

360 Development

PROGRAMME 1

Lifestyle planning

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Introduction

In line with the Presidents traditional orientation day briefing, we have provided our guide to a healthy lifestyle. Enjoy!

Currently only 7% of the population take sufficient exercise to keep them healthy.

On the personal level we could display pictures of unhealthy people getting healthy. All you have to do is ask yourself or anybody else this question:

"Is it a bad idea to be healthy and enjoy your lifestyle?"

The answer is usually "NO" and so there can be very little argument or objection to taking part in lifestyle planning on both the corporate and the personal level.

This learning guide offers you the opportunity to reflect upon your current lifestyle choices and evaluate whether they are good enough to maintain a high level of performance in both the short and long term. If the answer is no, then you must make the changes and give the lifestyle planning

This learning guide looks at several areas. The intention is to provide options and ideas in each foundation area for individuals to use if they feel they are appropriate for them. Having selected an option, a structure for implementation is suggested at the end of the guide. You can dip into each section as you wish.

The intention is to challenge current ways of living and encourage business leaders of tomorrow to implement new systems and methods to improve individual and corporate performance in the long term.

The main areas are:

- Health.
- Exercise.
- Healthy eating.
- Stress and pressure management.
- Relaxation.
- Implementation.

Adopting a structured approach to the act of living

Human progress is rapid, and dramatic advances have taken place which enable us to live at a fast pace where most things can take place or be arranged within a very short space of time. Such progress is beneficial and we are provided with a wide range of choices and opportunities every day. We can cram a lot into a short space of time, but this can lead to problems and ultimately we feel that there is insufficient time in the day to do everything which is on offer to us.

Our basic needs often take a back seat in the headlong pursuit into the maelstrom of modern life. The foundation stones of success are taken for granted and we fail to give them the time they deserve and require. In the short term, this is acceptable, but prolonged neglect can seriously affect our performance as we become ill, tired, de-motivated, depressed and quite simply burn out.

Lifestyle planning provides an opportunity to reflect upon the foundation stones of successful living and suggests methods, structures and options on how to ensure that they are the given high priority which is required and are managed correctly.

The end result is improved performance, not only in business but also in the career of life.

Some areas covered may be of use, others may not. It is suggested that you highlight those areas of interest in each section. At the end of the learning guide an action planning section enables you to put each 'interesting idea' into a structure to fit into your lifestyle.

Health and well-being

In this section we will deal with issues relating to physical well-being:

Alcohol, smoking, diet, relaxation, alternative health, GP services, happiness and psychological health.

It should be noted that health and fitness are very different. It is possible to be fit whilst being unhealthy, for example, the rugby player who is fit to complete a game may be overtraining or

carrying an injury which is not conducive to good health. Sportsmen and athletes are good examples of the difference between health and fitness, especially when they break down during or after important events. Lifestyle planning is about avoiding these breakdowns and injuries by creating a balance between the physical and the psychological.

It is important to realise the importance of creating a balance in the way in which we live. In order to do this ask yourself this simple question:

"What are the three most important things in my life?"

Write them down.

Now think through what you did last month and try to estimate what percentage of your time you spent on these three most important areas.

You may find that there is a great difference in what we *say* is important and the amount of time that we actually *put towards* those areas of our life.

The balance of one's lifestyle is important not only because it ensures that you do the things that you want to do but also because it ensures that you are more successful in every other aspect.

The areas are:

- social.
- personal.
- career.

If one area is neglected in the short term because of pressures and the usual necessities of life there is no great problem. If however one area is neglected in the headlong pursuit of the other then all will end in ultimate failure. These three sections are the cornerstones of healthy living. How many people do you know that perform better when they have marital problems or who resent staying late at work because they were due to be out with friends for the evening?

The benefits are not short term - they are for the future and they need to be planned for, otherwise you will be carried along with the flow doing what everybody else does. There are very few people who would wish to have "He worked long hours" on their tombstone!

For those of you that think "That's all very well in theory but how can it possibly be done in practice?" the answer is very simple. You can take control of your own future - you are the business leaders of tomorrow and you can challenge old ways of doing things because they are not efficient and have a low return for the hours put in. Think of lifestyle planning as a product and implement it in the same way that you would for any other product: it is a product that will improve the bottom line.

Sleep

35% of adults suffer from sleeping problems, which can seriously affect the immune system. Appropriate amounts of sleep are vitally important to ensure maximum performance and good health. Individual's needs vary greatly, however, the types of sleep remain the same.

