

# Building Resilience

AE Pamphlet 350-1-2  
15 December 2010

United States Army in Europe  
Comprehensive Soldier Fitness



## Resiliency Goals Book

Building Resiliency, One Goal at a Time

NAME: \_\_\_\_\_

UNIT: \_\_\_\_\_



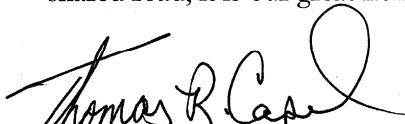
## INTRODUCTION

In the years that we have served our great Nation, we have witnessed many changes in the United States Army. Constantly improving tactics, techniques, and procedures, sophisticated equipment, and better facilities have all made our Army what it is today. Yet it is important to remember that our business remains, and will always be, about leadership and taking care of our Soldiers and their Families.

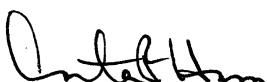
As a Soldier, you bring unprecedented flexibility, versatility, and creativity to our Army. You possess a keen sense of duty, honor, and loyalty, and you live by these values each day in communities across Europe. Time and again, you have performed admirably in the face of hardship and adversity. Our achievements on the battlefield, however, have not come without cost. Many of your fellow Warriors are struggling with the burdens associated with our high operating tempo. It is time to extend a helping hand in their direction.

Comprehensive Soldier Fitness is the right program at the right time. As you work your way through this book with your first-line leaders, we challenge you to put into practice the principles you learn. They are proven methods that will enable you to overcome the adversities that find their way into your life. Make no mistake; adversity will come. How you deal with it will shape your life and the lives of those around you.

While our Army remains globally engaged, it is more important than ever to maintain balance in our lives. Building resiliency into life's daily routine will help ensure balance and make you a better Soldier, leader, and citizen. The Comprehensive Soldier Fitness program will prepare you for the challenges that lie ahead. As we move down this shared road, it is our great honor to serve alongside each of you.



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**Army in Europe  
Pamphlet 350-1-2**

**15 December 2010**

**Training**

**Resiliency Goals Handbook**

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**Summary.** This pamphlet provides information about resiliency training and the use of the Global Assessment Tool.

**Applicability.** This pamphlet applies to Soldiers in the Army in Europe.

**Forms.** AE and higher level forms are available through the Army in Europe Library and Publishing System at <https://aepubs.army.mil/>.

**Suggested Improvements.** The proponent of this pamphlet is the USAREUR G3 (AEAGC-OPS, DSN 370-5171). Users may suggest improvements to this pamphlet by sending DA Form 2028 to the USAREUR G3 (AEAGC-OPS), Unit 29351, APO AE 09014-9351.

**Distribution.** A (AEPUBS).

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### **HOW TO USE THIS BOOK**

This book is designed to enhance the resiliency training you will receive or have already received. It will help you set goals to improve in any or all of the five pillar areas of Comprehensive Soldier Fitness (emotional, Family, physical, social, and spiritual). Your Global Assessment Tool (GAT) score can help you determine your current level of overall fitness in each category. Even if you have not received the resiliency training, this book will help you establish and achieve a series of goals.

Your ability to manage goals in your day-to-day life is critical, not only to you and your Family, but also to the overall success of your unit. Personal and unit effectiveness is built on developing and achieving goals. This will help you develop goals for yourself and also help you develop a plan to reach these goals, which in turn will lead to personal and professional growth. Do not fool yourself, however; this book is only as useful as you make it.

Identifying goals (such as a promotion or a college degree) and developing a plan to reach them does not automatically mean you will succeed. Only hard work, dedication, and perseverance will help you reach your goals. This book is a tool to help you and your chain of command to visualize your goals and to develop and implement a plan to reach them. It will allow you to see progress toward your goals as you accomplish the subtasks you develop to help you reach them.

**First-line leaders should use this book with their subordinates to help them grow and develop. Team leaders can take this book and work with team members to help them reach their goals. Squad leaders can use this book with their team leaders to challenge them to be not simply great Soldiers, but great people, proud of their profession and their personal growth.**

All of us have areas in which we would like to improve, grow, or change. Use this book as a tool to help you develop a plan of attack that will get you to your objective. It is only as useful as you make it.

## **THE GLOBAL ASSESSMENT TOOL**

### **What is it?**

The GAT, as part of the Comprehensive Soldier Fitness program, provides a person with a baseline in the five dimensions of strength: **emotional, Family, physical, social, and spiritual**; and provides an opportunity to track **self-development** and growth in these areas **over time**.

### **What has the Army done?**

Developed by subject-matter experts from the U.S. military and civilian universities, the GAT includes a series of questions prepared by scientists, and tested and validated by Soldiers.

An individual's answers to the GAT are **not accessible to others and are not meant to diagnose problems**. The GAT provides immediate results that allow Soldiers to identify their personal strengths and weaknesses. Soldiers are able to immediately begin training that will help them enhance their performance and build resilience.

The GAT is designed to be taken several times over a period of 6 months to 1 year in order to measure overall improvement across the pillars of Comprehensive Soldier Fitness.

### **Why is this important?**

Comprehensive Soldier Fitness is designed to raise the level of importance of psychological fitness to that of physical fitness. The program hails a new era and culture change for the Army, which now also equips and trains its Soldiers to maximize their potential and face the psychological rigors of sustained operations. This assessment and training enhances resilience and coping skills, enabling Soldiers to grow and thrive during this very demanding period of our Army.

The following are the definitions that cover the five pillars or points on the Comprehensive Soldier Fitness Star.

## **THE FIVE PILLARS OF COMPREHENSIVE SOLDIER FITNESS**

### **• Emotional Fitness**

An emotionally fit person faces life's challenges in a positive, optimistic way by demonstrating **self-control**, **stamina**, and **balance**, never too high, never too low, with his or her choices and actions.

