



Steve Dickinson's

REALITY MANAGEMENT

- Understanding
- Insight
- Fulfilment
- Success



Achievement worksheet

Hi, thank you for requesting this information resource. I hope you will find it informative and useful.

Are you being pressured to squeeze more, and more, results out of your time?

Are you experiencing unwanted stress and sometimes missing your deadlines?

I know that most people want to experience happiness and success, in all areas of life: business, hobbies, relationships... everything.

Also, we have all had experiences of feeling enthusiastic, energised and motivated. That is how I want people to feel the majority of their time.

With 24 years of experience as a corporate trainer, and 14 years as a transformational coach, I have increased the efficiency of over 80 companies across Europe, USA, South America and Asia. I specialises in leadership, performance, and transformational coaching for CEOs, small business owners and consultants.

So, I have developed an approach to replace uncomfortable feelings, insecure thinking and procrastination, with a feeling of well-being.

From this foundation, a person can have an immediate experience of achievement and notice options, for their life, that they did not know were available to them.

Establishing worthwhile goals, creating a second income, reducing anger, stress and frustration are all areas where I have helped people change their attitude.

Along with the templates, exercises, forms and goal setting information, which I set out in this document, I offer training in principle-based psychology that can help a person create:

- confidence and resilience
- elevated levels of happiness
- self-esteem and a serenity of spirit
- decreased levels of stress
- a desirable work-life balance
- self-reliance
- motivation
- a secure belief in the ability to create success in every area of life.

(See my website for further information).

Understand the information over the next pages, follow the steps, and **you will have an immediate experience of achievement.**

There is a lot of information here. I would suggest that you might want to read each section several times to allow you to understand the information at an emotional level.

To your balance, happiness and success.

Success comes from happiness.

I have heard people (including myself) say, "I will be happy when...."

This 'differed happiness' does not usually last long, assuming it turns up at all! If a person spends their time fantasising about happiness in the future they will probably miss opportunities to be happy in the present.

They might just as well say "I won't be happy until..."

Any golfer will tell you that thinking about the next shot, or the last shot, will distract from the needs of the present shot.

You are just here. In the present. Thoughts of the past, or worries about the future, hinder peak performance in the 'now'.

Most people will agree that learning from their past, and planning for their future, is the most effective way to success. However, if a person holds these thoughts in their mind, all the time, they can never be 100% effective in the present.

There are three ways to plan for future achievement:

1. Attainment: If you want something, do what you need to do to get it! (This is about doing something physical in the world)
 - The problem with the rat race is that if you win, you are still a rat! - William Sloane Coffin, Jr. (CIA agent, and chaplain of Yale University).
Will it actually create happiness?
2. Attraction: If you focus your attention on what you want, you will be presented with options and opportunities that will help you get it.
 - This places the power outside us: "If I think about it enough, the Universe will give it to me." **This approach leaves a person waiting for happiness.**
3. Creativity: "The best way to predict the future is to create it" - Peter Drucker
 - This places the power of achievement inside us so **we can enjoy the creative process.**

What would you do if you had no responsibilities?

This section helps you to review your goals from a slightly different point of view. This will help clarify exactly what you want to create.

1. If you could just give up your job today, what would you want to do with your time in the future? (It might be what you are doing now – so that would be fine).
2. If you were not trying to reach some goal in the future, what would you want to do with your time?
3. If you decide to make your life decisions based on your highest passion, values and desires, what would you choose to do next?

Do more of the things that invigorate you and eradicate as many of the things that 'bring you down.

Of course, there are some things that we all have to do that we may not like; so learn to enjoy them! Realise that it is your thoughts that make you like or dislike things.

My wife used this concept to encourage me to hang out the washing to dry. What I used to hate I have now turned into a 'meditative experience'. As you can imagine I am very grateful to her for helping me!

Creation

In his, book [Supercoach: 10 Secrets To Transform Anyone's Life](#) Michael Neill suggest that there are two aspects involved in creating anything you want in the outside world.

1. Mental and physical participation
2. Emotional investment

This means there are four possible combinations

1. Low investment with low participation (not much happens – but you don't care!)
2. High investment with low participation (generates stress because not much happens - but it urgently 'should'!)
3. High investment with high participation (less stressful because progress is actually being made)
4. Low investment with high participation (no stress because there is no urgency - but progress is being made on an ongoing basis).

