

BETTER DECISIONS BETTER LIFE

“The decisions we make today create the life we live tomorrow”

Our decisions are responsible for the determining the quality of the life we lead.

We cannot necessarily control our environment, what resources we have available or the people or contacts we do or do not have, but what we can do is choose what to do in each moment. It is these choices, and the domino effect that results from each one, that set about the events in your life that end up creating everything you see around you.

Where you are today is a direct result of the decisions you have made up until now.

If you are like the majority of people, as you look around you will see evidence of some good decisions, some bad decisions and maybe even some non-decisions. Yes, it doesn't matter how successful you are, there will be some bad decisions mixed in with all the good ones.

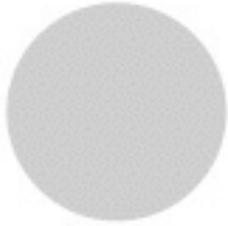
The good news is that today, you will be presented with hundreds of opportunities to change your environment and results. Yes, you will be asked to make hundreds of choices today that will directly impact tomorrow, or the next day, or next year or however long into the future each choice's effect extends.

To be successful, you do not need to be perfect in your decision making. Instead, you just need to make a few more good decisions by recognising the times when you make bad decisions, and then avoiding those moments.

Successful people know this. They understand that the impact of decisions cannot be fully understood, and so they tend to make choices that have a big potential for good, and yet limit the potential downside by not dwelling in the decisions that don't go so well.

This workbook is designed to help you figure out how to move more of your decisions to the 'good' side of the equation, recognising what good looks like for you as well as what 'bad' decisions you may have a tendency to make. Once we figure out your strategy, you just need to apply that to the decisions you make every day.

Let's start by understanding the science that goes into decision making.



UTILITARIANISM & MAXIMISATION

“Nature has placed mankind under the governance of two sovereign masters, pain and pleasure. It is for them alone to point out what we ought to do, as well as to determine what we shall do.” - Jeremy Bentham

Utilitarianism is probably the most widely accepted model for decision making.

Jeremy Bentham, the founder of utilitarianism, explained that man is driven to gain pleasure and avoid pain, and that the decisions we make should be aimed at the maximisation of pleasure or minimising of pain.

Initially, Bentham didn't place too much importance on what kind of pleasure we should be choosing, only that we should be maximising overall quantity. However, John Stuart Mill later suggested that we should also be considering the quality of our experience, recognising that certain activities evoke an objective, higher level enjoyment whereas others are more hedonistic.

When we make decisions, we should aim to maximise the pleasure we get, but should focus on higher-level pleasures where possible. This isn't always to do, as often the lower-level pleasures offer more immediate reward.

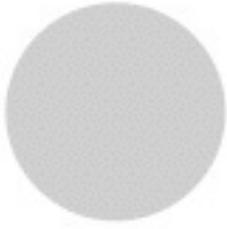
For example, we may want to maximise our health and energy through exercise, but after hard day at work, the call of relaxing in front of a movie and tub of ice cream also seems very pleasurable.

But isn't it selfish to maximise? Surely we should only take what we need to from any given situation? If I take as much as I can, doesn't that mean there is less for other people? There are two ways to think about this.

Firstly, maximisation should be applied to a wider context other than just your own personal circumstance where possible. Bentham originally suggested that decisions aim to do the greatest amount of good for the greatest number.

On the other hand, many resources in this world are not limited. Think health, knowledge or peace of mind. Just because you have more of these in your life, this does not mean that others have less. Maximisation is not comparing yourself to others, only to what you expect of your own situation.

For now, remember the concept of maximisation. Make decisions that help you get the most from any situation. If you can get an experience at a level 6, what would it take to get the same experience at a level 10? If you spend X hours per day in pleasurable circumstances, what would it take to get to 2X?

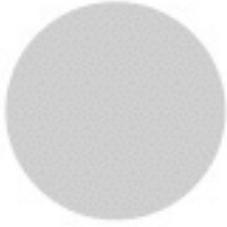


AREAS FOR MAXIMISATION

Below, write out all of the pleasure which you want to maximise. This can be higher-level pleasures as well as more immediate, hedonic pleasures. What do you want to experience more of in your life? What areas are you currently experiencing at a 5 or 6 that you want to get to a 10 out of 10?

Also, what are some areas you want to minimise or eliminate? Remember, maximisation is about getting the greatest amount of pleasure, but also the smallest amount of pain. Where do you want to reduce the amount of pain and negativity in your life?

