

THE FIVE DISCIPLINES OF POWERFUL PEOPLE:

How to Keep the Promises You Make to Yourself

BY JOHN R. POWERS

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DEVELOPING A PASSION FOR YOUR PROMISE

Making and keeping promises. That's what this program is all about. Most of us make some sort of promises to ourselves. But the vast majority of time, we don't follow through and achieve them. Why? Because we probably haven't developed a true passion for living. We haven't learned to have a "love affair" with life. We haven't learned that life is a gift and it's meant to be treasured. It's meant to be enjoyed. Once you realize that, your passion for living will grow and you'll begin to start believing in and keeping those promises you make to yourself. Below are a number of ways to rekindle the passion in your life:

In the space below, take a moment to consider some ways you can make your life more passion filled and how that passion will help you to keep the promises you make to yourself. Write it down and refer

- 1. There is a first and a last time for everything. Cherish the moment.
- 2. Realize that life is a gift and as a gift it's meant to be enjoyed.
- 3. Think about all the good things in your life. Count your blessings.
- 4. Do what you love and love what you do.
- 5. The most delicious form of passion is humor. Have fun!

back often.				

WHAT MAKING PROMISES IS ALL ABOUT

Making promises is about many things, but most importantly, it's about living life to the fullest. It's realizing that life is *learning and learning is life*. It's about focusing on the guidelines rather than the rules. But, maybe more than anything, it's about having complete control over all the emotions within your spirit so that *they enrich rather than take away* from your life.

Now, think about some simple ways you can start living your life to the fullest. What do you need to add to your life? What do you need to remove from your life? Write them down and then promise yourself you'll see them through to completion. Good luck!					
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WHY WE DON'T KEEP PROMISES

We don't keep the promises we make to ourselves for a variety of reasons. One reason is that no one taught us how. We need to know *how* to learn rather than focusing on *what* to learn. Another reason we don't keep promises is because they rarely are easy. Promises are *not about the easiest way*, they're about taking the *most challenging and rewarding way*. Additionally, we sometimes don't keep the promises we make because we simply lack direction. We don't really know what we want out of life. We're not sure where we want to go so we end up making promises and then just drifting. We never really commit to anything.

If you find it frustrating to make promises to yourself because you don't know what you want, then why not begin making promises that involve what you **do not want**.

Right now, list the most important promises you've made to yourself that you have not kept. After you've done that, list the reasons why you didn't keep them. Is there a pattern? Now, make a list of promises that involve what you do not want . This will serve to stimulate your thinking and get you moving forward.					

OVERCOMING BARRIERS

One of the toughest things about keeping the promises we make to ourselves is overcoming the barriers we put up on the way to achieving our goals. These self-imposed barriers are sometimes all that stand between you and the achievement of your promise. The following is a list of barriers or roadblocks to your success. After each one, write down a time when that barrier influenced the outcome of a promise you made to yourself. After you've done that, write down how you will overcome that barrier next time and achieve your goal.

Never Really Made the Commitment				
Didn't Want It Badly Enough				
Quit Early				
Couldn't Change				

Didn't Have the Discipline to Follow Through				
Was Looking in the Rearview Mirror Instead of at the Road Ahead				
Made It Too Tough Too Soon				
Dreamed the Impossible Dream				

DISCIPLINE 1 – THE PROMISE

The first discipline you use to make a promise to yourself is to *make the promise to yourself*. Think about what you want to achieve, then write it down. The single most important thing to do when making a promise to yourself is to write it down. When you make a promise to yourself and **write it down**, you're making a conscious choice as to what you want out of life. When you make a conscious choice, **you** are in control of your life, not outside forces. Unhappiness is often based on the feeling that you have no control over your life. When you make conscious choices, you are taking control over your life and you ultimately will be a happy, fulfilled person. Life happens for you, not to you.

By making a conscious choice, you have written down your promise. Now, in the spaces below, make a new promise to yourself and ask yourself the following five questions about this promise. Write down your answer to each question. You can use this process with all the promises you make to yourself in the future. Good luck!

1.	Is my promise worth the price tag?
2.	Can my promise be kept by all the different people within me?
3.	Who is my audience and are they worthy of my promise?
4.	Does my promise reflect what I want rather than what other people think I should want?
4.	Does my promise reflect what I want rather than what other people think I should want?
4.	Does my promise reflect what I want rather than what other people think I should want?
4.	Does my promise reflect what I want rather than what other people think I should want?

