

Resiliency Goals Book

Building Resiliency, One Goal at a Time

Name: _____

Unit: _____

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INTRODUCTION

The European security environment is complex and constantly changing. To successfully defend Europe against Russian aggression and various adversaries, USAREUR must develop Soldiers, Civilian employees, and Family members to become ready and resilient. We also need to make 30,000 Soldiers look like 300,000. That requires every member of our community to be involved in our efforts to assure our Allied and partner nations by posturing ourselves to prevent or respond to any crisis.

The best way to do this is to train to be mentally tough—“resilient” to be exact—by learning how to be strong in each of the five dimensions of strength: emotional, Family, physical, social, and spiritual. Comprehensive Soldier and Family Fitness (CSF2) is the Army’s primary program for this training. The program has proven to increase resilience and enhance performance. Leaders must include the CSF2 program in all training activities, then follow up to ensure the skills that are taught through this program are being put into practice.

Our junior leaders carry a heavy load, and we need to empower them. This pamphlet will help accomplish that. As your junior leaders develop goals, whether professional or personal, mentor them through the goal-setting process to help them succeed. Then guide them to use the same process to mentor their Soldiers.

Finally, use your master resilience trainers and the staff of the new Resilience Training Center. CSF2 is not just for Soldiers, it will also help strengthen your Civilian employees and Family members. Do not hesitate to ask for assistance. Asking for help is not a sign of weakness; on the contrary, it makes us stronger.



Sheryl D. Lyon
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USAREUR Command Sergeant Major



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Lieutenant General, U.S. Army
Commanding

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United States Army Europe
Wiesbaden, Germany

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Headquarters
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Training

Resiliency Goals Handbook

***This pamphlet supersedes AE pamphlet 350-1-2, 15 December 2010.**

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Summary. This pamphlet provides information about the Comprehensive Soldier and Family Fitness (CSF2) Program and specifically information about goal setting in relation to the use of the Global Assessment Tool (GAT) and resiliency training.

Summary of Change. This revision—

- Modifies the proponent of this pamphlet to reflect the command decision to transfer CSF2 program responsibility from the USAREUR G3/5/7 to the USAREUR G1 (Supplementation and Suggested Improvements paras).
- Updates organizational names, office symbols, telephone numbers, and other administrative information throughout.
- Updates applicability to include civilian employees and Family members throughout.
- Revises the entire pamphlet to reflect current CSF2 Program principles, procedures, and tools.

Applicability. This pamphlet applies to Army in Europe Soldiers, civilian employees (including local-national and contractor employees, although contractors may have limited eligibility for CSF2 programs or benefits), and their Family members.

Records Management. Records created as a result of processes prescribed by this pamphlet must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website at <https://www.arims.army.mil>.

Forms. This pamphlet prescribes [AE Form 350-1-2A](#). AE and higher level forms are available through the Army in Europe Library & Publishing System (AEPUBS) at <https://aepubs.army.mil/>.

Suggested Improvements. The proponent of this pamphlet is the Ready and Resilient Division, Office of the Deputy Chief of Staff, G1, HQ USAREUR (mil 537-1241 or civ 0049-(0)611-143-537-1241). Users may suggest improvements to this pamphlet by sending DA Form 2028 to the USAREUR G1 (AEPE-RRD), Unit 29351, APO AE 09014-9351.

Distribution. This pamphlet is available only electronically and is posted in AEPUBS at <https://aepubs.army.mil/>.

CONTENTS

Introduction (USAREUR CG & USAREUR CSM).....	iii
1. How to Use This Book.....	3
2. The Global Assessment Tool.....	4
3. The Five Dimensions of Strength	6
4. Resiliency Training Skills Overview	7
5. Goal-Setting	8
6. Helpful Hints.....	10
7. The 7-Step Goal-Setting Process	11
8. Conclusion	28
Glossary	29

1. HOW TO USE THIS BOOK

This book is designed to enhance the resiliency training you will receive or have already received according to the Comprehensive Soldier and Family Fitness (CSF2) Program policy (AR 350-53). It will help you set goals to improve in any, or all, of the five CSF2 “**Dimensions of Strength**” (that is, **emotional, Family, physical, social, and spiritual**). Even if you have not received resiliency training or used the Army’s Global Assessment Tool (GAT) to help you determine your current level of overall fitness (scores) for each dimension, this book can 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 to the overall success of your

unit. Personal and unit readiness are built on developing and achieving goals. This book is a tool that can help you develop goals for yourself and a plan for reaching those goals. This, in turn, will lead to personal and professional growth. Do not fool yourself, however, into thinking that simply by using this tool, achieving your goals will be effortless.

