

# Creative Mentorship

## Goals as a guideline for success

Workshop by Dusan Basalo

### Transcript:

This workshop can be called: **Goals as a guideline to success** - name suggests that we will work on your goals.

It will not be a classic lecture, it will be quite different.

Introduction: In a faraway kingdom, there was a nobleman who had beautiful gardens and woodland. One morning, he and his servant went to visit the gardens. They walked and they found a tree with drawing of target. Right in the center of the target there was ensconced arrow. Nobleman: Who is the man that hit the center of the target so precisely? He must be a great shooter. A few yards away, they found a target with an arrow in the center of the target again. Noblemen: Well, this can't be a coincidence! That must be some excellent shooter. When they got to the third tree on which the same thing happened, a nobleman asked servant if he knew who did that. The servant lowered his head and said that he knew. Nobleman: I would like to meet this man. He was surely interesting person. Servant: You should not get to know him, he's just a fool. He puts an arrow into a tree and then paints a target around it. If we compare this with our subject - sometimes it's all the same if you first hit the arrow, or paint a target, we get the same result. But it is much more interesting when you draw a target and then hit the arrow.

**Setting goals is like running a marathon - always doing something but cannot seem to get anywhere - when we get to a goal it seems to us that we should go further.**

Introduction of participants and answers the question of how they see goals at the moment:

In myself I feel a tendency to leave it for a little while, try not forcing myself to define exactly what, how and when I want something.

Since I've been writing some projects, I think it's sometimes nice to take a break from goals

I have personal goals. Every artist must handle that because at some point he has to decide that the work is done. Goals are important, but personal goals sometimes distract you from professional goals. This limit is important to me.

We are interested in process of reaching the goal from the perspective of creative results. I love to change my life goals, but I love a break from the goals too.

I tend to plan everything but also to give in to the process and that arise all that should arise.

I like to set small goals.

I regularly set goals, but I regularly lose track again.

I never had goals other than just once, and it was not good for me. All the opportunities are present for me and I like to focus on what it is now. Now I am careful and I have no goals.

I have a constant struggle to not adhering to what is to come.

I have an obligation to constantly define goals. I teach at university and I try to influence students to define their goals.

I do not have specific goals. I'm interested in everything I do, but do not define goals.

I am a piano teacher and that was not my goal. I always went to another line.

Goals, as they are, are very important to me, because I studied the organizational science. Goals are important to me but I do not know if I'm doing it the best way.

I have not had some specific goals in life. Perhaps I have not found some very important goals.

I gave up on making goals. I go where it carries me away. I have defined what can be done and what cannot, so I do what I can.

My current job was not my goal, but I had to work and I got a job here. I gave up on goals like most people here. Generally these goals are unrealistic or unattainable.

I work intuitively, viscerally and it works.

I do not know what my goal is. Did I accidentally stab an arrow and now I am drawing targets. I wonder if I shot an arrow in the direction of the circle or not. I do not know which of the two is true.

In business I make goals and stick to them. But I realized I need to apply that in real life too.

There's an artist who has put a target in front of him and threw the darts. When the time came for the exhibition he just removed the target and put the label: All my failures.

**We set goals, consciously or unconsciously, every day.** Most of the time we do not know exactly where, when, how. All of you said that you work intuitively. Often people think that the goals are something boring and enclosing, but they really just do not do it right.

**When we set goals from our values, then this pushes us forward. Then we look at them as something that is part of us. Today we should see how to set goals based on what pushes us forward.**

Today you will have a deep talk with yourselves. You need to look in yourselves to see what these values are.

There are various ways to set goals.

Model of neurological levels - emerged 30 years ago

Robert Dilts – psychologist, used to work in the field of business

We can not separate a private from a business life

He noticed that when we think about some things, some of them make us more concentrated and some less.

