

Chapter 3

THE JUSTWYN MODEL

FOR PLANNING, DISCIPLINE, AND EXECUTION

"Nobody has ever expected me to be President."

Abraham Lincoln

Hope and motivation. Two very important forces that will help you achieve success. Hope is the willpower that starts your engine. Motivation is the willpower that keeps your engine going. Before you can put the PDE model in motion, you will need hope to get the model going. Motivation then becomes the energy to keep the model running.

Look at Abraham Lincoln for example, who used hope and motivation to become one of our greatest U.S. Presidents. He began his road to success with "*hope*" for greater things other than a simple prairie life. Hope became the driving force that prompted Lincoln to read, to engage in intellectual pursuits, to enter into political debates with some of the greatest statesmen of the time, etc. His efforts brought noticeable changes that *motivated* Lincoln to continue his work. These two forces — hope and motivation — work together to create success.

A by-product of hope and motivation is self-confidence. You become more self-confident when you recognize positive accomplishments. Lincoln's actions increased his intelligence, which increased his statesmanship and articulation of facts. Lincoln became more self-confident in his abilities that led to great intellectual debates that won public

confidence and his eventual election to the White House.

Hope, motivation, and self-confidence are key psychological forces for success. If you lack hope in yourself, your dreams, or your abilities to achieve, you will lack the power to plan and to begin the work that will achieve your goals. On the opposite end, if you lack motivation and self-confidence, you will lose the power to continue working for your goal.

This brings us to an important question: How do we develop hope, motivation, and self-confidence? The answer become the basis of our discussion in this chapter. You develop hope by first defining your goals and objectives. You will answer the question, "What am I trying to achieve?" Once you do that, your next step is planning the tasks that will achieve your goal. The more strategic thinking that goes into your plan, the more hope that you will gain.

You can increase motivation and self-confidence by overcoming weaknesses that hinder self-fulfillment and achievement. Strengthening your character by building a better "you" increases self-discipline, thus bringing about achievement of your goals and positive changes in your character. These accomplishments increase your motivation and self-confidence.

Planning and self-discipline become the building blocks for hope, motivation, and self-confidence. You can increase hope by writing a detailed plan that achieves your goals. You will become more motivated and self-confident by building and strengthening your character. These concepts outline the steps for achieving success:

Step (1): Begin by writing a strategic plan that defines the objective, goals, benchmarks, and tasks. *This becomes the planning ingredient.*

Step (2): Work to build a better you by overcoming your physical and mental weaknesses. In other words, build and strengthen your discipline — *the discipline ingredient.*

Step (3): Execute the tasks from the plan within specified time phases — *the execution ingredient.*

I will now introduce a model that will help plan your goals and strengthen your character. I call it the Justwyn Model. A short acronym for "Just Win" at the goals that you seek to accomplish.

THE JUSTWYN MODEL

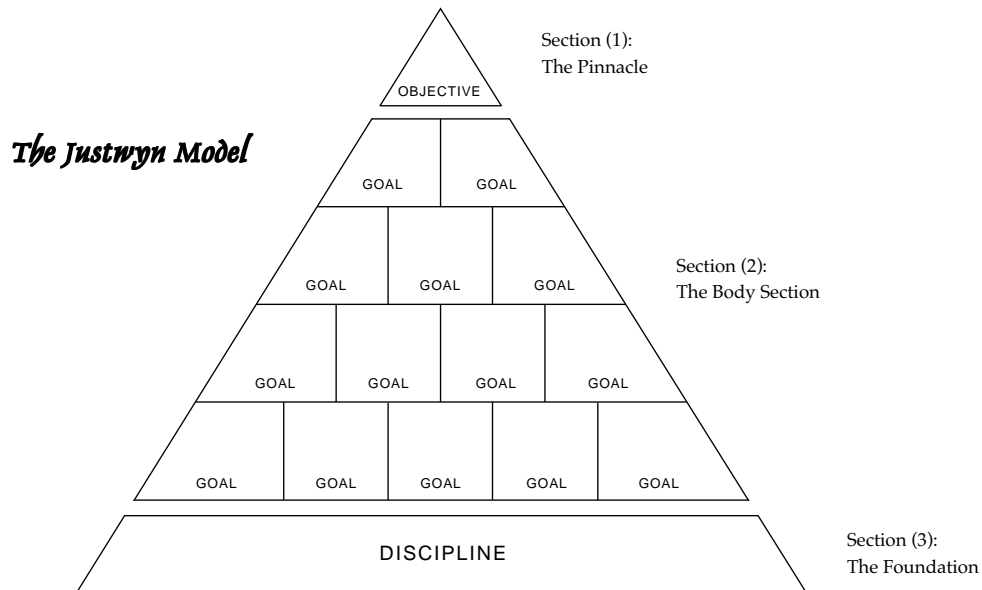
The conceptual framework of the Justwyn Model is simple; it uses the geometrical properties of a one-sided pyramid. Three sections divide the model as illustrated on the next page. The pinnacle section of the pyramid defines the objective you are seeking to achieve. You will recall that the objective is the main goal, or life achievement, that you want for yourself — you defined your life objective in the last chapter. The body section lists the respective goals arranged in hierarchical layers that will achieve the objective. The goals support the objective and can change if a goal no longer achieves the objective. And the bottom section, the foundation of the model, comprises the physical and mental discipline that supports the model.

