

BIG BOLD GOALS

Put people first and the results will follow

The **Big Bold Goals** way is built on a set of **20 principles**.

These are the principles for achieving big bold goals
through high-performance teamwork.

Principle One

*Put people first and the rest
will follow*

To achieve your **Big Bold Goals**, when you put people first the results will follow. The old model of focusing primarily on numbers with people as the afterthought is flawed and outdated. When you put people at the centre of things and get them in roles where each person thrives, the numbers and results will follow.

When I entered the working world in the 1990s, the leadership model was based on the carrot and stick approach, existing in a numbers-driven culture, defined by a win/lose finish line.

That old model is flawed in many ways and it needs to be consigned to the scrapheap. To be able to achieve our big bold goals we need a business

approach that puts humanity at its core, an approach steered by leaders who create high-performance teams that thrive based on combined strengths.

In recent times, it has become so much more obvious that high-performance teams put people first and the results follow.



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Principle Two

Grounded in trust

It's nigh on impossible to achieve any **Big Bold Goal** without a team who trust each other. Aim to make trust building an infectious habit in the teams you're in by leading by example.

No one needs to ask permission to deeply listen to what others are saying - to build trust by playing it back and acting on it.

Before you can do anything together as a team, you must build trust. Sometimes we do it without realising, just by being human and by caring. And sometimes we don't realise that what we are doing is utterly toxic and is undermining trust.

What are the signs that trust is eroding? Sometimes it's the unspoken, uneasy and uncomfortable sensation that when someone is asked to do something, they are only paying lip service to it and they were not really going to follow through.

Sometimes it shows up as a blame culture. A culture where no one feels safe to hold their hand up and own their own mistakes. The finger of blame is pointed toward someone else or some circumstance beyond their control.

It can show up as people digging deeper into their own worlds and not sharing what they are doing or their ideas with others for fear of being criticised, of being found out, of being

proven to be wrong or even of having their ideas stolen.

Building trust is an act of self leadership. Take the time and create the space where you have no distractions, especially no phone distractions. Connect with each of your core team and ask them what's going on for them and what's important to them.

Will they tell you the truth first time around? Probably not. But, whatever they say, demonstrate that you are listening. Write it down and play it back to them. To be more human, begin that process of really listening and then finding ways to help them to achieve their goals and what's important to them. The more that you do this, the more likely it is that others will emulate what you are doing.

Aim to make trust building an infectious habit in the teams you are part of by leading by example. No one needs to ask permission to deeply listen to what others are saying and to build trust by playing it back and acting on it.

Principle Three

Make yourself at home

When you're going after **Big Bold Goals**, there are a universal set of skills your team need to develop.

These critically essential skills for effective teamwork can be developed at home or at work.

Use those skills to develop an effective thriving team at work **AND** and effective thriving team at home.

There are few things that are more negatively impactful on productivity and performance at work than personal problems at home.

And conversely, work usually gets the blame as being the primary culprit of home-life disruption.

In a survey in early 2020, work was viewed as being as destructive in its effect on relationships as infidelity (36%) and ahead of the strains of raising children (27%) and financial pressures (23%).

All too often we segment our minds by thinking of a 'work life' and a 'home life' and we are trying to find that elusive work/life balance. Never has this been more front of mind than in 2020 when our work and home lives have been crashed together with working from home.

The truth is that teamwork requires a set of skills, a unique set of skills

which are all about understanding yourself and others. They are a set of behavioural tools.

Here's the magic of these tools. You can develop them either at home or at work. And you can use them at home and at work. When you're going after big bold goals, one thing is certain - you'll need to work as part of a team and you'll need to master these skills. The skills of listening, building trust and co-creating a shared story of the future are a great place to start. And what better place to start to than to develop these skills at home and create a strong stable platform to enable you to work towards home goals as well as big bold goals at work.

Principle Four

The story is the star

It's impossible to achieve a **Big Bold Goal** if you don't know what it is or if it keeps changing.

Your "pole star" story needs to be the constant guiding light for you and your team.

It's the simple guide as to whether any action or initiative is moving you closer to your goal or not.