“Cast me into a dungeon; burn me at the stake, crown me king of kings, I can ‘pursue happiness’ as long as my brain lives – but neither gods nor saints, wise men nor subtle drugs, can insure that I will catch it.” (Robert Heinlein)

### **• Family Fitness**

You build Family fitness by being part of a Family unit that is **safe**, **supportive**, and **loving**, and provides the resources needed for all members to live in a **healthy** and **secure** environment.

“Pray that your loneliness may spur you to into finding something to live for, great enough to die for.” (Dag Hammarskjöld)

### **• Physical Fitness**

Physical readiness is the ability to meet the physical demands of any combat or duty position, accomplish the mission, and continue to fight and win.

“War makes extremely heavy demands on the soldier’s strength and nerves. For this reason, make heavy demands on your men in peacetime exercises and training” (Field Marshal Erwin Rommel, *Infantry Attacks*, 1937)

### **• Social Fitness**

A socially fit person develops and maintains trusted, valued relationships and friendships that are personally fulfilling. They foster good communication, including a comfortable exchange of ideas, views, and experiences.

“The quality of a person’s life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor.” (Vince Lombardi)

### **• Spiritual Fitness**

You build spiritual fitness by developing and strengthening a set of **beliefs**, **principles**, or **values** that sustain a person beyond Family, institutional, and societal sources of strength.

“In war, the moral is to the material as three is to one.” (Napoleon Bonaparte)

## **RESILIENCY TRAINING SKILLS OVERVIEW**

The following is an overview of the resiliency skills that you can use to help set goals. If you have not taken the resiliency training, you can still use this book to help set your goals.

**Skill 1: Activating Events, Thoughts, and Consequences:** Identify your thoughts about an activating event and the consequences of those thoughts.

**Skill 2: Avoid Thinking Traps:** Identify and correct counterproductive patterns in thinking through the use of critical questions.

**Skill 3: Detect Icebergs:** Identify deep beliefs and core values that fuel out-of-proportion emotion and evaluate the accuracy and usefulness of these beliefs.

**Skill 4: Energy Management:** Enhance self-regulation so that you are able to stay calm and concentrated when facing an adversity or challenge.

**Skill 5: Problem-Solving:** Accurately identify what caused the problem and identify solution strategies.

**Skill 6: Put It In Perspective:** Stop catastrophic thinking, reduce anxiety, and improve problem-solving by identifying the worst, best, and most likely outcomes of a situation.

**Skill 7: Real-Time Resilience:** Shut down counterproductive thinking to enable greater concentration on the task at hand.

**Skill 8: Character Strengths:** Identify your top character strengths and those of others and identify ways to use your strengths to increase your effectiveness and strengthen your relationships.

**Skill 9: Strengths in Challenges:** Identify the specific actions that flow from your strengths in challenges and in successes.

**Skill 10: Assertive Communication:** Communicate clearly and with respect. Use the IDEAL model to communicate in a confident, clear, and controlled manner.

**Skill 11: Active Constructive Responding and Praise:** Respond to others to build strong relationships and offer praise to build mastery and winning streaks.

**Skill 12: Hunt the Good Stuff:** Hunt the good stuff to counter the negativity bias, to create positive emotion, and to recognize and analyze what is good.

## GOAL-SETTING

Goals are a vital aspect of our lives. They provide purpose and direction, motivation, commitment, and clarity about the desired outcome. Unfortunately, most of us do not engage in a deliberate and systematic process for identifying goals, or have a plan for getting there. Elite performers do it all the time. Research has shown that goals and goal-setting do affect performance. Setting and achieving goals need not be a burden; there is a method and a process to help you chart the way.

Properly applied, this process can add clarity and focus to what has typically been a challenging experience for many Soldiers, Family members, and civilians. And when you link the tested principles of goal-setting with the methods developed in the MRT Course, you are on the way to releasing the inner you. By incorporating the process of goal-setting with other resilience skills, you will develop lifelong practices that will enable you to achieve your goals and perform at your best. If done right, a goal-setting process will establish mechanisms that will have you “trip over your goals” each and every day.

Use the acronym S.M.A.R.T. to help develop goals that will push you across the finish line.

**Specific** - Your goals must be specific. This means that you must point out with clarity and detail exactly what it is that you would like to achieve. The more detail the better. Here you are determining the WHAT part. The HOW part is a work in progress that you will develop later.

**Measurable** - Your goals must be measurable. Spend time to develop criteria and tools that you will use to measure your progress toward the attainment of your goals.

**Attainable** - Your goals must be attainable. You must not only believe that you can achieve your goals, but they must be within reach. If you have no belief in the goals you set, then your goals are nothing more than fleeting wishes or dreams that you will long for but never attain.

**Realistic** - Your goals must be realistic. This means that logically – given your time, money, resources, and level of skill – you will be able to achieve these goals successfully. If any of these is lacking, then you need to improve your time, financial situation, skills, and resources, or simply set a different set of goals. But always aim high.

**Timed** - Your goals must be timed. You must set a deadline for achieving your goals and objectives. Without clear deadlines, you are planting the seeds of procrastination in your mind. Do not fall into this trap.

## HELPFUL HINTS

**Write Your Goals Daily.** Writing down the little goals that lead to your big goals daily is an effective way to keep them at the forefront of your mind. You can do this in a list format based on your goal-setting worksheet that you developed at the beginning of the goal-setting process for each MRT area goal. Not only will you gain new insight and understanding, but this will also keep you focused on what is most important in your life that day. But that focus will not be random. It will follow the goal plan you developed earlier.

