



# **Business Goal Setting And Planning That Works**

**With  
Robert Craven**

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## Listen to the Original Podcast Episode Here

<https://peakperformanceproductivity.co/podcast/robert-craven-business-goal-setting-and-planning/>

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## Business - How It Has Changed And Stayed The Same

The three core things about business that have not changed across the years are:

- Where are you going (strategy)
- How are you going to sell this stuff (marketing)
- Why can't we get on better (teams)

Two other things Robert thinks have remained constant (for success):

- Put your prices up
- Customer is king

Here are the things that have changed in business over time:

- Speed (Amazon is the benchmark)
- Being Frictionless
- Celebrity service - feeling that you are special and looked after (Disney is the benchmark)

Help agency owner founders run the agency they want to run so they can live the life they want to lead. What is the point of running a business if it isn't delivering you what you want at the weekends or in the evenings.

## What Separates Successful Businesses From The Rest

- The owner of a business is the biggest barrier to the growth of that business - "they just need to look in the mirror". They are part of the problem but are also part of the solution. Mindset is critical.
- The successful businesses, especially in times of crisis, are those that market, present and position themselves in the most attractive and seductive and differentiating way so potential customers say "I'd like some more of that".
- The biggest challenge a business owner faces is working IN the business when they should be working ON the business. As businesses grow the owner/founder often carries the start up mentality with them which can get in the way - the need to be involved and know everything - they end up being meddlers. They can't delegate. They end up suffocating their people.
- Warning signs in a business are:

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- when the owner/founder thinks it is all about them.
- When the owner/founder thinks they are unique.
- If there is a blame culture in the organisation.
- Use of the word “they” which is a sign of an external locus of control.
- Not taking responsibility for themselves (it’s always other people)
- Productivity in a Digital Agency is delivering on time, on budget and exceeding the customers expectations way beyond the contractual obligations. This is an efficiency piece. The effectiveness piece is about delivering far in excess of what is expected.
- Being productive in a business is about predictability and consistency through the effective design and implementation of systems and processes. You have to start with the end in mind.

## Effective Business Planning To Guarantee Success

- “Without strategy execution is aimless. Without execution, strategy is useless” Morris Chang.
- Start with the end in mind. Know where you want to be in 3 years, 2 years and 1 year. Start out with knowing where you want to be in 3 years time and then work BACKWARDS from there. As the question “what does success look like in 3 years time?”
- Don’t start trying to work forward from where you are now because you get bogged down with the detail and minutiae of your current behaviour.
- Once you have got your future clearly defined and then you have tracked back you are left with what you need to do today. Ask yourself this question: “What is the ONE THING I need to do today to make everything else easier or unnecessary?” Similarly ask “what’s the one thing I need to do this week, this month, this quarter, this year...”
- When you are able to identify the stepping stones in that fashion and get the clarity that so you know what you have to do TODAY, it is like knocking down a series of dominos that are half as big as the one before. Once the first one falls, the next one will too and so on.
- To create your plan, get a roll of wallpaper and then mark out what needs to be done by when on the timeline you create. Start by identifying where you are now at one end. And then at the other end, identify where you want to be in the timeframe you desire. Then mark out the timeline.

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- Have the first year take up at least half the paper because the plans in that timeframe will have greater fidelity than those of years 2 and 3. You just create 1 plan. And then start putting in the things that need to happen along the timeline. Some will be process driven, others will be output driven.
- The two types of KPI:
  - Predictive - if I do this then I should get that...
  - Historic - having done this then here's what we got
- The end goal needs to be narrowly defined and have a strong reason why.
- A great analogy for the fidelity of a plan is to think of travelling to some distant place. It is ok to know that you want to go to San Diego, but if you can't get off the runway (or even get to the airport), it is never going to happen.
- When looking ahead to the next year, you need to have 30 day, 60 day and 90 day plans.