PDE
The Three Ingredients of Success

P . . . is for planning
writing the strategic plan that defines the objective with its applicable goals, benchmarks, and tasks.

D . . . is for discipline
building the physical and mental disciplines to perform the tasks written in your plan.

E . . . is for execution
executing the plan within defined time frames.



We begin constructing our model at the pinnacle of the pyramid by defining the objective we seek to accomplish. The objective is the ultimate goal; e.g., becoming an Olympic gold-medalist, a CEO of a Fortune 500 company, an Oscar-winning actress, a great philanthropist, the President of the United States, etc.

For illustration, let's say that you want to become CEO of a Fortune 500 company. Write the objective at the top of the pyramid. Then identify the goals (not the tasks — these will come later) that will achieve the objective. For instance —

The Objective: *To Become CEO of a Fortune 500 Company.*

Goals that could possibly achieve this objective include:

- *Undergraduate Degree*
- *Work Experience*
- *MBA*
- *Management Skills*
- *Career Promotions*
- *Community Leadership*

- *Career Placement in Industry of Choice*
- *Analytical Skills*
- *Writing Skills*
- *Communication Skills*
- *Corporate Leadership*
- *Corporate Politics*
- *Political Leadership*
- *Industry Leadership*

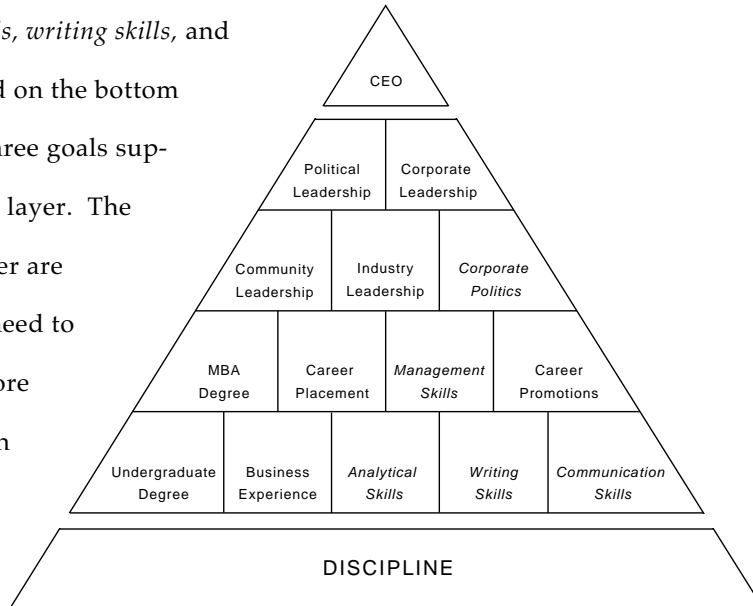
You probably could identify other goals that will better achieve the objective. But for this illustration, let's use these goals for now with the understanding that goals can change as you move closer to the objective.

Once you identify and agree to the goals that will achieve the objective, you take the goals and rank them in order of achievement. Identify which goals that you should achieve first, second, third, and so forth. You will prioritize them in hierarchical layers using the body section of the model as illustrated on the next page.

The rules of the model are as follows: The first layer of goals supports the goals on the second layer. The second layer of goals supports the goals on the third layer. The third layer supports the fourth, etc. It might help to compare the model to an actual pyramid built with stones laid upon each other in layers. Each stone represents a goal. The first layer of stones supports the second layer; the second layer supports the third layer, and so forth until you reach the pinnacle section of the pyramid.

The goals on the first couple of layers are *generalized* goals; they support many of the other goals further up the model. The goals placed in layers closer to the objective are *specialized* goals; they are more directly related to accomplishing the objective. For example, you will need an undergraduate degree and work experience before applying for a top-ranked MBA program. The goals *undergraduate degree* and *work experience* are important first-layer goals that support the goal *MBA* on the second layer. The second-layer goals *MBA Degree* and *career placement* need to be completed before you can successfully achieve the goals *community leadership* and *industry leadership* on the third-layer.

The goals, *analytical skills*, *writing skills*, and *speaking skills* are also placed on the bottom layer of the model. These three goals support the goals on the second layer. The five goals on the bottom layer are *generalized* goals. You will need to achieve these goals first before achieving *specialized* goals on successive layers.