5. Does my promise reflect my belief that life is the art of balance?
There are three major forces that can enrich or diminish the quality of your life. They are luck, influencing others, and your own efforts.
Now, write down a goal you have for yourself and see how the forces of luck, influencing others, and your own efforts can have an impact on that goal.
Goal
Luck – How does luck affect the achievement of my goal?
Influencing Others – How does influencing others affect the achievement of my goal?
Your Own Efforts – How do my own efforts affect the achievement of my goal?

A promise is a destination determined by me over which I know and believe I have the power to achieve.

DISCIPLINE 2 – THE PASSION

What is passion? Passion is any emotion at its highest level of intensity.

Passion comes and goes, so you must learn to nurture that small flame of passion — that each of us possesses — until it becomes a roaring fire that burns strong and long, enabling each of us to achieve what we want in life. Let's use a car analogy to describe passion. If your promise is the car that gets you to your destination, then passion is the car's empty fuel tank waiting to be filled by whatever emotion you choose to use. When the tank is filled with an emotion, no matter what that emotion is, then you have passion. Now, let's add one more element to the mix. Hope. If your promise is the car that takes you where you want to go and passion is the fuel tank waiting to be filled, then hope is the steering wheel that points your promise and passion in the right direction.

Hope is the joy of planning for the future and the excitement of not knowing what's going to happen when it arrives.

Let's take a look at some of the emotions that can fill and fuel the tank we call passion. Use the spaces below to review the following emotions. Write down how they can either help or hinder you when you're trying to keep a promise that you've made to yourself.

Love			
Joy			
Fear			

Hate	
Envy	
Guilt	
Courage	
Gratitude	

Remember that an emotion is neither negative nor positive. The important question is — are you controlling the emotion or is the emotion controlling you?

Successful people use various emotions at various times to motivate themselves. One specific way to motivate yourself is by writing down words or phrases of emotional encouragement on index cards. You can call these your charge cards. These cards are designed to fire up your emotions. Here are some examples of charge cards you can use:

How badly do I want it:
Energy!
Extraordinary results require extraordinary efforts.
Do the tough things first.
Never give up. Never, never, never give up.
Aim high.
If it was easy, everyone would do it.
Working hard is not enough. I must work smart, too.
In the space below, write down five or six of your own charge card ideas. Remember that these ideas are designed to fire you up, so aim high! When you're finished, transfer the ideas onto index cards for repeated use. You can use these cards whenever you feel your passion waning or to get through transitional meltdowns. Good luck!

DISCIPLINE 3 - THE PLANNING

A quick summary of where we are up to this point: The promise is what you want.

The passion is why you want it. And the plan is how you are going to get what you want. Using the car example again, the car is your promise, which will take you where you want to go. Passion is the fuel in your tank driving you forward. Planning is your road map, showing you how to get there. Up to this point, it is possible that the promise you have made to yourself is not very specific. Promises such as: I'm going to get into better shape; I'm going to increase my sales; I'm going to spend more time with my family; I'm going to lose weight. Vague promises get vague results. With planning, you will take your vague promise and break it down into bite-size, digestible pieces, giving you a promise that you can truly know and believe you can achieve. Planning can be broken down into two major parts:

Take a moment and write down three or four promises you have made to yourself. Now, using the two-part planning system, break these promises down into small, *doable* pieces that you can easily achieve.

- 1. Gathering information so that you can make an intelligent promise.
- 2. Creating a method of evaluation so that you can measure your progress.

Gather all the information you need to keep your promise and create a personal system of evaluation to measure what you've accomplished. Remember to use both quantitative and qualitative measurements as part of your system of evaluation. Go for it!

DISCIPLINE 4 – THE PERSISTENCE

The fourth discipline is persistence. If there's one discipline that all successful people have in common it is persistence. They simply will not quit. They will not allow themselves to fail. Let's look at the car example one more time. The car is your promise. Passion is the fuel in your tank. Planning is your road map. Persistence is the mile markers along the way. Each day you should write down your progress, even if you've made no progress at all. Because, just by writing it down you have achieved something. You have kept that promise alive in your conscious mind. And at the end of each day you'll know if you are ahead of schedule or behind. By writing down your achievements every day, you are creating a personal history of success. Also, by writing down your achievements, you are validating, making permanent, and immediately rewarding your efforts.