Identifying goals (for example, earning a promotion, receiving a college degree) and developing plans to reach them does not automatically mean you will succeed. Only hard work, dedication, and perseverance will help ensure you reach your goals.

This book is also a tool that will help you and your chain of command visualize your goals and develop and implement synchronized plans for you to reach those goals.

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 change, improve, or grow. Using this book and the Army CSF2 goal-setting process will allow you to see progress toward your goals as you accomplish the subtasks you developed to help you reach those goals and to change, improve, and grow. Use this book as a tool to develop the plan of attack that will get you to your objective. But remember, this tool is only as useful as you make it!

2. THE GLOBAL ASSESSMENT TOOL

What is the GAT?

The GAT is a key part of the CSF2 Program and the associated ArmyFit™ self-development resource website (<https://armyfit.army.mil/>). The GAT provides a person with

measurements (scores) at an initial baseline and successive measuring points for the five **Dimensions of Strength: emotional, Family, physical, social, and spiritual**. These measurements provide you the opportunity to **track** your own **self-development** and growth in these five areas **over time**.

How did the Army create GAT and how does it work?

The GAT was developed by subject-matter experts from the U.S. Army and civilian universities. The GAT asks the user a series of questions prepared by scientists and tested and validated by Soldiers, civilian employees, and their Family members.

An individual's answers to GAT questions are **not accessible to others and are not meant to diagnose problems**. The GAT provides immediate results that allow users to **identify their own personal strengths and weaknesses**. Using the ArmyFit™ website, users are able to immediately identify their weaknesses and **begin training** to help them enhance their performance **and build resilience**.

The GAT is designed to be taken quarterly, but at least once per year, to measure overall improvement across the Dimensions of Strength.

Why is this important?

The CSF2 Program was designed to raise the level of importance in the Army of psychological fitness to that of physical fitness. The CSF2 Program hails in a new era of fitness and a culture change for the Army, which will now equip and **train Soldiers**, civilian employees, and Family members to maximize their potential and **face the psychological rigors of sustained operations**. This assessment and training enhances resilience and coping skills, which will enable Soldiers, civilian employees, and their Family members to grow and thrive during this very demanding period for our Army.

3. THE FIVE DIMENSIONS OF STRENGTH

The five Dimensions of Strength, represented by the five points on the CSF2 Star, are defined as follows:

- **Emotional Fitness.** An emotionally fit person faces life's challenges in a positive, optimistic way by demonstrating **balance**, **self-control**, and **stamina**; 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 into finding something to live for, great enough to die for.” (Dag Hammarskjöld)

- **Physical Fitness.** 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 and mutually beneficial. 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, and values** that sustain a person beyond Family, institutional, and societal sources of strength.

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

4. RESILIENCY TRAINING SKILLS OVERVIEW

The following are the twelve resiliency skills that you can use to help establish and achieve your goals. If you have not taken resiliency training, you can still use the 7-step process in this book ([para 7](#)) to help you establish your goals.

- **Skill 1: Hunt the Good Stuff.** Hunt the good stuff to counter the negativity bias, create positive emotion, and recognize and analyze what is good.

- **Skill 2: Activating Events, Thoughts, and Consequences.** Identify your thoughts about an activating event to gain greater control over the consequences (your emotions and reactions).

- **Skill 3: Avoid Thinking Traps.** Identify and correct counter-productive thinking patterns through the use of critical questions.