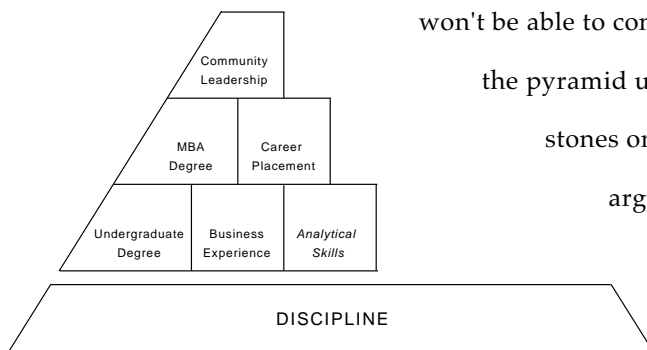


Some goals in the model will be given the status '*completed*' (non-italic in the illustration) while other goals will be identified as '*continued-in-progress*' (italic). The status '*completed*' refers to goals that have an end—meaning that once you accomplish the goal, there is nothing more that can be done for the goal. For example, the goal "*undergraduate degree*" is a '*completed*' goal. Once you complete your B.S. or B.A. degree, the goal has an end.

The '*continue-in-progress*' goals, on the other hand, are goals that you keep working on, though perhaps with less attentiveness as you move up the hierarchy of the model. These goals do not have an end. Nor will you need to complete them before you move to the next layer of goals. For example, the '*continue-in-progress*' goals include *writing skills*, *communication skills*, *analytical skills*, *community leadership*, etc. You will always develop or increase, for example, your *writing skills* as you move closer to your objective. You should therefore place *writing skills*, *communication skills* and *analytical skills* at the bottom of the model. These goals should be developed early to support the other goals in the hierarchy. Writing, communication, and analytical skills enhance your efforts to climb the ladder to corporate management.

It isn't necessary that you complete all your goals on one layer before continuing with goals in a successive layer. But note that you wouldn't be able to move far up the hierarchy without first completing the goals on the lower layers. For example, you might complete the goals *undergraduate degree, business experience, analytical skills, etc.*, as illustrated. But unless you return and complete the other first- and second-layer goals in your model — *writing, communication, and management skills and career promotions* — you will find it difficult, perhaps impossible, to achieve many of the goals on the third and fourth layers.

Think of your goal model as a building process for a pyramid. You might lay down three stones on the foundation for the first layer in the pyramid, and then construct a second layer with two stones, and a third layer with one stone. Unfortunately, you



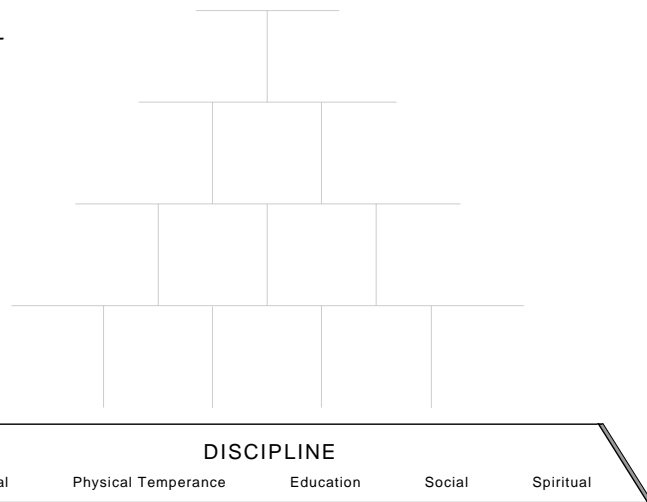
won't be able to construct any more layers further up the pyramid until you return and lay the required stones on the bottom layers. The same argument is true for goal planning. It will be to your advantage to complete goals in successive layers.

The number of goals identified and placed in a model varies with the complexity of the objective. Your planning model may contain any number up to a maximum of fourteen goals depending on the kind of plan that you write. If you identify less than fourteen goals that will achieve your objective, allocate two or more positions in the model as will be illustrated later. If you identify more than fourteen goals, combine one or more goals together so that you maximize the goals at fourteen. We will discuss these and other planning concepts in the next chapter.

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The final section of the model is the foundation, probably the most important section. Pyramids will crumble without a solid foundation. The foundation in the Justwyn Model is the discipline that executes the action that will achieve the goals. Discipline can be referred by the simple statement ". . . do it."

Discipline is comprised of five equally important attributes: the physical, physical temperance, education, social, and spiritual. Each attribute carries equal weight. We increase our discipline by controlling the physical and mental weaknesses that hinder our progress to a goal and self-fulfillment.



The foundation is ever supporting and remains intact throughout your entire progress to an objective. If we fail to maintain discipline, the entire structure (plan) may come tumbling down. We may change or replace our goals . . . similar to a pyramid when we replace a defective stone with another stone. The foundation of the model, however, never changes.