The closer the reward is to the effort that earns it, the more effective the reward is as a motivational factor.

Time frames also play a major role in helping you keep the promises you make to yourself because they demand persistence while enabling you to keep your finger on the pulse of your efforts. In the space below, write down one promise you've made to yourself recently, and break it down into the four time frames: daily, weekly, tenonic, and annual. Give special attention to the tenonic period, since that is where your significant achievements are tracked. Look at your promise and decide how much you want to accomplish each day. Then decide how many days of the week you are going to pursue it. That's your weekly goal. Multiply your weekly goal by ten, the number of weeks in a tenonic period, and you have just created a new, perfect, achievable promise!

The Four Major Time Frames				
Weekly				

Tenonic	
Annual (Five Tenonic Periods)	
Most promises die of neglect. Write it down!	
The provided are of neglect. While to do him	

DISCIPLINE 5 – PERSONAL ACHIEVEMENT

Personal achievement is the fifth and final discipline of powerful people. Personal achievement is about celebrating the victory. It is completing the pursuit of your promise. Ten weeks ago (or however long you chose) you made a promise to yourself. At the end of that period you are a success because you never quit pursuing that promise. Even if you didn't achieve one hundred percent of your goal, you are still a success because you made that promise to yourself and pursued it for the entire period. Congratulations! You deserve to celebrate!

Now, while savoring your personal achievement, is the time to analyze your efforts. What worked for you? What didn't? How could you have achieved more of your promise? What have you learned about this promise, about yourself, that you would do differently next time? Take a moment and write down a promise you made to yourself that you completed. Ask yourself the above questions and write down the answers. Carefully review that promise and the results you achieved.
Let's move on. Now, flushed with your success, is the time to revise or create a new promise using the knowledge and insights you gained during your first tenonic period. Ask yourself the following questions:
Do I make a similar promise, but raise my expectations and make it more challenging? If I have not achieved the success I wanted, should I repeat this promise and lower my goals? Has my life or circumstances changed where this promise should be completely redefined or dropped altogether? Because of my current circumstances, is there a new promise I need to make?
Write down the answers below. Good luck!

TIME MANAGEMENT

Since most of us spend much of our time pursuing our careers, logically, many of the promises we make to ourselves will involve this area of our lives. When you examine the major activities that make up your career, you will discover that it is made up of four different types of work. These four types of work are busy work, relations work, essence work, and advance work. The amount of time and energy you devote to each of these types of work determines, and will continue to determine, how successful you are in your career. When you make a career promise to yourself it involves giving a certain amount of time and energy to all four of these areas. Ideally, your promise would be based on spending as much time as possible devoted to your advance work and essence work, the necessary amount of time to relations work, and the minimum amount of time necessary to busy work. When you consciously choose the amount of time and effort you devote to each of these four areas, it helps you prevent advance work and essence work from being squeezed out of your schedule by either relations work or busy work. You are in control.

and the minimum amount of time necessary to busy work. When you consciously choose the amount of time and effort you devote to each of these four areas, it helps you prevent advance work and essence work from being squeezed out of your schedule by either relations work or busy work. You are in control.		
Take a moment and think about your career. How much time do you spend in each of the four work areas? Now, make a new promise to yourself about how much time you are going to devote to the four work categories of your career. Write it down in the space below.		
A successful career requires the right mixture of the four kinds of work. The key here is balance!		
Let's review a time frame we haven't spent a lot of time on. The <i>daily</i> time frame. Of the four major time frames we've covered (daily, weekly, tenonic, annual), the daily time frame is the only one that is <i>alive</i> . With the other three, you record what you have already accomplished. But in the daily time frame, you are recording what you are achieving right now. A big advantage of the daily time frame is that it provides for a number of check-in times. These are specific times when you review your daily goals and the progress you are making. If possible, you should do four check-ins a day. First, when you begin your day. Second, right after lunch. Third, after you've finished work or after dinner. Fourth, at the end of your day.		
Use the space below to write down a goal for the next day. Do your daily check-ins, and at the end of the day record how well you did with your goal. Did you accomplish it? Were the check-ins helpful? What would you do differently tomorrow?		

Another good way to keep up with your promises is by dividing them into two specific groups. Active Days (days when you are pursuing your promise) and Passive Days (those days when you are not). You record your results on a Pace Column. The Pace Column can help you keep any promise you make to yourself in a number of ways:

First, it's flexible.

