



RANK & LAST NAME: \_\_\_\_\_

UNIT: \_\_\_\_\_

# Goal Setting for Personal & Professional Excellence



**The strength to plan, execute, and persevere through challenges**

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# Introduction

## Why Set Goals?

Science has shown that goal setting is the most effective performance enhancing strategy available.

## How it Works

“Without goals, and plans to reach them, you are like a ship that has set sail with no destination.”

- Fitzhugh Dodson,  
Author

**Helps in the discovery of new strategies and techniques**

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

- Aristotle,  
Philosopher

**Directs attention and energy on the most important thing**

“I learned that if you want to make it bad enough, no matter how bad it is, you can make it.”

- Gale Sayers,  
NFL Hall of Famer

**Helps sustain effort & motivation by focusing on short term objectives**

“You measure the size of the accomplishment by the obstacles you had to overcome to reach your goals.”

- Booker T. Washington,  
Civil Rights Leader

**Provides a measure to evaluate progress & success**

# Performance Curriculum Model



## Define Your Goal Setting Mission

This workbook will assist you with being successful, understanding the importance of goal setting, and guide you through the steps of setting effective and meaningful goals.

Goal setting is a *process* that builds from figuring out what you want to accomplish and continues to guide how you get there. The steps in the goal setting process encourage action and commitment for pursuing meaningful goals in many areas of your life:

- Physical    ■ Social    ■ Spiritual
- Emotional   ■ Family

By using this book you will:

- Understand the *importance* of setting meaningful and relevant goals
- Understand the *steps* involved in setting meaningful and relevant goals
- Take time to reflect on what values and dreams are important to you
- Put effective goal setting into practice
- Understand the importance of spending time thinking about and *seeing* yourself accomplishing your goals

“Be not afraid of going slowly, be only afraid of standing still.”  
- Chinese Proverb

# Five Dimensions of Strength

Five key dimensions, identified by Comprehensive Soldier and Family Fitness, will serve as anchors to support your individual achievement throughout this planning process.

## Physical

Performing and excelling in physical activities that require aerobic fitness, endurance, strength, healthy body composition and flexibility derived through exercise, nutrition and training.

## Emotional

Approaching life's challenges in a positive, optimistic way by demonstrating self-control, stamina and good character with your choices and actions.

## Social

Developing and maintaining trusted, valued relationships and friendships that are personally fulfilling and foster good communication including a comfortable exchange of ideas, views, and experiences.

## Family

Being part of a family unit that is safe, supportive and loving, and provides the resources needed for all members to live in a healthy and secure environment.

## Spiritual

One's purpose, core values, beliefs, identity and life vision. These elements, which define the essence of a person, enable one to build inner strength, make meaning of experiences, behave ethically, persevere through challenges, and be resilient when faced with adversity. An individual's spirituality draws upon personal, philosophical, psychological, and/or religious teachings, and forms the basis of their character.

# Steps for Setting Effective Goals

Goal setting is a process that builds upon itself, as indicated by our circular model. This process encourages action and constantly changes as you change. Once you set a goal it is not set in stone; you can always come back and reassess or change your goals. True goal setting is a dynamic and fluid process that should continue throughout your life.



**GOAL SHEET**

RANK

<p><b>1. Outcome Goal</b></p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div> <p><b>6. What is Your Commitment Strategy?</b></p> <div style="border: 1px solid black; height: 30px; width: 100%;"></div> <p><b>7. Monitor Your Progress</b></p> <p><input type="checkbox"/> Did you accomplish your daily goals? Take pride in these accomplishments.</p> <p><input type="checkbox"/> If not, what obstacles did you face? Can you plan ahead for those obstacles the next day or week?</p> <p><input type="checkbox"/> Do any of your priorities or daily actions need to be adjusted? Setting and achieving goals is an ongoing process so take time to enjoy the journey.</p>	<p><b>2. Know Where You are Right Now</b></p>	<p><b>3. Priorities</b></p> <div style="border: 1px solid black; height: 30px; width: 100%;"></div>	<p><b>4. &amp; 5. Daily Actions &amp; Affirmations</b></p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>
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# Step 1: Define Your Dream

One of the most important strategies for setting effective goals is to choose goals that are personally relevant and meaningful. These types of goals inspire and motivate you to push past obstacles and to persevere through hardships as well as just getting you excited to get out of bed in the morning. The first step to figuring out what is meaningful and relevant to you is to consider your values, what is important to you in the grand scheme of life. Values are those things that really matter to you, the ideas and beliefs that we hold as special.

