

STAGE 3 — COMMITMENT-DESIGN DRILLS

PURPOSE

These drills develop fluency in converting goals and intentions into commitments that can function effectively within an accountability relationship.

The trainee should already understand the principles introduced in Workbook 3A. The purpose here is different. The trainee must make commitment-design decisions repeatedly, with less explanation and increasingly ambiguous information.

The central question throughout these drills is:

Does this commitment create a meaningful, controllable, and reviewable behavioral agreement that appropriately serves the client's goal?

A commitment may be technically measurable and still be poorly designed.

A commitment may be achievable and still be too weak to matter.

A commitment may describe useful activity while allowing the client to avoid the action most relevant to the goal.

A commitment may be highly specific while measuring the wrong thing.

The trainee should therefore evaluate the commitment as a whole rather than relying on any single design criterion.

DRILL SET 1 — GOAL, OUTCOME, OR COMMITMENT?

Classify each statement:

A. Goal B. Outcome C. Behavioral commitment

1.

"Find a better job."

Answer:

2.

"Submit three qualified applications by Friday."

Answer:

3.

"Receive at least two interview invitations this month."

Answer:

4.

"Improve my cardiovascular fitness."

Answer:

5.

"Complete three 30-minute training sessions this week."

Answer:

6.

"Lose eight pounds."

Answer:

7.

"Contact four prospective consulting clients by Thursday."

Answer:

8.

"Sign two new consulting clients."

Answer:

9.

"Finish my novel."

Answer:

10.

"Write for three 60-minute sessions before Sunday."

Answer:

11.

"Pass the certification examination."

Answer:

12.

"Complete Practice Tests 3 and 4 by Saturday."

Answer:

DRILL SET 2 — CONTROLLABILITY

For each proposed commitment, classify:

A. Substantially controllable B. Partially controllable but unsuitable as the primary commitment C. Primarily outside the client's control

13.

"Send five proposals."

Answer:

14.

"Receive three favorable responses."

Answer:

15.

"Ask my manager for a promotion meeting."

Answer:

16.

"Get promoted."

Answer:

17.

"Attend all three scheduled training sessions."

Answer:

18.

"Lose two pounds this week."

Answer:

19.

"Submit the completed manuscript to four appropriate agents."

Answer:

20.

"Get an agent."

Answer:

21.

"Ask five existing customers for referrals."

Answer:

22.

"Generate five referrals."

Answer:

DRILL SET 3 — REPAIR THE OUTCOME

Rewrite each statement as a substantially controllable commitment.

23.

"Get two interviews."

Rewrite:

24.

"Lose five pounds."

Rewrite:

25.

"Get a new client."

Rewrite:

26.

"Get accepted into graduate school."

Rewrite:

27.

"Make \$5,000 from the new business."

Rewrite:

28.

"Convince the client to renew."

Rewrite:

DRILL SET 4 — TOO VAGUE TO REVIEW

Identify the missing information and rewrite the commitment.

29.

"Work on the book."

Missing:

Rewrite:

30.

"Exercise more."

Missing:

Rewrite:

31.
"Do some networking."

Missing:

Rewrite:

32.
"Get caught up on the course."

Missing:

Rewrite:

33.
"Make progress on the business."

Missing:

Rewrite:

34.
"Deal with the paperwork."

Missing:

Rewrite:

35.

"Spend more time studying Spanish."

Missing:

Rewrite:

36.

"Start getting organized."

Missing:

Rewrite:

DRILL SET 5 — USEFUL SPECIFICITY OR FALSE PRECISION?

Classify:

A. Appropriate specificity B. Insufficient specificity C. Unnecessary precision

37.

"Submit the application by 5 p.m. Friday."

Deadline is externally imposed.

Answer:

38.

"Work on the application this week."

Answer:

39.

"Spend exactly 37 minutes on the application Tuesday at 8:13 p.m."

No evidence indicates that exact timing matters.

Answer:

40.

"Walk three times before Sunday."

Answer:

41.

"Walk exactly 3.17 miles at 6:42 a.m. Tuesday, Thursday, and Saturday."

Goal is simply to establish regular walking.

Answer:

42.

"Call the accountant Tuesday morning."

Client repeatedly forgets unless calls are assigned to a specific day.

Answer:

43.

"Study sometime before the exam."

Answer:

44.