REM - rapid eye movement sleep
Dream state / creative phase

SWS - slow wave sleep
Deepest and most recuperative

Sleep takes place in 4 stages: stage 3 is the deepest and most important. During this stage the body is most relaxed and carries out 'repair work' on the body.

Aids to sleeping

- Establish a night time routine.
- Avoid large amounts of alcohol/food.
- Try a hot bath/milky drink prior to sleeping.
- Relaxation techniques are helpful.
- Ensure that your bed is big enough and provides support; your room is warm and well ventilated.
- Try lying on your right side to assist digestion.
- Avoid mental stimulation - TV or exciting reading.
- Avoid work related activities in the bedroom.
- Make your bedroom a restful sanctuary.

Smoking

It is estimated that by 2025 10 million people per year will die of smoking related illness. Each cigarette reduces life span by 5.5 minutes. There are three million deaths per year world-wide; 1 every 10 seconds.

But we know all the figures - yet smoking is still popular? Why?

- it is highly addictive.
- it is enjoyable.
- the side effects are long term and do not have an immediate association with the cigarettes. Would you smoke if every time you took a puff you were unable to breathe and had shooting pains in your leg? Obviously not!
- social tolerance.
- it is a habit.
- it is considered fashionable.
- it can be used as a tension reliever.

Individuals must make their own decisions about smoking - however, passive smoking affects us all. Living with a smoker of 20/day increases risks of illness by 2½ times: so action must be taken on an organisational level. European law will force companies to look at their smoking policy in the workplace.

Some tips for giving up

- Admit risk.
- De-romanticise.
- Prepare a plan to stop.
- Create support structures; friends, family, colleagues.
- Develop a reward system.
- Count and record number of cigarettes per day.
- Be prepared to fail and start again.
- If you smoke - do nothing else whilst you do so
- Try to delay each cigarette.
- Seek medical support.

Alcohol

What does it do?

- Increases arousal and REM sleep.
- Acts as a brain depressant.
- Causes dehydration.
- Causes/worsens snoring.
- Red wine in moderation can reduce risk of coronary heart disease.
- Affects fat disposal system in the body.
- Increases blood pressure/risk of stroke.

Small amounts of alcohol can help with relaxation but too often alcohol is used as a crutch and a method of avoiding implementing a more strategic action plan to reduce stress and pressure.

Alcohol should be avoided in amounts above the following levels:

Male 21 units, Female 14 units

Unit = ½ pint beer; 1 glass wine; 1 measure of spirit

If on occasion you do drink heavily try these tips:

- Prior to the event drink plenty of fruit juice and eat small snacks.
- After the event, drink one glass of water for every drink consumed.
- Eat a banana.
- Take an aspirin.
- Sleep on your right side.

- PROMISE TO NEVER DO IT AGAIN!!!

Alternative health

Also known as complementary techniques, there are a variety of ways of preventing and treating a wide range of illnesses. Prior to embarking on any kind of alternative therapy you should always follow this checklist:

- Consult with your GP.
- Check the qualifications of the practitioner.
- Ask for an initial consultation.
- Ask why and how their treatment could benefit you.
- Ask for proof statements/reports.
- Ask for a timescale to see results.
- Ask for an estimate of treatment costs.

Some examples of alternative health practitioners.

- Chiropractors.
- Osteopaths.
- Massage therapists.
- Reflexologists.
- Aromatherapists.
- Homeopathists.
- Herbalists.

Remember - Your first port of call should always be your medical adviser: doctor or consultant.

Exercise

Maintenance of a fit body will depend upon what you want the body to do. There is an enormous amount of support available to help you take more exercise but there is one aspect you should consider above all others:

Select an exercise which you enjoy!

By all means set targets and objectives but unless you enjoy what you are doing you will find exercise difficult to maintain unless you are having some fun.

Try a variety of activities until you find one which you really look forward to doing and miss when you can't get to the class, walk outside, ride the bike, climb the mountain or row the boat!

It is strongly recommended that you seek professional advice prior to commencing any fitness training programme. The personal fitness system, recommended in the resources section of this

learning guide, will take you through a managed programme of training specifically designed to match your requirements.

The essential elements are as follows:-

Strength

Strength can be defined as the maximum force or tension which can be generated by a muscle.