The areas I want to maximise include:



MAXIMISATION & VALUES

If our decisions are based around maximisation of utility (*a rating scale for pleasure*), then it is our values that decide which pleasures deserve a higher score than others.

As we grow, we go through various phases of development, during which time we observe the world and are shaped by what we see. Our experiences affect what becomes important to us in life, that is, what we value highly.

Our values are shaped by our families, friends, co-workers, role-models, peers and anyone else we spend a significant amount of time around. For example, you may have your mother's competitive spirit, your favourite school teacher's creative streak and the ambition from your very first boss.

Ultimately, you become a unique blend of values that shape who you become as you get older in life.

Your values shape where you spend your time, how you allocate your resources and where you put your energy. If you spend a lot of time exercising, there is a good chance health is important to you. If you spend a lot of money on clothes then perhaps style motivates you.

A person's values are always identified by how much time, money and energy he or she invests in it. Although we may say that certain areas of life are important to us, if you are not investing in that area, it isn't a true value. I may say that my financial future is important to me, but if I haven't taken time to figure out my investments, how important is it to me really?

Once we understand what values we have, it is important to recognise that we do not rank them all equally. Many people both have adventure and security among their values, but the order in which they appear on their value hierarchy will significantly impact the level of risk they are prepared to face.

But what if your current values hierarchy doesn't seem to support the lifestyle you want? What if you want to achieve greatness in life, but your highest value is rest and relaxation?

The good news is you can reprogram what is important to you. This can happen through mental exercises, visualisations and cognitive repetition. But it can also happen at critical life moments. We all know someone who turns their whole life around after some kind of close encounter with death or similar. There are definitely moments in life that shape us.

Ok, so let's start to look at what your values are and the structure of your personal values hierarchy.

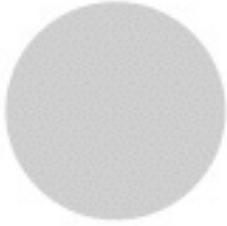


VALUES ELICITATION

A values elicitation involves making a list of all the things that motivate you and drive your behaviour. You will have different values for different areas of life, so for this elicitation we will focus on the general topic of life. Feel free to substitute for an alternative subject if you prefer.

Use the space below to make a list of all of your life values. They can be single words or short phrases. For suggestions on examples of values, see the **List of Values** page at the end of the workbook.

The things that are important in my life are:



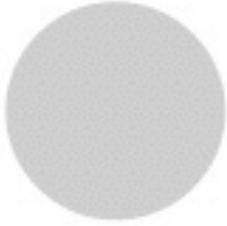
VALUES HIERARCHY

Your values hierarchy allows you to identify which values are more important to you than others. Look back at the list of values you just wrote out, and ask yourself, what order do they go in.

To help you with this, try these different perspectives. If you could only have value A or value B, which would you want? Try and answer this quickly to get a real understanding of how you are wired. Alternatively, look at how you spend your energy and resources and rearrange accordingly.

Rearrange until you feel that the hierarchy gives you a good indication of your true preferences and motivation.

The order and priority of my values is:



START WITH WHY

Over and above your values lies your personal identity. Although our values certainly shape who we become, if they are not aligned with the person we imagine ourselves to be, then we are going to experience a lot of conflict in when we are faced with difficult decisions.

This can be a difficult question to answer, as concrete answers often don't allow us to fully express who we are, and fluffy answers tend to leave us in a confused, albeit-pleasant mindset.

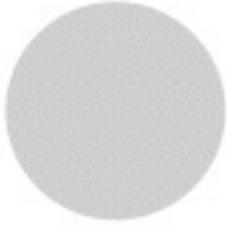
A great way to figure out your identity is to imagine giving your own eulogy, or reading the engraving on your gravestone. Our identity is our image of ourself and how we want the rest of the world to see us.

Being clear on your identity can also help align your values accordingly, as well as add any new values to the hierarchy that were potentially missing before.

When you are faced with a decision, a great question to ask is "*will this choice move me towards my vision of myself?*" Being associated to and in alignment with your vision will help you make great decisions, as well as help you avoid settling for short-term gratification.

Use the space below to write out either a short eulogy or epitaph that encapsulates you and your identity.

When I run out of days, people will remember me as:



GOAL ORIENTED

Although it is essential to have a clear vision of yourself, becoming that person happens in stages, not overnight.

