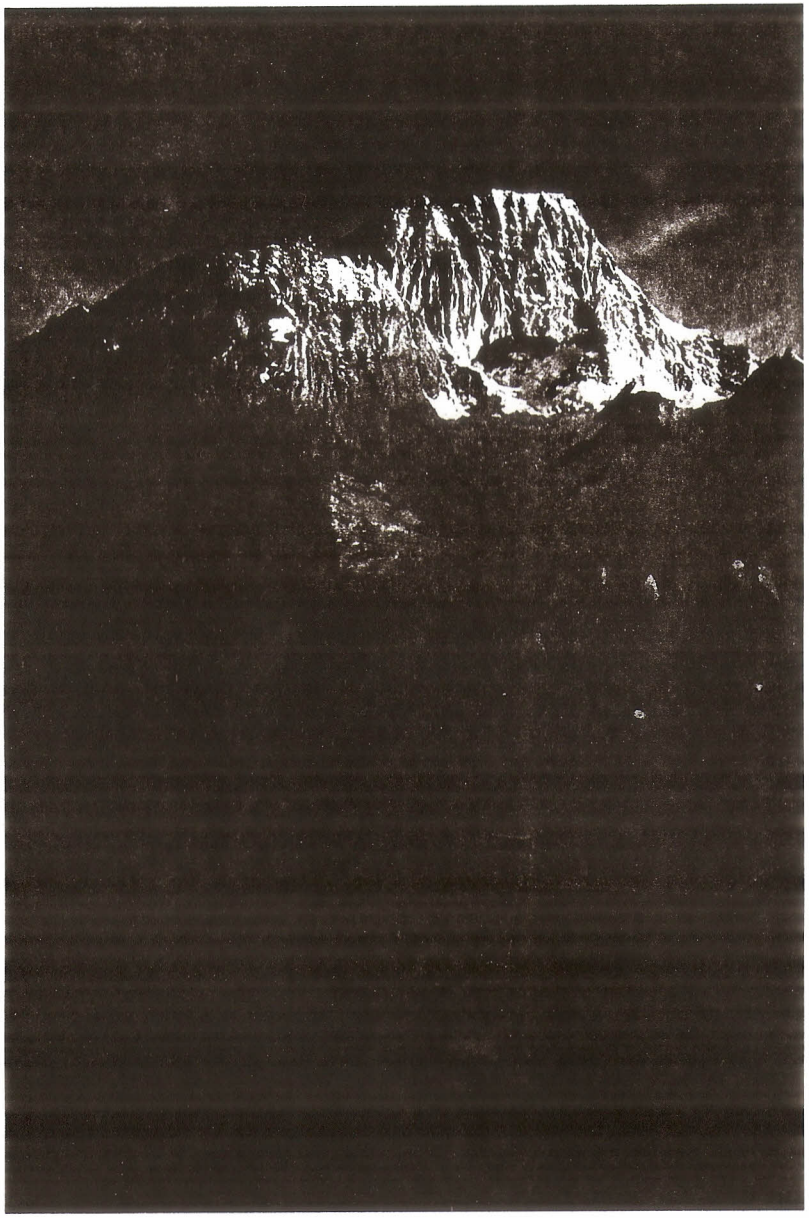


Appendix 1

EFFECTIVE GOAL SETTING FOR CAREER MANAGEMENT

- **Find a quiet place where no one will call or disturb you.**

  Make yourself as comfortable and relaxed as possible. If you like, put on some soothing music. Try to relax your entire body.

- **Get in touch with your own world and explore your potential domain.**

  Be a serious archaeologist of yourself. Explore and understand your habitual domain. Review Chapters 5 and 6, if necessary. The following suggestions can help you keep a positive focus.

  1. Remember your past, especially when you were young. Did you think then about accomplishing something great in your lifetime, such as being a great inventor, scientist, industrialist? What position and what kind of wealth did you envision for yourself? What sort of contribution did you see yourself making to the world?

  2. Write down three or four of the most exciting and thrilling experiences in your past. Concentrate on successful events. At the moment of your greatest success and excitement, were you filled with confidence and a sense of achievement? Were your spirits high? Did others applaud and praise you? How did it feel, and did it help prepare you for your next challenge? Now write down some adverse events. What did you learn from them?

  3. Search for the factors that most contributed to your success in those gratifying moments, such as: special knowledge, intelligence, perseverance, hard work, concentration, good human relationship skills, even luck. The more details the better.

  4. Explore your physical and mental resources. Analyze your strengths and weaknesses. Catalogue the resources

Exploring your potential domain can lead you to heights you never imagined.

under your command on a piece of paper.