Make no mistake that is this harder to do that it sounds. It takes time to work as a team to really reveal what that pole star story is that really connects the team not just on a cognitive level, but also on an emotional level.

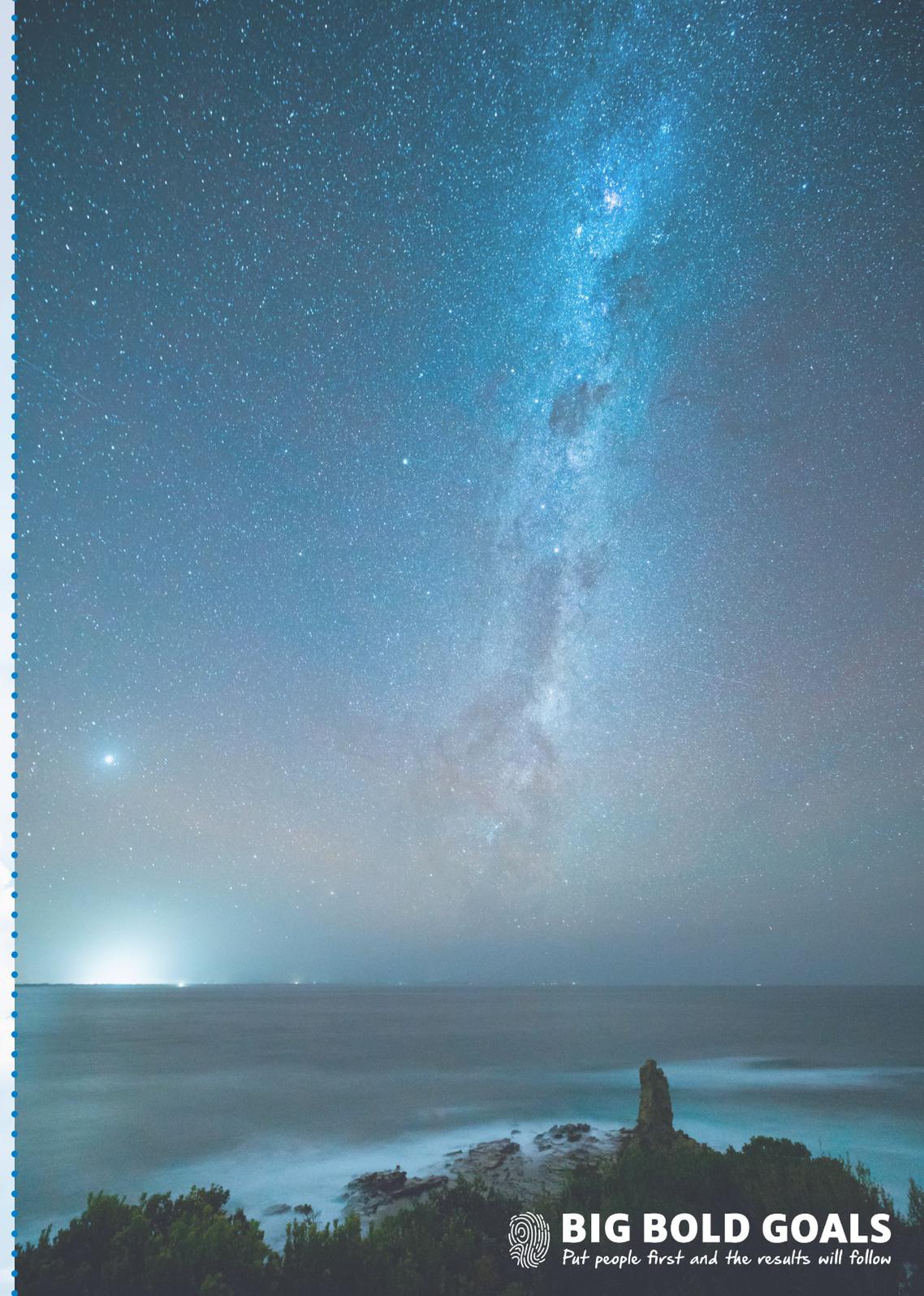
Don't fall under the illusion that creating something that is simple, memorable and powerful is easy to do. It's not. But that doesn't mean that it isn't vitally important.

