



How to Set and Achieve Powerful Goals

**A POWERFUL VISION IS IMPERATIVE,
BUT IT'S NOT ENOUGH.**

HOW TO SET AND **ACHIEVE POWERFUL GOALS**

My father piloted one of the first American airplanes to land in Japan after their surrender in WWII. As he parked the C47 cargo plane, a Japanese man approached on a bicycle.

Hanging from the top tube of his bike was a sign that read “Watanabe Trucking Company.” He was looking for work.

“Do you even have a truck?” asked my father through an interpreter.

“No,” replied the man, “but my son will.”

I have no way of knowing if they are related, but there is a Watanabe Trucking Company, founded in 1957, that grew to be the 2nd largest transport company in Japan, with over 25,000 employees and \$7 billion in revenue before it succumbed to scandal in the early 1990s.

I like to think this was the legacy of the man on the bike - without the scandal part, of course.

If you have read my previous article [“How to Create a Powerful Vision for your Company”](#), you've seen the importance of having a clear vision for your business. Our vision provides guidance for every decision we make and every action we take.

Without it, we are Alice. With it, we are the man on the bicycle.

"A powerful Vision is
imperative, but it's not
enough."



4 Types of Goals

to turn

IDEAS into ACTIVITIES



VISION IS NOT ENOUGH

A powerful Vision is imperative, but it's not enough. It is the first step in setting and achieving powerful goals, but it is impossible to execute a vision except through intermediate steps that lead to the ultimate goal.

GENERAL TO SPECIFIC

The work process is to map out our plan proceeding from the general to the specific, from ideas to activities.

We do that by creating four types of goals:

- Our Vision is the clear, written statement of our ultimate goal.
- Our Annual Goals are what we need to accomplish each successive year to advance toward our vision.
- Our Quarterly Projects are what we need to accomplish each quarter to achieve our Annual Goals.
- Our Weekly Tasks are the things we need to do each week to complete a project. All four types of goals are critical, but it is through weekly tasks that we actually get things done.

IDEAS TO ACTIVITIES

Our vision is the picture of what we want in the future. The "future" can be 100 years, or ten or five, but let's use three years.

Three years is sufficient time to execute, but not so far out that we lose a sense of urgency to get things done, and not so far out that inevitable change explodes every assumption our vision is based on.

To illustrate how to create and execute on goals, let's create a vision and one element of an overall plan.

Suppose our vision is to develop:

A company that provides us \$10,000 of "mailbox money" each month by January 1, 2020, at which time we no longer have to go to work.

How does that sound?

It contains written, specific goals and a deadline. With the vision as a guide, we can begin to think through the annual goals, projects and tasks that will get us there.

What has to happen to build a profitable company that works without us?

Proceeding from the general to the specific, we constantly ask ourselves "what do we have to do to..."

Let's see how it works with a specific example:

VISION LEVEL

In order to have a company that works without us in three years, we will need (among other things) a CEO to take our place. Someone to lead the team, protect the culture, delegate, hold people accountable, create and execute operational plans, make decisions and deal with bankers, lawyers, CPAs, important customers, and so on - all the things we do ourselves now.

What do we have to do to bring on a CEO in three years?

ANNUAL GOAL LEVEL

In order to hire a CEO and have enough cash left to pay ourselves mailbox money, we will need, among other things, to generate at least \$150,000 more cash from profit each year.

What do we have to do to make \$150,000 more profit over the next 12 months?

QUARTERLY PROJECT LEVEL

To generate an extra \$150,000 more in cash each year, we need, among other things, to improve efficiency, and to do that, we need better financial information.

What do we have to do to get better financial information?

WEEKLY TASK LEVEL

To get better financial information by the end of this quarter, we need to hire the right CPA, begin keeping proper books, and learn to use financial statements.

Our tasks for this quarter become:

Week 1 : Get recommendations and interview CPAs.

By Week 3 : Hire CPA and get recommendations for bookkeeping software.

By Week 5 : Install software and load financial information.

By Week 12 : Read, watch videos, ask our accountant in order to learn how to use financial information to improve business productivity.

You get the idea.

Other things your business will likely need are systems, budget, cash management, key performance indicators, marketing and sales goals, and operational plans.

Think through them all. Item by item, general to specific. Constantly breaking down larger goals until we reach an actionable item: "Call Bill and ask who he recommends for a CPA."

Think about your vision as you go through your normal days, constantly asking: Who will do this when I'm gone? How can I know it will be done right? How can it be done better? What skills, tools, information and insights do I have that they will need when I'm gone?

Keep a list, place the goals in the right category and constantly break them down until you come to an actionable item - then do it.

Finding and scheduling time to "do it" is the next critical step in the process. For information on how to manage your time, read my article "How to Make Time to Manage your Time"

HOW ABOUT YOU?

Do you have a compelling vision that guides your decisions and actions? Do you have a map and timeline of the steps it will take to make your vision a reality? If you're having trouble creating a powerful vision, one you can believe in and that will inspire you, see my article "[How to Change Reality.](#)"

If you have any further questions, please don't hesitate to mail me at Martin@annealbc.com or visit www.annealbc.com



Martin Holland

Martin Holland is the son of a successful entrepreneur. He grew up hearing about margins and markets, R&D and sales, risk and return on investment. He learned to love the language and rigors of business and grew to believe that business is both the most human of all endeavors and the highest calling. After selling a company in 2011, Martin became a coach in order to help other owners build profitable businesses that do not require their day-to-day involvement.

A native of Norman, Martin earned a B.A. degree from Hastings College in Hastings, Nebraska and a Masters in Business Administration degree from the University of Oklahoma. Over the past 7 years he has written business plans that have raised over \$52.4 million in bank and investor financing. He has helped 157 (and counting) business owners reduce stress and increase performance through clarity of purpose, better marriages, more money, and more free time away from the business.