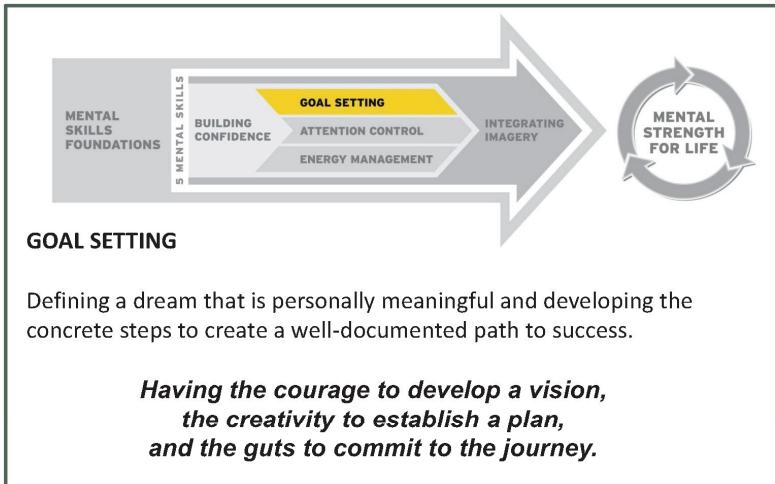
**Create Goal Reminders.** It is easy to lose focus when things get hectic and out of hand. At these times it is important to get back to basics and to concentrate on achieving your goals. This is best accomplished when you have creative goal reminders you can refer to throughout the day. For example, create a collage of your goals comprising magazine pictures and words that represent these passionate goals you have set for yourself. Create a catchy phrase for your key goal and repeat it to yourself every time you open a door, anywhere, anytime, all day.

**Enlist a Personal Coach.** Why do 53 of the best football players in the world (pick any NFL team) need a coach? Does Peyton Manning – arguably one of the best quarterbacks in the NFL – really need a quarterback coach? And why does Ken Griffey, Jr., need a hitting coach? Shouldn’t he be coaching the coach? Professional athletes, indeed anyone who performs at the peak of their ability (Collegiate, Olympic...), usually do so by having a personal coach at their side.

Whether it is playing a musical instrument or hitting a baseball 450 feet, excellence is obtained by having a trusted and competent coach to help you navigate through the trails and roadblocks that will inevitably come. You must do likewise.

Set up a relationship with a friend, coworker, or even your supervisor that puts him or her in a coaching role in your routine. Before each section begins, there is a place where you can record your personal coach. List this person here and take the time and effort to include that person in the process. Doing so will help you remain accountable while performing at your best. Use the samples that follow in this book to help chart your progress.

# GOAL SETTING



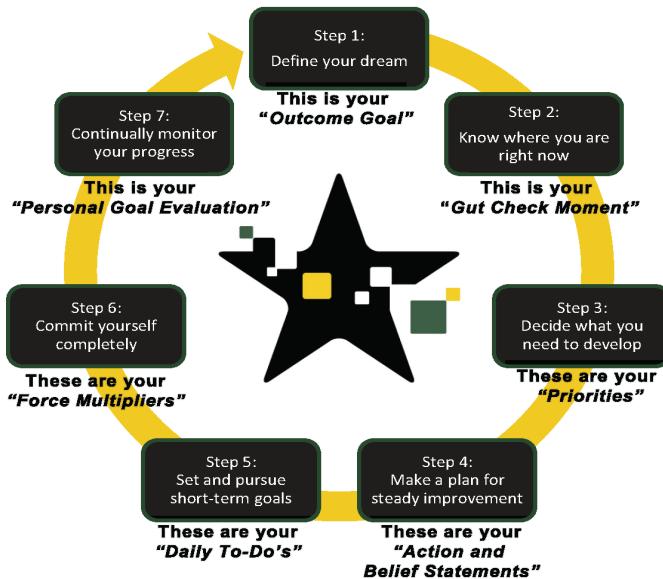
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**Notes:**

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# Goal Setting:

## Setting Your Sights on the 300m Target



### KEY POINTS:

- ❑ Goal setting is a process that builds upon itself, as indicated by our circular model. This process encourages action and constantly changes as you change. As the Chinese proverb states, “Be not afraid of going slowly, be only afraid of standing still.”
- ❑ Science has shown that goal setting is the most effective performance-enhancing strategy available to Soldiers.

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## GOAL SETTING WORKSHEET

Outcome Goal      Score 300 on my APFT

### Priority I physically & mentally prepare for the APFT Area

I eat a big meal two nights before the test, and eat a more modest meal the night before, focusing on plain foods, complex carbs, and hydration...

The night before, I carve out five to ten minutes to visualize myself executing my APFT test perfectly, and achieving my goal/s. I do a pre-combat check of all needed PT gear the night before so that I feel ready and relaxed in the morning.

I am fully equipped to crush my previous APFT score - I've done the hard work and now I go all in & reap the rewards! Pain has become my new benchmark of success. The more it hurts, the better I'm doing.

\*It's not the will to win but the will to prepare that makes the difference, and I win the battle before it begins.

### Priority I execute my physically & mentally APFT plan

-20s and SUs: I relax & let gravity do the work on the way down. I explode from the ground to hairy tail & my momentum finishes each rep for my run. I focus on running tall with my head still and level, eyes locked on my next target, arms loose and moving forward & backwards...

I use my cues negligently - "fire the pistons" for SUs, "Crack the whip" for SUs & glide the stride for my 12 minute run.

I work hard during events and recover smart between events, using 30 seconds between events to recharge and rest/sit. I choose to sit after my 12 minutes rather than repeat giving into a comfortable 14 min run. Short-term pain leads to long-term success!

My blistering pace and silly smile make a great/hard feel inadequate!

### Priority I believe in my physically & mentally APFT plan

Action Statements  
Belief Statements

Action Statements  
Belief Statements

Action Statements  
Belief Statements

Action Statements  
Belief Statements

### Priority I physically & mentally warm-up for the APFT Area

I prepare my muscles by flexing & stretching my chest, arms, & abs when standing in line.

I do an easy jog and some light stretching on the infill or the track before the run. I make sure I'm hydrated before the run begins.

With exerting my physically, I prepare my mind by creating positive images of success, motivating & confident self-talk, and a 'tight-hearted' attitude.

I would rather be confident than comfortable. I embrace my aches and pains by letting them to off in formation.