The five attributes that make up discipline represent our unique character. Each of us is comprised of physical, educational, social, and spiritual characteristics. A character impediment refers to a weakness, or a low perception of oneself, that we inherit or develop in life. These impediments can hinder our progress to a goal and personal happiness. For example, if you lack the desire to read, you can imagine the difficulty in completing the goal of higher education. Poor reading skills then become an educational

impediment that you must overcome if you expect to achieve the various educational goals in your model. Likewise, if you lack self-esteem, you will find it difficult to achieve tasks that take you outside of your inner self. The social impediment, low self-esteem, will need to be changed into a social strength of high self-esteem.

Character impediments can pop into our lives at any time. Sometimes we discover a character impediment later in life when we pursue goals that are new to us . . . such as adjusting socially to college life. Overcoming these weaknesses builds the discipline that accomplishes our goals.

Think of character building as physical, educational, social, and spiritual exercise. You will exercise each character attribute to become physically, educationally, socially, and spiritually stronger. Strengthening each character attribute increases your discipline and self-motivation, thus helping you achieve success and self-fulfillment.

Remember that the total size and weight of a model is only good as its foundation. If we represent each goal in our model as a stone with a certain size and weight, then large goals (stones) will bear a greater downward pressure on the foundation. To support the downward force, we require an equal and opposing force bearing up. That opposing force is discipline. The stronger our discipline, the greater the goals and objective that we can support and achieve — such as Dave Mansfield's goal to become the President.

This concludes our discussion of the Justwyn Model. We will use the model in later chapters to apply the principals of planning, discipline, and execution. The important concepts to remember include:

- The model uses the geometrical properties of a one-sided pyramid segmented into three sections: the pinnacle, body-section, and foundation.

- The pinnacle section of the model lists the defined objective.
- The body-section identifies the individual goals that will achieve the objective. These goals are then prioritized and placed in the model.
- The foundation is the discipline comprised of five character attributes.

Let's now use the Justwyn Model to discuss the first ingredient to success: Planning respective goals and tasks.

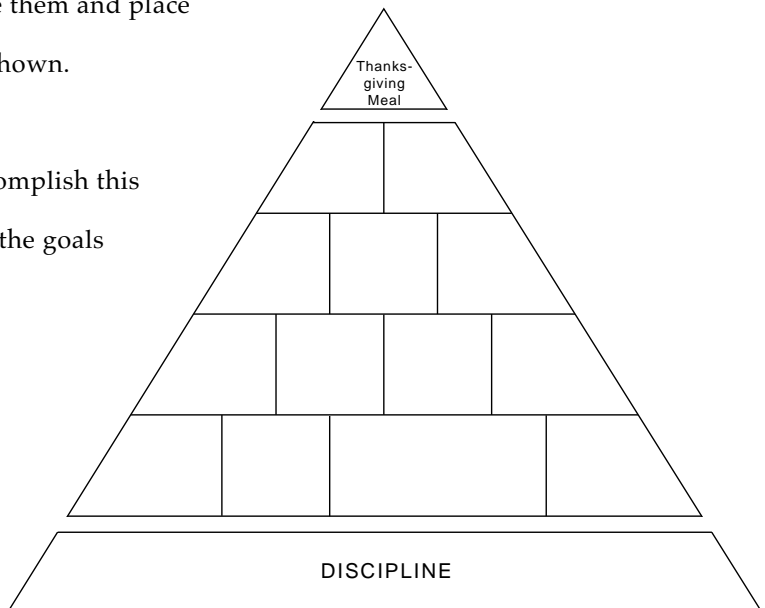


End of chapter exercise . . .

Here is a simple exercise that summarizes the concepts of the Justwyn Model. Let's say that you plan to prepare a complete Thanksgiving meal for your family and a group of friends. Identify the goals that will achieve this objective.

After you identify the goals, prioritize them and place them hierarchically using the model shown.

Think of the goals that would accomplish this objective. An example might include the goals you see listed on the next page —



- *Prepare Relish Dish*
- *Prepare / Cook Turkey*
- *Seat Family / Guests*
- *Set Table*
- *Plan Thanksgiving Menu*
- *Thanksgiving Prayer*
- *Prepare Other Meal Items*
- *Shop for Meal Items*
- *Plan / Make Decorations*
- *Place Meal on Table*
- *Select Ingredients*
- *Arrange Decorations*
- *Make Pies / Cakes*

Now prioritize the goals above and place them in hierarchical order using the Justwyn Model at the right. Remember that goals must be accomplished in succession, meaning that goals placed on the first layer of the model generally support the goals on the second and successive layers.

There is no correct answer to this exercise. You have the liberty to design a model that works for you. One possibility might look like the example below. Use this example to design a similar planning model for your goals in the next chapter.

