

REVIEW & PLANNING

FACILITATOR'S GUIDE



REVIEW & PLANNING MODULE

Duration: 3 ½ - 4 hours

PURPOSE:

- Refresh and deepen attendees understanding of The 12 Week Year
- Recognize successes and identify areas needing improvement
- Conduct a thorough 12 week review, and capture learning from previous 12 weeks
- Develop new 12 Week Year goals, plans & commitments (optional)

EMOTIONAL CONNECTION:

The 12 Week Year is a proven system designed to help anyone to execute more effectively. However, improving one's execution requires changing both actions and thinking - and that causes discomfort. Yet often the discomfort is confused with the application of the tools of the 12 Week Year. This session is designed to separate the tools from the discomfort - in fact the tools are the fastest way through the discomfort of change.

This session is less script and video driven than the full day, and the one-half day, sessions. The goal in this session is to get them talking about their experiences. Keep the conversation open and real. Encourage the participants to air what's working, and what isn't for them.

PRE-SESSION PREP:

- Schedule the 12 Week Year review & planning session before conducting the initial session, or as soon as possible. We recommend that you schedule these for the entire calendar year – every thirteen weeks.
- Email attendees copies of the "12 Week Year In Review Workbook" a minimum of one week prior to the 12 Week Year review & planning session.
- Review attendee engagement with the 12 Week Year see what % are using the system, identify success stories, identify struggles.
- Email attendees two days before the session that they should bring printed copies of their "12 Week Year In Review Workbook", their current 12 Week Year plan, and the last four weeks of their weekly plans.
- If appropriate, prepare the leader to say a few words about the successes they have seen with 12 Week Year.
- Secure a flip chart and markers, projector with screen, and speakers for the session.

MODULE AGENDA:

I. INTRODUCTION & REVIEW OF DISCIPLINES AND PRINCIPLES (30 MIN)

- a. Welcome
- b. Leader comments & success stories (if appropriate)
- c. Session Agenda
- d. Execution & The 12 Week Year
- e. 12 Week Year Disciplines
- f. 12 Week Year Principles

- g. RAT slide
- h. Power of a 12 Week Year

II. 12 WEEK YEAR REVIEW - 75-90 min

- a. Year end question RAT
- b. Process to reset 12 week plans
- c. Review results & execution
- d. Review quality of life
- e. Review application of the 12 Week Year
- f. 3 Questions
- g. Emotional Cycle of Change review

III. 12 WEEK YEAR PLAN - 60-90 min

- a. Criteria for writing effective goals and tactics
- b. Set new 12 week goals
- c. Mind map tactics for one goal

IV. **CLOSE - 15-20 min**

- a. Assignment to complete plan
- b. Encourage to a great 12 weeks
- c. Close

INTRODUCTION



Show the title slide

Welcome to the 12 Week Year Review and Planning Day. Happy new year!

The purpose of our day together, is to review the 12 Week Execution system, review what happened for you in the last 12 Weeks, and to build a new 12 week plan.

As we begin, I want to set up the day for you...

Review the logistics of the session: - breaks, lunch, and end time. Also Verify that they have their workbooks, and ask if they have completed them.

To get the most value from the day, please turn your phones, tablets, and computers off. There will be time to make phone calls during breaks.

If their leader is present, and you have prepped them to do so, ask them to say a few words now about the positive results they have seen from 12 Week Year (by the participants) - what went well, changes he saw in individuals, and areas for improvement.

As the leader speaks, capture any discussion items that you want to mention during the day.

Thank the leader for their comments. If relevant, debrief with the group on what they heard.

 $oldsymbol{A}_{ extit{GENDA}}$ 12 WEAK YEAR

- 12 WEEK YEAR REVIEW
- 12 WEEK RESULTS
- UPDATE 12 WEEK YEAR PLAN
- NEXT STEPS

Show Agenda slide

We are finishing up one 12 Week Year, and we are about to begin another. This is a perfect time to capture any learning from the past 12 weeks and to build on that in the next 12. That's we've gotten together again to do.

First we are going to review the 12 Week Year itself, then after that we'll do a review of how the past 12 weeks went for each of you, next we'll create a new 12 week goal and finally get a good start on your next 12 week plan.