Action Statements  
Belief Statements



**GOAL SETTING WORKSHEET**

Outcome Goal

Priority Area

Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements

Priority Area

Priority Area

Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements
Belief Statements	Action Statements	Action Statements

Priority Area

What image will you use, as a background for this goal sheet, to motivate you?

How will you trip over this goal sheet daily?



## Define Your Dream



*Graduate  
Ranger School  
in 2010*

**The process begins with a powerful and personally meaningful dream goal**

- Does it give you goose bumps when you envision it?
- Does it keep you awake at night because of excitement and anticipation?
- Does it send chills down your spine when you think about achieving it?



*"The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it."*  
~ Michelangelo

Begin to define your dream. Ask yourself the following questions and be sensitive to the first thought or image that pops into your mind. This is a challenging yet crucial first step because it requires you to think creatively about what's really important to you. Your responses will be used to develop your Outcome Goal and its timeline.

1. As a Soldier, family member, or civilian in the Army, what accomplishment or achievement would be worth your very best effort?

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2. For this year, what would you pursue if everything fell perfectly into place?

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3. Looking beyond your time spent as an Army Soldier, family member, or civilian, how do you want to be remembered?

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Based on your brainstorming, identify your personally meaningful Outcome Goal that is worth pursuing this year and record it on the goal worksheet on page 29 on the appropriate line as seen below.

*Score 300 on my APFT*

Outcome Goal		Score 300 on my APFT
Priority Area	I physically & mentally prepare for the APFT	
	I am physically & mentally prepared for the APFT	
Performance Indicators	I eat a balanced diet, exercise the body, and do a more mental and physical preparation for the APFT. I also do more physical training and do more cardio exercises to develop my endurance and strength. I do more sit-ups and lunges to increase my leg strength and endurance. I also do more pull-ups and push-ups to increase my upper body strength and endurance. I also do more core exercises to increase my abdominal strength. The more I train, the better I will be able to perform the APFT. I will also practice my breathing techniques to help me relax and focus during the APFT.	
	I am physically & mentally prepared for the APFT	
Motivators	Pills and Vitamins & the quality of the food we eat on the way down. For example, I always eat healthy food and drink water before the APFT. For my runs, I always run wearing clothes with my head still and body open. I also always wear my shoes that are comfortable and fit well. I also always wear my pants that are loose and comfortable. I also always wear my shirt that is loose and comfortable. I also always wear my socks that are loose and comfortable. I also always wear my shoes that are comfortable and fit well. I also always wear my pants that are loose and comfortable. I also always wear my shirt that is loose and comfortable. I also always wear my socks that are loose and comfortable. My motivation comes from my family and friends who support me.	
	I am physically & mentally prepared for the APFT	
Priority Area	I progress my nutrition by eating & drinking my water, water, water. I do more sit-ups and lunges to increase my leg strength and endurance. I do more pull-ups and push-ups to increase my upper body strength and endurance. I also do more core exercises to increase my abdominal strength. The more I train, the better I will be able to perform the APFT. I will also practice my breathing techniques to help me relax and focus during the APFT.	
	I am physically & mentally prepared for the APFT	
Motivators	Pills and Vitamins & the quality of the food we eat on the way down. For example, I always eat healthy food and drink water before the APFT. For my runs, I always run wearing clothes with my head still and body open. I also always wear my shoes that are comfortable and fit well. I also always wear my pants that are loose and comfortable. I also always wear my shirt that is loose and comfortable. I also always wear my socks that are loose and comfortable. I also always wear my shoes that are comfortable and fit well. I also always wear my pants that are loose and comfortable. I also always wear my shirt that is loose and comfortable. I also always wear my socks that are loose and comfortable. My motivation comes from my family and friends who support me.	
	I am physically & mentally prepared for the APFT	

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*I physically & mentally prepare for the APFT*

Priority Area	

## **Know Where You are Right Now**

Your goal “**GUT CHECK**,” requiring brutal objectivity.



*“Fortunate, indeed, is the man who takes exactly the right measure of himself and holds a just balance between what he can acquire and what he can use.”*

~ Peter Latham

This is where reality sets in. The time for dreaming big must be balanced with an objectively honest self-analysis about where you are at this very moment, what assets you have to leverage, and what limitations are standing in your way.

1. Where are you right now in relation to your Outcome Goal?

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2. What strengths do you possess that will help you accomplish your Outcome Goal?

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3. What skills and qualities are needed to accomplish your Outcome Goal?

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4. What kinds of obstacles or challenges will likely get in your way?

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5. Do your personal values match up with your desired goal?

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## Decide What You Need to Develop



At this point, you have two important pieces of information: (a) the dream and corresponding Outcome Goal – where you want to go, and (b) the reality – where you are now. In order to achieve your Outcome Goal, there are some main areas of your life that will require immediate attention and improvement. These will become your “Big Rock” Priorities.

To begin closing the gap between where you are and where you want to go, you'll have to focus your energy and effort on the activities and thoughts that will have the greatest benefit. You can identify these by answering the question: “What main areas of myself do I need to develop in order to help my dream come true?”

“Maxing” the Army Physical Fitness Test provides a simple example of setting Priorities. These might include (a) increasing upper body strength, (b) increasing abs/core strength, (c) improving 2-mile run time, and (d) developing a mentally tough mindset.

**KEY POINTS:**

- Priorities focus on larger, more general areas of your life that require your attention.
- Focus attention on current Priorities you can improve starting now.
- For additional ideas, review your answer to the previous question, “What skills and qualities are needed to accomplish my goal?”

For your Outcome Goal, identify three or four “Big Rock” Priority Areas and record them on page 29. These Priorities will direct your effort, energy, and attention to the right things in order to maximize goal success. Make an honest assessment of where you need to put your time and energy.