"Complete Lessons 4 and 5 by Sunday."

Answer:

DRILL SET 6 — IS IT ACTUALLY REVIEWABLE?

Answer:

Yes / No / Depends

Then explain briefly.

45.

"Try to write every day."

Answer:

Why?

46.

"Write on four days this week."

Answer:

Why?

47.

"Give the business my best effort."

Answer:

Why?

48.

"Contact three prospective clients."

Answer:

Why?

49.

"Make substantial progress on the report."

Answer:

Why?

50.

"Complete the first draft of Sections 1–3."

Answer:

Why?

DRILL SET 7 — CHOOSE THE COMMITMENT TYPE

Choose:

A. Completion-based B. Frequency-based C. Quantity-based D. Time-based E. Engagement-based F. Decision-based

51.

"Submit the completed application."

Answer:

52.

"Exercise four times."

Answer:

53.

"Write 2,000 words."

Answer:

54.

"Study for three 45-minute periods."

Answer:

55.

"Spend two hours exploring possible business models."

Answer:

56.

"Decide by Friday whether to enroll."

Answer:

57.

"Send six prospecting emails."

Answer:

58.

"Complete Module 4."

Answer:

59.

"Practice Spanish on five days."

Answer:

60.

"Spend three focused sessions developing the research question."

Answer:

DRILL SET 8 — CHOOSE THE BEST MEASUREMENT

For each case, select the most appropriate commitment structure and explain why.

61.

A client is beginning exploratory research for a nonfiction book. The amount of useful material that can be produced in a week is unpredictable.

Best structure:

Why:

62.

A completed application must be submitted by Friday.

Best structure:

Why:

63.

A client wants to establish a regular walking habit.

Best structure:

Why:

64.

A client needs to make 10 prospect contacts. Time spent is less important than the number completed.

Best structure:

Why:

65.

A client has delayed for six weeks deciding whether to continue an expensive certification.

Best structure:

Why:

DRILL SET 9 — COMPLETION OR ENGAGEMENT?

Choose:

A. Completion commitment B. Engagement commitment

66.

Task is clearly defined and requires approximately 20 minutes.

Answer:

67.

Task involves developing a complex strategy with unpredictable scope.

Answer:

68.

Client must send one already-written email.

Answer:

69.

Client is beginning an unfamiliar research project.

Answer:

70.

Client must complete two remaining lessons in a course.

Answer:

71.

Client is working through an open-ended creative problem.

Answer:

72.

Why can an engagement commitment become inappropriate when completion is clearly available?

DRILL SET 10 — TOO LARGE, TOO SMALL, OR UNKNOWN?

Classify:

A. Clearly too large B. Clearly too small for the stated purpose C. Plausibly appropriate D. Insufficient information

73.

Client historically writes 2,000–3,000 words weekly and proposes 20,000 next week with no additional time.

Answer:

74.

Client wants to complete a novel and commits to opening the manuscript once.

No unusual disruption exists.

Answer:

75.

Client historically exercises three times weekly and commits to three.

Answer:

76.

Client proposes five weekly study sessions.

No schedule or performance history is known.

Answer:

77.

Client is returning after a significant disruption and chooses one short session as a one-week re-entry commitment.

Answer:

78.

Client needs active customer acquisition and proposes one prospect contact every two months.

Answer:

DRILL SET 11 — MEANINGFUL OR MERELY ACHIEVABLE?

For each commitment, answer:

Meaningful / Questionable / Insufficient information

79.

Goal:

Find employment.

Commitment:

Submit three appropriate applications.

Answer:

80.

Goal:

Find employment.

Commitment:

Read one job advertisement.

Client already reads job advertisements daily.

Answer:

81.

Goal:

Complete a certification.

Commitment:

Study twice this week.

No other information is known.

Answer:

82.

Goal:

Launch a business.

Commitment:

Choose a new font for the already-completed website.

Primary launch requirements remain incomplete.

Answer:

83.

Goal:

Return to exercise after a prolonged interruption.

Commitment:

Take one 15-minute walk this week.

Answer:

84.

Why is “achievable” insufficient as a commitment-design standard?

DRILL SET 12 — DOES IT ADVANCE THE GOAL?

Choose:

A. Consequential action B. Legitimate support activity C. Low-value substitute activity D. Cannot determine

85.

Goal:

Build a consulting practice.

