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The most significant advancement in the science of goal setting in recent history.

FORREST M. MIMS III, "ONE OF THE 50 BEST BRAINS IN SCIENCE" BY DISCOVER MAGAZINE

WHY GOOD TEAMS KEEP FAILING



GOAL-SETTING MYTHS, NOBEL PRIZE-WINNING SCIENCE, AND THE TECHNIQUE THAT FINALLY WORKS



TERRY L. FOSSUM

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Goal-setting myths, Nobel Prize-winning science, and the technique that finally works

Terry L. Fossum

#1 Wall Street Journal bestselling author of The Oxcart Technique

Why Good Teams Keep Failing

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ISBN paperback: 979-8-9894528-5-9

Published by Raidho Press, LLC

Printed in the United States of America

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To the Leader

You've lost good people. Not the lazy ones. The coachable ones, the ones you were sure about. They read the books, came to the events, wrote their goals down, built the vision board, and drove home from the big event on fire.

And they're gone anyway.

- In direct sales, 44% of the people who join are gone in less than a year. *(AARP Foundation)*
- In insurance, only 16% are still there after four years. *(LIMRA)*
- In real estate, 62% of newer agents made under $10,000 in a year. *(National Association of Realtors)*
- In financial advising, around 72% of rookie advisors fail. *(Cerulli Associates)*

The ones who stay too often stall at the same level, year after year.

So we do what everybody does. More training. A bigger contest. A better trip. Another rally. And the numbers barely move.

Here's the reason, and it's good news. It isn't your industry, and it isn't your people. It's what we've all been taught to teach them. Pseudoscience, half-truths and flat-out wrong information about goal setting have been sold for decades in bestselling books, in audio programs and from stages around the world. And that can be fixed. This book exposes those myths, shows you the actual science, and sets the record straight, in under thirty minutes.

I know this pattern from the inside. I struggled in direct sales for years, a business where, like yours, you only get paid when you produce. I did every single thing I was taught, by people I admired and still respect. And I'm guilty too: I stood on stages and parroted some of the same things myself.

So I did what a mechanical engineer does. I went to the actual science, and found that much of what we'd been taught was either never true, or was being misapplied. The answer was in Prospect Theory, the scientific breakthrough that won the Nobel Prize in Economics, and I applied it to goal setting. I changed what I did and what I taught, and that discovery took me from failing to the top fraction of 1% in worldwide direct sales.

I love the people who do this work. Most of what we teach is good. But some of it is incomplete, and some of it is flat wrong, and the research proves it. Some of what's ahead may sting. It stung me. So I'm asking you for one thing: read this with an open mind, and let the science decide, not the myths. Because I'll say this with all the love in the world:

If we don't change our strategies, our tactics, we'll never change our results.

So let's change them.

Where This Came From

The technique in this book first appeared in *The Oxcart Technique*. It went to #1 on the *Wall Street Journal* bestseller list, #1 on Amazon and #1 at Barnes & Noble, and became a *USA Today* bestseller. Its second edition is *Never Miss a Goal Again*.

This book takes the heart of *Never Miss a Goal Again* and aims it at the one question every leader asks: why do good people fail, and what actually fixes it?

The technique also became the subject of my TEDx talk, which debuted as the #2 New TEDx Talk in the World and was later named one of the 30 most impactful TEDx talks of this century.

> "The Oxcart Technique is the most significant advancement in the science of goal setting in recent history."
>
> —Forrest M. Mims III, named "One of the 50 best brains in science" by *Discover* Magazine

> "This book gives you a novel twist to the old 'carrot and stick' marketing principle that is simple — and simply powerful."
>
> —Marshall Goldsmith, named one of the Top 10 Business Minds in the World

> "Rooted in a scientific theory that earned the Nobel Prize in Economics in 2002, the book stands the test of scientific scrutiny."
>
> —Dr. Dennis Tansley, PhD, Assistant Professor, Dartmouth College

> "Terry L. Fossum gives you a new, uncommon application for the 'common knowledge' of the 'carrot

and stick' marketing principle in his book. And it works — every time!"

