

**THE**  
**12**  
**WEEK**  
**YEAR**

GET MORE DONE IN **12** WEEKS  
THAN OTHERS DO IN **12** MONTHS

**BRIAN P. MORAN**  
**MICHAEL LENNINGTON**

WILEY

## ADDITIONAL PRAISE FOR *THE 12 WEEK YEAR*

“If you have big aspirations, you need to read (and re-read) this book—so far I’ve read it five times.”

—Chris Johnson, author, coach and  
founder of On Target Living

“Moran’s and Lennington’s view of accountability is a game changer. If we all wake up to the fact that freedom of choice is the foundation of accountability, the word will take on a whole new meaning.”

—Cali Ressler and Jody Thompson, coauthors of  
*Why Managing Sucks and How to Fix It*

“Using the 12 Week Year has been the single best thing I have done personally and professionally!”

—Wicho Hernandez, President, LINQ Financial

“*The 12 Week Year* is genius! The only way I can stay on schedule, as an author, speaker, business-owner, husband, and father of four is by subscribing to this simple, yet brilliant strategy. Don’t let another year go by without discovering the power of this fantastic program. It will revolutionize your life, turning dreams into reality!”

—Patrick Kelly, author of national bestseller,  
*Tax-Free Retirement*

“*The 12 Week Year* is one of the best ‘how-to’ books I’ve ever read. It will work for you!”

—Jack Krasula, Host of “Anything is Possible,”  
NewsTalk 760 WJR



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## CHAPTER 1

# THE CHALLENGE

How is it that some people seem to accomplish so much while the vast majority of people never accomplish what they are capable of? If you could fully tap your potential, what might be different for you? How would your life change if each and every day you performed up to your full potential? What would be different six months, three years, five years down the road if each and every day you were at your best?

That set of questions, that core concept, is what the past dozen years or so have been about for Mike and me. For years, we have been helping our clients to execute more effectively. We work with individuals, teams, and corporations to make plans to help them achieve their goals. Our quest has been to unlock the secret to helping individuals and organizations perform at their best and live the life they are truly capable of.

“If we did the things we are capable of doing, we would literally astound ourselves.”

—Thomas Edison

I agree with Steven Pressfield, author of *The War of Art*, that most of us have two lives: the life we live and the life we are capable of living. It's the latter that intrigues me. It's the life,

I believe, that we all deeply desire. It's the life that we know exists somewhere deep inside us that we wish we could actualize. This life isn't driven by the you who settles or gives in to procrastination and doubt, but by the optimal you, the best you, the confident you, the healthy you. The you who shows up with your best stuff, making things happen, making a difference, living a life of significance.

Being your optimal self sounds great doesn't it? But *how* do you become that other you? What does it take to be your best? That's an interesting question and as I've had the opportunity to travel and meet thousands of people I often ask them, "What does it take to be your best, to be great?" As you might imagine, I get a lot of different answers.

In this book we will show you how to increase your current results by up to four times or more, in a very short period of time. You will learn exactly what it takes to perform at your best each and every day. We will unwrap the secrets of top performers in a way that allows you to align your thinking and your actions to produce staggering results. You are about to learn that creating greatness in your life or in your organization isn't complicated. In fact it's quite uncomplicated, but that doesn't mean that it's easy.

The number-one factor holding people back from achieving what they are truly capable of is not a lack of knowledge, intellect, or information. It's not a new strategy or idea. It's not a larger network of connected people. It's not hard work, natural talent, or luck. Of course all these things help, they all play a factor, but they are not the factors that make the difference.

You've no doubt heard the saying *knowledge is power*. I disagree. Knowledge is only powerful if you use it, if you act on it. People spend lifetimes acquiring knowledge, but to what purpose? Knowledge alone benefits no one unless the person acquiring it does something with it. And great ideas are worthless unless



they are implemented. The marketplace only rewards those ideas that get implemented. You can be smart and have access to lots of information and great ideas; you can be well connected, work hard, and have lots of natural talent, but in the end, you have to execute. Execution is the single greatest market differentiator. Great companies and successful individuals execute better than their competition. The barrier standing between you and the life you are capable of living is a lack of consistent execution. Effective execution will set you free. It is *the* path to accomplish the things you desire.

Think about the areas in your life where you've fallen short, accomplished less than you desire, less than you feel you're capable of. In each of those scenarios, if you look critically, the breakdown is most often in the execution. Take for instance a new idea that someone else has used to create success. How often does that idea fail when a different person tries it?

