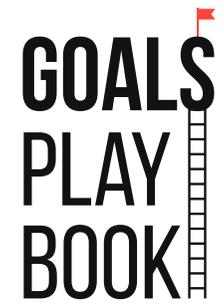


GOALS PLAY BOOK

The logo consists of the words 'GOALS', 'PLAY', and 'BOOK' stacked vertically in a bold, black, sans-serif font. To the right of the text is a vertical ladder with a red flag on top.

I welcome your feedback and comments as you work with the Goals Playbook© and hope together we can make it an increasingly effective tool for a wide audience.

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BACKSTORY TO THE GOALS PLAYBOOK®

“People prefer comfort to change, and as a result, anything that disrupts their routine gets labeled as bad. Yet, more often than not, change is only as good or bad as the response to it. You may not be able to control where the future directs you, but you can defend against it.”

Greg Twemlow, December 2017

The Goals Playbook® by Greg Twemlow is a way to deal with change and give you the context for thinking about what you want to achieve and to make good decisions. It's designed to be used to think about the year ahead, although I believe it can be easily adapted to address short term goals or specific strategic objectives – personal or corporate.

Seneca brilliantly explains the value of time in his masterpiece – *On the Shortness of Life*.

“It is not that we have a short time to live, but that we waste a lot of it. Life is long enough, and a sufficiently generous amount has been given to us for the highest achievements if it were all well invested... So it is: we are not given a short life but we make it short, and we are not ill-supplied but wasteful of it... Life is long if you know how to use it.”

SENECA AD65

Another way to think about this is by visualizing two states of being that you occupy with the passage of time. At any given point, as time goes on, you're either living, or you're dying. If in the time that's passed, you

did something that aligns with who you are and what you want to become, then that time has been lived. If in that same time, you procrastinated or otherwise wasted your chance to do something with intent, then you've been brought closer to death. Naturally, not all procrastination is bad. Nor does this mean that you can't let go for a moment. It's just a reminder to pay attention. When time is gone, it doesn't come back. How you use time either adds something to the memory that you have of life, or it makes your life shorter.

Time is our most precious resource. It's something that we can never get back if we were to squander it. If this is the case it makes sense that we maximize our #1 resource. If you are reading this, you probably understand that already.

In our lives, simplicity is the key to almost everything, no matter what aspect of your life you're focusing on. Keeping things reduced to the minimum viable effort, whether that's an actual product or something intangible like an idea or strategy, is essential to maintain focus and communicate effectively to family, friends, employees, customers and generally any stakeholder. That means coming up with a concise plan you believe in and can easily convey to your collaborators.

The layout of Goals Playbook® is 3x3 grouped by **Drivers, Status** and **Plan**. 9 cells that together form your Playbook explaining the context to anyone who you invite to collaborate.



IF YOU WANT TO ACHIEVE YOUR GOALS, YOU'LL NEED TO LEARN TO FOCUS/PLAN

We're always finding ways to do more. The buzzword today is hustle. Go out there, chase after your goal, and make connections. Only then, can you make your mark.

Yet at a certain point, fatigue sets in. There's only so much that can be done. No matter how productive or effective you are, there are a maximum of 24 hours in a day. There's only so much that we can healthily optimize for.

More problematically, our decision making hasn't caught up with the abundance of information and choices that we have available to us. We put off making decisions—we decide to not decide—and instead pursue all the opportunities in front of us (sometimes referred to as “ready, fire, aim”). The approach is well and good until one reaches the saturation point, where there're too many choices for us to reasonably pursue. At that point in time, we're burned out and likely confused.

Trade-offs are necessary when you are at full capacity. Every action carries an opportunity cost; sometimes that opportunity cost may be greater than the cost of inaction itself.

An essentialist approach to life is thus needed. It's truly a matter of prioritizing, and realizing that we must practice extreme self-selection to truly thrive. As Greg McKeown says in *Essentialism*,

“only once you give yourself permission to stop trying to do it all, to stop saying yes to everyone, can you make your highest contribution towards the things that really matter to you”.

McKeown offers his 90 per cent rule: that all opportunities should be scrutinized under extreme criteria. He pursues opportunities that are only

a '9' on a scale of 10, no matter how many perfectly good '7's and '8's he receives. The effect is that he passes on a good 90% of opportunities. But he knows that good opportunities don't matter as much as having the right one.

You no doubt have a sense that there are the trivial many and the vital few. There are far more good opportunities and activities in the world than we realistically have time for. No matter how good the opportunity may be, it can very well still be trivial if it doesn't help us to reach where we want to go. For this reason, selecting and committing only to the vital few is more important than ever.

FOMO exists everywhere. There's the fear that you are missing out on an opportunity. Fear that you didn't meet someone you should. Fear that you're lagging behind. FOMO has been the greatest hurdle to living like an essentialist. I'm a believer that we combat FOMO better—if only slightly—as we age. There are some distinct downsides to aging however one upside is the ability to cope with missing out.

