

# TOM ZIGLAR

CEO OF ZIG ZIGLAR CORP



**CHOOSE  
TO WIN**

TRANSFORM YOUR LIFE  
ONE SIMPLE CHOICE AT A TIME

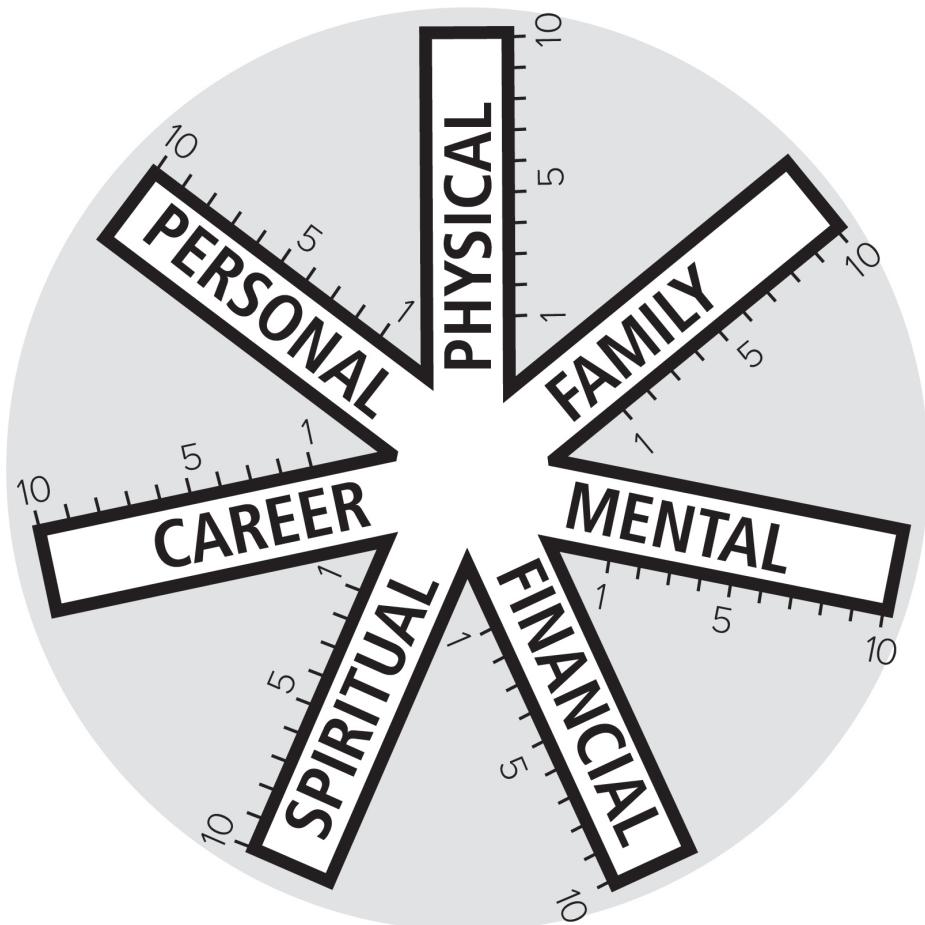
A PDF COMPANION TO THE AUDIOBOOK

*Chapter 2*

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# WHAT IS YOUR PLAN?

# THE WHEEL OF LIFE



*Chapter 6*

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# SPIRITUAL

## THE QUALITIES OF SUCCESS

character	integrity	honesty	gratitude
intelligent	teachable	passion	convictions
goals	dependable	encourager	organized
vision	pride	responsible	diligent
commitment	faith	thrifty	manners
punctual	resourceful	self-starter	extra-miler
wisdom	courage	confident	sober
optimistic	enthusiastic	loyal	smart
motivated	respectful	hard worker	decisive
caring	humble	authoritative	focused
self-control	affectionate	disciplined	supportive
fair	sincere	communicator	positive mental attitude
persistent	consistent	attentive	team player
personable	creative	energetic	open-minded
knowledgeable	competent	good finder	humor
self-image	educated	common sense	good listener
teacher	obedience	service attitude	trustworthy

*Chapter 11*

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# CAREER

## 50 PERFORMANCE HABITS YOU CAN CHOOSE TO OWN

The following are fifty performance habits in the areas of attitude, effort, and skill. In your journal write the following headings followed by numbered lists: Attitude Habits (1–11), Effort Habits (12–30), and Skill Habits (31–50). Please take a personal inventory and rate yourself on each one of the fifty habits by marking a 1, 2, or 3 by the numbered lists.

