can think about is getting your head above water so you can breathe?

i. Define what wealth means for you. Think of wealth not necessarily in terms of material things, but in terms of family, friends, and the ability to do positive things with the assets you acquire over time. Now write down what being wealthy means to you, both material and otherwise.

Section 1: Your Noble Calling

J. Think of money and material things as a byproduct of your service to the world. The more services you provide to others, the more money and resources you will gain. Then think about all the wealth, (monetary and other forms) you will gain in your next 13 weeks, in one to three years, and over a lifetime. Visualize yourself doing something philanthropically with your wealth for your family, friends, and society. What did you imagine? Write it down.

k. If you are so inclined, you may use other resources to help you determine your Noble Calling. A suggested resource for discovering your strengths and interests is *StrengthsFinder 2.0*.

Remember, this should be fun and it should liberate your human spirit! It may take years for you to find and refine your true Noble Calling to what it ultimately becomes. But that is what is so great about this process! Searching and then achieving interim goals along the way will give you the inspiration to persist as you continually expand your personal frontier of achievement along the way!

My Noble Calling Is: The positive effect I want to have on this world is . . . \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Now, use this statement to fill in that section of your first Daily Briefing and Debriefing Sheet.

Every day afterwards, throughout your C13 program, write your Noble Calling on your Briefing Sheet, refining it as necessary each time. This seemingly monotonous process is actually critical for success, as it forces you to constantly visualize attaining your goal.

## Section 2: Your Interim Goals

### **Step #2: Determine Your Interim Goals – One- to Three-Year Timeframe**

Determine the top three logical goals you need to achieve in the next 1 to 3 years that will benefit you most in achieving your Noble Calling. Remember, your Noble Calling is a lifetime achievement. Therefore, it may take a series of intermediate goals for you to reach your Noble Calling. Select the most logical to accomplish first.

### **Step 2: Determine Your Interim and Yearly Goals**

Write down the life goals that seem logical steps along the path to you achieving your Noble Calling. Begin with a yearly goal; then outline the steps or intermediate goals that will get you there. All of your goals and plans will be based on the best assumptions and facts that you have at the present time. Include measureable results and a timeline within each goal.

For example, if your Noble Calling is to help humanity by supporting your country, you may want to join a branch of the U.S. military or the U.S. Department of State. Your assumption should be that you can reach a position and provide a skill that makes you an asset to those organizations that will lead to a safer, stronger, and more productive nation. One of the logical intermediate goals to accomplish this may be to lose 10 pounds so you can pass the entrance physical.

Or maybe your Noble Calling is to be the family patriarch and help future generations of your family flourish. Your intermediate goal may then be to support your family and send your children to quality schools. This may require you to increase your sales by 10%, thus increasing your sales bonus in order to pay for the tuition.

Goals are the frame of your life that sits on the foundation. Goals are much stronger and easier to accomplish when you tie them back to the “why” in your life.

If you are completely blank on a Noble Calling, do not let that stop you from starting your *C13* process; nothing should stop you!

## **Determine Your Top Three Interim Goals**

The following are characteristics of good interim goals:

1. They are goals that are specific, measurable, and attainable.
2. They follow a logical thread from where you are now to where you will be when you achieve your Noble Calling.
3. They help you create the effects in life you need to fulfill your Noble Calling.
4. To get started, we recommend making your number one goal something that is very easily traced to your Noble Calling. Your second, or next echelon down, goal should support your first; and the third goal should support your top two and be related to maintaining your free will.
5. Consider the Performance Triad as you develop your list. Often, the second and third goals are really related to helping you contribute to or maintain the ability to use your free will. Financial situation, freedom from dependency, sufficient professional skills, and peak health are all things that can contribute to your ability to use your free will. Focusing on these will keep you on track.

### **Interim Goal Example**

Let's say you believe that one of the best ways for you to contribute to society is to maintain a strong, supportive lifetime bond within your family so you can inspire future generations to excel in their chosen fields and in turn, perpetuate your legacy well beyond your lifetime. You then worked through the questions in *C13* Step #1 and you found a way to express your Noble Calling in your own words, "to be the inspirational patriarch or matriarch of your family."

Also derived from Step #1, you found that you really have a passion for engineering, manufacturing, and owning your own business. You then begin to see the linkage between something you think you will be very passionate about—creating your own engineering and manufacturing business—and your overall Noble Calling, providing inspiration to future generations of your family.

So, if in this example, you are in college, a logical way to leverage the energy of your Noble Calling and your passion may be to have the following interim goals, written down in plain, simple language.

**Writing it out long-hand first:**

**Interim Goal #1:** “I want to make sure I am positioning myself in a way so I can act on my passion and my Noble Calling: So, in the next three years, I will complete engineering school with a minor in business with an A+ grade point average. I will round out my education by gaining practical engineering, manufacturing, and business experience through very targeted summer employment and my own part-time business.”

**Interim Goal #2:** “In three years, I will have started my own passion-guided side business with the necessary partnerships, with business and financial plans ready to move to full-time when I decide the conditions are right.”

**Interim Goal #3:** “In each of the next three years, I will stoke my passion and maintain my free will by maintaining peak physical, mental, and spiritual health by lettering in an organized varsity sport of my choice and through my participation in charitable activity X.”

Make sure you think about and write down any pertinent facts and assumptions that you based your goals on.

**Facts:** Here are some examples of facts: “I am currently enrolled in engineering at college, and I am on the varsity team for sport Y.”

**Assumptions:** Here are some examples of assumption: “I will not get injured, and I will be able to find a summer job that will give me both engineering and business experience.”

**Hint:** You will need to review your facts and assumptions periodically to ensure they are still valid. If not, you will need to adjust your plan accordingly.

Now, transform your Noble Calling and interim goals into short phrases.

**Hint.** Make them short and easy to write down and remember. They need to be specific, meaningful to you, and written in a way that you can visualize them as if they have already happened.

**My Noble Calling Is:** To be the inspirational patriarch/matriarch of my family.

In the next three years I will have . . .

**Interim Goal #1:** Graduated with an A+ in engineering and business; and gained engineering,

Section 2: Your Interim Goals

business, and manufacturing experience through summer jobs and self-employment.

**Interim Goal #2:** Started my own passion-guided side business, which I am prepared to take full-time.

**Interim Goal #3:** Lettered all three years in sport Y and have been actively involved in charity X.

Write Down Your Actual Top Three Interim Goals

**Interim Goal #1:** \_\_\_\_\_

**Interim Goal #2:** \_\_\_\_\_

**Interim Goal #3:** \_\_\_\_\_

Now write these three goals in the space provided on the *C13* Daily Briefing Sheets; repeat this process every day and visualize yourself attaining these goals.

Write down the facts and assumptions you used to develop your interim goals:

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You will need to keep this list of facts and assumptions and review them for validity during your periodic reviews. If these facts and assumptions change, you may have to adjust your interim goals. Section 8 will cover the review process in more detail.

## Section 3: Your CATSHOT 13 Program Goals

### Step #3: Determine Your CATSHOT 13 Program Goals/Tasks (Your Next 13 Weeks)

Pick the most logical three goals to accomplish in the next 13 weeks. They must be building blocks to achieving your interim goals and your Noble Calling. If you do not know what your Noble Calling is yet, make these goals general self-improvement goals so that you are in a good position to pursue your Noble Calling once you determine what it is.

#### Keys to Successful Goal Setting

- Select goals that are obtainable.
- Goals must be measurable either objectively or subjectively.
- Goals should flow logically in an ever-increasing standards sequence—crawl, walk, then run.
- You should select goals that force you to stretch your limits without being completely unattainable. Being your own coach is critical here.

### Step 3: Determine Your CATSHOT 13 Tasks

We are now putting the bricks onto the frame—the daily tasks that build, one on top of the other. This is where you break down the intermediate and annual goals into the steps necessary to get you there.

Select three goals that will be your focus for the next 13 weeks. Next, you need to add timeframes and measurable milestones to monitor your progress. This will keep you accountable and inspire you as you see visible progress.

If you continue to struggle with your Noble Calling—either you just do not have the direction or you cannot put your finger on it—you can focus your efforts on preparing yourself with



### Section 3: Your CATSHOT 13 Program Goals

the health and general life or business skills that will help you tackle a broad range of passions that you may be considering.

For example, you may want to take classes to learn more about a subject you think may be your calling, but you are not sure. You may want to try a new sport or try your hand at writing a book, even if it seems intimidating.

This is where the fun really starts. It is where you create a focused plan that will turn your three top interim goals and your Noble Calling into a reality. Your passion-guided, focused action starts here.

Let's continue to use the previous example to demonstrate how you would go forward. So, based on the previous steps, you have determined your Noble Calling and then you prioritized three goals that, based on the facts and assumption, as you know them to be today, will give you the most benefit in achieving your Noble Calling. Now, we will focus your efforts on the next 13 weeks. We will refer to these as your *C13* program goals.

Your first *C13* goal should be related to your #1 interim goal, which, in this example, was "Graduated with an A+ in engineering and business. Gained engineering, business, and manufacturing experience through summer jobs and self-employment."

What do you need in the way of skills and resources to achieve your short-term goals (your *C13* plan) that will then lead to your medium-term goals?

A logical, related *C13* Goal #1 would be: "I will complete my spring semester with an A+ average and by June will have secured a job with a local manufacturing company in my home town.

A logical related *C13* Goal #2 would be: "I will research and then choose a business area of focus that I can do on my own on a part-time basis. Once I have made my choice, I will create a business plan and be ready to start part-time operations by June 30th.

A logical related *C13* Goal #3 would be: "I will achieve a "statistic" measurement of performance (appropriate metric here) in varsity sports Y by June 30th.

Hint: Review your goals to ensure they are specific, measurable, and achievable. Work hard to determine if your *C13* goals are challenging enough for you to where they will stretch your ability and make you work hard, yet not too much of a stretch to where you will be unable to achieve them in 13 weeks.

Hint: Ensure you write out any facts and assumptions that are critical to your plan being valid. Each week, you will review this list for accuracy and adjust if necessary.