One of our clients is a large insurance company with more than 2,000 agents. Within the company there is one agent who is a perennial top producer year-in and year-out. As you might expect, over the years, other agents have asked him if he would share his approach with them. Without hesitation the top producer would take time out from his busy schedule to walk them through exactly what he did to create his success. Do you know how many people replicated his success?—you guessed it, zero. At this point he now refuses to share his secret because no one follows through with what he teaches them.

Sixty-five percent of Americans are overweight or obese. Do you think there is some secret to losing weight and getting fit? The diet and fitness industry is a \$60 billion industry. Each year new books are published on diet and exercise. When I searched “diet books” on the Internet my search came back with 45,915 results. Almost 46,000 books; some with familiar titles like *The Atkins Diet*, or *South Beach Diet*, some with less familiar titles

like *Run Fat B!tch Run*. Yet Americans continue to be overweight and out of shape. Most people know how to get back in shape—eat better, exercise more—they just don’t do it. It’s not a *knowledge* problem; it’s an *execution* problem.

Our experience has shown that most people have the capacity to double or triple their income just by consistently applying what they already know. Despite this, people continue to chase new ideas thinking that the next idea is the one that will magically make it all better.

Ann Laufman is a great example of the benefits of executing the right idea. Ann is a financial advisor with Mass Mutual in Houston. Ann had always done well and by any measure was successful, yet she felt like she was capable of more but was not quite sure how to get there. When her managing partner introduced *The 12 Week Year* to the agency, Ann got involved. In the end, Ann experienced a 400 percent increase in production and became the first female associate of the year in the 103-year history of Mass Mutual Houston.

What is interesting about this is that Ann didn’t start to work with more affluent clients, write bigger cases, or expand her target market—all things that most advisors would pursue to increase their production. Instead, Ann focused on improving her execution by doing what she had already been doing, just doing it more steadily. By consistently executing the critical few tasks and strategies that most supported her success, she was able to create a huge increase—and all of this without working longer hours.

Ann’s situation is not unique. We have thousands of examples where individuals and entire organizations have experienced amazing results by simply learning to execute.

“It’s not what you know; it’s not even who you know; it’s what you implement that counts.”

In *The 12 Week Year*, we will show you how to perform at your best and achieve the things in life that matter most to you through effective execution. Most of the stuff that we'll discuss, you already know, but as I mentioned earlier, there is a big difference between knowing and doing. We will teach you how to consistently take action on the things that will shape your success.

The concepts in this book have been developed and proven in the field through our ongoing execution work with clients. We've included only what works, and have eliminated the rest. The final product is a concise but powerful book that delivers. While we do hope the book is thought-provoking, it's more important to us that it inspires you to action.

We have written *The 12 Week Year* to close the execution gap. It is written in a way that allows you to understand the fundamental concepts of execution and actually apply them right away.

The book is split into two parts. Part I helps you understand the process to achieve your most valuable goals in only weeks. Part II is all about making your goals happen. It gives you the specific tools and tips needed to support the ideas in Part I of the book.

Our 12 week execution system is both flexible and scalable. The concepts apply equally well for individuals as well as groups, both personally and professionally. We have had entire organizations as well as individuals apply the 12 Week Year with great success.

While the book is concise, the concepts it contains are powerful. It is possible for you to dramatically improve your results by applying them. We know this to be true because of the thousands of responses from the readers of our first edition.

In this book, we will show you how to substantially increase your current results, lower your stress, build your confidence,

and feel better about yourself. Not by working harder, but by focusing on the activities that matter most, maintaining a sense of urgency to get those things done, and shedding the low-value activity that keeps you stuck.

Get ready: You are about to experience the 12 Week Year!

—Brian P. Moran and Michael Lennington

## PART I

# THINGS YOU THINK YOU KNOW

Part I will provide fresh insights regarding what it takes to be great and challenge what you think you know about what it takes to perform at your best and achieve your potential.

“It’s what you learn after you know it all that counts.”

—John Wooden



## CHAPTER 2

# REDEFINING THE YEAR

Most people, and organizations for that matter, don't lack ideas. Whether they're effective marketing techniques, sales ideas, cost-cutting measures, or customer service enhancements, there are always more ideas than you can effectively implement. The breakdown is not in knowing, but in applying.