- 1 means it is an unrecognized or undeveloped habit.
- 2 means you have it but tend to do only the minimum required.
- 3 means you own it and exceed expectations in this area on a regular basis.

### *Attitude Habits*

1. You determine your attitude in advance. You choose to celebrate the good news and embrace the setbacks with an overcoming, can do, positive attitude before the situations happen.
2. You watch your body language. You engage your face, your smile, your demeanor, and your entire body so those around you know you are committed, helpful, listening, and someone they can count on to solve the problem.
3. You are curious. Being curious about someone else and their challenges is one of the greatest and most powerful compliments you can pay. Being ready with questions like, “Can you tell me more about that?” and “How does that impact you?” opens doors and allows you to serve others.
4. You are focused. You determine your primary focus in advance when working on a project or with people and let your attitude and demeanor show your focus.
5. You are 100 percent all in. You are committed! You are all in or consider not doing it at all. You make sure your words, actions, and body language back up the expectations you have set.
6. You act with purpose. You are intentional in your actions, knowing that each thing you do gets you one step closer to your desired outcome. Acting with purpose demonstrates confidence.
7. You are grateful. Each day you take some time to reflect on

the experiences, people, and opportunities that have enriched your life and positioned you to achieve your dreams and goals. Gratitude is the healthiest of all human emotions.

8. You are generous with your time, treasures, and talents. Rabbi Daniel Lapin says, “Opportunity seeks out the generous.” People you want to do life with, and who refer business, don’t spend much time with misers and Scrooges.
9. You take inventory. At the end of each day you take an attitude inventory: Where did you do well and what can you do better next time?
10. You relish the small stuff. You understand and believe that the many small things done right and with the right attitude give you the best chance for success—and usually don’t take much talent or skill. My dad said, “The big shot is just the little shot who kept on shooting.”
11. You tell the truth in advance. Even if you don’t “feel” like it right now, you decide how you want to feel and speak it as if you already feel that way.

### *Effort Habits*

12. You are early. It’s a choice. Make it a habit.
13. You are prepared. You learn in advance everything you can that gives you the best chance for success.
14. You organize and prioritize. You have a plan for your day so that your life happens to your day and not your day happens to your life.
15. You do extra. You exceed expectations so that every interaction you have builds trust.
16. You practice persistent consistency (PC). You work on your big goals every day (consistency) and do just a little bit extra on each goal every day (persistency).
17. You stretch yourself every day. You choose to do at least one

thing each day that is out of your professional comfort zone and takes you into the effectiveness zone.

18. You focus on the process not the results. You take joy in perfecting the process (which you can control) and don't waste energy thinking about the results (which oftentimes you have no control over).
19. You fuel your engine. You maximize your effort by getting enough sleep, eating right, and exercising.
20. You get some vitamin D. In fact, you check your vitamin D levels, which give you fuel to increase your effort. There is nothing like this vitamin, or a little bit of direct sunlight, to boost energy and attitude.
21. You deal with stress. You create a strategy to deal with stress, as stress impacts your potential effort and effectiveness.
22. You don't multitask. You focus on one thing at a time.
23. You manage interruptions. You identify the interruptions you get on a daily basis and have a plan to deal with them. For example, you turn off email notifications so they don't pop up when you are working on a project.
24. You finish strong. Just like your first impression when meeting someone, strongly finishing an interaction or project amplifies the impression and the results of your work.
25. You keep a time log. You know what you are doing and how much time you are spending on each activity in your day. Once you know the situation, simple changes get massive results.
26. You eliminate, simplify, and delegate. What are you spending effort on each day that you can get rid of? Simplify? Delegate?
27. You gamify your performance. What are your IPAs (Income Producing Activities), the things you do each day that directly result in income? If you are in sales, a few examples could include a LinkedIn post, leaving a voice mail message, or having a face-to-face meeting where you give a proposal and ask

for the business. Give each one of these a point value: 1 point for a LinkedIn message, 2 points for a voice mail to a prospect, 20 points for a face-to-face meeting where you give a proposal and ask for the business. Don't finish your day until you have earned 100 points.