- **Skill 4: Detect Icebergs.** Identify deep beliefs and core values that fuel out-of-proportion emotion and evaluate the accuracy and usefulness of these beliefs.

- **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: Mental Games.** Change the focus away from counter-productive thinking to enable greater concentration and the ability to focus on the task at hand.
- **Skill 8: Real-Time Resilience.** Shut down counterproductive thinking to enable greater concentration on the task at hand.
- **Skill 9: Identify 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 10: Character Strengths in Challenges.** Use character strengths in yourself and others to overcome challenges, increase team effectiveness, and strengthen your leadership ability.
- **Skill 11: Assertive Communication.** Communicate clearly and with respect. Use the IDEAL model (identify the problem, describe the problem, express concerns, ask the other person, and list the outcome) to communicate in a clear, confident, and controlled manner.
- **Skill 12: Active Constructive Responding and Praise.** Respond to others to build strong relationships and offer praise to build mastery and winning streaks.

5. 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 identify and plan to achieve goals all the

time. Research has shown that goals and goal-setting do affect performance. Setting and achieving goals need not be a burden — a method and a process are available 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, civilians, and Family members. When you link the tested principles of goal-setting with the methods developed in resilience training, you are on the way to improving your performance. By incorporating the process of goal-setting with your 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 brevity code **SMART** ([explained below](#)) to help you 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 you would like to achieve. The more detail the better. At this step, 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, you need to improve your time, financial situation, skills, or resources, or simply identify a different set of goals. But always aim high.

- **Timed.** Your goals must be timed. You must establish 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.

6. HELPFUL HINTS

Write Down Your Goals Daily. Writing down each day the little goals that will lead to achieving your big goals is an effective way to keep them at the forefront of your mind. You can do this in a list format based on the goal-setting worksheet that you developed at the beginning of the goal-setting process for each Dimension of Strength. 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. Anyone can easily lose focus when things get hectic and out of hand. At these times, it is important for you to get back to basics and concentrate on achieving your goals. This is best accomplished by having 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 established for yourself or identify a catchy phrase for your key goal and repeat it to yourself every time you open a door or 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 Tom Brady, who is arguably one of the best quarterbacks in the NFL, really need a quarterback coach? And why does Miguel Cabrera need a hitting coach? Shouldn't he be coaching the coach? Professional athletes, whether at collegiate, Olympic, or other

levels, and indeed all those who perform at the peak of their ability usually do so by having a personal coach at their side.

Whether you play a musical instrument or hit a baseball, excellence is obtained by having a trusted and competent coach to help you navigate through the trials, tribulations, and roadblocks that will inevitably come. You must do likewise.

Establish a relationship with a friend, a coworker, a former supervisor, or even your current supervisor that puts him or her in a coaching role in your routine. Doing so will help you remain accountable while performing at your best.

7. THE 7-STEP GOAL-SETTING PROCESS

Benefits of Goal Setting.

Goal setting, when done in an effective and deliberate manner, has many benefits. Those benefits are similar to those provided to a traveler by a GPS navigation device ([fig below](#)). Goal setting—

- Generates motivation which activates behavior.
- Directs behavior and creates a road map to your goal.
- Adjusts behavior, which promotes new strategies.
- Increases persistence and sustains behavior by creating manageable steps to follow.
- Allows you to maintain motivation by observing your progress and celebrating success.