Get as clear as you can about what is in your control and what is not. See, with a certainty, that you will be OK regardless of what happens and how things turn out - that your ultimate happiness and wellbeing are not at stake.

Everyone has experienced 'bad times', and most get over them. Those people that do not 'get over it' continue to recall the thoughts and feelings that upset them in the past. This can distort a person's paradigm when setting goals.

Some goals might not encourage wellbeing:

- I should because... goals
- Rational 'next step' goals
- Goals suggested by other people
- Deferred happiness goals (I will be happy when I get it)

Other goals increase wellbeing

- Deep 'not sure why' wants
- If a miracle occurred, or if I could wave a magic wand and get what I want immediately, wants
- I would really enjoy it wants
- Wants you have been told you shouldn't want (but you really, really want)
- 'If only' wants
- Wow! That would be amazing wants

For all your goals, ask yourself "If it did not matter whether or not I think I can actually have this, do I really want it?" and "Why does this goal motivate me?"

For each goal on your list, ask the next questions:

1. Do I want to invest my time and energy into making this happen?
2. If this did not lead to the outcome I originally wanted, would I have still enjoyed the time I spent working on it?

In my experience it is useful to notice the distinction between a Goal and a Project:

- Goals are always reached in the future; projects are worked on in the present
- Goals are things you work towards; projects are things you work on
- With a goal, you focus in on the desired result; with a project, you focus on the daily action
- With a goal, you are a failure until the moment you succeed; with a project, you are successful until the moment you fail.

If we can treat whatever stands in our way as obstacles, we can overcome it. However, what happens if we use it as an excuse?

Three simple questions that will serve you well in life:

- What do you want?
- How will you know when you have it?
- What stops you?

Whatever you really want there is usually a way for you to create it.

Use the form below to get a clear understanding of 'your current reality' - and how you feel about it.

The Wheel of Life: A graphical representation of your life.

In order to identify what a person wants for their future they need to establish their current reality.

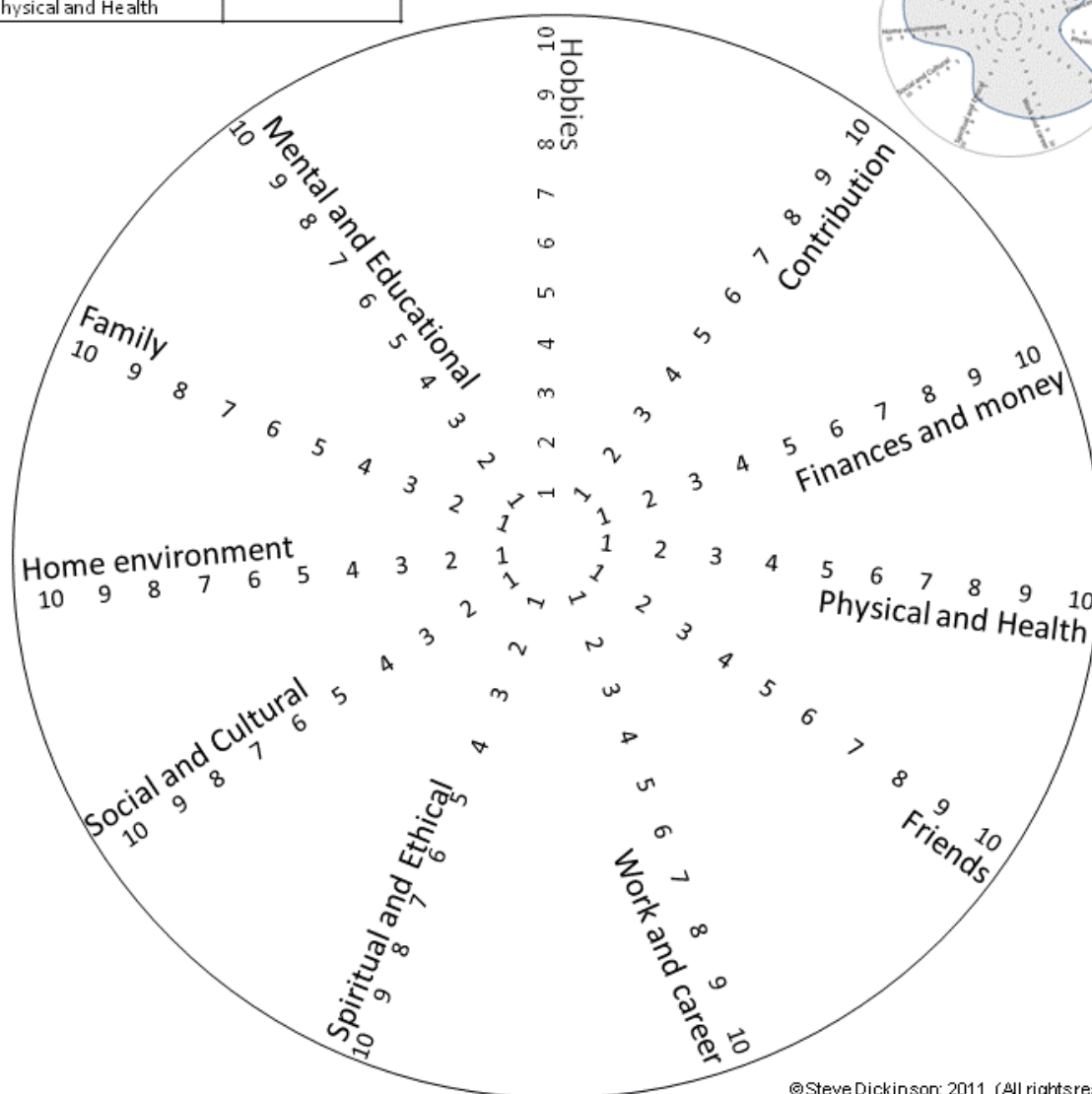
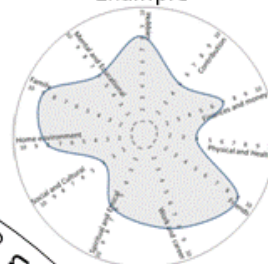
- Use the table below to rate each area of your life on a scale from 1 to 10.