—Dr. Ivan Misner, Founder of Business Network International (BNI)

"Whatever your dreams and goals, Terry L. Fossum's results-oriented book provides you with a truly effective version of the carrot-and-stick technique that will lift your spirits and get results."

—T. Harv Eker, author of the #1 *New York Times* bestseller *Secrets of the Millionaire Mind*

"His humble candor about his own challenges and failures — and in applying the book — reinforces the great utility in this 'blueprint for success' that everyone can apply for themselves."

—Paul Sean Hill, former NASA-JSC Director of Mission Operations

The Truth at a Glance

...and the actual scientific studies that back it.

MYTH: Harvard (or Yale) found that the 3% of graduates with written goals out-earned the other 97% combined.
TRUTH: That study never happened. Both universities say so.
Fast Company, 1996; Yale University Library

MYTH: Write your goals down and you'll follow through.
TRUTH: Across 47 experiments, a big change in what people intended barely moved what they actually did.
Webb & Sheeran, 2006

MYTH: Set a big goal at the start of the year and you're on your way.
TRUTH: Of people who made New Year's resolutions, fewer than half were still succeeding six months later.
Norcross, University of Scranton, 2002

MYTH: See yourself already there.
TRUTH: Picturing yourself already there actually lowers your drive. The biggest dreamers lost less weight, got fewer job offers and earned lower grades.
Oettingen, New York University; Kappes & Oettingen, 2011

MYTH: When production drops, add a bigger contest, a better trip, another rally.
TRUTH: People feel a loss twice as strongly as an equal gain, yet almost everything we use to motivate teams is a gain. All carrot.
Kahneman & Tversky, 1979 (Nobel Prize, 2002); Brown et al., 2024

MYTH: If they wanted it badly enough, they'd do it.
TRUTH: They do want it. But leaving the comfort zone hurts right now, and the dream is years away. On a hard day, right now wins. That's the moment good people quit.

WHAT WORKS: Nobel Prize-winning science, applied to goal setting. Harness the stronger force we've been leaving out, and pair it with the dream and a daily action plan that actually makes it come true. That's the Oxcart Technique, and the rest of this book shows you why it works.
Kahneman & Tversky, 1979 (Nobel Prize, 2002)

Every source is listed in the References at the back of this book.

Part One: Why Good People Fail

Chapter 1. I Did Everything They Taught. I Failed Anyway.

I grew up in McAllen, Texas, the poorest city in the United States of America. At fourteen, I stood in my own back alley with an assault rifle pointed at me. In high school, my father was killed. Before he died, a neighbor told him, "Those three boys of yours? Not a single one of them will ever grow up to be anything."

Remember that sentence.

I became an officer in the United States Air Force, the Executive Officer of a Group of nuclear B-52 bombers during the Cold War. And I decided to give direct sales a try.

An engineer, with a job in nuclear warfare. To say I was terrible at sales is like saying the Titanic suffered a fender bender.

But I was coachable. I read all the books. I listened to the audio series until the tapes wore thin. I went to the seminars. I made my dream boards, did my positive visualizations, wrote my goals down and said my affirmations. I went to the big events and drove home ready to conquer the world.

I did everything they told me to do. And I failed. Two steps forward, four steps back. So many doors slammed in my face I had a permanent nosebleed. So I tried harder, visualized more, wrote my goals down bigger. And I failed again.

For years. Until one day I couldn't fail anymore, and I gave up. I stopped setting goals, because I knew I wouldn't reach them anyway. I walked into the bathroom, looked in the mirror, and said, "I guess he was right. You're never going to grow up to be anything."

That was me, at the bottom. And every one of the numbers at the front of this book is a person standing at that same mirror. Someone who believed enough to start, and found that what we handed them wasn't enough to keep them going.