Write down the facts and assumptions you used to develop your C13 goals:

---

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Write down your top three goals for the next 13 weeks:

C13 Goal # 1 is: \_\_\_\_\_

C13 Goal #2 is: \_\_\_\_\_

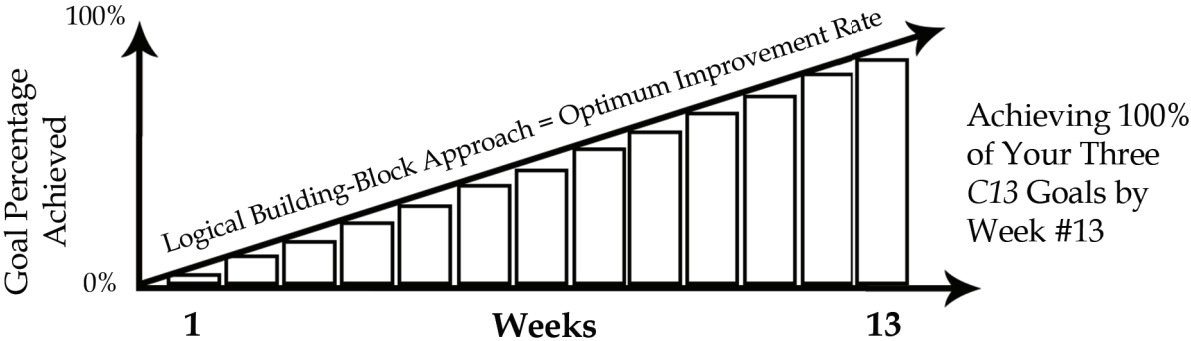
C13 Goal #3 is: \_\_\_\_\_

Now put this in the place provided on your first C13 Daily Briefing Sheet. You will continue to write this down every day to reinforce the positive visualization of achieving your goals.

# Section 4: Your Building-Block Training Approach

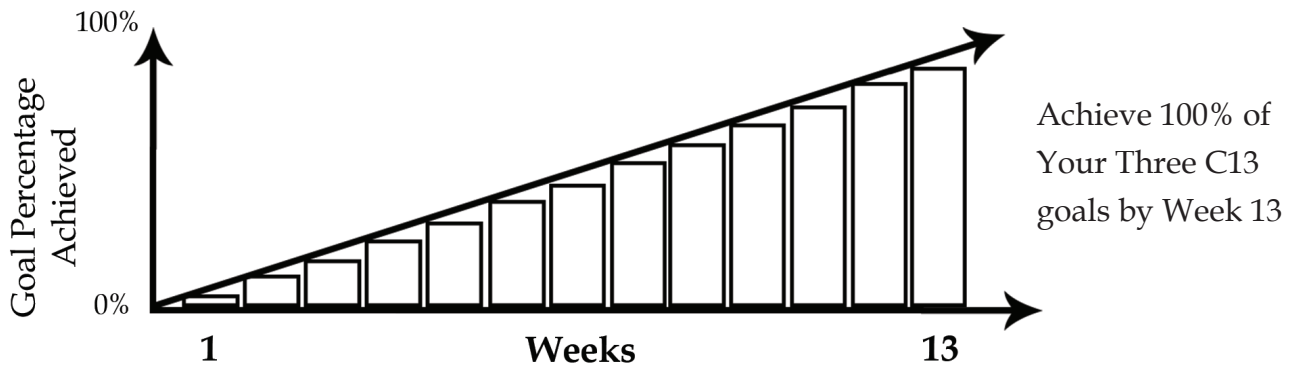
## Step #4: Develop Your Building-Block Training Approach

- 1. At the beginning of each week, select three smaller goals that form a logical building-block progression on the way to achieving the top three 13-week goals you selected in step #3.
- 2. At the end of each week, review your progress and set the next three building-block goals on your way to achieving your overall 13-week goals.



In Step #4, you will plan a path to achieve your C13 goals starting from where you are today. We use the term “building block” because your goal each week is to incrementally improve your metric for each of your goals at a rate that will lead to you successfully achieving your stated C13 goal at the end of 13 weeks. Each week builds on the previous week.

### Example: Athletic Statistic Performance



### Step 4: Develop Your Building-Block Training Approach

Each task that moves you toward each goal that leads you to your Noble Calling can be categorized in the following areas: health, personal skills, and professional skills.

You should now take the goals and tasks you have developed and place them in the appropriate category. This will help you determine the building blocks necessary to move all areas of your life in the same direction.

You should have already downloaded the Weekly C13 Goal Tracker Sheet that looks like the next page. Once you determine what metrics you are going to use to measure your progress (this is covered in Section 7), you can then fill in the Goal Tracker showing your desired progress from week 1 to week 13. Each week, during your review process, you will write down your actual score for that week in each category. You can then see the delta +/- of how you did compared to your plan. This process will help you determine if you are on track or if you need to focus more on a particular area.

## C13 Goal Tracker

### C13 Goal #1

Week	1	2	3	4	5	6	7	8	9	10	11	12	13
C13 Goal Planned													
C13 Goal Actual													
C13 Goal Delta +/-													

### C13 Goal #2

Week	1	2	3	4	5	6	7	8	9	10	11	12	13
C13 Goal Planned													
C13 Goal Actual													
C13 Goal Delta +/-													

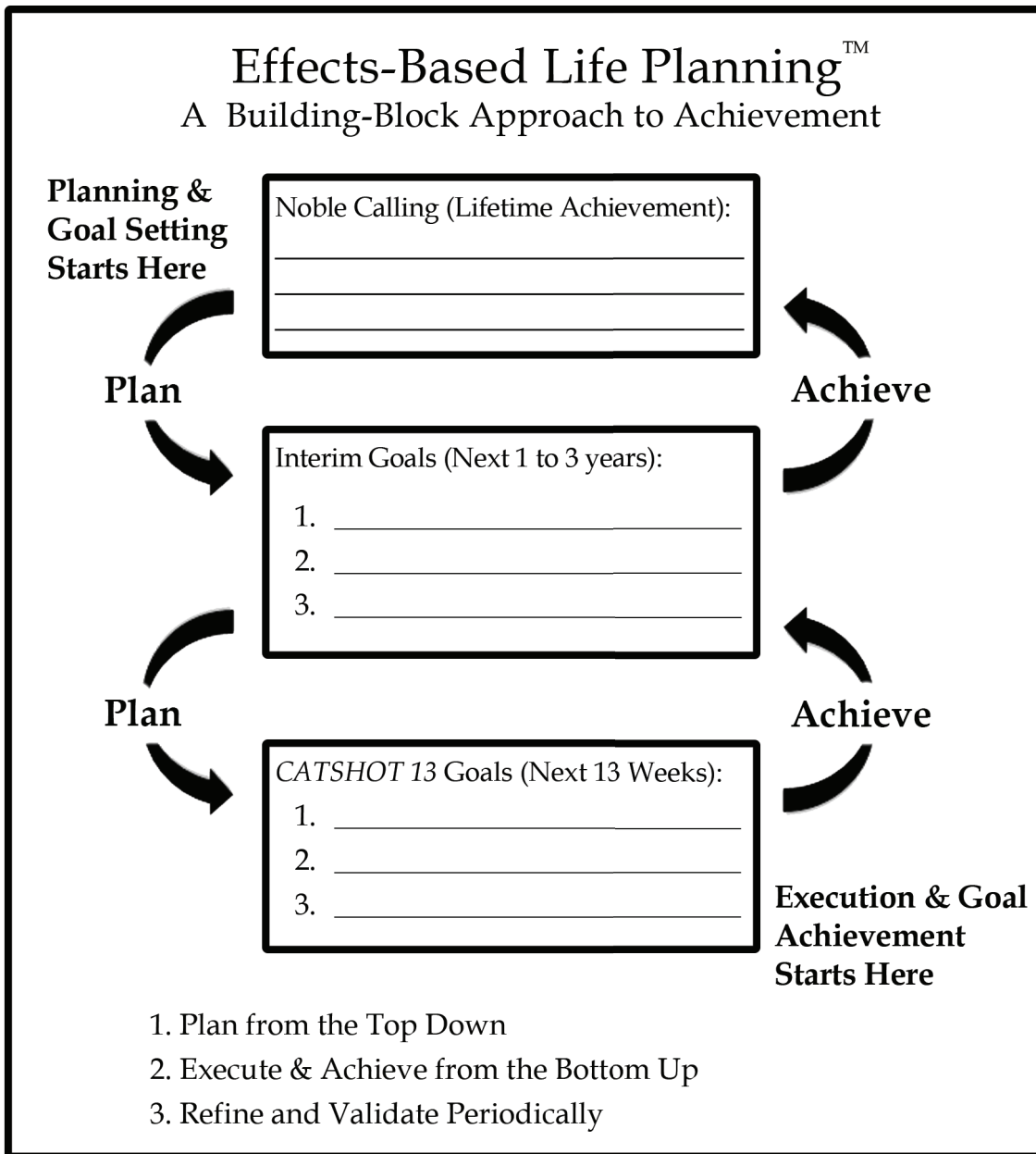
### C13 Goal #3

Week	1	2	3	4	5	6	7	8	9	10	11	12	13
C13 Goal Planned													
C13 Goal Actual													
C13 Goal Delta +/-													

## Visual Representation of Your Plan

Now take the information you have developed so far and, using abbreviated terms, fill in the achievements under each heading. Then take this same data and fill it in on your *C13* plan in pencil.

Note: Don't worry if it is not perfect, you will review this document at least once a week, and you will be encouraged to make adjustments as necessary as you refine your vision.



## Section 5: Your Weekly Battle Rhythm

### Step #5: Develop a Weekly Battle Rhythm That Works for You

For example, use Sunday as the day to set your three goals for the week. Then on the next Sunday, determine how well you achieved those goals; then set your three goals for the coming week again. Repeat for 13 weeks.

### Step 5: Develop a Weekly Battle Rhythm That Works for You

Now we will begin to create good life habits.