Priority Area		I physically & mentally prepare for the APFT
Action Statements		I eat a big meal two nights before the test, and eat a more modest meal the night before, focusing on lean foods, complex carbs, and hydration. The night before, I carve out five to ten minutes to visualize myself excelling in my APFT test perfectly and achieving my goals.
Belief Statements		I do a pre-combat check of all needed PT gear the night before so that I feel ready and relaxed in the morning.
Action Statements		I am fully equipped to crush my previous APFT score - I've done the hard work and now I'm all in & reap the rewards! Pain has become my new benchmark of success...The more it hurts, the better I'm doing.
Belief Statements		"It's not the will to win, but the will to prepare that makes the difference, and I win the battle before it begins."

Priority Area		I physically & mentally warm-up for the APFT
Action Statements		I prepare my muscles by flexing & stretching my chest, arms, & abs when standing in line.
Belief Statements		I do an easy jog and some light stretching on the infield of the track before the run. I make sure I'm sweating before the run begins. While warming up physically, I prepare my mind by creating positive images of success, including a confident self-talk and a high-hearted intensity.
Action Statements		I would rather be confident than comfortable. I embrace my aches and allow my discomfort to drive my performance.
Belief Statements		I push my limits now to reap the rewards later - Short term pain leads to long term satisfaction.
Action Statements		I start strong & finish stronger...The longer the workout, the fitter I get!

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## Make a Plan for Steady Improvement

"If you fail to plan, then you plan to fail." ~ Proverb quote



Once Priorities are set, the next step is to identify the specific actions you will take in addressing them, as well as the attitude you will bring to the actions. Both are necessary to bring about meaningful change.



1. "What can I do on a regular and perhaps daily basis to address each of my chosen Priorities in order to help my dream come true?"

For example, if one of your Priorities is to improve your marriage, then a key action might be, "I go out of my way to do something special for my spouse once a week." Now, turn to your goal sheet on page 29 and identify two to three Action Statements that will help you accomplish EACH Priority Area, which in turn will make achieving your Outcome Goal possible.

2. "What must I believe about myself and my performance as I take these actions?"

Create powerful Belief Statements that describe how you want to be as a result of your actions, but phrase them in present tense, as if you already are that way. These Belief Statements intensify your actions. Now, turn to your goal sheet on page 29 and identify two to three Belief Statements for EACH Priority Area.

**Priority Area** *I physically & mentally prepare for the APFT*

**1. ACTIONS**

Action Statements

*I eat a big meal two nights before the test, and eat a more modest meal the night before, focusing on plain foods, complex carbs, and hydration. The night before, I carve out five to ten minutes to visualize myself executing my APFT test perfectly and achieving my goals.*

*I do a pre-combat check of all needed PT gear the night before so that I feel ready and relaxed in the morning.*

**2. ATTITUDES**

Belief Statements

*I am fully equipped to crush my previous APFT score - I've done the hard work and now I go all in & reap the rewards!*

*Pain has become my new benchmark of success...The more it hurts, the better I'm doing.*

*- It's not the will to win, but the will to prepare that makes the difference, and I win the battle before it begins.*

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## Effective Belief Statements

### Belief Statement Checklist

	<i>Is it phrased in first person?</i>
	<i>Is it phrased in present tense?</i>
	<i>Does it use affirmative language?</i>
	<i>Does it create vivid imagery?</i>
	<i>Does it create the right emotions?</i>
	<i>Is it powerful?</i>
	<i>Is it personal and meaningful?</i>

<i>Psyching Yourself Up</i>	<i>Perseverance</i>	<i>Reframing</i>	<i>Reducing Stress</i>
Slow is smooth, smooth is fast.  I am aggressive and attack with ferocity.  I am a PT animal and relentlessly attack each set.	I am resilient, tough, and thrive in adversity.  I love challenges and testing myself – Bring it!  I am best when the odds are stacked against me. I love a challenge.	I learn from setbacks and improve everyday.  I find it easy to let go of critics and my own self-criticism.  I am in control of my thoughts, feelings, and actions.	I am strong, centered and relaxed when things heat up.  I see and use stressful situations as a challenge.  I am calm and composed in the midst of chaos.
<i>Physical Condition</i>	<i>Mental Skills</i>	<i>Ranger Tab</i>	<i>General</i>
I PR the APFT every time I take it.  I push myself to train at a high intensity – If it hurts, it's right for me!  I take my meals as seriously as I take my workouts.	I take my recovery as seriously as I take my job.  My confidence is mine and mine alone to protect.  I am cool, calm, and confident during extreme stress.	I make smart decisions to protect my body and stay healthy.  When things get tough, I suck-it-up and drive on.  I am always mindful of my resources and conserve them.	I am important and worthy of respect.  I take pride in myself and my accomplishments.  I lead from the front and act as a role model for my Soldiers.

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## **Practical Exercise**

### **RECOGNIZING BELIEF STATEMENTS**

Circle or underline the Belief Statements in the Soldier's Creed.

## **Soldier's Creed**

**I am an American Soldier.**

**I am a Warrior and a member of a team.**

**I serve the people of the United States and live the Army Values.**

*I will always place the mission first.*

*I will never accept defeat.*

*I will never quit.*

*I will never leave a fallen comrade.*

**I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.**

**I am an expert and I am a professional.**

**I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.**

**I am a guardian of freedom and the American way of life.**

**I am an American Soldier.**

How does the Army use creeds? What makes them so powerful?

## Practical Exercise

### CONSTRUCTING & USING BELIEF STATEMENTS

1. Identify an area of your professional life that you want to be at your best.

Example: *I want to be professional at all times.*

---

Construct a powerful, personal and meaningful Belief Statement using the checklist below.

Example: *I am what right looks like.*

---

2. Identify an area of your personal life that you want to be at your best.

Example: *I want to be a strong parent and spouse.*

---

Construct a powerful, personal and meaningful Belief Statement using the checklist below.

Example: *My actions inspire my kids to want to grow up to be like me.*

---

3. Identify a present weakness you wish to overcome.

Example: *I have a hard time controlling my frustration when things don't go as I had planned.*

---

Construct a powerful, personal and meaningful Belief Statement using the checklist below.

