



Roadmap for a New Wellness Story™

7 STEPS TO ENHANCE HEALTH AND LONGEVITY

THE WORKBOOK

by David Krueger, M.D.



MENTORPATH
MIND OVER MATTERS

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Dr. Krueger was listed in America's Top Psychiatrists by the Consumer Research Council of America, Washington D.C. in 2002, and The Best Doctors In America (Woodward/White, Inc. Publishers) annually from 1996-2002. He founded and served as CEO for two healthcare corporations, and co-founded a third that went from venture capital to merger/acquisition. He is author of 12 professional and trade books, and 75 scientific papers and book chapters on success, money, work, self-development, and mind-body integration. He became a full time Executive Mentor Coach in 2002.

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Preface



Just after graduation ceremonies at Harvard Medical School, the number one graduate, Michael, was walking along the Charles River with his favorite professor. A drowning man crying for help floated down the Charles. Michael jumped into the water, and pulled the man to shore just after he had gone down for the third time. He applied cardiac massage and mouth to mouth resuscitation until the victim regained consciousness. Michael was proud to have the opportunity to have his professor witness his rescue, and he was congratulated on a job well done.

Although wet and exhausted, Michael continued to walk with his teacher. Then a second victim crying for help came floating down the river. Michael again jumped in to rescue this person and repeated the process. It happened a third, and then a fourth time, until finally Michael was so exhausted he could barely move. He turned to his professor and said, “I know I’m a doctor dedicated to helping people, but I just can’t keep this up anymore.”

His professor replied, “Then why don’t you run ahead upstream and stop whoever it is pushing these unfortunate people off the bridge?”

This story, told by Dr. Frank Yanowitz to his fourth year medical students, contrasts two paradigms of healthcare.

Wellness Defined

Wellness integrates mind, body and spirit with a balanced flow of energy. It is an ongoing process of choices that become the stories of our lives.

Wellness is never static--we never stay at the same place. So it must consistently be assessed. The core assessment involves an evaluation of what is working and not working in your life right now.

Wellness requires:

- **Self-awareness.**
- **Informed physical care.**
- **Meaningful connection with important others.**
- **Balancing mind, body, and spiritual needs.**

The Wellness Revolution

We are just beginning to recognize how simple choices profoundly affect our wellness. Sickness is reactive: people react to address a specific condition or ailment. Products and services treat the symptoms of a disease or attempt to eliminate the disease. People respond when they succumb to a specific condition or ailment. They do not want to be customers of the healthcare industry.

Wellness is proactive: people seek activity, products, and services to feel healthier, reduce the effects of aging, look better, and prevent illness. Wellness is characterized by problem avoidance and prevention.

One reason that wellness has been elusive as a concept is that most of what we know today about biochemical functions of proteins, minerals, vitamins, and nutritional substances occurs on a molecular level rather than a cellular level.

The pursuit of wellness has immediate rewards. You can:

- **Feel better**
- **Become stronger**
- **Look younger**
- **Become healthier**
- **Increase energy**
- **Enhance physical and emotional well-being**

Why do sophisticated, intelligent people spend money to improve their lives and their surroundings in every way except their physical and emotional well-being? For example, The National Institute of Health found 61% of the US population to be overweight (an excessive of total body weight) and 27% of the US population to be obese (an excess of body fat) defined as having a BMI of 30 or greater.



This figure has doubled since the 1980's.

When someone is clinically obese it increases the difficulty of maintaining energy and affects job performance. The obese have a significantly higher incidence of body pain, fatigue, stomach distress, arthritis, headaches, and other common ailments usually associated with aging. Most of the fifty-nine million Americans who have diabetes or pre-diabetes are overweight.

“Thousands of studies have shown direct relationships between lack of physical activity and coronary heart disease, hypertension, cancer, diabetes, anxiety and depression.” *(Paul Zane Pilzer)*

Over half the cases of personal bankruptcy in the United States are due to medical bills (Harvard University study). Of these individuals who are driven to bankruptcy by medical bills not covered by health insurance, some surprising findings occurred:

- **75% of the medically bankrupt had health insurance when their illness began.**
- **The majority owned their own homes and had attended college.**
- **Most of the medically bankrupt who had health insurance simply were unable to continue paying the expenses not covered by health insurance.**

Today about 95% of all prescription drugs in the United States are maintenance drugs – ones that treat the symptoms of a disease. Maintenance drugs are designed to be taken in many cases for the rest of your life.

A change of lifestyle, especially diet and exercise, can dramatically cut lifetime healthcare expenses.

The Wellness System of Energy

Each person is an open system: we take in energy from sources around us, transform and organize it, and return it to the environment.

Ilya Prigogine won a Nobel Prize for his theory of dissipative structures. A dissipative structure is an open system in which energy is taken in, modified, and then returned (dissipated) to the environment.

Wellness requires an efficient flow of energy. Disease is when that flow of energy is disrupted, blocked, or derailed in some manner.

Consider these examples of disrupted energy flow:

- Taking in more energy in the form of food than is required, resulting in obesity.
- Blockage of energy, such as suppressed communication or repressed feelings.
- An insufficient intake of energy, such as vitamins and nutrients, or denying compliments from others.
- Crossover or inappropriate substitution of one form of energy for another, such as using sex to satisfy a spiritual need, or money to satisfy an emotional need.
- Rechannel energy in an indirect way, such as passive-aggressive behavior or psychosomatic symptoms.
- Weak interface or unfocused assertiveness with others, resulting in diminished emotional impact.
- Excessive withdrawals from your emotional or physical bank account without replenishing.
- Poor interface with the environment such as impulsive, explosive, or addictive behavior.

Wellness of the senses also deserves consideration, as sensory information is a form of energy input into the wellness system. Our senses channel significant information on an ongoing basis to inform and protect our system.

An example of excessive energy input to the sensory system is noise. I grew up on a farm and noticed that my dad's hearing by age 40 was compromised. He worked around heavy machinery all his life, and did not know to use ear protection. I knew from the time I started to drive a tractor at age 10 that I wanted to be a doctor. I knew from Drs. Kildare and Ben Casey that I had to hear a set of heart sounds through a stethoscope; if my hearing were compromised like my dad's, I would be in trouble. So I fashioned ear plugs from moistened tissue (don't ask) and cotton to plug my ears around farm machinery. It worked. Only much later did I see ear plugs at the drug store made for purposes ranging from machinery to snoring spouses.

What we eat is another form of energy intake and utilization. When Yankee Stadium was built during the 1920's it had 82,000 seats. After remodeling during the 1970's the seating was only 59,000. During that 50 year period, the average American "bottom" had widened from 14 to 19 inches. (Perhaps Miss Piggy has too many followers of her dictum, "Never eat more than you can lift.")



Recognize Authorship

Recognition of the authorship of your wellness story includes awareness of the processes and behaviors of mind, body, and soul. This authorship includes the physical, emotional, and spiritual patterns that you engage on a daily basis. It means recognizing true needs and distinguishing them from wants.

- **Mind includes constructive and creative use of your mind; knowing and living up to your ideals; maintaining a loyalty to your ideals; nurturing close relationships.**
- **Body includes making the choices that are in your best interest; informed, consistent pursuit of nutrition, exercise, and safety.**
- **Spiritual includes self-awareness and nurturance; meaningful endeavors; expression of feelings to others; asking and getting what you need.**

“The next major advances in health of the American people will come from the assumption of individual responsibility for one’s own health and a necessary change in lifestyle for the majority of Americans.” *(John Knowles, M.D., former President, Rockefeller Foundation)*

Dis-ease is body talk, feedback for gathering information. Disease—the symptoms that we are familiar with—is not the problem but the attempted remedy. A symptom is the body’s attempt to solve a problem, somatic language that something needs attention. And when you listen to whispers, no one needs to shout.

Your body is the projection of your mind’s software. To change your body, you have to revise the software.

“Every psychological symptom both reveals and conceals, making very obvious to others what we hide from ourselves, continually engaging what we attempt to flee. Symptoms give disguised voice to what we avoid knowing. As sentinel of a process that needs, begs, to be understood, a symptom should be listened to rather than silenced, respected rather than disregarded. A story needing to be heard, it repeats until translated or listened to literally: a pain in the neck, purging something, weeping skin, hyper-tension. People become patients because they can no longer keep their secrets, yet cannot tell their stories to themselves. A symptom is an answer to a question its creator has not dared ask consciously, a story with its own history, dynamics, and motivation.” *(Krueger, D. – Integrating Body Self and Psychological Self. New York: Brunner/Routledge, 2002.)*

How you think about something can change your body. The placebo effect reminds us how powerful an expectation can be.

During the Korean War a young soldier sustained a bad wound to his leg. Although his leg was lacerated, his vital signs were excellent as his fellow soldiers supported him. When a doctor arrived, he took one look at the soldier's leg and exclaimed, "Oh my God, this is bad." The young man immediately died.

A hypnotic suggestion that someone is badly burned can immediately cause skin blisters.

Psychoneuroimmunology verifies what folk medicine has known for centuries: that thoughts and emotions directly affect the body's chance of healing. The immune system, the body's first line of defense against disease, has substantially strengthened by thought, feeling, and overall health.

Why Is Change So Difficult?

In studies of coronary bypass patients, when their lives are at risk unless they adopt healthier lifestyles, how many do you think change their habits? Only one in nine.

Changing behavior is difficult. What keeps people from doing what they need to do for themselves? What makes it difficult to change, even when someone's life depends on it?

Here is a sampling of preventable situations:

- **70% of health-care costs stem from preventable diseases.**
(Center for Disease Control and Prevention).
- **Stress contributes to 85% of all medical problems (Cooper Wellness Program).**
- **70-80% of physician visits are stress related. (US Public Health Survey).**
- **Stress is the number one reason behind sickness from work**
(Gee Publishing Survey).
- **Stress undermines work productivity in 9 of 10 companies**
(Industrial Society survey).
- **Obesity, diabetes, and heart disease have reached epidemic proportions—and almost all are preventable (American Medical Association).**

Some of the resistance is staying in a comfort zone of the predictable and familiar. Another component of resistance is that our brains are programmed to operate on the default mode of repetition.