Committing to become world-class and to follow your Noble Calling means that you will need to make changes to your daily life. You are choosing to change direction and to align with that which you have determined to be your true life meaning.

Therefore, you need to work out what your Weekly Battle Rhythm will be. We recommend starting with the following plan, and altering it to fit the realities of your personal schedule.

- **Monday through Friday**, execute your daily schedule, developed in Step 6.
- **Saturday**, execute your daily plan, and add to it a debrief from the previous week. Adjust your weekly goals as necessary based on what you have learned.
- **Sunday**, a rest day. Recharge. Prepare to hit it hard on Monday. The rest and recharge day is a good day to periodically review your progress and make minor adjustments to your C13 plan; you can plan out the upcoming week to focus on the things that will advance your progress to your goals the most. More information on reviewing and adjusting your plan can be found in Section 8.

Use the Calendar Tracking Sheets on the next page, in whatever way works best for you, to track your progress.

## C13 Calendar Tracking Sheets

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Week 1							
Week 2							
Week 3							
Week 4							
Week 5							
Week 6							
Week 7							
Week 8							
Week 9							
Week 10							
Week 11							
Week 12							
Week 13							



It is important to keep track of where you are chronologically in the C13 process. Check off each day as you go through the program. You can also list goals in an abbreviated fashion for each day if you wish. You may also want to color-code the blocks, indicating whether you are ahead, behind, or on track with your goals. Above all, keep it fun!

## **Notes**

## Section 6: Your Daily Schedule

### Step #6: Develop Your Daily Schedule

Suggestion: Start the day by filling out the Daily Briefing and Debriefing Sheets. Use those 15 minutes to visualize your Noble Calling as if you have achieved it already. Then, complete filling out the briefing portion of the sheet.

### Step 6: Develop Your Daily Schedule

Changing habits is hard. We developed the following plan to ensure you stay focused on your goals and establish new, healthier habits. These moments of focus will help you stay on track as you work to form the new habits that will bring you closer to being true to your Noble Calling.

- **Morning visualization:**
  - o Visualize your Noble Calling – your Passion.
  - o Visualize your goals and the steps you are now taking toward them.
  - o Visualize your burning desire for your *C13* plan to succeed.
- **Review the schedule for the day:**
  - o Lay out the major events.
  - o Give yourself enough breaks to recharge.
- **Your schedule should include personal training in the following focus areas:**
  - o Your health: mind, body, and spirit
  - o Your personal life skills
  - o Your professional skills

## Section 6: Your Daily Schedule

- **Set your specific goal for the day:**
  - o Identify the one area you had the most difficulty with over the last few days.
  - o Visualize success here, and focus your efforts on it.
  
- **Execute the day:**
  - o Take notes in your *C13* notebook on how you are doing.
  - o Give yourself a check mid-day, to see if you need to adjust your day's tasks.
  - o Keep your notes and records together for your weekly debrief, as well as to monitor your progress over the 13-week period.
  
- **Before you go to bed, debrief the day and determine your plan to improve tomorrow:**
  - o Go down your checklist of tasks and your specific goals for the day.
  - o Be honest in assessing your performance.
  - o Pick one goal that will be your specific goal for tomorrow.
  - o Go to sleep with a positive attitude visualizing yourself successfully achieving your specific goal.

***Helpful Hint:*** The following pages depict and describe additional details on the recommended two-page *C13* Briefing and Debriefing Sheet that you will fill out each day.

Step 1: Complete the questionnaire in Section 1.

Step 2: Then use the results for your Noble Calling, Passion, Free Will, and Focus to fill in your first daily sheet found in Section 10. This will be the foundation of your *C13* plan. As you execute your plan for the next thirteen weeks, you will fine-tune it every day. Over time, it will enhance your understanding of what drives you and will help you find your true calling in life. The repetitive nature will also ingrain your Noble Calling and your Passion into your subconscious and you will begin to habitually perform the actions necessary to achieve your goals.

*C13* Recommended Daily Battle Rhythm

Step 1: At the very beginning of your day take 5 to 15 minutes to review your Daily Mission Briefing Sheet and manually with a pen or pencil, fill in the Noble Calling, Passion, and Free Will statements. At first, they will look exactly like or similar to what you developed in the Mission Preparation section.

Step 2: Visualize your Noble Calling and your Passion and Free Will statements, and then visualize yourself executing the items you have chosen to put in the Focus section. Pay particular attention to your specific goal for the day.

Step 3: Pick a time mid-day, where you can again take 5 to 15 minutes to review your sheet as you did in Step 2. Adjust your plan as necessary. Visualize yourself executing the rest of your day, again paying attention to your specific goal for the day.

Step 4: At the end of the day, use the debrief portion of your sheet to assess your performance. Maintain a positive attitude and use the “goods” and “others” system to visually score yourself. Take notes to use as reminders of lessons you may have learned and/or ways to improve.

Step 5: Visualize the day you just completed, focusing on the areas where you need the most improvement. For those areas, visualize yourself executing them correctly.

Step 6: You may choose to fill out all or only portions of your next Daily Mission Sheet in preparation for the next day. This is a good time to select a specific goal for the next day.

Step 7: Get a good night's rest, falling asleep with your Noble Calling and goals in your head.

# CATSHOT 13 Daily Planner

## Daily Briefing and Debriefing Sheet

Date: ( \_\_\_\_ / \_\_\_\_ / \_\_\_\_ )

Day \_\_\_\_ Week \_\_\_\_\_ of 13

Your Location: \_\_\_\_\_

### Passion:

I am fired up today to pursue my Noble Calling, which is:

From Step #1



\_\_\_\_\_

The Interim Goals (1 to 3 years) I will achieve in pursuit of my Noble Calling are:

1. \_\_\_\_\_

From Step #2



2. \_\_\_\_\_

3. \_\_\_\_\_

My C13 Goals for this 13-week period are:

From Step #3

1. \_\_\_\_\_



2. \_\_\_\_\_

3. \_\_\_\_\_

The Top Goals for this week that will help me achieve my C13 Goals are:

From Step #4

1. \_\_\_\_\_



2. \_\_\_\_\_

3. \_\_\_\_\_

### Free Will:

See Step #9

I am maintaining/using my free will today by:



\_\_\_\_\_

Today, if you only achieve one goal, this is it!

Today's Focus:	Achieved?		Life Skills: (Ben Franklin's Virtues)	Achieved?	
	Good	Other		Good	Other
My Specific Goal Today is: _____ _____			1. Temperance		
			2. Silence		
<b>Health achievement:</b>			3. Order		
1. Physical Training _____ _____			4. Resolution		
			5. Frugality		
2. Mental Training _____ _____			6. Industry		
			7. Sincerity		
3. Spiritual Energy Training _____ _____			8. Justice		
			9. Moderation		
Emotional Intelligence Focus: _____ _____			10. Cleanliness		
			11. Tranquility		
			12. Drive		
			13. Humility		
<b>Skills Achievement:</b>					
Professional/Career: _____ _____					

List today's goals in each area.

Circle one or two Life Skills needing most focus—discussed in more detail in Step 7. At the end of the day, use the sliding scale to debrief your progress

See Section 7 on EQ.

Today's additional administrative to-do list: Did I complete these tasks?  
(Y/N)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

← This is the "to-do" list for the day.

### Day's Schedule

Planned  
(Fill in planned activity)

Did I Execute?  
(Fill in Good or Other)

5:00 AM: \_\_\_\_\_

5:30 AM: \_\_\_\_\_

6:00 AM: \_\_\_\_\_

6:30 AM: \_\_\_\_\_

7:00 AM: \_\_\_\_\_

7:30 AM: \_\_\_\_\_

8:00 AM: \_\_\_\_\_

8:30 AM: \_\_\_\_\_

9:00 AM: \_\_\_\_\_

9:30 AM: \_\_\_\_\_

10:00 AM: \_\_\_\_\_

10:30 AM: \_\_\_\_\_

11:00 AM: \_\_\_\_\_

11:30 AM: \_\_\_\_\_

12:00 PM: \_\_\_\_\_

12:30 PM: \_\_\_\_\_

1:00 PM: \_\_\_\_\_

1:30 PM: \_\_\_\_\_

2:00 PM: \_\_\_\_\_

2:30 PM: \_\_\_\_\_

3:00 PM: \_\_\_\_\_

3:30 PM: \_\_\_\_\_

4:00 PM: \_\_\_\_\_

4:30 PM: \_\_\_\_\_

5:00 PM: \_\_\_\_\_


5:30 PM: \_\_\_\_\_

6:00 PM: \_\_\_\_\_

6:30 PM: \_\_\_\_\_

7:00 PM: \_\_\_\_\_

7:30 PM: \_\_\_\_\_



Develop your daily schedule here, ensuring you provide adequate time between events. Use the right side to comment on how well you executed each event.

8:00 PM: \_\_\_\_\_

8:30 PM: \_\_\_\_\_

9:00 PM: \_\_\_\_\_

9:30 PM: \_\_\_\_\_

10:00 PM to 5: AM: \_\_\_\_\_



List things that you learned and that you could have done better.

Today's general debrief, lessons learned & things to do better tomorrow:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



List one thing that you are grateful for.

Today, I am grateful for (one or more things): \_\_\_\_\_

\_\_\_\_\_



After reviewing your day, write down the one goal you are going to achieve tomorrow, no matter what!

Tomorrow my specific goal will be (one goal): \_\_\_\_\_

\_\_\_\_\_



## Section 7: Your Metrics for Success

### Step #7: Determine Your Metrics for Success

Decide how you will objectively or subjectively determine how well you are doing in achieving your goals. List those measurement factors on your Daily Debrief Sheet.

### Step 7: Determine Your Metrics for Success

#### Metrics/Being Your Own Coach

Being your own coach requires that you are very disciplined in setting goals and then measuring your performance against those goals. The methods of measuring will vary depending on the type of goal.

In other words, if we can measure something—whether it is pounds lost, widgets sold, dinners at home with the family—we are more likely to pay attention to that number and work to improve it. General comments such as “doing more” are often ignored, or worse, measured by different standards by different people, which leads to disappointment.