- **Let your actual domain work for you.**

Recall that to be effective, your goals must be clear, specific, measurable, reachable and challenging.

1. Suppose you could accomplish all the goals you set for yourself. What are those goals? Write them down separately on different pieces of paper. The more goals the better.

2. For each goal write down on the same piece of paper when you would like to accomplish it. Then write down the feeling, attitude and sensations you will experience when you achieve that goal. Compare that feeling with your current state. Does a charge develop?

3. On each goal write down the names of three or four persons who you think have accomplished those goals you stated. These can be historic individuals or people you are acquainted with. Study their biographies or observe their behavior, if needed.

4. Review your HD and the goals on which you wrote previously. Study and rank them carefully in terms of importance, urgency, feasibility and compatibility with your HD. Finally, decide which three or four goals you most want to achieve. Write down those goals clearly and concisely on a new piece of paper and challenge yourself to attain them.

- **Make a detailed plan.**

To build a good house we need a blueprint. To reach our goals we need a detailed plan.

1. Study how those people who have accomplished your goals did so. What kind of personality, attitude and methods did they use to overcome difficulty and frustrations? How did they develop and change their HDs and mentality in the process of attaining success? The answers will help you understand what it takes to reach your goals.

2. Learn the skills, knowledge, information and relationships you need to achieve your goals. What problems or obstacles now prevent you from reaching your goals?

3. Make a detailed plan by breaking down the big goals into a number of measurable, specific and reachable subgoals. Create a timetable showing when you will gain your needed set of skills, information and relationships. How would you overcome obstacles and difficulties over time? Execute your detailed plans step by step with total commitment and dedication.

4. Make daily, weekly, monthly and yearly measurable goals and plans to keep yourself accountable and to create charges for achievement. By planning and achievement you will be creating the life you desire.

- **Expand and enrich your habitual domain and execute the plan.**

Continuously review and rehearse your goals and plans; mentally experience the feelings, sensations, personality and habitual domain that you think you will have when you reach your goals.

This will build the strong circuit patterns which will in turn guide your behavior and thinking. It also will increase your confidence and maintain your focus.

Along the way, read good books. If you spent only 30 minutes a day in reading useful books, you would spend 170 hours studying in a year.

Every day try to discover three or more new concepts to help you achieve your goals.

Finally and most importantly, mobilize all your mental and physical resources to execute your plan. Without persistence, the plan can achieve nothing. While the plan may be refined and revised during execution, the goals should be steady and unchanging.

Don't give up. If you do, you are giving up your own goals and fulfillment, your own life.

Appendix 2

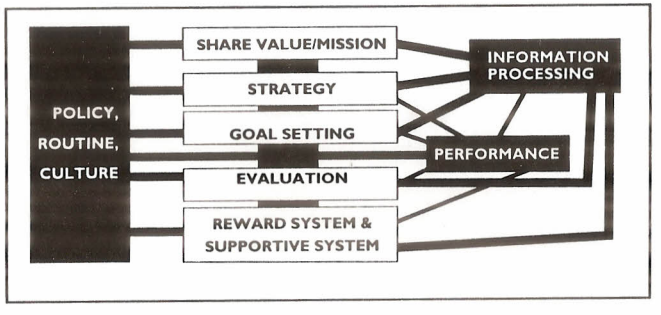
ORGANIZATIONAL HABITUAL DOMAINS

Every organization is, in effect, a living entity and therefore has its habitual domain. An organization is a dynamic decision mechanism, with information leading to goal setting and resulting charges. The charges determine attention allocation that leads to execution or implementation of some action.

To study organizational HD, we can look into these dimensions of an organization: shared values, cultures, attitudes, policies, day-to-day procedures and routines, financial structure, technical evolution, strategic planning, human resource management, leadership and interface with the external world.

Internally, the organization can also evaluate these seven dimensions: shared values, organizational structure, personnel staffing, growth strategy, management style, control systems and special skills or strengths.

Charted, the overall habitual domain of an organization might look something like this:



Organizational HDs can be studied in a way similar to our study of personal HDs. However, an organization is a collection of people who perform a set of tasks and work together to accomplish the goals of the organization. In turn, this allows the individuals to reach some of their own goals.

This interweaving of the group and the individual makes an organization's HD more complicated than a person's.

The three dimensions of personal HDs (Chapter 5-6) can be used to study the individual members' HD, and when these are appropriately aggregated, they can be used to study the organization's HD. In addition, the three dimensions and their sub-dimensions can also be used, with slight modifications if needed, to describe the organizational HDs.