Strength can be increased in various ways:

- Isometrics.
- Dynamics.
- Isokenetics.
- Isotonics.

This includes activities such as weight training or floor exercise such as sit ups or push ups.

The benefits of this type of exercise are that they improve posture and reduce the chance of strains and sprains. This is particularly important with regard to manual handling activities especially as they are subject to legislation in the workplace.

Strength exercises also reduce the danger of suffering from a bad back. The majority of these injuries are muscular and caused by strains.

You should get specialist advice prior to embarking on a fitness programme.

Ideally you should try to exercise for strength twice per week.

Stamina

Stamina is the ability to keep going for an extended period of time.

Stamina can be measured in different ways : The step test used in the personal fitness package available through the LRC at Ashridge is an ideal way of measuring this aspect of your fitness.

Stamina can be increased by means of aerobic and anaerobic overload training.

The main controlling factor with regard to stamina is the ability of the heart and lungs to provide the exercising muscle with oxygen and to remove carbon dioxide back to the lungs.

Aerobic exercise: "puffing"

This is any activity where the intensity is sufficient to raise the heart rate to within 60% - 80 % of its maximum. To calculate your personal level use the formula below:

220 minus your age = X

X multiplied by 0.65 = lower heart rate level

X multiplied by 0.85 = upper heart rate level

All the figures are expressed in beats per minute

Alternatively you should ensure that you are "puffing" and not "gasping" whilst you are exercising.

The benefits of this type of exercise are that working within the aerobic heart rate range uses the breakdown of fat for energy. Aerobic exercise also helps you to cope with increase in blood pressure and strengthens your heart muscle. Aerobic exercise combined with sensible eating is the ideal way to achieve weight control and healthy level of body fat.

Aerobic exercise is also a very good method of coping with the physiological side effects of high levels of stress and pressure. See the section later in this guide for more information about stress and pressure, or the learning guide entitled "managing stress".

By staying within the aerobic zone you will end your exercise session feeling invigorated and not exhausted - this means that you are much more likely to do the exercise on a regular basis. You should try to elevate your heart rate for 20 minutes three times per week. It is essential that when carrying out the aerobic aspect of your training you monitor your heart rate. You will need to exercise at a percentage of your maximum heart rate to achieve your goals. These are called target heart rate zones:

50-60% Moderate activity zone

60-70% Weight management zone

70-80% Fitness training zone

80-100% Increased performance zone

Suppleness/flexibility

Suppleness is the degree of movement of the joints.

Suppleness can be measured in many ways:

- sit and reach.
- back extension.
- hip extension.

Suppleness depends upon the following structures:

- ligaments.
- muscle.
- bone.
- tendons.

The benefits of this type of training are increased flexibility which means that the risk of muscular strain is reduced. Increased flexibility improves posture and avoids aching muscles, stiff and sore necks at the end of the day. Stretching can also be very relaxing.

You can also follow the stretching programme contained in the personal fitness package available through Ashridge. It is particularly good for mobilising stiff and painful backs if carried out correctly.

You must seek professional advice before embarking on any fitness programme.

Healthy eating

The word "diet" has been hijacked by many practitioners to mean a strict regime of eating which lasts for a set period of time. Unfortunately, such 'diets' are not successful because they do not create a change in eating habits in the long term. Quite often in fact, 'diets' can be extremely unhealthy, especially very low calorie versions and those which focus upon specific drinks or proprietary bars, tablets, capsules etc.

If you want to lose a stone very quickly then chop your head off - it's not very good for you but the scales will go down!

The basis behind this flippant remark is that if you wish to lose weight then it must be the right sort of weight. Body fat reduction is the target and ideal levels are detailed in the later section on exercise. Weight reductions achieved by reducing levels of body fat to appropriate levels is the healthy solution to weight loss projects.

In terms of health, the word "diet" should reflect the wide range of foods which we eat in order to satisfy the demands of our body. The equation is simple:

Calories consumed > calories burnt = Weight gain

Calories consumed < calories burnt = Weight loss

The Healthy Eating Guidance Sheet in the development activities part of this learning guide will help you to investigate your own eating habits. Read through the notes on each food type and then give yourself a score between 1 and 10 depending upon what you ate in the previous week. If you did not do very well, say you ate too many snacks, score 10. If you did well and ate lots of fresh fruit you would score yourself 1.