To begin your *C13* experience, next to each of your goals, your tasks, and even your building blocks (Steps 2, 3, and 4), write down a method of measuring them. Then write down, on the *C13* Weekly Goal Tracker that you downloaded, the timeline for achieving those measurements.

These measurements must be meaningful and well thought out to ensure you are getting the most from your training. You will then determine the timeline for achieving milestones, and write those dates on your calendar for tracking.

The more specific the measurements, milestones, and dates, the better. Breaking down each of these tasks into the smallest piece as possible can really be motivating.

## Developing Metrics for Your Interim and C13 Goals (Objective and Subjective)

Interim goals are often easier to make more tangible and objective than your Noble Calling. Examples of objective metrics related to an interim goal could be buying your first home by a specific date or achieving specific grades in a class by the end of the school year. The type of metric can span the gambit from physical fitness and body-weight goals to professional or personal skill goals. In each case, determine the type of measurement and timeframe that is most relevant to the type of goal you are focusing on.

Examples of subjective metrics are things like “becoming a better public speaker” or “improving my overall emotional intelligence in my effort to be a better leader.” In these cases, many of the books that cover these types of skills in detail, provide self-evaluation tests that you can use to evaluate your performance. In all cases, try to make the subjective metric as objective as possible by evaluating specific elements of the skill you are working on and assigning them some level of achievement within a specific timeframe. For example, if you are working on being a better public speaker, how many mis-speaks did you have during a presentation? Or rate how engaged the audience was by the level of participation and the number of questions.

As discussed in Sections 5 and 6, you will evaluate your Noble Calling and your interim goals at the beginning and end of each 13-week period or at a shorter duration if facts and assumptions change. In Section 8, we will go into more detail on how to do this. For some people, one of the most difficult subjective evaluations to do on yourself is making an honest assessment of where you stand in relation to understanding and then achieving your Noble Calling. Below is one method you might want to try for this evaluation. We provide this as an example because it is critical to do this at the beginning of each C13 period you go through.

Let’s make an honest self-evaluation of where you stand in relation to achieving your Noble Calling and some of your potential interim goals. This will provide the basis for where you will start on your C13 program.

The following metrics apply to every user of this program:

0      1      2      3      4      5

A score of 0 is the lowest score. It means you are off track. The scores of 1 through 4 are varying levels of being on track for the particular metric. In all cases, you need more work or focus. A score of 5 means that you are sufficiently on track and can move your focus elsewhere.

Let's start your self-assessment.

1. Do you have a clear understanding of what your Noble Calling is in life and how you may get there?

No, I do not know . . . I think I know . . . Yes, I am very clear.

0      1      2      3      4      5

2. To achieve your Noble Calling, you will have short-term (C13) goals and interim goals (1 to 3 years). Can you visualize what success looks like and can you visualize what a typical day will be like when you attain your goals?

I have no vision . . . My vision is unclear . . . I have a very clear vision.

0      1      2      3      4      5

*Helpful Hint:* Being able to visualize a state where your goals are already achieved is a powerful tool in the process of actually achieving them. Many successful persons, from athletes to businessmen, use this technique. Do you believe in the power of your own thought? Do you believe that by visualizing your goals over and over again, you subconsciously begin to execute the actions necessary to make them real? If not, you need to work on improving this skill.

3. How passionate are you in pursuing your goals?

I am not very passionate about my goals. I don't have a clear vision of what they are, and they are not at the forefront of my mind throughout my day.

0      1      2      3      4      5

I am very passionate about my goals. I have a clear vision of what they are, and they are at the forefront of my mind throughout my day.

4. How well are you able to use your free will to accomplish your goals without negative influences affecting your actions?

I let external influences prevent me from determining for myself what my Noble Calling is and from passionately pursuing the goals that will help attain it.

0      1      2      3      4      5

I do not let anyone or anything prevent me from determining for myself what my Noble Calling is. I am relentless and passionate in the pursuit of my goals

5. How focused are your efforts in pursuing the goals that will help you attain your Noble Calling?

**a. Physical Health**

- Are you at your ideal weight?            Yes    No
- Do you feel healthy in general?        Yes    No
- Are your senses sharp?                    Yes    No

- For your chosen goals, how would you rate your physical capacities on a scale of 0 to 5?

- Aerobic	0	1	2	3	4	5
- Strength	0	1	2	3	4	5
- Endurance	0	1	2	3	4	5
- Flexibility	0	1	2	3	4	5

- I actively work on improving my physical capacity by:

---

**b. Mental Capacity** (If you have a more objective method to evaluate, then use it. Otherwise, use the goods and others method.)

	Good	Other
- Are you mentally sharp?		
- How is your mental energy?		
- How is your ability to focus?		
- Can you clearly visualize your goals?		

- Whether you are doing anything about your mental acuity can be objective.

For example: I actively work on improving my mental capacity by

---

**c. Spiritual Energy**

The following questions are subjective and may lend themselves more to a sliding subjective scale such as the goods and others method. Even though the questions could be answered with yes or no, the sliding scale gives you a relative evaluation to help you determine where you need to be versus a black and white answer. These skills can be difficult to assess and to achieve, but this method allows you to maintain a positive mindset, even when you are not fully reaching your potential.

Good	Other

- Does the vision of your noble calling excite you?
- Are you excited about making the most out of each day?
- Do you live with passion in your heart?
- Whether you are doing anything about it can be objective.

For example: I actively work on improving my spiritual energy by:

---

#### d. Emotional Intelligence (known as EQ)

Much has been written on the subject of emotional intelligence. There are several books that describe the concepts and provide effective online tools to measure your overall EQ and then give you a road map for improvement. There is a section in your Daily Briefing and Debriefing Sheets to allow you to evaluate your performance in the specific focus area you are currently working on.

Some objective metrics related to EQ can be:

- I have taken an EQ Self-Test: Yes/No
- I list my EQ focus area on my Daily Sheet and evaluate my progress daily: Yes/No

#### e. Life Skills

Ben Franklin’s 13 virtues are universal and apply to everyone. Franklin developed this list for himself over 250 years ago; he carried it with him in an effort to continually improve. The concepts are timeless. It is recommended that you select one or two attributes each day that you feel need the most improvement in your life. Stay focused on these until you achieve consistent satisfactory performance.

For simplicity, the Daily Briefing and Debriefing Sheets have the debrief metrics listed as either “good” or “other” (as in other than good). We recommend that you use the goods and others sliding scale for your metrics here as well. The further left you place your check mark the better you did. The further right, the more you need to improve.

Below is a recap of Benjamin Franklin’s 13 Virtues.

*(Note: The one-word description and the quoted texts are Ben Franklin’s words. The modern interpretation after the em dash is the author’s.)*

1. Temperance: “Eat not to dullness; drink not to elevation.” – Eat and drink nutritiously with correct proportions. Keep a clear, sharp mind!

2. Silence: “Speak not but what might benefit others or yourself; avoid trifling conversation.” – Speak in positive terms, especially about others. Avoid gossip.
3. Order: “Let all things have their places; let each part of your business have its time.” – Keep both your personal and business administrative activities organized.
4. Resolution: “Resolve to perform what you ought; perform without fail what you resolve.” – Develop a good plan and execute what you plan.
5. Frugality: “Make no expense but to do good to others or yourself, i.e., waste nothing.” – Be mindful of your money and use your resources to the positive benefit of yourself and others.
6. Industry: “Lose no time; be always [employed] in something useful; cut off all unnecessary actions.” – Be deliberate. Be efficient.
7. Sincerity: “Use no hurtful deceit; think innocently and justly, and, if you speak, speak accordingly.” – Give others the benefit of the doubt; always be a gentleman or lady.
8. Justice: “Wrong none by doing injuries, or omitting the benefits that are your duty.” – Don’t abuse your position of authority, and don’t unjustly gain personally at someone else’s expense.
9. Moderation: “Avoid [extremes]; forebear resenting injuries so much as you think they deserve.” – An eye for an eye, but don’t overdo it. Make the punishment fit the crime.
10. Cleanliness: “Tolerate no uncleanness in body, [clothes,] or habitation.” – Look sharp personally. Keep everything ship shape. Cleanliness is a mindset that permeates individuals as well as organizations to make them more efficient.
11. Tranquility: “Be not disturbed at trifles, or at accidents, common or unavoidable.” – Take life’s small hiccups in stride – stay positive!
12. Chastity: “Rarely use venery, but for health or offspring, never to dullness, weakness, or the injury of your own or another’s peace or reputation.” – Focus your physical drives in a positive manner.\*
13. Humility: “Imitate Jesus and Socrates.” – Be humble, be positive.

\*Note: We substitute the word Drive for Chastity in this book to more accurately reflect the intent and meaning for the C13 program, which is to focus your sexual/physical energy in a positive way.

*Helpful Hint:* In his autobiography, Ben Franklin described that he carried his book with these admirable traits with him his entire life and he tried to debrief them every day. There were times when the pace of life prevented him from reviewing it on a daily basis. This may also happen to you in the C13 process. The key to Ben's success was that he always returned to his disciplined approach of self-improvement as soon as he was able to. Similarly, the C13 program should be seen to be a lifelong pursuit. Concentrated effort will allow you to achieve remarkable successes in 13 weeks, as has been proven by many an elite performer. However, lifelong success in achieving one's Noble Calling can be attained by creating a culture of high-performance habits over the length of a lifetime. Never give up!

## Section 8: Periodic Review and Plan Adjustment

### Step #8: Review and Adjust Your Plan

During your weekly review, adjust your plan for any changes in assumptions or facts that occurred since you last reviewed your plan.

### Step 8: Periodically Review and Adjust Your Plan

Life is not static and performance is not linear. Assumptions and facts will change over time. Therefore, it is critical that you periodically review the facts and assumptions you made when you originally developed your *C13* plan. Changing facts or incorrect assumptions can be expected. Even with the best planning, we sometimes just get it wrong.