**He defined 5 levels of thinking:**

1. **Level of surroundings** - what is here our surroundings? Coffee, we are in a foreign country, the people, light, temperature. This level of, at least engage us. Wherever you are, you're thinking about what is the temperature in that place where you are located

2. **Level of behavior** - what we do, what is visible. I'm talking about, and you are writing, listening ... These are the only two visible levels. Here one can see the goals

3. **Level of strategy** - it is a behavior on a deeper level. When you need to complete the task, there are many alternatives - like buffet. When an option is not appropriate, you can move on to some other. Different strategies require different skills, for example golf club - select a club, if is not appropriate, you know what to do next time. \* Abilities and knowledge

4. **Level of values** - What is it that thing that drags us to decide to do one thing and not another? What are our values? What's important to us? Purpose. - Beliefs - What we are telling ourselves: I can do that, I cannot, I'm great, people perceive me this way.... Values are variables, but its changing very slowly. Certificates are easily changeable-do you believe that something can or cannot. When you say I cannot, it's not the real truth - our beliefs like spider web disturb us to make a difference

5. **The identity** - we all have multiple identities - during the day, we are changing our roles. They depend on the system in which we are: family, work, friends ...

**Upper levels have power over the lower levels.** In the system of family we are changing identities

(brother, sister, mother). This determines the values. When you get down to the level of strategy and capabilities once again there is a difference.

**If you want to set goals that are truly yours, the key is in the last two levels - the identity and the values - how we want to see ourselves. If we do not engage in these two levels we're in a box.**

The goal is a tool, a tool that can be beneficial.

The goal is not holy scripture-changing goals is legitimate. Sometimes we push goals just to have it checked that it is done. At the moment you see that it isn't your goal, then you need to modify it or to change it.

As we change, the way in which we accomplish our goals change. Example for this (from the mentee): „In 2010 the idea was for me to create a 1200m<sup>2</sup>, and now it is 60m<sup>2</sup>.“

This is a good example. She wanted it but then at some point she realized that it might not be the best strategy. She changed strategy and that is what is pushing her forward. Modifying strategy.

The goal is the result of what we want. It is a way to adjust something that is too big.

**The goal is not our purpose – the goal is an outcome of what we want!**

„I have high aspirations. I start from the top and then I get down to something realistic.“

We build values during life. If someone asks you what your values are, you would be confused. Sometimes at the level of environment and the abilities we glued labels - he is dishonest, I'm not capable enough to do something ...

The problem with these upper levels is that we understand them as unchangeable. Identity is rooted in a system, and we think that we can not change that, but we can change the experience, and how we perceive it.

Once we had a training where participants were supposed to rank values. I noticed that one woman did not feel well and I asked her if she was all right. She could not believe that the test results showed that her family was in a second place and on the first was fun. She did not want it to be so.

She should just have fun with the family.

How to reconcile your values? There will be no absolute fun, but it will not be repressed.

**It is important to align our values (align and coordinate various values which we have).**

Our brain does not recognize negation.

„I am interested in top of pyramid. What is the way we see ourselves and what is it that others see us? How do you recognize your identity?“

„For me, the system is a big problem. Very often it happens that I do not identify with that which is determined by the system. My values do not match the values of the system.“

We are the ones that change the system. It's a two-way street. You need to put your values and your identity in that system.

The system has its values and we should see if our values are matching the the values of the system.

Story: One manager was defining his levels. He thought of the system in which he works, and he said that his identity was „lion fireman“. He always extinguishes fires in companies and tries as hard as a lion. For him value is that people enjoy work, to constantly talk to people. The strategy is to never confront, to resolve conflicts. He took too much upon himself. Then he said that he would like to be like Carl Lewis – athlete - independent, but sometimes part of the team work. When there is a conflict, he should express his opinion. If he changes behavior, other people change the image of him.

**The important thing to realise is that by changing the way we perceive ourselves, we change the picture people have of us and the way they perceive us!**

„When something is in accordance with the values but it is more unpleasant? When is suffering necessary in order to achieve something? I work with people who do not know what they want, not yet. There must be some friction in order to reach value. When does that hitting the wall cease to be consistent with the other values?“

Interestingly enough, I can already see which are your values. Each person defines its own value. You need to recognize what that value is. These changes from one system to another which are uncomfortable, mean that some value has become active.