28. You immediately take care of tasks that take less than two minutes. Do it now. If it's something you have to do, and it comes up, you do it now if it takes less than two minutes.
29. You maximize Automobile University. You use every second in your commute time to boost your attitude and learn skills that will improve your personal and professional life.
30. You time block. You divide your day into time blocks of sixty to ninety minutes, with each time block having specific goals and objectives.

### *Skill Habits*

31. You get clarity. Learning and using clarifying questions is one of the most powerful skills you can master.
32. You develop mentor-mentee relationships. A mentor who has already achieved success in an area you want to master is a huge help. Multiply this with being a good mentee—respect the mentor's time, ask good questions, take notes, implement his or her recommendations, report back on what you have implemented, repeat.
33. You listen. You practice active listening and confirm what is being said before taking action.
34. You communicate. You understand the personality style of the person you are talking to and speak in a way that is most effective for them.
35. You control your language. You avoid profanity. You use words that bring hope and encouragement and create the right environment for success.

36. You create routines. You develop routines in the day that maximize productivity and energy and allow you to own and control your attitude.
37. You choose to respond not react. You preplan how you are going to respond to challenges and setbacks rather than react to them based purely on emotion.
38. You have created a mission statement. You developed a personal mission statement that guides you in your career decisions regarding your character, integrity, and work ethic.
39. You have written-down goals. You clearly defined your goals and have written them down in detail with specific action plans.
40. You play the long game. You make decisions and develop your personal and professional skills based on your long-term objectives for your life.
41. You visualize how the right attitude, effort, and skill will change your life. Create a mental movie of yourself with a 10 out of 10 in attitude, effort, and skill, and imagine how your life will be different.
42. You reframe the negatives. When negative situations come up with other people, you take a moment to see their point of view and determine what would be a good outcome from their perspective.
43. You know your weaknesses and blind spots. You identify your blind spots and areas that are not natural strengths for you in your decision-making process and cultivate relationships that have these areas as their strengths.
44. You ask how and why. Instead of making your focus what you are going to do, you step back and ask yourself why and how you are going to do it as part of your process.
45. You mind map, which is a way to brainstorm. When beginning a major project or initiative, you create a mind map diagram that fosters new ideas around a single concept. This provides

a valuable overview of the project before you begin work on it.

46. You work on your soft skills. Your EQ, Emotional Quotient, is key to understanding the needs of other people, and until you understand the needs of those you are solving problems for, your performance will never be maximized.
47. You develop your *who*. Bob Beaudine, in *The Power of Who*, said, “You already know everyone you need to know to accomplish all that God has given you to do.”<sup>1</sup> You develop and invest in your key friendships—they already know who you need to know.
48. You create your own personal development program. My dad said, “You have to be before you can do, and you have to do before you can have.” You put together a plan to develop yourself so that you intentionally become a person who owns his or her attitude, effort, and skill.
49. You get regular feedback. You enlisted three or four people who want the best for you and who you can trust to give you constructive feedback in the areas of your attitude, effort, and skill.
50. You associate with those who have the same mind-set and beliefs. You identify the mind-set and beliefs that will help you achieve your goals and seek relationships with people who already have those beliefs and mind-sets.

You have what it takes. Time to get personal! Now go back and review all the items you marked as either a 1 or a 2. In each category—Attitude, Effort, and Skill—circle the three habits that if you moved to ownership level 3 would have the biggest impact on your success.

*The fastest way to success is to replace bad habits with good habits.*  
Get your pen out—it’s time to take action!