It is important to note that many high-performing achievers characteristically are very deliberate when they set a course, whether it's in business or their personal life. Once they make up their mind to proceed, it is difficult to change or stop them. They have the characteristic of persistence in pursuing their goals. When one roadblock emerges, they find ways to reroute themselves without abandoning their original goal. They never give up, and they do not listen to those who say, "it cannot be done."

High achievers are not afraid to fail; they see "failure" as a chance to try again more intelligently. They are consistently, passionately focused on their goal. They adjust as the facts and assumptions change.

On the other hand, if they do make a critical mistake in planning, they admit it right away; they do not continue to charge foolishly onward wasting resources when facts have changed and assumptions are proven wrong. This is why period review is so critical to the *C13* process.

Our experience also shows that even when facts and assumptions remain relatively steady and one truly pinpoints their Noble Calling, the periodic review process helps them refine how they see and describe their goals, resulting in a more vivid vision and better success.



You will find that facts and assumptions for interim goals and *C13* goals will change more often than those for your higher-level aspirations. This is similar to a military campaign where, for example, the ultimate goal is peace and stability in a particular region. That high-level strategic goal never waivers, but changing facts on the ground often require lower-level operational and tactical goals to change.

Sections 5 and 6 provide you with logical time periods for this review (daily and weekly). Following are some recommendations on being your own coach during these reviews.

### **Being Your Own Coach – Goal Adjustment Recommendations**

#### 1. Adjusting Your Noble Calling

As has been said before, determining your Noble Calling is the most important element of Effects-Based Life Planning. For many, it also may be the most difficult. Visualize your Noble Calling daily, and do an in-depth fact and assumption review at the beginning of each *C13* cycle.

#### 2. Adjusting Interim Goals

Review interim goals in depth at the beginning and end of each *C13* cycle. As your Noble Calling becomes clearer, ensure your interim goals are still in alignment. Always review facts and assumptions for validity each time and at any time during the 13-week cycle that you suspect a change.

#### 3. Adjusting *C13* Goals

If you have planned well, your *C13* goals should remain constant for the 13-week period you are in, with only minor adjustments.

#### 4. Adjusting Weekly Goals

Review these every week. Make adjustments from week to week to stay on track for your *C13* goals. If tactical situations arise throughout the week, adjust as necessary, but be persistent in always realigning with your *C13* and interim goals.

#### 5. Adjusting Daily Goals

Your daily goals should be adjusted each day to maximize your effectiveness throughout the week. Take great notes and plan ahead. Debrief your execution every day using the Daily Debrief Sheets to ensure you are learning the most and optimizing your progress.

Now, on your *C13* Weekly Goal Tracker sheets, annotate logical review periods based on your specific goals and needs.

## Section 9: Your Personal Operating Procedures

### Step #9: Create Your Own Personal Standard Operating Procedures

Make yourself more efficient by taking the best practices you develop in the *C13* program and standardizing them.

### Step 9: Create Your Personal Standard Operating Procedures

Just like fighter pilots, your personal Standard Operating Procedures (SOP) will be one of your greatest assets when it comes to developing a personal culture of taking highly complex tasks and breaking them into easily repeatable and achievable steps. Over time and with practice, higher performance will be achieved as these procedures become ingrained in your muscle and brain memory.

The more processes that you can make routine and write down in such a manner that anyone could pick up your manual and do it without your direction, the better off you will be. For example, if you have a small business, your billing process should run like clockwork with the same type of info on all of the invoices, the invoices going out on the same day each month, and with the same double-checks in place, ensuring that the money has arrived. Over time, you can fine-tune the processes for simplicity and repeatability to make them even more efficient.

Another example of a good use of SOPs would be for creating a personal culture for study habits, whether one is studying to be a nurse, a fighter pilot, or an engineer. It would be beneficial in this case to develop methods of practice and cognitive processes that aid in retention and mastery.

For any high-performance activity where time is a scarce resource, modularizing and arranging various event phases and critical tasks into a logical standardized process flow is a proven efficient practice. For your high-performance activity, whatever it is, we recommend

developing customized planning and briefing sheets to simplify event planning, preparation, briefing/warm-up (mental and physical), visualization, selection of specific goals, execution, and then debriefing.

These methodologies are used by fighter pilots when preparing for each mission. They will allow you to focus on execution at a very high level without having to worry about reinventing the wheel and briefing someone else on all the small details every time you conduct an evolution.

Your SOP will also be one of your weapons against goal creep and other the enemies to your success. It will help you avoid relearning many of the lessons other successful people have learned the hard way in the past.

### **Where to start?**

1. Begin with personal tasks that you have to do often. These could be seemingly very mundane things that take time from your schedule. Examples include:

- How you develop and execute your daily battle rhythm discussed earlier in this POH (Example provided below.)
- How you brief, execute, and debrief important events or missions (Example provided below.)
- How you positively manage your free will—Make this an SOP item, then add sections to your limitations and emergency procedures should you find yourself deviating from what you have established as a best practice. (Example of a Free Will SOP is provided below.)
- Personal communication standards: verbal, written, email, texts
- Personal dress codes
- How you conduct daily physical training
- How you plan, purchase, and cook meals
- How you maintain your house and your vehicles
- Others specific to you

2. Graduate to developing SOPs for tasks that you do often for your profession. Make them into repeatable templates. Examples include:

- How you conduct critical tasks such as business deals or negotiation
- How specific office functions are conducted such as weekly meetings and briefing updates
- How you select team members (See the first book in this series, *Building a Culture to Win*.)

### **A Word About Emotional Intelligence (EQ)**

We believe that for many professions, successful individuals who demonstrate a high level of EQ prove to be consistently more successful than those who do not. Numerous books

and articles have been written on this topic. To be successful, you must understand how EQ affects your performance. These types of books provide good guidance on how to develop SOPs. Focus on the following aspects of EQ that are critical to your success: Personal Self-Awareness, Self-Management, Social Awareness, and Relationship Management.

We highly recommend you do an EQ self-evaluation; learn ways to use EQ to your advantage; and, over time, develop your own personal EQ SOP.

## **Notes**

# Briefing, Execution, Debriefing SOP Example

The most successful individuals all have a way of personally preparing for executing and learning from each important event of their day. Having a standardized process on how to plan, brief, execute, and debrief each event for yourself is one of the most critical steps in creating a personal culture to win. The following is a proven method used by some of the world's most elite performers—fighter pilots, TOPGUN instructors, and Blue Angels. Use this format as a starting point for creating your own standardized personal Briefing and Debriefing SOP.

## Briefing

### Event Overview

1. Time hack—Ensure you are synchronized with the time. (watch, clock, GPS device, smart phone)
2. What is the event and what is your goal?

Review the goal of your particular mission whether it is a business negotiation, a physical training session, a competition or an academic exam. Be clear what it is you are trying to achieve.

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2. Define success. Success today looks like:
- 

3. Set a specific execution goal. During execution, if I get just one thing done right, it will be
- 

### Administrative (Admin)

1. Environment—Review the environmental elements that are critical to your event. (Examples include: outside weather, financial market conditions, conference room dynamics, exam location, or sporting venue conditions.)
2. Note special safety concerns or considerations.
3. Set time for when execution begins.
4. Arrange debriefing time.

### **Tactical Administrative (Tac-Admin)**

1. List any administrative items specific to the actual execution or tactical portion of the event. This could include any assets or limitations of time and money needed for execution.
2. Review any emergencies or contingency plans that you need to be ready for. Think through what you are going to do ahead of time.
3. If appropriate, pick one of your boldface emergency procedures to recite from memory; choose a different one each time you brief.

### **Tactical (Execution Specifics)**

1. Go over execution details from beginning to end. Where possible, visualize the procedures and the outcome you are trying to achieve during each event within the execution.
2. Review what-ifs, branches, and sequels to your plan for logical outcomes during execution.

### **Debriefing Preparation**

1. Make a debrief sheet out of a piece of paper. On the left side, list the type of data you need to capture during the execution in order to have a thorough and useful debrief.
2. On the right side, make room for debrief notes using appropriate metrics for each data point (goods/others, 0 through 5 or actual empirical metrics).

Write down your specific goal, review it one more time, and get motivated to execute.

## **Execution**

Execute to the best of your ability whether it is practice or the real thing. Pay close attention to your specific goals. Live within the limitations you have set for yourself. Take good mental or actual handwritten notes if possible

## **Debrief**

1. Start with a general overview of the mission. Did you achieve your overall goal? Yes/No
2. Review any safety items or violations of your SOP. Charge yourself in a fun, good-natured way for any violations. (See Section 11 for recommendations on personal accountability.)
3. Review your notes, videotape, or any other debriefing tool that you used.
4. Did you achieve your specific goal? Yes/No
5. Data point by data point, list the appropriate metric on your debrief sheet.
6. Make notes on how you can improve next time.
7. Develop a specific goal for the next time you do this same evolution.

8. Save this debriefing sheet for your training records. Use it to establish long-term trends.

*Helpful Hint:* Debriefing is one of the least practiced, yet most effective tools. The most successful individuals, regardless of profession, are brutally honest with themselves, even if it leads to uncomfortable situations in front of their peers, friends, or juniors/seniors. However, the energy and power that comes from being accurate in self-assessment far outweighs any short-term embarrassment. Pros do it religiously; so should you!

# Daily Battle Rhythm

## Standard Operating Procedure Example

In Section 6, Step 6 provides general guidelines for developing a structured daily battle rhythm. This is critical to maximizing your performance during C13. As you develop your SOP, you should continue to optimize your schedule incrementally until it is modular and standard. You then develop a rhythm that requires little to no effort to follow. If you do not already have a highly tuned battle rhythm, you can use the one below as a starter. Make it your SOP, and then slowly modify it as you find ways to improve it for your particular situation.

### 5 AM to 8 AM: Daily Preparation

- Wake up
- Review your Daily Mission Planning Sheet and visualize your Noble Calling, interim goals, C13 goals, and your goals for the day.
- Get one of your physical and mental training periods in.
- Fuel yourself by following your chosen nutrition plan.
- Travel to the first event of your day and prepare to execute to the best of your ability.