- Plot the results on the wheel below (see example)

This will give you the information you need to prioritise the areas of your life which you want to improve first and to establish the goals that are most important to you.

Area of Life	Subjective unit of success (1-10)	Area of Life	Subjective unit of success (1-10)
Hobbies		Family	
Contribution		Home environment	
Friends		Spiritual and Ethical	
Work and career		Social and Cultural	
Finances and money		Mental and Educational	
Physical and Health			

Example



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Creating your future.

Once you have decided on a goal (the required outcome for a project); answer the questions below. This will enable you to examine what you want and understand it in forensic detail.

Spend some time on it, and review it several times. Notice how you feel.

If you feel uncomfortable at any point, review your thoughts on the specific question, leave it, and go and do something else. At some point, the answer will come to you.

In the unlikely event that, after some time, this does not happen, run through the questions and process again.

Use this procedure to enable you to create a vivid mental representation of getting what you want, what needs to happen for you to get it and what will happen next. All of these questions are relevant and will require some thought.

1. What do you want? <ul style="list-style-type: none">• Is it a positive? It must aim towards something (losing weight, stopping smoking, reducing stress and getting out of debt are all negative).<ul style="list-style-type: none">○ If it is a negative, what do you want instead?• What will it do for you?	
2. Evidence (feedback) <ul style="list-style-type: none">• What test will you use for success?• How will you know you are on track?• What are you going to measure?• How will you know when you get there?• What will you see?• What will you hear?• What will you feel?• From where will you get it?• What will you be doing when you get it?• How will you know when you get it?• How will your life change?	

3. Specification <ul style="list-style-type: none"> • Where will it happen? • When will it happen? • With whom will it happen? 	
4. Resources <ul style="list-style-type: none"> • <i>Objects:</i> What things will you need? • <i>People:</i> Who will help you achieve your outcome? • <i>Role models:</i> Who has the skills and attributes necessary to achieve the outcome? • What qualities do you need to achieve this outcome? • What evidence do you have that you could achieve this? • <i>Money:</i> Do you have the required funds? • What would happen if you act as if you have the resources? 	
5. Control <ul style="list-style-type: none"> • Is the outcome for you or for other people? • Can you start and maintain the outcome? • What can you do directly to achieve this outcome? • How can you persuade other people to assist you in achieving it? • Does it rely solely on you? 	