Second, it is both simple and accurate.

Finally, and most importantly, the Pace Column enables you to break down your promise into small, doable pieces.

Now, you are going to create a personal Pace Column. Write down a new promise to yourself. In the Pace Column below, chart your progress for one week. Write down your results and what, if anything, you might do differently the next week. Good luck!

Promise		
	Active Days	Passive Days
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		
Results		

POWER TOOLS

Finally, we are going to discuss some distinct ways of thinking called Power Tools. They are specific approaches to life's challenges that will make it much easier for you to keep the promises you make to yourself. The Power Tools can be divided into two groups: Performance Power Tools and Time Power Tools. Go through each Power Tool and its accompanying exercise and see how they can help you to achieve your goals and keep your promises. Good luck!

Performance Power Tools

Crunch Time

Crunch time has nothing to do with managing time. It's all about **delivering** at the proper time. It can be divided into two areas; 1) what you know, for certain, is going to happen and 2) what you don't know is going to happen. The trick is to thoroughly prepare for the part you know is going to happen.

By doing that you'll not only do well in that area, but you'll also greatly increase the probability that you're going to do well with the unexpected part of crunch time. Just as you are about to begin your crunch time, remember to think these thoughts:

Remember that you are consciously putting yourself in this situation. You always have a choice. Imagine the worst possible outcome. Would you like it? Could you survive it? Put crunch time in its proper perspective. How important is this?

Concentrate on feeding off the adrenaline of crunch time.

You have to realize the reality of crunch time. You can only influence it to a degree. You can never control it because it involves other people. Do your best.

you do well? How could you have done better?

In the space below, write down a specific crunch time that you've had. How did you perform? What did

Winning the Championship Fights

Live long enough and it will happen to you. You are going to find yourself in the ring with a monster. You have two choices. Find the courage to fight and move on or drown in a sea of despair. The simple answer to everyday achievement is to keep fighting. Health, happiness, and success depend upon the fighting spirit of each person. The big thing is not what happens to us in life, but what we do when it happens to us.

happens to us.
In the space below, reflect upon a championship fight you were involved in. How did it change you? Did it strengthen or weaken you? Is your life different as a result of it?
Learning to Pull the Trigger of Success Get ready. Get set. Some people are very good at these two. They get ready. They get set. But they never "go." They just can't pull the trigger. They can't begin taking the actual steps that will lead them to keeping the promise they have made to themselves. To get past the fear of pulling the trigger, remember these
 Constantly keep your thoughts and actions aimed at the target, your promise. Don't allow your fear of failure to intimidate you into the less risky and threatening atmosphere of preparing rather than playing. Take your shot and then rejoice or regret and move on.
In the space below, think about a time when you hesitated pulling the trigger. What stopped you? Was it fear? What was the situation? How would you tackle that situation the next time? Write it down.

Imaginary Friends

The concept of imaginary friends is one that we can all learn from. Imaginary friends can help you because your imaginary friends *are* you. When imaginary friends think, they think your thoughts. When imaginary friends act, those actions are yours. Your imaginary friends are the various roles you choose to play every day.

Here is a list of some imaginary friends that may live in your inner house:

The Achieving Me
The Lazy Bum Me
The Best Friend Me
The Perfect Parent Me
The Health Conscious Me
The Loving Me
The Spiritual Me

Why have imaginary friends? First, by using imaginary friends you are making a conscious choice that greatly elevates your level of focus. Second, they may enable you to do your job better. Third, they can help provide balance in your life. Finally, they can make your life more fun!

In the space below, write down three imaginary friends that live inside you. How do they help you in

the various aspects of your life? Do they make you a more complete person? Do they detract from your life in any way? What is special or unique about each one? Have fun!

Consistently Extra Effort (CEE)

Consistently extra effort or CEE is a very simple concept. In a nutshell, in order to become a high achiever you just have to make a little extra effort. But, you have to do it with consistency. That's it. No matter what your goal involves — health, wealth, happiness — the reality is the same.

The difference between being below average, good, and great isn't all that much. The difference is CEE.