One answer is to have a clear, specific, step-wise program for change.

An Application of Change

Each moment we actively construct what we think, feel, and experience. Every day begins a fresh page. The dramas of everyday life do not simply affect us, they are created by us. Yet so often the story closest to us, our own, is the most difficult to know.

How can we tell our life stories to ourselves in order to know which aspects of the narrative work and which need to change? How can we identify what is missing, change an attitude, or generate happiness?

Insights, understanding, even coming to the end of the past and ending an old story are not enough to create a new story.

Wellness Awareness Exercises

Someone has to have a new story to be inside before he or she can give up an old story. This guided journey addresses change from compromising past storylines, as well as reinvention of a present life story for future wellness success.

Beliefs drive behavior. Behavior drives performance. Knowing how to strategically change your mind changes your brain and your life.

Exercise 1

This exercise will help you track bodily symptoms to a deeper meaning. I'll use the example of gastrointestinal upset to walk through the steps.

- 1. Experience: churning gut**
- 2. When it occurs: after an upsetting event**
- 3. It prevents: outright expression of anger.**
- 4. Its reward: a refocusing to something I can end by a medication.**
- 5. The deeper need: focus on the initial derailment of relationship and its subsequent breakdown product or upset.**
- 6. More effective approach: from a cool state of calmness, understand and express a point of view and illuminate hidden or implicit assumptions.**
- 7. The remedy: reframe or negotiate to a mutual agreement.**

Wellness is a quality of health and well-being that is essential. When this process is not practiced, the awareness of its omission may be crystallized in illness. Sometimes we only appreciate water when the well is dry.

Exercise 2

- 1. List three things that you know you can do to increase your wellness.**
- 2. What is one initiative you can take for each of the three wellness steps?**
- 3. Specifically plan the next best action for each initiative—one thing that you can you begin today that will give you a start in the process of change.**
- 4. Will you commit to this next best action today?**

Exercise 3

Neuroscience now teaches us that we can either program wellness or program illness by our focus. We bring about not what we want but what we focus on. Focusing on illness and worry not only drains energy but adumbrates illness.

A negative thought loop is mentally replaying the same thoughts and reviewing the same scenarios again and again. You can't find an exit—you can't think or logic your way out of it. It looks like focusing but it's really obsessing. Thought loops are being marooned in your left brain.

Negative thought loops of worry will drain emotional and physical energy as well as create negative mental pictures which program your mind to their fulfillment. Since mind and body are connected, depletion of energy wears down the body's defenses.

To program wellness and deprogram illness:

- Recognize negative thought loops such as worry.**
- Write down the list of negative thoughts so that you can cue your radar for awareness.**
- Write a list of positive, proactive thoughts/plans/affirmations.**
- As soon as you recognize entering a negative thought loop, immediately move to a positive thought and action.**
- For intrusive negative thoughts, schedule a time to engage them.**

- 
- Respect the boundary of engaging the negative concern only during the time that you have scheduled (e.g., 20 minutes each week at 3:30 PM Tuesdays).
 - Mourn what cannot be changed. Place energy on what you can determine.
 - Focus on and express gratitude for wellness.

Exercise 4

Wellness questions:

1. What do you do to actively work at health and wellness?
2. Do you have any health challenges or illnesses?
3. Are you on any maintenance medications?
4. Have you educated yourself about the benefits of vitamins, minerals, and supplements?
5. What do you do to nurture yourself, and to reduce stress?
6. Do you make an appointment with yourself to relax/meditate?
7. Describe a typical day. Describe a typical week.
8. Describe your usual diet for a week. For one day, write down everything you eat and drink.
9. Describe your usual exercise for a week.
10. Describe what you do for fun and pleasure during a week. How often do you do it?
11. What barriers do you experience to wellness?



Introduction



We learn through stories. Stories are how we understand and how we remember. A story is a system for holding together facts--a way things make sense. Defense lawyers know this. Little kids standing next to broken vases know this.

We each have a personal story with a plot and storylines. Our beliefs and assumptions ghostwrite that story. From an infinite sea of possibilities, our software determines what we perceive and process.

We don't see things as they are - we see things as we are. **We see what we believe.** And we're always right.

We tell our story. Then our story tells us.

Why do we resist change? Even changing a story that doesn't work?

Why is repetition so compelling to intelligent people while it is so illogical? Why will an adult repeat behavior that doesn't work, often do it harder, and expect a different result? Even when it leads to debt, plateaued careers, or disappointing relationships?

Part of the answer to this question is in our minds.

There is something secure and familiar about repetition. We repeat the same story because we know what the outcome will be. Predictability masquerades as effectiveness. The invisible decisions that we make daily become camouflaged as habits, our collection of repetitions. Reactions become automatic so we don't have to make a new decision in each situation.

We are always loyal to the central theme, the plot, of our lives, always returning to it. Any departure, even temporary, causes uncertainty and trepidation. Being in new territory--developing a new story--creates anxiety. The easiest and fastest way to end this anxiety is to go back to the familiar: the old story.

And there is always the pull of the old and the fear of the new.

And part of the answer to why change is difficult is in our brains.

Old habits and accustomed behaviors are like being on a daily commute. Familiar experiences travel along well-established neuronal connections with their predictable neural networks. Though repetitive, it is a familiar superhighway. To change is like coming to the end of that familiar route to suddenly enter uncharted territory with no assuring landmarks. This is what is literally happening in the brain as a grooved neuronal pathway and network--the default mode--is changed to generate new experience. The result is feeling lost, with temptation to end the discomfort of uncertainty by returning to the familiar--the old story. No one is comfortable in the beginning to proceed in new territory.

Listen for the power of story:

We are not hard-wired for life. With new experiences, new neuronal pathways and new neural networks are formed. New highways to new communities in your brain. And, some remarkable new research shows, consistently repeating new experiences even alters gene expression.

When we write a new story--and change our minds--we change our brains.

When people construct their personal narrative, what they leave out, as well as the beliefs that ghostwrite behaviors, are often invisible. A personal narrative, unlike other narratives, is not announced directly. The narrator may not realize the story he is living, and can even believe he is writing a different story than people perceive.

Now, we have a specific method for identifying personal stories and systematically changing personal narratives.

Someone has to have a new story to be in before he or she can give up an old story. This guided journey addresses change from compromising past storylines, as well as reinvention of a present life story for future success. The principles and strategies of actively authoring change bring new dimensions of success to your wellness story.

The process of change itself must be addressed in an informed and systematic way. *ROADMAP FOR A NEW WELLNESS STORY™* is a new delivery system for life story transformation. This unique and effective program mentors participants to create strategies for success. This approach--the culmination of two and a half decades of helping people change and create new stories--integrates the dynamic insights of psychology and new research in neuroscience with the principles of strategic coaching to guide systematic change. This system of change includes the seven step *ROADMAP™* program to provide the fundamentals of lifestyle transformation and applications for wellness success.

ROAD MAP™ for WELLNESS provides a template to guide and apply your wellness story. *ROAD MAP™* is the acronym for the 7 steps to write a New Wellness Story.

R ecognize authorship	M ap change
O wn your story	A uthor new experiences
A ccess plot and storylines	P rogram new identity to incorporate and sustain the changes.
D ecide what to change	



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Module 1

Story and the Philosophy of Change

It has been asserted that we are destined to
know the dark beyond
the stars before we comprehend the
nature of our own journey.

Loren Eiseley

It is a theory which decides what can be observed.

Albert Einstein

Everything you say reveals you.
What you are speaks so loudly,
I can't hear what you say.

Ralph Waldo Emerson



THE ART AND SCIENCE OF CHANGE

MODULE 1

Story and the Philosophy of Change

Module 1 begins the process to recognize and accept authorship of your story. This ownership of a life story involves a review and assessment of plot and storylines, including understanding hidden emotional themes. For example: Why do people repeat behavior that doesn't work? Why do they persist with internal scripts that lead to stifling debt, disappointing careers, or stuck relationships? Then do it harder, yet expect a different result?

Story ownership makes possible a review and assessment of plot and storylines.

This Module provides a systematic method for identifying specific personal narratives, and understanding the assumptions that create them. Informed listening focuses on fundamentals such as repeated behaviors, passive vs. active voice, internal vs. external point of reference, and listening to the body as well as the mind.

The first three steps of the *Live a New Life Story ROAD MAP™* program will be addressed in this Module:

1. *Recognize authorship of your life story*
2. *Own Your Story*
3. *Assess the storylines and plot*

Workbook Tools:

- *Step 1. Recognize Authorship of Your Story*
- *Step 2. Own Your Story*
- *Plot Assessment Questionnaire*
- *Plot Assessment Questionnaire*
- *Ideals Assessment Tool*
- *Needs Assessment Tool*
- *Ideals and Needs Decision Tree*
- *Five Phase Plot Outline*
- *Life's Ground Rules: Paradoxes and Antipodes in the Story Construction*



STEP I. Recognize Authorship of Your Story

Plot—the core unfolding of the themes and storylines of life stories—informs what you look for and how you attribute meaning to what you find. You then create narratives of self-statement according to those assumptions, since brain and emotions are both programmed to ignore facts that contradict beliefs.

The first step toward enhancing a life story is to recognize story ownership. Then, assessing the storylines becomes possible in order to decide what to change. This ownership of a life story involves a review and assessment of plot and storylines, including understanding hidden emotional themes and recurring patterns.

These questions identify specific personal narratives to begin an understanding of the assumptions that create them.

Focus on your basic life story plot themes to first recognize the following aspects of your life story. Writing down the answers may be useful now, and to show progress later.