<p>6. Ecology</p> <ul style="list-style-type: none"> • How much time and effort will this take? • Who will be affected by your working towards this? • Who will be affected by your reaching this? • What will you give up to achieve this? • What is good about the situation? • What will you lose? • What will you gain? • What will happen if you reach the outcome? • What will happen if you do not reach the outcome? • What will not happen if you do not reach the outcome? • What will not happen if you reach the outcome? • What else could happen when you reach the outcome? 	
<p>7. Identity</p> <ul style="list-style-type: none"> • Is the outcome in keeping with you as a person? 	
<p>8. Fitting Outcomes together</p> <ul style="list-style-type: none"> • What obstacles are there? • What would prevent you from achieving your result? • What would it get you? • How does this connect with your bigger goals? 	

9. Action Plan

- What is the creative first step?
- What should you do next?
- What actions should you take?
- What should you delegate?
- To whom should you delegate?
- What should you do tomorrow?

Now, take the answers to your questions, make any changes to the original 'goal' and write it below.

Well formed outcome:

The next step in creating your future is to imagine how your life might be **after you have reached your goal**.

These questions are based on a model developed by Robert Dilts that is a valuable tool for organising our thinking, information gathering, and communication. These questions are designed to focus your attention on your environment, behaviour, skills and capabilities, beliefs and values, your identity, and your 'higher purpose'.

Remember, when answering these questions, that your thoughts create your reality!

Environment

- What will your environment be like after reaching this goal?
- How might it have changed physical, social and emotionally?
- How might it change because of reaching your goal?
- With whom will you be spending your time?

Behaviour <ul style="list-style-type: none"> • What will you be doing and how will you behave? • How will you move, hold your body and breathe when talking with different people? 	
Skills and capabilities <ul style="list-style-type: none"> • Will you have new skills? • How will they be relevant? • How will you apply them? 	
Beliefs and Values <ul style="list-style-type: none"> • What are your expectations about this situation? • What will you believe to be true, untrue, possible or impossible? • What things will you value? 	
Identity <ul style="list-style-type: none"> • Who would you describe yourself as being, going forward, after reaching this goal? • What will your identity be relative to those around you? 	
Higher Purpose <ul style="list-style-type: none"> • Why are you who you are, and why are you 'here' (in the future)? • How can you be fulfilled? • Is there more involved than the obvious? • How will you contribute to your community after reaching this goal? 	

From this process, you should be able to create a vivid mental representation of your future.

Now you 'know' what will happen after you reach your goal(s) you can work backwards to consider what you might be doing the day before, the week before, the month before, the year before or, if appropriate, five years before you reach your goal.

Use the same questions (environment, behaviour, skills and capabilities, beliefs and values, your identity, and your 'higher purpose') to create a map of your expected future experiences.

With the assumption that you are clear about why you want this 'goal', you can start to plan how to get it. With a plan, you can easily understand your progress and continuously assess whether it is the right thing for you or if you wish to alter your approach.

In my experience, nothing goes completely according to plan.

"I have always found that plans are useless, but planning is indispensable." - Dwight D. Eisenhower.

With this in mind, the following pages contain a template and some information useful for the planning process.

Goal planning sheet

(Template for each goal/wanted outcome).

Area of life	Today's date	Target date	Date achieved
Goal/Wanted outcome			
Benefits from achieving this outcome or goal: What will it do for you?			
Possible obstacles		Possible solutions	