System is testing our values. **Identities and values are the levels that move us.**

We now move to a particular portion. We are going to start from the most beautiful part. **Our vision.** Imagine yourself in a few years, and then imagine that **you have everything you need** on that road. Imagine that picture. It is important to create pictures in our minds!

**There is always a way to implement a value that is important to us. We just have to find that way!**

When we talk about vision, we are talking about the ideal image. Vision is just day-dreaming, it does not need to be realistic.

Before the break, we will move to the level of identity and to the level of value. In the materials in front of you, you have questions that can be encouraging to think in that direction.

Ok, is it easy or difficult?

Comments from mentees:

- With us elderly mentees, or more mature, it is easier, but for younger ...
- I start from something that occupies my attention, but then I get some things that do not attract my

attention but that are important to me, and I try to leave some things open.

- For me it was important to look at in general terms regardless of what is the situation now. This has served me so I could see why in some situations I feel uncomfortable
- Some authorities also have a significant role - system. It seems to me that the system generally does not suffer, and that becomes an excuse. One should be aware that changing the system means you have to get out of the comfort zone.
- The two terms are imposed: the change - I think that every change means a change for the better.
- Enthusiasm - without it we cannot respond to the change.
- I was fascinated by the value which gave me the answer – freedom. Frequently we identify the value to the behavior.
- Often, there is behavior that supports multiple values which are a seemingly opposite.
- It seemed to me that the system restrains me to allow myself to fantasizing. I would love to sing but I'm not talented.

Vision seems to us unrealistic. It does not need to be particular. On the path towards to this vision, some goals will be created which can be achieved. For example: a person in a team is late – His value is not discipline. But that person has the value of teamwork. Then we should tell him the whole team is going to be late if he is late. So, **it is necessary to target the value that is important to him!**

Every time you have a bodily feeling that something is wrong - something is not in accordance with your values.

So far we have talked about this model and how it works. Now we will go through the levels of strategy and capabilities. We'll get to these last two levels.

The story: There was a merchant in Istanbul with a large variety of goods. Beside him were two shop windows but did not present any competition to him. One day in the shop window next to his another store was opened. They had the same goods but new store had a better marketing - discounts, banners ... Then one day a third store with the same goods was opened. All this reflected badly on the business of this merchant. Then he thought, and one day he took a big board and put it over the gate. On the board it was written - main entrance.

What was it like in this part?

- Some things are intertwined. Challenges, not to mention problems. Which are new skills and which abilities should be developed.

**Skills are general and they refer to the entire life. We just need to find the ones that best reflect on what we want.**

- Good strategies come in situations of crisis.

**Every time something is easy, it means that you did not try hard enough, that you can do it even better.**

- I set the vision, but when it comes to the strategies I do not know if I should go back to reality.

The vision is above strategies.

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There are some basic rules of how to set goals. You can use them in every sphere.

**Overview of goal setting - SMART criteria:**

- S – Specific. What will happen when I get to that goal. It should not be too general. It is important to be specific, clear, not abstract.
- M – Measurable. For example: 6 images, 30 times a year. We can easily feel the difference. Maybe even exceed the target.
- A – Achievable. That our resources can support it. It is important to be on the verge of reachability. Like personal record.
- R – Relevant. The goal must be really important to you. To be really yours. The problem is if the goal is imposed.
- T - Timed. The ideal target should be achieved within a certain period.
- E - Environmental - relating to other people. Be such that it does not go against them. This is to ensure connection with our values.

**The goal should be positively defined.**

**The goal is not a goal if it is not written down.**

**By writing down the goal, we focus and see ways and strategies by which we can achieve our goal.**

In the script a distinction is made between results and objectives.

Whenever you define a goal, see if there is something else behind it. Goals should not be set if they are not related to us, not under our control.

Action steps - what I do and when I do it.

Sometimes you go to meet with your mentor and you feel good about it, but you go from that meeting without next action steps. These steps are what binds you to make a step towards change.

We should always start from the top of the model (picture) – from our values!