So there is likely a bit of work that you'll do on your own to finalize your new 12 week plan after this session.

One of the big goals of this session is to reinforce The 12 Week Year mindset.

If they have gone through the commitment module, and you are going to set new commitments for their next 12 weeks, then mention that you will be setting new commitments as well, otherwise say that we won't be getting to 12 week commitments in this session.

REVIEW

12 WEEK YEAR

Show the "12 Week Year" slide.

We will be starting with a review of 12 Week Year because although you already know this stuff, each time we get together we want to take it deeper and get better at executing in 12 week "years"

12 WEEK YEAR REVIEW



Show "What Does It take to be great?" slide with Michael Phelps.

EXECUTION

Becoming great at anything requires an ability to execute well. That's what 12 Week Year is - it is a system that helps you to execute more effectively. Sometimes people think that there are magic approaches, systems, or ideas that create greatness. Ideas are important, but they're worthless unless you execute them.

Michael Phelps wasn't great because he knew a secret training technique. Most top swimmers have access to great trainers, he was great when he ate more of the right foods, swam the extra laps, and fully executed his training plan.

The Olympic medals he won are the evidence of his greatness at execution.

12 Week Year isn't about a new idea, the 12 Week Year is a system that changes the way that you think and act, and it helps you to take more consistent action on the things you need to do to be great – to execute well.

Reference any success stories from the group that were mentioned by the leader or that you are aware of, and tie back to the fact that those results came from ideas that were executed. Most people know about the ideas that create success, they just aren't willing to sacrifice their own comfort to execute them well.

12 WEEK YEAR DISCIPLINES

When we first presented the 12 Week Year, we covered the 5 Disciplines of the 12 Week Year - what were they?

If they can't remember them say "Hence the need for a review!"

Write The Disciplines on a flip chart as they call them out, or if necessary, call them out yourself.

As you go through this section, use it as a teaching opportunity – seek examples of how they have applied the disciplines themselves.

As you write each discipline on the chart as they mention it, then quickly review each concept and it's importance to execution:

Vision

A good vision is emotionally compelling, and balances life and business, because that emotional connection gives us the willingness to do what t takes even if it is uncomfortable and change is often uncomfortable. Your Vision it the first place that you either expand or limit your results. Remember that your big vision precedes your big achievements.

12 WEEK YEAR DISCIPLINES

- Vision
- Planning
- Process Control
- Scorekeeping
- Time Use

Plan

If you work from a written plan it's been shown that you get more of the right stuff done more often. The best 12-week plans are focused - usually they have no more than one to three goals. A 12-week plan defines the weekly actions needed to reach your goals - something that isn't practical in an annual plan.

Process Control

Process control is a set of simple to use tools that are designed to keep you executing the stuff that's due each week in your plan. The two most powerful tools are the Weekly Plan, and attending a WAM.

Scorekeeping

Scorekeeping helps you to adjust and stay on track each week. A good score-keeping system tracks both lead and lag measures, and of the lead measures, the most important is the weekly score - it's a predictor of your future. Measurement isn't always comfortable but you have to confront the truth before you can change it.

Time Use

The 12 Week Year approach to time use, "Performance Time," uses time blocking. The three blocks that make up Performance time are Strategic, Buffer, and Breakout blocks.

Define each time block as you mention them—ask them what should be done in each block. Correct them if needed.

PRINCIPLES

Those were the disciplines; there are also 3 underlying principles of the 12 Week Year - what were they?

Solicit responses from the group in the same way that you did for the disciplines. Then show the Principles slide.



Show the "Principles" Slide.

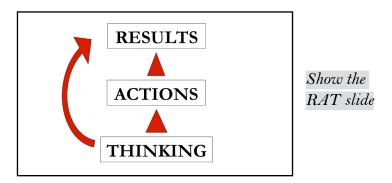
Briefly discuss each principle after you show the slide.

ACCOUNTABILITY – Accountability is not consequences it's ownership. You can't hold others accountable – you can only hold yourself accountable. You are accountable for your thinking and your actions because that's all you have direct control over. Accountability is not about blaming circumstances or others for your setbacks, rather it is owning the things that you know you need to do to reach your goals in life.