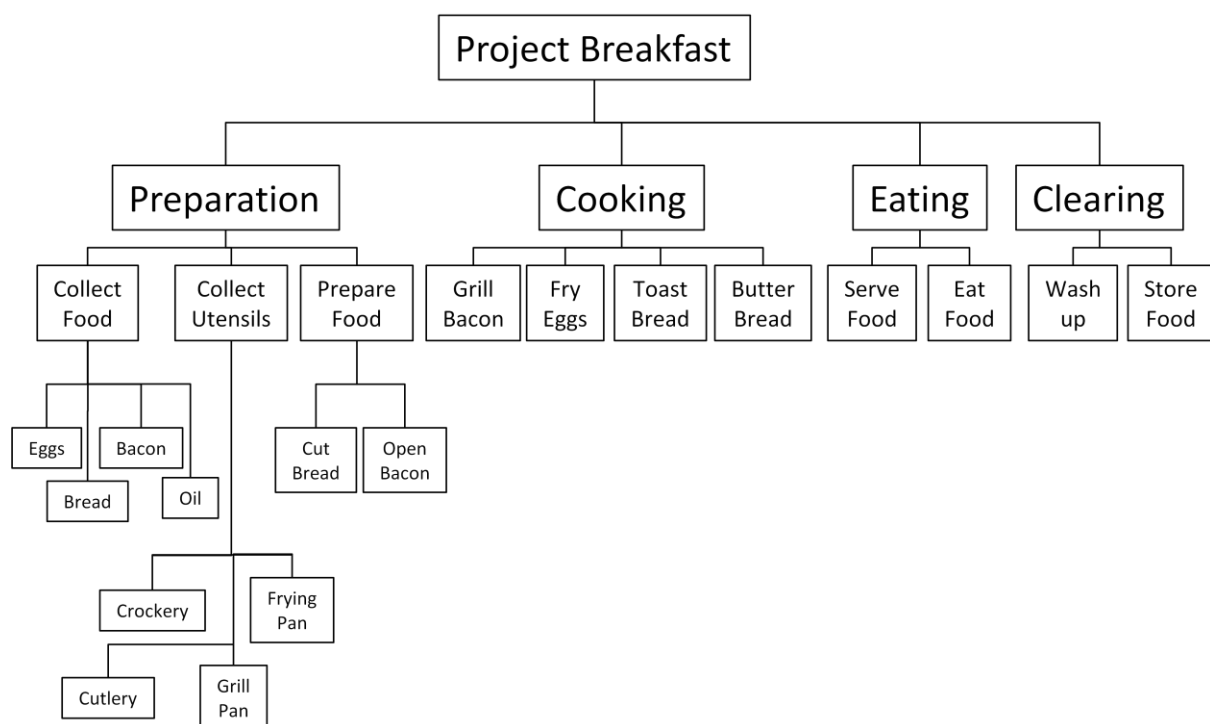
Task No.	Specific action steps for achieving this goal	Target Date	Date Reviewed	Date Completed
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
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23.				
24.				

Work Breakdown Structure (WBS)

A work breakdown structure is a useful way to visualise a project and 'brainstorm' all the individual activities that you may need to complete: in order to reach a goal.

I have chosen the example of cooking breakfast that I used when teaching people how to use 'Microsoft Project' (part of the Microsoft Office Professional suite). Microsoft Project (MSP) can create a number of useful visual representations of your project. However, I would go through the principles on a white-board so the participants could understand what the software was doing.

The diagram below shows a project with four stages that has three levels of detail. 'Preparation' would be phase 1, 'Cooking' phase 2, 'Eating' phase 3 and 'Clearing' phase 4.



This could be described as 'overkill' for making breakfast but this same structure could be used for planning the conversion of an office.

The phases might be Planning, Purchasing, Preparation, Decoration, Installation, and Review.

Going through the process of writing down a structure, no matter how simple your project might seem, will probably enable you to notice an option or activity that you had not previously considered.

Here are some other examples of a project life cycles:

<ol style="list-style-type: none">1. Project planning, feasibility study2. Systems analysis, requirements definition3. Systems design4. Implementation5. Integration and testing6. Acceptance, installation, deployment7. Maintenance	<ol style="list-style-type: none">1. Concept2. Requirements3. Architectural design4. Detailed design5. Coding and development6. Testing and implementation
<ol style="list-style-type: none">1. Initiation2. Planning3. Execution4. Closure	<ol style="list-style-type: none">1. Determine objectives, alternatives and constraints.2. Identify and resolve risks.3. Evaluate alternatives.4. Develop the deliverables for that iteration and verify that they are correct.5. Plan the next iteration.6. Commit to an approach for the next iteration.

Having a template structure for a project is a great starting point, but each project is unique so do not over complicate things. A project is just a series of tasks that need to be done, in a specific order, to achieve a result (outcome). These tasks will be managed within the confines of Time, Cost and Quality. If you focus too much on one area, the other two will suffer:

- Quality takes time and money
- Do it too quickly and you will get expensive rubbish
- Try to do it with no budget and it could take a long time to get something that is not very good

Programme Evaluation and Review Technique (PERT)

The Work Breakdown Structure is a great way to gain an overview and a high level understand of a project.

However, it does not highlight the dependencies between individual tasks.

It is obvious that you cannot fry an egg before you get it out of the fridge, paint a wall before you have bought the paintbrush, or install some software before you have unpacked the computer. In the same way, you cannot work towards a goal unless you know, for certain, what you want.

This is where another view of a project becomes very useful. It is called the 'Programme Evaluation Review Technique' - or PERT chart.