Example: *Even when things don't go as planned, I stay level-headed and adaptive.*

---

Belief Statement Checklist	
	<i>Is it phrased in first person?</i>
	<i>Is it phrased in present tense?</i>
	<i>Does it use affirmative language?</i>
	<i>Does it create vivid imagery?</i>
	<i>Does it create the right emotions?</i>

4. Identify one or more deliberate, creative ways that you'll get mental reps of using your Belief Statements daily. Remember, repetition builds strength!

Examples: *Set as desktop background  
Record and use as my ringtone*

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---

**Directions:** Based on what you know about effective Priority Areas, Action Statements, and Belief Statements, edit this goal plan in order to make it more powerful.

## Outcome Goal    To get my Associate's Degree

Priority Area	I will be a more confident student
Belief Statements	I review my past successes before each class
Action Statements	I would like to score high on every test
Belief Statements	I need to be successful from the beginning
Action Statements	The best students are confident
Belief Statements	I am top-notch scholar in every way!
Action Statements	I always exceed the teacher's expectations!

Priority Area	I create a study plan for success
Belief Statements	I review my notes for 2hrs three nights a week
Action Statements	I will be prepared for every class
Belief Statements	I will try to monitor my progress
Action Statements	Each day I'm closer to the diploma
Belief Statements	I am the ultimate 'tactical student'
Action Statements	Someday it will all fall into place

Priority Area	I gather support around me
Belief Statements	I update family and friends once a week
Action Statements	I reward my spouse for watching the kids
Belief Statements	I use the tutoring program 2x a week
Action Statements	When I win, my family wins
Belief Statements	Don't be a loser!
Action Statements	Fight for yourself; fight for the family

Priority Area	I want to be physically fit
Belief Statements	I run for 20 minutes as a study break
Action Statements	I will eat healthy foods to manage energy
Belief Statements	I use tactical breathing before every class
Action Statements	Top fitness means top grades!
Belief Statements	Leverage the mind-body connection
Action Statements	Don't give up training or you'll flunk

## Set and Pursue Short-Term Goals

"Be not afraid of going slowly, be afraid only of standing still." ~ Chinese proverb



Now, it's time to get down and dirty with goal setting. You've already identified a personally meaningful Outcome Goal, corresponding Priorities, and both Action and Belief Statements for each Priority Area. It is both unrealistic and impossible to achieve every Action Statement and Belief Statement on the goal plan every day. Therefore, we must ensure that we set at least one daily goal that directs effort to some aspect of the goal plan by answering the question: **“What will I do right now?”**



The vision you identified during Step #1 may take months or even years to realize, and to keep yourself excited and energized through this time period, short-term goals are critical to your success. Setting and achieving short-term goals provides you with immediate feedback. If your actions are not producing change, then you will know that it is time to rethink them.

There is no short-term goal more important than the one you make for today. The present moment is the only place where you have any true control, which means that your personal life and your Army career are

nothing more than the sum of all your “todays.” Going to PT each morning with a specific goal in mind, such as completing every repetition of every exercise with complete focus, or hitting your target split times for each mile, means that you have a purpose for that PT session. “Purpose” is just another word for “intent,” and this “intent” is what makes “intensity” possible.

### DAILY GOAL → PURPOSE → INTENT → INTENSITY!

The most effective use of this technique involves setting both an action goal and an attitude goal for each day. These should be directly relevant to some aspect of your larger goal plan. A blend of the right actions and attitudes helps you consistently do the right things while focusing on the state of mind that will most help you reach your long-term goals. Record these daily goals in your planner, green book, BlackBerry, etc.

DAILY TO DO LIST:		
Today's Date: _____		
PRIORITY A, B, C	EST. TIME DUE DATE	CHECK WHEN COMPLETE <input checked="" type="checkbox"/>
		TODAY'S ACTION GOAL: <input type="text"/>
		TODAY'S ATTITUDE GOAL: <input type="text"/>

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## **Commit Yourself Completely**

*"The difference between being involved and committed is like the difference between the pig's contribution and the chicken's contribution to a ham and eggs breakfast – The chicken is involved, but the pig is committed."*

~ Martina Navratilova, World Champion tennis player

### **Securing Goal Commitment: Develop Ways to Trip Over Your Goals Everyday**



**What strategies might you adopt to keep your goals present in your mind? Be creative...**

Examples: Post my goals on my fridge so I see them daily.

Use my goal sheet as my computer screen saver image.

---



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#### **KEY POINTS:**

- Sacrifice, discomfort, and setbacks are a part of the process. Do not let them erode your confidence and motivation!
- Find creative and strategic ways to post your goals so that you trip over them everyday.
- Share your goals with team members and loved ones. They will reinforce your successes and hold you accountable when you're tired or distracted.

**Goals work best when:  
Written down, read daily, revised frequently**

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## **Continually Monitor Your Progress**

*"If you don't change your direction, you're going to end up where you're headed."*  
~Anonymous



Every day, you are given the opportunity to ask yourself, "Am I getting closer to what really matters to me?" This question can only be answered if you keep your eyes open and monitor your progress. Are you in fact getting closer? Is your action plan paying off? Are you recognizing your improvements and forward progress? When it comes to improvement, examining your progress is as important as making progress.



### **KEY POINTS:**

- Track your goal progress daily and weekly, celebrate even the smallest victories, and identify new strategies to overcoming sticking points.
- Focus on your goal successes weekly to build motivation and confidence.
- Focus on your goal setbacks weekly to adapt and improve.
- Begin performance journaling. Spend a few minutes each day reflecting on the thoughts and actions that helped and hurt your goal progress.

### **PERSONAL GOAL EVALUATION**

This form requires your dedicated attention for about 10-15 minutes at the end of the week. Record three things that went well related to your goals. Also, record two things you want to improve for the next week based on your progress and results.