I don't share those numbers to knock anybody's profession. I love these professions. I share them because I was almost one of them.

And here's the hope. What we teach is the one thing in this business you completely control. You can't control the economy, the market, or the next no. But you decide what your people carry into a hard day.

Which means you can be the leader who turns those numbers around. The one whose people make it.

Chapter 2. The Most Famous Study in Goal Setting Never Happened

The most quoted study in the history of goal setting never happened. Nobody ran it. Nobody published it. And we've been teaching it to our teams for decades.

You know the one. Harvard (or Yale, depending on who's telling it) surveyed a graduating class. Only three percent had written goals. Years later, that three percent was earning more than the other ninety-seven percent combined.

I believed it. I bought it completely.

Harvard has said it never did any study like that. So has Yale. When a *Fast Company* journalist went looking for it in 1996, a research associate at Yale told him, "We are quite confident that the 'study' did not take place. We suspect it is a myth." Yale's library still says so today.

Writing your goals down matters. I write mine down. But a written goal sitting in a drawer is a wish with a date on it, and the research shows why.

In 2006, Thomas Webb and Paschal Sheeran pulled together 47 experiments that had changed people's intentions, then measured whether behavior followed. A big change in what people *intended* barely moved what they *did*.

You've seen the same gap every January. Researchers at the University of Scranton followed people who made New Year's resolutions. Six months later, only 46% were still succeeding.

Every time someone leaves a rally with a big new intention, most of it evaporates before it ever becomes a phone call. Intentions are made on the good days. The work happens on all the others.

What it means for your team: written goals are critical. But despite the famous study that never happened, a written goal isn't enough by itself, and neither is the dream board or the action plan next to it. There's a missing piece of the puzzle, and most teams have never been taught it.

Chapter 3. Dreaming of Success Makes People Try Less

You've heard this one. Some of the biggest names on the biggest stages in the world teach it. Write your goal as if it's already happened, date it, and say it out loud every morning:

> "Today is December 31st. I'm earning $20,000 a month. I'm driving my dream car and living in my dream home. Thank you, God, for it is done."

Feel it like it's real, they say, and it will be.

Here's the problem. Picturing your success like that, all by itself, makes you *less* likely to get it.

That's not my opinion. It's what more than twenty years of research found, and it's the exact opposite of what we've been teaching.

Gabriele Oettingen, a psychologist at New York University, measured what happens when people do what every seminar tells them to do: visualize success, and only success.

- Women in a year-long weight-loss program with the most positive fantasies about success lost *less* weight.
- Graduates who fantasized most about landing their dream job sent out fewer applications, got fewer job offers, and two years later were earning less.
- Students with the rosiest fantasies about an exam earned lower grades.
- Hip-replacement patients who fantasized most about recovery were rated as recovering *worse*.

- In the lab, positive fantasies left people feeling less energized, and their blood pressure dipped, as if the body was relaxing like the work was already done.

The dream collected the reward in advance, and the body stopped running.

Early in my career, I was told to put a big house and a fancy car on a dream board. I don't even care about those things. I'm happiest in a tent, in some harsh corner of the world. That board never got me out of bed one single morning. But even a dream I truly wanted wouldn't have been enough on its own.

Belief helps. Daydreaming doesn't.

Here's the line the research draws. People who *expected* to succeed, based on real experience and effort, did better. What hurt was the daydream: the finish line, with nothing in the picture about what stood in the way.

And the same research found what works. When people held the dream right next to the honest obstacle, and tied both to a concrete if-then plan, they took more action and got better results.

One more study. At UCLA, Lien Pham and Shelley Taylor had students prepare for a midterm. Some pictured getting a great grade. Others pictured themselves *studying*. The students who pictured the process started earlier, studied more hours, and scored several points higher.

Picture the doing, not just the done.