Goal setting is **done by YOU**, so **take ownership!**

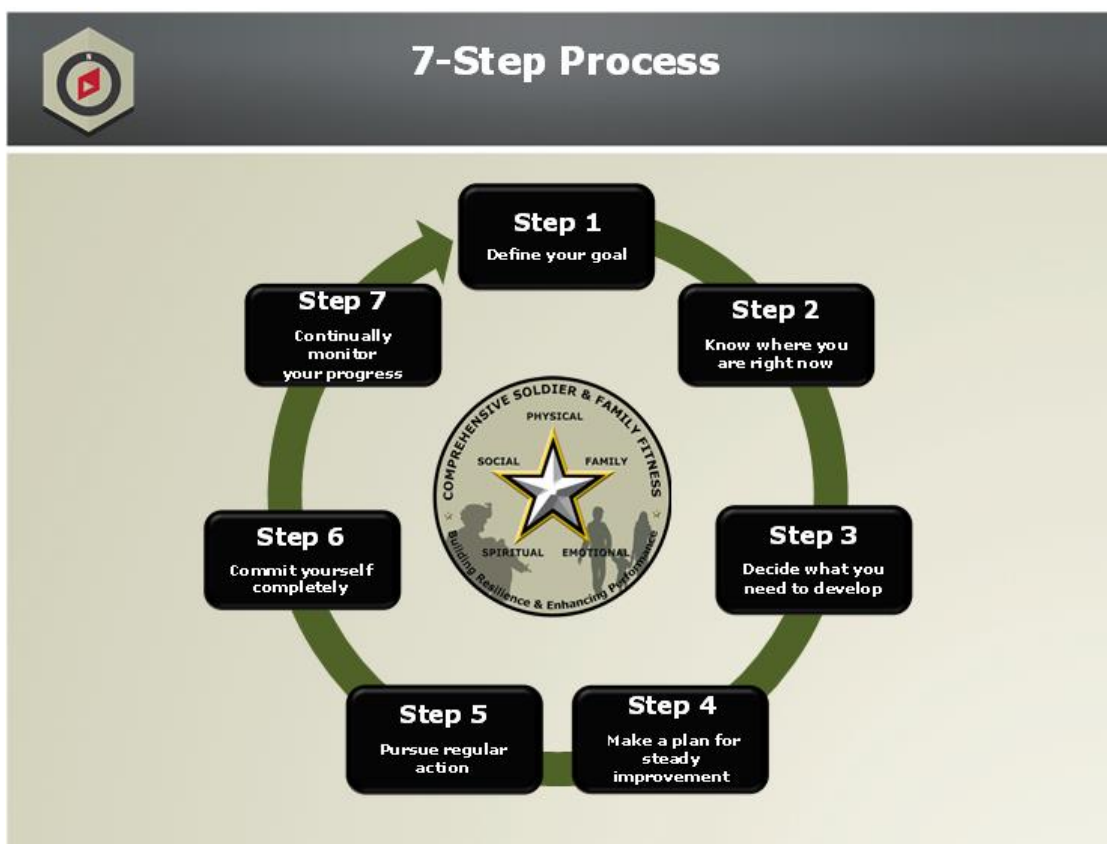


The 7-Step Goal-Setting Process.

This 7-step process, displayed graphically in the [figure below](#), can help you accomplish all of your goals.

Goal setting **facilitates self-regulation**, which allows us to make the necessary sacrifices in the short term to get us where we want to go in the long run.

The 7-step Goal-Setting Process can be **used for dream goals** (for example, becoming a sergeant major, graduating from college) as well as **to enhance performance** (perhaps, "maxing" the Army Physical Fitness Test, graduating from Ranger School).



Phases of the 7-Step Goal-Setting Process.

The 7-Step Goal-Setting Process is divided into two phases, the Plan Phase (steps 1–4) and the Act Phase (steps 5–7) ([fig below](#)).

- **Plan Phase:**

- **Step 1 (End State).** Identify a specific goal (that is, where you want to go) and a tentative date for getting there.

- **Step 2 (Energize).** Do an honest self-assessment of the benefits of completing your goal and the obstacles, so that you can plan an accurate route.

- **Step 3 (Priorities).** Sort your obstacles into broad categories (that is, priority areas) that you have to address in order to plan the most effective route to reach your goal.

- **Step 4 (SMART Steps).** Within each priority area, determine what you need to do and how you need to think to make progress.



- **Act Phase:**

- **Step 5 (What's Important Now (WIN)).** Find ways to ensure you do the work and think in ways that move you toward your goal.


- **Step 6 (Maintain Motivation).** Develop a commitment strategy to ensure you stay motivated and do not lose sight of or give up trying to achieve your goal.