When you've collectively created and

bought into the pole star story, man is it powerful. It just lets you cut away what doesn't serve to get you and your team going towards it.

As Omar Bradley famously said "Set your course by the stars, not the lights of every passing ship."

The lights of every passing ship surround us all too often and if every man, woman and child on the ship don't know where you're going, you'll be forever going round in circles.



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Principle Five

Start with impossible

At some point every single **Big Bold Goal** will look overwhelming and impossible to achieve.

The reasons why it looks impossible are the seeds of the top priorities on your to-do list.

You need to be systematic, deliberate and methodical in how to approach this.

Don't fall into the trap of letting the emotionally charged state of overwhelm kill your big bold goals.

If we only went after goals that seemed easy and attainable, we'd never achieve big bold goals.

By their definition, they are tough and at times will look impossible. That's not a reason to give up. That's a reason to dig deep and find ways around them.

With every big bold goal, create your list of "Why" and "Why Not".

Your Why is your fuel for when times get tough and you need remind you and your team why this goal matters, why it really matters.

Your "Why Not"s would be the most seductive trap to fall into and to say it's too hard, to feel overwhelmed and move on to find an easier project. Master your emotional state by walking directly towards every reason and why it will won't work. List them

all out. And then and only then, pick the single biggest one that's standing in your way. And get your very best team and minds figuring out your way around it. Your Why Not's need to become your todo list and your team needs create the belief they can take on and tackle hard problems.

Principle Six

Challenging the Belief Myth

When it comes to **Big Bold Goals**, whether you believe you can or whether you believe you can't, you are right.

I used to think that belief appeared as if by magic - everything changed when I realised that you can create that belief deliberately, specifically and consciously.

Back in my corporate life I'd be sitting in the audience and at some point, the speaker, usually someone who'd been successful in either the sporting or business world, would say the words "You've just got to have belief".

It would sound so simple, so powerful and just so blindingly obvious. I'd scribble down in my notebook: 'have belief'. Sitting there, in the energised environment and immersed fully in the flow of the story, I suddenly had all the answers - and it started with belief.

Roll forward several days to when normality had returned. Many emails, to-do lists, and meetings had come and gone, and I'd flick back through my notes and find the words 'have belief'. In the cold light of day, I'd ask myself "How exactly do I have belief?". Is it some magically anointed thing that just appears? Am I broken because I don't have that belief? Where is the mental switch that I need to have belief? I'd get frustrated because the simple advice had come without an instruction manual.

What I have come to discover on my journey is that you can create and manufacture your own belief. This led me to the notion that belief is a skill - that belief is like a muscle that needs to be trained, developed, honed and strengthened and that it is built over time.

It comes from the combination of many small things - ingraining the story you want to create of the future in your sub conscious mind, doing hard things, celebrating small wins, locking in winning feelings together as a team, relentlessly studying the traits and patterns of people who've achieved goals similar to yours and the cultivation of practices and habits that move you forward each and every day.

It won't happen by accident and its not always easy, but it is doable and achievable. Think of it as a core skill set you need to develop for yourself and coach your team on how they can develop it.

Principle Seven

We, not Me

No **Big Bold Goal** happens in isolation - learning to work as part of a team doesn't come naturally to many people and yet it's so fundamental.

The shaping of that team, the shaping of the interaction between team members can either happen by accident or it can be done purposefully. Deliberate purposeful shaping is what many teams do using values. Far too many teams get it wrong and people become cynical.

At its heart is celebrating and creating interactions around what you want to see more of rather than what you want to see less of.

And that shaping is the glue that can define a culture which moves from being about Me to being about We.

*Few areas attract as many raised eyebrows right through to down right cynicism than values. I used to be a paid up member of "do I really have to do this s**t".*

Many people before me have come to the conclusion that values and the culture they have the power to define whether you achieve your big bold goals or not. Lou Gerstner found at IBM that culture isn't just one aspect of the game, it is the game.

It comes unstuck when done badly which far too many teams do by only paying lip service to it.

At the heart of We not Me and driving and embedding a values based culture is a conversation to agree what behaviours you want to see more of.