### 8 AM to Noon: Morning Execution

- Execute your day to the best of your ability.
- Alternate between 45- to 90-minute periods of intense concentrated efforts and short rejuvenation periods for peak mental, spiritual, and physical performance.
- Fuel yourself with healthy snacks by following your chosen nutrition plan.

### Noon to 2 PM: Midday Preparation

- Review your Daily Mission Planning Sheet and make adjustments as necessary.
- Visualize yourself executing the remainder of the day.
- Pay particular attention to your specific goal for the day.
- Eat a healthy meal per your nutrition plan.

2 PM to 6PM: Execute the second half of the day using the same rhythms as the first half of your day.

### 6PM to 10PM: Daily Wrap Up

- Eat your evening meal per your nutrition plan.



## Daily Battle Rhythm Standard Operating Procedure Example

- Exercise per your physical training plan.
- Conduct a debrief of your day and prepare for your next day.
- Visualize the day you just executed and make mental adjustments so that you can see yourself improving on the things that did not go as well as you would have liked.
- Congratulate yourself on an excellent day, and visualize yourself executing the next day even better.

10PM to 5AM: Sleep

# Free Will

## Standard Operating Procedure Example

**Fill in the Following to begin developing your own Free Will SOP .**

I will use my free will every day to follow my passion by:

a. Thinking critically for myself and selectively using the best suggestions from the following people/resources in the pursuit of my Noble Calling and my passion:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

b. Always having the following positive counter tactics to any negative suggestions and influences, even though they may come from very close, well-meaning friends and family (see Section 10 of this manual for suggestions):

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

c. Striving to attain financial freedom by doing the following:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

d. Taking the following positive steps to get myself out of a dependency situation (such as from the government, friends, family, parents):

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

e. Overcoming my fears in life by (see Section 10 of this manual for suggestions):

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

f. Dedicating time to discovery and innovation in my pursuit by:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Notes and additional SOP items of your choice:**

# Section 10: Your Operating Limitations and Boldface Emergency Procedures

## Step #10: Create Your Own List of Operating Limitations and Boldface Emergency Procedures

Creating a list of Operating Limitations and Boldface Emergency Procedures will increase your resiliency in face of the hazards of life.

### Step 10: Create Your Own List of Operating Limitations and Boldface Emergency Procedures

As in many professional occupations, fighter pilots have standardized limitations on how they operate their aircraft and conduct their personal business. For example, fighter pilots have minimums on such things as the amount of rest and sleep they must have between flights and maximums on such things as their consumption of alcohol.

Aviation is very unforgiving. When things go wrong and an aircraft malfunction occurs, pilots must react quickly to achieve their goal of making it home safely. To improve their chances, they memorize emergency procedures that are outlined in the flight manuals in boldface print and they execute them as soon as a problem develops.

Like the SOP and “boldface procedures,” these limits and steps were developed for the fighter pilot community to prevent loss of life or loss of an aircraft. Unless you are flying fighters, driving race cars, or climbing mountains, your *C13* program is not likely designed to operate in as extreme an environment.

Yet, whether you are a school teacher, a stock broker, or an entrepreneur, your list of personal limitations and boldface procedures will help prevent things like physical injury and sickness, which can knock you off track and put you behind on your goals.

Therefore, your personal list of limitations and emergency procedure steps that you develop will be critical to your success.

## Operating Limitations

### Determining Your Ideal Personal Performance Operating Specifications and Limitations

Your personal performance enhancing specifications, which are directly related to your *C13* goals are:

#### 1. Physical Health

(Note: Use metrics that are related to your goals. Individuals will have different requirements based on age, occupation, and goals; pick the ones that make sense for you.)

- a. Ideal body weight or percent body fat: \_\_\_\_\_
- b. Aerobic performance: \_\_\_\_\_
- c. Strength performance: \_\_\_\_\_
- d. Endurance performance: \_\_\_\_\_
- e. Flexibility: \_\_\_\_\_

If you do not meet your ideal limitations or criteria, the following physical health suggestions apply.

It is highly recommended to use one of the many physical training programs that are available for home use. Most of these programs are designed for a 60- or 90-day cycle and therefore fit perfectly into the *C13* program architecture. If you have specific physical training needs, you may opt for a personal physical training coach or class that is designed specifically for you. If you are an athlete in an organized sport with coaches and physical trainers, work with them to design a program that will fit your *C13* program.

#### 2. Mental/Brain Health, Capacity and Agility Limitations

- a. Alertness goal – be able to maintain alertness all day
- b. Clarity of thought – be able to focus on the task at hand without your mind wandering
- c. Focus – be able to concentrate throughout the day at the task at hand
- d. Ability to solve problems

Mental capacity suggestions: Just as we work out our bodies, we must also work out our brains. If you do not meet one of the above limitation criteria, we suggest you work to improve it. There are “brain workouts” available online. You will find that there are numerous appli-

cations that help you exercise your brain and also test your cognitive capabilities. These are often fun. Find one that works for you, fits in your budget, and track your progress.

### 3. Spiritual Energy and Visualization Capacity

- a. You must always have a high level of faith in yourself, your Noble Calling, and in the power of visualization. Having a high level of faith and a capacity to visualize will give you the needed energy to take the appropriate actions, to make your vision real.
- b. The clearer and more detailed you are in visualizing yourself living in a world where your goals are reality, the more energy you will have to make that vision real.
- c. Visualizing your future often throughout your day (at least three times) creates the subconscious force needed to make the appropriate actions habitual.
- d. All accomplishments, large or small, started as a thought in someone's mind. The same is true for you and what you want to achieve.
- e. The vision of your Noble Calling must excite you. You must be so passionate about the activities and goals you choose to go after that you are energized just thinking about them. Then, in order to turn vision into reality, your vision must be so strong that it is as if you have achieved it already.
- f. You will have the needed spiritual energy to win when you live life with passion in your heart.

Spiritual energy suggestions: Common terms and phrases for this spiritual energy and visualization phenomenon include, "the law of attraction," "thoughts become things," "what you see in your mind and believe, you will receive." There are numerous books and articles that explain every aspect of visualization and the law of attraction. Many of them give examples of some well-known success stories from a variety of occupations including the fields of athletics, science, and industry. These success stories each started with a vision in an individual's mind. That vision was so strong that it became the driving force that turned a thought into reality.

Being able to visualize your future in detail and, from that, getting the energy needed to accomplish the necessary actions, is the most powerful tool you will have in achieving your goals.

### 4. Your Personal Operating Limitations are: (Fill in the blanks with your specifics)

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#### a. Physical and Mental Rhythms

- Your personal ideal sleep time (hours) and timeframe. Eight hours is standard. Some people can function well with less. Based on your own observations, you operate best when you have \_\_\_\_\_ hours of sleep a night. During the hours of \_\_\_\_\_.

Mental Rest: In addition to sleep, the brain needs periods of stimulation and rest throughout the day. Based on your experience and the particular task you are accomplishing, what is longest period you can concentrate intensely on a task before your performance begins to deteriorate? \_\_\_\_\_ (hours/ minutes) Once you determine this limitation, work to enhance your capability while using the knowledge of this limitation to your advantage by planning for periodic breaks throughout the day.

Physical Exercise: You must have at least one dedicated exercise period each day that is specific to your chosen goal. In addition to that, you must complement your mental rest periods with periods of physical activity. You should get some mild exercise in combination with your mental rest period if you are operating at a desk or in a stationary location. Stretching, walking, and meditating on your goals are great ways to maintain peak performance. If you are engaged in heavy physical exercise for your “work” period, then your goal is to rest and stretch in combination with your mental rest periods. Based on your experience, you operate at your peak for \_\_\_\_\_ hours and minutes (45 minutes to an hour and a half is recommended), before needing to engage in the appropriate physical activity for about \_\_\_\_\_ minutes (5 to 15 minutes is recommended).

#### b. Nutrition Limitations

Proper nutrition requirements for each individual person may vary significantly depending on the type of goals you are setting. Therefore, it is highly recommended that you spend time researching requirements specific to your goals. Use a professional to assist you if you have the means.

- If you are engaged in one of the suggested physical training programs specific to your goals, you should use the nutrition guides provided as a starting base line.

- If you choose not to use one of the methods above to develop a nutrition plan, you should develop healthy eating habits by researching on your own. In general, it is suggested that you follow FDA recommended daily allowances—see the FDA U.S. Food and Drug Administration website and [Nutrician.gov](http://Nutrician.gov) as a starter.

Note: Pay particular attention to alcohol, drug, and tobacco limitations and recommendations. Develop your own consumption limitations that will assist you in maintaining peak performance in pursuit of your goals

*Helpful Hint:* If you are not meeting the limitations you have established for yourself above, make corrections. Make these limitation violations part of your personal accountability process discussed in Section 11 and in your Daily Briefing and Debriefing as described earlier. Make corrections now!

**Notes and Additional Operation Limitations of Your Choice**



# Boldface Emergency Procedures

The following is an initial list of emergencies that may occur to you as you execute your C13 program. You will likely develop some that are more specific to your vocation; you should add them to this list and develop corrective actions. The emergencies below are grouped under one of the three elements of the Performance Triad: passion, free will, or focus. Although some of these emergencies can apply to more than one Performance Triad element, we chose placement based on the most likely negative effect on performance.

Some emergencies are time critical and must be corrected immediately. The steps that require immediate action are listed below with an asterisk (\*) next to them. The appropriate corrective action steps are provided under “List of Boldface Emergencies with Corrective Action.”

Use time to your advantage to correct non-time-critical emergencies in the most methodical way, without making your situation worse. Just like fighter pilots who commit boldface emergencies to memory, you should do the same with your C13 boldface procedures. To aid in this, the boldface procedures are broken out on a separate sheet that you can use for memorization.

Take a moment to review these emergencies and see how they can negatively affect your performance triad. Over time, add your own Emergency Procedures to the general list and to the boldface memorization sheet as necessary.