## ADDENDUM

### Now for the *How*

The Ziglar Goals Setting System is tried and true. For more than four decades, hundreds of thousands of people have used this system to get what they want. I encourage you to read this next section several times. The first time to get an overview. The second time to start thinking more deeply about your dreams that you want to turn into goals and then into reality. The third time to go through it as an active participant, investing the time necessary to get your dreams and goals out of your head and onto paper.

Why? Dad said it best:

.....  
“A goal properly set is halfway reached.”  
.....

## THE ZIGLAR GOALS SETTING SYSTEM

### *Action Step 1*

Create your dream list. Let your imagination run wild and write down everything you want to be, do, or have. If you have a family, be sure to include your mate and children when you set your goals. This entire goals-setting process helps channel your logical left brain and your creative right brain for more effective use of your imagination.

Your dream list is best created over a two- to three-day time frame. Start by writing every dream you have and goal you want to achieve: the person you want to become, the things you want to do (career, activities, and so on), and things you want to have (your dream house, savings account, and so on). Your initial list may have fifteen, twenty, even fifty things on it. Now, during the next seventy-two hours, add to it. Plan some time in the morning or evening to revisit the list and add to it. Many people plan a dream weekend to create their list. Record your goals and dreams in your journal under the heading: Things I Really Want to Be, Do, and Have List.

Tip: My good friends Karen and Paul Sullivan plan annual dream weekends when they go to a peaceful place to review their dreams and goals. Each of them has an active list of a hundred goals and dreams they would like to achieve. Each year they start by marking off the goals and dreams they achieved the previous year. They then each add new dreams and goals and eliminate goals that are no longer important. Here is the cool part: they trade lists so that they know each other's dreams and goals, and throughout the year they actively seek to find ways to help each other achieve their goals. For example, if Paul knows Karen wants to travel to a certain city, he will let her know when he has a business trip near that location and they plan the trip together. How awesome is it when those you love are helping you achieve your goals?

## Action Step 2

Wait twenty-four to forty-eight hours and then answer the question *why* for each item you have written on your dream list. Use a different color pen and in one sentence verbalize why you want to be, do, or have what you have written down. If you can't answer the question why, then it isn't a real goal or dream, so go ahead and cross it off your list.

## Action Step 3

Ask these five questions for each dream or goal on your list. All five questions must be answered with a yes for the dream or goal to stay on your list.

1. *Is it really my goal?* If you're a minor living at home, an employee, or a team member, some of your goals will be set by your coach, director, parent, or employer.
2. *Is it morally right and fair to everyone concerned?* Some goals may take so much time or attention that they hurt relationships with others. A goal to walk across the United States might be a great goal when you're single and twenty-two but not if you're married and have three kids under the age of five.
3. *Is it consistent with my other goals?* You can't have a goal to win the Nathan's hotdog eating contest and be in perfect physical health at the same time.
4. *Can I emotionally commit myself to finish this goal?* Are you all in?
5. *Can I see myself reaching this goal?*

Note: Answering these questions will further reduce the number of dreams on your Things I Really Want to Be, Do, or Have list, so scratch any nos off the list. Answering questions 2 and 3 will be very

helpful in making important decisions in all areas of life, especially financial.

### *Action Step 4*

After each remaining dream ask yourself these questions:

Will reaching this goal make me . . .

happier?

healthier?

more prosperous?

have more friends?

have more peace of mind?

more secure?

improve my relationships with others?

have hope in the future?

If you can't answer yes to at least one of these questions, eliminate that item from your list of dreams. Careful: Don't confuse pleasure with happiness. Be sure to consider your family when you answer these questions.

### *Action Step 5*

Divide the remaining goals into three categories:

- Short-range (one month or less)
- Intermediate (one month to one year)
- Long-range (one year or more)

Now mark them SR (short-range), I (intermediate), or LR (long-range) on your Things I Really Want to Be, Do, or Have list. *Go ahead. Do it now.* By taking this step you will be able to quickly determine

whether or not you have a balanced perspective between what needs to be done now versus your dreams for the future.