In the space below, think about a goal you'd like to achieve and write it down. Then think about how you can apply consistently extra effort to it each day, for whatever time period you choose. How quickly do you think you can achieve it? How much extra effort will it take? What is the extra effort required? Good luck!
T' D T I
Time Power Tools
Time Traits Time plays such an important role in keeping the promises you make to yourself that we need to examine it more closely. You may not have total control over your time, but you do have far more ability to use it to your advantage than you may think. You can do this by being consciously aware of how time flows through your life. Here are three time traits that you know about, but probably haven't considered how you can use them to help you keep the promises you make yourself:
The older we get, the faster time passes. No matter what age you are, use your time well.
The earlier it is in the day, the faster time passes. The longer the day goes on, the slower time passes. Do the toughest things in your day first. Don't wait until later.
The more you are enjoying what you are doing, the faster time goes by. The less you are enjoying what you are doing, the slower time goes by. Live a joyous life!
In the space below, take a moment and write down a new promise you want keep. Think about how the above time traits can help you to achieve that goal. How will you use them? Will they help you to think differently about your promise? How will your life be better?

Double Time

The old saying is true. Time does fly when you are having fun. By being consciously aware that "good times fly, bad times crawl," you can make virtually all bad times fly by doing double time. Simply put, if you are doing something unpleasant and time is dragging by, create a second, more pleasant activity and consciously focus all your attention on that. Therefore, time will pass at the speed of the pleasant activity while still getting the unpleasant one done.

In the space below, write down two or three activities that you consider unpleasant. Now, using double time, think of the ways you can make these more pleasant to do. What will you do? How will you think differently about them? Best of luck!
Slow-Motion Time We have all experienced moments in our lives when we have a million things to do and very little time to do them.
The next time this happens to you, try to slow down time and see if it helps you to think more clearly and accomplish more. When you use the slow-motion approach, your feelings of panic will be replaced by a sense of serenity. It will suddenly become clear to you what needs to be done immediately and what can wait until later. It will help increase your overall level of concentration.
In the space below, write down a time when you were very stressed because you had a lot to do and very little time to do it. Ask yourself the following questions. What was the outcome of that situation? How could you have accomplished more by slowing down time? What will you do differently the next time the situation arises? Specifically, what can you do to make time slow down for you?

Time Travel Time travel has always been a dream of ours. Wouldn't it be wonderful to be able to move from the present time and return to a moment in the past or live at a time in the future? Physically, we are unable to do that. But, mentally, we do it all the time. It's called our memories and our dreams of the future. This talent is an incredibly strong motivating force for the mind. With this special emotional power you can achieve far more than you ever thought possible. You can visualize your success!
In the space below, think about some of your goals that have been very hard for you to achieve. What are the obstacles in your way? Now, using time travel, what can you do to make it easier for you? What specific things can you think about or visualize to help you achieve those goals? Write it down!
Time Box A time box is when you give yourself a certain amount of time to complete an activity and that's it. Once it's over, whatever is not done remains undone until you attempt that activity again. Using a time box can be effective because it limits busy work that can consume so much of your time. You have a set amount of time to accomplish something and you stay completely focused for the duration. When the time is up, it's over. You move on.
In the space below, write down a promise that you want to keep. Using a time box, give yourself a specific amount of time to reach the conclusion. How did you do? Did you need more or less time? Good luck!

Circadian Rhythms

Circadian rhythms are a daily, universal rhythm of energy that seems to be inherent to the human psyche. According to the theory, when you awaken, your energy level starts climbing and continues to climb until around 12:00pm when it begins a gradual decline that bottoms out between 2:00pm and 3:00pm. At that point, your energy level is at its daytime low. A subdued level of energy stays with you until about 4:30pm. Then your energy level begins rising again. This gradual increase in energy continues until 9:00pm.

