



现代人生存方略丛书(中英对照)

立志践行

——确立及实现目标的技巧

# Motivation and Goal-Setting —How to Set and Achieve Goal and Inspire Others

Jim Cairo

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How to Set and Achieve Goals  
and Inspire Others

By  
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# Introduction

The information contained in this handbook can be used by organizations as well as individuals seeking a higher level of personal or professional success.

Throughout this handbook, we will be following an eight-step “success map” that was developed from research showing that the process of achieving success is remarkably consistent from person to person and organization to organization. These eight steps will provide you with the means for achieving success and securing goals on a day-to-day basis.

Here is what the eight-step method will do for you:

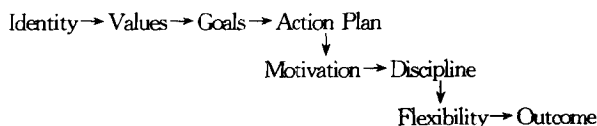
- Help you identify the values that dictate your goals.

- Provide a framework for achieving those goals.

The eight-step method includes:

1. Examining your identity.
2. Defining your values.
3. Establishing goals.
4. Putting together an action plan.
5. Examining various facets of motivation.
6. Establishing discipline.
7. Maintaining flexibility.
8. Reaching an outcome.

The “success map” for individuals, families, departments, or organizations is as follows:



However, having a model, in and of itself, will not guarantee success. One must have the motivation and persistence to follow the model. In the words of Calvin Coolidge, “Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination are omnipotent. The slogan ‘press on’ has solved and always will solve the

problems of the human race.”

This handbook will show you how each of the eight steps can lead you down the road to success in your personal and professional life.

# Contents

## **Introduction**

<b>Chapter 1:</b> The 8 – Step Success Model .....	1
--	---

<b>Chapter 2:</b> Identity: Becoming Aware of Who You Are .....	20
--	----

<b>Chapter 3:</b> How to Determine Your Values .....	31
--	----

<b>Chapter 4:</b> Defining Your Goals .....	38
---	----

<b>Chapter 5:</b> Writing Your Action Plan .....	48
--	----

<b>Chapter 6:</b> Motivating Yourself and Others Through Positive Outcomes .....	55
---	----

<b>Chapter 7:</b> Motivation: Fulfilling Personal and Emotional Needs .....	63
--	----

<b>Chapter 8:</b> Motivation Through Positive and Constructive Feedback .....	72
--	----

<b>Chapter 9:</b> Using Involvement to Motivate .....	86
<b>Chapter 10:</b> Motivation: Keeping Score .....	95
<b>Chapter 11:</b> Self-motivation .....	104
<b>Chapter 12:</b> Self-discipline: Keeping Yourself on the Road to Success .....	111
<b>Chapter 13:</b> Flexibility: How to Respond to Change .....	117
<b>Chapter 14:</b> The Outcome of Your Journey .....	124
<b>Index</b> .....	129



## Chapter 1

# The 8-step Success Model

After reading this chapter, you will be able to:

- List the eight steps of the success map.
- Explain the relevance of identity and values to goal-setting.
- Begin to examine your own personal and professional life by completing the “What’s Important to Me” worksheet<sup>①</sup>.

### An overview

In this chapter, you will be introduced to the eight-step “success map” we will follow throughout

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① worksheet 工作单; (学生做的)活页练习题; 备忘单

the book. An overview of the entire model will be included, with a subsequent<sup>①</sup> chapter devoted to each of the eight success map components<sup>②</sup>.

In order to understand where you want to go on your journey to achieving success, you must first identify your desired outcome. As Stephen Covey, author of the best seller *The 7 Habits of Highly Effective People*, writes, the second habit of successful people is to “begin with the end in mind.” Simply stated, this means to start with a clear understanding of your ultimate destination so that your actions each and every day will bring you closer to your destination.

### Outcome

Do not confuse goals with outcomes. Goals are conceptual; they represent the ideal state to which you aspire — the one that guides all your actions. Outcome is what actually happens, which may or may not be what you originally targeted on your success map. In some instances, the actual outcome may be more desirable than your original goal. That’s where your ability to adapt and remain flexible over time will be a valuable attribute.

Achieving a desired outcome may involve earning

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① subsequent [ˌsʌbsɪkwənt] *adj.* 随后的, 后来的  
② component [kəmˈpəʊnənt] *n.* 组成部分, 组件

a college degree, receiving a sought-after promotion, buying your first home, or mastering a new sport. Whatever the end, the process for a successful outcome is the same — setting a goal that is consistent with<sup>①</sup> your true identity and sustaining the necessary motivation over time.

## Identity

Identity → Importance

The importance of analyzing your true identity prior to setting a goal cannot be underestimated. A lack of identity often results in a lack of direction in goal-setting. Failure to analyze your true identity causes confusion and results in goal-setting that is inconsistent with<sup>②</sup> who or what you would like to become. Therefore, the key question is: Who am I?

Your answer should be an accurate assessment that examines how you see yourself, how others see you, how you choose to spend your time, the quality of your relationships, and your strengths, skills, and weaknesses. You cannot force yourself to perform in a way that is not in alignment with<sup>③</sup> how you perceive yourself. If you do, no matter how successful you are

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① ... is consistent with... 与……相一致

② ... is inconsistent with... 与……不一致

③ be in alignment with 队伍; 结盟, 联合, 与……成一直线

in achieving others' standards, you will feel that you have failed.

