

Activity1 - “Begin”:

1. Describe briefly, but with enough specific detail to quantify the scale of the challenge, what it is that you would like to achieve:

2. What do you expect will be different when it is achieved?

3. How will you know when it is done successfully?

4. Now imagine you needed to make this change happen from TODAY. **Right now!**

Could you do it? To put it another way - what are the reasons you aren't already doing this?

Do you have... a. All the information, skills and resources you need to start immediately?

b. Are there practical actions still to be taken care of before you could start?

c. Being really honest with yourself, are you fully committed to making this happen now? If not, why not? Are there emotions and uncertainties holding you back with any aspect of the dream? Name them here.

d. Do you have any specific practical constraints?

5. Identify the specific preparatory activities you would need to do to 'be' and 'feel' ready to start. List them in columns A and B. (Ignore the 'Date' and 'Done?' columns for now).

A. Preparatory Tasks			B. Constraints & Emotional Hurdles		
Description	Date	Done?	Description	Date	Done?

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5. Now give yourself a deadline to complete the first 5 practical actions on list A. Ideally, your deadline should be no more than 14 days away. If you really can't complete it by then, what can you do to at least get part-way through the task?

FAQ?

Q. What about List B? Why do I not add dates to that yet?

Many of the emotional items will take care of themselves as you progress through the items on list A. At CHANGE GUIDE we recommend you start with A and then review and update list B after list the first actions are completed.

Q. What if I need to do a task but don't know how?

If you are not able to complete the task yourself, who you might enlist for further help and support. Take an action to reach out or research what you don't already know.

Q. What if I don't know what needs to happen?

If you do not have much awareness of the steps involved in preparing for your project, take an action to research and reach out to someone who has done something similar before. If you are really stuck, contact info@change guide.co.uk to secure further for one-to-one planning support.

Now, let's look at a concrete example... find out how Bill worked through this process with his new business idea.

<Additional deliberate spare page - for your additional notes>

“Begin” Activity Sheet 1 Worked Example - Bill’s Boutique Hotel

Bill has always had a dream that he wants to set up a hotel in a popular tourist spot in the Lake District. He has visited the area a few times and would like to live there. He likes the idea of welcoming people from around the world and sharing his passion for the countryside.

Bill currently works in manufacturing and has not yet made any firm plans for his hotel business. He does not know if it will ever happen, but every so often after a bad day at work, the idea crosses his mind again.

He does not feel confident about how exactly he would run a hotel or know how it could be funded. He isn’t sure how he might deal with foreign guests who do not speak English as his own language skills are limited to a little smattering of high school Spanish.

Typically, he thinks about some detail, such as what type of craft beer he would stock in his hotel bar. Then he sighs and goes back to work.

PERSPECTIVES: If you had funds to invest in the hospitality sector, would you lend Bill funding for his new venture today?

Why/why not?

Bill decides he wants to stop dreaming and really see if he can make this happen.

He reads the Mini-Guide1 and uses Activity Sheet 1 to help clarify his thinking. He starts to list the tasks he would need to tackle to close the gap between his dream and reality.

“Begin” Activity Sheet 1 Worked Example - Bill’s Boutique Hotel

1. Describe briefly, but with enough specific detail to quantify the scale of the challenge, what it is that you would like to achieve.

I would like to run a small hotel in the Lake District - not too big, about 20-30 rooms. It would be close to one of the lakes, and would serve hearty breakfasts, and have a bar/restaurant which served lunch and dinner and was open both to guests and to passers-by or group bookings. Visitors would come from all over to enjoy the countryside so it would have a good view. The atmosphere would be relaxed so you could sip a drink and watch the boats from the public area windows.

2. What do you expect will be different when it is achieved?

I would have modernised a building to my own taste - a stylish, relaxing hotel. I would have to start work earlier than normal, but I would be my own boss. I would need staff to work for me so I would have to tell people what to do. I might be able to have my daughters working with me in the holidays.

I would be less busy in the middle of the day so I could get out and enjoy the area myself in the afternoons and do simple things like pop to the local bakers for fresh bread. Sometimes I would even go fishing on the lake. I would meet lots of people every day and make new friends from around the globe.

3. How will you know it is done successfully?

I will be putting a sign with my name on it above the door. I will see the diary booked up for the whole summer and I will read travel reviews giving a glowing report and people will book to return. The bank manager will be happy to hand me a business loan to extend the hotel facilities. Young people will want to come to me asking to work in my hotel.

4. Now imagine you needed to make this change happen from TODAY. **Right now!**

Could you do it? Or, put another way - why aren't you already doing this?

Do you have...

- a. All the information, skills and resources you need to start immediately?

No. I haven't seen an exact building I would want. And if I did, I don't currently have funds to buy one. I never ran a hotel before so I don't know how booking systems and things like that work. And I don't know anything about payroll for having my own staff.

- b. Are there practical actions still to be taken care of before you could start?

Yes, find a building, and a name for a hotel, register a business, set up bank account, hire staff etc.

