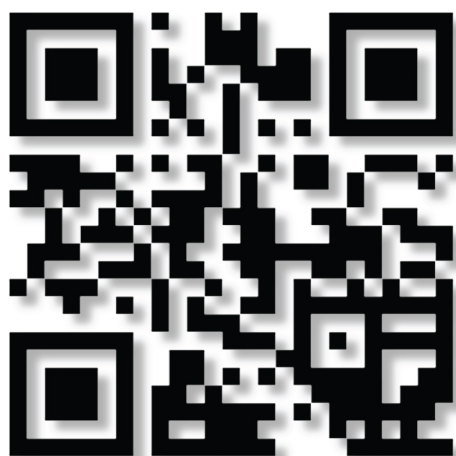


“Zig Ziglar is the real deal! He’s an authentic voice, a light, and a life changing mentor and model for millions.”—SETH GODIN

ZIG ZIGLAR



FIND YOUR SUCCESS CODE

BORN TO WIN

ZIG ZIGLAR
AND TOM ZIGLAR

HOW SMOOTH IS YOUR RIDE?

Take the Free Ziglar True Performance Personality Assessment

We each have our own Wheel of Life, but all of our wheels are not the same. Do you have thriving friendships but struggle financially? Or perhaps you are excelling quickly in your career, but your poor physical condition sometimes makes it hard to get up in the morning. These are examples of an unbalanced wheel. While everyone will experience fluctuations in their wheel from time to time, the ideal wheel is balanced, creating a smooth journey through life. The first step to creating balance is to find out where you are right now!

Ziglar has developed a short, *free* assessment so that you can see which areas of your wheel need a little pumping up. In just five minutes or less you will:

- Rate yourself in the seven key areas of life
- See your wheel as it is *now*
- Learn how to get where you want to go—*faster*

By identifying where you are and setting the goals for where you want to be, you can achieve a healthy, happy, balanced life.

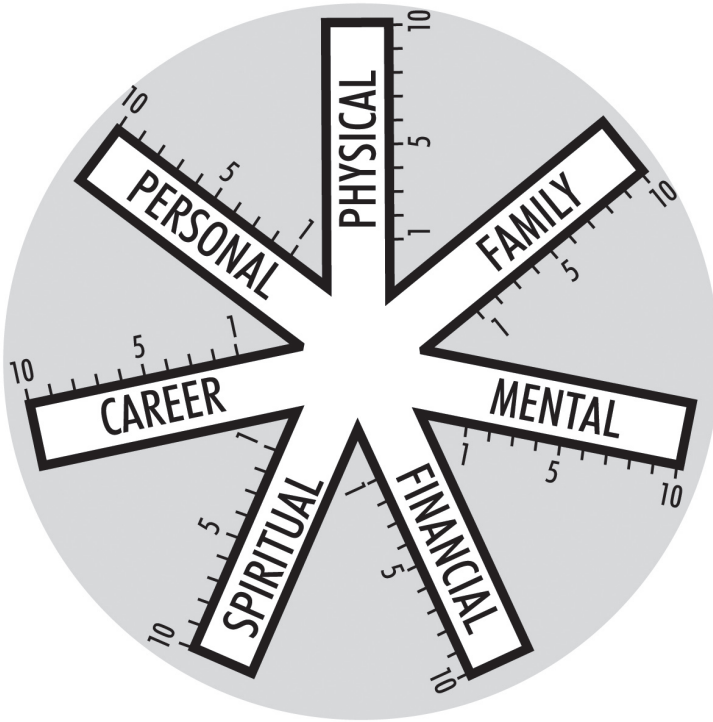
Simply go to www.ziglar.com/borntowin and see an *actual* depiction of your wheel!

The following pages are taken from the Born to Win book. We wanted you to have the same tools available as those that purchased the hard back version. The first section is taken from chapter three, Know What You Want. It will guide you through the wheel of life and help you determine the smoothness of your ride. The second section includes chapter thirteen by Tom Ziglar, Born to Win for Business Leaders. This will allow you to visualize the picture that Tom paints of the bike. In the third section, the Addendum, we have provided you with the Ziglar goal setting system taken from our much-loved Performance Planner™. It will give you step-by-step instructions for setting your goals. We hope this has been helpful to you! If you loved this audio book don't forget to tell others about Born to Win. Remember, "You can have everything in life you want if you will just help enough other people get what they want." Zig Ziglar

KNOW WHAT YOU WANT

A VISUAL STARTING PLACE FOR GOAL SETTING—THE WHEEL OF LIFE

Take a look at the following graphic and then do the simple exercise I suggest.



Read each of the category lists carefully and rate yourself on a scale of 1 – 10 in each space. Rate yourself with 1 being very poor and 10 being outstanding. For example, under Physical rate your own appearance. Do you look fit and well kept? Do this for all of the categories. You may have done this before. That's OK, you need to do

BORN TO WIN

it again and again – and every six months for the rest of your life. Now add up the total of each column and divide that number by 10. This will give you your personal score for that particular spoke on the wheel. Now go ahead and mark that number on your spoke, and mark the rest of the spokes. Now connect the dots. What does your Wheel of Life look like? Is it round? Do you have flat spots? Do you have several spokes that need improvement?

Physical

- _____ appearance
- _____ regular checkup
- _____ energy level
- _____ muscles toned
- _____ regular fitness program
- _____ weight control
- _____ diet & nutrition
- _____ stress control
- _____ endurance & strength
- _____ other _____
- _____ TOTAL ÷ 10 = _____

Spiritual

- _____ believe in God
- _____ inner peace
- _____ influence on others
- _____ spouse relationship

KNOW WHAT YOU WANT

- _____ church involvement
- _____ sense of purpose
- _____ attitude for giving donations
- _____ prayer
- _____ Bible study
- _____ other _____
- _____ TOTAL ÷ 10 = _____

Mental

- _____ attitude
- _____ intelligence
- _____ formal education
- _____ continuing education & training
- _____ creative imagination
- _____ inspirational reading
- _____ compact disc education
- _____ inquisitive mind
- _____ self-image
- _____ enthusiasm
- _____ other _____
- _____ TOTAL ÷ 10 = _____

Family

- _____ listening
- _____ good role model
- _____ principled but flexible
- _____ forgiving attitude
- _____ build self-esteem of others
- _____ express love and respect

BORN TO WIN

_____ meals together
_____ family relationships
_____ dealing with disagreements
_____ time together
_____ other _____
_____ TOTAL ÷ 10 = _____

Let me ask you a question – how smooth is your ride? If your wheel has flat spots, or it's a small wheel, that means your ride is pretty bumpy and you are really not going anywhere. Now that you know where you are, you have a place to begin when you start setting goals.