What it means for your team: dream big. Just don't stop there. Every vision board and every "close your eyes

and see yourself on that stage" moment that shows only the finish line is draining the very drive your people need to get there.

Chapter 4. All Carrot: Why Your Contests and Rallies Stop Working

When production drops, what do we do? More training. A contest. A bigger trip. A rally with loud music and a speaker who gets everybody on their feet.

Every one of those is a carrot. And Nobel Prize-winning research says the carrot is the weaker of the two forces that move human beings.

In 1979, Daniel Kahneman and Amos Tversky showed that losses loom larger than gains. People work harder to avoid losing something than to gain something of the same size. That work, Prospect Theory, earned Kahneman the Nobel Prize in Economic Sciences in 2002. In 2024, a meta-analysis in the *Journal of Economic Literature* pooled 607 estimates from 150 studies. Same answer: a loss hits twice as hard as an equal gain.

So look at what we've built. Entire motivation systems on the weaker force, with the stronger one left out completely. When the carrot stops working, we hand people a bigger carrot.

Keep the contests and the trips. Recognition matters, and a great trip can change somebody's year. But a carrot only works when you're hungry for it.

On a good day, nobody needs motivation. Then the deal dies, the fifth no comes in a row, the month closes short, and the trip feels a million miles away. I used to come home from events on fire. Over time, the passion faded, things got in the way, and I hadn't reached my goals again.

At my bottom, standing at that mirror, it wasn't a dream that got me moving again. It was something to move *away* from. Something I would not allow.

That's the missing piece of the puzzle: the stronger force, the half everybody leaves out. In Chapter 6, I'll show you exactly how to put it to work. First, you need to see why your people need it so badly.

What it means for your team: rewards matter. But if every tool you have is a carrot, you've been fighting with one hand tied behind your back, and paying for bigger carrots every year. And no, pressure from the top isn't the stick we're talking about. It never lasts.

Chapter 5. The Real Reason Good People Quit

It's 4:30 on a Tuesday. Your newest rep has a list of twelve people to call. She's had three nos today, and one of them was rude. She picks up the phone. She puts it down. She checks her email instead.

I know that afternoon. I lived it for years.

Don't tell me she doesn't want it. She chose this career. She sat through the training, came to the events, wrote her goals down and built her vision board. You don't do all that unless you want it badly.

And she doesn't need more training. She knows exactly what to do. Make the calls. Follow up. Ask for the business. None of it is a secret. The problem has never been knowing what to do.

The problem is that all of it lives outside the comfort zone, and we associate leaving the comfort zone with pain. It's uncomfortable out there. That's why they call it the comfort zone. And that pain isn't someday. It's right now, this afternoon, with the phone in her hand. Her dream, the one on the vision board, is years away. And a pain right now beats a reward years from now. Every time.

Remember Kahneman: we'll do more to avoid pain than to gain pleasure. And at 4:30 on that Tuesday, the only pain in the room is the next call. Nothing about staying put hurts at all. So she stays put. The comfort zone is where dreams go to die.

That's what the last three chapters add up to. The written goal never made it from the page to the phone. The dream she pictured told her body she'd already arrived. And the contest, the trip, the recognition, all of it was carrot, the weaker force, on the one afternoon she needed the stronger one.

Her dream was big enough. It was simply the only force we taught her to use.

And it doesn't stop at one call. Every call she skips makes the next one harder. Fewer calls, fewer wins. Fewer wins, less belief. Less belief, fewer calls. By Friday, she's "taking a little break." By spring, she's one of the numbers at the front of this book.

Your teams don't fail because they don't want it. They fail because everything we hand them is built for the good days, and the business is decided on the hard ones.

To get out of the comfort zone on a hard day, staying in it has to hurt more than leaving it. Nothing in the standard playbook does that. But an old farmer figured it out a long time ago.