Identity

- *Who are you?*
- *Do you define yourself by a role, such as “parent”?*
- *Do you define yourself by your work, such as “realtor” or “nurse”?*
- *Do you define yourself by a relationship, such as “wife” or “son”?*
- *Does your sense of self feel internally consistent despite varying external contexts?*
- *What is your core identity that transcends all roles and relationships?*



Ideals

- *Do you have a clear internal ideal of who and what you want to be?*
- *Are you living up to your own ideals?*
- *Have you realized your potential?*

Needs

- *Do your basic needs and ideals align with your goals?*
- *Are you subjugating any needs to wants?*
- *Do you need to become more of who you really are?*
- *Do you deny your wants or needs to avoid conflict, to please others, or to take care of others?*

Career

- *Who are you in your career?*
- *Do you define yourself by your job description?*
- *Are you reaching your full potential at work?*
- *Do you create a self-definition that facilitates growth, with definite goals, a specific and evolving life and career plan, and measurable success?*

Relationship

- *Who are you (or whom do you become) in an important relationship, such as with a spouse?*
- *In a relationship, is your personal growth facilitated, stymied, or ignored?*
- *Do you lose your individuality by taking on your partner or spouse's identity? Do you feel "less than" rather than "equal to?"*
- *What goals have you realized in your life?*
- *What goals have yet to be achieved?*



Step 2. Accept Story Ownership

ASSUMPTIONS AND MOTIVATIONS CONSTRUCTING STORYLINES

Beliefs and assumptions generate the possibilities that we see. They then govern how you process what you perceive. Beliefs, created by you, become self-fulfilling prophecies, because they are lived out. Beliefs create possibilities, which influence how you perform and whether you achieve your goals. Empowering beliefs include:

- *I will do what I decide*
- *I believe the decisions I make to be good.*
- *I am competent to achieve my goals.*
- *I can make the money I need.*
- *I can find a way to love my work.*
- *I will teach people how to respond to me in a positive way by being positive.*

Limiting beliefs also influence reality and behavior. Limiting beliefs have an effect emotionally and physically. Limiting beliefs include:

- *I'm not good enough*
- *I don't trust people to be supportive.*
- *What I do won't be seen as important.*
- *My opinion doesn't matter.*
- *I will never make all the money I need.*
- *No matter how hard I try, it will fall short.*
- *No matter what I do, I will end up suffering.*
- *I feel stuck in repeating negative things.*

As you transform beliefs, you write a new life story. Fundamental to any belief system is its point of reference. To initiate change, move your point of reference from external to internal, beginning with the following basic questions. Filling the space of the present moment with current feeling and experience leaves no space for old beliefs. Your old assumptions will not disappear, but you make them a memory rather than a lived experience. **You can change your mind and it will change your life.**

- *Is any pattern evident from your plot assessment?*
- *Do any themes stand out to you as you reflect on your responses?*
- *What do these patterns and themes articulate about how you think about yourself and others?*
- *How do they affect your behavior?*
- *Do you see the patterns repeating in other areas of your life?*

Identify basic aspects of your true self

- *What are you uniquely good at—better than almost anyone else?*
- *What are you most passionately about?*
- *What do you have special experience doing?*
- *What is your greatest personal ambition?*

Create your own experiences and your own reality.

- *What is the biggest obstacle that you face currently?*
- *What is the biggest challenge you face now?*



- *What is the one thing you most want to change about your life now?*
- *What is the one thing you most want to change about your work life now?*

Review belief systems

To challenge a belief, consider:

- *What could I do if this assumption were not in place?*
- *What belief would serve me better?*
- *How, specifically, is this limiting belief holding me back?*
- *Have I outgrown this belief?*
- *Have I discovered this belief is not true?*
- *Can I shift to a more adaptive belief?*

Become your own authority

- *Have you taken ownership as author of your own story enough to examine the basic assumptions and motivations constructing your storylines?*
- *Are you doing what you want, or are you doing what you feel you are supposed to do in each of the areas of your life?*
- *Are you engaging in impulse actions?*
- *Avoiding decisions?*



- *Making bad decisions?*
- *Responding to others' wants that eclipse your own needs?*
- *What are you saying "yes" to in your life that you need to say "no" to? Impulse actions? Bad decisions? Responding to others' wants that eclipse your own needs?*
- *What are you saying "no" to in your life that you need to say "yes" to? Change? Commitment? Avoided decisions? A challenge? Forgiveness?*
- *Do you hope or pray for magic, or the ability to understand and master?*

Each of the storylines you create has its own history, its own consistency over time. The drama of everyday life does not just affect you, it is created by you.

Illuminating the story of your life, the plot and subplots, involves the same questions as understanding any other story.

- *Identify and learn about the protagonist (you), your motives and conflicts, wishes and fears, the manifestations of your wishes and fears in your life drama, your entire internal experience, and how each scene ends--whether resolved or not, happy or not, complete or not.*
- *Identify the antagonist (you, also).*
- *And how the outside, identified antagonist (your proxy) was carefully selected and identified as an external representation of some part of you. What part of you does the identified antagonist represent? (It is not an accident that the external antagonist was chosen out of millions of possibilities to be a specific representation of some part of you that is unrealized, deleted, or repudiated).*
- *Is this antagonist like others in the past, with each relationship being the same process, only with different faces? For example, are you engaged in similar struggles and difficulty with authority with your current boss as with other bosses in the past?*
- *How similar is this struggle to an original one with a parent?*



- *Is there a consistent theme or pattern of the important others, the social context, the storyline and its outcome?*

These questions assess whether the past lives on in the present, and if the past ghostwrites some of the present. Observing and owning repetitions of themes and storylines allows you to understand your core assumptions that generate these repetitions. You see what you believe, and become it.

Listen for the assumptions and motivations constructing your storylines

Core assumptions form the basic beliefs about yourself. Organizing, powerful, and influential, they fashion the storylines of your life. The more you try to disregard, disavow, or counter them, the more intense their influence becomes. The more you run away from something, the more you engage it: you keep coming back to what you attempt to flee. What behaviors have you tried in vain to change? Those instances point the way toward a core belief. Someone who is constantly trying to please, even to the point of subjugating personal needs and wants, may assume that love only comes from continually pleasing someone else. The best indicator of your beliefs and values is your behavior.

- *What patterns can you find?*
- *Do any themes stand out to you as you reflect on your responses?*
- *What do you passionately care about?*
- *What is your greatest personal ambition?*
- *What do these patterns and themes articulate about how you think about yourself and others?*
- *How do they affect your behavior?*
- *Do you see the patterns repeating in various areas of your life?*



Step 3. Assess the Storyline and Plow

DISTINGUISH AND ADDRESS IDEALS

Needs and ideals form core themes of personal story plot. Awareness of your unique blend of these elements will inform assessment of your present story, and guide you in its revision.

The following exercises will help distinguish your personal set of needs and ideals. A personal journey of integrity in aligning decisions with ideals includes:

- *Clarify your core ideals*
- *Develop awareness of how each ideal applies to important areas of your life*
- *Recognize and honor the hierarchy of ideals when making decisions (such as an immediate need of your child eclipsing a desire to learn and be creative).*
- *Attach a significance to each ideal and recognize the expense in commitment (such as knowing the sleepless nights and boring moments in having a child).*
- *Align beliefs and assumptions with ideals.*
- *Live your ideals. Protect them. If you have not been true to them with integrity for yourself, reclaim them. If you are unclear about each of them, focus sharply, and perhaps reconstruct fundamental values*



IDEALS CLARIFICATION EXERCISE

Ideals are internal standards of excellence. Ideals serve as a personal model of value—an internal guide to purpose. Living up to a personal, attainable ideal generates a sense of worth and esteem. Failure to live up to an internal ideal results in the feeling of shame.

From this list of ideals, choose the three that are most important to you. You may want to add others.

ACHIEVEMENT

GENEROSITY

LEARNING

ADVENTURE

GROWTH

MASTERY

BEAUTY

HAPPINESS

PEACE

CATALYZE

HEALTH

PLEASURE

CHARITY

HONESTY

POWER

CONNECTEDNESS

INDEPENDENCE

SELF-ESTEEM

CONTRIBUTE

INDIVIDUALITY

SENSITIVITY

CREATIVITY

INFLUENCE

SPIRITUALITY

DIGNITY

INTIMACY

SUCCESS

DISCOVERY

JUSTICE

TEACHING

FAMILY

KINDNESS

TRUTH

FEEL

KNOWLEDGE

WINNING

FREEDOM

LEADERSHIP

OTHER:

DISTINGUISH AND ADDRESS NEEDS

A need is an essential requirement, a necessity for mind, body, or spirit. An unmet need is the gap between an internal realistic standard and reality. Earlier in life, needs consisted of physical nurturance, empathic attunement, attachment, effectiveness, exploration, assertion, feeling and tension regulation, and sensory needs. In adulthood, needs are adult versions of those same basic needs, all providing for physical requirements, comfort, identity, affirmation, love, communication, safety, mastery, freedom, and sexual/sensual needs. When you consistently meet your own needs, a sense of effectiveness and optimum functioning results. Remember the satisfaction of having completed something knowing you have given it everything you have?

Unmet, frustrated needs create discomfort. For example, the basic need for connection (one that is a commitment at a heart level, not just a decision) when derailed or nonexistent, results in emotional disharmony. A need may be most obvious when it is not met.

Wants (wishes and desires) are replaceable with other wishes, and fantasies are interchangeable, but one need cannot substitute for another need. Old unmet needs manifest as present wants, such as a need for affirmation as a child resulting in a relentless adult pursuit of validation trophies and driven accomplishments. A need cannot be suppressed or segmented from awareness for very long. The frustration of a wish, such as the expectation of a gift, can lead to disappointment. While needs are universal, wants are tied to experiences uniquely personal and with its own particular history.

You can get sick if you don't have enough of a need. You can get sick if you have too much of a want. Unsatisfied wants may result from not having a defined goal (not having an end point of "good enough"), or trying to satisfy a past want in present time. You can never get enough of what you don't need.

NEEDS CLARIFICATION LIST

From this list of needs, choose the three that are most important to you. You may want to add others.