If you will make it a practice to follow the steps in this chapter, it will separate you from the rest of the pack. It will give you the winning edge and move you constantly in the direction of the dreams you desire.

Once again, knowing where you are is an important part in the *Born to Win* philosophy and is absolutely essential to getting where you want to go. When you complete this exercise, you will clearly see where your life is today and the specific areas you need to address to set powerful and effective goals that will place your feet on the path of your *Born to Win* journey.

Were you surprised by the results of this exercise? Most people are a little shocked to see that their wheel is lopsided with some flat spots, rather than a nice round wheel that permits them to roll successfully through life.

KNOW WHAT YOU WANT

Perhaps you have a fairly round wheel but everything is a 2 or 3. Your ride may be smooth, but you are not going anywhere. The *Born to Win* concept will help you remove the flat spots and produce a wheel full of conditions that approach or become 10s. It begins with planning your future around the seven spokes of the wheel and setting the right goals to achieve the vision you have for yourself.

KNOW WHERE YOU'RE GOING

A young couple, lost on a rural road, spotted an old farmer, so they stopped the car and asked him a question. "Sir, could you tell us where this road will take us?" Without a moment's hesitation the old farmer said, "Son, this road will take you anywhere in the world you want to go, if you are moving in the right direction." This little story makes a big point. From wherever you are, you can go anywhere you want to go if you pick the right roads to travel. The roads you travel in life are selected and determined by the goals you set for each area of your life. The key is to pick the right roads!

Now you might be thinking, "Zig, how do I know what goals to set, and how do I know they are the right goals that will put me on the roads I need to travel to get where I want to go?" Well, I'm glad you asked, because I most certainly plan to tell you! I have a proven seven-step process

BORN TO WIN

you can apply to your goal setting, and if you follow each step correctly, you will create goals that are tailor-made for you and what you want to achieve. I've been teaching this process for my entire career, and the proof of its effectiveness is in the lives of the people who have followed my advice and done it! Before we get started, I want to clearly say that you must do the seven steps for *each* goal that you set. You will want to set multiple goals for each spoke in the Wheel of Life, and you will apply this seven-step process to each goal.

THE SEVEN STEPS OF GOAL SETTING

1. Identify the goal.

If you don't identify a target, you will never hit it. When you identify a goal, it means that you write it down and describe it clearly. Don't set any nebulous targets. If you want to have specific success, you must have specific targets. A goal "to increase my annual income" or "to spend more time on my spiritual life" is not specific. A specific goal would be "to increase my current income by 20 percent" or "to read the entire Bible from cover to maps."

2. List the benefits: what's in it for me?

Once you identify a specific goal, you need to list the benefits you will receive when you reach that goal. Let's face

KNOW WHAT YOU WANT

it, we only do the things we want to do and are willing to do. If there are no personal benefits, your motivation for completing the goal will be diminished. Remember that changing your life is not always easy, and you will hit some rough spots in the road as you move forward. You will need all the personal motivation you can muster, and understanding what's in it for you is vitally important. Don't skip on this step!

3. List the obstacles to overcome.

I believe I just mentioned that there might be some rough spots on your journey as you work to achieve your goals. Many of them can be anticipated, and if you can anticipate something, you can prepare yourself in advance to overcome it. So think it through and make a complete list of all the things that can prevent you from being successful. Ask a trusted friend who knows you well to help you finish the list.

4. List the skills and knowledge required.

Knowledge gives us the power to accomplish things we would not otherwise be able to do, and skills give us the tools to take advantage of our knowledge. There is a direct relationship between knowing and doing, and successfully accomplishing your goals will require that powerful combination. For example, if your goal is to increase your

BORN TO WIN

proficiency on the computer, you will need to know specifically what the computer can do for you (knowledge). Once you know what you want the computer to do for you, the skills you will need to be successful must be identified. The skills might include learning to type on a keyboard with two hands instead of finger pecking. This would trigger setting another goal of learning to type! Never forget that knowledge and skill will be required to successfully complete any goal.

5. Identify the people and groups to work with.

We do a better job when we have the help of others. They can help us with knowledge and skill and can offer valuable advice we need to be successful. So when you set your goals, always consider the people and the groups you can work with that can help you be more successful.

6. Develop a plan of action.

This is the most critical step, and it involves thinking through the details of how you will achieve your goal. In my younger years I was thirty-seven pounds overweight. I had put that weight on one bite at a time, and I was going to have to lose it the same way. That required a plan! I wanted to lose my weight over a ten-month period and that was the first step of the plan. Thirty-seven pounds sounds like a lot, but when you realize it's only

KNOW WHAT YOU WANT

3.7 pounds a month over a ten-month period it sounds a lot better. So, I planned to lose 3.7 pounds a month for ten months. Then I included a daily running and exercise plan in the goal, as well as a diet that would limit my caloric intake. With those details planned, I clearly knew how I was going to have to live each day to be successful. I prepared diligently to succeed. I stuck to my plan (which means I never made the first exception), and ten months later I had lost thirty-seven pounds. Success would have eluded me had I not planned the details of what I would do each day to reach my goal. In this case, reaching my goal may not have changed *the* world but it surely did change *my* world.

7. Set a deadline for achievement.

In the example above, you notice I gave myself ten months to lose the weight I wanted to lose. I had a great reason for setting that deadline—I believe in goal setting, and all goals need a completion date to be effective. I was in the process of writing my first book, *See You At the Top*, and I had ten months left to complete my book by my goal date when it struck me that I was not a good example of the very things I was teaching. Nobody who saw me was going to believe a word I said, because I was not taking care of the health portion of my life. There was no way an overweight fat boy could effectively tell other people

BORN TO WIN

how to change their lives without first changing his own! My integrity was on the line . . . so I sought help at Dr. Kenneth Cooper's Aerobics Center, where Dr. Randy Martin told me the true state of my condition. With his help, I made my ten-month plan.

If you don't set a deadline for completing your goals, you will not be accountable to yourself or anyone else. If you are not accountable for your goals, you will not achieve them.

WHEN YOU "PAY THE PRICE"—YOU ENJOY THE BENEFITS

Some goals require personal sacrifice and a lot of dedication and effort to achieve. When I was in the process of losing my weight, it was hard to discipline myself to run and exercise each day, regardless of the weather or how I felt. It was hard to resist eating all the things I thought about. In many ways, I felt like a bit of a martyr, denying myself the pleasures in which others could so freely indulge. I was "paying the price" of achieving my goal.