**List three "Confidence Builders" based on your performance this past week. Consider your goal successes and progress made towards your goal when listing these items.**

1. \_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_

**List two "Competence Builders" based on your goal results from this past week. Consider areas that need improvement or more direct attention when listing these items.**

1. \_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_

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## YOUR PERSONALLY MEANINGFUL OUTCOME GOAL

### Your 1<sup>st</sup> Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

### Your 2<sup>nd</sup> Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

### Your 3<sup>rd</sup> Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

### Your 4<sup>th</sup> Priority Area

- ✓ 3 to 5 action statements aimed at this priority
- ✓ 3 to 5 belief statements to bring to your actions

Summary statement, unit motto,  
or relevant quote

## I am the Complete Warrior

### Caring father and Role Model for Son

- I play with my son at least one hour every day.
- I use positive and meaningful language when I communicate with him.
- I give my son self-esteem by making him feel loved, accepted, and encouraged.
- I read books or sing songs to him every day.
- I teach him about ethics, morality, and the Bible.
- At every opportunity, I tell him, "I Love You."
- I participate in caring for my son by assisting with bathing, diaper changes, and feedings.
- My son and I have a strong and unbending relationship based on trust, respect, and love.

### Compassionate and Dedicated Husband

- I always treat my spouse with respect.
- I tell my spouse I love her and express my appreciation for her commitment to our family every day.
- I allow for open communication with my spouse in regards to our experiences and feelings.
- I use respectful language when I communicate with my spouse.
- I coordinate one family activity each week to guarantee quality time outside the home.
- I plan two weeks of family vacation each year, focusing on quality lifetime experiences for our family.
- I stay relaxed at all times when I am with my spouse.
- My spouse and I have a strong and unbending relationship based on trust, respect, and love.

### Strong and Supremely Fit

- I lift four times a week and hit every body part at least once a week.
- I lift with superior form, focus, and explosiveness.
- I become stronger and more fierce with each perfectly executed repetition.
- I conduct cardio training at least three times per week, gaining strength and endurance with each training session.
- I stretch after every workout; ensuring my muscles are prepared for recovery.
- I push through the burn when I run the staircases and the hills around post.
- I am as powerful as an ox...I handle myself in the arena!
- I play hurt...Pass the Mashed Potatoes!

### Best Field Artillery Officer in Year Group

- I lead by example, seizing the moral high ground and choosing the harder right.
- I check my baggage at work and give 100%, 100% of the time.
- I remain focused and vigilant until the battle is won both in garrison or at war.
- I am a determined and dedicated leader in the valley and I am a humble and attentive leader on the mountaintop.
- I treat my co-workers with courtesy and respect.
- I am not satisfied with the status quo, and I constantly seek to improve myself and my organization.
- I am strong enough to handle success and man enough to handle my critics.
- I treat all my Soldiers with respect and dignity because they are my little brothers.

## I GRADUATE FROM RANGER SCHOOL IN 2010!

### I steadily increase my physical fitness:

- ✓ I lift shoulders and back twice a week for 40 minutes, varying the intensity of each workout.
- ✓ I run five days a week, averaging a 7:15 pace for at least 40 miles/wk.
- ✓ I swim at least once a week for 800 meters.
- ✓ I ruck march with a 35 lb pack six or more miles weekly.
- ✓ I shoulder more than my share of the task, whatever it may be, more than 100%.
- ✓ "If you want to shine, you got to burn."



### I conduct mental preparations

- ✓ I talk to other Rangers for guidance.
- ✓ I read the book, "No Excuse Leadership".
- ✓ I keep a motivation tab in my patrol cap.
- ✓ I say the Ranger Creed rightly.
- ✓ I am mentally alert, physically strong, and morally straight.
- ✓ I've survived food and sleep deprivation before and I know I can handle it again!
- ✓ My intestinal fortitude is rock solid and unwavering.
- ✓ "All in need now is to want it bad enough!"

### I practice Infantry-based leadership

- ✓ I read a section from FM 7-8 at least three times weekly.
- ✓ I practice writing OPORDs.
- ✓ I carry the Ranger Handbook with me at all times.
- ✓ I listen to my imagery scripts weekly.
- ✓ I am a technically and tactically competent team player who makes my battle buddies successful.
- ✓ I know the basics of patrolling. I know the battle drills. I know troop leading procedures.
- ✓ Gallantly, I show the world that I am a specially selected and well-trained Soldier.

### I stay healthy throughout my preparations

- ✓ I eat four healthy meals a day and stay hydrated by drinking 2 liters of water daily.
- ✓ I stretch before and after all workouts.
- ✓ I tend to my feet and deal with all blisters and hot spots before they become issues.
- ✓ My equipment is well-maintained and my boots are broken in and comfortable.
- ✓ I am fresh and injury-free on report day.
- ✓ Ranger School begins long before Ranger School begins.
- ✓ Pain is temporary, the tab is forever.

RANGERS LEAD THE WAY



## BEST DRILL SERGEANT IN MY BDE



### I AM AN EXPERT MARKSMAN AND TRAINER

- I attend AWG CATC training.
- I print and read all weapons FMs and TMs.
- I become the SME on the Engagement Skills Trainer.
- I use the BRM Imagery CD personally and with my Soldiers.
- I continually research close-quarters battle, refine shooting techniques, and develop new training techniques.



### I LEAD SOLDIERS FROM THE FRONT

- I do PT with Soldiers every day.
- I prepare fully for every class that I teach.
- I use combat experience to motivate and to make training realistic and relevant.
- I help my Soldiers set goals and I mentor them to achieve their goals.
- I am a dynamic leader and trainer.
- I am a compassionate leader with Soldiers who are struggling.

### I CONTINUE TO DEVELOP MYSELF

- I attend Sniper School.
- I earn Sergeant Audie Murphy Club NLT 2010.
- I take three college classes per year towards my bachelor degree.
- I volunteer at my church.
- I maintain balance with my spouse and children.
- I learn something new every day.

### I SET THE STANDARD IN PT

- I max the APFT every time.
- I run 30 miles per week.
- I lift full body 3 times per week.
- I enter a race 2 times per year.
- I attain Combatives Level II Certification.
- I become a proficient swimmer.
- I bring relentless intensity to every PT session.
- I am a PT animal and everyone knows it!