- **Step 7 (In-Progress Review (IPR)).** Schedule times to check on your progress. During the IPRs, get creative to adjust your plan rather than give up as obstacles arise.

d. Detailed Description of Each Step in the 7-Step Goal-Setting Process.

● Plan Phase—Step 1 (End State): Define Your Goal.

The key task in the process is establishing a well-defined “end state” with a suspense. A suspense date, even though the date may change, gives you less opportunity to procrastinate.




Step 1: Define Your Goal

- The process begins with a dream or performance goal that you genuinely want to achieve
- Identify your outcome goal
- Identify a suspense for your goal


***Complete
a half-Ironman
NLT 31 December
of next year***

○ It is important that you are internally motivated and incorporate your personal values in your goals.

- You are more likely to stay motivated and achieve goals when you are internally motivated (when you value the behavior or the behavior is aligned with self-identity) rather than being motivated by external instrumental factors (for example, rewards and punishments, praise and guilt or shame).
- Values represent what we aspire to achieve and be. They are our “North stars” — they guide us every day as we make choices about how to live our lives.



Leverage Your Internal Motivation



<input type="checkbox"/> Gratitude
<input type="checkbox"/> Perseverance
<input type="checkbox"/> Personal Courage
<input type="checkbox"/> Teamwork
<input type="checkbox"/> Other: <i>Setting a good example for my kids</i>

- You are more likely to achieve your goals when you are internally motivated
- Identify the values that have the greatest influence on your daily behavior
- In 1-2 sentences, explain how each value will help you achieve your goal

- **Plan Phase—Step 2 (Energize): Know Where You Are.** Once you have your end state in mind, you should think about what it will be like to arrive.



Step 2: Know Where You Are Right Now

- To figure out the route to get to your goal, you have to understand where you're starting from
- Imagine the benefits of successfully reaching your goal
- Brainstorm the obstacles that might stand in your way

BENEFITS	OBSTACLES
What would be the best things about achieving this goal?	What obstacles or personal behaviors might hinder your progress?
I will receive promotion points because of enhancing my PT score.	I can't swim very well. I haven't biked more than about 5 miles at one time.
I would be modeling excellence, courage, and persistence to my kids.	I think about quitting a lot when I run. I need to develop a strategy to stop that.
I will feel great pride crossing the finish line representing all of the hard work of my training team.	I don't drink enough water or eat a very healthy diet.
	I crave energy drinks after lunch

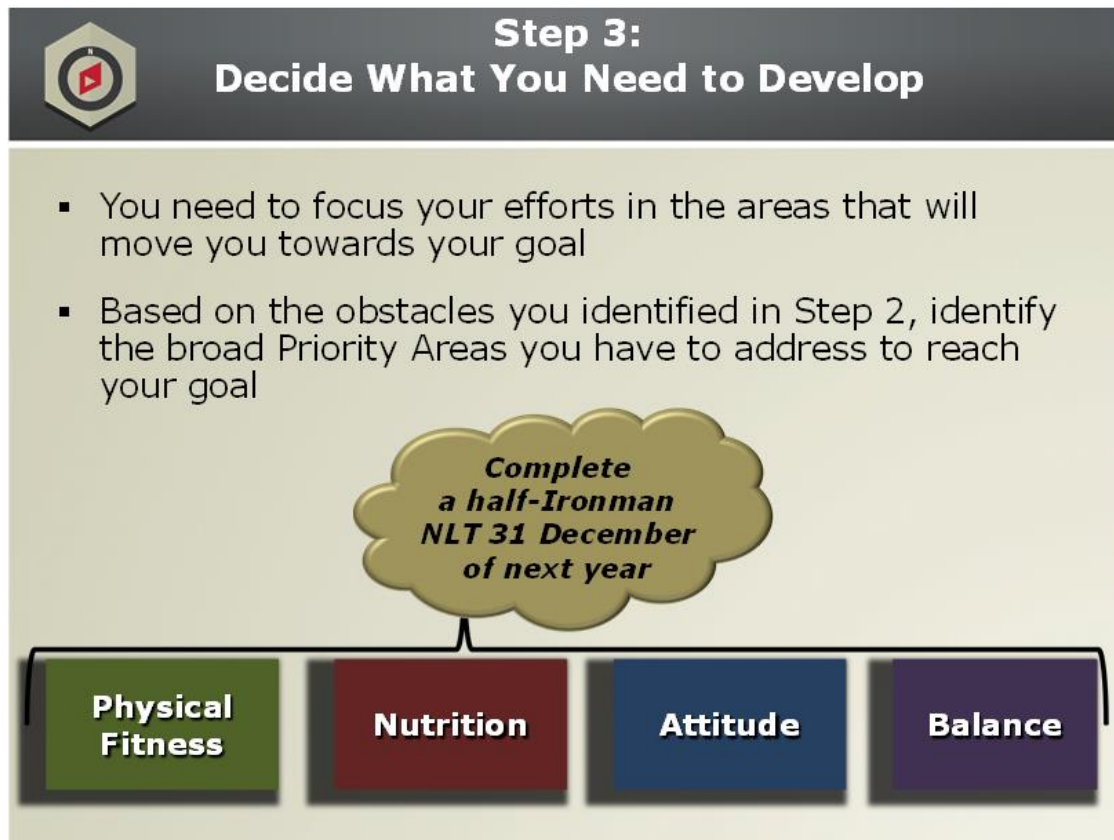
○ Think of at least one benefit of getting to your final destination. Then list all the benefits of achieving your goal. You will be energized by the multiple benefits that you can anticipate gaining from success.