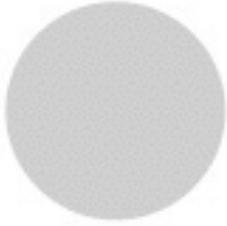
Having goals allows us to make continual progress in the direction of our identity and purpose. Each goal that we set and achieve not only helps us reach the levels of success that we are aiming for in life, it also helps to develop us to become the person who is capable of reaching our highest ambitions. Reaching goals is great, but having to stretch and grow as a person to reach goals is the benefit so many times people forget about.

Goals help us to bring the long-term vision of ourself into a more immediate frame and context. This helps us avoid procrastination and encourages us toward action. For example, I can easily tell myself that I will start working on my life purpose next week or later this year, after all, I still have years and years to make that happen. However, if we set ourself a goal to complete something by the end of tomorrow, suddenly our priorities shift when we think about what decisions we make today.

Below we are going to write out just a few goals that can help us focus our attention and influence us to make better decisions in the short term. If you want to do a full goal setting exercise, download my Goal Setting Playbook at www.DanStorey.com/books/Goal-Setting-Playbook.

For now, let's just look at some of the goals we have that will take us toward our bigger vision. Make it a mix of goals you know you can achieve, along with goals which will involve you developing before you can reach them.

Some of my most important goals include:



GOOD DECISIONS

Let's get back to looking at decisions, more specifically, good decisions.

The good news is, we already know how to make good decisions. If you look back at your life, you have made hundreds of thousands of decisions to get to where you are now, and some of those you definitely got right.

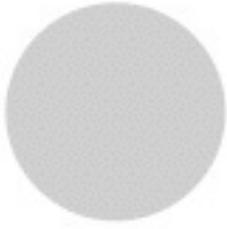
I'm not necessarily talking about the easy decisions, such as taking the healthy option at lunch yesterday or taking the earlier train to the airport just in case. Hopefully these choices are fairly simple to make if you consider the consequences and how easy it is to switch between options.

Instead, I'm talking about making good decisions when the choice you face is difficult. How many times have you been in a situation where you are faced with a real dilemma? Do you stay in the job you have had for years or embrace a new opportunity that has presented itself? Do you stay in a relationship that doesn't make you entirely happy or end things but risk being alone? Do you invest the money you have available into something that could become a great opportunity, knowing that if it goes wrong, there won't be much left?

Making a good decision when there are major implications can be tough. It is easy to imagine all the great things that could happen, but at the same time, the thoughts of what could go wrong often seem more real, and often more likely. Plus, to complicate it further, there are good and bad potential outcomes for each choice.

The reality is, you have made good decisions in the past. You already know how to make these choices over others. Now all we need to do is uncover what your process is for making these better, stronger decisions so that we can replicate that approach when these situations arise again in the future, which we know they will.

So, as you go through the questions below, think back to those good decisions. Get associated into the memory of the moment so that you remember the details of what was happening at that time. This will help us figure out your recipe for successful good decisions.



GOOD DECISIONS

In the spaces below, think about three good decisions you have made and answer the questions below relating to those choices.

What was a good decision that you made?

i.

ii.

iii.

What was the impact of making this decision?

i.

ii.

iii.

What feelings did you experience related to this decision?

i.

ii.

iii.

What made this decision a good decision?

i.

ii.

iii.



BAD DECISIONS

Now that we have some clarity around our good decisions, let's contrast that with our bad decisions so we know what elements in our thought processes we need to look out for at these moments.

Again, there are bad decisions and there are BAD decisions. A bad decision is picking the budget hotel to stay in and regretting every moment when the hotel around the corner, which is infinitely nicer, cost just a couple of pounds more. You can live with these decisions for a short time, and eventually they become stories that start "hey, do you remember that time...".

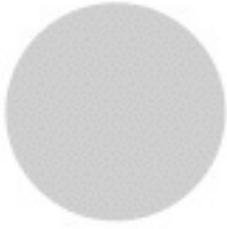
True bad decisions leave scars. I'm not necessarily talking about physical scars, rather those long lasting mental scars that change the way we approach life. When we put ourselves into situations, or take too long to change the toxic environments that form around us, we can easily find ourselves feeling worthless, blaming ourselves and becoming apathetic at the idea of anything better than the status quo.

A bad decision could be an active choice that we make. We gamble on a long shot investment without putting in place the proper stop losses and insurances. It is bending the rules with official paperwork like tax returns, only to be caught for an offence that could have been avoided with a advice from a professional. It is choosing a life that is easier, rather than a life that is more challenging but also more rewarding.