“You can't build a reputation on what you're going to do.”  
—Henry Ford

One of the things that gets in the way of individuals and organizations achieving their best is the annual planning process. As strange as this is going to sound, annual goals and plans are often a barrier to high performance. I'm not saying that annual goals and plans don't have a positive impact; they do. There is no question you will do better with annual goals and plans, than without any goals or plans; however, we have found that this annual process inherently limits performance.

As we worked with clients over the years, we noticed an interesting pattern emerging. Most of them believed, either consciously or unconsciously, that their success and failure was determined by what they had achieved over the course of a year. They set annual

goals, created annual plans, and in many cases broke these goals down into quarterly, monthly, and sometimes even weekly plans. But in the end, they evaluated their success annually. The trap is what we call *annualized thinking*.

## DISCARD ANNUALIZED THINKING

At the heart of annualized thinking is an unspoken belief that there is plenty of time in the year to make things happen. In January, December looks a long way off.

Think about it; we begin the year with big goals but by the end of January we usually find ourselves slightly behind where we need to be. While we're certainly not pleased, we're not too worried, either, because we think to ourselves: "I've got plenty of time. I've got 11 more months to catch up." At the end of March we're still a bit behind, but again we're not too worried. Why? Because we still think we've got plenty of time to catch up. And this thought pattern prevails late into the year.

We mistakenly believe that there is a lot of time left in the year, and we act accordingly. We lack a sense of urgency, not realizing that every week is important, every day is important, every moment is important. Ultimately, effective execution happens daily and weekly!

Another flawed premise with annualized thinking is the notion that, sometime later in the year, we will experience a significant improvement in results. It's as if something magical will happen in late September or October that will result in a substantial increase. If we can't produce a substantial increase this week, why do we think we can do it for the entire year?

The fact is every week counts! Every day counts! Every moment counts! We need to be conscious of the reality that execution happens daily and weekly, not monthly or quarterly.



Annualized thinking and planning more often than not leads to less than optimal performance. In order to perform at your best you will need to get out of the annual mode and scrub your annualized thinking. Stop thinking in terms of a year; instead focus on shorter time frames.

The annual execution cycle blinds people to the reality that life is lived in the moment and that ultimately success is created in the moment. It lulls people into believing that they can put things off—critical activity—and still accomplish what they desire, still achieve their goals.

At this point, you might argue that almost every organization operates this way and many of them hit their goals and make plan. I would argue back that making plan does not mean that they are accomplishing what they are capable of.

We've had successful organizations increase their results by 50 percent in just 12 short weeks. In one example, we helped a billion dollar brokerage operation double its sales productivity in six months. That is just not possible operating in an annual execution cycle. However organizations or individuals are performing, they will perform better in a nonannualized environment.

Discard annualized thinking and watch what happens.

## GREAT THINGS HAPPEN AT YEAR-END

You've probably seen advertisements or heard the pitches proclaiming "unbeatable deals" as the end of the year approaches. The fact is, these end-of-year pushes get results and are standard practice in many industries.

If you've ever been part of a year-end push, you know that everyone is focused on getting business in and completing important tasks. The difference between success and failure for the whole year can hang in the balance during the last 60 days.

More often than not, results spike upward as the days left in the year dwindle toward zero.

“There’s nothing like a deadline to get you motivated.”

It happens all the time in the insurance and financial services industries. For many agents and most firms December is traditionally the best month of the year, and the fourth quarter often represents 30 to 40 percent of the annual sales. It is amazing what happens when people have a goal and a deadline.

Year-end is certainly a rousing time in most industries. Activity is up and people are focused. With little time to waste and with clear objectives to meet, workers focus on the critical projects and opportunities. Tasks that are not directly related to driving results are pushed aside for what really matters in the short-term.

At this time of year there also seems to be an increase in performance-related conversations. Management, focused on achieving their own performance goals, spends more time with associates reviewing results and encouraging them more than at any other time of the year.

What is it about year-end? Why do people behave differently in November and December than they do in July and August? Inevitably, it is because there is a deadline, which for most people is December 31.

The end of the year represents a line in the sand, a point at which we measure our success or failure. Never mind that it’s an arbitrary deadline; everyone buys into it. It is the deadline that creates the urgency.

Whether self-imposed or company-driven, November and December is crunch time. People procrastinate less at this time of year. Recognizing that time is running out, people address barriers and tasks that they had been avoiding earlier in the year.

