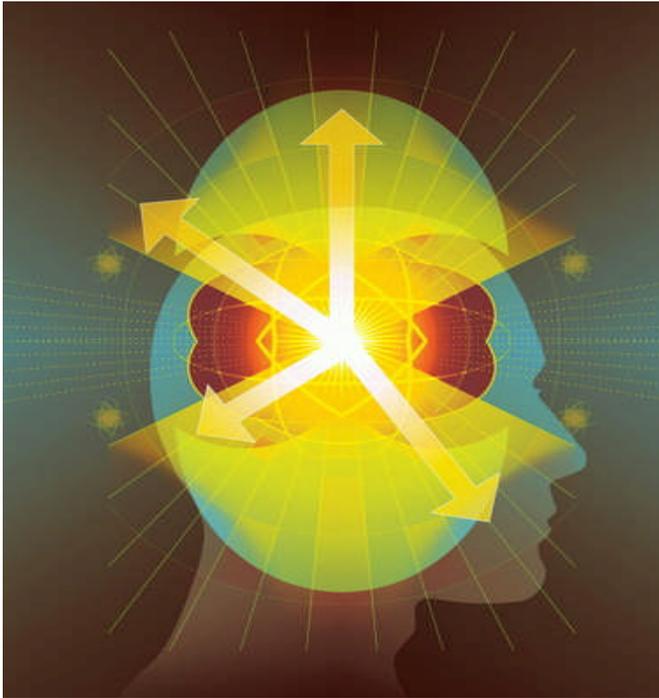


THE ONE HOUR BREAKTHROUGH



TRANSLATING ASPIRATION INTO ACTION

BY DOUGLAS BERGER

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2nd edition

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Opening Remarks

Breakthrough is about what's possible, not what's predictable. It's about accomplishing something remarkable, bold, imaginative ... for you. Where would you take your life ... your department ... your business ... your career ... if you possessed the skills of Breakthrough? What would be possible if you could encourage and develop those skills in people around you ... your family, your colleagues, your staff?

If going after a meaningful and challenging accomplishment calls to you ... lights you up ...then this book is for you. Perhaps you are a leader who wants to realize an extraordinary future for your organization, group or team; an entrepreneur who has a promising business concept; a general manager who wants to achieve a step-change in performance; an individual contributor with an innovative idea and a burning desire to make a difference.

Or you might be somebody just like my son, Nick, determined to be the best little league baseball player he could be; or my daughter Katey who wants to be the best little gymnast around; or Jessica, who was frustrated in finding a job; or Charlie who wanted to live life more adventurously and actually do the things he dreamed about; or Margie who had big ideas yet could not bring herself to speak up. .

In other words, this book is for people who span the entire

spectrum and are ready to go for bold and extraordinary accomplishments.

I have been an explorer in the field of human endeavor for most of my life. I am passionate about unleashing new possibilities and harnessing the human spirit. Over the last 30 years I have dedicated myself to really unlocking that wonderful side of human nature which strives for and demonstrates inspired performance. Professionally, I guide executives and their people in achieving step-change results and unprecedented levels of accomplishment that redefine what is possible for the organization and for people. I've spoken to, educated and empowered thousands of people around the world.

I have taken on many of my own challenges in the spirit of Breakthrough, and writing this book became one of my journeys in Breakthrough.

***The rules for success in ordinary life are
not the rules from which Breakthroughs spring.***

Ordinary life is about filtering out the improbable ... the unfamiliar ... the new. Therefore, when faced with bold aspirations, unprecedented challenges and disruptions, the rules, the plays, and the skills we've developed for gradual success are not well suited to accomplishing a Breakthrough. Relying on those habits will derail our bold ambitions.

I don't know about you, but I never learned (by that I mean I was never formally taught) how to walk into situations and see things with a fresh perspective. The education system never trained me in different ways to think and different tools of thinking. It certainly didn't advocate that certain ways of thinking work better than others depending on the kind of problem you are attempting to solve. In fact, it attempted to teach me exactly the opposite ... that there *is* a right way and a wrong way to think ... that thinking creatively will get you into trouble.

The big idea behind The One Hour Breakthrough ...

Producing Breakthroughs is a learnable skill.

We've all had the experience of learning new skills thereby accomplishing new goals. In the course of this book, I will guide you through building the mental mindset and the skills of incorporating *Breakthrough* into your life.

The skills of Breakthrough reach far beyond "out-of-the-box" thinking. Many people have bold ideas ... few act skillfully on them. Breakthrough always comes back to taking action, just **not** the action that you would ordinarily take. As you read this book, you will be learning how to originate new courses of both outward action and inner action. People don't recognize there is a difference ... a life altering difference between having thoughts and taking inner action. You will be learning to map your journey, as an explorer would... knowing that you will encounter big obstacles, and knowing as well, that you can't plan for everything. You will be tempted to call

it quits, convinced that you have reached what you have always believed to be your utmost limits, and then you will learn to dig even deeper inwardly for resolve to continue on. You will encounter naysayers who try to discourage you, and you will learn how to involve and engage them. You will learn how to operate outside your comfort zone, and empower others around you to do the same. The ability to take these actions is a LEARNABLE SKILL.