Part Two: What Actually Works

Chapter 6. The Farmer and the Oxcart

Stories teach better than anything else. That's why, in my book and in my TEDx talk, I explain all of this with a parable, adapted from an old classic to teach exactly what we've been talking about.

It may sound like a children's story. It isn't. Read it closely, because every piece of it is your team: the farmer, the ox, the carrot, the stick and the bridge. It takes about two minutes.

The Farmer and the Oxcart

There was once a farmer who lived on very fertile land, but had no way to get his crops to the market just across the river.

"Why don't you build a bridge?" the village elder asked him.

"I'm a farmer!" he replied. "I don't know how to build a bridge!"

"Ask the carpenter," the elder suggested. "He knows how to build many things."

And, sure enough, the farmer learned from the carpenter how to build a bridge, and got to work building it.

Now the farmer had his bridge, but he had no way to pull his cart full of vegetables across the bridge to the market, so he bought an ox from the village elder. It was a good ox, a strong ox, but when he brought it home and attached it to his cart, it refused to pull the cart anywhere!

"This ox is no good," he said to the elder. "I want my money back!"

"How did you motivate him?" the elder asked.

"Motivate him? He's an ox! He should know what to do and do it."

"Do you always do what you're supposed to, or do you need to be motivated sometimes? Find out what he likes, and reward him when he does right."

The farmer knew the ox's favorite treat was carrots, sweet and juicy, so he dangled a carrot just in front of the animal's head, and the ox moved forward to get it, pulling the cart behind him. Every once in a while the farmer let the ox catch the carrot so he wouldn't get discouraged.

This worked great, as long as the ox was hungry. But when he wasn't, it didn't work at all!

Angry again, the farmer approached the elder. "What am I supposed to do when the carrot doesn't do the trick? Sit beside the road until he's hungry enough? That just won't do!"

"What do you do when you don't feel like working, but know you have to anyway?"

"I think of how the crops will rot in the field, and my family will starve. That gets me out of bed no matter how tired I am!"

"So, what is it that the ox doesn't like?"

"He hates for anything to touch his tail. My son made the mistake of grabbing it one day, and nearly paid the price!"

"At the times when the carrot doesn't work, try tapping his tail with a stick."

That worked so well that most times just showing the ox the stick was enough to get him going.

The farmer was sure proud of the shrewd purchase he had made. "That's the best ox I've ever had!"

Sometimes the carrot worked, sometimes the stick worked, but using them both together, he always got his crops to market.

Why it took both

Hear that last word again. *Always*. Not sometimes, when the mood was right. Always.

The ox is the strong, stubborn part of every one of us that actually has to pull the load. The part that doesn't answer to "should." Every person on your team has one.

As we said back in Chapter 4, Kahneman and Tversky proved that a loss hits twice as hard as an equal gain. And as we saw in Chapter 5, on a hard day the only pain in the room is the pain of leaving the comfort zone. The carrot can't beat that pain. It's the weaker force, and it's years away. That's why it took both to get the crops to market, every time.

Your people are no different. You can't get pulled out of your comfort zone by a carrot. You have to get kicked out by a stick.

But not just any stick. We all know the facts. "I'll get fired." "I'll lose the business." Both true, and neither one moves the ox. The ox only moves for what those facts make him *feel*.

“Emotion, not fact, is the driver of all action.”

—Terry L. Fossum

That's what happened to me at the mirror. When I said, "I guess he was right," I thought about my dad. And I said, "Wait a minute. No. For the sake of the memory of my dad, if nothing else, I refuse to let that son of a gun be right."

That was my stick: a future I refused to allow. I put it next to my dream, built a plan to get from one to the other, and started moving forward. I never stopped.

Three pages

Out of that, I built the Oxcart Technique. It's been called "the most significant advancement in the science of goal setting in recent history," and it's been lauded by some of the top names in business, science and self-improvement in the world.

And it's simple. Profound in its simplicity. Three pages that anyone can write in an evening.