Due to the special features of the organization, the following are worth special mention in our study of organizational HDs.

1. An organization is a collection of both sub-organizations and individual members.

Each sub-organization and individual member have their own unique HDs. For instance, in an ordinary corporation, the people in the marketing units may share some common traits (such as being extroverted, innovative, confident), which form an important part of the HD of the marketing unit. Similarly, the accounting unit has its unique HDs, including such attitudes as being precise, reserved and orderly.

In addition to the formal organization units, there are informal coalitions. In the extreme, the coalitions can be so strong that they become dominant in determining the organization's policies and decisions. Awareness of the existence of the organization units and informal coalitions, their unique HDs and their shared commonality will allow us to better understand the HD of the entire organization, including its charge structure, attention allocation, goal setting and state evaluation. Attention to the connectivity of information flows and decision processes among the members of the organization can help us identify the units or coalitions. In addition, incentives and reward systems also help us to see how an organization drives its employees to work.

2. Leadership and its moral influence on its members is important.

The organization has a set of tasks and jobs to be performed by its members to accomplish the goals and missions of the organization and its members. Like playing a sport or in

a business, coordination, leadership and teamwork become extremely important for organizational success.

Good leadership should be able to identify the ideal states (HD) for the organization to move toward and be able to mobilize the members by creating charges, confidence and enthusiasm to reach the ideal. When moral influence is most effective, the members of the organization would wish to live and die with the leader for their common goals.

Planning, coordination (assigning right jobs to right people), careful execution, organization, government, reward and punishment are some basic tools that the leader can utilize to achieve the goals. Leadership, at its best, allows its members to fulfill their dreams and, at the same time, lets the organization reach its ideal. In this case the members may not even be aware of the existence of the leader.

A troop cannot fight and win without a good general. Likewise, an organization cannot be vital and successful without a good leader. To emphasize the importance of leadership, we may use leadership quality as a new dimension of the organizational HD. Leadership quality can be measured by (1) knowledge and wisdom, (2) courage and commitment, (3) sincerity and trustworthiness, (4) humanity and people skills and (5) discipline and control of the self and the organization.

A good leader, therefore, knows about his or her organization and the external environment. He or she knows what can and cannot be done. He or she has the courage to make hard choices and to make a commitment. People trust the leader who can mobilize people to reach the goals of the organization, which also translates into reaching goals of individuals. A good leader is good at self-discipline as well as good at governing his/her organization. The strong leader sticks with what is right and what can be done, and stays away from what is not right or what cannot be done.

3. Finally, notice that different kinds of organizations can have different collections of criteria for measuring their vitality and performance. These criteria may be deeply rooted in people's minds. For instance, in sizing up a business organization, people tend to use industry attractiveness and firm strength as two major criteria. The following lists summarize the sub-criteria within the major criteria for evaluating a corporation. The list can serve as another means for studying corporate HD and strategic position.

INDUSTRY ATTRACTIVENESS FACTORS

1. Market Factors

- Type: Size of the market, volume, region served, degree of vertical integration, volatility of market sales, cyclical nature.
- Growth Prospects: Stage of product life cycle, projected future growth rate, past growth.
- Characteristics: Distribution system, brand differentiation, price sensitivity, captive customers, necessity/luxury product.

2. Competitive Factors

- Industry concentration: Current concentration index, projected change in concentration.
- Entry barrier/exit barrier: Capital requirements, product differentiation, economies of scale, distribution channels, brand identity, switching costs, access to raw material.
- Buyer power: Number of buyers, switching costs, dependence on industry.
- Supplier power: Number of suppliers, dependence on industry, switching costs.
- Threats of substitutes: Price/performance tradeoff.
- Overseas competitors: Number of major foreign players, cost factors (factor costs differences), technology availability in other countries.
- Rivalry among competitors: Number of competitors, industry capacity vs. demand, diversity of competition, degree of product differentiation.

3. Financial Factors

- Cost factors: Raw materials, wages and salaries, fixed vs. variable costs, selling expenses.
- Efficiency factors: Learning curve effects, economies of scale, average inventory levels, productivity, capacity utilization.

- Capital structure: Industry average leverage ratio, average (price/earning) ratio, trends.
- Financial results: Past profitability, future profit potential, share price trends.

4. Socio-Political Factors

- Government and legal: Consistency of government policies, antitrust laws, regulation/deregulation, EPA requirements, equal opportunity requirements, fair trade decisions, consumer protection, trade laws.
- Social attitude and trends: Changes in consumer preferences, demographics shifts, changes in population mix.
- Outside stakeholders influence: Relationship and support, impact on decision making.
- Labor issues: Availability of skills, degree of unionization, attitude, motivation level.