ACCEPTANCE

CONTROL

RECOGNITION

ACCOMPLISHMENT

DUTY

SAFETY

ACKNOWLEDGEMENT

EFFECTIVENESS

SECURITY

ACTUALIZATION

EMPATHY

SIMPLICITY

CARE

HARMONY

STRENGTH

CERTAINTY

NURTURANCE

TIME ALONE

COMFORT

ORDER

OTHER

COMMUNICATION

PHYSICAL ACTIVITY



IDEALS AND NEEDS DECISION TREE

Ideal + Need → Goal → Commitment → Fulfillment → Self-validation

If a specific goal aligns with ideals and needs, move to commitment.

Once committed, be loyal to yourself by fulfilling your commitment as validation of your worth.

Consider needs and ideals in decision making.

Each decision you make can be sounded against the considerations of needs, ideals, and wants. If the choice meets all three, it is a “yes.” If it aligns with need and integrity, this initial alignment must then consider external variables. If it opposes or does not meet a need or ideal, then the decision can be “no” or “on hold.” A conflict of needs, ideals, and wants results in compromise of diminished happiness and performance.

Obstacles manifest when beliefs and perceptions based on past experiences ghostwrite a narrative and eclipse a need or ideal. For example, someone expects abandonment and sets up situations to test another’s loyalty, and ultimately perceives (or creates) rejection from the continued tests. Another kind of obstacle presents when not aligning goals and plan with internal ideals and needs, as Leslie exemplified.

Frustrated needs create symptoms, while disowned ideals create emotional problems. Meeting a need requires external change. Honoring an ideal begins with internal change.

Discern and focus on any disparity between stated ideals and expressed ideals. Do you buy a certain car to say, “I’m important,” a certain home to say, “I’m worthy,” or a designer suit or dress to say, “I have taste and style?” Are these behaviors driven by ideals or by desires?

A discrepancy can exist for organizational systems as well as for individuals. For example, corporate ideals include teamwork, leadership, caring for and promoting the creativity of employees, innovation, and realizing human potential. Corporate needs include productivity and the bottom line of profit and loss. When core ideals of a corporation parallel the core values of an individual, both grow.

When needs, ideals, and core beliefs are in synchrony with each other and are combined with a clear vision and defined goals, all of your efforts are going in the same direction. It will feel right and produce mastery.

This alignment of needs, wants, ideals, and beliefs can be applied to establishing direction and goals in the significant areas of life: home, career, relationships, way of being, business, personal success, financial plan, and spiritual development.

Clarify essential ideals so that life and work are both naturally evolving from these values. Ideals may shift or evolve as you progress in your life, but they will not stray too far from your home base and core values. For example, making major life changes when something isn’t working in your life

is a common attempt to remedy what seems to be missing, not working, or compromised. Change for the sake of change, in order to convert doubt or uncertainty into action may obfuscate basic values. Aligning life choices with fundamental values and needs also fulfills a spiritual essence.

Contentment and success begin with centering a life story on personal ideals. Having and living up to these ideals generates self esteem.

A 5-PHASE PLOT OUTLINE

Phase 1. Assess your present situation

- *Where are you now?*
- *What accomplishments that are consistent with your beliefs and ideals are you willing to commit to?*
- *What has worked? And what has not?*
- *What has been missing that if you added now would enhance your life?*

Phase 2. Visualize and generate possibilities.

- *Where are you going?*
- *What defines success? How will it look and feel?*

Phase 3. Design a specific plan.

- *Create a mission that is stronger than your fear.*
- *Design a plan that honors your uniqueness, needs, and values.*
- *Establish a strategy and a series of specific, compelling, and short-term goals to arrive at a big-picture goal.*



Phase 4. Work through each initiative and next best action for each goal.

Phase 5. Consider the impact of change on your identity. Your vision may involve changes in such fundamental notions how and who you see yourself to be.

LIFE'S GROUND RULES

Some Paradoxes and Antipodes in Story Construction

Paradoxes

1. *You most engage what you run away from; running away is a very specific, focused, motivated action.*
2. *Acceptance is not acquiescence.*
3. *Passivity is a very determined activity. Forgetting is as active a process as remembering. Doing nothing is a specific decision, process and work product.*
4. *It is rare to see fully all that there is, yet nothing else.*
5. *To require that others respond to you as exactly you want means you give them control over you.*
6. *If you influence others to respond in the specific way that you want, and they do, you have rendered them inauthentic in your mind.*
7. *Activity is not necessarily the same as productivity; doing does not equate with being.*
8. *Assumptions and beliefs, like traumas, are ways of stopping time.*
9. *“More” is not a goal, but because it is elusive, it has appeal as a container of hope and happiness.*
10. *Suffering and desire are the two secrets we cannot keep.*
11. *See it big. Keep it simple.*
12. *Be aware of definitive statements that foreclose exploration. A statement by one man was sufficient to explain all the unexplainable to him: “All women are females.”*
13. *You can be strong if you allow yourself to be weak.*
14. *The only thing constant is change. Often the hardest work is accepting the changes.*
15. *The loss of the illusion is more difficult than the loss of the real thing.*
16. *The more you run away from something, the more apparent it becomes.*

17. *We criticize, perhaps to prove that we do not possess the fault.*
18. *Both opposition and conformity occupy the same prison.*
19. *Only when you feel fully secure can you be aware of how afraid you were before.*
20. *Fighting something engages it; accepting it lets it go.*
21. *Only the impossible is addictive—a fantasy that has been lost but given temporary hope by proxy.*
22. *The answer always gives birth to and shapes the question. Only by listening to the answers can you finally give voice to the question.*
23. *Adolescents can teach us the depth of superficial things.*
24. *If you don't change your direction, you are likely to end up where you are headed (ancient Chinese proverb).*
25. *Action is not the same as emotion. Judgment resides in the potential space between the two.*
26. *It is a moment of liberation to know that no one is binding you.*
27. *The most common thing that gets in the way of seeing something as it truly is, is our preconception of it. The most common thing that gets in the way of listening and understanding something, is trying to fix it.*
28. *Fear, change and adventure are synonyms.*
29. *Mistakes and successes are teachers.*
30. *The past is a lesson. To let go of it and learn from it is a process.*
31. *"Finding" yourself is creating yourself.*
32. *All you have to do is the next right thing. Sometimes it isn't clear what the next right thing is, but you can almost always be clear as to what it isn't.*

Antipodes

The opposite of perfect is real.

The opposite of fear is freedom.

The opposite of control is mastery.

The opposite of doing is being.

The opposite of repetition is creativity.

The opposite of working harder is working smarter.



Module 2

Creating and Managing Change

Everything you say reveals you.
What you are speaks so loudly,
I can't hear what you say.

Ralph Waldo Emerson

Claim the events of your life to make yourself
yours.

Anne-Wilson Schaefer



MODULE 2

Creating and Managing Change

When people change their minds and create new experiences, new neural networks and brain connections occur. Success involves creating a new story inside and outside: an evolving internal model combined with new experiences.

The module examines the basic life narratives and the plot of your story to evaluate which ones work and which do not. You are guided to enhance, expand, and develop the storylines that work, and transform those that don't into intentions and achievement. This module includes strategies to systematically understand, edit, and revise your life story.

Steps four and five of the *Live a New Life Story ROAD MAP™* program will be addressed in this Module:

4. *Decide what to change*
5. *Map changes*

Workbook Tools:

- *Four Basic Inquiries for Storyline Evaluation*
- *Compromises Inventory and Resolution Schedule*
- *Personal Feedback Questionnaire*
- *Fifteen Reflections to Understand and Revise Your Storylines*
- *Fourteen Steps to Edit your Life Story*
- *Five Steps to Revise a Storyline*
- *Eighteen Caveats on how to Avoid Story Ownership and Change*



Step 4. Map Changes

4 BASIC INQUIRIES FOR STORYLINE EVALUATION

1. What do you want to change?

If there is a problem, barrier, or obstacle, it is not a simple matter of getting over it, countering, or adapting to it: It is not there until you create it. Consider creating something else instead. For example, convert a fear of public speaking into an intention with a specific commitment.

2. What do you want to let go?

The bottom line, no matter how entrenched the process or strong the hope, is “Does it work?” Emotionally, it is not so easy to let go of a hope without it being fulfilled—such as trying to get someone to respond in just the right way?

3. What do you want to avoid?

There is always the pull of the old and the fear of the new. Yet there is no future in repetition. For example, to avoid engagement with someone who is draining protects your energy for a more productive choice.

4. What do you want to keep and enhance?

Your life is the manifestation of your beliefs.

Choose carefully what you engage.



PERSONAL FEEDBACK QUESTIONNAIRE

First determine who knows you best and who will give straightforward feedback (family, colleagues, boss, minister, etc). Ask each to jot down their impressions, opinions, and suggestions about you.

Ask these people what each sees as your:

- *Strengths*
- *Potential*
- *Special skills*
- *Personal and career possibilities*
- *Blind spots*
- *Unrealized potential*
- *Winning strategy (personality style that you most rely on, even when it doesn't work)*
- *Next step to take*
- *Distractions/derailers*
- *Work environment I'd work best?*
- *Work environment I should avoid?*

What have you learned from the feedback you have received? How will you use their feedback to create a strategy of proceeding in each of the areas of your life?

Knowing what you want to achieve is crucial, with a game plan, specific steps, and measurable results. Review your responses in these four areas.

- *What do you want to achieve?*
- *What do you want to maintain without change?*
- *What do you want to change?*
- *What do you want to delete or avoid?*

Prioritizing Goals

1. *Which of the issues will resolve without you doing anything?*
2. *What is the one thing that bothers you the most?*
3. *Choose the issue to resolve that would make the biggest difference in reducing stress level.*
4. *Is there anything blocking your ability to get this done?*
5. *What have you learned that would be useful to you in this focus?*
6. *Imagine what would happen if you viewed a fear of making a mistake as an indication that a problem needs to be solved rather than as a sign of danger?*



COMPROMISES INVENTORY

Compromise: something you tolerate that takes time, energy, peacefulness, or money from you in a recurring, unsatisfying way. Compromises seemingly avoid conflict and strive to create a certain appearance.