**ACTIVITY** -Brainstorm. What are your unit's and your core values? What is important to you?

## ARMY CORE VALUES

- Duty
- Honor
- Loyalty
- Respect
- Integrity
- Selfless Service
- Personal Courage

## UNIT CORE VALUES

## YOUR CORE VALUES

Once you've figured out what things are most important start to formulate those values into a dream or vision of the future. The main purpose for your vision is to consider possibilities that inspire and motivate you. We know from history that humans are capable of far more amazing feats than they thought possible. Even though there are no guarantees that you will fulfill your dream, you will certainly not accomplish it if you never define it.



**ACTIVITY** -This is a challenging yet crucial step, because it requires you to think about what's really important to you. Your responses will be used to develop your outcome goals later.

What accomplishments or achievements would be worth your very best effort?

For the next few years, what would you pursue if everything fell perfectly into place?

In the future, what do you want people to remember and say about you? What legacy do you want to leave behind?

**ACTIVITY** -Using your responses from the last activity determine outcome goals that are personally meaningful to you. This should be a major accomplishment or achievement that is consistent with your values or your unit's values. Then describe with as much detail as possible (incorporating all of your senses) what accomplishing that goal will be like. Determine when you want to accomplish the goal. Rank your objectives by importance.

## SET YOUR OBJECTIVES FOR THE NEXT YEAR

**PHYSICAL :**

**DESCRIBE:**

**RANK**

**WHEN:**

**EMOTIONAL:**

**DESCRIBE:**

**RANK**

**WHEN:**

**SOCIAL:**

**DESCRIBE:**

**RANK**

**WHEN:**

**FAMILY:**

**DESCRIBE:**

**RANK**

**WHEN:**

**SPIRITUAL:**

**DESCRIBE:**

**RANK**

**WHEN:**



## Step 3: Decide What You Need to Develop

To begin closing the gap between where you are and where you want to go, you'll have to focus your attention and energy on the activities and thoughts that will have the greatest benefit and that are under your control. This means setting priorities: identifying which skill areas, knowledge areas, and competencies you need to build up in order to achieve your outcome goal.

For instance, the outcome goal of losing 30 pounds may require setting priorities aimed at improving your diet, maintaining a positive attitude, improving fitness, and staying committed to the process.



**ACTIVITY** -Identify 3-4 priorities that will help you achieve your outcome goal. If you need help, review your answer to the previous question, "What skills and qualities are needed to accomplish my goal?"

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

# Step 4: Make a Plan for Steady Improvement

## Actions

Once you have figured out your priorities, you will need to figure out what needs to be accomplished daily and weekly. It is important to consider both the actions for each priority and the attitude that you want to have which are affirmations. Figure out what you need to do and how you want to be in order to reach your goals.

For instance the priority of improving my diet under *Actions* might be: 1. I keep a daily food journal 2. I make an appointment with a nutritionist by Thursday 3. I reduce my junk food intake to once a week.



**ACTIONS** -What do you need to do on a regular basis (daily or weekly) to address each of your chosen priorities (from step 3).

Priority 1: \_\_\_\_\_

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

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

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

Priority 2: \_\_\_\_\_

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

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

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

Priority 3: \_\_\_\_\_

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

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

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

KEY POINTS	
<b>MAKE ACTIONS SMART</b>	
<input type="checkbox"/>	<b>S</b> PECIFIC (who, what, where)
<input type="checkbox"/>	<b>M</b> EASURABLE (how much, how often)
<input type="checkbox"/>	<b>A</b> CTION-ORIENTED/ ATTAINABLE
<input type="checkbox"/>	<b>R</b> EALISTIC
<input type="checkbox"/>	<b>T</b> IMELY (when does it need to be accomplished)

Priority 4: \_\_\_\_\_

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

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

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

# Affirmations

Typical goal setting has focused solely on actions, but this is a mistake. You have to do the right things, but you also have to think the right way. If you attempt the right actions but have a worrisome, doubtful, or hesitant attitude, you won't perform those actions to the best of your ability or with full commitment. Having the right attitude helps keep you motivated.

Once you have written your actions, write out powerful belief or attitude statements that describe how you want to be as a results of your actions.

