# How Do You Get the Results You Want?

Over the past few weeks you have begun to take the steps for doing so. You have worked to craft your change story. You have invested in embodying that story, owning it not just in your mind, but throughout your body. And you have begun working with identifying your anchors, including which ones to hold onto just as you are, which ones to change relationship with, and which ones to let go. Each of these steps is important; as you will see in this week’s assignment, my encouragement is that you continue investing time in each of them. (Note that there is a new element that you are being asked to complete regarding your anchors—Part 3—as well as a new assignment, Part 4.)

In our next session we will be working together to begin planning your path forward. Needless to say, overall the plan will be high-level, and only roughly laid out. That’s okay. As the saying goes, *Man plans and the gods laugh.* On your change journey there will be surprises along the way; you will inevitably make mistakes. Circumstances will change. Trying to dot all the “i’s” and cross all the “t’s” before you head off will only leave you more frustrated when the gods start laughing. For this reason, my encouragement is always to plan in more detail short term, and keep the longer term more open.

When we start working on your plan I will invite you to be specific about your plans for the next six weeks. It is much easier to see and anticipate over that short a timeframe. Before we go there, however, there is one additional preparation step (Part 4 below) to take.

All too often, we set out to accomplish one thing, and then actually plan for and execute to deliver another. To help prevent this from happening, we need to identify milestones for the journey. Milestones are “markers” along the way that let us know that we are on the right path, and we are making progress. The milestones that we most often identify are what are frequently referred to as *installation milestones*. These are the things that we need to put in place. As an example, if your change story involves a new career, installation milestones might include selecting a new career path, completing an advanced degree as required for the new career, and obtaining a job in your new line of work.

But if you think about the change story, there is probably something deeper about this journey than changing careers. Perhaps it is about finding a way of working that is personally fulfilling, is of service to others, and allows a greater work/life balance. If that is what is truly being sought, then the installation milestones don’t necessarily get you there; you need *realization milestones* as well. You will need to understand what “personally fulfilling” means to you. You will need to determine how you want to be of service. You will need to need to know what “greater work/life balance” means as well.

It is important that your milestones are measurable; that they reflect progress toward truly living your story; and that they allow you to plan the steps for achieving them as you move forward on the journey. It is also important that you address both installation and realization all along the way. You can’t achieve realization by starting to work on it once everything has been “installed;” it doesn’t work that way.

The invitation for this week is that you identify critical installation and realization milestones for your journey forward.

# Assignment 4

### Part 1

Continue your work on your change story. At least once this week, invest the time to really reflect on it, and to further make it your own, further make it real.

Carry it with you. Reread it whenever you can. Continue to edit and revise it.

### Part 2

Continue a daily practice of embodying your story. Visualize yourself in that future, and know how it feels. Carry it with you to a mirror and see how that future affects not only how you feel, but even how you look.

### Part 3

* Review the inventory of your anchors; make any needed changes.
* Add one column to the right of the existing table; the other columns will automatically become narrower to accommodate it. (Word users, in order to add a column, place your cursor in any cell of the right-hand column. In the top ribbon, *Table Tools* will open with two tabs underneath it, *Design* and *Layout*. Select *Layout*. This will give you a number of options; select *Insert* > *Column Right*.) A new table with the additional column is included in this document if you need it.
* Label the new column: *I Give Myself Permission to*…
* For each anchor that you have identified as requiring a different relationship or as having to end, ask yourself, “What permission do I need to give myself in order to make this happen?” For example, if one of the anchors you need to let go of is “I am a perfectionist,” the permission you may need is “I give myself permission to make mistakes.”

### Part 4

In establishing milestones, it is important to being with the realization milestones; they are the ones that reflect progress toward your desired end state. Installation outcomes reflect key steps along the way; they are necessary but not sufficient. Worksheets for developing your milestones are included below.

1. Create your realization indicators. Review your change story, the work that you have done to embody that story, your anchors; and the permissions that you need to give yourself to change your relationship with (or let go of) them. In the first column of the *Defining Indicators* worksheet, write down the key outcomes that will allow you to fully live your story. These are your realization indicators. Complete the worksheet for each realization indicator. (Note, there is an example at the top of the worksheet.)
   1. How will you now that you have achieved the outcome? How is it measured?
   2. What is the target level of achievement?
   3. By what date are you going to meet that target level?
   4. What needs to happen (e.g. changes in behavior, ways of thinking about things) in order to achieve the outcome?
2. Create your installation indicators. What specific steps need to be taken to support the achievement of the outcomes you have defined? Write down your installation indicators. Note, these may include some of your “what needs to happen” responses.
3. Review your realization and installation indicators. Identify a subset of milestones that will allow you to track your progress along the way. You may want to include major installation milestones; definitely ensure that you have realization milestones. Each milestone should have a target date. Every milestone should be measurable. Record your milestones on the *Establishing Milestones* worksheet.
4. Consider this a draft; at the start of our next session we will review your indicators and the milestones. If you are having trouble identifying them, we can work on them at that time. As you move forward, you will be able to further clarify and adjust both your indicators and your milestones.

## Defining Indicators

| **Outcome: Realization Indicator** | **Measurement** | **Target Level** | **Target Date** | **What Needs to Happen** | **Installation Indicator** |
| --- | --- | --- | --- | --- | --- |
| *Strengthened family bonds as self-reported by each family member* | *Dinners eaten as a family* | *Average of five per week* | *December 31, 20XX* | * *Family time needs to be a priority for all family members* * *We each need to manage other commitments and activities* | * *Family meeting to develop a shared commitment to family time* * *Inventory of commitments & activities* * *Establish family dinner schedule* * *Eliminate conflicting commitments as needed* |
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## Establishing Milestones

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| --- | --- | --- | --- |
| **Milestone** | **Target Date** | **Type of Milestone** | **Notes** |
| *Commitment to increasing family time* | *August 15, 20XX* | *Realization* | *Self-report in family meeting; 100% alignment* |
| *Eliminate conflicting commitments as needed* | *September 15, 20XX* | *Installation* | *Based on agreed-upon family dinner schedule* |
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