When I was fifty years old, I was speaking in Portland, Oregon, and I went for my daily jog at the Portland State University track. As I ran around the track I saw lots of young students moving about the campus. It suddenly occurred to me that, at age fifty, I was in better shape than 95 percent of those students. I knew I could outrun just

KNOW WHAT YOU WANT

about all of them over a two-mile course. That is when it became obvious—I was enjoying the benefits of achieving my weight-loss goal.

The point is that the successful completion of a goal will produce specific, tangible benefits that will last a long time! Do you remember Step 2 in the goal-setting process? Identify the benefits and identify what's in it for you. That is a critical step, and that's why you need to identify lots of benefits so you can stay motivated to maintain the discipline you will need to do the daily things you have to do to achieve your goal. I pursue my goals because of the benefits I will receive from doing them. You can do the same.

GOAL SETTING IS ABOUT *BECOMING*

I want to be certain you have the right attitude about setting your goals. Don't think of goal setting as a tiresome activity that requires you to do things that are difficult. The real benefit of having goals is what you become by reaching them. When you successfully complete your goals, you change specific things in your life. Take a look at the Wheel of Life and think about the new person you will be if you can become or approach being a 10 in every spoke of the wheel. I can tell you factually that your life will be radically changed for the better, and the person you become will be highly successful in all that you do.

BORN TO WIN

Are you convinced that you need to become a goal setter? Have you started thinking about where you are and where you would like to be? Have you started listing the obstacles that stand between you and success? I hope you are sufficiently motivated to begin the goal-setting process, because goals represent the action tools you need to be able to plan to win. Do you remember when I said you have to *be* before you can *do*, and you have to *do* before you can *have*? Being a successful goal setter is the process that enables you to be the person you need to *be*, by *doing* what you have to do, so you can change yourself and the world for the better.

CHAPTER THIRTEEN

BORN TO WIN FOR BUSINESS LEADERS



One of the reasons I love the *Born to Win* concepts we are covering is that they perfectly tie together your personal life and your business life. It doesn't matter if you are a business owner, a sales professional, a corporate executive or a team member, you can use these principles to plan, prepare, expect, and achieve success in your business life while at the same time creating a fulfilling personal life. To achieve balanced success, everything you do must support everything else you do, and your daily actions must propel you toward your life vision and goals.

My good friend Howard Partridge has a powerful quote that connects your business life to your personal life.

If you are not a business owner you can easily substitute "your career" for "your business" to fully understand the impact of this statement. At Ziglar we say we

BORN TO WIN

are really in the transportation business: *We help you get from where you are to where you want to be.* Question: Can you say without a doubt that your business or career is the vehicle that will allow you to achieve your life goals and take you to where you want to be? Not sure? That's

"YOUR BUSINESS
EXISTS FOR ONE
REASON AND ONE
REASON ONLY
- AS A VEHICLE
TO HELP YOU
ACHIEVE YOUR
LIFE GOALS."

HOWARD
PARTRIDGE

okay! In the next few pages I will show you a simple illustration that will bring together your personal life and your business life, so that you will know without a doubt what you need to do in order to create the vehicle that will allow you to achieve your vision and life goals.

If I am *born to win*, what is winning? Understanding this question is critical to establishing the right kind of life goals. Believe me, nothing is more frustrating than achieving the wrong goals! In Ziglar's forty-plus years of researching this, we have determined that there are eight things in life that everybody wants. No matter what your specific life goals are, you must also achieve these eight things in order to be truly successful.

Everybody wants to be:

- Happy
- Healthy

BORN TO WIN FOR BUSINESS LEADERS

- Reasonably Prosperous and
- Secure
- They want to have:
- Friends
- Peace of Mind
- Good Family Relationships and
- Hope

Once you understand that these are the eight things your life goals and vision must include, you can begin to work on the key areas in your personal life to achieve them. (We covered these earlier in the Wheel of Life.)

Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope



As you work on each spoke of your Wheel of Life, it is essential that you do everything with character. Character allows you to make the right choices in life when things are tough and when temptation comes. Nothing can crush your Wheel of Life faster than character failure. Character makes

BORN TO WIN

the toughest, bumpiest ride in life doable. Fred Smith, Dad's mentor and the wisest man I've ever met, said that every great failure in life is really a moral failure. Whenever you encounter someone who seemingly had everything and then lost it, it is almost always as a result of a character flaw and a moral issue. On the other hand, men and women who have great character and suffer a seemingly devastating fall from the world's definition of success, almost always seem to bounce back to a higher and more meaningful level of success. Why? As Willy Jolley says, their character allows them to use "the setback as a setup for a comeback." With character the eight things in life are probable; without character they are impossible.

**Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope**

CHARACTER



Working on your character and the spokes on your wheel to achieve the eight things in life everybody wants creates vision. The V in the diagram below stands for your

BORN TO WIN FOR BUSINESS LEADERS

vision. Without character and a balanced Wheel of Life, you are literally unable to focus on the eight things that really matter. You will not be able to tell the difference between a house and a home or a bed and a good night's sleep. In short, your vision is blurred because you are out of balance, without stability, and your lack of character fogs your view. Imagine standing on a small boat in very rough seas, looking through a telescope with the lenses fogged up. This is exactly what happens when you have an unbalanced Wheel of Life and an undeveloped weak character. It is, however, possible to have good character and an unbalanced Wheel of Life. When this happens you can see through the telescope clearly, but as the boat rocks back and forth you lose sight of the eight things! Great vision requires both a balanced Wheel of Life and character.

Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope



character



BORN TO WIN

Now you need some P.C.! P.C. stands for **persistent consistency**. I asked Dad while we were working on this book what he considered his biggest key to success other than character and integrity and he said persistent consistency was the number one reason for his success in life. Consistency means doing the things that you need to do in order to achieve success every single day. Persistency means sticking with it and doing the little extras so that every time you do it (consistency) you are getting better and better. An example would be how you get in great shape. You work out consistently (five days a week) with persistency (each time you work out you increase your weight, or your intensity, or add a new exercise). Another definition for P.C. is work ethic. Working hard is important. Working with P.C. is a true difference-maker.

Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope



character

P.C.