COMMITMENT – An ability to meet commitments builds teamwork and self-respect. But most of us struggle to keep commitments. In fact, broken promises are the #1 source of relationship breakdown. Every 12 weeks is another chance to strengthen your commitment muscle by setting new commitments every 12 weeks.

GREATNESS IN THE MOMENT – This principle in many ways sums up the 12 Week Year. The future we will get to live is the one that we create in the moment. The present moment is where we act. Yet if you are like me you are pulled in all directions – you mind can wander away from where you are physically – how many have had that happen already today? But we're less effective that way they key is to notice it and get good at bringing yourself back to the moment. The 12-week year is about being intentional with the present moment so that you get more of the right stuff done each day. You can become great in a moment – every moment that you choose to do the stuff that it takes to be great i.e. executing your weekly plan!

RESULTS ACTIONS THINKING (RAT MODEL) AND THE 12 WEEK YEAR



You probably also remember this slide from the two-day session.

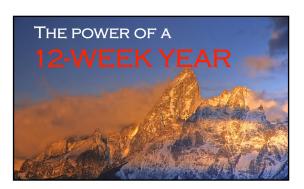
We are all accountable to get results, but what has to happen to get a result? (We have to act.)

Every time we act, do we get a result? (Yes but it might not be the result we want).

What causes us to act the way we do? (Thinking)

In the end our thinking causes us to act the way that we act, which in turn creates the results we get.

Our thinking creates our results in life.



The Power of a 12-Week Year slide

The first place that your thinking shifts with 12 Week Year, is in the way you think about time. With 12 Week Year we operate in 12-week years. These are not quarters or 90 day plans; that's old annualized thinking and your results won't change.

The more that you look at the 12 weeks as your year, the more effective you will be with 12 Week Year.

12 WEEK YEAR REVIEW



Show the 12-Week Review Slide.

Now it's time to take a look back at the last 12 weeks for lessons learned and to identify any goals and tactics that you want to carry forward into next 12 Week Year.

YEAR END? REVIEW

On a scale from 1 to 10, how much does this week feel like year-end to you?

Show the "Review -Year End?" slide.

To get started, I want to check in with you regarding your thinking about the 12 Week Year. On a scale from 1 to 10, how much does this week feel like year-end to you?

After you the question on the slide, and ask for responses – tie their responses back to their thinking – if they think it's year end they change their actions, if they don't, their actions won't change.

If you think it's year end you are probably getting real value from the 12 Week Year, if not, you are missing out on it's potential.

REVIEW

Why did you decide to apply the 12 Week Year? What were you hoping to achieve?

Show the "Why Did You Decide To Apply The 12 Week Year?" slide.

Take a few minutes on your own and answer this question: Why did you decide to apply the 12 Week Year?

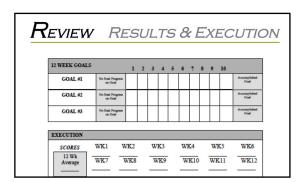
Have them answer that question individually, then dyad, then conduct a group debrief.

What were some of the reasons that you engaged with the 12 Week Year this past 12 weeks? What were you hoping to accomplish?

As you solicit their responses, be comfortable with silence and as you get responses, ask if anyone else had the same expectation.

RESULTS AND EXECUTION

Please open your workbooks to Page ____ (Results and Execution).



Show the Results and Execution Slide

In your workbook on page ____, is a table that looks like this one. If you have not yet completed this section on your goals and execution scores, please do so now and answer the two questions right below these two tables. Note that the scales for each goal have descriptions for the rankings: 1 is "no real progress on goal," and 10 is "accomplished goal."

If you have already completed this section, review it, and ID any insights or action steps that jump out at you.

I'll give you a couple of minutes to do this.

Wait until they have worked through the exercise.

Turn to the person next to you and review your progress towards your goals and your execution scores.

Give them a couple of minutes to complete their discussions.

OK, let me have you attention back. I will go around the room and I'll ask you to call out your overall % to goal and your average weekly score.

____ why don't you start.

If they have trouble with their average ask them to approximate. If they didn't score or if they don't know their % to goal, put down "NA" on the flip chart.