However, bad decisions can also be non-decisions. Not leaving a job or relationship that doesn't serve you is a choice. Every day, you choose to accept the situation you find yourself in, rather than taking action to change it. Its like looking in the mirror when you are out of shape and telling yourself things aren't as bad as you think they are. This isn't optimism, it is delusion.

Making poor decisions also has a strategy, a repeatable process, that once we identify we can replicate. In the case of bad decisions however, we probably want to know that recipe so we can avoid those ingredients when we are making our good decisions.

So let's look at some of our bad decisions, uncover the process and get really clear on what not to do next time.



BAD DECISIONS

Now that we have some clarity around our good decisions, let's contrast that with three bad decisions we have made.

What was a bad decision that you made?

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What feelings did you experience related to this decision?

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ii.

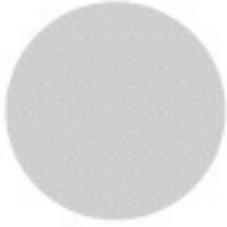
iii.

What made this decision a bad decision?

i.

ii.

iii.



COGNITIVE BIASES

You are probably starting to think that making good decisions all the time is pretty tough. It shouldn't be, we make hundreds of decisions every day so we should be able to get pretty good at it. Also, now you have a strategy that you can use to continue to make good decisions, even in the toughest situations.

So, now would be a good time to tell you a few of the ways your brain can attempt to pull you off track with your decisions.

You see, our brain has evolved much slower than society has evolved. In the same amount of time as we have developed a slightly bigger brain, particularly in the pre-frontal cortex region responsible for problem solving, language and planning, society has changed far more significantly.

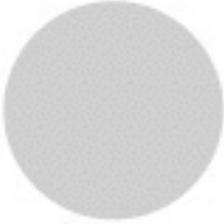
Instead of cavemen having to decide whether to hunt mammoths or move our family to an area with more plant-based food, we are being asked whether we want skinny fit or slim fit jeans, whether we want to take out a rewards card when we fill up our car with petrol or if we want fries with our cheeseburger. Instead of making a handful of decisions each day based on immediate or short-term survival, we are now being asked to make hundreds of decisions in all areas of our lives in the knowledge that what we do today will affect the rest of our significantly-longer-than-our-ancestor's lives.

What we are left with is a brain that would be awesome a couple of million years ago, but today is just about keeping up with demands.

One way we have evolved to keep up with these changes is to install a few shortcut programs. Imagine having a series of default rules in your brain that help us make decisions easily and efficiently that allows us to save some mental energy for when we really need to think about things.

These programs help us make a lot more decisions with a lot less effort. However, sometimes we allow them to be used in scenarios where shortcuts are probably not the best course of action.

Understanding some of the key biases and heuristics will make it easier for you to notice when these programs are being used in the wrong contexts. If we can then apply a different strategy, we can have a significant impact on our ability to make better decisions.



COGNITIVE BIASES - RISK AVERSION

Imagine the scene. You are out for a stroll in the woods, all by yourself, when suddenly you hear a rustling noise behind you. What do you do?

Back in the caveman days, that rustling could have been nothing, or it could have been a sabre-tooth tiger. If you were fearless then you strode on without a care for the rustling, and on those cases when it was nothing then no problem. However, those times it was a sabre-tooth, then you became dinner.

If you were more hesitant then even leaves falling off the branches gave you a bit of a fright, but at least you could react when the tiger approached, giving you a far better chance of staying off the menu.

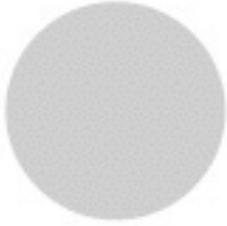
Natural selection found a way to eliminate the more confident individuals from the gene pool, gradually pushing us toward a more timid, hesitant and risk averse race.

Although we no longer have to worry about such predators, the risk aversion tendency endures. As a result, the way we approach our decisions are more hesitant.

One way this can be observed is in our preference for certainty over risk. For example, would you rather have a guaranteed £30 or a 50/50 chance of winning £100 (if you lose, you get nothing)? The expected utility of the gamble is £50, so if we accept the £30, we are settling for less than we can expect to win. However, there is a good chance we will win nothing, so many people will be tempted by the guaranteed amount more than the gamble. The number that we are prepared to accept instead of taking the gamble is known as the certainty equivalent.