○ Just as you would not set out on a road trip without checking different routes for construction or traffic obstacles, it does not make sense to plan for a goal without conducting an inventory of obstacles. Identify one obstacle that might stand in your way or hold you back. Then make a list of all potential obstacles. Use this inventory of obstacles as a self-assessment of priority areas that need direct action to ensure you make progress toward your goal.

○ It is important to use a process of contrasting what it feels like to benefit against what might block your progress. Review both lists and “indulge” on a benefit followed by “dwelling” on an obstacle. Repeat this process a few times.

● **Plan Phase—Step 3 (Priorities): Decide What's Important.**


Often progress toward the ultimate goal requires progress in multiple areas. Priorities allow us to define those areas to ensure progress toward these and overall progress toward the ultimate goal.



○ Determine what you need to change, develop, or improve to obtain your ultimate goal.

○ Establish two to four priorities that can help you segment your goal and prepare for the obstacles you might face.

- **Plan Phase—Step 4 (SMART Steps): Make a Plan.**



Step 4: Make a Plan for Steady Improvement

- Action Statements tell you what work you need to do to achieve your goal
- For each Priority Area, create several Action Statements that are **SMART**:
 - ✓ **Specific**
 - ✓ **Measurable**
 - ✓ **Action-focused**
 - ✓ **Realistic**
 - ✓ **Time-bound**

Nutrition

I drink at least 80 ounces of water a day.

I eat 60% clean carbs, 30% healthy fat, and 10% lean protein every day.

○ **Action Statements.** Action statements indicate what work you need to start doing to achieve your goal. The SMART acronym guides you to create action statements that actually move you closer to attaining your goal when you complete the respective actions. Action statements are most effective when they—


- Are **specific** rather than vague. They should paint a picture of what you will actually do.

- Define actions that can be **measured** (for example, “3 times a week I will run 10 sets of 1-minute sprints with 3 minutes of jogging in between”).

- State what **actions** you will take rather than actions you will avoid taking.

- Define actions you **realistically** can accomplish given your schedule, physical ability, finances, and other abilities and resources.

- Define **times** for actions to be completed. Having a suspense date associated with an action makes you less likely to procrastinate, even if the date may have to change later.



Step 4: Make a Plan for Steady Improvement

- Power Statements provide the confidence and energy to complete your Action Statements
- For each Priority Area, create Power Statements that are **P3**:
 - ✓ **Purposeful**
 - ✓ **Productive**
 - ✓ **Possibility**

Nutrition

I expect great things out of my body, so I put only great things in.

Fuel the machine!