BORN TO WIN FOR BUSINESS LEADERS

The Business/Career Connection

Just like you evaluated your personal Wheel of Life, you can also evaluate your Business/Career Wheel. For the purposes of this example, we are going to use a Business Wheel where you are the owner/operator of the business.

A Business Wheel has five major spokes:

- Marketing – how you bring prospects to the business
- Sales – how you convert prospects into customers
- Operations – how you service and support customers
- Administration – the systems, processes, procedures and financial aspects that make things run efficiently
- Leadership – the strategic goals, vision, planning, and staff development

Obviously, there are more elements to a successful business than listed here, but everything can fall under these five spokes.

BORN TO WIN

Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope



character

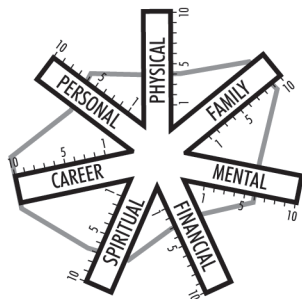
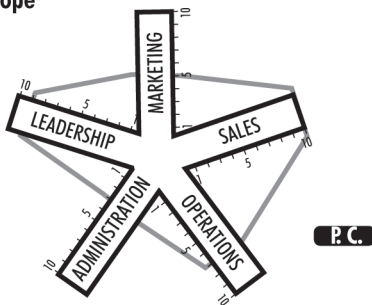


As in your personal Wheel of Life, you can also rate yourself in your Business Wheel to determine how smooth your ride is. The illustration below gives an example of how typical business operators may rate themselves on both wheels.

Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope



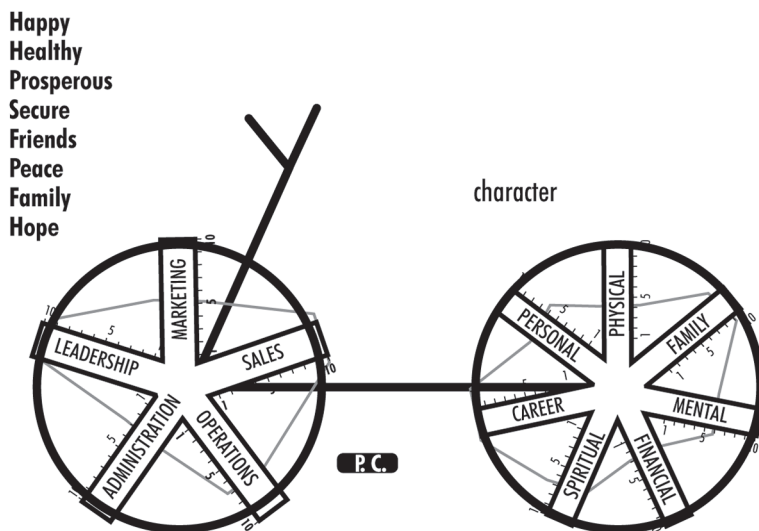
character



BORN TO WIN FOR BUSINESS LEADERS

(In the Addendum of this book we provide a sample Business Wheel where you can rate your own business and connect it to your personal Wheel of Life, which you completed on page 41.)

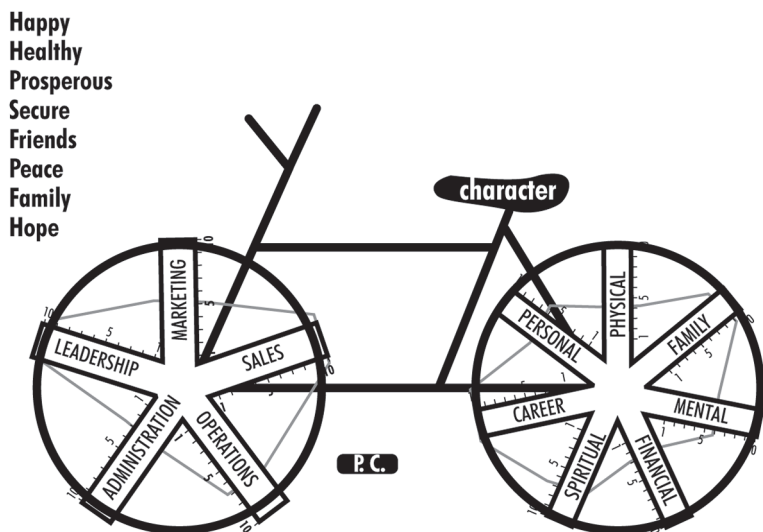
Now, as you look at these wheels you can tell the ride is going to be bumpy as the rider rolls down the road! The goal now is to improve your rating on each spoke, eventually moving everything out to an 8, 9, or 10. Now when you connect the dots you can see the rider rolls much better!



The only way to achieve balanced success in your business and your personal life is to connect all of the components. Your Business Wheel and your personal Wheel of Life are connected. Your vision must be supported by both wheels. Don't forget Howard Partridge's quote: **"Your business exists for ONE REASON and ONE reason ONLY - as a VEHICLE to help you achieve your Life Goals."**

BORN TO WIN

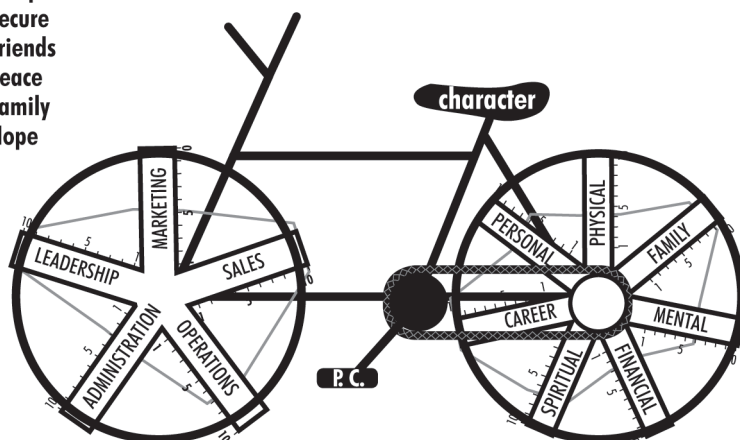
Character is the foundation upon which you sit that gives you sustainable leverage as you apply persistent consistency. Character allows you to handle the bumps in the road so much better. It provides the cushion that separates you from the seatpost!



Now we have a vehicle that is almost ready to roll. If you start pedaling this bike down the road, it's not going anywhere just yet! It needs a chain. Goals are the links in the chain that connect activity to accomplishment. As you work on each spoke of your wheels, you will determine and set specific goals. As you apply P.C. to each goal, this chain of energy will move your bike! As long-time Ziglar sales professional Michael McGowan says, P.C. really stands for Pedaling like Crazy!