- c. Are you fully committed to making this happen now or are there emotions and priorities holding you back with any aspect of your desired aim?

I am 90% definite about doing this. I have talked it over with my family and they are supportive. However, my twins are settled at their school so I wouldn't want to move until next year when they will be finished their A Levels. To be honest, I feel a bit clueless about being a manager and I haven't worked out how I could fund the purchase of a hotel. Apart from that, I have no doubts.

5. Here is how Bill filled out section 5 list of preparatory activities needed to 'be' and 'feel' ready to start.

A. Preparatory Tasks			B. Constraints & Emotional Hurdles		
Description	Date	Done?	Description	Date	Done?
Identify potentially suitable buildings/ village locations			Timing - kids/ school		
Raise funds needed for deposit on a hotel			Confidence to be a manager		
Choose a hotel name			Foreign guests - language barrier?		
Identify what staff would be needed?					
Identify cost to charge per night					
Find source for employing staff					
Suppliers for toiletries					

5. Bill's Actions:

Location - Bill picked a deadline of end July as hadn't planned on going back to the Lake District until then. He decides to start looking online in the meantime in case any existing hotels had come onto the market. He has searched for commercial property listings and identified a list of 5 possible properties that have potential and arranges to visit them.

Deposit - Currently Bill only has £5000 savings. He expects he will need at least £40,000 for a hotel deposit. He has looked into his long term investments and does potentially have a pot of £15k funds becoming available in 12months time. He has also worked out he can save approx. £400 per month... giving a total of £24,800 by the end of the year, unless he finds higher source of income. The idea of a partnership also crosses his mind.

Hotel Name - Bill researches hotels similar to his idea online and decides that they often have an evocative name linked to the place. He decides that he will also call

his after the view at the hotel... perhaps Boat View Hotel. However, when he looks it up on the registers it is taken. So he finds a near alternative “Boat View Manor” and takes ownership of that company name while it is available. He commissions a student artist to design a logo to match.

Staff - Bill realises he doesn't know anything about what staffing hours he might need. He knows he needs a chef, and at least one cleaner. He isn't sure what pay they would expect. He decides to arrange a chat with the friend of a friend who runs the local inn. This gives him some insight. He also decides to enlist on a business start-up class run by a local government enterprise organisation.

Costs - Bill looks at other hotels in the area at different times of the year. This gives him a view of the current market rates for quality accommodation. He also compares it to B&B and self-catering accommodation. He finds some generic information about hotel accommodation and average occupancy rates on a government website.

Now his form looks like this:

Description	Date	Done?
Identify potentially suitable buildings/ village locations	31.07.19	In progress, 5 buildings for sale and one village to visit.
Raise funds needed for deposit on a hotel	31.07.20	No... issue: insufficient funds.
Choose a hotel name	30.06.19	Boat View Manor chosen and selected from Companies House.
Identify what staff would be needed?	30.06.19	Approx idea from chat with Barry. Hospitality workshop for 10.06.19 booked
Identify cost to charge per night	31.05.19	Area average appears to be £70-90 for a double room as standard and £100-£135 peaktimes.

Having completed the first few column A actions, Bill looks again at list B and writes the following:

Description	Date	Done?/ Comments
Timing - kids/ school	31.07.20	Accept that it needs to be at least 12m+ away. This fits better with finances anyway
Confidence to be a manager	31.07.19	Never managed before. Investigate training options? Offer to cover own manager holidays this year?
Foreign guests - language barrier?	31.07.20	Is it really needed? Ask question at Hospitality Business Workshop. If so, enrol for the Spanish conversation evening class which starts in September at local college.

Bill's Outcome:

Now, even though he does not yet own a hotel, Bill feels completely different about his venture. It is no longer a vague notion. He has a timeline in his head and some concrete plans to start. He bumps into an old friend who asks 'how is work'. Bill decides to share his news...

'Actually I have a plan to change direction next year. I am looking for the right opportunity to establish my own hotel. I know the area I want to go to and have worked out how I could offer something different and competitive. It's all very exciting! I'm going to brush up on my Spanish from September, and I have booked some management courses too. Of course, I'd need a chef etc...'

His enthusiasm and drive is infectious. His friend wishes him well in the new venture, and promises to be one of the first guests! He also happens to mention that he has a nephew who will be finishing catering college next summer.

PERSPECTIVES:

Imagine it is now end of July 2019. You are a bank manager and Bill has come to see you. He wants to discuss a potential mortgage application for one of the buildings he has seen for sale. How confident would you feel about lending to him? What other advice might you give him?

REFLECTION: Based on the information given, can you draw a rough timeline of the key tasks for Bill to make his dream a reality by August 2020?

MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC
JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG

TIP - Once you have worked through your own Activity1 – see if you can prepare a very high level calendar of events for yourself and your goal. It may be in days, weeks, months or years, depending on your goal. The timescale is not important – it is the act of *planning* specific tasks which matters. Seeing an ethereal concept translated into a real life, actionable plan is a powerful way of reinforcing and crystalizing your goal. (It does not need to hold lots of detail, only the key steps.)