And then finding ways to make the an ongoing live conversation rather than a once a year tick box exercise.

It's way too easy to fall into the trap of either focusing on what you don't want rather than more of what you do want. The more a team celebrates and talks about more of what it wants to see, the more likely it is that thats how the team will work together.

Principle Eight

Recalibrate your compass

At sea, if your compass is a few degrees off, the chances of arriving at the right place are zero.

It's the same with your internal compass - your internal identity. If it's not aligned with the goal and direction you want to go in, it's impossible to hit the goal.

This recalibration is a piece of internal work that can only be done by you. It's also a piece of work all too often shrouded in scepticism and not talked about enough.

The deliberate and specific shaping of your internal identity - from an inside out perspective, rather than an outside in one is a process that is simple.

Invest the time in your internal story to recalibrate your compass with where you want to go.

The internal story, an internal identity is something we all have whether we are conscious or unconscious of it. That story has what's called a snapback effect. If you do something that's inconsistent with it, you'll quickly snapback to be consistent with the story you have.

I don't believe it's possible to outrun this story - to be able to act in a way that is different from that story over a sustained period of time.

Going after big bold goals by definition means you're stepping beyond your comfort zone and it's highly likely you'll bump into areas that aren't consistent with your story of today.

The single best way to resolve this is a compass recalibration - the very deliberate, specific and conscious rewriting of your story that's consistent with where you want to go. It's not easy, but it is simple, it is doable and best of all there is a process for going about it.

If you're serious about setting, tackling and achieving big bold goals, then recalibrating your internal compass and that of your teams is one of the essential skills you need to master.

Principle Nine

What you see is all there is

The single most important person you need to influence is yourself.

We all influence ourselves every day. Influenced by whatever we give permission to enter our world.

People, social media, the pictures on our walls, what we read. It all has an influence which shapes how we think, feel and act.

There is no greater decision you can make than looking in the cold light of day at what you are allowing to influence you. Those choices can be the difference between you achieving your **Big Bold Goals** or not.

Whats influencing your thoughts today? It's pretty likely that whatever it is will not just shape the thoughts, but the actions you then take and therefore the results you get by the end of the day, week, month and year.

If you're not paying close attention to what and who you're allowing to influence you, then frankly you're sleepwalking through life. Those influences matter, they really matter a huge amount.

Just be conscious of what you're letting into your world. If you're set in the direction of big bold goals, then making your path the easiest and most likely to lead you to nailing that goal, then mastering the skill of curating what you give permission to enter your world is right up there in terms of skills to master.

Principle Ten

What's your Super Power

At school, we're taught to fix our weaknesses.

This is flawed thinking when building a team to tackle **Big Bold Goals**.

To get your team flying, find each person's super power and magnify them. Let the thing that each person is uniquely brilliantly at come to the fore.

They'll feel more valued, more engaged, more listened to and you'll stick rocket fuel in your tank by unleashing strengths.

For any of us, one of the most important things that we can do is to discover our zone of brilliance, the things that we should dedicate more of our time to doing. And conversely, what are the areas that we should avoid like the plague where we are weak and not ideally suited.

Managing our time, both for ourselves and with our team, and finding activities that are best suited to each

individual person is a crucial aspect of developing a thriving team. Falling into the 'building up a weakness trap' could be one of the worst things you can do - by trying to strengthen a weakness, you can weaken a strength.

Want to reveal what your SuperPower is? It's a lot easier than you think if you ask the right people. Here's a snappy video that guides you through...



www.casparcraven.com/super-powers

Principle Eleven

Perfection never happens

Perfection is the achilles heel of **Big Bold Goals**.

Learning to not wait for perfect is the liberation that a team all often needs to create momentum.

You'll make mistakes for sure, but its far easier to course correct on a moving ship than a static one trying to think through and figure everything out before you've left harbour.

Do pay attention to detail, but don't be so hamstrung by it that it creates inertia and kills momentum: Don't wait for perfect.

To achieve any goal, you and your team will need to engage in 'relentless action' to move the project forward.

Be wary of putting things off in the

hope of waiting for things to be perfect.

As a team, you will only ever achieve your goals through the actions you take.

take.



