

# A Season Without Goals:

Why the World's Best Leaders Don't "Set Goals"  
and What They Do Instead

Coach Reed Maltbie®

#RaisingExcellence

# Why do you set goals?

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“To reach a port, we must sail – Sail, not  
tie at anchor – Sail, not drift”

Franklin Roosevelt

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# Why do goals work?

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"If you aim for nothing, you'll hit it  
every time."

Unknown



Why do goals work?

Why don't goals work?

“Looking directly at something is not necessarily the best way to see it.”

Special Forces Axiom

# Two Reasons Goals Fail Us



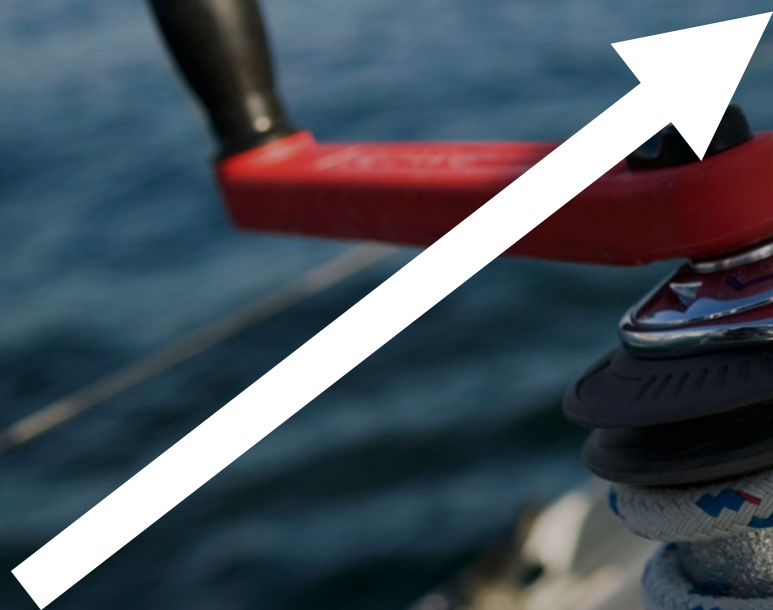
Finite Nature



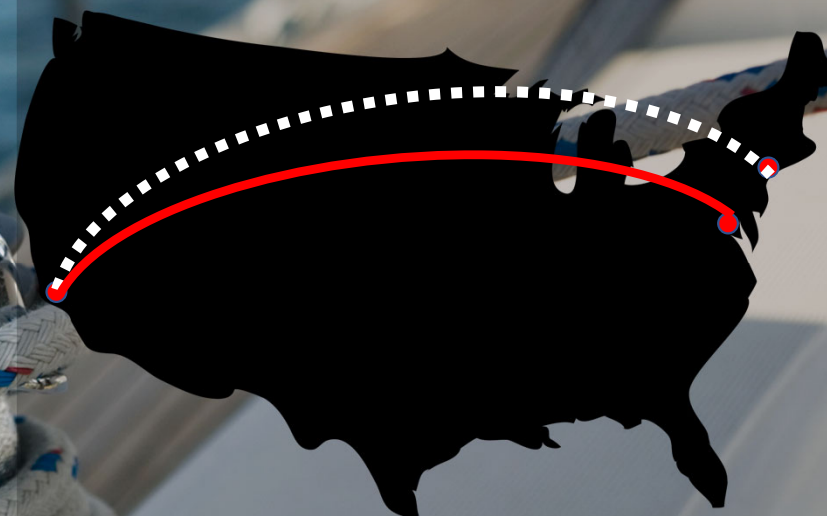
“A goal is not always meant to be reached; it often serves simply as something to aim at.”

Bruce Lee

# Two Reasons Goals Fail Us



Finite Nature



Lack of Precision

“At 211 degrees, water is hot. At 212 degrees, it boils. Boiling water creates steam and with steam you can power a train.”

S.L. Parker

# Not Goal-Setting...Goal-Orientteering

Purpose

Process

Perspective



# Purpose

Why - “Big Just Cause”

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"In all things you do, consider  
the end."

Solon

# Purpose

Why - “Big Just Cause”

Greater Than the Goal

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“What you GET reaching a goal is  
minor compared to who you  
BECOME chasing it.”



# Purpose

Why - “Big Just Cause”

Greater Than the Goal

Not a Moonshot

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“Vision without action is a  
daydream. Action without  
vision is a nightmare.”

Japanese Proverb

# Purpose

Why - “Big Just Cause”

Greater Than the Goal

Not a Moonshot

Timelessness

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“The goals you create should  
create you.”





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# Process

Not steps...BEHAVIORS

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“The trouble with not having a goal is that you can spend your life running up and down the field and never score.”

Bill Copeland



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# Process

Not steps...BEHAVIORS

Clarity and Access

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“It doesn’t matter how slowly you  
go as long as you do not stop  
moving.”

Confucius





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# Process

Not steps...BEHAVIORS

Clarity and Access

Temptation Bundling

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“Pleasure in the job puts  
[excellence] in the work.”

Aristotle



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# Process

Not steps...BEHAVIORS

Clarity and Access

Temptation Bundling

Low Friction-High Friction

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“The journey of a thousand miles  
begins with a single step.”

Lao Tzu





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# Process

Not steps...BEHAVIORS

Clarity and Access

Temptation Bundling

Low Friction-High Friction

Framework – Habit Track

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The background of the slide features a large, semi-transparent logo for "US SAILING". The "US" is in a large, bold, sans-serif font, and "SAILING" is in a smaller, all-caps, sans-serif font below it. The background is a gradient of blue, with a faint image of a sailboat's sail visible at the bottom.

“Great acts are made up of small  
deeds.”

Lao Tzu

# Perspective

Turn the Flywheel

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"A river cuts through a rock, not  
because of its power but its  
persistence."

Unknown



# Perspective

Turn the Flywheel

A Culture of Excellence

#RaisingExcellence



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“If you want to go fast, go  
alone. If you want to go far, go  
together.”

African Proverb

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# Perspective

Turn the Flywheel

A Culture of Excellence

Cherishing Challenges



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“Challenges are what make life interesting and overcoming them is what makes life meaningful.”

Joshua Marine



# Perspective

Turn the Flywheel

A Culture of Excellence

Cherishing Challenges

Everyday Excellence



“You don’t have to be perfect. You just have to act excellent.”

Flex not Fail



“It is not the mountain we conquer  
but ourselves”

Sir Edmund Hillary



Flex not Fail

Lead on not Let Down



“The going is the goal.”

Horace Kellen



Flex not Fail

Lead on not Let Down



“Now this” not “what now”

“It is harder to stay at the top than it  
is to climb.”

Pat Summitt



Flex not Fail

Lead on not Let Down



Compete not Compare

“Now this” not “what now”

“It is not the arrow nor the target  
that makes a great archer.”





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# Coach Reed Maltbie

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