

## The First Principle of War *Selection and Maintenance of the Aim*

How can this help  
you?

### It's about *focus*

- Many business owners (especially in healthcare, where it's easy to lose sight of the fact that we do actually on and run businesses) do not have an aim in mind
- Many business owners who think they are focused are either wrong, or focused on the wrong thing

### It's a 2-part process

- Establish *exactly* what the aim is
- Keep focused on it, in everything you do

### Levels of Activity (continuing the military analogy)

- Tactical:
  - winning small battles that are part of a larger campaign (eg capturing a hill, or bridging a river)
  - in your business, this might equate to a single piece of marketing (a talk to the local Women's Institute, for example). It also includes actual treatments – because high quality treatment helps keep clients and generate word-of-mouth referrals
- Operational:
  - A campaign consisting of many smaller battles (eg the North Africa campaign in the second world war)
  - in your business, the equivalent could be a marketing campaign to bring in sciatica sufferers, It could comprise talks, leaflets, Facebook Ads, pay-per-click ads and so on. It will be continued over a lengthy period of time, with regular reviews of success (the return on investment)
- Strategic:
  - This is the overall purpose of the military activity – to win the war.

– For you, this your overall purpose. It's why you are in business. This will vary from person to person: some will want a grand lifestyle, some will want fame, some will want the satisfaction of fixing very complex problems. You get to choose what you want out of life, but if you want to make progress, you need to decide exactly what it is. And everything else should contribute towards that aim.

### Your SMART Goal

- Specific: work out exactly what your ambition is.
- Measurable: You need a way to chart your progress towards that goal.
- Achievable: Set the bar high, but not out of reach.
- Relevant: Relate the goal to something which really motivates you, such as your family. A money figure is seldom enough – what you need in cash will fall out of your **real** aim.
- Time-Limited: If you don't set a deadline, you can't measure progress, or hold yourself to account.

### An example

- Your aim may be a certain lifestyle for you and your family<sup>1</sup>:

– House:	£500k
– Car:	£30k
– Annual holidays:	£10k

- Deadline: 5 years from now
- So, in 5 years' time, you need to be taking home each month:

– Mortgage:	£2,600
– Car:	£300
– Annual holidays:	£850
– Living expenses:	£2,000

<b>Take home pay:</b>	<b>£5,750</b>
<b>Before Tax:</b>	<b>£8,500</b>
<b>Business Expenses:</b>	<b>£2,000</b>
<b>Monthly Income:</b>	<b>£10,500</b>
<b>Annual Income:</b>	<b>£126,000</b>

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<sup>1</sup> All these figures are entirely illustrative – you need to work out accurately what constitutes your own goal

- That annual business income translates to about 67 patients per week, assuming that they pay £40 per appointment and you work 47 weeks of the year. **This is what you need to be achieving in 5 years' time to achieve your goal.**
- It's very specific, it's easily measurable, it relates to something which motivates you strongly, and it's time-limited.
- **Is it achievable?** That depends on you. Remember, you could bring associates into the equation, or modify the goal to make it suit your own situation. It also presumes that you are starting from nothing – if you have £200k equity in your current property, then the number of patients you need to see each week drops dramatically.

### Staying Focused

- Set out a chart showing the number of patients you need to be seeing each week, so that you keep on track towards your target.
- Every day, ask yourself what did you do to increase your patient numbers.

**What have you done TODAY, to make progress towards that goal?**