

**THE**  
**12**  
**WEEK**  
**YEAR**  
*FIELD GUIDE*

GET MORE DONE IN **12** WEEKS  
THAN OTHERS DO IN **12** MONTHS

**BRIAN P. MORAN**  
**MICHAEL LENNINGTON**

WILEY



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# PREFACE

## **WELCOME TO** *The 12 Week Year Field Guide!*

In your hands is perhaps the most powerful approach to goal achievement you will ever encounter. It has been painstakingly developed over more than a decade of work with our clients, as we have helped to make them more successful.

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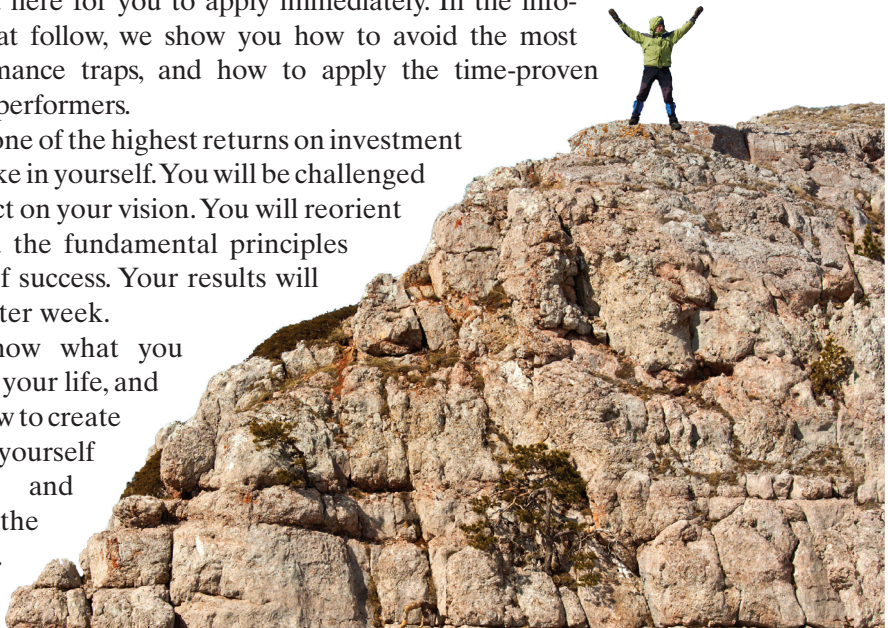
*Virtually everything we have learned about what it takes for you to be great is distilled into this unique 12 week system.*

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What we had to learn through years of trial-and-error effort is now presented here for you to apply immediately. In the info-packed pages that follow, we show you how to avoid the most common performance traps, and how to apply the time-proven practices of high performers.

This may be one of the highest returns on investment that you ever make in yourself. You will be challenged to step out and act on your vision. You will reorient your life around the fundamental principles and disciplines of success. Your results will multiply week after week.

You will know what you want to create in your life, and you will know how to create it. You will find yourself spending more and more time on the important things. You will reach your goals



Credit: Olga Danylenko/Shutterstock.com.

faster than you ever thought possible. Simply put, the 12 Week Year, affectionately known as “12WY,” will deliver your personal breakthrough.

Throughout this field guide, you will find a series of simple exercises designed to walk you through an easy-to-execute process of applying the concepts covered in the pages that follow. It is *strongly* recommended that you work on them in sequence and you are encouraged to begin each exercise when you are likely to have sufficient uninterrupted time to complete it.

Thank you for allowing us to be a part of your journey to personal and professional achievement. If you have questions along the way, feel free to email us at [support@12weekyear.com](mailto:support@12weekyear.com).

We have also created some additional resources to accompany this field guide, to ensure that you get off to a strong start. Please visit [www.12weekyear.com/fieldguide](http://www.12weekyear.com/fieldguide) to access your free resources.

Here’s to a great 12 weeks!

*Be encouraged.*

Brian Moran and Michael Lennington

**Check us out on the Web!**

[www.12weekyear.com](http://www.12weekyear.com).

# OVERVIEW OF THE 12 WEEK YEAR™

**THIS FIELD GUIDE IS** designed to support your application of the 12 Week Year (12WY) in any area of your life in which you seek improvement. It includes worksheets and tips designed to help you to effectively apply the principles and disciplines of the 12WY, and to accomplish your biggest goals faster.

While this guide is meant to stand alone, it is much more effective if you have read the *New York Times* bestselling book *The 12 Week Year* and have access to it as you work through this field guide.

Our book begins with a series of questions in Chapter 1:

1. How is it that some people seem to accomplish so much while the vast majority of people never accomplish what they are capable of?
2. If you could fully tap into your potential, what might be different for you?
3. How would your life change if each and every day you performed up to your full potential?
4. What would be different six months, three years, and five years down the road if each day you were at your best?"

You are starting a journey to discover *your* answers to these questions! Take a few minutes and imagine the accomplishments that you are capable of at your best. Capture them below:

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Get your free resources at [www.12weekyear.com/fieldguide](http://www.12weekyear.com/fieldguide)

As you get started with this field guide, we hope that you have big expectations for yourself, and for the 12 Week Year. Big expectations are the important first step toward significant breakthrough. The more you expect, the greater your results with the 12 Week Year are likely to be.

Keep these expectations in mind as you work through the exercises in this field guide.