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Principle Twelve

Change happens in the calendar

Tiny steps every day are better than big steps every month.

To nail big bold goals, the relentless shaping of the micro habits, rituals and routines every day are the compound growth ingredients.

Both for you and your teams, figure out ways to shape the habits that radically increase your probability of making the goal a reality.

Your daily habits as a team are what will move you from where you are to making the pole star story happen.

Celebrate successes by regularly noticing what is changing over time. Remember that it is the accumulation of marginal gains that count and that you might not see immediate impact. However, over time these habits will change the game and they will be what turns your story from a picture on the wall into a set of experiences, memories and photographs that will define your team together.

Principle Thirteen

Cornerstone habits

What habits are your “must do’s” every day to put you in the zone to achieve your **Big Bold Goals**?

Four cornerstones I’ve found to work well are:

- Quality sleep 7 days a week
- Cold Showers every day
- Meditation every day
- The right diet and exercise for me

Setting yourself up to be at your very best won’t happen by accident. Researching and selecting daily routines is a pattern that defines every Big Bold Goaler I’ve ever met or studied.

The ‘always on’ digital age is changing our brain chemistry and how we think, feel and act. We can allow ourselves to be swept along by the sound of yet another notification, or we can get behind the steering wheel of how we spend our time.

Which habits could move the dial most for you? In this modern time, what were the new habits of highly successful people? Having researched, studied and spent time with hundreds of Big Bold Goalers (people who’ve set

tackled and achieved Big Bold Goals) I’ve iterated my way to four habits which act as the cornerstones of each and every day.

- Quality Sleep every night
- Cold Showers to activate mind and body
- Meditation to gain perspective
- Diet and Exercise

What’s one habit that defines how you’ll move towards your Big Bold Goal?

Principle Fourteen

Learning how to learn

Are you trying to look good, or are you trying to figure out the answer to the challenge in front of you?

Owning the identity of being someone who is a learner and committed to figuring out the best answer rather than owning the identity of someone who says I'm right is one of the single best shifts anyone can make.

One of my favourite stories around learning how to learn came from Tracey. She was the headteacher at a school that was failing. She made a decision to choose something out of the ordinary to turn things around.

She decided that one class would learn a subject that neither the students nor the teachers had any prior knowledge of.

They chose circus skills.

Both students and teachers were instructed by circus performers how to do certain tricks.

Through the teachers leading by example, showing their flaws and their vulnerability, it made it OK for the children to not know how to do things.

It was OK to fail, to struggle and to then finally figure it out.

I wonder how many teams would benefit from this approach, of finding something that no one can do and then learning how to learn together.

In my teams we adopt a mantra of it doesn't matter who is right, it only matters what is right. It focused the energy on solving the problem in hand rather than who looks good. By owning the identity of being a learner who can embrace failing and feedback you're far more likely to achieve your big bold goals.

Principle Fifteen

Emotional Mastery

We all have flaws and weaknesses which are usually revealed by studying the patterns of mistakes and brick walls we consistently crash into.

Investing the time to study your patterns and to acknowledge them is the first step to overcoming them.

Weakness + Introspection = Progress

We are all a work in work in progress and the quicker we acknowledge that, the quicker we can move forward.

Achieving big bold goals with a thriving high-performance team is significantly easier if you understand and master your emotions.

Both individually and as a team, we keep hitting our head on our biggest problems until we stop and stare hard at them and figure out what they are.

Once we start to understand where we keep tripping ourselves up, we then have a choice around how to mitigate our emotional black holes.

Beginning with you, look for the patterns that keep recurring in your life. Spend time reflecting on the roadblocks and frustrations and emotional black holes that you regularly run into. What is the weakness that is hidden from you and yet is also staring you straight in the face?

Time spent in introspection could well be the single most productive time you spend this year if it leads you to removing a roadblock from your life. Be courageous and ask those who know you well – be open, be humble, be vulnerable and seek out the truth. Find your best take on what your single biggest weakness is and what your emotional black hole is and write out the word that best summarises it. Put it somewhere obvious where you see it every day and obsess about it, get mad at it and force it into your conscious mind so that you then begin to have a choice around your emotional response to each situation you find yourself in.



