



Robert E. Wubbolding

6. Accept no excuses.

In any conference, do not ask why. Employee excuses only sidetrack the matter at hand. It is more powerful to return to the earlier steps to help the worker define specific behaviors that help and hinder and then make plans for improvement.

7. Don't criticize or belittle; allow consequences.

Managers should allow employees to "save face" and feel some success in all their endeavors. However, sometimes consequences must be imposed. Even termination can result without criticism. Criticism is usually done to satisfy the anger of the person criticizing; it doesn't build responsibility in an employee, Wubbolding said.

8. Don't give up easily.

The reality manager holds a "dogged, unrelenting belief that there's a better way to do things," Wubbolding said. The manager remains confident and accepts that it may take time. "In the long run this method always pays time," said Wubbolding. "You don't get bogged down in excuses." □

Ten steps to getting your wants and needs

To change your life for the better, it's crucial that you define clearly what you want and set an exact goal. In doing this, it is important to take the following steps to define your wants and set your goals.

1. Categorize what you want. Put your goals into several meaningful categories.

Personal, for example, get your weight down to a specified amount. Social, form three new friendships in the next two months. Financial, save "X" number of dollars in the next year.

2. Write down your goals.

If your goals are to be achieved, they must be written down. It is not enough to "keep them in my head." You are serious about them only if you commit them to paper. It helps to post them.

3. Decide to focus your thinking and energy on them.

This decision will help you. As you mull over your wants and goals, do not worry how you will attain them. You will discover ways. You will make plans. But first think about them. Focus your thinking on them. Decide to energize yourself toward attaining them. Make this decision many times each day.

4. Be self-accepting if you fail.

There will be times when you feel you have failed to work toward the goal. The urge will be to give up after indulging in feelings of misery, guilt and failure. At this time, it is important to tell yourself: "Tomorrow is another day." Review the goals again and refuse to feel negative.

5. Picture your want as already fulfilled.

Spend some time every day imagining yourself as having achieved the goal. If you want to be popular, picture in your mind's eye what you would be doing. Imagine having friends and what they would say to you. Picture yourself having fun—at the beach, on the tennis court, or at a party. You have already achieved it mentally.

6. Share the goal only with people who will encourage you.

Don't share your want or goal with people who will ridicule or put you

down. If you really and truly have decided that you want to be the head of a company, visualize it, discuss it. But don't reveal it to negative thinkers who will say, "You could never do that" or "Who are you to think you could be the boss?" Share it only with people who will tell you, "Go for it!"

7. Make lists.

Besides your list of goals you should spend 15 minutes a day on the following lists:

- What do I need to know and do to get to the goal?

- How could I sabotage my goals? Write this list and throw it away every day, then spend more time on the other lists.

- What will I commit myself to doing in the next day, week, month to fulfill my wants?

8. Eliminate negative thinking.

Stop criticizing yourself and others. Don't complain about yourself or others (especially when you have no control over them, which is about 100 percent of the time). Avoid conflicts with others, such as arguing or trying to convince them that you are right and they are wrong.

9. Develop mottos and slogans related to your goals.

Repeat them aloud at home each morning. You will then start off the day on a positive note rather than with a tired, negative, self-defeating attitude.

10. Do all of the above over and over again.

If you don't have a plan for achieving your goals, spend more time and energy planting them in your mind. Do not become bogged down in why you cannot achieve the goals. Past failures are not important. One famous author had more than 700 rejections of manuscripts before he had one accepted by a publisher. He now has more than 500 books in print. □

Excerpted from "Changing Your Life for the Better," by Robert Wubbolding (Institute of Social Sciences and Arts Inc.) It is available for \$5.00, including postage, by contacting: Center for Reality Therapy, Midwest, P.O. Box 46421, Cincinnati, OH 45246.