The 9 Skills of Breakthrough

1. Break free of personal limits

You will learn to recognize the mechanisms by which we limit ourselves

2. Unleash aspirations

You will learn to dream big and allow yourself new possibilities.

3. Spot opportunities

In Breakthrough, opportunities don't always come with labels and flashing lights. You will learn to spot them before they fly by.

4. Bridge disconnects

You will learn to build bridges to surmount obstacles and close gaps.

5. Step-change thinking

You will learn new colors of thinking that enable you to originate bold ideas, including ideas on actions

6. Map the journey

You will learn to make a crude map of the journey to your aspiration and then refine the map as you gain

learnings, experience and skill.

7. Action in the midst of adversity

You will encounter setbacks and difficulties. You will learn to prepare yourself for this inevitability and develop ways to continue moving ahead. You will learn to become unstoppable.

8. Building a community of support

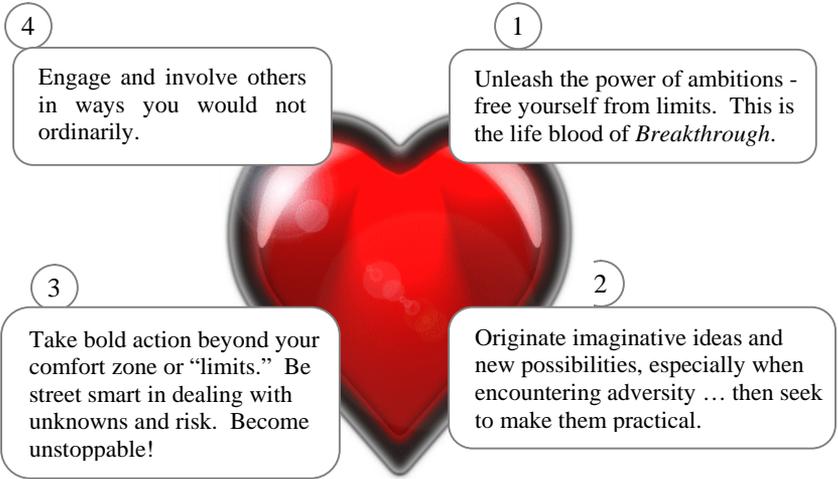
You will learn to engage others and build your community of support. Breakthrough is not done solo.

9. Positive experience along the journey

You will encounter discouragement and disheartenment along the way. You will learn to transform your negative emotions

The Heart of Breakthrough

There are several fundamentals to which we can orient ourselves, both in our minds and in the actions we take. First, aiming for goals that are aspirational ... that capture our spirit. Secondly, encountering unknowns, obstacles and gaps, which we haven't previously dealt with in life. We will act boldly and decisively with imagination and resourcefulness. We know in advance that we will have to act beyond our comfort zone. Finally, Breakthroughs involve others and we will be involving others. Our lifeblood will be flowing through these four aspects Breakthrough.



I wrote *The One Hour Breakthrough* in the casual style of you and I having a conversation, so that you have the experience of me actually talking with you. Imagine that we are sitting over a cup of coffee exploring this notion of Breakthrough, and how you can apply it to any area of your life. One of the first things we will discover about Breakthrough is that it is not linear. You won't find a chapter by chapter, skill by skill explanation. You will find the 9 Skills of Breakthrough woven throughout the tapestry of the book.

My aim is that some of these ideas stick with you, contribute to your performance and to your ability to translate your aspirations into action. I like to call them Velcro Ideas

I have a recommendation to extend to you. Don't just read

The One Hour Breakthrough as you would an ordinary book. I invite you to *PLAY* along with me ... AS A GAME. Sitting back, being a spectator will not be particularly valuable for you. If however, you *really play with me*, then as contrasted with merely understanding some new information, you will have fun, experience a sense of adventure, and you will gain something of immense value and immediate use.

Doug Berger

The Breakthrough Game

We are going to start by thinking of *Breakthrough* in the spirit and framework of a great game. A Velco Idea: Changing your point of view ... trying on new perspectives ... can be life altering. This is where Breakthrough begins.

Why a Game?

Quick ... GAME ... What are you thinking? What are you feeling?

Fun	Amusement	Play	Sports
Competition			
Adventure	Testing my skill		
Winning			
A Game Plan	Involves others		

Think WORK ...

Think TASK ...

Think CHALLENGE

Think RISK

We approach every situation in our lives with a particular **frame of reference**, and that frame shapes how we feel, what we think and most influentially, what and how we see things. Change the frame and different feelings, different thinking and different perceptions naturally come along. Change your frame of reference and the NEW will naturally and spontaneously emerge.

Dan, a good friend, is a superb tennis instructor and coach. I talked with him about this idea of frame of reference. He said that he sees this all the time. When he asks his students what their goals are in taking tennis lessons, most people answer, "I want to have more fun playing tennis." A few people say, "I want to win more often." The people who come to have more fun ask Dan to teach them how to hit the ball harder and have longer lasting volleys. The people who come to win more often ask Dan to teach them how to put the ball out of their opponent's reach causing them to make errors. These are two very different frames on the game of tennis. Yet, ask the person who just wants to have fun what frustrates them the most, and what they will tell you is, "I want to win more often!"