At the end of each week add up the totals. Focus on two food areas which you wish to improve upon in the following week. Re-read and re-score on your card every week to reinforce the healthy eating pattern and change your habits to a more balanced intake.

Measurement in this way, despite its inaccuracies, will help you to change your diet to improve your performance.

Quite often we will grab whatever is available as we rush on with our lives. Such foods which are available are cakes, pies, biscuits and similar processed food. Regrettably these products are high in fat, sugar and salt along with many other chemicals. They are also very high in calories. The problem is that these foods only satisfy our hunger for a short period of time as they cause a sharp increase in the blood sugar level which the body overcorrects and causes the blood level to drop and us to feel hungry again - this is known as a hunger dip. Better foods to snack on are fruit, raw vegetables or bread products. They are lower in sugar and will not effect the blood sugar in the same way - ensuring that they satisfy your hunger for a longer period. Drinking plenty of water is also extremely beneficial for both your hunger and your hydration levels. Changes in blood sugar and hydration levels have a serious effect on your ability to concentrate and perform both physically and mentally.

It is also important to look at the ways in which you eat and the reasons for doing so:

Quite often we eat, not because we are hungry, but because other people are doing so, it is lunchtime, for social reasons or as a way of making ourselves feel good. Quite rarely do we eat when we feel hungry or do we stop when we are full. At this point it is useful to look at the way in which animals eat. They start early in the morning and chew their food well, some even bring it back up for a second go! They eat or rather graze taking their time and drink regularly. The process can take all day and eating seems to take up a large part of their waking hours. They eat raw food which is high in fibre and by its nature is fresh, low in fat, high in quantity and includes no additives. When they are full they simply stop eating and go to sleep. Whilst we are unable to imitate them in the same way the essential elements that we might follow are:

- Eat most of your food in the early part of the day.
- Take time to eat your food.
- Stop eating when you feel full.
- Masticate well.

Stress and pressure

Stress, or rather pressure, is an essential aspect of our lives.

Prof. Hans Seyle:

"Complete freedom from stress is death"

We need a degree of pressure to motivate us to carry out our work and achieve success. It is only when the amount of pressure exceeds our ability, or perceived ability to cope, that we start to have problems. We might call this "PRESSURE OVERLOAD".

Pressure overload can manifest itself many ways both physical and psychological. It is not the purpose in this Learning Guide to examine all causation, responses and reactions but to provide an overview. For more detailed information consult the learning guide on managing stress.

In the first instance, one must be able to recognise the symptoms of pressure overload and to do this we have to be extremely honest and avoid the macho approach: if it hurts - STOP.

Methods of identification.

- Ashridge Inventory of Management Skills (AIMS).
- Occupational stress indicator.
- Variety of psychometric tests.
- Training audits.

Physical symptoms include:

- Regular colds and infections.
- Skin rashes/eruptions.
- Headaches/migraines.
- Shortness of breath.
- Muscle twitching.
- Increased resting heart rate.
- Sight disturbance.
- Insomnia.

Psychological symptoms include:

- Inability to concentrate.
- Irritability.
- Forgetfulness.
- Poor planning.
- Emotional outbursts.

Having identified symptoms we can adopt two methods of action:

1. Confrontation.
2. Coping.

A: Confrontation

This involves identifying the causes of pressure overload and selecting specific actions to overcome them. For example:

Symptom: Sleepless nights

Cause: Poor presentations at work

Confrontation: Enrol on a presentation course.

B: Coping

Coping strategies should be employed when there is not an obvious confrontational approach; in the above example, you cannot enrol on presentation course for 6 weeks.

Coping strategies involve protecting the body against itself. In pressure situations we undergo a physiological response known as "fight or flight" in which the body prepares itself for action. Both of these reactions require physical activity and the body carries out a variety of actions to prepare itself. For example:

- Increase heart rate.
- Increase blood pressure.
- Adrenalin release.
- Heightened physical sense.

The list continues.

In most cases in current lifestyles, stimuli involve a non-physical response; you cannot fight with somebody in a meeting because they have failed to complete a task as you requested. Consequently, the body does not utilise the changes which have occurred as a result of the stimuli. In the long term this can lead to serious health problems. It is necessary therefore, to provide the body with the activity it craves and is expecting, and to ensure that the negative physical responses to pressure are controlled.

Coping strategies involve the following:

- Healthy diet.
- Regular exercise.
- Relaxation techniques.
- Massage.
- Flexibility exercises.