A QUESTION OF PRIORITIES

It's often said that if we don't prioritize our lives, someone else will. It's true to a great extent, but it's surprising how we often fail to take control of our direction.

We do this by having multiple priorities. We make a list and decide that these are our priorities; sometimes the list numbers more than a few items. The effect is that when we prioritize everything, we prioritize nothing. As McKeown explains in *Essentialism*:

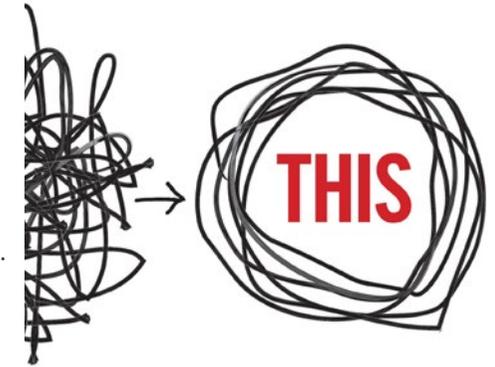


Image from the book, *Essentialism*, by Greg McKeown

“The word priority came into the English language in the 1400s. It was singular. It meant the very first or prior thing. It stayed singular for the next five hundred years. Only in the 1900s did we pluralize the term and start talking about priorities. Illogically, we reasoned that by changing the word we could bend reality. Somehow we would now be able to have multiple “first” things.”

When we internalize this truth, making a conscious effort to do less seems far easier. Each inaction—or action to avoid less work—becomes an indirect way of supporting our most important goals.

FOR FACILITATORS/TRAINERS:

In the words of one of the world’s most brilliant minds, Bertrand Russell,

“The greatest challenge to any thinker is stating the problem in a way that will allow a solution.”

I’m a firm believer in distilling concepts down to a page, even though it may end up being an A3 or larger page. The Goals Playbook® is formatted to make it very easy to share

everything you know today in order to gather input from the people you want to involve in designing your future. It works for just you alone, for one-on-one with a mentor or for a group in a workshop setting. In a workshop you may decide to have a large A0 sheet for each of the 9 cells stuck to the walls of the room and to then summarize those sheets into the Playbook. Perfect for a team building exercise.

Goals Playbook® is a tool that enables structure and simplicity in developing plans. Use it in a workshop designed to help people create their plan (personal or business) for the next year, a single strategic objective, a financial goal, a desired sporting performance or really anything that can make an impact on your life. It works for any age group too and is a great device to introduce young people to the concept of planning to achieve a goal. It also lends itself to a review process at a future date, e.g. check it quarterly to assess progress or check in 12 months and review how well you did. In a work context the Goals Playbook© could be used by managers to help their direct reports develop a personal Playbook that is aligned to the overall corporate objectives. The use-cases are literally endless. Some examples are listed on the last pages.

P.S. Sometime in the 1800’s an Italian named Pareto, an economist studying wealth in various nations, found that the numbers were never quite the same, but the trend was remarkably consistent. The majority of rewards always seemed to accrue to a relatively small percentage of people. This idea that a small number of things account for the majority of the results became known as the Pareto Principle. It is also more commonly known today as the 80/20 rule. In modern times, it has come to mean that 80% of our results come from 20% of our effort. I mention this because you should be mindful of Mr Pareto when finalizing your Priority Actions.

P.P.S. Both Einstein and Da Vinci, like many other effective people, were driven primarily by asking rather than answering, and it was the strength of their questions that ultimately shaped their lives.

P.P.P.S. Why 9 cells in the Goals Playbook®? In French the word *neuf* means both nine and new. In German, the words for nine and new are *neun* and *neu*, and in Spanish, *nueve* and *nuevo*. As you count and reach nine, you know you are about to make a new start. 9 is composed of the all-powerful 3x3. Buddhist tradition holds nine to be the supreme spiritual power, and a celestial number. It is 3x3 being the most auspicious of all the numbers. Completion, fulfillment, attainment, beginning and the end, the whole number, a celestial and angelic number.

The root of the word “Decision”

October 14, 2013 / author: Rob Falvey / Category: Uncategorized /

The etymology behind certain words can be so revealing sometimes – the word “decision” among them.

The Latin of the word decision literally means, “to cut off.” Making a decision is about “cutting off” choices – cutting you off from some other course of action. Now that may sound a little severe and limiting, but it’s not. It’s liberating.

You see, having many choices is great; but at some point, if we’re going to get to where we want to go, and if we’re going to attain what we want to attain, then we need to make some decisions.

Don’t view making a decision as a debilitating thing. It’s not actually “cutting you off,” as the root of the word may suggest. In fact, making a decision frees you from the shackles of endless choices so that you can get to where you want to go.