5. Technological Factors

- Complexity: Skills required, investment intensity, volatility, availability, changes in technology.
- Product innovation and development: Basic R&D requirements, applied R&D requirements, importance of patent position, rate of technological advancement.
- Productivity: Degree of automation, work force attitude.

FIRM STRENGTHS FACTORS

1. Market Factors

- Company type: Geographical area served, degree of vertical integration, volatility and cyclical firm sales, breadth of product line, location of plants.
- Prospects: Size, growth rate relative to industry.
- Company characteristics: Effectiveness of distribution network, relationship with dealers, brand differentiation, advertising and promotional skills, sales force effectiveness, captive customers, vulnerability to changes in demand, perceived quality of products.

2. Competitive Factors

- Company dominance: Market share (domestic), market share (overseas), changes in market share.
- Exit barriers: Capital investment, resale value of equipment/assets, number of employees involved, community pressure.
- Bargaining power of buyer on firm: Number of buyers, fragmented/concentrated, buyer switching costs.
- Bargaining power of supplier on firm: Number of suppliers, size relative to suppliers, dependence of suppliers on firm.
- Vulnerability to competition: Number of major domestic competitors, number of foreign competitors, basis of competition.

3. Organization and Management

- Management quality: Top management, leadership, quality of strategic decisions, middle/functional management, availability of general management skills.
- Management style: Proactive/reactive, risk taking propensity, participative/autocratic, aggressive/passive, flexible/inflexible, external/internal focus.
- Management loyalty/morale: Turnover, tenure in the organization, commitment to the organization.
- Organizational culture: Shared values and norms, company policies, procedures, attitudes.
- Systems: Information & control systems, organization structure, reward and evaluation systems.
- Personnel: Background, skills.

4. Financial Factors

- Cost structure: Overhead/total cost, cost of raw materials, wages and salaries, sales cost/total sales.
- Achieved efficiency: Decrease in cost/unit achieved, collection period-receivables.
- Capital structure: Debt/equity, ability to raise equity, borrowing capacity, distribution of shares.
- Financial performance: Stock price and changes, price/earning ratio, profitability (return on investment or return on equity), stability of profits, reserves, cash flows.

5. Socio-Political Factors

- Government and legal: Firm's ability to adapt/cope with

change, firm's ability to influence, compliance with regulatory bodies, impact of regulations, position adopted on important issues.

- Social attitudes and trends: Impact of social changes on firm, adaptability to change, proactive moves to take advantage of opportunities.
- Outside stakeholders: Influence of outside stakeholders on strategies and decisions, extent of stakeholder support, relationship with stakeholders.
- Labor issues: Influence of organized labor, attitude of labor.

6. Technological Factors

- Technological complexity: Size of investment, skills availability, available technological know-how, technological follower/leader.
- Products innovation and development: Patents available, new product capabilities, R & D facilities.
- Productivity: Work force attitude, degree of automation of the firm, output/employee ratio, inventory turnover ratio, capacity utilization, economies of scale, inventory levels compared to industry average, capacity utilization, age of plant and equipment.

WORKSHEET #1:
HABITUAL DOMAIN EXPANDER . . . Things To Do

WEEK: _____

AWARENESS AND IMPROVEMENT RECORD

EVENTS	TIME ALLOCATED	IMPROVEMENTS	NOTES	% OF TOTAL TIME
Primary Jobs and Job-Related Activities				
Social Missions and Works				
Health and Illness				
Events with Intimates				
Family Events and Problems				
Hobbies and Pursuits of Special Interests				
Religion, the Great Nature and the Universe				

AWARENESS AND IMPROVEMENT RECORD

ROLES PLAYED	TIME IN ROLE	EXAMPLE SITUATIONS	% OF TOTAL TIME
Official Role			
Implicit			
Insider			
Outsider			
Superior			
Equal			
Inferior			
Teacher			
Student			
Principle Player			
Cheerleader			
Representative			
Mediator			

WORKSHEET #2:
HABITUAL DOMAIN EXPANDER

DATE: _____

TIMETABLE

8
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PRIORITY/TO DO

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HD PRINCIPLES TO USE TODAY

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SITUATIONS I APPLIED HD TO

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About the Author

P.L. Yu created Habitual Domains, his system for achieving success in life and in business, from a broad base of knowledge grounded in both Eastern and Western thought, science and practice. Raised in Taiwan and further educated in the United States, Dr. Yu is recognized around the world as a remarkable thinker, scholar, teacher and advisor to business.

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