In these remaining days, a strong sense of urgency replaces diffusion and downtime. People pull out all the stops to get business placed before the year ends and there is a strong surge to cross the finish line before time runs out.

In addition, there is a feeling of excitement that comes with the anticipation of a new year. Regardless of how you performed this year you're hopeful that next year will be better. If you had a tough year, the coming year provides you an opportunity to start fresh. If you've had a great year, you get a chance to build off of that. Either way, a new year holds lots of hope and high expectations of good things to come.

Year-end is an exciting and productive time. The final five or six weeks of the year are the most fascinating time of the entire year. During this period there is a frantic rush to end the year strong and to kick off the new one with gusto. The problem is that this urgency exists for just a handful of weeks. Wouldn't it be great if you could create that energy, focus, and commitment every week throughout the year? Well, you can! *The 12 Week Year* and the concept of periodization will show you how.

## PERIODIZATION

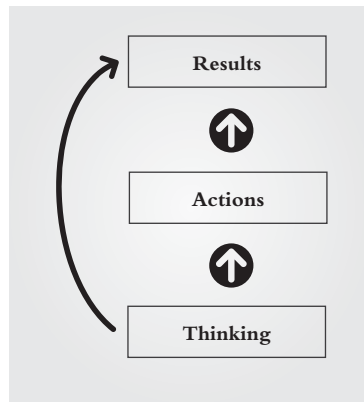
Periodization began as an athletic training technique designed to dramatically improve performance. Its principles are focus, concentration, and overload on a specific skill or discipline. Periodization in sports is a focused training regimen that concentrates on one skill at a time for a limited period, usually four to six weeks. After each four- to six-week period, the athlete then moves to the next skill in sequence. In this way, capacity in each skill is maximized. Eastern European athletes were the first to apply this technique in their Olympic training in the 1970s. Periodization is still widely used today in various training regimens.

“We are what we repeatedly do. Excellence then is not an act, but a habit.”

—Aristotle

We realized how periodization could be powerful for our clients, and in our own practice, so we adapted the technique for business and personal success. We have developed a 12 week approach to periodization that moves beyond just training to focus on the critical factors that drive income and life balance. *The 12 Week Year* defines what’s important for you to do today so that your long-term objectives can be attained.

*The 12 Week Year* is a structured approach that fundamentally changes the way you think and act. It’s important to understand that the results you achieve are a direct byproduct of the actions you take. Your actions, in turn, are manifestations of your underlying thinking. Ultimately, it is your thinking that drives your results; it is your thinking that creates your experiences in life. (See Figure 2.1.)



**Figure 2.1** Your Results are Ultimately a Manifestation of Your Thinking.

In the long run, your actions are always congruent with your underlying thinking. When you focus on changing your actions you experience incremental improvements; however, when your thinking shifts—everything changes. Your actions naturally realign with your new thought patterns. This is how breakthroughs are created. Breakthrough results don't start with your actions, they are first created in your thinking. Herein lies the power of the 12 Week Year; it shifts your mind-set thereby creating opportunities for breakthrough.

The result is a heightened sense of urgency and an increased focus on the critical few, those important core activities that drive success and fulfillment, and the daily execution of those items to guarantee the achievement of your long-term objectives. *The 12 Week Year* provides the tools and focus for individuals and organizations to be highly successful. It creates a sense of clarity regarding what is important, and a sense of urgency each day to do what is necessary. Furthermore, it addresses harvesting today's opportunities and also planting the essential seeds necessary to ensure continued success.

## 12 WEEKS EQUALS A YEAR

Forget about a year. By now you can see the pitfalls associated with annualized thinking. Let's redefine a year: A year is no longer 12 months, it is now only 12 weeks. That's right, a year is now a 12 week period. There are no longer four periods in a year; that's old thinking. Now, there is just a 12 Week Year, followed by the next 12 Week Year, ad infinitum. Each 12 week period stands on its own—it is your year.

Think about the implications of a 12 Week Year. The excitement, energy, and focus that happen every December now happen continuously. The year-end push to hit your goals now happens not once every 12 months, but all the time. The reason

people start to behave differently in November and December is because they know that come December 31, they will measure their success or failure. As I pointed out earlier, December 31 is an arbitrary date, but since it marks the end of the calendar year it seems like a good time to take stock. There is nothing magical about this date other than the significance we give it. We have clients whose fiscal year ends on June 30th and they experience a surge in June as the organization strives to close out the year with a strong finish. The date is largely immaterial; what matters is that there is a point in time where the game ends and success or failure is proclaimed.