Not only does it give the logical order of which a task precedes another but it also highlights the tasks that are critical to the timely completion of a project.

Each task has a box that contains information about when it should start, how long it should take (duration), and when it should finish.

Project planning software applications, such as MSP, can hold hundreds of pieces of information about each task, but the information in the diagram below is sufficient for this example.

Task Box for basic PERT chart.

Early Start	Duration	Early Finish
Task Name		
Late Start	Slack	Late Finish

In the example, I have 'miniaturised' the tasks in the 'Preparation' phase. These tasks are all dependant on the start of the project. When all these task are completed, that phase of the project is completed and the next phase can start. Reaching the end of a project phase is a called a 'Project Milestone'.

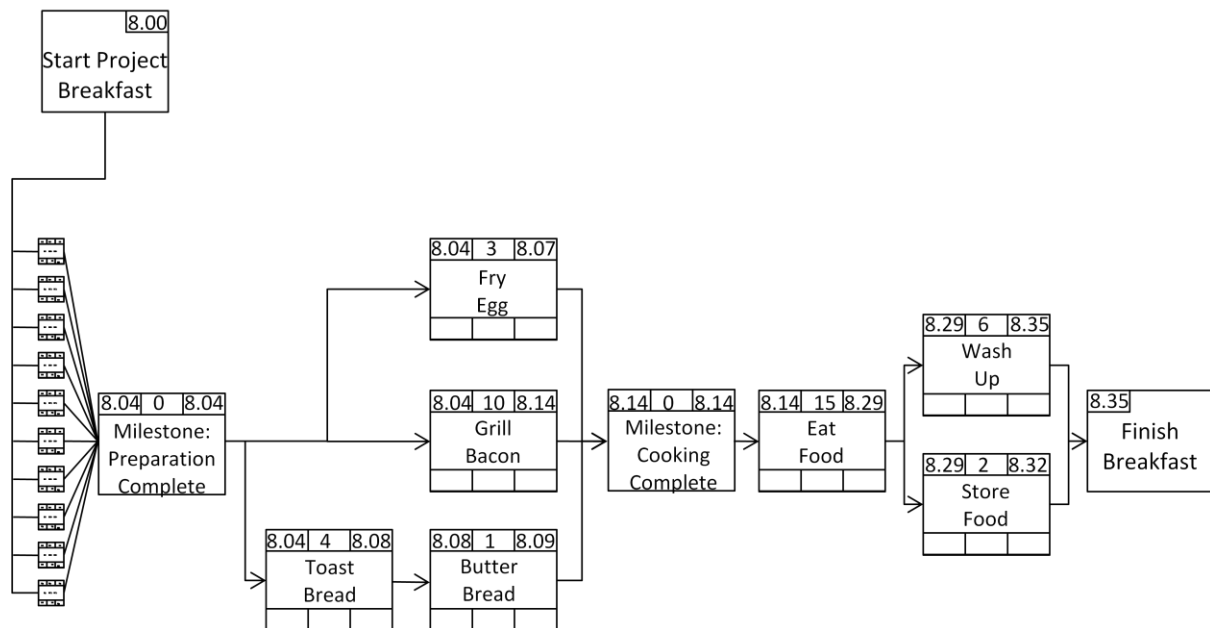
A milestone is a point in time and, by definition, has no duration. Many projects might have an end of phase review at this point, to ensure that the project is on track, to see that it is still viable to continue with the project. This need not be a big meeting with loads of people; it could just be a case of reviewing your feelings and deciding how you want to proceed (if at all).

Example PERT chart for 'Project Breakfast'.

The assumption in the example, on the next page, is that all the preparation is complete by four minutes past eight. The time for the completion of the cooking phase is calculated by adding the duration of each 'cooking tasks' to the finish time of the previous tasks. In this was the way the finish time of the entire project can be calculated: 8.35.

This technique identifies the earliest each task can start and the likely finish time (or date) of the project (in most projects, a task duration is usually displayed in hours or days - not minutes).

The example below, however, only shows half the calculation. It adds the task durations together, from the start time, to calculate the finish time of the project.