Flip chart the % to goal for each and their average scores.

As you look at these numbers, what do you notice? What jumps out at you?

Discuss any trends or correlations that you see, and ask them what they see. For those not scoring, appreciate their honesty, and ask them to consider engaging fully for just the next 12 weeks and see what happens.

80% 75% 50% 70% 65% 61% 92% 100%+ 74% NA NA NA 85% 80%

AVG.

SCORE

% OF

GOAL

What does it mean if you scored well and didn't reach your goal?

Get to a discussion about the plan not reflecting what it takes to reach your goal or that sometimes things that you don't control getting in your way once in awhile.

What does it mean if you scored poorly and didn't reach your goal?

Get to a discussion of the breakdown in execution. You don't need a new plan, you need to identify which tactics didn't get done and recommit to them this next 12 weeks.

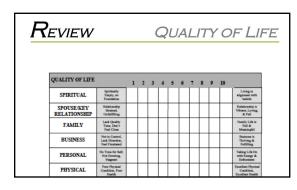
What does it mean if you scored poorly and hit your goal?

Get to a discussion of the fact that either you got lucky, or that you didn't put the tactics in your plan that you needed and instead of working your plan, you worked tactics that weren't in your plan. In this case, those off-plan tactics should replace the ones that you didn't execute in your current plan.

What should you do if you are scoring well and hit your goal?

This scenario is easy: KEEP GOING - DON'T STOP!!!!

QUALITY OF LIFE



Show the Quality of Life Slide.

If I can get your attention back - thank you.

In your workbook on page ____, is a table that looks like this one. If you have not yet completed this section assessing quality of life, please do so now and answer the two questions right below the table. Note that the scales for each question have descriptions for the rankings.

If you have already completed this section, review it, and ID any insights or action steps that jump out at you.

I'll give you a couple of minutes to do this.

After most are finished, say:

I recommend that you identify any area that you want to make progress in in the next 12 weeks and add a goal and a few tactics to your 12-week plan this time to do so.

REVIEW

What positive changes have you experienced? What changes have you noticed in the past 12 weeks?

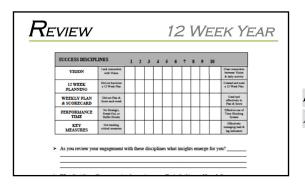
Show the "What Positive Changes Have You Experienced?" Slide

What positive changes have you noticed in the past 12 weeks as you have applied the 12 Week Year?

Lead a short group discussion of the changes - if they suggest negative issues - tell them we'll get there, but for right now lets focus on the positives. Ask if others have experienced the positive changes that people bring up.

SUCCESS DISCIPLINES

OK, now we are going to take a look at how well you applied the disciplines of the 12 Week Year over the past 12 weeks.



Show the Success Disciplines Slide.

In your workbook on page ____, is a table that looks like this one. If you have not yet completed this section assessing execution disciplines, please do so now and answer the two questions right below the table. Note that the scales for each question have descriptions for the rankings.

If you have already completed this section, review it, and ID any insights or action steps that jump out at you.

I'll give you a couple of minutes to do this.

Give them sufficient time to complete their scorecard.

Identify the one discipline that you scored most poorly on, and if you can, commit to taking a weekly action in the next 12 weeks to better leverage that discipline.

Now I want to dig into what got in they way for you in the past 12 weeks, what did you struggle with?

REVIEW

What has gotten in the way for you in applying The 12 Week Year? What do you struggle with?

Show "What has gotten in the way for you in applying the 12 Week Year?' slide

Turn to the person next to you and answer this question.

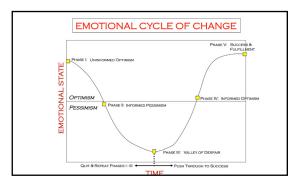
Have them dyad, then group debrief. Encourage discussion of the barriers and ideas to over come them.

What got in the way for you?

When someone volunteers, thank them, and ask if anyone else experienced that same issue.

Ask the larger group how that issue might be handled - solicit their ideas. If you don't have a good answer, let them know that and that you'll get back to them after researching it.

That concludes the 12 Week review. Take a few minutes to look over your notes and be sure to identify any changes you want to make to your next 12 week plan based upon this review.