BORN TO WIN FOR BUSINESS LEADERS

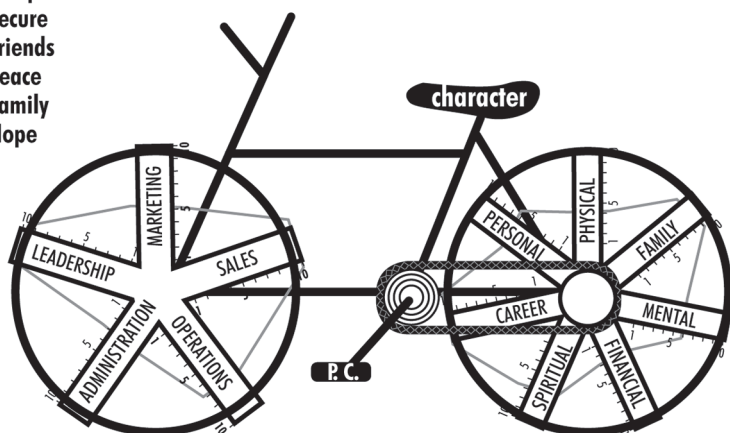
Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope



If you are like me, not only do you want to win but you want to win faster, and you want to win more easily. This is where gears come in. Don't settle for a one-speed bike when you can just as easily have a 10-speed, or even a 20-speed bike. Gears are simply the outside resources of knowledge and support that you need to go faster and to keep you going when you have tough hills to climb. Gears include things like books, CDs, online learning, coaching, seminars, and professional development training. In my experience, nothing keeps your bike moving forward on a daily basis better than listening to personal and professional development audio programs every day. If you are experiencing frustration in your current situation or want to take your business and personal life to the next level of success, you seriously need to consider adding the gear of coaching.

BORN TO WIN

Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope

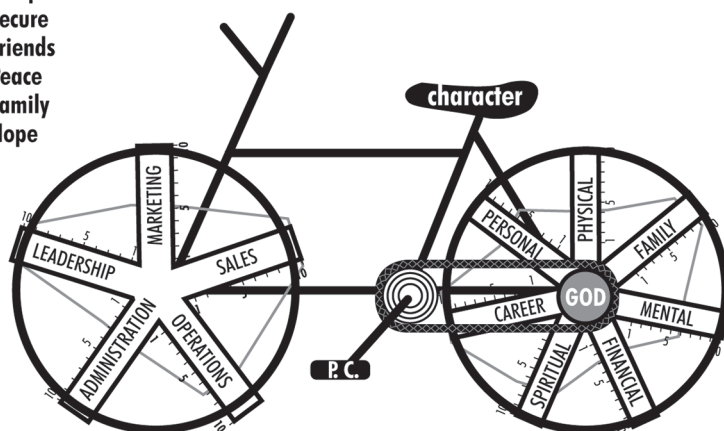


Dad's Secret

Through the years, many people have asked me, “What has allowed your dad to achieve so much success and to sustain it for so long?” My answer includes everything pictured in this diagram, plus one more element. Years ago, when Dad was forty-five years old, he changed his gear ratio and added a “super charger” to his bike. That is when he became a Christian and made God the center hub of his Wheel of Life and Wheel of Business. This became Dad’s “why” and gave him fuel and wisdom far beyond his own to keep on pedaling. In order to go as far as you want to go in life—and for me I want to ride into eternity—I challenge you to consider your why in life. When you find the answer you will discover, just like I have, that it makes the ride incredibly amazing and worthwhile!

BORN TO WIN FOR BUSINESS LEADERS

Happy
Healthy
Prosperous
Secure
Friends
Peace
Family
Hope



I want to share with you an “inside funny” between Dad and me. Several times in my life I have come up with an idea or thought that was pretty good, and Dad has looked at me and with humor in his voice said, “You’re just not that smart!” Of course, I have said the same thing to him on several occasions after he has had one of his brilliant thoughts or concepts. The “inside funny” is this. We both realize we are not that smart! That idea came out of the hub! It’s Dad’s secret. I work on my hub every day, and I encourage you to do the same thing. I can prove it’s true as well. Dad created a mathematical formula that proves it: $\text{YOU} + \text{God} = \text{Enough}$

My attitude about our company (you know I believe without a doubt that I was born to win – after all, it’s part of my genes!) is so positive that our mission statement is to make a positive difference in the personal, family,

BORN TO WIN

business, and spiritual lives of enough people to make a positive difference in the world! Make it your mission right now, at this very moment, to make enough positive changes in your personal, family, business, and spiritual life that you can ultimately make a difference in the world! Change starts with you, but it doesn't start until you do. What are you waiting for? Go! Prepare yourself! Expect success! Change the world! After all . . . you are *BORN TO WIN!*

ADDENDUM



PUTTING IT ALL TOGETHER – BUILD YOUR OWN BIKE

Is your business the vehicle that is allowing you to achieve your life's goals? If not, or you're not sure, let's figure it out and do an assessment on your Business Wheel. As a business owner/operator, your business has five key components or spokes.



What is your rating for each one of the spokes? To find out, rate yourself on a scale of 1 to 10 for each item listed under each category on the following pages. When you have done that, add up your total score for that category

BORN TO WIN

and divide by 10. That will give you your rating on that spoke. Then, mark the numbers on your spokes and connect the dots. This will tell you where you need to improve and how smoothly your business is rolling down the road!

BUSINESS WHEEL **Category Assessment Sheet**

Marketing

- _____ Meeting or exceeding my sales goals through effective lead generation and promotion strategies
- _____ We have a clear position in the marketplace
- _____ We have clearly defined our prime target market
- _____ We have clear definitions of our products and/or services
- _____ We have a pricing strategy that is profitable
- _____ We are consistently marketing to our house list (client base)
- _____ We have an effective referral relationship program
- _____ We have an effective referral/affiliate reward system
- _____ We have a written, posted marketing calendar
- _____ We have an effective Internet marketing system that includes websites that clearly communicate what we do, and utilize SEO, and we are consistently capturing e-mail addresses and using them to communicate to our e-mail audience, and we have a strong presence on social media.
- _____ TOTAL ÷ 10 = _____