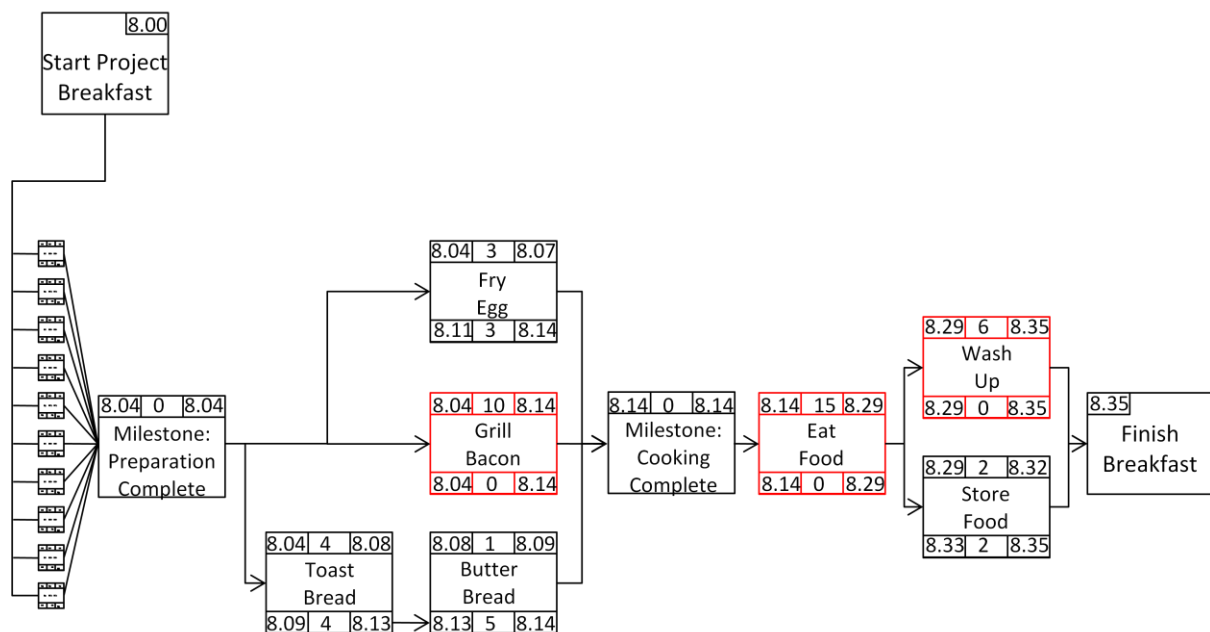
PERT chart for Project Breakfast

In the times shown above the egg would be cooked seven minutes before the bacon was ready.

The following example shows the calculation subtracting the task durations from the finish time, and working backwards. This shows that 'Grill Bacon', 'Eating' and 'Wash Up' are **on the critical path**.

This is one of the weirdest things I have ever said, during a corporate training session: "As you can see the bacon is on the critical path."

Delaying the start of any one of these three tasks will extend the project duration - while there are a number of tasks that could be delayed until the last moment. The time between the earliest and latest start is called the task 'Slack' and is shown in the bottom middle of the task box.



PERT Chart for Project Breakfast - with 'critical path tasks' in red.

Early Start	Duration	Early Finish
Task Name		
Late Start	Slack	Late Finish

Write down your plan

I used to feel overwhelmed by the number of tasks I had to do and all the ideas I had running around in my head. I found the best thing to do was to write them down on a list. This reduced the 'mental energy' I was wasting trying to remember everything.

Writing down your goals and tasks is the first step in creating the outcomes you want.

The next step is to find the time to do what you want to do.

Mastering time management is essential to running a business, especially if you plan to have lots of free time. Time is the only resource you cannot get back, once spent. Time management is not difficult if you stick to your plan and are realistic with how much you can get done within a certain timeframe. I once went on a time-management course and three people did not attend because they were too busy!

The first thing you need is clarity. How do you decide on the most important tasks on which to work? Here are three methods of prioritising activities.

1. There are three categories of results:
 - i. “Bad things happen if I do not do it”.
 - ii. “Good things happen if I do it”
 - iii. and, “That would be nice”

2. Four categories of tasks:
 - i. Important and urgent (these demand your attention)
 - ii. Important but not urgent (the work zone – stay focused)
 - iii. Not important but urgent (delusion – you don’t have to answer your emails the second they hit your inbox)
 - iv. Not important and not urgent (distraction– get on with something useful!)
 - The idea here is to work on the tasks while they are important but not urgent rather than waiting until they are both (remember that rest and leisure are important).