Next, take a moment to ask yourself, "What is my identity within the organization? Am I perceived as a leader? A manager? Is this how I wish to be perceived? Do my professional expectations mesh with<sup>①</sup> the expectations of the company (or department) I work for? Can this organization provide me with opportunities that are in alignment with my personal and professional identity?"

Oftentimes, you can get so busy working that you may no longer understand or relish<sup>②</sup> the role you play in the organization.

Following is a "Professional Identity Assessment" worksheet. Completion of this worksheet will assist you in determining your current identity on the job—both from your perspective and from that of those with whom you work. With nearly 50 percent of your day spent at work, it is important that your work be in alignment with your personal and professional identity. For example, if you see yourself as a nurturing, empathic person, a job that requires you to work exclusively with machines would not be personally satisfying in the long run.

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① mesh[mef] with 与……紧密配合,与……互相协调

② relish ['relif] v. 喜欢;享受

### Success map

Directions: Circle the appropriate answer to the questions below.

1. Are you challenged by life? Yes No Sometimes
2. Do you take action when problems arise? Yes No Sometimes
3. Do you set goals for your financial future? Yes No Sometimes
4. Do you set goals for career achievements? Yes No Sometimes
5. Do you have enough energy for your work/ personal endeavors<sup>①</sup>? Yes No Sometimes
6. Do you have a sense of humor? Yes No Sometimes
7. Are you a good friend? Yes No Sometimes
8. Do you like yourself? Yes No Sometimes
9. Are you a good listener? Yes No Sometimes
10. Are you a mentor? Yes No Sometimes
11. Are you a team player? Yes No Sometimes

① endeavors [in'devə(r)] *n.* 努力; 尝试; 事业; 活动

- |   |                  |
|---|------------------|
| 12. Do you enjoy your work?               | Yes No Sometimes |
| 13. Are you time-conscious <sup>①</sup> ? | Yes No Sometimes |
| 14. Do you have good instincts?           | Yes No Sometimes |
| 15. Do your co-workers like you?          | Yes No Sometimes |

These questions are designed to help you think about your identity—what you like about yourself as well as adjustments you may want to make. The answers may provide you with valuable insights when beginning the goal-setting process.

A clear sense of personal and professional identity results in effective goal-setting. Whether you are trying to increase your own personal motivation or that of co-workers, remember these three important steps:

1. Break down goals into smaller “sub-goals” that can be successfully completed, leading to

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① time-conscious 有时间意识的

continual positive outcomes.

2. Reward yourself and others for successes on the way to the ultimate goal's completion.
3. Minimize the opportunity for failure by providing adequate information or training on the task to be completed. This may mean reading an instruction manual, attending a class, or receiving one-on-one training.

Strive to reach these goals because they give meaning to who you are and what you believe in.

The same concepts apply to job-related motivation of yourself and others. If the organizational goals represent the ideologies<sup>①</sup> and values of the employee, motivation to achieve those goals is greatly increased because the worker will identify with and support the desired outcome. For example, if one of your personal goals is helping and healing others, any organizational goals that benefit nonprofit health care will be in alignment with your personal goal.

Another factor leading to a high level of motivation to achieve a goal is the level of involvement the person has in setting the goal. For example, when organizations tell employees at the beginning of each

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① ideology[ai'diələdʒi] n. 思想(体系); 思想意识; 思想方式; 观念形态, 意识形态

year what goals the company has set, they reduce the likelihood of achieving those goals. Why? Because the employees do not feel personally committed to the goals—goals that were defined by someone else. Successful employee-centered organizations allow workers to have input in the goal-setting process, thus increasing the workers' commitment to goal achievement.

As a manager and motivator of others, for several reasons it is your responsibility to involve your staff in setting job-related goals. First, it ensures that the goals are realistic yet challenging; second, it demonstrates your appreciation of their job-related knowledge and competency; third, it instills commitment to attaining the goals—which serves to continually motivate and inspire.

So far, you have learned what motivation is, how negative and positive consequences impact the degree of motivation and the positive impact appropriate goal-setting plays in the motivation of self and others.

What, then, can be done when the desire and excitement begin to wane<sup>①</sup>? How can you re-instill<sup>②</sup> a sense of commitment and energy to goal achievement?

One methodology used by athletes, teachers, and

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① wane[wein] *vi.* 减弱, 减小, 衰落

② re-instill[ri:'instil] *v.* 重新灌输, 重新注入



sales managers is the visual charting of one's progress. Athletes keep detailed logs of daily schedules, "wins and losses," and physiological changes. Educators post grades, and sales managers post daily sales and percentage-of-goal figures. When positive progress is visually represented, the brain receives subliminal<sup>①</sup> messages that encourage and reinforce. When less-than-desired progress is charted, deviations are clearly identified before irreparable consequences occur.

Another effective method of motivating yourself and others is the appropriate use of praise and recognition—"appropriate" being the operative word. Many people believe they are effective motivators because they dole out<sup>②</sup> praise and recognition in abundance. Quality, not quantity, is the key.

## Values

Identity → Values → Outcome

Values are the ideas or beliefs that guide your actions on a daily basis. The more you are true to your values, the more your personal and professional lives will be in sync<sup>③</sup>. For example, if you believe in or

① subliminal[səblɪmɪn(ə)l] *adj.* 潜意识的;微小得难以觉察的

② dole sth. out 少量发放(尤指食物、金钱等)

③ in sync[sɪŋk] (also synch) 协调一致的