Compromises at home include such things as physical repair needs, cleaning needs, messiness, or noise boundary violations. Compromises in work life can be inadequate space, wrong field of work, poor communication, lack of mission, improper technology, or dysfunctional hierarchies. Compromises regarding family, friends and colleagues include imbalance of support or friendship, blurred boundaries, misunderstandings, or the need to change fundamental agreements.

Compromises can be systematically approached in these four major arenas:

- Physical
- Emotional
- Relationship
- Financial.

Compromises usually result from disregarding a personal need or being disloyal to a personal ideal. Toleration of the compromise seemingly avoids conflict and strives to create a certain appearance.

In the exercise that follows, list a significant current Compromise in each of the four major areas. Design a time goal by which you will resolve, reframe, or accept each Compromise to reclaim the engagement and energy given to it. Choose to resolve it by a certain date; for example, to clean up a messy office within seven days. Reframe the toleration by moving resolution to a certain future date to avoid it being a daily energy drain. Distinguish reframing from procrastination; an example may be to revise a home office system during a part of summer vacation. Or accept a concession that you have no control over and cannot determine, such as a spouse's driving habits; move it to the acceptance list to disengage it.

After each of the four compromises write the need or value you will honor as you resolve the compromises.

COMPROMISES RESOLUTION SCHEDULE

Physical Compromise: _____

I choose to:

___ Eliminate by (give date):

___ Move to: Year 200__ list__

___ Accept and assign it to my:

___ Gratitude List

___ Worry List

___ Forever List

Strategy: _____

The need or value I will honor to resolve the compromise: _____

Emotional Compromise: _____

I choose to:

___ Eliminate by (give date):

___ Move to: Year 200__ list__

___ Accept and assign it to my:

___ Gratitude List

___ Worry List

___ Forever List

Strategy: _____

The need or value I will honor to resolve the compromise: _____



Relationship Compromise: _____

I choose to: ___ Eliminate by (give date):
 ___ Move to: Year 200__ list__
 ___ Accept and assign it to my:

 ___ Gratitude List
 ___ Worry List
 ___ Forever List

Strategy: _____

The need or value I will honor to resolve the compromise: _____

Financial Compromise: _____

I choose to: ___ Eliminate by (give date):
 ___ Move to: Year 200__ list__
 ___ Accept and assign it to my:

 ___ Gratitude List
 ___ Worry List
 ___ Forever List

Strategy: _____

The need or value I will honor to resolve the compromise: _____

15 REFLECTIONS TO UNDERSTAND AND REVISE YOUR STORYLINES

1. *What are the recurring storylines in your life that work?*
2. *What are the recurring themes in your life that do not work?*
3. *Is there a piece of your life that is unlived?*
4. *What goals have you realized in your life?*
5. *What goals have you not realized in your life?*
6. *Do you have a clear internal ideal of who and what you want to be?*
7. *What percent of your full capacity are you functioning in your work?*
8. *What percent of your capacity are you living in your personal life?*
9. *Who are you (or who have you become) in your most intimate relationship?*
10. *What are your conflicted storylines where it is obvious not all of you is going comfortably and effectively in the same direction?*
11. *Do all the storylines fit and further the plot you want to advance?*
12. *What do you continue to engage by disclaiming and denying?*
13. *Do you have an awareness of your different states of mind?*
14. *Do you have basic mastery of how to enter and exit various states of mind?*
15. *What do you hear in listening to your body's somatic language?*



Step 5. Map Changes

14 STEPS TO EDIT YOUR LIFE STORY

Five frogs were sitting on a log. Four decided to jump off. How many were left?

*The answer: 5, because the 4 only decided and planned-- they didn't **do** it.*

This exercise addresses invisible--and not so invisible—decisions camouflaged as beliefs and assumptions. The active editing of your story begins here. You can track when in time you made your original decision that led to a view or belief that is limiting. Most often the original decision arises from disappointment, or negative past experiences.

An example is a decision to be overly cautious about investments, and protect yourself in case of loss or misrepresentation. If this belief stems from earlier negative experiences, it may dictate rather than inform subsequent decisions. First, convert a fear to an intention: such as to outline a course of study, and consult with a financial planner. Then move the intention to a commitment.

Editing Steps

- 1. Get to the fundamental beliefs you hold in your life. For example, if you believe that when you are not born with money, you'll never amass wealth; or that you're not a good public speaker, you'll avoid the limelight.*
- 2. Realize that you decide what to perceive. You also decide what meaning to attach. And you decide the behavior associated.*
- 3. Each day is a new and blank page. You will write whatever you choose this day. It is not there unless you choose it and create it.*
- 4. Clarify what you want to create, and what action would be paired with it. You are always free to change your mind.*
- 5. Try new perspectives and possibilities to get informed data. For example, a fear of public speaking can be converted into an intention to get better, and a commitment to start Toastmasters.*
- 6. Honor your uniqueness. Combining what you do uniquely well with your passion makes you unstoppable.*
- 7. Embrace that which you can determine and benefits you, consistent with your needs and values. Let go of all that you can't determine, and which doesn't serve you.*
- 8. The bottom line of any theory or belief system is: Does it work now?*
- 9. Make yourself a promise about how you use, invest, and refurbish your life energy based on your life plan.*

10. *Design short-term, step-wise measurable goals to validate your progress. Hold yourself accountable to the timetable of your goals. Change is a process.*
11. *Create a mission that is stronger than your fear.*
12. *Focus your energy on where you are: the present—and on where you are headed: the future.*
13. *Keep your eye on the ball and your head in the game*
14. *Know what enough is.*

5 STEPS TO REVISE A STORYLINE

Align needs and ideals with your goals.

- *In the story of your life, is all of yourself going in the same direction, or do you seem to undermine yourself in certain areas of your life?*
- *Do all the storylines fit and advance the plot?*

Address resistance to change and repetition of the old story.

- *What are the repetitions in your life that are dead-end and dissatisfying?*
- *What are the things you'd like to change in your life in the next 90 days?*
- *Are you willing to do it?*

Create your own experiences and your own reality.

- *If you could add three things of vital importance to your life beginning this month, what would these be?*
- *Develop an internal point of reference; change occurs from the inside out.*



Change only what doesn't work.

- *What in yourself would you like to enhance?*
- *What do you do uniquely well, better than almost anyone in the world?*
- *Are you devoting enough time and energy to develop your unique and undeniable talents and interests that distinguish you?*

Decide what you want to change.

- *What is the one thing you most want to change about your life now?*
- *What is the one thing you most want to change about your work life now?*

18 CAVEATS ON HOW TO AVOID STORY OWNERSHIP AND CHANGE

1. *Focus on the system. Devote special attention to the things that seem frustrating, out of your control, and impossible to address: politics, corporations, and economics. Systems must remain in focus as broad categories in order to feel distanced and disaffected.*
2. *Maintain a focus on theory. Avoid detail, singular aspects, and application. Remain theoretical about how to transform various systems, about what needs to be done, maintaining the frustration of what seems to continue out of your control.*
3. *Believe that the answer will appear when you step out of the box, or when you simply oppose the system.*
4. *Keep the point of reference external; keep believing that the antithesis of conformity is opposition; know that one or the other of these external points of reference of conformity or opposition holds the real truth.*
5. *Do not decide. Allow the urgency of a situation to decide for you. The gravity of a last-minute emergency forces action and avoids planning. Waiting for the deadline excuses responsibility for thoroughness and excellence.*

6. *Believe that the answer is more rules and further structure.*
7. *Debate the obvious; give energy to the controversial.*
8. *Believe in experts unequivocally, and that expertise is authoritative. Dismiss any notion that expertise is perceived, processed, and filtered through assumptions, belief systems, and prejudices of experts.*
9. *Do not seek your own information or develop your own solutions when you have experts to listen to. Rather, find someone to provide a map for you and avoid anyone who wants to help you develop your own guidance system to navigate.*
10. *Always find some cause and effect relationship to explain things otherwise not understandable. Maintain a consistent external focus to blame someone, or find some tangible explanation that offers a specific, concrete focus on what is wrong. Warning: much work is required to maintain this caveat, as you must be certain that the obstacle can never be totally removed, or its causal effect would have to be confronted as inaccurate. The perceived cause must always be just beyond reach and remedy in order to remain as blame.*
11. *Keep doing the same thing and expect a different outcome. If the outcome doesn't change for the better, do the same thing harder.*
12. *Be suspicious of new ideas.*
13. *New ideas, being perturbations of the existing system, must be curbed if not silenced.*
14. *Meticulously guard against mistakes; the best way to be sure to avoid mistakes is to keep doing the same thing again and again with perfection as the goal.*
15. *Maintain a focus on failure, giving it the proper respect of fear so that it remains ever in focus with its guiding principle of avoidance.*
16. *Be extremely wary of new strategies and solutions, and invest instead in enforcement of the existing approach.*
17. *When you make mistakes, focus on the mistakes and attempt to get them right.*
18. *Continue to hold prejudices because they are markers of emotional landmines.*



Module 3

Transformation to Lasting Change

Caminante no hay camino.
Se hace camino al andar.
(Wanderer, there is no path.
You create it as you walk)

Antonio Machado

People cannot discover new lands until they have
courage to lose sight of the shore.

Andre Gide



MODULE 3

Transformation to Lasting Change

This module presents the process of creating a new story as well as evoking a new identity to incorporate and sustain the changes. How to set goals and insure their success, steps to ignite change, and guidelines for life story change are all elaborated in this module. An exercise to create a vision presents the principles of design and fulfillment of this success tool.