In general, we tend to avoid risk where possible, preferring certain outcomes over risky ones, even if they offer us an inferior result. As you can see, this goes against the idea of maximisation, and therefore results in us making poor decisions.

Some of the areas I have been risk averse include:



COGNITIVE BIASES - LOSS AVERSION

Having survived the sabre-tooth experience, you arrive home after a hard day's hunting with enough food for you and your hungry family who haven't eaten for days. Outside your cave lurks a couple of shady-looking cavemen who would definitely steal your food if you left the cave. But there is also a tasty looking mammoth (*I'm not sure how tasty mammoths are*) that would provide enough food for the following day. What do you do?

It turns out our brains have been programmed over time to realise that gaining something extra is not as important as looking after what you already have. Having the extra food would be nice, but losing the food you have would likely mean bad things for you and your family.

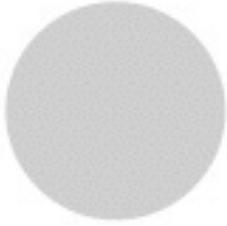
Look at it another way. Which of the following experiences would give you a greater emotional response: finding a £10 note in your jeans pocket that you had forgotten about, or realising that you had lost £10 whilst walking to the shops?

Whilst the first scenario will certainly bring about a pleasurable experience, the second experience will likely generate more emotion. Again, gains and losses are asymmetric, with losses looming larger than gains.

In fact, when measured over multiple contexts and values, Daniel Kahneman and Amos Tversky (*the creators of Prospect Theory*) discovered that the average value for loss aversion was 2.25, meaning that we experience losses more than double than that of the equivalent gain.

How we frame our options, as losses or gains, has a significant impact on the decisions we make. If we think about what we are going to lose in any given scenario, the loss aversion will make our options a lot less attractive to us, even to the point where the perceived losses eclipses even greater possible gains. Recognising this imbalance between how we view losses and gains will help us evaluate options more effectively.

Some decisions I recognise I have been loss averse include:



COGNITIVE BIASES

- STATUS QUO BIAS

After a recent surge in the number of sabre-tooth tigers and food-related break-ins, you decide to think about moving caves. As you look out over the plains, in the distance you can see a mountain range which will likely provide great accommodation but without the challenges you face at your current abode. What do you do?

We know from the Status Quo bias that there is a very good chance you will do nothing. Even though the opportunity that exists within your new potential accommodation is a huge positive, your irrational mind raises other potential outcomes in your imagination.

What if when we get there it isn't that good after all? We worked really hard to get this cave, we can't give this up now. What if things are actually worse over there, we'll regret the decision immediately. Besides, what we have isn't so bad and it is definitely better than caveman Bob next door.

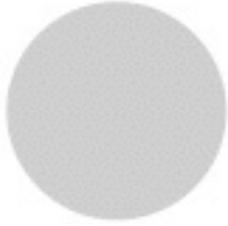
The Status Quo bias is one of the most powerful factors influencing your decisions. If there wasn't a status quo in existence, the choice would be easy. But the second you assign yourself to one scenario or another, things change dramatically.

For example, if you were new to the area and visited the caveman estate agent (*this metaphor is going too far I know*) where you were presented with the above two options for where to live, you would probably immediately cast aside the first cave and only consider the second cave.

The status quo bias exists when the perceived effort outweighs the perceived benefit. This is why salespeople and marketing companies want to make it easy for you to try their products. Free shipping. Money back guarantee. Try it free for 30 days. All of these techniques are designed to reduce the effect of the status quo bias and minimise the perception of effort.

Although change isn't always for the better, recognising that you have a tendency to want to keep things the way they are is important to properly judge outcomes effectively.

Some areas I have allowed the status quo to control include:



COGNITIVE BIASES - TEMPORAL DISCOUNTS

If you asked a caveman whether he would prefer one mammoth today or two next week, what do you think he would choose?

This study was originally conducted by psychologist Walter Mischel and involved children rather than cavemen and marshmallows rather than mammoths. He wanted to find out if children could delay gratification in anticipation of greater rewards in the future. Children were given the choice of one marshmallow now, or if they could wait without eating the marshmallow, they would be rewarded with an extra treat after 15 minutes.

The results of the study showed that only 1/3 of the children were able to resist the temptation of the immediate reward. The remaining 2/3 of the children either ate it immediately or didn't quite have the willpower to resist for that length of time.