Commitment:

Contact four prospective clients.

Answer:

86.

Goal:

Build a consulting practice.

Commitment:

Create a basic service agreement that does not yet exist and is needed before accepting clients.

Answer:

87.

Goal:

Build a consulting practice.

Commitment:

Change the website font for the third time.

Answer:

88.

Goal:

Submit a manuscript.

Commitment:

Complete the required final citations.

Answer:

89.

Goal:

Submit a manuscript.

Commitment:

Research additional fonts for the title page.

Answer:

90.

Goal:

Apply for jobs.

Commitment:

Revise résumé.

The résumé has not been reviewed and may genuinely require revision.

Answer:

DRILL SET 13 — SUPPORT ACTIVITY OR AVOIDANCE-PRESERVING COMMITMENT?

For each case, identify the design concern.

91.

Client has spent four weeks improving a website.

No prospect outreach has occurred.

Proposed commitment:

"Improve the website again."

Concern:

92.

Client has repeatedly revised a résumé that has already been professionally reviewed.

No applications have been submitted.

Proposed commitment:

"Improve the résumé."

Concern:

93.

Client needs to submit a proposal.

All required sections are complete.

Proposed commitment:

"Do another proofread."

Concern:

94.

Why should the Accountabili-Buddy examine the relationship between the proposed commitment and the consequential action?

DRILL SET 14 — REWRITE TOWARD THE CONSEQUENTIAL ACTION

Rewrite each commitment.

95.

"Research more companies."

Context:

Client already has a list of 20 qualified employers but has submitted no applications.

Rewrite:

96.

"Practice the sales script."

Context:

Client has practiced it extensively but has made no calls.

Rewrite:

97.

"Make another revision."

Context:

Proposal already meets agreed submission requirements.

Rewrite:

98.

"Think about starting the course."

Context:

Client has already purchased the course and intends to complete it.

Rewrite:

DRILL SET 15 — BASELINE OR STRETCH?

Identify the baseline and stretch target.

99.

"I am committing to three workouts. I would like to reach five if the week allows."

Baseline:

Stretch:

100.

"I will submit two applications. Four would be excellent."

Baseline:

Stretch:

101.

"I am accountable for 1,500 words. My aspirational target is 2,500."

Baseline:

Stretch:

102.

Client completes the baseline but not the stretch target.

Was the commitment completed?

103.

Why?

DRILL SET 16 — HIDDEN STRETCH TARGETS

Identify the problem.

104.

Client:

"Three is my commitment, but five is what really counts."

Problem:

105.

Client:

"I know we agreed on two applications, but if I only do two I will consider the week unsuccessful."

Problem:

106.

Why should this be resolved before the accountability period begins?

107.

Write the Accountabili-Buddy response to either client.

DRILL SET 17 — MINIMUM COMMITMENTS

Classify each proposed minimum:

A. Strategically useful B. Potentially protective/too weak C. Insufficient information

108.

Normal commitment:

Four study sessions.

Travel week minimum:

One session.

Answer:

109.

Normal commitment:

Four study sessions.

Client requests a permanent minimum of one because:

"I know I cannot fail that."

Answer:

110.

Client is returning after a major disruption and uses one short session as a defined one-week re-entry minimum.

Answer:

111.

Client has used the "minimum" for seven consecutive normal weeks.

Answer:

112.

What makes a minimum commitment useful?

113.

What makes it dangerous?

DRILL SET 18 — ACTIVE GOAL STATUS

Classify:

A. Active goal B. Deferred aspiration C. Paused goal D. Closed goal

114.

"I am studying Spanish three times weekly now."

Answer:

115.

"I would love to learn Japanese someday, but I am not allocating time to it this year."

Answer:

116.

"I am suspending the certification until the end of tax season, when I will decide when to resume."

Answer:

117.

"I have decided I no longer want the degree."

Answer:

118.

Why should an Accountabili-Buddy avoid creating recurring commitments for every aspiration the client values?

DRILL SET 19 — TOO MANY GOOD COMMITMENTS

Client has six active commitments:

four workouts;

three Spanish sessions;

two writing sessions;

five prospect contacts;

two course modules;

one home-organization project.

Each commitment is individually reasonable.

119.

Does that establish that the combined commitment set is reasonable?

120.

Why not?

121.

What should the Accountabili-Buddy examine?

122.