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## THE 12 WEEK YEAR

With roots in the proven athletic training discipline of Periodization, the 12 Week Year creates a concentrated focus on the key activities that drive results over short periods of time. Periodization is frequently used by world-class athletes, and now Brian Moran and Mike Lennington have adapted it for you to apply it both personally and professionally.

The 12 Week Year redefines your year. A year is now 12 weeks long, and with each new year, you get a fresh start!

Be aware that a 12 Week Year is very different from a “quarter.” Quarterly planning and execution operate in the context of a 12 month year and foster the false belief that there is plenty of time to get things done, which results in less-than-optimal performance throughout the year.

This unproductive annualized thinking is eliminated with the 12 Week Year. Each 12 weeks stands on its own. 12 weeks *is* the year and in a 12 Week Year, the illusion of *lots of time* evaporates. The 12 Week Year narrows your focus to the week and to the day, which is where execution occurs.

For a deeper understanding of why a 12 Week Year drives better results than annual execution, see Chapter 2 in *The 12 Week Year*.

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## THE 12WY PRINCIPLES

The 12 Week Year is laid upon a foundation of three principles that ultimately determine an individual’s effectiveness and success. These three principles are Accountability, Commitment, and Greatness in the Moment.

Let’s take a closer look at each.

### Accountability

Accountability is *ownership*. It is a character trait, a life stance, a willingness to own your actions and your results; regardless of the circumstances. The very nature of accountability rests on the understanding that each and every one of us has freedom of choice. It is this freedom of choice that is the foundation of personal accountability. The ultimate aim of

Accountability is to continually ask of ourselves, “What more can I do to get the result?” For more on Accountability, read Chapters 8 and 18 in *The 12 Week Year*.

## Commitment

Commitment is a contract that you make with yourself to keep your promises. Keeping your promises to others builds strong relationships. Keeping promises with yourself builds integrity, self-esteem, and success.

Commitment and Accountability are closely related. In a sense, a commitment is your accountability projected into the future. It is your ownership of a future action or result.

Building a capacity for making and keeping commitments has a dramatic effect on your personal and business results. The 12 Week Year helps you to build the capacity to follow through on your critical commitments and achieve breakthrough in the important areas of your life. Chapters 9 and 19 of *The 12 Week Year* dig into the power of commitments and how to keep them effectively.

## Greatness in the Moment

When do you become great? The obvious answer seems to be that you become great when you achieve your big goals, and are recognized by others. Yet greatness is not achieved when your results are reached. You become great long before your results show it. Greatness can happen in an instant; the moment you choose to do the things you need to do to be great, and each moment that you continue to choose to do those things. Results are not the essence of your greatness; your results are simply the confirmation of it.

Each and every one of us has the ability to be great. Being great is a discipline to do the things you know you need to do even when—*especially* when—you don’t feel like it. For more on Greatness in the Moment, read Chapter 10 in *The 12 Week Year*.

These three principles—Accountability, Commitment, and Greatness in the Moment—form the foundation of personal and professional success.

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## THE 12WY DISCIPLINES

The 12 Week Year program addresses both the way you think (the three principles) and, in turn, the actions you take. At the action level, it concentrates on building capacity within a set of success disciplines that are required for effective execution. We have found that top performers—whether athletes or business professionals—are great not because their ideas are better, but because their *execution* disciplines are better.

Following the 12 Week Year will help you apply these disciplines in a way that leverages your current knowledge and fosters consistent action.

**Vision**—Vision fuels the 12 Week Year execution system. A compelling vision that aligns your personal and professional aspirations will help you take action even when you may not “feel” like it. Chapters 3 and 13 of the book provide more on how to leverage the power of Vision in your personal and professional life.

**Planning**—A 12 Week Plan starts with a 12 week goal that motivates you and aligns with your long-term vision. Each goal in your 12 Week Plan is supported by the tactics needed to reach it. When you craft your plan remember that “less is more.” The more focused your plan is, the greater your chances of success. For more insight on planning well in the context of a 12 Week Year, read Chapters 4 and 14 of our book.

**Process Control**—Process Control consists of a set of tools and events that align your daily actions with the goals and tactics in your 12 Week Plan. Process Control ensures that you execute your tactics effectively. Chapters 5 and 15 of our book dig into the concepts and tools of Process Control.

**Scorekeeping**—Measurement drives your execution process. It is your anchor to reality. Effective measurement provides the comprehensive feedback necessary to stay on track and hit your goals. See Chapters 6 and 16 of the book for more on the power of Measurement.

**Time Use**—Everything that you accomplish happens in the context of the time you allocate to it. If you are not intentional with your time, then you are not in control of your results. Being intentional with your time is a must. The 12 Week Year itself is a different way of thinking about time—for more, read Chapters 7 and 17 of our book.

Every 12 weeks, you will build increased personal and team capacity by applying the three principles and five disciplines of the 12 Week Year (see Figure I.1).

One last note as you begin your journey with the 12 Week Year. There is always a gap between what you know and what you do. Sometimes the gap is small, sometimes it’s huge. The issue is that there exists, for all of us, a knowing-doing gap.

This gap exists for the principles and disciplines of the 12 Week Year as well. People often intuitively “know” them. The problem arises when you think you know something, and you close yourself off from new learning in those areas. You rarely assess whether or not you are *actually applying* what you know as effectively as you can. Don’t fall into that trap. Everyone can get better at each discipline and principle of the 12 Week Year even if they seem familiar.

Ensure that you leverage the elements of the 12 Week Year by engaging intensely and taking every opportunity to learn and improve.