Steps six and seven of the *Live a New Life Story ROAD MAP™* program will be addressed in this Module:

6. *Author new experiences*
7. *Program new identity to incorporate and sustain the new story.*

Workbook Tools:

- *Strategic Goal Pursuit*
- *Success Insurance for Completing Goals*
- *11 Steps to Ignite Change*
- *12 Basic Principles of Change and Transformation*
- *32 Guidelines to Further Life Story Change*
- *Creating a Vision*



STEP 6. Author New Experiences

STRATEGIC GOAL PURSUIT

SMART Goals

Goals are exciting and energizing. They make it easier to focus, and make it clearer when distractions occur. SMART goals co-create moving ahead and specifically hone strategies. SMART goals include these components:

- *Specific (Be very specific about a goal—e.g., “getting fit” is not a goal but an outcome)*
- *Measurable (A way to track efforts and sustain energy and motivation)*
- *Achievable (The goal must be attainable)*
- *Realistic (Make sure you are willing to pay the price of your goal)*
- *Time-bound (There needs to be a beginning and an end—time-framed)*

Initiatives

For each goal, establish three key initiatives to move toward that goal.

Next Best Action

For each initiative, decide on the next best action.



SUCCESS INSURANCE FOR COMPLETING GOALS

Goal setting, especially the proper tools to structure, is crucial for long-term achievement. The usual problem, however, is not setting goals but completing them.

Goals and strategy require management and dedication.

A review of research on goal setting (Goldsmith, M. and Lyons, L. Eds. Coaching for Leadership, Volume II. Wiley, 2005) helps us understand two essential components: Why people give up on goals, and how effective goal-setting can help ensure long-term achievement. Six of the most important reasons people give up on goals:

- **Ownership.** *Someone must “buy in” to their goals and take ownership. This shifts the ownership and initiative to an internal point of reference. Then effectiveness and mastery can result.*
- **Time.** *Goal setters tend to underestimate the time it will take to complete the task (an “optimism bias”), leading to giving up.*
- **Difficulty.** *The optimism bias equally applies to difficulty as well as time.*
- **Distractions.** *People tend to underestimate the distractions and competing goals.*
- **Rewards.** *Disappointment sets in when achievement of a goal doesn’t translate into other goals or to the desired happiness.*
- **Maintenance.** *Maintaining changed behavior is difficult, and there is always the pull of the old and the fear of the new.*

11 STEPS TO IGNITE CHANGE

- *Have needs and ideals in sharp focus.*
- *Know what you do uniquely well.*
- *Assess specific strengths, passions, and weaknesses*
- *Establish SMART goals: Specific, Measurable, Achievable, Relevant, Time-Bound (timetable: 30-90 days)*
- *Determine 3 Key Initiatives to take for each goal (timetable: 1-2 weeks)*
- *Decide on the Next Best Action for each initiative (timetable: 2-3 days)*
- *Structure a strategy to reach and stretch each goal*
- *Increase tolerance of planned risk with associated fear*
- *Focus on specific results, action, and momentum regarding goals*
- *Continue assessment of disciplined activity with refinement of goals.*
- *Endorse your progress*



STEP 7. Program New Identity to Incorporate and Sustain the Changes

12 BASIC PRINCIPLES OF CHANGE AND TRANSFORMATION

1. Awareness of your plot and storylines.

The beginning of change is to recognize being the author of your story. If there is a personally created problem, barrier, or obstacle, it is not a matter of getting over it, pushing through it, or adapting to it: It is not there until you create it. Consider the possibility of not creating it and creating something else instead.

2. Assess the storylines that work and those that do not work.

In order to change, you first have to know what you want to change, and what you want to create instead in each aspect of your life: career, ideals, personal life, functioning at full capacity, happiness, relationships, financial. The bottom line, no matter how entrenched the process or strong the hope, is “Does it work?”

3. Recognize passive vs. active positions.

Active: You are the author, the casting agent, and the director of your story.

Passive: fate; luck; destiny; to assume being the victim of the feeling you create, as in “I got butterflies in my stomach,” or “My fear took over.”

4. Listen to your language—it speaks your assumptions.

Words reveal an internal model.

Pressure words reveal a position of having an external point of reference and authority rather than an internal one: should; have to; ought to; need to.

Passive language indicates perceiving yourself as the subject rather than the initiator of action: the thought occurred to me; my anger got the best of me; it just happened.

Limitation words reveal the assumption of constraint and limitation: impossible; can't; shouldn't.



5. Address resistance to change and repetition of the old story.

Repetition ensures predictability. We repeat behavior that doesn't work because it offers familiarity. Doing the same thing results in a known outcome. We sometimes mistake predictability for effectiveness.

Yet there is no future in repetition. Any departure from the familiar, even a positive one, creates anxiety and uncertainty. You have to have a new story to be in before you can give up the old story.

6. Take ownership of your story to become your own authority.

Reinvention begins with taking ownership of what you do, and what you do about what happens next--rather than living out what just seems to happen, or feeling victimized by forces beyond your control.

7. Decide what you want to change.

Your life is the manifestation of your beliefs. Old beliefs do not generate new ideas. Changing your mind changes your life, as beliefs, goals, and visions drive action. Choose carefully what you engage.

8. Excitement and fear are the same feeling just viewed and experienced differently.

Excitement counters anxiety when your mission is strong than your fear.

9. Construct a map to determine where you are.

Without a map to determine where you are, it is difficult to proceed with an organized and successful story (life, career, relationship, investment, etc.) With a map, you can see where you are, how far you've come, and how far you have to go to reach your goals.

10. Decide where you want to go.

Having a map allows you to filter out noise, to determine the route, and to discern what is tangential or a detour. Distinguishing what you want to achieve, preserve, and avoid are ongoing processes.

11. Figure out how to get there.

Create a game plan of realistic, attainable goals with measurable results.

12. Stick to the plan.

It is never too late to become what you might have been. Or too soon to become who you want to be.

32 GUIDELINES TO FURTHER LIFE STORY CHANGE

1. Distinguish need from want.

You can get sick if you don't have enough of what you need, and you can get sick if you have too much of what you want.

2. You always have the right to say no or yes.

Don't hesitate to say no or yes when you are clear what you want and need. Also, as a wise mentor once told me, never speak more clearly than you think. The other person also has a right to say no or yes. So don't hesitate to ask.

3. You have to be free to say no before you can be free to say yes.

Unless you are free to say no, yes has no meaning.

4. Coming to the end of your past, especially resolving emotional issues isn't enough: you have to have a purpose, a dream, in order to give hope a blueprint.

5. Have a "big picture" and bring it into focus whenever necessary.

The big picture consists of your own ideals and principles, and objectively organizing your life and decisions according to what you believe to be in your best interest.

6. Establish priorities.

Every day you will redefine and refine priorities, and make decisions about what is really important in each area of your life: family, work, health, friendships, leisure, self care, and finances, to name a few. A neglect in one area results in an imbalance.

7. Have specific, attainable goals on a short-term, daily basis, as well as in the big picture.

Setting specific goals allows self affirmation when you attain them.

8. Disengage from "what might have been."

You may lose today and tomorrow looking back for yesterday. "If only" fantasies idealize the past and erode today.

9. Engage what you can be effective in doing and disengage what you have no determination over.

Adhering to these two tenets and distinguishing the difference between the two can create a powerful impact on your life.



10. Seek out suggestions, critiques and advice.

Consult with people knowledgeable in specific areas. At times this may be difficult emotionally, when it would seem easier to consult (collude) with someone who would mirror and agree with your own opinions rather than listening objectively to critical or contradictory information. Don't limit yourself with your imagination, because your imagination has to evolve from your present model. Other points of view may be a catalyst.

11. Sleep on it. Recognize that there are few true emergencies in life.

Weighing different factors, gathering data, and perhaps consulting experts work best to make most decisions. Rarely does any legitimate crisis demand that these steps be skipped. A classic example is the promoter who tries to push you into an overnight decision, to make money decisions in a fraction of the time it took to earn the money. Decisions based on impulse, frustration, or anger may need to be postponed until objectivity is regained. Calling a time out is a useful maneuver for emotionally charged matters. "Let me think about that and I'll get back to you" is a decision.

12. Select goals consistent with your self-image.

This is necessary to have all of you going in the same direction. We live our lives based on our beliefs and assumptions; to change your life you must first change your belief.

13. What you decide to accept undergoes a change.

To forgive someone is to free yourself.

14. To get what you always wanted in the past may not feel as good as you expected, because it is no longer the past.

Just having a choice can make choosing the same thing feel very different.

15. For an end point, ask yourself, "What is good enough?"

The pursuit of perfection is the result of not having a standard of good enough--of not establishing an end point.

16. "What is in my best interest?" is the question that should always be in the background and, at times, the foreground.

Asking this question is just another way to assess the big picture at a time when you may be focusing on details, or in the grips of excess emotion.

17. The past may not be the best or the most relevant context in which to understand the present.

The model of understanding must fit the situation, your style, and personality; it should be consistent.

18. Create a contemplation space to ponder decisions, especially those with emotion attached. Between an urge and an action lies a potential space in which judgment resides.

19. The essence of growth involves enduring uncertainty.

20. Not only can we change, but also we can choose how we change.

21. Insight and understanding may initiate internal change, but both internal and external change needs addressing.

The more you think about how much you missed out on, the more you miss now. When you stand up, your lap is a memory – it can be recreated, and if you continually have to return to it, it interferes with proceeding.

22. Growth and change involve their own mourning.

You have to relinquish a past position in order to move ahead.

23. The only familiar territory is behind you.

Danish philosopher Soren Kierkegaard said, “Life can only be understood backwards, but it must be lived forwards.”

24. Growth and change are hard. The only thing harder is not growing or changing.

25. Our experiences are always consistent with our theories.

Most often we attempt change by changing our experiences, which often only result in new editions of the old experience.

26. Clarify your external goals.

Be certain there is a fit between your internal and external goals, that what you want to accomplish is consistent with your ideals. This consistency can provide an organizing structure and direction to your ambition.



27. Anything important requires a commitment to go forward despite discomfort.

A commitment is a decision you only have to make once—then you can direct your energy to fulfilling the commitment.

28. Know what reaching a goal will do.

Then you can distinguish clearly what it will not do. For example, reaching a goal will not undo the past, or make other troubles go away. Monetary wealth may bring many things, but it may not make your marriage better.