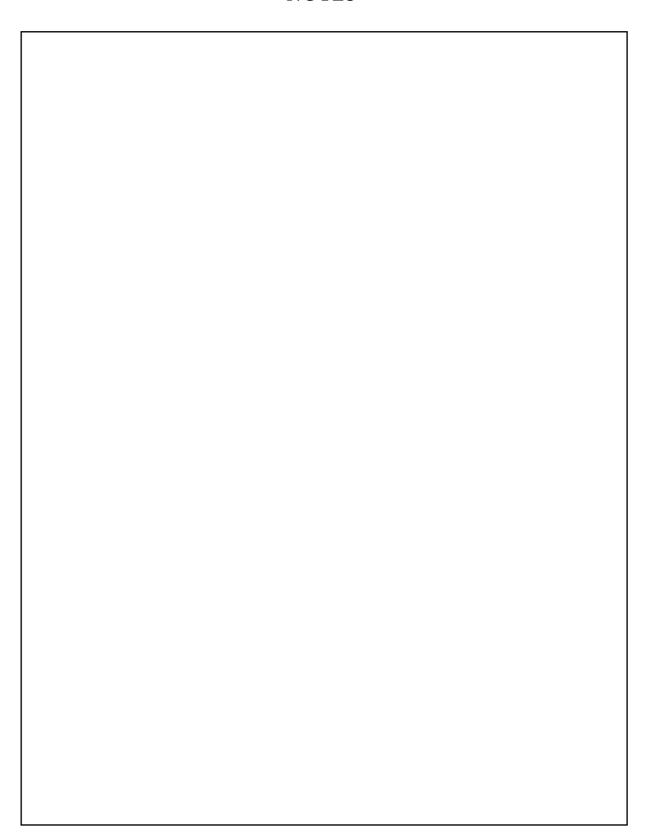
At that time, your energy level again slowly declines until the early hours of the morning, around 1:00am or 2:00am, when it plummets. In these early morning hours, the human body is at its lowest level of energy. You may feel that your personal energy levels are not like those defined by the theory of circadian rhythms, and that may well be true. But, if your personal energy pattern is similar to that described by this theory, then this knowledge of circadian rhythms can be a great help to you. It will help to heighten your awareness of your personal energy pattern so that you can take steps to maximize the productivity of your high energy periods while minimizing the negative effects of your low energy periods. These natural waves of energy can help you to keep the promises you have made to yourself. In the space below, think about the daily cycle of your own energy pattern. Is it similar to the pattern described by circadian rhythms? Is it different? By being aware of circadian rhythms, how can you become more productive in your daily activities? Write down your answers and see the positive effect it can have on your life! **Sacred Time** The final Power Tool we are going to discuss is sacred time. Sacred time is when you block out a certain amount of time to use exclusively for an activity you feel is extremely important. That activity might be personal or professional, but it is always one that you consider vital. Of course, there will be times when

your sacred time is interfered with. Don't worry. If you make this promise of sacred time to yourself, most of the time you'll manage to keep it. By devoting a certain amount of time to achieving our most important promises, it reminds us that all our time is truly sacred.

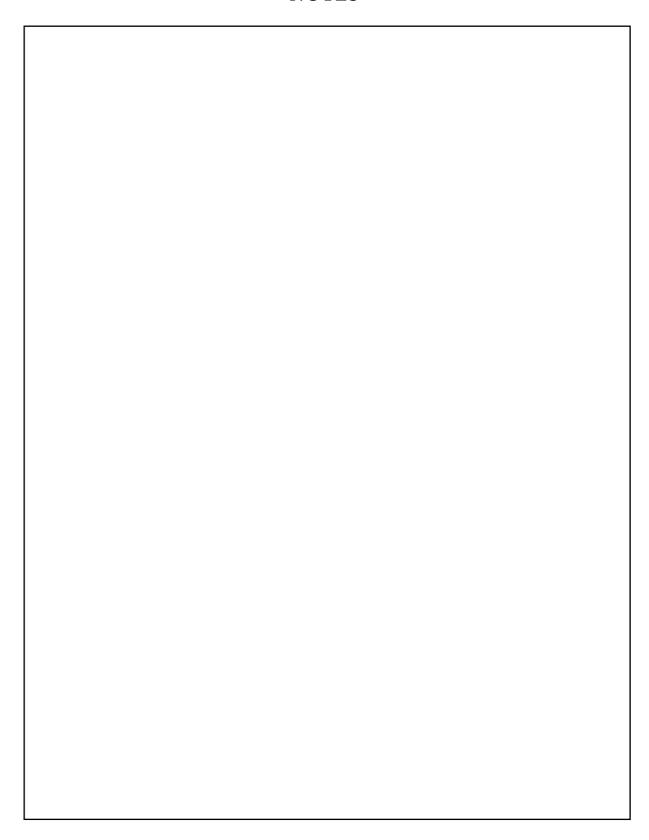
In the space below, write down two or three of the most important promises you want to achieve. Now,
block out some specific sacred time each day or week when you'll focus exclusively on these promises.
Write down that sacred time! Follow through until you have achieved your goal! Best of luck!

GOOD LUCK ON YOUR JOURNEY TO KEEPING THE PROMISES YOU MAKE TO YOURSELF!

NOTES



NOTES



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