Other methods include:

- Shouting and screaming.
- Kicking the dog.
- Punching the walls.

(None of the above are particularly effective and they can hurt!)

The two strategies confrontation and coping, may be used together to control levels of arousal which lead to high or low performance.

There are two ways to deal with external stimuli. We can cope with the situation or we can confront the problem. Confrontational strategies are the most effective and immediate cause of action, unfortunately they also carry the greatest risk of negative consequences.

In order to implement a confrontational strategy it is necessary to identify the correct cause of negative stimuli. This may often be disguised and, for the effective implementation of an appropriate strategy, it is worthwhile spending some time on this identification issue.

There are many psychometric tests and questionnaires which can help you isolate areas which may be causing pressure overload.

Once the problem has been identified you need to select the appropriate action. This may be some type of training programme, education, purchase of appropriate equipment or even a straight talking and assertive meeting.

It may be helpful to create a support structure in order to implement and identify solutions to problems and most importantly to consider possible consequences of this confrontational approach.

Consequences should always be considered prior to implementation of any strategy and the additional negative stimuli that such strategies may create. Whilst confrontational strategies are extremely effective the negative consequences which they cause are often greater than the original problem.

Relaxation

There are many different types of relaxation and you should not be put off by thinking they take long hours of study and practice to master. Without knowing it you probably use some type of relaxation technique right now!

Try holding your breath for 30 seconds, exhale then take another breath in and hold for another 30 seconds. This will slow down your heart rate and help to reduce your level of arousal.

The objective of any relaxation technique is to concentrate thought patterns in one area and avoid mental, and in some cases, physical stimulation which create the heightened levels of arousal. Simply by reading this text you are focusing on one area and consequently you are not allowing

your mind to wander. You are not thinking about problems at the office, an unfinished project or an argument which you have had with a friend. In this way personal relaxation techniques can be developed which suit your individual circumstances and requirements. They can vary from playing a computer game to going for a run, but most importantly you should enjoy doing them and they relax you.

Whichever method you use the end result will enable you to react in a more strategic rather than reactive way which is far more productive and effective.

Some methods

- Breathing techniques.
- Progressive muscular relaxation.
- Visualisation.
- Imagery.
- Mental drills/mantra.
- Distraction techniques: sports, TV, theatre, music.
- Ancient Arts; Yoga, Tai Chi.

You should choose a method which suits you and fits your lifestyle.

Personal development

Ask yourself the question:

When did you last do something which you enjoyed and did it just because it was enjoyable?

Because of the pace of modern life we often forget we have a right to enjoy ourselves, we make excuses which allow us to have a good time. We have a myriad of demands upon our time and we always put ourselves second.

This can lead to resentment and a drop of enthusiasm to carry out tasks. It is imperative to give yourself time and develop personal interests in the same way as you would develop projects towards targets for other parties.

Some suggested areas are:

- Learn to speak a language. [French perhaps!!]
- Plan a weekend away.
- Study a subject which interests you.
- Try a new sport.
- Develop a hobby.
- Read a favourite author's entire works.
- Join a new social group.

There are a wide range of options to choose from. The only criteria is that you are doing something which pleases you and which makes you feel happy. Do not be constrained by accepted norms, be different, be imaginative and break down barriers, if you want to do something unusual then do it. Don't worry what other people will think, follow your desires.

Once you have selected your area of personal development, plan time to carry it out. Set yourself goals and put the project within a time frame. Most importantly - write it down where you will remember it!

Implementation

The usual answer to why so few people are happy with their lifestyle is that they simply do not have enough time to, what they would like to do.

Time management would appear to be the obvious solution to the problem. In this case it may not be the only answer. Time management courses usually increase the time you can make available for doing even more work. Leisure activities usually come fairly low down on the priority list when it comes to time management courses and their objective is to make more efficient use of your work time. the assumption is that business issues hold a higher priority than lifestyle issues. So this is where the really big issue has to be dealt with.

How important is lifestyle planning to you? Very few people place health as being low on their list of priorities yet ask yourself this question, 'How much time did you spend proactively doing something about your health in the last month?'

So you need to change your unconscious priorities and challenge current ways of thinking. Lifestyle issues should not be regarded as a luxury which are a good idea for those who have the time. Lifestyle issues are central to effectiveness in the medium and long term- to change you have to buy into the idea and make ensure that it has an "unconscious high priority".