Unfortunately, as we grow older, this doesn't seem to be something we are able to grow out of. Although we may be able to resist marshmallows, our brain still values immediate rewards more than those that are further away. Even larger rewards in the future can still seem smaller than an opportunity presenting itself right now.

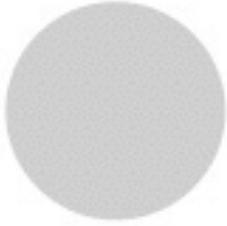
For example, would you rather have £100 now or £110 in two weeks time? Most of us would agree that having the money now is more attractive than having to wait so long for such a small increase.

Temporal discounting also explains one of the reasons why stopping smoking can be difficult. We all know the issues associated with smoking, no one can deny them. However, they are far off in the future, and the stress you feel right now is real and immediate.

If you procrastinate anything, it is likely because there is some benefit you are getting in your immediate situation that you don't want to give up.

When making decisions, consider the long term implications of your choices as well as the immediate impact, and try not to discount those future benefits in your decision process.

Some areas I have focused on short term benefits rather than long term include:



COGNITIVE BIASES - TOO MANY OPTIONS

Freedom of choice is something that everyone should have. Restricting options available to people, limiting their choice just feels wrong. No one should be able to tell you that you cannot have something.

And yet, as psychologist Barry Schwarz noted, there is a paradox of choice.

When we are faced with more options, there is a tendency for us not to commit to a decision. Instead, we experience anxiety and stress related to the situation which leads us to procrastinate or delay making a final choice.

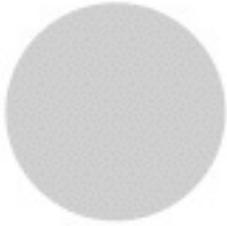
With too many options, it is easy to imagine getting the decision wrong. With so many choices available, it is possible to imagine a better future by selecting a different option, casting doubt on the option that may be your preferred selection. Instead of looking at the range of possible options as a benefit, we tend to focus our attention on all of the missed opportunities that could arise as the result of making a bad decision.

When we have too many options, we also start to compare factors that may not even be that important to us. For example, one job comes with a parking space but one does not. Something as potentially meaningless as that has the ability to sway our decision.

In situations with many possible directions, what we do need to do is eliminate options as early as possible, and let them go completely. By this, I mean don't be wondering "*what if*" but instead forge ahead in your decision with the remaining options. Cut yourself off completely from that option and then turn your attention to the remaining contenders.

You should now be able to eliminate a number of potential options. For example, if something is out of alignment with your values or identity, you shouldn't be considering it. If you are considering something because it is the safest option, you should probably think about getting rid of that choice. And if you are considering staying put when you know a decision needs to be made, find a way to burn the bridges so that no longer will be a choice you can make.

Some choices I can immediately eliminate from my decisions include:



DEVELOPING POSITIVE HABITS

As we have already discussed, our brain has evolved in a way to make decision making easier in certain contexts. This leaves us a finite amount of energy to make the remaining decisions we are faced with on a daily basis.

However, we do have a way to make that energy go further, and this is by developing habits. Habits are neural pathways that have become extremely energy efficient, and as a result require less brainpower to activate.

When we do an activity regularly, the nerves that control that exercise become myelinated. This involves them developing thicker sheaths that surround the nerve, making the nerve impulse travel faster and more powerfully than unconditioned nerves.

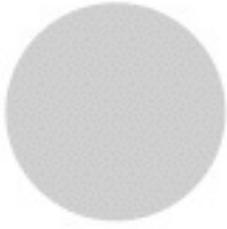
At the moment, the nerves that you want to activate when you are looking to make bold, fearless, powerful decisions, may not be very well conditioned. Therefore, just like going to the gym for our muscles, it is important to condition ourselves mentally as well.

Research has shown that even if we do a small amount of effort every 15 minutes, way below what we are totally capable of, this will still produce a myelination response in your nerve pathways. Therefore, regularly throughout each day, you need to be actively engaging the mental muscles involved in your new decision strategies.

If you want to know some examples of such exercises, you could consider regularly writing and re-writing your goals. Visualisation is a powerful tool which has additional benefits related to improving performance as well. Affirmations are a great linguistic tool that you can use to reprogram the beliefs you have about yourself. Finally, meditation is a technique that many of the world's top performers all use in some manner to clear their minds and keep themselves at the top of their game.

With these exercise, remember that this is a form of deliberate practice, so you should structure these sessions whenever possible, rather than just aimlessly experiment. Challenge yourself, develop these skills and start to condition your brain today.