Show the Emotional Cycle of Change slide.

Review each stage of the change cycle and acknowledge where they are – some are just starting, others are at success, and others are in the valley.

The tools of The 12 Week Year are designed to get you through the cycle of change faster and with greater impact. Wherever you are, you can't change the past so learn from it and let it go, and focus on taking action going forward. Resolve now to fully apply the 12 Week Year and see what happens.

Now we are going to shift our focus from the past to the future as we create a new 12-week goal and plan.

12 WEEK YEAR PLANNING

PURPOSE:

- Establish benefits of planning especially planning in 12 week cycles
- Learn to write goals & tactics that drive execution
- Create a focused 12 Week Goal & Plan

EMOTIONAL CONNECTION:

Planning is the first step to making your vision real. With a written plan your odds of success greatly increase. If your vision matters, then planning is a fun next step. When you connect your long-term vision to daily action then 12 week planning becomes exciting.

MODULE AGENDA:

I. INTRODUCTION

- a. Second Discipline
- b. Why plan
- c. 12 Week Planning VIDEO
- d. Discuss key points from video

II. SETTING 12 WEEK GOALS

- a. Criteria
- b. 12 Week Goals
- c. Group discussion critique 3-4 examples
- d. Dyad tighten goals up

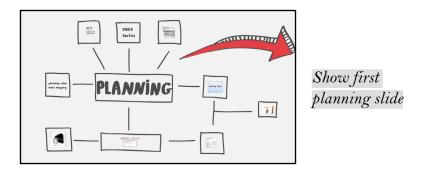
III. DEVELOPING TACTICS

- a. Mind Mapping intro & example
- b. Dyad mind map goal
- c. Sorting the items VIDEO
- d. Discuss key points from video
- e. Select Critical Few
- f. Define tactic
- g. Writing tactics VIDEO
- h. Discuss key points from video
- i. Create tactics
- j. Group discussion critique 2-3 examples
- k. Dyad tighten up tactics

IV. CLOSE

- a. Any questions
- b. Planning is skill set, gets easier, next plan better written
- c. No perfect plan only way to know if plan is effective is to execute

INTRODUCTION



Note to trainer: This script is a modified version of the original planning script.

Now it's time to create your new 12 week plan. As adults we learn best through iteration. We learn a new concept, try it, and adjust before trying again.

This is the way that 12 week planning is best learned. So in this next section on planning, we will review what we learned last time and capture learning from the past 12 weeks.

Planning is the second Discipline of The 12 Week Year. Once you have crafted a compelling vision, and have set your 12 Week Goal, the logical next step is to build a plan to achieve them.

First things first, why plan, what are the benefits of planning?

Typical responses:

- road map
- helps you track progress
- saves time

- ID key activities
- make mistakes on papPlay video

Have each individual expand on their comment when appropriate

By now you probably realize that 12 Week Planning is different than traditional planning in a number of ways. Let's review what Brian has to say about planning and the structure of a well written 12 Week plan. Turn to workbook page ____ and follow along.



Show slide

Susan Preston's Goals	unu i	ituii		
12 Week Goals				
For the Period ending 3/30/13 I will: - Achieve 62,000 production credits - Acquire S1M under mgt - Weigh 130 lbs				
Goal: Achieve \$62,000 production credits		Begin		
Tactics	Due	in	End in	Completed
Schedule and conduct 2 three-hour prospecting blocks each week	each wk	week 1	week 12	
Schedule 10 appointments/wk	each wk	week 1	week 12	
Conduct 2 client reviews every week	each wk	week 1	week 12	
Develop a prompter list	week 5			
Develop list of 8-10 COI's	week 2			week 1
Meet with a minimum of 1 COI/wk - get 3 referrals	each wk	week 1	week 12	
Ask for referrals at all opens, presents, closes	each wk	week 1	week 12	
Conduct 8 appointments/wk - 5 new	each wk	week 1	week 13	

It often helps to see the end before you start. Here is a sample 12 Week Plan.

Point out the 12 week goals, the individual goal, and the tactics.

Ok, so what were your take-aways from what Brian said regarding planning?