What commitment-design principle is being tested?

DRILL SET 20 — OWNERSHIP

Classify:

A. Appropriate professional challenge B. Accountabili-Buddy overreach C. Weak Accountabili-Buddy response

123.

Client:

"I want to commit to six."

Accountabili-Buddy:

"Your schedule and recent performance support three. What makes six the right commitment for this week?"

Answer:

124.

Client:

"I want three."

Accountabili-Buddy:

"No. You are doing six."

Answer:

125.

Client proposes a clearly vague commitment.

Accountabili-Buddy:

"Whatever you want is fine."

Answer:

126.

Client:

"I understand your concern and still choose four."

Accountabili-Buddy:

"Okay. Let's record four clearly and review what the result tells us."

Answer:

127.

Why is preserving ownership compatible with challenging poor commitment design?

DRILL SET 21 — DEFINE SUCCESS BEFORE THE WEEK

For each commitment, state what counts as completion.

128.

"Submit three applications."

Completion means:

129.

"Write for three 45-minute sessions."

Completion means:

130.

"Complete Module 6."

Completion means:

131.

"Make a decision about continuing the project by Friday."

Completion means:

132.

Why should completion criteria be established prospectively?

DRILL SET 22 — NO RETROACTIVE REDEFINITION

For each case, determine the accountability result.

133.

Commitment:

Four workouts.

Result:

Three.

Client:

"Three is still pretty good."

Result:

134.

Commitment:

Submit Friday.

Result:

Submit Monday.

Client:

"It was only a weekend late."

Result:

135.

Commitment:

Send two proposals.

Result:

Two drafted, none sent.

Client:

"I did almost all of it."

Result:

136.

Does accurately recording non-completion require criticizing the client?

Explain:

DRILL SET 23 — GOOD INTENTION, BAD COMMITMENT

Identify the design defect.

137.

"I will try to exercise four times."

Defect:

138.

"I will hopefully finish the report."

Defect:

139.

"I will do my best to send three applications."

Defect:

140.

"I intend to spend more time writing."

Defect:

141.

Rewrite one of the above as an actual commitment.

DRILL SET 24 — THE WRONG UNIT OF ACCOUNTABILITY

142.

Goal:

Build a prospecting habit.

Commitment:

"Spend five hours thinking about sales."

Better unit:

Why?

143.

Goal:

Explore an uncertain new business concept.

Commitment:

"Produce exactly 12 viable business models."

Better unit:

Why?

144.

Goal:

Submit a completed form.

Commitment:

“Spend two hours working on the form.”

The form requires approximately 15 minutes.

Better unit:

Why?

145.

What principle governs the choice of measurement unit?

DRILL SET 25 — DECISION COMMITMENTS

Determine whether a decision commitment is appropriate.

146.

Client has spent two months debating whether to continue a course and is making no execution commitments until the issue is resolved.

Appropriate / Not appropriate

Why?

147.

Client knows they want to complete the course but does not feel like studying this week.

Appropriate / Not appropriate

Why?

148.

Client genuinely does not know whether a business project still serves their goals.

Appropriate / Not appropriate

Why?

149.

Client repeatedly converts difficult execution decisions into:

"I need to decide whether I really want this."

What concern exists?

DRILL SET 26 — COMMITMENT DESIGN UNDER UNCERTAINTY

150.

Client:

"I need to research the market, but I have no idea how long that will take."

Design an appropriate commitment.

151.

Client:

"I need to fix the technical setup, but I do not know whether I can solve the problem myself."

Design an appropriate commitment.

152.

Client:

"I need to finish the form. It takes about 20 minutes."

Design an appropriate commitment.

153.

What determines whether uncertainty should change the commitment type?

DRILL SET 27 — COMMITMENT DESIGN AND PERFECTIONISM

154.

Client:

"I will make the presentation excellent."

Design problem:

155.

Client:

"I will keep revising until it feels finished."

Design problem:

156.

Client:

"I will submit when every slide meets the agreed presentation standard."

Is this stronger?

Why?

157.

What should be defined before work begins?

DRILL SET 28 — COMMITMENT DESIGN AND AVOIDANCE

158.

Goal:

Apply for jobs.

History:

Résumé work occurs consistently; applications do not.

Client proposes:

"Spend another two hours improving my résumé."

What should the Accountabili-Buddy examine?

159.