For instance the affirmations for improving my diet might be: 1. "The better I eat, the better I feel." 2. "I am the master of my diet."



**AFFIRMATIONS** -These are self-talk statements about something you want, phrased as if you already have it. How do you need to think about yourself and your performance while working on your actions? Create 1-2 powerful affirmations for each priority.

Priority 1: \_\_\_\_\_

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

Priority 2: \_\_\_\_\_

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

Priority 3: \_\_\_\_\_

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

Priority 4: \_\_\_\_\_

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

<b>KEY POINTS</b>	
<input type="checkbox"/>	Affirmations should be powerful, positive, present tense, and first person
<input type="checkbox"/>	Affirmations reflect how you think when you are at your best. They are not statements you speak aloud.
<input type="checkbox"/>	They are thoughts you practise daily
<input type="checkbox"/>	They should be meaningful & express your personality

# Complete Your Rank 1 Goal Sheet



**INSTRUCTIONS** -Fill in the goal sheet on page 25 with your number one ranked outcome goal; Step 1: Outcome Goal. Step 3: Priorities, and Step 4: Actions and Attitudes.

## Example Goal Sheet: Lose 30 lbs in 8 weeks.

### GOAL SHEET

**1**

**RANK**

#### 1. Outcome Goal

Lose 30 pounds in 8 weeks.

#### 2. Know Where You are Right Now

#### 3. Priorities

**1**

I develop and follow a personalized meal plan.

**2**

I develop a structured exercise program.

**3**

Fun!!!

**4**

I am committed.

#### 6. What is Your Commitment Strategy?

Post goal sheet on my fridge. Check in with a friend weekly.

#### 7. Monitor Your Progress

- Did you accomplish your daily goals? Take pride in these accomplishments.
- If not, what obstacles did you face? Can you plan ahead for those obstacles the next day or week?
- Do any of your priorities or daily actions need to be adjusted? Setting and achieving goals is an ongoing process so take time to enjoy the journey.

#### 4. & 5. Daily Actions & Affirmations

I eat 6 small meals a day. I drink a glass of water before every meal. I allow myself one sweet treat on Friday. I eat slowly and enjoy my food. "Eat small to be small." "I become what I eat." "My body deserves to be fed the best foods."

I run 4 miles on Monday, Wednesday, & Friday to improve my endurance. I lift weights on Tuesday & Thursday hitting every major muscle group. I do 2 sets of 30 sit-ups and 2 sets of 20 push ups every morning when I wake-up. I test myself on my 2-mi. Run time every Sat. I track my fitness plans on my Outlook calendar. "I deserve this." "A good workout makes me feel good." "No pain, no gain." "This is my time."

I join a running club by the end of the first month. I sign-up for the Army 10-miler. I do 1 physical activity with my kids every weekend. After I lose my first 10 lbs I treat myself to a new outfit. I only do fitness activities I like to do. Each month I try a different physical activity or fitness class.

I log my workouts on my phone to track my progress. I workout with people who have the same goals as me. I read 1 new fitness article a week. My meal plan is posted on my fridge. I grocery shop every Sunday evening so I have healthy meals for the week. If I get off track I don't beat myself up. I just start back up where I left off. "Eye on the prize." "I want this." "No one can stop me." "There's no such thing as quitting."

**Example Goal Sheet: Advance through locally boarded Sergeant ranks gaining proficiency and responsibility in 5 years.**

**4. & 5. Daily Actions & Affirmations**

Work with education counselor to assess current credits. Select classes and complete degree completion time line. I get a new laptop. "Knowledge is power." - Sir Francis Bacon, 1597

Volunteer to lead and train other Soldiers twice a month. Pass the promotion board. Graduate from Warrior Leader's Course. Maximize promotion points. "The sergeant is the Army." - President Dwight D. Eisenhower, 1972

Aggressively seek troop-leading assignments. Pass promotion board. Graduate from the Advanced Leader's Course. Maximize promotion points. "Authority is a poor substitute for leadership." -John Luther

**3. Priorities**

1  
Earn credit toward civilian education

2  
Earn promotion to Sergeant

3  
Earn promotion to Staff Sergeant

**2. Know Where You are Right Now**

**GOAL SHEET**

**1**

**RANK**

**1. Outcome Goal**

Advance through locally boarded Sergeant ranks gaining proficiency, and responsibility in 5 years.