29. You'll never do anything important that will feel comfortable in the beginning.

Anxiety about the new and unfamiliar do not equate to the old anxiety coupled with danger, warning about the need to head to safety. This new anxiety can be a signal, an affirmation, that you are moving ahead to do things new and unknown.

30. Trying to change your past is not change; it will always be the way it was.

31. Decisions always limit choices while activating others.

32. We suffer most from our anticipations and limit ourselves most by our assumptions.

CREATING A VISION

See It To Believe It

The Art of a Vision

The seminar room was packed with professionals who came to hear coaching on how to create their hottest market tool: their own book. I stepped to the podium and asked, “Have any of you seen a yellow jeep in the last month?” They registered disbelief, and finally puzzlement as they realized I was waiting for a response to a legitimate question. Finally one person tentatively raised his hand, as though he were still questioning either my seriousness or his memory.

I told them they could see a yellow jeep, now, if they wanted to. I asked them to close their eyes and visualize a yellow jeep, the specific detail of how it looked from different angles, how it felt when they touched it, how the interior smelled.

I asked them to open their eyes, and to call or email me if they happened to spot a yellow jeep. Almost everyone contacted me to report their first sighting in the following week-- most in the first two days.

What happened? What someone sees--what appears on the radar screen--is determined by belief and assumption. A yellow jeep was preprogrammed as possibility. For example, the most common reason people don't earn more money and accumulate wealth is that they don't see themselves capable of it. I can tell you how much money people will make by listening to their assumptions. Once someone genuinely sees himself or herself as capable of doing it, all sorts of things begin to happen. The amount of wealth--or yellow jeeps--existing in the world doesn't change; you just code your radar for possibility.

The Science of a Vision

Establishing a vision requires both art and science. Recent PET (Positron-Emission Tomography) scans of the brain have demonstrated several things about mental visualization:

- *Visualization brings about actual physical changes in the brain*
- *The unconscious mind cannot tell the difference between a mental image from an actual image*
- *Replays of the visualization (such as repeating the vision of having successfully attained the goal) programs neural networks and neuronal pathways to more strongly etch this “future memory.”*

The key to improving performance and living into the imagined goal is to be very specific about the experience of having achieved the goal.

Visualization crystallizes possibility into an articulated idea--the experience changes the brain. A vision serves as guide and inspiration to design ways to realize it--to live into it.



A vision serves as inspiration to design ways to realize it. The most successful businesses have a vision that is also ubiquitous for each person in the organization.

- *You must construct your own vision.*
- *The criteria to measure success need to be clearly defined.*

Wanting to change, to start your life over, to be happy are all imprecise and abstract goals.

- *Create positive terms for success.*

Make your criteria in positive terms of what you want, what you will do.

- *Be specific, simple, concrete.*

Vague and theoretical criteria are not useful, because there is no way to live a theory.

- *Be entirely present to your experience of the vision: Being in your body, what you feel, what you think.*

Now: form a real vision. Picture yourself as you have just succeeded at your goal at a specific time in the future, such as one year from now. Create this success experience specific to time, place, how you would experience yourself, and your body through all five senses. Hold the energy of the precise outcome you've just achieved, the goals met, and the feelings from it. Imagine the details of the scene of your success inside and outside, engaging all senses, thoughts, feelings, and bodily experience along with details of the scene. For example, for a successful transaction, include the values and needs fulfilled, the money you have made from this, the details of what you are doing, such as shaking hands and ushering someone out of your office.

Carve out a few moments at the beginning and the end of each day to read this vision. You're programming a message for success in your mind by creating the experience of having achieved it. This vision statement related to a goal begins the experience and outline of a new story that you can then live into.

You do not have to be motivated in order to plan and act. You can move toward a vision to create its own motivation. Even professional athletes drag themselves to the gym, get started, and when they get in motion then they access a motivated state. They do not wait for motivation to get moving. To wait until you get the energy to exercise doesn't work; you have to exercise in order to get the energy to exercise.

Life Story Glossary

Change. To modify or convert from past to present. Or back again—such as the “system restore” of a midlife crisis when someone has previously altered a value system in order to succeed in a competitive corporate environment, then shifts back to what is more authentic. Change uses the past as a point of reference to alter recognizable patterns; reinvention focuses on now and the future, to create a new story. A new story can move problem to possibility, obstacle to desire. The key element in writing a new story is to design the story from what is possible rather than what has existed in the past.

No human quality is beyond change. (Daniel Goleman)

Concessions. Something an individual puts up with that takes time, energy, peacefulness, or money in a recurring, unsatisfying way. Concessions are in four major arenas: physical, emotional, relationship, and financial. Concessions at home include such things as physical repair needs, cleaning needs, messiness, or noise boundary violations. Concessions in work life can be inadequate space, wrong field of work, poor communication, lack of mission, improper technology, or dysfunctional hierarchies. Concessions regarding family, friends and colleagues include imbalance of support or friendship, blurred boundaries, misunderstandings, or the need to change fundamental agreements. Concessions usually result from procrastination, conflict avoidance, or creating a certain appearance.

*Nothing prevents our being natural so much as the desire to appear so.
(Francois La Rochefoucauld)*

Empathy. A listening perspective positioned inside the experience and subjective reality of another. This attunement with another’s internal experience permits appreciation of that person’s own framework of thinking, feeling, and meaning. Empathy is resonance, not sympathy, commiseration, or condolence. Empathy positions one foot in the shoe of another’s experience without losing any of oneself. Empathy is neutral--equidistant between two sides of a conflict--to not know what that person’s answer will be, and not have a need for it to go one way or another. An empathic failure results in another’s hurt (often quickly repaired by anger--a reaction to the helplessness of not being understood).

Could a greater miracle take place than for us to look through each other’s eyes for an instant? (Henry David Thoreau)

Explicit and implicit learning. Acquiring conscious, specific, and focused content is referred to as explicit learning. Explicit learning focuses on data and factual information. Implicit learning takes place outside awareness. Implicit learning includes a body memory such as riding a bicycle, or a procedural memory such as complex behavioral patterns; for example, a parent who repeats with children the same behavior or attachment pattern experienced as a child. Implicit learning and memory operate in the flow of a process, so you ultimately don't have to think about it each time. A "choke" or "slump" can be associated with a switch from implicit to explicit processes.

What is remembered is what becomes reality. (Patricia Hampl)

Ideal. An internal standard of excellence. Ideals serve as a personal model of value—an internal guide of purpose and principles. Examples of ideals include to relate, to create, to teach, or to contribute. Living up to a personal, attainable ideal generates self-esteem. Integrity results from ideals being respected and protected. Shame results from ideals not being attained—or there being no tangible evidence of what "good enough" is:

Ken Townsend's mother, after reading that Townsend won an English prize said, "There must be some mistake." Townsend ". . . took her remark as proof that whatever I did, it would not be good enough." (Raritan magazine)

Internal point of reference. Ownership of one's life story: the self as the source of initiative, esteem, and regulation. Autonomy to become one's own authority allows someone to fully realize passion and potential. Examples of an external point of reference—of not being one's own authority—include passive language: "Anger seized me;" "I came to an impasse;" "My mind played tricks on me.")(Or the use of external pressure words: "Have to. . ." "Ought to. . ." "Should. . ." Or the direct abdication of one's own initiative: "You made me feel that way." Dependence on others as well as perpetual defiance of authority indicate ongoing struggles with autonomy.

Both conformity and opposition occupy the same prison.

Intuition. A nonrational way of knowing, related to body-based wisdom. An impression, gut feeling, hunch, flashing image, or fantasy may occur before someone knows what to think. Intuition is imaginative, sometimes surprising.

Intuition is the source of all scientific knowledge. (Aristotle)

But what would happen if we took our instincts seriously? . . . We would end up with a different and better world. (Malcolm Gladwell)



Money Story. People breathe life into money and give it personal meaning to make it a story. Otherwise, money is only a fact--a piece of paper or set of digits. People create internal and external conversations about money. Some of the money issues are really about money, but many are about other matters, private or even secret, hitchhiking on money. Money is simple, yet so complicated because some important aspects are emotional, unspoken, and unconscious. For example, self-statements equate money with worth, esteem, opportunity, obstacle, desire, or competition; money is used to regulate feelings, affirm accomplishment, assuage guilt, or create attachments. Every important relationship, including money, has its own history, develops its own story, and evolves its own language.

Money is the one true metaphor, the one commodity that can be translated into all else. (Dana Gioia)

Narrative. The basic components --the running commentary--of a life story that comes alive in various ways. Narratives include not only the themes of verbal expression, but body language that expresses feelings in psychosomatic lexicon, and recurring behavior patterns. A life story unfolds through its narration. Personal narratives, unlike other narration, may not be announced directly. Some of the narrative may be left out, invisible to the speaker; the narrator may not be fully aware of the story he's telling.

I don't know how to tell my money story to myself in order to see what elements need to be changed. (Jeremy Tarcher, Personal communication)

Needs. An essential requirement for mind, body, or spirit. Earlier in life, needs consisted of physical nurturance, empathic attunement, attachment, effectiveness, exploration, assertion, feeling and tension regulation, and sensory requirements. An adult version of those same basic needs exists, such as providing for physical requirements, comfort, identity, affirmation, love, communication, safety, mastery, freedom, and sexual/sensual needs. When a need is met, a sense of effectiveness and optimum functioning results.

Needs and values form core themes of personal story plot. An unmet need results in someone getting sick. (Henry Miller)

Perception. The process of how people select, register, and attach meaning to experiences. Someone registers information and experience that fits an existing belief pattern, and ignore or disbelieve what doesn't fit into that pattern. Two people with different cognitive styles can stand shoulder to shoulder and view the same scene and later describe it in ways that sound like they are talking about two different events. The beliefs within people determine their experience of what surrounds them; their interpretation becomes their story, which becomes their reality.