But on a hard day, those three simple pages are the difference between an excuse and a result. Between a day that moves you forward and a day that moves you back. Between goals met and dreams that die.

Page one is the Failure Scenario: the stick. What an ordinary day looks like a few years from now if nothing changes, written so honestly it hurts, down to the faces of the people you love.

Page two is the Success Scenario: the carrot. The same ordinary day, but you did it. Your dream, not one off a convention slide, written in the present tense, with the people you love in it.

Page three is the Action Plan: the bridge. A few daily actions, all in your control, each one you can answer yes or no at night.

Then the pages go on a wall you can't avoid, and they get read out loud, morning and night. Stick first. Bridge second. Carrot last.

That's exactly the structure the research says works: the dream, the honest reckoning, and the plan, held together. Nobody reads that wall and leaves feeling like they've already arrived.

"Isn't this negative?"

The Failure Scenario isn't a prophecy, and it isn't a verdict on anybody. It's the future you're about to prevent. The feeling it gives you is fuel.

It's private. Nobody else reads it unless the person who wrote it chooses to share it.

And it never stands alone. Every stick sits next to a carrot and a plan, and the reading always ends on the Success page, so the picture that stays with you all day is the future you're building.

That pairing is exactly what the research found gives people energy instead of draining it. In a 2009 study, Oettingen and her colleagues found that holding the dream next to the obstacle energized people, measured right down to their

blood pressure, and that energy strengthened their commitment, especially when they believed the goal was reachable.

What a stick sounds like

Here's how a few lines of a Failure Scenario might sound in your business:

Direct sales: "It's three years from now and I'm still 'building.' My starter kit is in the closet. My husband stopped asking how it's going, and that silence is worse than any question."

Real estate: "It's another January and I'm renewing my license with money I don't really have. I drive past the listings I should have had and see another agent's face on the sign."

Insurance: "I'm back at the job I swore I'd never go back to. Every time I hear about a family losing a breadwinner without coverage, I wonder which of my unreturned calls that was."

Sales with a quota: "I missed quota again. My manager checks in on me every day now, kindly, which is worse. I told my wife the lake trip is off. Again."

That's the whole point. Every one of those pages creates a pain bigger than the pain of picking up the phone. And because it's in front of you every morning, staying in the comfort zone finally hurts more than leaving it.

Start tonight, on yourself

1. **Pick one goal.** Say it in one sentence a stranger could check: what, how much, by when.
2. **Write your Failure Scenario.** A few years out, nothing changed. Honest, detailed, and about the people you love. If it doesn't sting, dig deeper.
3. **Write your Success Scenario** in the present tense. Your dream, not somebody else's, with the people you love in it.
4. **Write three to five daily actions.** Each one starts with a verb, is completely in your control, and can be answered yes or no at night. These are absolutes, not goals: what you'll do on your worst day, not your best.
5. **Post the three pages where you can't avoid them.** Read them out loud, morning and night: Failure, Plan, Success. The first time you read your Failure Scenario out loud, you'll know in about thirty seconds why this works.

That's enough to start on yourself. Making it stick across a whole team is a different job, and that's the next chapter.

Chapter 7. Why Your Team Can't Do This Alone

Here's where most leaders make their next mistake. They read this, they feel it, and on Monday morning they stand up in the sales meeting and say, "Everybody write down what happens if you fail."

Don't.

When the stick comes from the boss, it's a stick to beat them with. When it comes from inside them, it's a stick that builds a fire.

I say it from the stage:

> ***"If you build a fire under someone, they'll stomp it out the minute you walk away. If you build a fire in them, it'll burn forever."***
>
> —Terry L. Fossum

The research agrees. In 1999, Kennon Sheldon and Andrew Elliot published a study in the *Journal of Personality and Social Psychology* showing that goals people pursue because they truly own them, because the goals fit their own values, draw more sustained effort and are more likely to be reached than goals pursued out of pressure or guilt. A Failure Scenario handed down by a manager is pressure. A Failure Scenario a rep writes about her own kids, in her own words, is hers.