**6. What is Your Commitment Strategy?**

I tell my mentor my objectives and give progress reports. I record my progress every week.

**7. Monitor Your Progress**

- Did you accomplish your daily goals? Take pride in these accomplishments.
  - If not, what obstacles did you face? Can you plan ahead for those obstacles the next day or week?
  - Do any of your priorities or daily actions need to be adjusted?
- Setting and achieving goals is an ongoing process so take time to enjoy the journey.

# Action Plan



**INSTRUCTIONS** - Take a look at your calendar and planner and begin to backward plan your goal. Start with the date you wish to have the goal completed and work backwards, marking important events as you go. Identify several critical tasks or priorities you'll need to successfully complete your outcome goal. After you've answered the following questions put the date and the task on the time line. Then complete the Goal Sheet for this outcome goal on page 25. Creating an action plan breaks goals down so they're not so overwhelming.

What are the critical tasks i.e. priorities?

What is the completion date for each critical task?

What actions or routines will you use to get results for each critical task?

How do you measure effectiveness for each critical task?

# Time Line



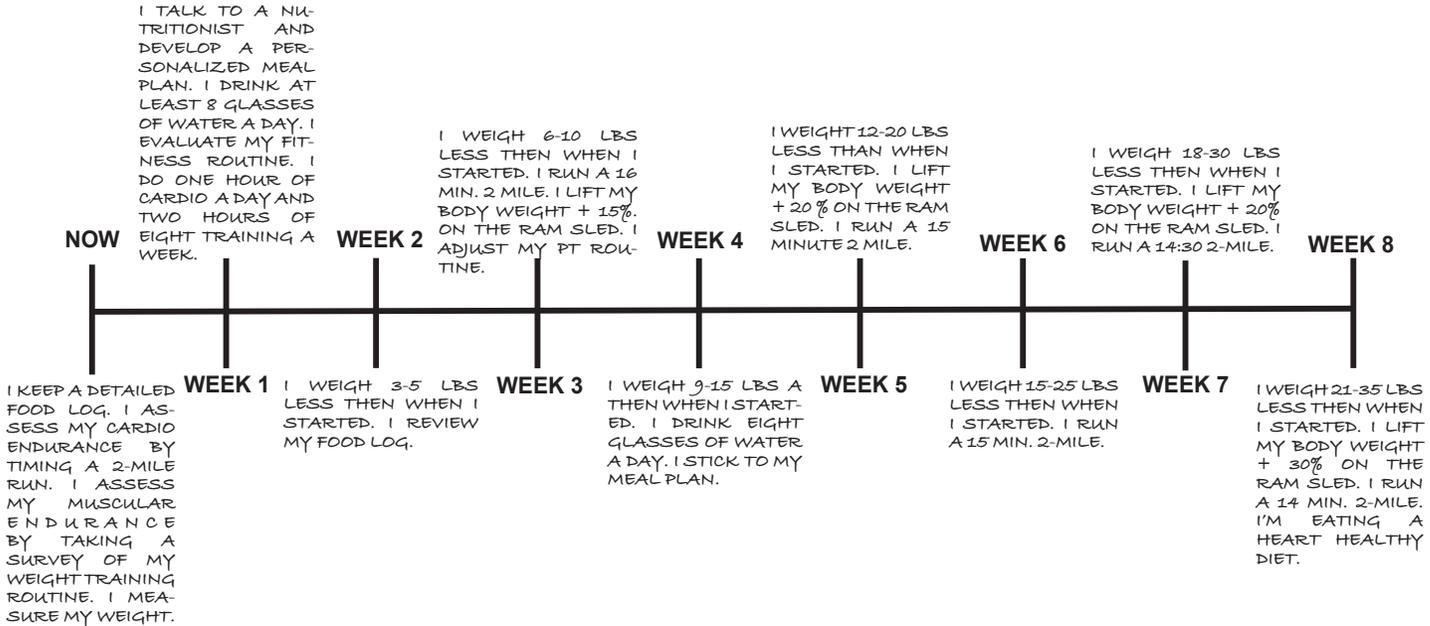
**Outcome Goal:**



**Example Time Line: Lose 30 lbs in 8 weeks.**

# Time Line

**Outcome Goal:** Lose 30 lbs in 8 weeks.

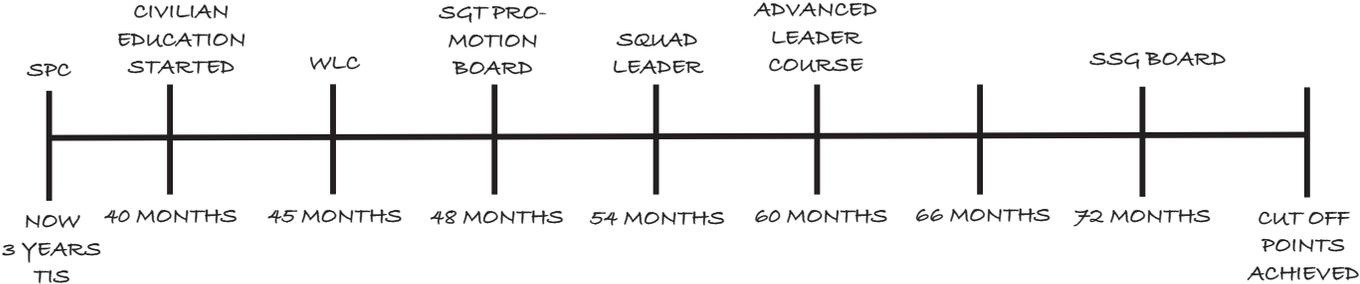


**Example Time Line: Advance through locally boarded Sergeant ranks gaining proficiency and responsibility in 5 years.**

# Time Line

**Outcome Goal:** Advance through locally boarded Sergeant ranks gaining proficiency and responsibility in 5 years.

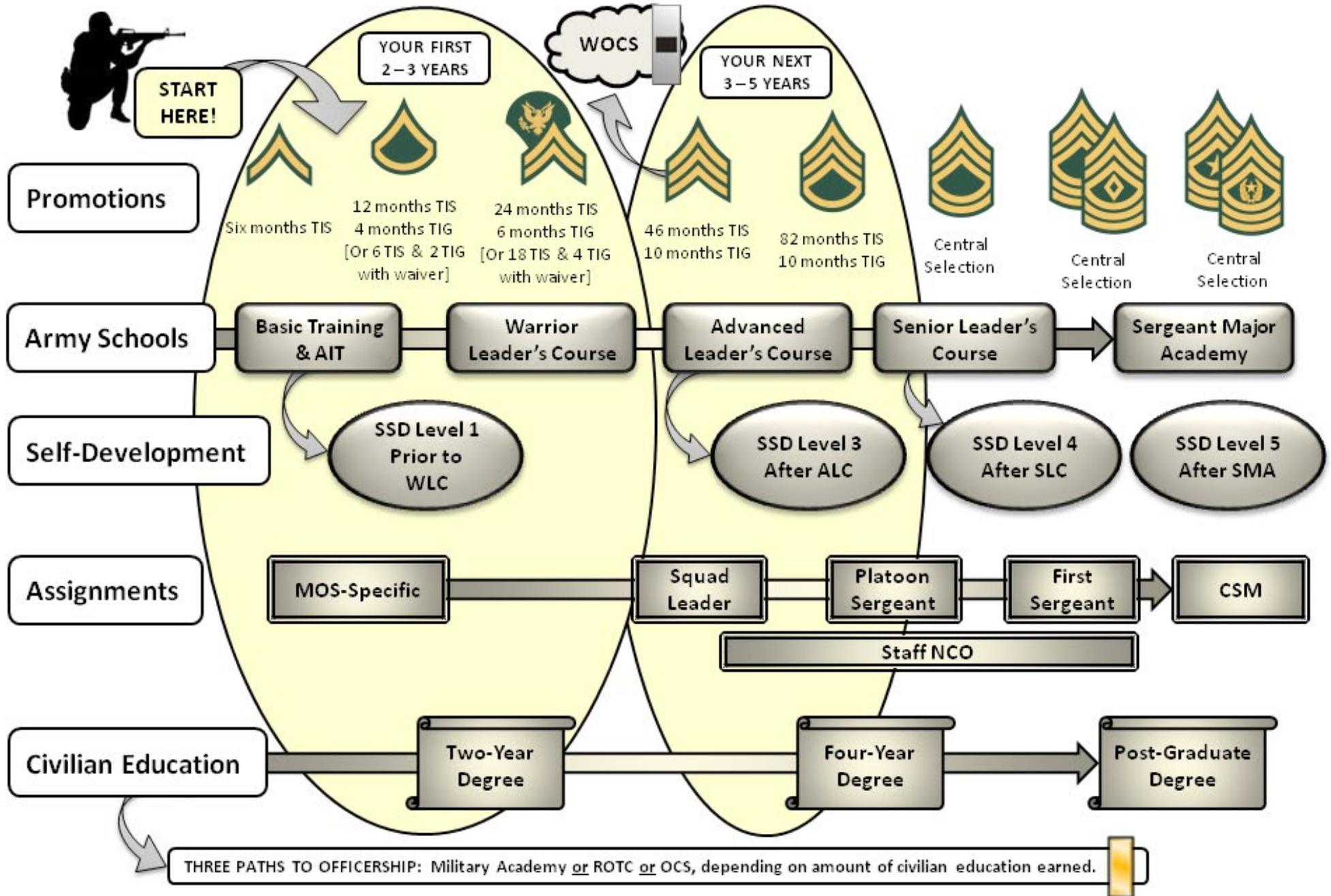
EIB, EDMB other schools (military)