Remember:

- *Some* goals must be big (out of reach, not out of sight) to make you stretch and grow to your full potential.
- *Some* goals must be long-range to keep you on track and greatly reduce the possibility of short-range frustrations.
- *Some* goals must be small and daily to keep you disciplined and in touch with the reality of the “nitty-gritties” of daily life.
- *Some* goals must be ongoing.
- *Some* goals (sales, educational, financial, weight loss, and so on) might require analysis and consultation to determine where you are before you can set the goals.
- *Most* goals should be specific. A “nice home” is not as good as “three-thousand-square-foot, Tudor-style home with four bedrooms, three full baths, two living spaces.” Some goals, like improving your self-image, becoming a better parent, or getting a better education, are more difficult to pinpoint. Those that are less specific should be broken down into specific, tangible steps. For instance, a step to becoming a better parent could be “spend one hour per week one-on-one with each child.”

### *Action Step 6*

From the remaining goals, prayerfully choose the four goals (remember balance is the key) that are most important to you right now. Write down those goals in your journal.

If this is your first organized goal-setting experience, you may want to start with two or three short-range goals.

Important: Now create a Charting My Progress page in your journal and record these goals (Goal/Date Started/Date Reached). You

will be encouraged tremendously as you record the goals you reach throughout the year, so make sure to add the new goals you are working on to this page. Your confidence, self-image, and goals-achieving ability will improve dramatically.

### *Action Step 7*

Record these four goals on a Goals Procedure Chart you create in your journal (instructions follow) or go to [www.ziglar.com/ChooseToWin](http://www.ziglar.com/ChooseToWin) to download copies. You may also want to consider the Ziglar Performance Planner, which is the one-year Ziglar goals-tracking journal you can use to work on your goals every day, which is also found at [www.ziglar.com/ChooseToWin](http://www.ziglar.com/ChooseToWin).

## **GENERAL GOALS PROCEDURE CHART**

Following is an example of a goal I set while writing this book. This example will help you better understand how to fill out a General Goals Procedure Chart for your own goals. (See page 8 of the Ziglar Performance Planner.)

### *Step 1: Identify Your Goal*

I enjoy weighing a healthy 185 pounds with a 36-inch waist.

Tip: Make your goal first-person, present tense. Your subconscious mind will work to make this a reality as you focus on it every day.

### *Step 2: My Benefits to Reaching This Goal*

- More energy, less illness
- Look and feel better
- More confidence
- Longer life span
- Better endurance
- More productivity

- Better concentration and clarity
- Better attitude and disposition
- More creativity
- Better example
- Lower health care and insurance costs
- Able to chase the grandkids I hope to have

Tip: The longer and more detailed the list of benefits, the more likely you are to stick with it. Fill up this section and get others to give you ideas on additional benefits.

### *Step 3: Major Obstacles and Mountains to Climb to Reach This Goal*

- Lack of discipline
- Travel schedule
- Love of carbs
- Bad eating habits, such as eating late at night
- Poor physical condition
- Time

### *Step 4: Skills and Knowledge Required to Reach This Goal*

- Healthy eating knowledge based on my body type
- Exercise routines I can use based on my physical condition
- How to get better sleep

### *Step 5: Individuals, Groups, Companies, and Organizations to Work with to Reach This Goal*

- Dr. Randall James
- Nutritionist
- Chachis
- Scott Eriksson—NERDbody

### *Step 6: Plan of Action to Reach This Goal*

- Make commitment to track daily
- Fasting between 7:30 p.m. and 11:00 a.m.
- 4 x daily NERDbody or movement
- 4 x weekly walking thirty-plus minutes each
- Low-carb diet and stay away from processed foods and chemicals
- Drink 100 ounces of water per day
- Always have a healthy snack with me

### *Step 7: Completion Date*

Now it's your turn! Set a realistic date for completion of this goal. Go ahead, write your own goal in your journal, using the following headings, or download the worksheet from [www.ziglar.com/ChooseToWin](http://www.ziglar.com/ChooseToWin).