Get a discussion going with the group. Be sure to reinforce the Key Points

Key Points:

- Three things that are different:
 - 1. Greater predictability
 - 2. Increased focus
 - 3. Structured for implementation
- Less is more
- Goals as outcomes, tactics as actions
- Greater control of actions
- Tactical vs conceptual

SETTING 12 WEEK GOALS

As Brian pointed out the planning process starts with our 12 Week Goals. Before I have you establish your goals let's review the criteria for writing effective goals and tactics. There are 5 criteria, they are in your workbook on page _____, what is the first criteria?



Show slide of "Setting Effective 12 Week Goals"

Go through the 5 criteria with the group – get them involved in the discussion as much as possible. Keep in mind that for most this is a review.

Write criteria on flip chart as group responds.

- Specific and Measurable It is absolutely critical that you are able to define where "there" is. Some goals are more measurable than others. Sales goals typically lend themselves to specific measures, other goals like improving office productivity are less so. If you can't quantify it, qualify it what will be different 12 weeks from today.
- Stated Positively Words create focus, so we want to focus on the positive result.
 As an example, rather than stating my goal as a 2% error rate, which the central

- CRITERIA
- Specific & Measurable
- Stated Positively
- Realistic Stretch
- Individual Accountability
- Time Bound
- focus is on errors, how would I state that Achieve a 98% accuracy rate.

 Populatio Stretch This one is interesting because it varies by individual.
- Realistic Stretch This one is interesting because it varies by individual. The general rule is that if you can get there without doing anything different, then it's not enough of a stretch. If on the other hand you break out in a cold sweat when you write down the goal you might want to factor it back a little. A realistic stretch is achievable, but represents significant progress.
- Accountability This shows up at two levels. First, don't put anything in your plan unless you are willing to own it. Second, if you have staff and you assign specific tactics to them you will need to get their buy-in.
- Time Bound At one level the plan is bound by the 12 weeks. In addition though, each of your tactics will need specific due dates.

Enough talking, it's time for you to set your new 12 Week Goals. Just a reminder "less is more," - one, two or three at the most in any one area. When you have more than three goals in an area you are setting yourself up to struggle.

Also, I want you to think of your goals as outcomes, not actions. Here's an example.



Show slide of sample 12 Week Goals, and read the goals.

On page _____ is a section for you to write your goals. Write your goal in this way: "For the 12 Week Year ending month/day/year, I will" Then state what it is that you want to make happen over the next 12 weeks.

Give the group about 5-7 minutes to write their goals - remind them to focus on outcomes. Walk around the room and provide coaching.

Does anyone need more time?

Please turn to the person next to you, (or at their tables), and share your goal and why it's important to you.

Ok, let's take a few examples and as a group we'll critique them as a learning experience.

Have 3-4 participants share one of their goals and have the group critique them using the 5 criteria. Refer them to the 5 Criteria on the flip chart. See if you can get one or two that are NOT written well and work to tighten them up.

DEVELOPING TACTICS

Alright, you have your goals: where you want to be 12 weeks from now. At this point we need to figure out the how – how do you get there.

I think of planning as problem solving. The problem is how do you get from where you are to where you want to be.

MIND MAPPING

Most of us learned to problem solve in a linear fashion, or outline – step 1, step 2, ect. which limits the options we consider. There is a different way that creates a lot more output that you can then select from.

As you already know, mind mapping is a method that allows you to creatively brainstorm all the possible actions that you could take. The great thing about Mind Mapping is that it isn't linear. We are going to use it to develop the tactics for your goals. In this way, you tend to get more ideas faster than with traditional step-by-step planning.

Start optional section

Let's review how mind mapping works.

Work through a Mind Mapping example with the group on the flip chart. Do not use a sample goal that many of the participants have as their goal, you want them to do that themselves. We typically use Referrals.

Start by drawing a circle in the middle of a page on the flip chart. Next write the goal such as "Generate 10 referrals per week" as an example and write it in the middle of the circle.



Ask the group "What are all the things we could do to generate referrals." As they respond, write their answers around the circle. You may group some together if they are related. Try to fill the chart – add some of your own if they are needed.

Keep working the group. Be patient, the process will seem to stall out two or three times, stay with it through at least three waves.