Civilian education plan AA or BA(s)

Example Time Line:

# Enlisted Leader Development



# Step 5: Set and Pursue Short-term Goals

## Daily To-Do's

There is no short-term goal more important than the one you make for today. The present moment is the only place where you have any true control, which means that your personal life and your Army career are nothing more than the sum of all your "todays." If you can accomplish a small mission "today" and every day that follows, you can't help but move towards you dreams.

### KEY POINTS

- Short-term goals answer the question, "What will I do *TODAY* or *THIS WEEK* to accomplish my actions and affirmations?"
- Set at least one daily *ACTION* and *ATTITUDE* goal for each day.
- Write them in your personal organizer, planner or use the tracking forms provided.
- Take time daily to celebrate even your smallest goal victories

### DAILY TO DO LIST

TODAY IS

#### EXAMPLE

Priority A, B, C	Est. Time Due Date		CHECK WHEN COMPLETE
			<input checked="" type="checkbox"/>
		Today's Action Goal:	<input type="checkbox"/>
		Today's Attitude Goal:	<input type="checkbox"/>
			<input type="checkbox"/>

# Step 6: Commit Yourself Completely

## KEY POINTS

- Sacrifice, discomfort, and setbacks are a part of the process. Do not let them erode your confidence and motivation!
- Find creative and strategic ways to post your goals so that you trip over them every day.
- Share your goals with those whom will reinforce your successes and hold you accountable when you're tired or distracted.

How will I post or display my goals so that they become a constant reminder of what's important to me? (I.e. fridge, front door, computer background)

What am I willing to sacrifice or struggle through in order to accomplish my goals?

CHECK WHEN POSTED

I will provide a copy of these goals to \_\_\_\_\_  
from my professional life and ask for their support.

CHECK WHEN COMPLETE

I will provide a copy of these goals to \_\_\_\_\_  
from my personal life and ask for their support.

CHECK WHEN COMPLETE

# Step 7: Continually Monitor Your Progress

Monitoring your progress is important for two reasons: 1. You are able to see progress and therefore stay motivated 2. It shows you if something is not working so that you can change it.

## KEY POINTS

- Track your goal progress daily and weekly, celebrate the small victories, and identify new strategies to overcoming sticking points.
- Focus on your goal successes weekly to build motivation and confidence.
- Focus on your goal setbacks weekly to adapt and improve.
- Begin performance journaling. Spend a few minutes each day reflecting on the thoughts and actions that helped and hurt your goal progress.

**FOCUS ON THE JOURNEY** -At the end of each week spend some time thinking about the progress of your goals. Record five things that went well, and one thing you want to improve for the next week.

### Weekly Performance AAR

Confidence Builders: focus on small successes and victories

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

Improvement Area:

Lessons Learned:



**1**

RANK

# GOAL SHEET

## 1. Outcome Goal

## 6. What is Your Commitment Strategy?

## 7. Monitor Your Progress

Did you accomplish your daily goals?

Take pride in these accomplishments.

If not, what obstacles did you face?

Can you plan ahead for those obstacles the next day or week?

Do any of your priorities or daily actions need to be adjusted?

Setting and achieving goals is an ongoing process so take time to enjoy the journey.