# I get promoted to SSG by 2011

**I INCREASE MY MILITARY AND CIVILIAN EDUCATION**

- I attend WLC on March 3rd 2010
- I graduate WLC NLT mid April 2010
- I do one correspondence course a week
- I speak to an Education Counselor this week
- I research different colleges and degree programs this weekend
- I enroll in criminal justice program ASAP
- I take at least two college courses each semester

**"Study hard today, Play hard tomorrow."**

**I DEVELOP MY LEADERSHIP SKILLS**

- I focus on teaching, coaching, and mentoring my Soldiers everyday
- I develop my counseling skills by reviewing FM 6-22 Appendix B once per month
- I take on one new responsibility each month
- I give my Soldiers one new responsibility each month
- I review my Soldiers performance when given a new responsibility each month

**I EXPAND MY MILITARY KNOWLEDGE**

- I study one section from the Army Study guide every evening
- I read FM 6-22 (Army Leadership), FM 7-0 (Training the Force), and FM 7-1 (Battle Focused Training) in the next 4 months
- I study one Warrior Task or Battle Drill per week
- I learn about one Army Program a day

**I INCREASE MY PHYSICAL FITNESS**

- I run at least 2 miles on Tuesdays, Thursdays, and Saturdays after work
- I do an upper body workout on Mondays
- I do a lower body workout on Wednesdays
- I do an abdominal workout on Fridays
- I limit fast food to once a month
- I drink at least 6 bottles of water daily for hydration purposes

**"Hit 'em hard, Hit 'em Fast!"**

# “SURVIVE & THRIVE”

~My Deployment Plan~

## MY BODY IS HEALTHY

- I attend 3 exercise classes/week to help release stress
- Eat a well-balanced diet including whole grains and 4 servings of fruit and vegetables each day
- Follow a sleep routine consisting of 8 hrs each night
- Try a new type of fun exercise 1 day per week
- “I become healthier, stronger, and empowered”
- “I am healthier than I was yesterday.”
- “This is my time!”

## MY MIND IS RESILIENT

- I set and evaluate goals as new challenges arise
- I practice my relaxation cards with complete focus and intention daily
- I use meaningful cues to help refocus my priorities and maintain a strong sense of self
- I reach out to my social support daily

- “My goals & cues make me more resilient everyday”
- “I am calm and able to tackle any challenge”
- “I am a strong support to my family & community”

## MY HEART IS DEVOTED

- I create a gratitude board for my family to share 3 things to be grateful for each day
- I give support and compassion to my spouse
- I provide strength and comfort to my kids

- “A strong family is a strong future”
- “My pride and devotion carries me through all challenges... I am proud to be an Army Spouse.”
- “I am grateful for...”
  - a role model within my family, my community, and the Army.”

## MY SPIRIT IS UNBREAKABLE

- I work everyday to build a powerful self image
- I remain patient with myself knowing that I cannot control everything
- I focus on being more aware of the needs of others and am available to help

- “I am grateful for the positive aspects of my life, and reflect on these things each day.”
- “I appreciate my strengths today”
- “Let go... Let God”
- “3 Strikes and I am NOT out!”

---

**Notes:**

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**List of Helpful Web Pages**

**USAREUR:** <https://portal.eur.army.mil/Pages/Default.aspx>

**CSF:** [www.army.mil/csf/](http://www.army.mil/csf/)

**ERMC:**

<http://www.healthcare.hqusareur.army.mil/>

Army Center for Enhanced Performance:

<http://www.acep.army.mil/index.php/Home>

## GOAL SETTING WORKSHEET

Outcome Goal \_\_\_\_\_

Priority Area

Belief Statements	Action Statements						
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Priority Area

Belief Statements	Action Statements						
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Belief Statements	Action Statements						
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Belief Statements	Action Statements						
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What image will you use, as a background for this goal sheet, to motivate you?

How will you trip over this goal sheet daily?



## GOAL SETTING WORKSHEET

Outcome Goal



Priority Area -

Priority Area

Priority

area

Priority Area

| Priority Area | Belief Statements | Action Statements |
|---------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Priority Area | Belief Statements | Action Statements |

What image will you use, as a background for this goal sheet, to motivate you?

**How will you trip over this goal sheet daily?**



GOAL SETTING WORKSHEET

## Outcome Goal

Priority Area	Belief Statements		Action Statements		Belief Statements
	Belief Statements	Action Statements	Belief Statements	Action Statements	
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

Priority Area	Belief Statements	Action Statements				

What image will you use, as a background for this goal sheet, to motivate you?

How will you trip over this goal sheet daily?

## GOAL SETTING WORKSHEET

Outcome Goal

Priority Area

Priority Area

Priority Area



Belief Statements	Action Statements					
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Belief Statements	Action Statements					
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Belief Statements	Action Statements					
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Belief Statements	Action Statements					
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What image will you use, as a background for this goal sheet, to motivate you?

How will you trip over this goal sheet daily?



## GOAL SETTING WORKSHEET

Outcome Goal

Priority Areas

### **Priorit Area**

Priority Area

Belief Statements

Action Statements

```

graph TD
    PA[Priority Area] --- B[Belief Statements]
    PA --- AS[Action Statements]
    B --- B1[Belief Statement 1]
    B --- B2[Belief Statement 2]
    B --- B3[Belief Statement 3]
    AS --- A1[Action Statement 1]
    AS --- A2[Action Statement 2]
    AS --- A3[Action Statement 3]
    AS --- A4[Action Statement 4]
    AS --- A5[Action Statement 5]
    AS --- A6[Action Statement 6]
    AS --- A7[Action Statement 7]
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    AS --- A100[Action Statement 100]

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Priority Area	Belief Statements	Action Statements								

**What image will you use, as a background for this goal sheet, to motivate you?**

**How will you trip over this goal sheet daily?**

## NOTES