Step 1: Identify Your Goal

Step 2: My Benefits to Reaching This Goal

Step 3: Major Obstacles and Mountains to Climb to Reach This Goal

Step 4: Skills and Knowledge Required to Reach This Goal

Step 5: Individuals, Groups, Companies, and Organizations to Work with to Reach This Goal

Step 6: Plan of Action to Reach This Goal

Step 7: Completion Date

### *Step 8: Complete General Goals Procedure Chart*

Take the additional goals you have listed on your Things I Really Want to Be, Do, or Have list and record each on a General Goals Procedure Chart. Work each goal through the process as you did in Action Steps 1-7. Remember, you can download this entire activity with sample worksheets or purchase the Ziglar Performance Planner at [www.ziglar.com/ChooseToWin](http://www.ziglar.com/ChooseToWin).

*Do it now.* Remember, motivation comes after you start the project.

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*Congratulations!* You have invested more time in planning your future than most of your friends, relatives, and associates will ever invest. Now comes the fun part. You have turned your dreams into goals, now it's time to turn your goals into reality!

It is time to start investing eight minutes a day reviewing and working on your goals. Again, I recommend the Ziglar Performance Planner for this, but I want to give you a simple process and a worksheet you can use to start right now.

Begin by writing down the four goals you are going to work on for the week. Then each day write down what you are going to do that day to work on that goal. The next day write down what you actually accomplished the previous day on that goal, and write down what you are going to do that day. Repeat daily. A great practice is to review your goals first thing in the morning before the day starts and last thing at night before you go to sleep. Nothing is better than dreaming about achieving your dreams and goals.

One of my dad's habits was to work on his goals in the morning and then put the Performance Planner under his pillow on the bed. This way, when he got in bed for the night, he would review his goals again. This is truly eight minutes that will change your life!

Create a Weekly Personal Performance Record in your journal (or you can download at [www.ziglar.com/ChooseToWin](http://www.ziglar.com/ChooseToWin)).

## TO-DOS

Now you know how to get what you want! The hard part is done, the rest is just work.

I have a challenge for you. Think about the top four goals you would like to achieve in the next twelve months. How much would it be worth to you if you achieved even just a couple of them? Depending on the goal you set, it could be worth thousands of dollars, or incredible personal satisfaction, or better relationships at home and at work. If you were to achieve a health or fitness goal, what price can you put on that? The question, my friend, is not, “Is it worth it?” The question to ask yourself is, “Will I do what I need to do when I need to do it so that the day will come when I can do what I want to do when I want to do it?”

A simple thought for you: People tend to overestimate what they can achieve in a short period of time, and they underestimate what they can achieve over a long period of time. *Choose to Win* is about the long game. It’s about making the right choices and doing the right small things on a daily basis that, over time, will create an amazing life. You are on the right path, and you have what it takes!

If you are not sure how or where to start, why not start with First Things First?

Many times people get overwhelmed with goal setting and how or where to start on their own plan. Now that you know how to set a good goal, let me give you a place to start so you can start building the habit of creating good habits.

For the first month of your goal-setting and achieving journey, and maybe forever, I recommend that one of your goals is to review your goals and record your priorities before you do any other work—including checking email, texts, or social media. I call this the Perfect Start. This is what I do every day, and doing First Things First is one of my permanent, ongoing goals.

# ZIGLAR SELF-TALK CARDS

## A Life-Changing Procedure

*T*he eyes are the windows of the soul. So, to the person you are capable of becoming, each evening, just before you go to bed, stand in front of a mirror alone and in the first-person, present tense, look yourself in the eye and repeat with passion and enthusiasm paragraphs A, B, C, and D. Repeat this process every morning and every evening from this day forward. Within one week you will notice remarkable changes in your life. After thirty days add the procedure at the bottom of this card.