Principle Sixteen

Time to change tack

Why aren't you more successful?

Making better decisions may just be the key you need.

And to make better decisions and when to change direction means being open to your own biases and flaws.

Research shows that leaders who are open-minded and humble with the courage to be vulnerable create exceptionally decisive teams with better outcomes.

Building thriving high-performance teams that can achieve big bold goals requires that teams learn how to make better decisions.

Be open to the fact that all of us are prone to bias and acknowledging our own biases is an important first step.

Where you will be as a team a year from now will be something that you can trace back to the decisions you make today. Start right now by acknowledging the biases you have and work toward making better decisions together.

Principle Seventeen

Resilience in the eye of the storm

The ability for a team to resilient is laid bare for all to see in moments of adversity.

Creating that resilience has its foundations in the days, weeks and months before.

It becomes defined by the way the team works together, builds trust and looks after each other.

There are times in our lives when things go wrong and we are tested. This is as true at work as it is at home. The only question that matters is how you respond and show up in that moment.

Resilience, and the ability to deal with setbacks, is not created in moments of adversity, but in the days, months and years before. It's by defining your values together as a team, and the way that you think about adversity and looking out for others around you, that will shape those reactions.

Take the time to create and embed the values together collectively as a team and talk about what each person does well. Build the values into a regular part of the conversation so that you are defining the culture of your team for when things don't go to plan, as they inevitably will at some point.

When a challenging time does arrive, remember to pause, breath and work together to come up with creative solutions to resolve whatever you are facing.



Principle Eighteen

Swerving Distractions

How distractable are you?

If your attention consistently gets blown sideways by emails, calls, social media and any number of highly plausible daily distractions, your chances of being effective diminish rapidly.

A re-set on your working practices by being deliberate, specific and conscious by may be the thing your productivity needs.

We are facing the most pervasive assault on our culture from always being connected and it has crept up on us like the story of the boiling frog. Combatting this requires distinct, deliberate and practical steps to avoid ourselves being overwhelmed with distractions and being busy fools. In your team, this starts with you.

Develop the habits and routines that work for you. Share what you are doing

with your team, what you are learning from it, and how you are becoming more productive as a result of this process. This is an ever-changing area. No one right now has all the answers as to how we address the global assault on our attention span.

If you want my hacks and shortcuts (and the story of how I learnt this), take a look at the link below...

Why your attention and focus may be decimated (and 2 things to do about it)

Published on October 30, 2019



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www.linkedin.com/pulse/why-your-attention-focus-may-decimated-2-things-do-caspar

Principle Nineteen

Taking extreme ownership

When a crisis hits, they're like holes in boats - they only get worse not better if ignored.

It's way too easy to ignore it by pointing the finger of blame. It's far harder to take extreme ownership.

Those moments where we tackle really hard problems by taking ownership and control of the situation become defining moments for us and our teams.

When things go wrong, I've noticed that it is significantly more practical to take ownership of the situation. When that happens, you put your mind into a more resourceful state where you can now seek to identify choices and options for another way to deal with the problem in hand.

You are, by choice, putting yourself on point to figure out the best way forward in this situation, which means that you are significantly more likely to find a solution than if you don't do that.

The danger is that we fall into our emotional black holes, perhaps to find fault with others, to pass the blame and to swerve the issue. When that happens, I've observed that all the energy goes to passing the buck rather than solving the problem. And solving the problem is exactly what the teams needs to be focused on.

Principle Twenty

Teams that go the distance

Team building is a long-term game. It takes time to positively shape team culture and sometimes we need to practise patience.

Think like a farmer: plant seeds, apply sunshine and water and allowing that to work over time.