Examples of positive mental habits I will start include:



DIVERSIONS & DISTRACTIONS

Remember, as soon as you start to develop some momentum, the amount of resistance and friction coming the other way will most certainly increase. Once you have made a decision, you will likely encounter obstacles that could potentially cause you to question the choice you have made.

These potential distractions can come in many formats. They could be situational, such as an unexpected bill or suddenly needing to move home, either of which could challenge the decision you made and pull you off track.

It could be other people that challenge you, either people that you know or new people in your circle that question your suitability for the path you have chosen.

Finally, it could be those little voices in your head that have started to get a little louder. Doubts start creeping in about whether you made the right decision, whether you have what it takes to see it through and how the future could be totally different to how you have imagined it.

You can't predict all of these, but I guarantee if you think about this for a moment, you'll be able to foresee a few examples that could arise down the line.

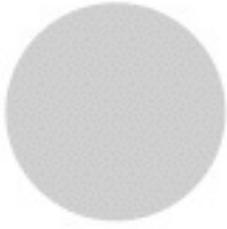
These scenarios are completely natural, but you shouldn't allow them to derail you from your plans. Instead, where possible, you should prepare yourself for those situations and devise some form of counter-attack strategy that will keep the momentum with you.

For example, if you know you are likely to question your decisions, get a coach, put motivational phrases around your workspace, listen to audio programs instead of music and give people you know permission to remind you of your objectives each time you see them.

If your decision is to get fit, pay for your gym membership up front for the year instead of having a monthly membership you can cancel. Get a personal trainer. Buy too much frozen veg so you don't even have room for ice cream in your freezer.

Imagine all the excuses that could potentially arise in the future, then figure out how to solve them before they arise.

Distractions I will face and how I will overcome them include:



DEVELOP A MASTERMIND

One of the greatest books on mindset of all time has to be *Think & Grow Rich* by Napoleon Hill. In his studies of some of the richest, most successful people on the planet, Hill discovered some of the core concepts that each of them had in common.

Amongst the ideas that arise from that book is the concept of the **Mastermind Alliance**, suggesting that these successful people surrounded themselves with others who would encourage them to follow through with both plans and purpose.

Having other people on your team that you admire and respect and who will continue to hold you accountable will keep you focused like never before on your outcomes. They can also assist in giving opinions and perspective when it comes to making important decisions.

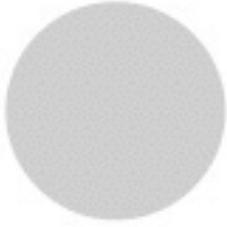
However, the people in your mastermind alliance do not need to be real or alive. Instead, you can create such an alliance in your imagination.

For example, if you have a historic figure you admire, or someone who has already achieved success in the area you are interested in, or just someone whose opinion you value highly, you can ask them for their advice. By stepping into their shoes for a moment and imagining yourself with their character, you will be able to see situations in a whole new light.

You should aim for at least three people in your mastermind alliance. Remember, they can be living or historical, real or imaginary, from the past or the future.

Whichever way you decide to use the mastermind alliance, be sure that the people you choose are strong enough to tell you what you need to hear, not just what you want to hear. They need to be encouraging in their approach and constructive with their feedback. You also need to be open to hearing it from them, so make sure you choose your people wisely.

The people I want in my Mastermind Alliance include:



DECISION MAKING QUOTES

If you are looking for a little more inspiration related to your decision making, check out these inspirational quotes below.

"Whenever you see a successful business, someone once made a courageous decision."

- Peter F. Drucker

"It doesn't matter which side of the fence you get off on sometimes. What matters most is getting off. You cannot make progress without making decisions."

- Jim Rohn

"We are the creative force of our life, and through our own decisions rather than our conditions, if we carefully learn to do certain things, we can accomplish those goals."

- Stephen Covey

"Optimistic people play a disproportionate role in shaping our lives. Their decisions make a difference; they are inventors, entrepreneurs, political and military leaders - not average people. They got to where they are by seeking challenges and taking risks."

- Daniel Kahneman

"You can't make decisions based on fear and the possibility of what might happen."

- Michelle Obama

"I know how to make decisions and stand up to the criticism every day."

- Michael Bloomberg

"If you make decisions based upon people's reactions or judgments then you make really boring choices."