Once this has been achieved you can use the following methods which will help the implementation of your lifestyle choices.

Set yourself objectives and not aims. How often have you said "I wish I was fitter, more healthy or not so tired....". These are too wide parameters. You much more likely to achieve results if you set achievable objectives:

"I will run a mile in under 15 minutes within 8 weeks....."

"I will get an average of 7 hours sleep per night for the next week....."

In order to set objectives you need to evaluate your current condition and set some benchmarks. You can do this by having a fitness assessment or using the sleep record system. It is not always easy to measure every lifestyle issue but if you can find a method which works for you then it will be a great help.

Plan - Plan - Plan

If you were asked by the MD to take on a new project one of the first things that you would do would be to work out a plan. Treat the changes in your lifestyle in the same way as you would any other project. Use your skills in management to develop a strategy, identify what you might need to be successful, eg What is the time frame? what is the budget? what equipment will I need? who are the key people that I need to talk to? do I need to get some expert help? and so on. Set everything down on paper and stick to your plan, reviewing and updating as required.

Expect to fail.

This is a huge change and will not be acceptable to everybody, especially your peers. You should not expect to get it right at first. If you expect to fail you can plan for this and set review dates. Any progress that you do make will be a bonus. The beauty of lifestyle planning is that there are no losers.

Make a diary date. Take a look in your diary. You will find that all the important things are written down. If you want your lifestyle changes to happen you must write them down your actions in your diary. Book up an appointment at the gym, or a meal with friends or manage time to read a book. If you do not put it in your diary it will not happen!

Assertiveness

As business leaders you often need to challenge current practices and procedures. Changes in lifestyle often create a substantial alteration in our business lives - some of which will upset and not be supported by colleagues who are neglecting this aspect of their development.

In these circumstances an ability to assert your views in an effective manner will ensure that you progress your plans into actions and successful implementation.

It is not possible to cover the entire topic of assertiveness in this place and it is recommended that you refer to the appropriate Learning Guide for further details. The essential element, however, that must be addressed is that the issue of lifestyle planning must assume a high priority if changes are to be achieved.

Time management

Time management is the tool which allows you to achieve successful lifestyle planning.

We are able to control the time we spend on different areas of our lifestyle so long as we have a system about which we can work.

There are many methods available and the model below is only a suggestion:

- Wide eyes - brainstorm all jobs.
- Prioritise - what is urgent and vital - high priority.

- Objectivise - set targets based upon priorities.
- Diarise - write everything down.
- Use your own system.
- Actualise - carry out appropriate actions.
- Revise - evaluate what you achieved.

Whichever system you choose to use you should be aware that priorities and objectives are very closely linked. What may be vitally important in the work context may not be so important in the wider scheme of objectives desired for successful living.

As this is a lifestyle planning guide, time management techniques and especially objectives should be looked at from the wider perspective. Most time management information deals with the business perspective, consequently issues such as personal and emotional development and health matters are not considered to be as important as, for example financial planning and presentation skills.

Many time management courses attempt to make more efficient use of work time - lifestyle planning time management looks at making more use of your life time!

Remember time management is a tool. It should be used to make more efficient use of all areas of your lifestyle.

When approaching the issue of time management for lifestyle planning remind yourself how you would deal with the issues as if they were any other management project. By doing this you will use all your management expertise, judgement and prioritisation methods that ensure that your work projects are effective and therefore so too will the implementation of your lifestyle planning.

Action planning

The most important aspect of lifestyle planning and most often neglected when making lifestyle changes.

Action planning should help you to achieve and maintain a high level of motivation and achieve your objectives.

You should remember the following points:

Actions should be:

- clearly identified.
- measurable.
- be placed in a timescale.
- be positive "I will..." statements.

Timescales:

- should be achievable.
- should include effective review dates.
- objectives: should be achievable and realistic.

Having completed the action plan it is important to create support groups who understand what you are trying to achieve; show them your action plan.

Finally, you must place all your review details in your diary and commit to carry out the reviews fully.

At the review date you should reconsider your position and fill out a new action plan.

Initially changes in your lifestyle will be problematic and the benefits may not seem to be worth the effort. Lifestyle planning is about long term effectiveness and success, the strategic view. Stick to your action plan, implement your changes and review their effectiveness.

Most importantly - DO IT! DO IT NOW! BE CONFIDENT! ... you're a Lincoln leader!