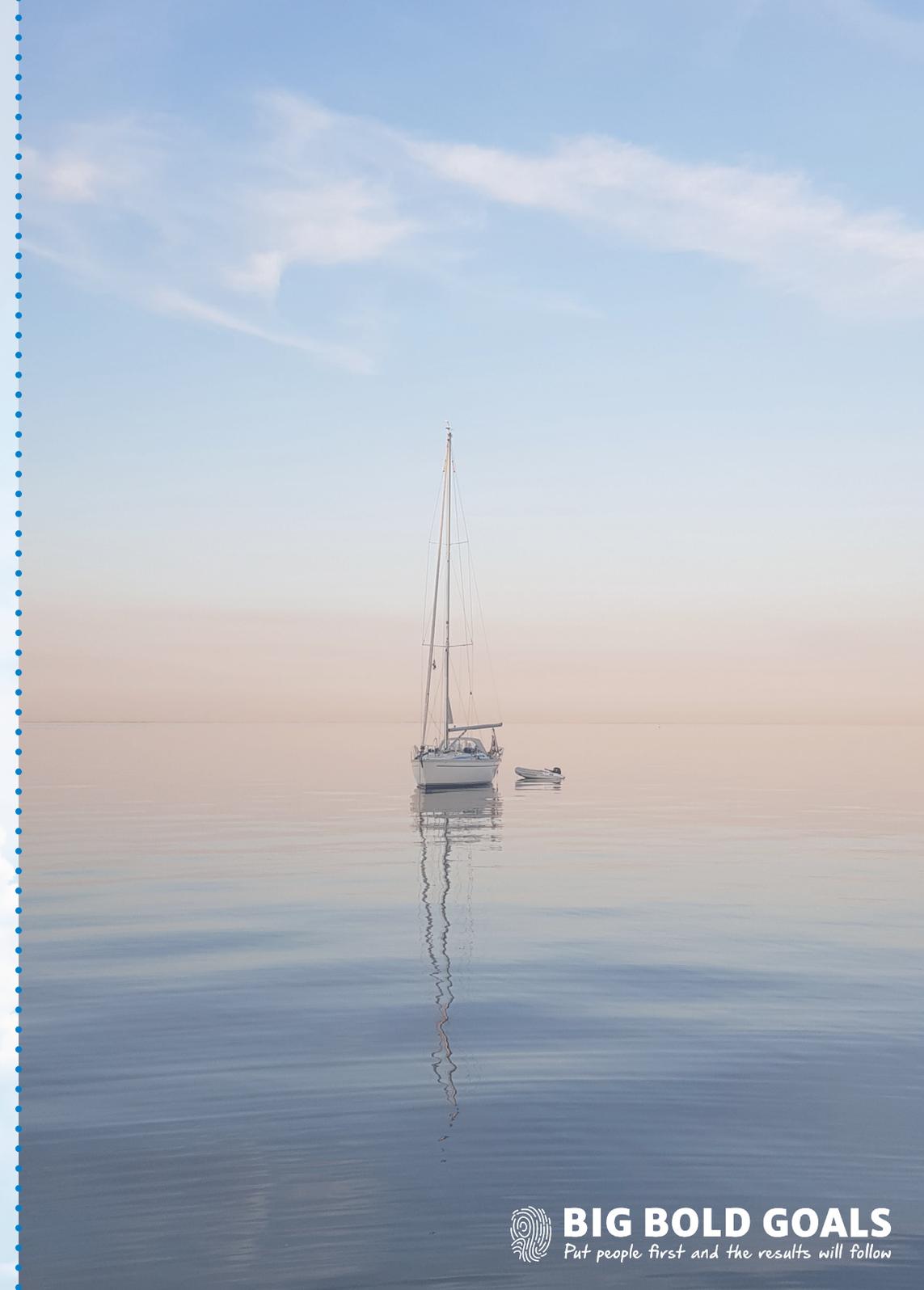
If I plant a seed and expect an oak tree to appear tomorrow, the only person who is being deluded is me.

Every business and team will at some point ask of itself "Are we nearly there yet?". The answer will inevitably be "Not yet". Businesses and organisations, and the people who work in them, are all works in progress – a journey for which no finite finish line exists.

The moment that you think you have arrived is the very moment that you start quickly heading backwards. Great teams and great leaders recognise that

the reward comes from what you learn along the way and who you become on the journey.

You only have to meet successful entrepreneurs and executives sitting atop their mountains to discover that the journey and the relationships they formed along the way were the most meaningful parts of the journey. And it's a journey that never ends – the learning and growth never stops.



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Think **Big**. Think **Bold**.
Think **Big Bold Goals**.

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