There are three more reasons this belongs with someone from outside your organization.

The pages are private. A good Failure Scenario names a spouse, a child, a fear nobody at work knows about. Your people will never write it honestly if they think their manager might read it. And they shouldn't have to. The leader's job is to make sure the pages exist and get read, never to read them.

It goes deep. When I teach this in a room, it's common to see people in tears. That's the technique working. People are invited to share what they write, but nobody has to. It takes someone who knows the way down and the way back up to take a room there, and bring them back out stronger.

Week two is where it dies. Every team that tries this alone hits the same wall. The shine wears off, someone misses a morning, the pages go stale, and the whole thing quietly turns into one more program that didn't last. Keeping it alive past week two takes a specific process, and a specific role for the leader that most leaders get wrong.

The leader still matters enormously. Gallup found that the manager accounts for at least 70% of the variance in how engaged a team is. You don't hand out the stick. You protect the fire.

Conclusion: Real Science, Real Results

This Tuesday at 4:30, someone on your team is going to be sitting with the phone in her hand.

She'll have had a rough day. Three nos, and one of them rude. She'll want it every bit as badly as the day she started. She'll know exactly what to do. And she'll put the phone down anyway.

Unless, this time, she has something we never gave her before.

Think back to the people you lost. They read the books. They came to the events. They wrote their goals down, built the vision board, and drove home from the big event on fire. And they were gone anyway.

It wasn't because they didn't want it. And it wasn't because you didn't care. It's because every single thing we gave them was a carrot, a reason to move toward something. Not one of them gave them a reason they couldn't stay where they were. And on a hard day, that's the only reason strong enough to get anyone out of the comfort zone.

We handed them half an engine and told them it was the whole thing. I know, because I was handed the same one. And then I stood on stages and handed it right back out.

The other half is the stick. Not yours. Theirs. Their own words, about the people they love, read out loud every morning, right next to the dream and the plan that gets them there.

That's what turned me around at that mirror. A neighbor once told my father that his three boys would never grow

up to be anything. One morning, I decided that man didn't get to be right. I've been moving forward ever since.

Every person on your team has a mirror moment waiting for them. Most of them will never find it on their own. You can be the leader who helps them find it.

If we don't change our strategies, our tactics, we'll never change our results.

So change them.

Bring It to Your Team

If this book has you thinking about your own people, I'd love to help.

When I work with a team, I take your people through all of it: the science, the farmer, and their own three pages, written privately and honestly, with the room supporting them. Then I give you, the leader, the full process for keeping it alive after I walk out the door: what to ask in one-on-ones, what to celebrate, and how to run it as a team so it's still burning in month three.

I built this the hard way, failing in direct sales for years before I found it, and then building teams around the world with it.

This book is the short version. The full Oxcart Technique, with every page explained step by step and many more stories and examples, is in *Never Miss a Goal Again*, the second edition of my #1 *Wall Street Journal* bestseller, *The Oxcart Technique*. You'll find it on Amazon, or at **terrylfossum.com/books**. Read it for yourself. When you're ready to bring it to your whole team, that's where I come in.

The best first step is a 20-minute conversation. Tell me about your team, and we'll talk about what it actually needs. You'll find me at **terrylfossum.com/speaking**, along with keynotes, workshops, and copies of this book for everyone on your team.

Now you know the truth. Pass this book to a leader who wants to see their people win.

References

Here is where every study and industry statistic in this book comes from, so you can look it up yourself.

These studies prove the structure: the dream, the honest cost of failing, and a concrete plan, held together. The wall, the twice-daily reading out loud, the order of the pages: that's my craft, built over years of my own failures and of teaching others.

The Failure Scenario examples in Chapter 6 are samples written to show the level of detail, not real clients.

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