3. Pareto: The 80/20 rule. The Pareto rule states that eighty percent of the effects come from twenty percent of the causes. Eighty percent of your income will come from twenty percent of your customers. Eighty percent of your problems will come from twenty percent of your customers. Twenty percent of your activities will be more important than the rest.
 - Divide the number of items on your ‘to do’ list by five
 - This will give you the number of important tasks on which you should work (20% of your tasks)
 - Grade your tasks by order of importance
 - and work on that important twenty percent

Bear in mind that it may be better to delegate some of the tasks, so allocate some time to do your delegation-planning task!

Having a structure is the framework of success. No sportsman gains success by breaking the rules. Stick to the rules you set. Plan your work and then work your plan. You can use:

- External reminders (alarms on your phone, Microsoft Outlook, etc.)
- Personal routines
 - Have a ‘default diary’
 - A default diary contains time that is set aside for regular tasks.
 - Set aside some time at the end of each day to plan the tasks you are to do the next day. Include recreation time and time to communicate with you family and wider community.
- Boldness (If I were to be paid \$10000000 to do this; could I get it done?)

Focus your attention on the task at hand by saying: *“The only thing I have to do today is.....”*

In the 'Creating your future' section I suggested that you create a Vivid Mental Representation of your future and work backwards until you know what you will be doing in order to reach your desired outcome.

This is your starting point for writing down your monthly planning steps.

Create a default diary of your ideal week. Write down all of your regular tasks:

- Writing your blog
- Writing your book
- Recording a weekly video
- Sales calls
- Marketing
- Banking
- Meetings with staff
- etc.

Remember to leave time between tasks to cater for interruptions and phone calls. I know I was surprised at the number of interruptions, phone calls, answering email and silly distractions (watching YouTube) on which I spent so much of my time.

Monthly planning steps

1. Block out a couple of hours at the end of each month to plan the upcoming months.
2. Write down your mission or purpose and identify your most important goals – in all areas of your life.
3. Prioritise your most important activities
4. Answer the Well Formed Outcome questions and complete a Goal Planning sheet for each of your goals for the next month.
5. Schedule blocks of time to work on your goal related tasks. This should include some high payoff activities.
6. Inform the people who need to know your diarised commitments (this could be publishing them on Microsoft Outlook or a 'Cloud' diary).
7. Include time for tracking the progress of your goals to make sure you are on track.
8. Schedule some planning time at the end of each week to review, modify and augment the tasks planned for the following week.

Daily planning steps

1. Take ten minutes or so at the end of each day to plan what you will do the next day. Some of this will come from your default diary and your monthly planning steps. Once completed this is your cue to let your thoughts go and pass over control of planning to your unconscious mind.
2. Take ten minutes at the beginning of each day and review the plan you created the day before. This review will give you the benefit of the insights you will probably have gained during the night.

3. Prioritise your important tasks.
4. Review any conversations you need to have with people before phoning or meeting with them. This stops the need for repetitive calls or meetings.
5. Finish each day by documenting the day's accomplishments and track your progress. Then plan for the next day (see step one above).

One in a while (a day a month and a week a quarter) review the efficiency of your planning by keeping a time log of all your activities (what you do minute by minute) and compare what you actually do with what you planned to do.

If there is a considerable discrepancy, you need to improve your planning or be more disciplined at sticking to your plan/planning. If you have completed or actioned 80% of your plan each day you will have done well. Nothing goes according to plan.

I know from canoeing that, despite knowing exactly where I wanted to go, I was very rarely actually pointing at where I wanted to go but I was continually making adjustments to make sure I that I reached my destination. When rowing a boat it was even more difficult because I had my back to my desired end location. I had to keep looking away from the task of rowing to review my location, decide on an appropriate course change and implement a new rowing strategy to help me on my way to my destination.

The Apollo 11 command module that took Neil A. Armstrong, Buzz Aldrin and Michael Collins to the Moon, in 1969, was only on course for 3% of the time. The other 97% of the time was spent off course, or making course adjustments.

Just because things are not going to plan does not negate the fact that you can create amazing results.

These methodologies are very useful for managing a project but they are just tools.

The basic concept I have presented here is a very simple process:

1. Decide what you want in every area of life
2. Be honest about where you are now (your current reality)
3. Identify the next step in the creative process

If you wish to comment on anything you have read here, please can I ask you to comment on my blog?

Details are available on my website: <http://www.stevedickinson.co.uk>

Thank you for reading.

To your future success.

Best regards, Steve.