The percentage of Americans who believe they are in the richest 1% of the population: 19%. (Peter Strupp)

Plot. The skeleton of a life story that gives it structure, purpose, and pattern. A unique set of individual beliefs, consequences, and relationships that determine how one creates experiences. The plot is the arc drawn across the themes and storylines of an entire life narrative. Plot dictates what one looks for, how one perceives, and how one assigns meaning to an experience. All subsequent information is absorbed through that narrative plot. Basic beliefs and core assumptions generate experiences, behaviors, and meanings. All components of a life, business, or career story can evolve to a cohesive narrative and an organized coherent plot of action goals, strategic development, and results. Often an individual plot is not questioned, because someone takes it for granted, and remains unaware of its existence as an organizing model.

*Those who do not have power over the story that dominates their lives, the power to retell it, rethink it, deconstruct it. . .and change it as times change, truly are powerless because they cannot think new thoughts.
(Salman Rushdie)*

Premise. An organizing proposition upon which a story is based. The preliminary statement of story purpose keeps the reader from straying from the storyline while fully and richly developing the plot. Certain fundamental propositions upon which life stories are based include parentage, social class, looks, and race. America lets you work out of some premises, such as social class. For example, the greatest reason people don't earn and keep a lot of money is the premise that they don't see themselves capable of it. Still other premises, such as based on early childhood abandonment, powerfully affect subsequent relationship expectations.

The universe is made of stories, not atoms. (Muriel Rukeyser)

Psychological symptom. A somatic story authored by emotions. A symptom both reveals and conceals, making obvious to others what one hides from oneself, simultaneously attempting to engage and to flee. Symptoms give disguised voice to what its creator avoids knowing, a secret hiding in the open. A symptom is a component of a story that needs, begs, to be told in its entirety, listened to rather than silenced artificially, respected rather than disregarded. It speaks literally: a pain in the neck, purging something, weeping skin, hyper-tension. As a story with its own history, dynamics, and meanings, a symptom answers a question not asked consciously; it will be repeated until translated.

*It is easier to fall ill than learn the truth... so take care of your maladies
... they always have something to tell you. (M. Pavic)*



Reinvention. To create or compose different life story experiences. A process that begins with taking ownership of a life story, rather than living out what just seems to happen, or feeling victimized by forces beyond your control. The key element in writing a new story is to design the story from what is possible rather than what has existed in the past.

*Life isn't about finding yourself. It's about creating yourself.
(George Bernard Shaw)*

Resistance to change. Both mind and brain become conditioned to respond in recurring patterns. There is always the pull of the old and the fear of the new. Yet there is only a redundant future in repetition. Any departure from the familiar, even a positive one, creates anxiety and uncertainty. People repeat behavior that doesn't work because it offers security and familiarity. Doing the same thing results in a known outcome, and people can mistake predictability for effectiveness, trade freedom for safety, or forego aliveness for certainty. Overcoming resistance to change by creating new experiences literally changes the neuronal networks and neural nets within the brain.

*I am astonished I could let go of the drama of being a suffering artist.
Nothing dies harder than a bad idea. (Julia Cameron)*

Secrets. To hold onto something, to continuously engage by sequestering, reserving its place frozen in time. The possibility of telling beckons relinquishment of what the secret holds, threatens to unleash the feelings packaging it, and adumbrates dissolution of the illusion that is part of the secret. The threat of exposure risks stripping away everything pertaining to the secret, especially its companion hope. Someone can engage something the first time by denying it. People can tell themselves secrets out loud by symptoms. Speaking secrets out loud in words distinguishes the present from the past (a secret is always about the past, because it exists in a time capsule).

The only secrets are the secrets that keep themselves. (Emerson)

Self-empathy. Self-empathy makes your self the focus of your attunement and resonance. Self empathy is more difficult than focusing on another person, especially if you are unaccustomed to taking your self as a point of reference, and been a caretaker of others to the partial exclusion of your self. Being empathic with yourself is the same process as being attuned to others, only with your self as the focus. Your feelings have to have a receiver (you), have an impact and become known (by you), and be metabolized (by you).

*If you look deep enough inside yourself, you'll see everyone else.
(Kinky Friedman)*

Self-statement. A unique, personal communication of experience and point of view. What people say and do are inevitable, unavoidable self-statements of their beliefs and personal realities. Individuals actively construct their experiences. Narrative and plot reflects individual assumptions and self-concept. A life story manifests through self-statements, from broad themes such as success, to simple statements such as someone melancholy who sees and forecasts unhappiness. People believe according to their self-images; views are self-statements of our perception. All that you say is about yourself.

A loving person lives in a loving world. A hostile person lives in a hostile world. Everyone you meet is your mirror. (Ken Keyes, Jr.)

State of mind. A psychophysiological (mind-body) state, with an internally organized software program of expectations, attitudes, meanings and emotions. Each state of mind has its own developmental history, its own expectations to filter and organize perception and attribute meaning. Each person has different states of mind, with more awareness of some than others. A normal range of mind states includes calm relaxation, focused alertness, or worried anticipation; some states have a predominate feeling such as excitement, fear, anxiety, or euphoria. Each state of mind, like a software program, determines access and expression of memory, emotion, thinking and behavior. Within a particular state of mind, people perceive, remember, feel, think, behave, and respond in a consistent mode.

The mind seems to embrace a confederation of psychic entities. (William James)

Storybusting. Although people are neurologically and psychologically conditioned to relate to the world in a preprogrammed repetitive way, change can occur. An internal working model can be transcended. This is storybusting. The usual solutions may no longer work.

And what happens when the stories we have relied on our whole lives stop making sense? (What The Bleep Do We Know!?)

New information may not fit into the existing framework, and ultimately can't be ignored.

For centuries, no one believed a human could run the mile in less than four minutes. In 1954, when one man busted that story, the perception of reality and possibility changed. Within months of Roger Bannister breaking the four minute mile, several others did, and today it is commonplace. The obstacle of the impossible could no longer be constructed.



Storyline. The basic themes, or subplots, of a life story plot. Each storyline has its own history, its own consistency over time, its own assumptions and motivations. The perceptions and suppositions within a storyline become evident in behaviors. A storyline is the manifestation of beliefs, since one always find or create that which validates basic theories. Some of the major storylines of literature and life include entitlement and privilege, redemption through caring for others, hard work brings prosperity and dignity, and penance absolves earlier mistakes. The victim always finds ways to suffer; someone who is hopeful will always create possibility and live into it.

The unconscious speaks more than one dialect. (S. Freud)

Success intoxication. To become enmeshed in the escalating pursuit of success to become lost into its stimulation and affirmation. Indications of success intoxication: a reliance on the extremes of accomplishment; accelerating success with heightened metrics; an evolving erosion of other important matters to the process resulting in success; blurred boundaries between work and personal life. The stimulation of extreme success, such as in business or athletic endeavors, can make it harder to regulate emotions and to stay grounded in values and identity.

Success has made failures of many men. (Cindy Adams)

Success phobia. A disturbance of a person's ability to comfortably handle achievement. Those who have the opportunity, intelligence, and imagination to succeed, and do not live up to their potential, or suffer when they do, reveal an internal rather than external impediment to success. Success can be avoided in any areas of life – academic, vocational, marital, sexual, and parental, to name a few. Fear of success manifests so many ways that it often goes unrecognized. Three basic areas of phobic avoidance are: avoidance of the final step to success (“I always stop just short of my goals”; choking), erosion of successful accomplishment (a take-away after success to spoil its enjoyment), and ambition without goal setting (“I can't set a specific goal”).

We have met the enemy—and he is us. (Walt Kelly)

Transference. The active organizing process of the mind to understand a present experience, but necessarily relying on existing software. What we expect in the present tells us instantly what has happened in the past. Relationships with original caretakers establish a story premise of expectations and patterns. When neuronal networks and neural pathways activate, the basic storylines unfold. Transference is most obvious with a stereotypic or irrational response, such as currently reacting to a spouse in the same way as toward a parent in childhood. Unless shaped and changed by revision, repetition insures a replay of the old story.

*You tricked me out of feeling solitary by being others for me.
(Clive Wilbur)*

Visualization. A scenario of the experience of arrival at a destination, such as the successful actualization of a goal. An author visualizes a scene and conveys it to the readers in a way that they live into the process of getting there. Constructing a vision gives hope possibility—a shape and form. Vision crystallizes an achievement into a full sensory experience and context in mind and brain. An individual inhabits the experience of a vision as guide to creating it. A vision serves as inspiration to design ways to realize it. The most successful businesses have a vision that is also ubiquitous for each person in the organization.

A vision leads you to it.

Wants. Wishes and desires. Wants are replaceable with other wishes, and fantasies are interchangeable, but one need cannot substitute for another need. Old unmet needs manifest as present wants, such as a need for affirmation as a child resulting in a relentless adult pursuit of validation trophies and driven accomplishments. A need cannot be suppressed or segmented from awareness for very long. The frustration of a wish, such as the expectation of a gift, can lead to disappointment. While needs are universal, wants are tied to experiences uniquely personal and with its own particular history.

*I know what I am fleeing from, but not what I am in search of.
(Michel de Montaigne)*

Work addiction. An unrestrained, unfulfillable internal demand for constant engagement in work, and a corresponding inability to relax. A “workaholic” is incessantly driven, relentlessly active. Work is the one organizing and effective activity. Inactivity or activity other than work may give rise to guilt, anxiety, or emptiness. Some individuals view work as the only area in which they can establish and maintain their identities, feel effective, and enjoy feelings of importance, validation, and affirmation. Others may use work to counteract underlying feelings of inadequacy and ineffectiveness. Working passionately, long and hard, and deriving satisfaction, does not make someone a work addict.

An addiction is something you can't do without, yet it is a promise never kept.

Roadmap For A New Wellness Story™

7 STEPS TO ENHANCE HEALTH AND LONGEVITY

This wellness system integrates current research in psychology, neuroscience, and strategic coaching to guide systematic change for health and longevity. This program mentors a mindset and practice of wellness using the ROADMAP™ process to provide the applications for success.

- Learn how to master-plan a specific, step-wise wellness program.
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- Apply exercises and work tools that systematically structure action steps for change.

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