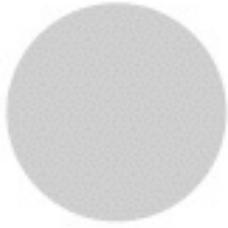
- Heath Ledger

"An expert is someone who has succeeded in making decisions and judgements simpler through knowing what to pay attention to and what to ignore."

- Edward de Bono

"Our daily decisions and habits have a huge impact upon both our levels of happiness and success."

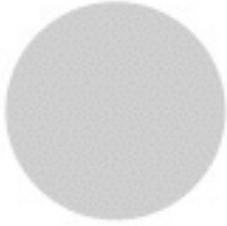
- Shawn Achor



LIST OF VALUES

Below is a list of 100 of the most common values that you will encounter.

<i>Abundance</i>	<i>Energy</i>	<i>Joy</i>	<i>Prosperity</i>
<i>Achievement</i>	<i>Entertainment</i>	<i>Knowledge</i>	<i>Punctuality</i>
<i>Adventure</i>	<i>Environmentalism</i>	<i>Leadership</i>	<i>Recognition</i>
<i>Affection</i>	<i>Excellence</i>	<i>Longevity</i>	<i>Recreation</i>
<i>Ambition</i>	<i>Extroversion</i>	<i>Love</i>	<i>Reflection</i>
<i>Audacity</i>	<i>Faith</i>	<i>Loyalty</i>	<i>Respect</i>
<i>Balance</i>	<i>Family</i>	<i>Materialism</i>	<i>Responsibility</i>
<i>Being the best</i>	<i>Fidelity</i>	<i>Meaning</i>	<i>Security</i>
<i>Celebrity</i>	<i>Financial</i>	<i>Mindfulness</i>	<i>Sensuality</i>
<i>Certainty</i>	<i>Fitness</i>	<i>Modesty</i>	<i>Service</i>
<i>Challenge</i>	<i>Focus</i>	<i>Motivation</i>	<i>Significance</i>
<i>Charity</i>	<i>Freedom</i>	<i>Nature</i>	<i>Sincerity</i>
<i>Community</i>	<i>Friendship</i>	<i>Nonconformity</i>	<i>Spirituality</i>
<i>Competition</i>	<i>Fun</i>	<i>Open-mindedness</i>	<i>Spontaneity</i>
<i>Conformity</i>	<i>Gratitude</i>	<i>Optimism</i>	<i>Strength</i>
<i>Connection</i>	<i>Growth</i>	<i>Organization</i>	<i>Success</i>
<i>Contribution</i>	<i>Happiness</i>	<i>Peace</i>	<i>Teaching</i>
<i>Control</i>	<i>Health</i>	<i>Perfection</i>	<i>Teamwork</i>
<i>Creativity</i>	<i>Honesty</i>	<i>Philanthropy</i>	<i>Thankfulness</i>
<i>Determination</i>	<i>Independence</i>	<i>Playfulness</i>	<i>Uniqueness</i>
<i>Discipline</i>	<i>Individuality</i>	<i>Popularity</i>	<i>Variety</i>
<i>Diversity</i>	<i>Inspiration</i>	<i>Power</i>	<i>Vitality</i>
<i>Drive</i>	<i>Integrity</i>	<i>Pragmatism</i>	<i>Volunteering</i>
<i>Economy</i>	<i>Intelligence</i>	<i>Pride</i>	<i>Wealth</i>
<i>Education</i>	<i>Intimacy</i>	<i>Privacy</i>	<i>Wisdom</i>



BETTER DECISIONS - FINAL SUMMARY

Now you have been through the entire workbook, I am guessing there have been a number of elements that have become clear through following each of the processes.

Awareness can be transformational in itself, so you can expect to start making better decisions from this moment on. However, it might take a while for acting that way to become second nature.

Start becoming more aware of the decisions you make and the thought process you go through each time. Notice the differences for small decisions and big decisions. If you aren't comfortable making huge shifts in your big decisions straight away, then start on the smaller ones before moving up the ladder.

Recognise that not all the decisions you make will be great, but if we make more better decisions, and stop making as many bad decisions, then overall, the quality of our results will improve. If we can quickly recognise our bad decisions and find a way to turn them into good decisions,

Ultimately, if you get clear on what you want out of life, make strong decisions in that direction every day and resist the temptation to fall off track, in no time at all, you will find yourself leading your dream life.

As you start that journey into the world of bold decisions, I wish you luck and look forward to hear about your results at some point in the future. Please connect with me on Facebook or Twitter and send over any success stories that may arise from this workbook.