### A

"I, \_\_\_\_\_, am an honest, intelligent, organized, responsible, committed, teachable person who is sober, loyal, and clearly understands that regardless of who signs my paycheck I am self-employed. I am an optimistic, punctual, enthusiastic, goal-setting, smart working self-starter who is a disciplined, focused, dependable, persistent positive thinker with great self-control, and am an energetic and diligent team player and hard worker who appreciates the opportunity

my company and the free enterprise system offer me. I am thrifty with my resources and apply common sense to my daily tasks. I take honest pride in my competence, appearance and manners, and am motivated to be and do my best so that my healthy self-image will remain on solid ground. These are the qualities that enable me to manage myself and help give me employment security in a no-job-security world.

## **B**

“I, \_\_\_\_\_, am a compassionate, respectful encourager who is a considerate, generous, gentle, patient, caring, sensitive, personable, attentive, fun-loving person. I am a supportive, giving and forgiving, clean, kind, unselfish, affectionate, loving, family-oriented human being and I am a sincere and open-minded good listener and a good-finder who is trustworthy. These are the qualities that enable me to build good relationships with my associates, neighbors, mate, and family.

## **C**

“I, \_\_\_\_\_, am a person of integrity, with the faith and wisdom to know what I should do and the courage and convictions to follow through. I have the vision to manage myself and to lead others. I am authoritative, confident, and humbly grateful for the opportunity life offers me. I am fair, flexible, resourceful, creative, knowledgeable, decisive, and an extra-miler with a servant’s attitude who communicates well with others. I am a consistent, pragmatic teacher with character and a finely tuned sense of humor. I am an honorable person and am balanced in my personal, family, and business life, and have a passion for being, doing, and learning more today so I can be, do, and have more tomorrow.

## D

“These are the qualities of the winner I was born to be, and I am fully committed to developing these marvelous qualities with which I have been entrusted. Tonight I’m going to sleep wonderfully well. I will dream powerful, positive dreams. I will awaken energized and refreshed; tomorrow’s going to be magnificent, and my future is unlimited. Recognizing, claiming, and developing these qualities that I already have gives me a legitimate chance to be happier, healthier, more prosperous, more secure, have more friends, greater peace of mind, better family relationships, and legitimate hope that the future will be even better.”

### ***REPEAT THE PROCESS THE NEXT MORNING AND CLOSE BY SAYING:***

“These are the qualities of the winner I was born to be, and I will develop and use these qualities to achieve my worthy objectives. Today is a brand-new day, and it’s mine to use in a marvelously productive way.”

### ***AFTER 30 DAYS, ADD THE NEXT STEP:***

Choose your strongest quality and the one you feel needs the most work. Example: Strongest—honest. Needs most work—organized. On a separate 3 x 5 card, print “I, \_\_\_\_\_, am a completely honest person, and every day I am getting better and better organized.” Keep this 3 x 5 card handy and read it out loud at every opportunity for one week. Repeat this process with the second-strongest quality and the second one that needs the most work. Do this until you’ve completed the entire list. Use this self-talk procedure as long as you want to get more of the things money will buy and all the things money won’t buy.

**Note:** Because of some painful experiences in the past (betrayal, abuse, etc.), there might be a word or two that brings back unpleasant memories (example: *discipline*). Eliminate the word or substitute another word.

## MY PERSONAL COMMITMENT

I, \_\_\_\_\_, am serious about setting and reaching my goals in my life, so on this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_, I promise myself that I will take the first step toward setting those goals.

I am willing to exchange temporary pleasures in the pursuit of happiness and the striving for excellence in the pursuit of my goals. I am willing to discipline my physical and emotional appetites to reach the long-range goals of happiness and accomplishment. I recognize that to reach my goals I must grow personally and have the right mental attitude, so I promise to specifically increase my knowledge in my chosen field and regularly read positive-growth books and magazines. I will also attend lectures and seminars, take courses in personal growth and development. I will use my time more effectively by enrolling in Automobile University and listening to motivational and educational recordings, while driving or performing routine tasks at home or in the yard. I will keep a list of my activities, including the completion dates for each project, in my Goals Program. I further promise to list good ideas (mine and those of others) and to note thoughts, power-phrases, and quotations that have meaning to me.

Date

Signature