## List of Emergencies

(Note: An asterisk (\*) indicates emergencies that require immediate action. These emergency procedures are also listed in this POH in an abbreviated format for easier memorization (see “List of Boldface Emergencies with Corrective Action – Abbreviated”).

### Passion

1. Lack of a Well-Defined Purpose in Life – Not Having a Noble Calling
2. Selecting the Wrong Noble Calling or Interim Goals
3. Lack of Ambition to Aim above Mediocrity
4. Negative or Defeatist Attitude\*
5. Lack of Spiritual Energy, Emotional Energy, and Enthusiasm\*

## Free Will

1. Poor or Failing Health\*
2. Destructive Addictions\*
3. Paralysis from Fear\*
4. Negative Influences – Destructive Personal or Professional Relationships\*
5. Intentional Dishonesty
6. Closed Mind or Intolerance of New Ideas

## Focus

1. Unable to Maintain a Concentrated Effort on C13 Goals\*
2. Unable to Make Critical Decisions
3. Lack of Persistence\*
4. Procrastination
5. Lack of Self-Discipline

Add any additional Emergency Procedures specific to you here:

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# List of Emergencies with Corrective Action

## Emergencies Affecting Your Passion

1. Lack of a Well-Defined Purpose in Life – Not Having a Noble Calling
2. Selecting the Wrong Noble Calling or Interim Goals
3. Lack of Ambition to Aim above Mediocrity
4. Negative or Defeatist Attitude\*
5. Lack of Spiritual Energy, Emotional Energy, and Enthusiasm\*

### Lack of a Well-Defined Purpose in Life – Not Having a Noble Calling

#### Indications

1. Unable to state in one or two sentences a specific goal or purpose in life
2. Lack of a burning desire to achieve stated goals or purpose in life
3. Drifting from one endeavor to another without focus
4. Lacking the motivation or passion to put every effort into achieving a goal
5. Not thinking big bold thoughts of what you can do in life

#### Corrective Action

1. Go through the process of answering the questions in Section 1.
2. Make notes on the thoughts and actions that give you an overwhelming feeling of satisfaction and joy.
3. Repeat 1 and 2 on your daily sheets and fine-tune your statement every day.
4. Continue fine-tuning your answers until you see a consistency and your statement represents a burning desire for you to achieve it.
5. Work toward interim goals that will provide you flexibility in transitioning to your Noble Calling track once you decide what it is.

### Selecting the Wrong Noble Calling or Interim Goals

#### Indications

1. Your heart is just not in it.
2. You have persisted for a significant period of time, but it is not fun anymore.

#### Corrective Action

1. Take a proactive, positive approach and begin the discovery process again, following *C13* Steps 1, 2, and 3.
2. Leverage what you have learned up to this point and proceed in a smarter way, as you learn your true Noble Calling.

## **Lack of Ambition to Aim above Mediocrity**

### **Indications**

1. You do not make an effort to adequately prepare to execute your daily activities.
2. You have goals, but you do not take the steps to achieve them.
3. You do not brief or debrief events in a positive, proactive way, trying relentlessly to innovate and improve.

### **Corrective Action**

1. Focus your efforts on finding something you are truly passionate about pursuing. Work hard at figuring out what your Noble Calling in life is.
2. Once you think you have found it, boldly take the steps necessary to transition from your ambition-killing activities to those that fuel your passion.
3. Until you can visualize your goals clearly, work on broad interim and short-term goals that will give you the background and experience needed to pursue your more focused Noble Calling when you understand it.

## **Negative or Defeatist Attitude\***

### **Indications**

1. Blaming others for your poor performance
2. Believing that others owe you something
3. Believing you are a product of your environment

### **Corrective Actions**

1. **Get over it. Even if any of the above indications are true causal factors, brooding will not help.\***
2. **Rise above the issue and take ownership of yourself and your current circumstances.\***
3. Fully dedicate yourself to a personal culture of excellence lifestyle.
4. Dedicate yourself to the C13 program.
5. Visualize yourself becoming a rags to riches superstar.

## **Lack of Spiritual Energy, Emotional Energy, and Enthusiasm\***

### **Indications**

1. You have set goals that usually motivate you to perform above and beyond, but over a short period of time, you suddenly lack motivation.

### **Corrective Action**

1. **Think positive thoughts now!\***
2. **Force a smile.\***

**3. Use what motivates you: music, physical or mental exercise, literature, or even motivational movies.\***

**4. Visualize your Noble Calling as if you have achieved it.\***

5. Reach out to known positive influencers, like coaches or training partners.

6. If you were truly passionate about your choice and your Noble Calling before, your motivation will return. If lack of motivation persists, then proceed to “Lack of a Well-Defined Purpose in Life – Not Having a Noble Calling” and accomplish those steps.

**CAUTION:** Persistence is one of the key attributes to success in achieving your goals. Do not change course unless you are convinced you have chosen your goals incorrectly. It is better to make minor adjustments to a goal you know suits you well than to change goals midway through your pursuit of achieving them. Everyone has bad days. Winners simply learn how to get out of a slump quicker than the rest!

# Emergencies Affecting Your Free Will

1. Poor or Failing Health\*
2. Destructive Addictions\*
3. Paralysis from Fear\*
4. Negative Influences – Destructive Personal or Professional Relationships\*
5. Intentional Dishonesty\*
6. Closed Mind or Intolerance of New Ideas\*

## Poor or Failing Health\*

### Indications

1. You do not feel as strong or sharp, physically or mentally, as you normally do.

### Corrective Action

1. **Take immediate steps. See a healthcare professional or personally correct the causal factor if you can.\***
2. Analyze your physical and mental training regimens to see if adjustments need to be made.
3. Review and correct your rest periods, specifically sleep, to ensure you are getting adequate rest.
4. Review and correct your nutritional plan and make adjustments as necessary.
5. For specific ailments, consult your healthcare professional.

## Destructive Addictions\*

### Indications

1. **You habitually engage in activity that limits your performance (e.g., substance abuse).**

### Corrective Action

2. **Admit you have a problem.\***
3. Take immediate steps. Seek help from a healthcare professional.\*
- 4 Stop the destructive activity immediately.
5. Develop and use your support system, including coaches or training partners.
6. Visualize yourself overcoming your addiction and achieving your Noble Calling.
7. Be persistent in your personal battle.

## Paralysis from Fear\*

### Indications

1. Your C13 progress, interim goals, and Noble Calling all seem unattainable because you

fear failure related to one of the following: poverty, peer criticism, or change in personal relationships.

### **Corrective Action**

#### **1. Rationalize away the specific fear.\***

- Failure: Understand that failure is just an opportunity to start over more intelligently next time.
- Poverty: Reach a decision to work within your means and make a corrective action financial plan.
- Peer Criticism: Recognize that true winners do not worry about what others think of them.
- Change in Personal Relationships: Accept the change if necessary and move forward.

### **Negative Influences – Destructive Personal or Professional Relationships\***

#### **Indications**

1. You let relationships take away your free will to act in your own best interests.

#### **Corrective Action**

- 1. Recognize the negative nature of the relationship.\***
- 2. Rise above, set limits and boundaries, and control the situation on your own terms not theirs.\***
- 3. Be aware of your emotions and control them.\***
- 4. Let no one limit your vision and your goals.\***
- 5. Focus on solutions not problems.\***
- 6. Look forward not back, but never forget what happened and don't let it happen again.\***
- 7. Maintain a positive mindset.\***

### **Intentional Dishonesty\***

#### **Indications**

1. Intentionally misleading others resulting in loss of credibility and low self-esteem.

#### **Corrective Action**

- 1. Stop! Fix it now. Correct the record.\***
2. Make this a personal limitation and an SOP item to always be straightforward.

### **Closed Mind or Intolerance of New Ideas**

#### **Indications**

1. You prefer the status quo.

2. You immediately dismiss other's ideas.
3. You believe tenure and experience trumps any new idea.

**Corrective Action**

1. Strive to be a relentless innovator.
2. Focus on listening; talk less.
3. Do not think of what you are going to say until the person speaking is finished.
4. Do not be afraid to try new methods.
5. Get out of your comfort zone.



# Emergencies Affecting Your Focus

1. Unable to Maintain a Concentrated Effort on *C13* Goals\*
2. Unable to Make Critical Decisions\*
3. Lack of Persistence\*
4. Procrastination
5. Lack of Self-Discipline

## Unable to Maintain a Concentrated Effort on *C13* Goals\*

### Indications

1. You are easily distracted from your main *C13* goals.
2. You get pulled in many directions by non-*C13* commitments.
3. You often prefer to do something other than your *C13* commitments.

### Corrective Action

1. **Evaluate the distractions. If you are not passionate about your goals, update them now.\***
- \*2. **Simplify your life; reduce and reprioritize your commitments.\***
3. If you have chosen the wrong set of goals, start the Effects-Based Life Planning process again at Step 1.

## Unable to Make Critical Decisions\*

### Indications

1. You are slow to decide a course of action and/or quick to change your mind.

### Corrective Action

1. **Get the facts and create a list of assumptions you need to know to make a decision.\***
2. **Avoid asking others to make your decision for you. Do not rely on friends, family, teachers, coworkers, or your boss to make decisions for you. If you value their opinion, take it into consideration, but have the courage to make the call yourself.\***
3. Once a decision is made, using the best knowledge and the amount of time you need, do not change it unless facts and assumptions dictate that it needs to be updated. Often, a slightly different approach and persistence will get you to your goal. Scrapping your plan or randomly launching off in a different direction never will.

## **Lack of Persistence\***

### **Indications**

1. You are quick to change your goals to something less.
2. You quit at the first sign of failure.
3. You lose interest when performance or results plateau or decline.
4. You have a list of excuses for not pressing ahead.
5. You blame others for your failures.
6. You do not clearly define your goals to the point where you can visualize them as if they are achieved.
7. You are afraid to fail or of what others may say or criticize you for.

### **Corrective Action**

#### **1. Vow to never give up!\***

2. Use the C13 process to ensure you have a Noble Calling you can visualize.
3. Use C13 to develop a solid plan with inspirational interim and short-term goals.
4. Learn how negative thoughts and suggestions from well-meaning friends and family members can push your buttons or erode your willpower. Create tools that evoke powerful emotions within you that will keep you moving forward.
5. Develop and use your EQ SOP to create and maintain positive emotion.