ADDENDUM

Sales

- _____ We answer the telephone live
- _____ We have an effective telephone answering/
transferring system
- _____ We have an effective sales script that appeals to our
target market and closes the maximum number of
inquiries
- _____ We have an effective system for responding to
Internet leads
- _____ We have an effective sales process for each of our
profit centers
- _____ We have an effective up-sell and down-sell process
- _____ We have effective processes and scripts for
overcoming objections
- _____ We have an effective process for identifying ongoing
and changing customer needs
- _____ We have clearly defined account management
policies and procedures
- _____ We have effective customer management software in
place
- _____ TOTAL ÷ 10 = _____

Operations

- _____ We have developed our unique service experience
- _____ We have clear-cut service systems in place that are
exceeding our client expectations
- _____ We respond immediately to client concerns
- _____ We have clear-cut return policies
- _____ We get customer feedback on a regular basis to
ensure we are exceeding expectations

BORN TO WIN

- _____ We have regular production meetings to ensure on-time delivery
- _____ We have a key customer appreciation process
- _____ We have effective project management processes in place
- _____ We have inventory management and office supplies/equipment processes in place
- _____ We have the latest, most effective equipment to deliver our unique service experience
- _____ TOTAL ÷ 10 = _____

Administration

- _____ We track and report total sales daily
- _____ We track and report sales by profit center weekly, monthly and annually
- _____ We track and report sales by referral/affiliate/ad source weekly
- _____ We track and report sales closings daily (# of calls vs. # of sales)
- _____ We track and report number of returns or re-services as often as they occur
- _____ We track and report our profit and loss weekly
- _____ We track and report our balance sheet monthly
- _____ We have a cash flow management process in place
- _____ We plan our taxes annually before year end
- _____ We review our legal and insurance exposure annually (or as often as required)
- _____ TOTAL ÷ 10 = _____

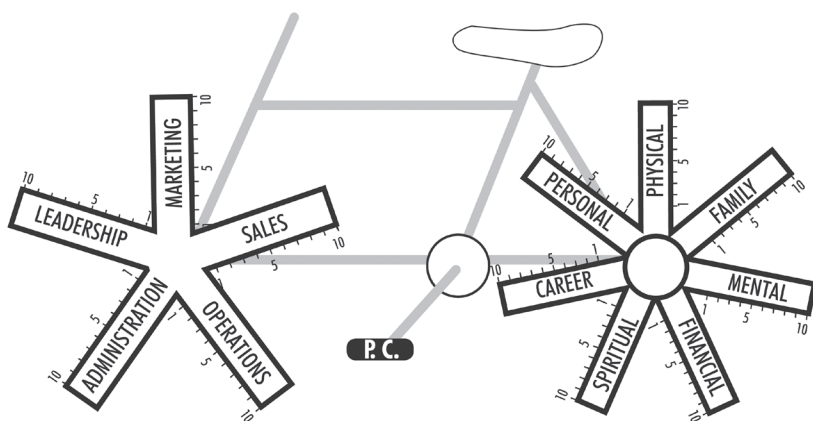
ADDENDUM

Leadership

- _____ We have a one-sentence mission statement that everyone understands and follows
- _____ We have effective management systems in place that include recruiting, hiring, orientation, training, coaching, employee reviews and termination processes, and have ensured they are legal
- _____ We have an up-to-date employee handbook
- _____ We have a written business plan that includes our vision, goals, a marketing plan, sales plan, operating plan and administration plan that is reviewed and updated quarterly
- _____ We have a written and posted organizational chart
- _____ We have regular team meetings
- _____ We have written position descriptions for every position
- _____ We have a training system in place for every position
- _____ We have policies and procedures for all areas of our business
- _____ We have an effective compensation plan in place that includes attractive pay and benefits that create high employee morale and retention
- _____ TOTAL ÷ 10 = _____

Now that you have completed your Business Wheel, let's take a look at your bike. Connect the dots on each of the wheels below using your score from above for the Business Wheel and your scores from page 41 on your Personal Wheel of Life.

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Now that you can see YOUR BIKE, you have a great place to start planning your goals. Look at your spokes and determine which ones you want to start working on. Once you have identified one, you can turn that into a goal using the Ziglar Goal Setting System in the next section.

Would you like more information on how to make your business the vehicle that allows you to achieve your life's goals? (Call us at 1.800.527.0306 and ask about Ziglar Business Coaching!)

The Ziglar Goal Setting System; "Goals are the links in the chain that connect Activity to Accomplishment."

—Tom Ziglar

THE ZIGLAR GOAL SETTING SYSTEM

GOAL PLANNING SHEETS AND STEP-BY-STEP PROCEDURES FOR SETTING AND REACHING YOUR GOALS

The Chinese say that the journey of a thousand leagues begins with a single step. Commit yourself to take these goal-setting steps NOW.

BAD NEWS: To properly set your goals you will need to invest a minimum of ten hours and possibly as many as twenty hours. That's one of the reasons only 3% of the population have clearly defined their objectives in life.

GOOD NEWS: By following these procedures and working on your goals every day, you will have **several** extra hours each week to pursue your own business, family and personal interests. Just remember, "When you do the things you need to do, when you need to do them, the day will come when you can do the things you want to do, when you want to do them."

MORE GOOD NEWS: When you learn the formula for setting one goal, you will know how to set all goals, whether it is a physical, mental, spiritual, social, family, career, recreational or financial goal.

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Now for the action steps:

ACTION STEP I

On your Dream List, let your imagination run wild and print everything you want to be, do or have. (When you **print**, your concentration is greater and you burn the idea more indelibly into your subconscious mind.) If you have a family, be sure to include your mate and children when you set your goals. This entire goal-setting process helps channel your logical left brain and frees your creative right brain for more effective use of your imagination. NOTE: "You gotta '**be**' before you can '**do**,' and you gotta '**do**' before you can '**have**.'"

GO AHEAD – DO IT NOW. A major reason you are setting your goals is to gain some benefit, but these come only after you have taken action.

ACTION STEP II

Wait 24-48 hours then answer the question "why?" for each item you have printed on your Dream List. Space is provided for you to do this on your Things I Really Want To Be, Do or Have sheet. If you can't verbalize in one sentence why you want to "be, do or have," then it truly is a dream and not a real goal. At this point, you should cross it off your list.

ADDENDUM

ACTION STEP III

Ask these five questions, *all* of which must have a “yes” answer:

1. Is it really my goal? (If you’re a minor living at home, an employee or a team member, some of your goals will be set by the coach, director, parent or employer.)
2. Is it morally right and fair to everyone concerned?
3. Is it consistent with my other goals?
4. Can I emotionally commit myself to finish this goal?
5. Can I “see” myself reaching this goal?