The 12 Week Year creates a new endgame date for you to assess your success (or lack thereof). The great thing about having a 12 Week Year is that the deadline is always near enough that you never lose sight of it. It provides a time horizon that is long enough to get things done, yet short enough to create a sense of urgency and a bias for action. It's human nature that we behave differently when a deadline approaches. We procrastinate less, we reduce or eliminate avoidance activity, and we focus more on the things that matter.

The 12 Week Year also forces you to confront your lack of execution. After all, how many bad weeks can you have in a 12 Week Year and still have a great year? Since you can't afford to have more than one or two bad weeks, every day of the week automatically becomes more important.

The 12 Week Year narrows your focus to the week and, more to the point, the day, which is where execution occurs. You no longer have the luxury of putting off the critical activities, imagining that there is plenty of time left in the year. Effective execution does not happen monthly, quarterly, or semi-annually; it happens daily, ultimately moment by moment. The 12 Week Year brings that reality front and center.

In addition, you now experience the anticipation of a new year every 12 weeks. In the past if an individual had set a stretch goal for the year that by the third quarter had clearly become unattainable, the lack of achievement became demoralizing. It's not uncommon for individuals and even entire teams to have mentally given up on their goals before October. With the 12 Week Year, that will never happen again. Every 12 weeks you get a fresh start—a new year! So if you've had a tough 12 Week Year you can just shake it off, regroup, and start again. If you've had a strong 12 Week Year you can build on that momentum. Either way, every 12 weeks is a new start.

“The 12 Week Year changes everything!”

And just like you do at the end of a calendar year, every 12 weeks you take a break, celebrate, and reload. It might be a three-day weekend or a weeklong vacation; the important thing is that you take time out to reflect, regroup, and reenergize. For success-oriented people it's easy to look at what lies ahead and not fully appreciate the ground already covered. The 12 Week Year presents, at a minimum, four times as many opportunities to recognize and celebrate your progress and accomplishments.

Focusing on a 12 Week Year keeps you from getting ahead of yourself and ensures that each week counts.





## CHAPTER 3

# THE EMOTIONAL CONNECTION

Effective execution isn't complicated, but it's not necessarily easy, either. In fact, most people and most companies struggle to execute well. Execution invariably requires taking new actions, and new actions are often uncomfortable.

When faced with a course of action that includes difficult or uncomfortable tasks, the short-term costs of taking action can seem so much greater than the long-term benefits of reaching the goal. Because of this, individuals and entire organizations often abandon both the tasks, and ultimately, the entire strategy. We have found from experience in order to execute successfully it is essential to have a strong emotional stake in the outcome.

Without a compelling reason to choose otherwise, most people will take comfortable actions over uncomfortable ones. The issue is that the important actions are often the uncomfortable ones. In our experience, the number-one thing that you will have to sacrifice to be great, to achieve what you are capable of, to execute your plans, is your comfort. The secret to living your life to its potential is to value the important stuff above your own comfort. Therefore, the critical first step to executing well is creating and maintaining a compelling vision of the future

that you want even more than you desire your own short-term comfort, and then aligning your shorter term goals and plans, with that long-term vision.

Think about what you truly want to achieve. What legacy do you want to create? What do you want for yourself and for your family? What do you want spiritually? What level of security do you seek? What level of income and fulfillment do you want from your career? What interests do you wish you could pursue? What do you really want to do with the time you have been allotted?

If you are going to perform at a high level, take new ground, and be great, then you better have a vision that is compelling. In order to achieve a level of performance that is greater than your current performance, you will need a vision of the future that is bigger than the present. You must find a vision with which you are emotionally connected. Without a compelling vision, you will discover there is no reason to go through the pain of change.

“Behind every impossible achievement is a dreamer of impossible dreams.”

—Robert K. Greenleaf

Vision is the starting point of all high performance. You create things twice; first mentally, then physically. The biggest barrier to high performance is not the physical manifestation but the mental creation. You will never outpace your mental models. Vision is the first place where you engage your thinking about what is possible for you.

You must be clear on what it is you want to create. Most people focus primarily on their business or career, but business is just part of life, and it is actually your life vision that gives

traction and relevance to your business. That is why we begin with your personal vision, what you want your life to look like in the future. After that is established, we move on to what your business needs to look like in order to align with and enable your personal vision. The more personally compelling your vision is, the more likely it is that you will act upon it. It is your personal vision that creates an emotional connection to the daily actions that need to take place in your business.