## When Is Enough Enough?

- Research shows that people think "enough" is when they have a third more money than they currently have. Many people therefore try to extend the scope of their goals and make them a moving feast (because enough is never enough). Robert recommends fixing your goals and then working towards them UNTIL they are done before resetting them.
- Too many people wait for the clap of happiness to appear ("when XYZ has happened THEN I'll be happy) instead of enjoying the moment. It is similar to the Acres of Diamonds story in Russell H Conwell's book of the same name. Your riches are already all around you if you just look.
- Focusing on the behaviours that will result in success as measures to manage by instead of the measures of success itself works.

## A Definition Of Personal Productivity

Your own personal productivity can be defined by getting to the end of your day, looking back and seeing that you have done what you set out to do at the beginning of the day. Getting done what you said you were going to do.

- There also needs to be some sense of pleasure about actually enjoying the journey along the way too. If you don't enjoy the journey, why are you doing it?
- Don't rely on to-do lists. Rely on putting things in your schedule instead.

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## A Personal Productivity Success Plan

- Once a year get away and plan what you need to do this year and work out your 30 day, 60 day and 90 day plans to achieve it. This should take no more than half a day, sat in your favourite cafe. Use a 3x3 matrix - time axis of 3 years, 1 year and Now - goal axis of The Business, Your Career, Your Private Life. 4-5 bullet points in each
- Be very specific with numbers and detail when you quantify your goals. Don't put "big house". Be specific and put "big house worth £3million". Don't just put "BMW", put "metallic blue BMW 530e plug in hybrid saloon with red interior and 20" light alloy wheels"
- Do a meditation where you visualise routine aspects of your life right now and then rewind and visualise how those same routines look in your life in three years time when you've been successful. This is a mental contrast between where you are now and where you want to be in the future.
- Start with the end in mind with what you want and work out how to get there.
- Instead of starting with an end vision pre-defined, project yourself forward 3 years and walk into that time in your visualisation and see what is there. Let go on any predetermined desires, relax and see what's there.
- Share your vision and your goals with those around you who can support you in their achievement.
- On an annual, quarterly, monthly, weekly and daily basis, do this:

Reflect back on what has just happened.

- What did I do?
- What could I do better?
- What did I enjoy?
- What didn't I enjoy?
- Who should I be thankful to or for?

Project forward on what you want to happen in the next period

- What does the next period (day, week, month, quarter, year) look like?
- Ask this question:

What is the ONE THING I have to do in this next period that will make everything else even easier or unnecessary?

And what are three other things that also need to get done?

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- Understand that you can't do everything. To do lists make you feel rubbish because of all the things you've not been able to do.
- Put things in your schedule so you plan when it is going to be done. This way you don't get overwhelmed by the trivial tasks that expend energy and suppress your enthusiasm.

## There's Treasure In Your Mistakes

A great exercise is to write down a list of your biggest mistakes and then turn them around so they become guiding principles of what to do instead.

## Nail Your Values To Your Mast In Times Of Trouble

- Robert has two things written on a post it note that he has on or close by his computer screen at all times and they are his top two values (radical candour - we tell people stuff as it is, and give a shi\*. Those are the values of the business and they are also his values.
- With the values in front of you, the details can sort themselves out. This means when things change you can adapt using the values to guide where you are going. The platform may change, the delivery mechanism may change but you will still stay true to your values (your intention).
- If you do what you have always done when things around you have changed, then there's trouble ahead. If you don't adapt then you'll struggle. It's not survival of the fittest but survival of the most flexible.

## Great Sources Of Productive Inspiration

[The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results By Gary Keller with Jay Papasan](#)

[The 7 Habits of Highly effective People By Stephen R Covey](#)

## A Great Productive Habit To Develop

- Take Fridays off. It will allow the supercomputer in your brain to process the things you are working on. It will come up with some great ideas. He has never made a good decision in front of a computer. Great ideas happen in the shower, on a bike ride, playing the guitar....
- Robert is obsessed about the 80/20 rule and about eliminating stuff.

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## How To Get An Hour Of Your Day Back

- Meditate daily as the first thing you do, even if it is just for 15 minutes when you wake up. Do not go to your smartphone to check for notifications.
- Take social media off your smartphone so that when you are with your family, friends and co-workers, you can focus on being present with them. It will break the addiction to manufactured soundbite of content designed to keep you coming back for more.

There's More....Check Out The Next Page

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