**2. Know Where  
You are Right Now**

## 3. Priorities

## 4. & 5. Daily Actions & Affirmations

# Complete the Goal Sheets for the Remaining Outcome Goals



**INSTRUCTIONS** - You have created a plan for your first outcome goal by following this workbook and completing the 7 step goal planning process. Develop outcome goals 2-5 on the blank goal sheets on pages 25-46.

## Conclusion

This goal planning program is like a chain that becomes stronger with each link. Your actions mobilize effort on an immediate and regular basis to strengthen your priority areas, and your affirmations create a powerful attitude for accomplishing these behaviors. As each priority area improves, you move closer to reaching your outcome goal. The chances of success decrease when you set only one type of goal in only one dimension. The 5 Dimensions of Strength; Family, Social, Spiritual, Emotional, and Physical, tie together and encompass your entire life to get you to where you want to go.

2

RANK

# GOAL SHEET

## 1. Outcome Goal

## 6. What is Your Commitment Strategy?

## 7. Monitor Your Progress

Did you accomplish your daily goals?

Take pride in these accomplishments.

If not, what obstacles did you face?

Can you plan ahead for those obstacles the next day or week?

Do any of your priorities or daily actions need to be adjusted?

Setting and achieving goals is an ongoing process so take time to enjoy the journey.

2. Know Where You are Right Now

## 3. Priorities

## 4. & 5. Daily Actions & Affirmations

## **Step 2: Know Where You are Right Now**

1. Where are you right now in relation to your outcome goal?

2. What strengths do you possess that will help you accomplish your outcome goal?

3. What skills and qualities need to be developed in order to accomplish your outcome goal?

4. What kinds of obstacles or challenges might get in your way?  
(Skills, knowledge, resources, etc.)

# Time Line

**Outcome Goal:**





**3**  
RANK

# GOAL SHEET

## 1. Outcome Goal

## 6. What is Your Commitment Strategy?

## 7. Monitor Your Progress

Did you accomplish your daily goals?

Take pride in these accomplishments.

If not, what obstacles did you face?

Can you plan ahead for those obstacles the next day or week?

Do any of your priorities or daily actions need to be adjusted?

Setting and achieving goals is an ongoing process so take time to enjoy the journey.

**2. Know Where You are Right Now**

## 3. Priorities

## 4. & 5. Daily Actions & Affirmations



# Time Line

**Outcome Goal:**





4

RANK

# GOAL SHEET

## 4. & 5. Daily Actions & Affirmations

### 3. Priorities

### 1. Outcome Goal

### 6. What is Your Commitment Strategy?

### 7. Monitor Your Progress

Did you accomplish your daily goals?

Take pride in these accomplishments.

If not, what obstacles did you face?

Can you plan ahead for those obstacles the next day or week?

Do any of your priorities or daily actions need to be adjusted?

Setting and achieving goals is an ongoing process so take time to enjoy the journey.

2. Know Where You are Right Now



# Time Line

**Outcome Goal:**





**5**

RANK

# GOAL SHEET

## 1. Outcome Goal

## 6. What is Your Commitment Strategy?

## 7. Monitor Your Progress

Did you accomplish your daily goals?

Take pride in these accomplishments.

If not, what obstacles did you face?

Can you plan ahead for those obstacles the next day or week?

Do any of your priorities or daily actions need to be adjusted?

Setting and achieving goals is an ongoing process so take time to enjoy the journey.

**2. Know Where You are Right Now**

## 3. Priorities

## 4. & 5. Daily Actions & Affirmations



# Time Line

**Outcome Goal:**







RANK

# GOAL SHEET

## 1. Outcome Goal

## 6. What is Your Commitment Strategy?

## 7. Monitor Your Progress

Did you accomplish your daily goals?

Take pride in these accomplishments.

If not, what obstacles did you face?

Can you plan ahead for those obstacles the next day or week?

Do any of your priorities or daily actions need to be adjusted?

Setting and achieving goals is an ongoing process so take time to enjoy the journey.

## 3. Priorities

**2. Know Where  
You are Right Now**

## 4. & 5. Daily Actions & Affirmations

## **Step 2: Know Where You are Right Now**

1. Where are you right now in relation to your outcome goal?
2. What strengths do you possess that will help you accomplish your outcome goal?
3. What skills and qualities need to be developed in order to accomplish your outcome goal?
4. What kinds of obstacles or challenges might get in your way?  
(Skills, knowledge, resources, etc.)

# Time Line

**Outcome Goal:**







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