NOTE: Answering these questions will further reduce the number of dreams on your Things I Really Want To Be, Do or Have sheet, so scratch them off as well. Answering questions #2 and #3 will be very helpful in making important decisions in all areas of life, especially financial.

ACTION STEP IV

After each remaining dream ask yourself these questions:

1. Will reaching this goal make me happier?
2. Will reaching this goal make me healthier?
3. Will reaching this goal make me more prosperous?
4. Will reaching this goal win me more friends?
5. Will reaching this goal give me peace of mind?

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6. Will reaching this goal make me more secure?
7. Will reaching this goal improve my relationships with others?

If you can't answer "yes" to at least one of these questions eliminate that item from your list of dreams. Careful: Don't confuse pleasure with happiness. Be sure to consider your family when you answer these questions.

ACTION STEP V

Divide the remaining goals into three categories: Short-range (1 month or less); Intermediate (1 month to 1 year); Long-range (1 year or more), and mark them SR (short-range), I (intermediate) or LR (long-range) on your Things I Really Want To Be, Do or Have sheet. **GO AHEAD – DO IT NOW.** By taking this step you will be able to quickly determine whether or not you have a balanced perspective between what needs to be done now, versus your dreams for the future.

Remember:

1. SOME goals must be **big** (out of reach – not out of sight) to make you stretch and grow to your full potential.
2. SOME goals must be **long-range** to keep you on track and greatly reduce the possibility of short-range frustrations.

ADDENDUM

3. SOME goals must be small and **daily** to keep you disciplined and in touch with the reality of “nitty gritty” of daily life.
4. SOME goals must be **ongoing**.
5. SOME goals (sales, educational, financial, weight loss, etc.) might require **analysis and consultation** to determine where you are before you can set the goals.
6. MOST goals should be **specific**. A “nice home” is not as good as “3,000 square foot, Tudor-style home with 4 bedrooms, 3 full baths, 2 living spaces,” etc. Some goals, like improving your self-image, becoming a better parent or getting a better education, are more difficult to pinpoint. Those that are less specific should be broken down into specific, tangible steps. For instance, a step to becoming a better parent could be “spend one hour per week one-on-one with each child.”

ACTION STEP VI

From the remaining goals, prayerfully choose the four goals (remember, balance is the key) which are the most important things you need to work on **right now** and record them. If this is your first organized goal-setting experience, you may want to start with two or three short-range goals.

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IMPORTANT: As you set a new goal, also record it in a journal or a place you will review several times a year. You will be encouraged tremendously as you record the goals you reach throughout the year. Your confidence, self-image and goals-achieving ability will improve dramatically.

ACTION STEP VII

Record these four goals (at least the ones that are Intermediate and Long-Range) on a General Goals Procedure Chart, and work each one of them through the process as shown in the examples.

ACTION STEP VIII

Take the additional goals you have listed on your Things I Really Want To Be, Do or Have sheet and record each on a General Goals Procedure Chart. Work each goal through the process as you did in Action Step VII. Refer to the examples for a format to follow.

DO IT NOW. Remember, motivation comes **after** you start the project.

CONGRATULATIONS! You have invested more time in planning your future than most of your friends, relatives and associates will ever invest!

ADDENDUM

DREAM LIST

EVERYTHING – I even *think* I want to be, do or have

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THINGS I REALLY WANT TO BE, DO OR HAVE

After each item on your Dream List, articulate in one sentence **why**. This will eliminate those items which are frivolous whims but leave intact your serious goals and dreams.

<i>Goals</i>	<i>Why</i>

ADDENDUM

GENERAL GOALS PROCEDURE CHART	
Goal #1	Goal #2
Step #1 IDENTIFY YOUR GOALS	
Original Goal 165 lbs. - 34" waist	Get a "Better" Education
Step #2 MY BENEFITS FOR REACHING THIS GOAL	
More energy - less illness Look and feel better Longer life span Better endurance More productivity Better attitude and disposition More creativity Better example	Broaden and increase opportunities Improve self-image and increase relationships Increase income Improve security and knowledge Broaden personal, business and social life and contacts Improve discipline - peace of mind Increase happiness - confidence Enhance sense of accomplishment
Step #3 MAJOR OBSTACLES AND MOUNTAINS TO CLIMB TO REACH THIS GOAL	
Lack of discipline Bad weather - irregular schedule Love for sweets - lack of time Unhealthy eating habits Poor physical condition	Lack of patience - physical Exhaustion - financial costs Heavy family demands - lack of confidence (out of school 15-20 yrs.)
Step #4 SKILLS OR KNOWLEDGE REQUIRED TO REACH THIS GOAL	
Dieting knowledge and techniques Exercise and jogging procedures	Time management - positive attitude Patience - persistence - discipline Better money management Effective study procedures
Step #5 INDIVIDUALS, GROUPS, COMPANIES AND ORGANIZATIONS TO WORK WITH TO REACH THIS GOAL	
Dr. Ken Cooper, Dr. Randy Martin, Program Chairman - Laurie Magers, The Redhead	Family - employer - academic counselor - financial consultant - mentor
Step #6 PLAN OF ACTION TO REACH THIS GOAL	
Make commitment No bread or sweets except on Sunday Jog 125 minutes weekly Good breakfast - only fruit or healthy snacks after late seminars Eat well-balanced diet Drink 8 glasses of water daily Eat slowly and only at the table	Make commitment - organize time Practice self-discipline (cut TV time) Secure family support - schedule significant family time Listen to educational, inspirational recordings while driving Attend seminars Reduce meaningless activities Schedule study time daily Shape up physically for increased energy
Step #7 COMPLETION DATE	
July 1st	None - on-going goal