So, Dan sets the stage with all of his students like this: "Your job is to win more matches. My job is to have you develop the skills to succeed. Through winning more matches you will experience having a lot more fun than if you play just to have fun."

Winning and Succeeding

The first aspect of any game is **Winning**. Just ask my children. My son's little league team aimed at winning the town world series, and they did just that. My daughter aimed to be a top finisher in a gymnastics competition and she did just that. A client started with only an idea and built it into a \$150 million dollar business. Winning equals accomplishing an ambition and achieving something you deeply desire.

Yet, winning is not the end all and be all. **What?!** You heard me right. Winning is just winning. Sometimes we make winning everything. People, who make winning everything, are often very dissatisfied and emotionally unfulfilled. In the final scene of the movie Citizen Cane, Orson Welles lies on his death-bed having won at life, but is revealed as being a deeply unhappy person, still longing for 'Rosebud,' his childhood toy sled.

Winning is temporary. Tying your fulfillment to winning makes your personal satisfaction temporary. We expend a lot of time, effort, emotion and energy in accomplishing things. If the only thing that matters while we are advancing our ambition is winning, then there is no experience of satisfaction along the way. Even achieving our goal becomes hollow and empty. We achieve something important "I won!" Having arrived, we are elated. ... for a fleeting moment.

Succeeding is different. When we are succeeding in life,

what is happening? We are expanding our competencies. We are improving our performance. We are learning. We are having great, fulfilling experiences. We are building lasting relationships. While we are succeeding, we are also more resilient in handling the speed bumps and disappointments that arise.

IMAGINE... you wake up in the morning and you're turned on ... fired up ... by your bold, ambitious future. What would life be like if you went through your day like that? What would people think? How would your coworkers, staff, colleagues, family and friends relate to you? What would your life be like if your everyday actions and experiences fulfilled you *now* before you ever achieved that future?

The Playing Field

Every game is played on its own playing field. If you are an executive, your company and the marketplace is your playing field. If you are a sales person, your customers are your playing field. If you are a tennis player, the tennis court is your playing field.. If you are an actor or actress, the stage is your playing field. If you are a skier/snow boarder, the mountain is your playing field. .

In Breakthrough, we also have a playing field ... it's called *YOUR LIFE*. You might want to have a Breakthrough in business ... the playing field is your life. You might want to have a Breakthrough in your weight ... the playing field is

Your Life. You might want to have a Breakthrough in your relationship with your children ... the playing field is still Your Life. **Why?** Because regardless of the arena in which you want to have a Breakthrough, the common denominator in all areas is YOU!

Often times, we compartmentalize life and say, “This is my business life,” and “This is my social life,” and “This is my family life,” and “This is my financial life.” In Breakthrough, the playing field is your *whole* life and I want you to take advantage of your entire playing field. Like a soccer team, if you only play down the center of the field, you are missing the opportunity for all of the moves on the sides of the field.

The Rules

Games have rules, and in the Breakthrough game there are two rules.

Rule #1: You make up the rules.

Have you noticed that there are people who seem to be playing by a different set of rules in life? People who have different priorities ... people who have very different ways of approaching their family ... career ... finances ... relationships. This suggests something fundamental about rules.

My rules are not THE rules.

People have their personal list of rules, and those rules define the allowable moves on their playing field. Rules define what you can do or must do.

Earlier in my life, one of my rules was “act smart.” So, I would be in a social situation and I would find an occasion to “act smart.” I would be in a business meeting and “act smart.” I used to get very annoyed with people when they didn’t appreciate just how ‘smart’ I was. My personal rule limited me. It didn’t allow me to learn from others. It created distance between me and other people. What is one of your rules? How does it limit you? Who made up that rule?

Rule #2: You make up the limits.

The play of your game is also determined by what you say you can’t do. “I can’t do math” (one of my wife’s personal favorites). “I’m not creative.” “I’m not a good athlete.” “Oh, someone else could do that, but *not me.*” In Breakthrough ... just as you make up your personal rules, you also make up your own personal limits.

When I work with business leaders and organizations, we find it very useful to explicitly identify those existing rules and limits that have been narrowing their sweet spot for accomplishment. The intention is having people constructively challenge the rules ... challenge the limits. So we set up a game in which the boundaries are clear. After all, we don’t

want chaos. We want the to provoke constructive controversy, catalyze new thinking and come up new plans for action.

It is only with these two rules that you can truly be the author of your life. If you are not the author of your life ... *NO Breakthrough.*

A 3D rendered graphic of the text "Let's Play Breakthrough". The words "Let's" and "Play" are positioned at the top, with "Let's" on the left and "Play" on the right. Below them, the word "Breakthrough" is written in a larger, bold font, slanted downwards from left to right. All text is rendered in a light gray color with a dark gray shadow underneath, giving it a three-dimensional appearance.