○ **Power Statements.** Our thoughts and beliefs about ourselves can be assets or obstacles. Either way, they greatly affect whether or not we achieve our goals. Rather than leave our thoughts and beliefs to chance, and to increase our odds of achieving our goals, in this step we will be very deliberate about what goes through our heads by creating power statements. Power statements provide us the confidence to engage in the action-statement tasks with energy and a belief in the certainty of success. Power statements are most effective when they—

- Are **purposeful** (intent), meaning you plan your thoughts deliberately rather than allowing them to occur randomly.

- Are **productive** (content) and help you direct your attention and energy to where they need to be to perform optimally as opposed to being reactive to circumstances.

- Focus (the content) on **possibilities**. This will make you more optimistic about your abilities and your future rather than being restrictive.

NOTE: Goal setters can include one or more of their values in their power statements to make themselves more productive.

- The example plan ([fig on the next page](#)) provides four action-statement examples and one power-statement example for each of the four priorities for the example goal: “Complete a Half-Ironman.”

Goal: Complete a half-Ironman Suspense: NLT 31 Dec of next year

Priority Area:	Physical Fitness
Action:	<u>I run at least 5 miles twice a week and do a long run each weekend</u>
Action:	<u>I swim/bike every other day for at least 60 minutes</u>
Action:	<u>I ice my knees after every run that's longer than 6 miles</u>
Action:	<u>I compete in at least one race every other month until the half-Ironman</u>
Power:	<u>The finish line is just the beginning of a whole new race</u>

Priority Area:	Nutrition
Action:	<u>I drink at least 80 ounces of water a day</u>
Action:	<u>I eat 60% clean carbs, 30% healthy fat, and 10% lean protein every day</u>
Action:	<u>I drink a recovery drink after each long workout</u>
Action:	<u>I drink no more than two 8-ounce alcoholic beverages a week</u>
Power:	<u>I expect great things out of my body, so I put only great things in</u>

Priority Area:	Attitude
Action:	<u>I practice confident self-talk deliberately at least 5 times a day</u>
Action:	<u>I tune into my self-talk and fight back against negative self-talk vigilantly</u>
Action:	<u>I spend 5 mins 3 times a week seeing myself finish the race</u>
Action:	<u>I remain optimistic by hunting the good stuff every evening before bed</u>
Power:	<u>I am prepared. I am confident. I am capable</u>

Priority Area:	Balance
Action:	<u>I average 7 hours of sleep a night and go to bed NLT 2200</u>
Action:	<u>I plan at least one date night a month with my spouse</u>
Action:	<u>I practice Deliberate Breathing for 10 mins before breakfast and again before bed</u>
Action:	<u>I make myself 100% mentally present in whatever I'm doing as I'm doing it</u>
Power:	<u>I draw strength from the other areas of my life and must give them attention too</u>

Mini Version

24

○ AE Form 350-1-2A (two blank samples are provided below for you to fill in) provides you a format to help you create your own plans with your own action and power statements.

GOAL-SETTING WORKSHEET (AE Pam 350-1-2)																					
Outcome Goal																					
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GOAL-SETTING WORKSHEET
(AE Pam 350-1-2)

Outcome Goal _____


Priority Area	Priority Area
Power Statements	Power Statements
Action Statements	Action Statements

Priority Area	Priority Area
Power Statements	Power Statements
Action Statements	Action Statements

● **Act Phase—Step 5 (WIN): Pursue Regular Action.**


If you really want to achieve the goal you establish for yourself, it does not make sense to let a single day go by without doing something to get closer to that goal, even if it is only a small step.

○ For each day, you should identify at least one action statement and an associated power statement to incorporate into your daily to-do list.



Step 5: Pursue Regular Action

- Identify an Action Statement to complete tomorrow
 - *Drink at least 80 ounces of water*
- Identify a Power Statement to use tomorrow to motivate you to complete the Action Statement
 - *"I expect great things out of my body, so I put only great things in."*
- Describe the system you will use to keep you accountable for using your Action and Power Statements
 - *To-do list*
 - *Revisit each night*



○ This step, identifying your **daily** action statements and power statements, will need to be repeated on a regular basis, typically daily or weekly.