## **Procrastination**

### **Indications**

1. You set goals and develop a plan, yet put off executing the steps necessary to achieve your goals.

### **Corrective Action**

1. Evaluate the root cause. If it is lack of passion and motivation, proceed to the “Emergencies Affecting Your Passion” section.
2. Reevaluate the facts and assumptions you used in developing your plan. If they are no longer valid and inhibit progress, then readjust your plan.
3. If your free will to innovate and execute is compromised, eliminate the free will killers in your life.



# **List of Boldface Emergencies with Corrective Action—Abbreviated**

The following procedures should be committed to memory:

## **Negative or Defeatist Attitude**

### **Corrective Actions**

- 1. Get over it. Even if any of the above indications are true causal factors, brooding will not help.**
- 2. Rise above the issue and take ownership of yourself and your current circumstances.**

## **Lack of Spiritual Energy, Emotional Energy, and Enthusiasm**

### **Corrective Action**

- 1. Think positive thoughts now!**
- 2. Force a smile.**
- 3. Use what motivates you: music, physical or mental exercise, literature, or even motivational movies.**
- 4. Visualize your Noble Calling as if you have achieved it.**

## **Poor or Failing Health**

### **Corrective Action**

- 1. Take immediate steps. See a healthcare professional or personally correct the causal factor if you can.**

## **Destructive Addictions**

### **Corrective Action**

- 1. Admit you have a problem.**
- 2. Take immediate steps. Seek help from a healthcare professional.**

## **\*Paralysis from Fear**

### **Corrective Action**

- 1. Rationalize away the specific fear.**

### **Negative Influences – Destructive Personal or Professional Relationships**

#### **Corrective Action**

- 1. Recognize the negative nature of the relationship.**
- 2. Rise above, set limits and boundaries, and control the situation on your own terms not theirs.**
- 3. Be aware of your emotions and control them.**
- 4. Let no one limit your vision and your goals.**
- 5. Focus on solutions not problems.**
- 6. Look forward not back, but never forget what happened and don't let it happen again.**
- 7. Maintain a positive mindset.**

### **Intentional Dishonesty**

#### **Corrective Action**

- 1. Stop! Fix it now. Correct the record.**

**\*Unable to Maintain a Concentrated Effort on C13 Goals**

#### **Corrective Action**

- 1. Evaluate the distractions. If you are not passionate about your goals, update them now.**
- 2. Simplify your life; reduce and reprioritize your commitments.**

### **Unable to Make Critical Decisions**

#### **Corrective Action**

- 1. Get the facts and create a list of assumptions you need to know to make a decision.**
- 2. Avoid asking others to make your decision for you. Do not rely on friends, family, teachers, coworkers, or your boss to make decisions for you. If you value their opinion, take it into consideration, but have the courage to make the call yourself.**

### **Lack of Persistence**

#### **Corrective Action**

- 1. Vow to never give up!**

**Add Your Additional List of Boldface Items Here**

# Section 11: Execution and Personal Accountability

## Step #11: Execute Your Personal Accountability Process

Use the C13 Daily Briefing and Debriefing Sheets to be very honest with your goal setting and your progress.

### Step 11: Execute Your Personal Accountability Process

Personal accountability is one of the critical processes in your ability to expand your achievement.

You must be brutally honest as you conduct self-evaluation throughout each 13-week period. An example briefing and debriefing technique was provided in Section 9. These briefs and debriefs have applications in all areas where performance matters: teaching, athletics, business, medicine, and the military, to name a few.

The metrics you developed in Step 7 will be very important here. During this process, you must ensure that the metric you chose actually measures the behavior you wanted to target and change.

You were also introduced to a general method for briefing and debriefing daily events specific to your field of endeavor. In the debrief section, it was mentioned that you would “fine” yourself in a good-natured way if you violated any of your own personal SOP or safety items. This is a common and fun practice used by extreme high-performing individuals and organizations. The Blue Angels use this technique.

For example, an individual Blue Angel will call a “safety” on themselves when an SOP or limitation has been violated during a practice, an actual flight demonstration, or while on personal time away from the team. The penalty is to pay five dollars into a kitty for later use by the team. You can use a similar lighthearted way to keep yourself honest and disciplined

## Section11: Execution and Personal Accountability

with the limitations and standards you have set for yourself. Of course, you could use something other than a monetary fine to achieve the same goal, such as pushups, sit-ups, or doing some kind of household chore or service.

Accountability is not intended to be a “gotcha” moment pointed out by someone else, but more about calling yourself out so you can improve. In the *C13* program, you may be the only person who knows where you fell short. It is very important that you can recognize these moments, take ownership of them, and make up your mind to improve.

If you have chosen to fine yourself in a monetary fashion for SOP violations, write down what you are going to do with your accountability money at the end of *C13*. (For example, you may decide to celebrate by sharing a good meal with a friend or family member, purchasing a performance-enhancing tool (such as better workout gear), and/or giving money to a favorite charity.)

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## Section 12: Select Coaches and Training Partners

### Step #12: Select Coaches and Training Partners

Only after you have a firm grasp on Steps 1 through 11 and you have a real understanding of where you want to go, should you carry out this step. Carefully select coaches or training partners that will help you achieve YOUR goals, not the goals they think you should achieve.

### Step 12: Select Coaches and Training Partners

Coaches can be a valuable asset. So can training partners. Used at the right times, they can accelerate your C13 process.

However, the wrong coach or training partner, or a good coach or training partner chosen for the wrong reasons, will be detrimental to your progress. Therefore, you need to be careful, and brutally honest with yourself, when choosing a coach or training partner.

There is a significant difference in the mentality of a coach who is charged with bringing together a team as opposed to one who is charged with enhancing one particular individual's performance. The best coaches can do both, but not all possess this skill. It is important to choose the type of coach you need, not just a friend who is available.

All successful individuals have learned how to be their own coaches as a check and balance to outside coaches. No matter how good a coach is, only you will truly know your passion and Noble Calling. Therefore, just like choosing a business partner or a spouse, selecting a coach or training partner is a very serious decision.

The following criteria should be considered when selecting a personal coach or advisor:

1. They need to understand the elements of the Performance Triad and why all three are important.



## Section 12: Select Coaches and Training Partners

2. They can be trusted to give you advice based on your stated Noble Calling, not on what they think your Noble Calling should be. Only you can decide that for yourself.
3. They should respect your desire to expand your frontier of human achievement.
4. They never try to tell you that you are trying too hard or overachieving.
5. They do not limit your achievements or performance based on their life choices or performance.
6. They provide realistic sensible advice you can use to craft a path toward your goals.
6. They encourage you to dream big.
7. They never give you advice based on what they think you want to hear.
8. They provide honest critiques and offer positive steps to help you improve.
9. They should be fun to work with, even when they are pushing you to the limit!

Write down the names of three individuals you think fit the criteria above. Use them as needed to provide insight and expertise that you may not have while developing your plan. Compare and contrast the expertise and advice each provides. Then YOU make the choices needed to plan and execute your *C13* plan.

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

Depending on the type of interim goals and *C13* goals you are pursuing, you may decide that a training partner can be a very effective tool to help you expand your frontier of human achievement faster. Top athletes often use this form of friendly competition to maximize their performance triad. Here are some criteria you should consider before selecting a training partner:

1. Do your goals lend themselves to a training partner?
2. The individual should be willing to participate in their own *C13* program simultaneously. Note, your Noble Calling and interim goals will most likely be different. However, it is best if some of your *C13* goals are in the same category. A physical fitness type of goal or a common sport would be relevant here.
3. Try to find someone who is better than you at what you are trying to achieve. Learn from them.
4. The prospective training partner should have other attributes that will enhance your performance triad even if they are not as accomplished as you in your pursuit.
5. Is this person willing to give you honest feedback and open to accepting honest feedback from you as you both expand your frontier of human achievement?

6. They are trustworthy and are as equally committed to achievement as you.
7. They have the time and resources to match yours.
8. If you decide to terminate the training partner program, no harm will result to either party.
9. Your training partner must be a positive, fun individual to be around and train with!

Now write down three individuals who you think might make a good training partner. Approach each one individually, starting with the best prospect first. You may elect to choose more than one partner. Be careful! If in doubt, go it alone until you find the match that works best for you.

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

We recommended that you establish a common SOP, as well as limitations and emergency procedures that both parties agree on. Standardized goal settings; a battle rhythm; and briefing, execution, and debriefing plans should be established to help optimize the training program.

Conduct periodic reviews with your coach and training partners. Make them part of your methodical *C13* approach to developing your personal culture to win.

# Step 13: Celebrate!

## Step #13: Celebrate!

At the end of your current *C13* process, celebrate your wins. Then, begin the *C13* process all over again!

## Step 13: Celebrate Your Win!

Celebrating your success is the final step of the *CATSHOT 13* program.

It is important at the end of each 13-week program to acknowledge your accomplishments. Even if you fall short of achieving your goals, you may see that you still made exceptional progress. Part of the process is having fun and fueling your passion to keep going. So take a positive approach, celebrate what you did accomplish, and take advantage of the opportunity to do it smarter and better the next time!

Seeing your progress and recognizing your role in making it happen will inspire you to go through the 13-week process again and again.

It will be your responsibility to start a new *C13* plan as soon as possible! This renewed dedication will elevate your spirit and push you to achieve even more.

Take a moment to write down your big picture lessons learned.

First, we recommend writing down the top three big picture things you thought you did very well this period and that you want to make sure you repeat:

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

Step 13: Celebrate!

Second, write down the top three big picture items you think need the most improvement in your *C13* execution. Provide some thoughts on what you will do differently to fix these deficiencies and apply them to your next round of *C13*:

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

Finally, keep this copy of your *C13* POH in your files for reviewing long-term trends in the future. Years from now, when you achieve your Noble Calling, you can look back and see how far you came!

**Congratulations!**