In order to tap the incredible power of your vision you need a future that is bigger than the present. If you're going to create a breakthrough—if you're going to reach the next level—you will need to move through fear, uncertainty, and discomfort. It is your personal vision that keeps you in the game when things become difficult.

A compelling personal vision creates passion. Think about something that you are passionate about, and you will always find a clear vision behind it. If you find you're lacking passion in either your business or in a relationship, it's not a crisis of passion; it's a crisis of vision. We will show you how to craft a compelling personal vision and a business vision that aligns with and support your life goals.

“All my life I wanted to be somebody. Now I see I should have been more specific.”

—Lily Tomlin

The first step is to create a personal vision, a vision that clearly captures and articulates what you want in life. The personal vision should define the life you want to live in all areas including spiritual, relationships, family, income, lifestyle, health, and community. The personal vision creates the foundation for an emotional link to your business and career objectives so that

there is a strong alignment between what you pursue in your business and the life you desire to live.

Your business vision is most powerful when it is developed in light of your personal vision. The reason so many people fail to follow through when things become difficult is due to this lack of connection with their personal lives.

Your business objectives are not the end in themselves, but the means to an end. Too often, managers and associates plan for business success but fail to connect with the real power source that will enable them to achieve that success. In essence, the personal vision is the reason why we work in the first place.

Once you understand the linkage between your life vision and your business success, you can define exactly what level of income or production your business must deliver in order to support your complete vision.

Vision provides you with that line of sight, that emotional link, to help you overcome the challenges and execute. When the task seems too difficult or unpleasant, you can reconnect with your personal objections and vision. It is this emotional connection that will provide you with the inner strength to forge ahead in spite of any difficulties, thus enabling you to achieve your dreams and desires.

## YOUR BRAIN AND VISION

The brain is an amazing organ. As David Frost once pointed out “It starts working the moment you get up in the morning and doesn’t stop until you get into work.”

Our brains are wonderful, powerful, and inconsistent. Due to its multiple functions, sometimes your brain can seem to be working at cross-purposes with itself. Have you ever felt like your brain was in conflict with itself? If so, you’re not alone (or crazy). There is some groundbreaking research that explains

what you're experiencing and offers powerful insights on how you can use your brain more effectively to live the life you desire.

Researchers have found that a portion of the brain, the amygdala, reacts negatively when we are facing uncertainty and risk. This response is quite helpful in avoiding danger and staying alive. Unfortunately, when we imagine the future as being vastly different from today, we experience uncertainty because we don't know how to create and maintain the future we are imagining. When this happens the amygdala kicks in.

That's when the part of our brain that avoids risk gets in our way. It seeks to keep us out of uncertain and risky situations. When you start to envision a future that stretches your comfort zone and is significantly bigger and bolder than what you are currently living, the amygdala tries to shut down the process before you do anything that could be detrimental.

That's the bad news. At one level we are all wired to resist change and postpone greatness. The good news is there is also a portion of your brain, called the pre-frontal cortex (PFC) that acts as a counterbalance to the amygdala. The PFC lights up when you look out over open vistas, and interestingly, when you imagine greatness for you in the future. Scientists can track increased electrical impulses in the PFCs of test subjects when they think about a compelling future.

Research has also shown that our brains have a powerful capacity to change. In the past, scientists thought that our brains were essentially static after we became adults, but they now know that the brain can change over time. The areas that we use frequently actually grow in the density of neural connections, and in size.

This capacity for our brains to change is called neuroplasticity. Here's why it's such a big deal: Your brain has the ability to change and develop physiologically, and it does so based on how you use it.

That is good news and bad news. The bad news is that unless you intentionally engage the PFC, you are by default, relatively strengthening the portion of your brain that resists change and keeps you stuck. The good news is that you can change your brain simply by what you think about. You have the ability to strengthen and develop your brain by thinking about a compelling future for yourself, by regularly and repeatedly thinking about an inspiring vision where you emotionally connect with the life you desire.

And here's what may be the best part, when you think about a compelling vision, the neurons that fire in your brain are the same neurons that fire when you act on your vision. What that means is that you can literally train your brain to act on your vision just by thinking about it. The first step, though, is creating an inspiring vision and learning how to stay connected with it.

“Tell me, what is it you plan to do with your one wild and precious life?”

—Mary Oliver