End of optional section

I want you to team up with one other person who has a similar goal as you. It may be a different level, in other words you may have a sales goal of "X" and your partner may have a goal of "Y" but they are both focused on driving sales, that's fine. Team up and mind map your goal. In your workbook there is a place for each of you to write it down. If you need any help call me over.

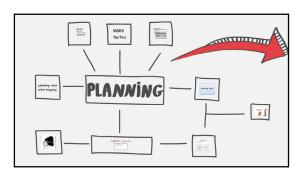
Give the group 5-8 minutes to complete the exercise.

How was that? Did you create a good list?

Ultimately, you don't have to do all these items to accomplish your goal. Let's review what advice Brian has for sorting through these.

planning video mind mapping

Play video



Show slide

What did you take away from Brian's video?

Key Points:

- It's not about creating a long list of items looking for Critical Few
- List of concepts at this point many items will have multiple tactics

As Brian mentioned you want to go through the progression of questions to determine your critical few.

Go to your list and ask the question "If I could only do one thing from this list which one would have the greatest impact on me achieving my goal." Circle that one.

Then ask the next question: "If I could only do one more thing which one would have the greatest impact on me achieving my goal." Circle that one.

Then stop and decide if that is enough to accomplish your goal. Remember less is more. If you can get it done with 2, you don't need 3. If it takes 5 or 6 than that's fine. Keep it focused.

Give them just a few minutes to select their Critical Few.

CREATING TACTICS

At this point you have your Critical Few. These are still concepts only, not yet tactics. We need to turn these into tactics.

Let's start by reviewing what a tactic is – please write this down.

TACTIC

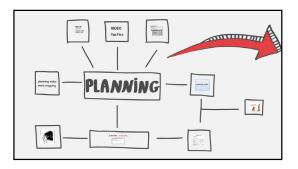
- . SENTENCE
- · START WITH VERB
- · DESCRIBES ACTION YOU WILL TAKE

Show Tactic slide – and read through the points.
A Tactic is a Sentence, typically starts with a Verb, and Describes an Action That You Can Take.

Brian is going review his example we saw in the original training session of creating tactics from your mind map. Let's take a look.

VIDE0 tactics

Play video



Show slide

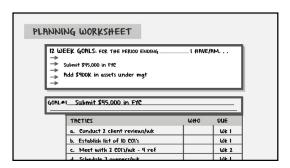
What did you hear?

Key Points:

- Mind map items may actually be multiple tactics.
- It's critical that you write these as "sentences that describe the action that you will take."
- Stay away from words like communicate instead write down what you will do, if it's call a group then write "call" if it's email then write "email" communicate is not definitive enough.

This is where 12 Week Planning really separates itself from traditional planning in a big way. When you structure tactics in this way the execution becomes easier. If you're willing to put a little extra time in writing your plan, it pays big dividends during the execution phase.

Turn to page ______. On this worksheet you will want to restate the goal you mind mapped where it says Goal 1, and then turn your items into tactics. Here's my example.



Show slide with goal and tactics and read through it.

Are there any questions? Go ahead and construct your tactics. Call me over if you need help or have a question.

Give the group 15-20 minutes to complete their tactics. As they write tactics walk around the room answering questions and offering suggestions.

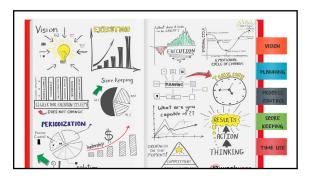
Let's take a couple of examples and critique them as we did with the goals.

Have 3-5 people volunteer a tactic and have the group critique it and offer feedback. Use some of the examples that you saw as you walked around the room. Pick tactics that are not sentences or don't really describe an action that the individual can take.

Ok, turn to the person next to you and review each other's tactics and tighten them up as best you can.

Give them a few minutes to complete this task.

CLOSE



Advance slide to presentation map

- Any questions?
- Have each participant declare their 12 Week Year Goals for the 12 Week Year
- Remind each to enter Commitments and 12 Week Year Plans on Achieve! (www.12weekyear.com)
- Reinforce accountability & encourage the group to utilize the system and tools of 12 Week Year to create the future they desire.