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GENERAL GOALS PROCEDURE CHART	
Goal #1	Goal #2
Step #1 IDENTIFY YOUR GOALS	
Acquire a new black SUV with leather seats	Be a loving, attentive, involved parent
Step #2 MY BENEFITS FOR REACHING THIS GOAL	
More dependable transportation Raise my sights and standards Improve job reliability Better attitude Increase travel opportunities Enhance social status Greater safety More comfort and fun	More happiness and peace of mind More stable marriage Better relationship with children, friends, neighbors and relatives Better career opportunities More old age security Enjoyment of future grandchildren Increase potential of children
Step #3 MAJOR OBSTACLES AND MOUNTAINS TO CLIMB TO REACH THIS GOAL	
Short of cash - Poor money management Present car has low trade-in value Income stabilized - inflation - mate disagrees Higher payments and insurance costs	Limited experience - Tight budget Heavy workload - Lack of patience Inadequate help or no help Alcoholic parent
Step #4 SKILLS OR KNOWLEDGE REQUIRED TO REACH THIS GOAL	
Money management - Automobile knowledge Dollar stretching techniques Information on how to buy and trade	Mental, nutritional, spiritual and physical information Read books on common sense, diplomacy, communication skills, time management, organizational skills Discipline Know something about being a "fixer"
Step #5 INDIVIDUALS, GROUPS, COMPANIES AND ORGANIZATIONS TO WORK WITH TO REACH THIS GOAL	
Family - Banker/Financier - Insurance agent - Employer - Investment counselor - Part-time employer - Automobile dealer	Minister - Employer - Family physician - Mate - Youth leaders - Educators - Parents - In-laws Neighbors - Parent support groups
Step #6 PLAN OF ACTION TO REACH THIS GOAL	
Get financial statement Record expenditures for 30 days Skip vacation and deposit savings Follow ads and bargain hunt Establish and control budget Get family involved in their new vehicle Take family "window shopping" to see dream vehicle Deposit savings every week in interest-bearing accounts Take temporary and limited part-time job	Read books on positive parenting methods Assign daily responsibilities Provide daily mental and spiritual input and direction Spend time daily talking, directing, teaching and encouraging Accept and love my kids unconditionally Give them daily doses of affection and approval Expect, teach and require them to do their best Discipline properly and consistently Admit when wrong and ask for forgiveness
Step #7 COMPLETION DATE	
January 1st	Intangible

ADDENDUM

GENERAL GOALS PROCEDURE CHART	
Goal #1	Goal #2
Step #1 IDENTIFY YOUR GOALS	
Step #2 MY BENEFITS FOR REACHING THIS GOAL	
Step #3 MAJOR OBSTACLES AND MOUNTAINS TO CLIMB TO REACH THIS GOAL	
Step #4 SKILLS OR KNOWLEDGE REQUIRED TO REACH THIS GOAL	
Step #5 INDIVIDUALS, GROUPS, COMPANIES AND ORGANIZATIONS TO WORK WITH TO REACH THIS GOAL	
Step #6 PLAN OF ACTION TO REACH THIS GOAL	
Step #7 COMPLETION DATE	

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Plan your goals weekly and work on them daily! Ziglar has an incredible tool called the Performance Planner™ that helps you set, record and achieve your goals. You can learn more at www.ziglar.com.

REACHING YOUR GOALS

(To be *carefully* read at the end of *every* week.)

1. Make the commitment to reach your goal. “One person with a commitment is worth a hundred who only have an interest.” - **Mary Crowley**
2. Commit yourself to detailed accountability. Record your weekly activities and list the six most important things, in the order of their importance, which you need to do tomorrow. Daily discipline is **the** key to reaching your goals.
3. Build your life on a solid foundation of honesty, character, faith, integrity, love and loyalty. This foundation will give you an honest shot at reaching any goal you have properly set.
4. Break your Intermediate and Long-Range goals into increments. Examples: I lost 37 pounds by losing 3.7 pounds each month for 10 months, or just 1.9 ounces per day. I wrote *See You at the Top* (348 pages) by writing 1.26 pages per day, every day, for 10 months. (By the mile it’s a trial, by the inch it’s a cinch!)

ADDENDUM

5. Shape up mentally, physically and spiritually. It takes energy, mental toughness and spiritual reinforcement to successfully deal with life's opportunities, and to reach your objectives.
 - a. Motivation is the key and a positive attitude is a must, so on a daily basis you should feed your mind with good, clean, pure, powerful and positive material by reading good books and listening to motivational, educational and inspirational recordings. Regularly attend personal growth seminars or industry-related training lectures and training programs. Remember, what you do off the job is going to be a determining factor in how far you go on the job.
 - b. Take care of your physical health – proper diet, reasonable sleep, exercise, and eliminate the poisons (alcohol, drugs and tobacco).
 - c. Don't let others rain on your parade – or don't be a SNIOP (**S**usceptible to the **N**egative **I**ncidence of **O**ther **P**eople).
6. Be prepared to change. You can't control the weather, inflation, interest rates, Wall Street, etc. Just remember that, at this point, your goals have been **carefully** (and, I hope, prayerfully) set, so change your decision to go, carefully, but be willing to change your direction to get there as conditions and circumstances demand.

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7. Share your “give-up” goals (give up smoking, being rude, procrastination, being late, eating too much, etc.) with many people. Chances are excellent they are going to encourage you. Share your “go up” goals (be #1 producer, write a book, graduate with honors and be the class valedictorian, etc.) only with those rare people you strongly feel will give you support and encouragement.
8. Become a team player. Learn to work with a team, such as your family, corporate associates, etc. Remember, “You can have everything in life you want if you will just help enough other people get what they want.”
9. See the reaching. In your imagination, see yourself receiving that diploma, getting that job or promotion, making that speech, moving into the home of your dreams, achieving that weight loss goal, building that financial nest egg, etc.
10. Each time you reach a goal, your confidence will grow that you can do bigger and better things. After accomplishing the goal, record the event and cross it off your Things I Really Want to Be, Do or Have sheet.

CRITICAL: *Immediately set a new goal and work that new goal through the General Goals Procedure Chart.*

ADDENDUM

11. Remember that what you **get** by reaching your destination is not nearly so important as what you will **become** by reaching your goals, because what you will become is the **winner** you were born to be.

NOTE: Since motivation is critical in the goal-setting and goal-achieving process, it would be helpful if you had our series on goals or our complete “How To Stay Motivated” series.

**IF YOU WANT TO REACH YOUR GOAL,
YOU MUST FIRST SEE THE REACHING IN YOUR OWN MIND
BEFORE YOU ACTUALLY ARRIVE AT YOUR GOAL.**

TESTIMONIALS



Need a good reason to go online? Interested in how Zig Ziglar's life's work has impacted our world over the years? Would some positive, inspiring video messages help spark up your day?

Here's where you can view dozens and dozens of incredible video testimonials for *Born to Win*. Check them out. Some of our contributors include:

Seth Godin

Dave Ramsey

Pat Williams

Coach Lou Holtz

Ken Blanchard

...and many, many more people from all walks of life whose lives are better because of Zig Ziglar and the *Born to Win* philosophy.

Just use the QR code or go to

<http://www.ziglar.com/borntowin/testimonials/>