● **Act Phase—Step 6 (Maintain Motivation): Commit Yourself.**

Sustaining commitment to a goal over a long period of time is difficult. But having a plan in place keeps your goal in the forefront of your mind and helps you maintain the motivation needed to achieve it.



Step 6: Commit Yourself Completely



- Create a strategy that will keep your goal in the forefront of your mind every day
 - *Post picture of someone who looks like me completing an Ironman*
- Name at least one person you can share your goal with who can keep you motivated
 - *My spouse, my kids*
- Plan to sustain your commitment in the face of an expected obstacle
 - *Finish drinking water bottle and refill when I crave an energy drink*

○ Part of that plan should be a commitment strategy that incorporates daily reminders. For example, Soldiers who have the goal of getting promoted to the next grade often place a tab with that next rank inside their Army Combat Uniform as a constant reminder to stay focused on their goal.

○ We know that internal motivation is powerful in terms of sustaining behavior. Therefore, when creating a commitment strategy, consider drawing on or tapping into one or more of your personal values.

- Other people can also be powerful motivators. Sharing your goal with another person can be a part of your commitment strategy to sustain your motivation over the long term.

- Because obstacles are an inevitable part of pursuing goals, developing an effective commitment strategy to maintain motivation also requires you to plan for the obstacles that you can expect to face.

- **Act Phase—Step 7 (IPR): Monitor Your Progress.**

Performing a regular IPR is a necessary component of successful goal setting. How frequently you need to check your progress, however, depends on your goal.



Step 7:
Continually Monitor Your Progress

- Until you reach your goal, you'll need constant, deliberate effort to ensure your progress
- Decide how often you need to check on your progress
 - *Every 30 days*
- Identify the date of your first check-in
 - *1st of the month*
- Brainstorm how you will leverage one of your values when you face an unexpected obstacle
 - *Setting a good example for my kids*



- If you check your progress and identify that you are not as far along as you expected or are not completing certain components of your goal plan regularly, you have to **ask yourself: What is standing in the way?** Then you should “recalculate” (**adjust your plan**) accordingly.

- When you do accomplish your milestones, you should celebrate success in a way that is in line with your goal (for example, have someone film you when you cross the finish line of the half-marathon and use that film in the future to motivate yourself as you work through other running or physical-training goals).

8. CONCLUSION

You will always come across obstacles when you pursue a goal that is worth achieving. When the task becomes difficult and you are losing motivation, more so than at any other time, you need to find creative ways to get and stay motivated to ensure you do not stop pursuing your goal.

This goal-setting strategy and plan-development framework can help you find those creative ways that work for you to help you succeed in making your dreams a reality.

GLOSSARY

SECTION I ABBREVIATIONS

AE	Army in Europe
AEPUBS	Army in Europe Library & Publishing System
AR	Army regulation
civ	civilian
CSF2	Comprehensive Soldier and Family Fitness
DA	Department of the Army
fig	figure
GAT	Global Assessment Tool
HQ USAREUR	Headquarters, United States Army Europe
IPR	in-progress review
mil	military
U.S.	United States
USAREUR	United States Army Europe
USAREUR CG	Commanding General, United States Army Europe
USAREUR CSM	Command Sergeant Major, United States Army Europe
USAREUR G1	Deputy Chief of Staff, G1, United States Army Europe
USAREUR G3/5/7	Deputy Chief of Staff, G3/5/7, United States Army Europe

SECTION II

TERMS

Army in Europe

USAREUR, its major subordinate and specialized commands, IMCOM-Europe, and the United States Army garrisons in Europe.

IDEAL

A brevity code for an assertive-communications or issue-resolution model represented by the following five steps: Identify the problem, Describe the problem, Express concerns, Ask the other person, and List the outcome

SMART

A brevity code for a goal-development model represented by the following five words: Specific, Measurable Attainable, Realistic, Timed

WIN

A brevity code comprised of the following three words: “What’s Important Now!”