Write a stronger commitment if the résumé is already sufficient.

160.

Goal:

Grow business.

History:

Planning occurs; sales conversations do not.

Write a commitment aimed at the consequential behavior.

161.

Why can a well-written, measurable commitment still be poorly designed in an avoidance case?

DRILL SET 29 — RAPID COMMITMENT REPAIR

Rewrite each in one sentence.

162.

"Work harder on Spanish."

163.

"Get more customers."

164.

"Try to exercise."

165.

"Finish everything for the launch."

166.

"Think about whether I should keep going."

167.

"Get the house under control."

168.

"Be more productive."

169.

"Finally deal with my taxes."

DRILL SET 30 — COMMITMENT QUALITY AUDIT

Evaluate each proposed commitment on six dimensions.

Use:

Strong / Weak / Unknown

170.

Goal:

Find employment.

Commitment:

"Submit three qualified applications by Friday."

Clarity:

What remains unknown?

171.

Goal:

Improve fitness.

Commitment:

"Lose two pounds this week."

Clarity:

Primary defect:

172.

Goal:

Build a business.

Commitment:

"Spend two hours redesigning the logo."

Website and branding are already functional; no sales outreach has occurred.

Clarity:

Primary defect:

173.

Why can a commitment score well on several dimensions and still be unsuitable?

DRILL SET 31 — RAPID DESIGN JUDGMENT

For each case choose the single most important design problem.

A. Vague B. Outcome-based C. Too large D. Too small E. Wrong commitment type F. Low-value substitute G. Lacks ownership H. Completion standard undefined I. Insufficient evidence to judge

174.

"Get five customers."

Answer:

175.

"Work on my business."

Answer:

176.

"Open the book once."

Client intends to finish a manuscript and already writes regularly.

Answer:

177.

"Write 30,000 words this weekend."

Normal output is 3,000.

Answer:

178.

"Spend two hours working on the already-completed application instead of submitting it."

Answer:

179.

"Finish the research."

Neither party knows what "finished" means.

Answer:

180.

Accountabili-Buddy assigns six workouts despite client objecting.

Answer:

181.

"Exercise four times."

No history or capacity information exists.

Answer:

DRILL SET 32 — DESIGN THE COMMITMENT FROM SCRATCH

For each case, create the commitment you would recommend.

182.

Goal:

Complete a certification.

Current status:

Client knows exactly which two modules come next and has adequate time for both.

Commitment:

183.

Goal:

Develop a business concept.

Current status:

Exploratory stage; output is unpredictable.

Commitment:

184.

Goal:

Find employment.

Current status:

Résumé complete; client has identified appropriate openings but has not applied.

Commitment:

185.

Goal:

Resume exercise after a temporary interruption.

Current status:

Client wants a deliberately conservative one-week re-entry.

Commitment:

186.

Goal:

Decide whether to continue an expensive project.

Current status:

Client has delayed the decision for six weeks.

Commitment:

DRILL SET 33 — DEFEND THE DESIGN

For each proposed commitment, state whether you would accept, challenge, or investigate it.

187.

Client historically completes three workouts.

Proposes three.

Decision:

Reason:

188.

Client historically completes three workouts.

Proposes eight.

No circumstances have changed.

Decision:

Reason:

189.

Client historically completes three workouts.

Proposes one for the next week.

Client will be traveling extensively.

Decision:

Reason:

190.

Client proposes:

"Submit two applications."

No information about available time or job-search history exists.

Decision:

Reason:

191.

Client proposes:

“Spend another week researching.”

Client has already completed the research required to proceed.

Decision:

Reason:

DRILL SET 34 — RESPONSE-WRITING BRIDGE

These items prepare the trainee for the dedicated Stage 3 Response-Writing Drills.

Write only what you would actually say to the client.

192.

Client:

“I’ll just work on the business this week.”

Response:

193.

Client:

“I want my goal to be getting three new clients.”

Response:

194.

Client:

“I know I normally do three workouts, but I’m committing to ten because I need to push myself.”

Response:

195.

Client:

"I'll commit to one application. That way there's basically no chance I can fail."

Response:

196.

Client:

"I'm going to spend another week getting the proposal ready."

Relevant information:

The proposal already meets the agreed submission standard.

Response:

197.

Client:

"Three is what I'm committing to, but five is what I'm really expecting from myself."

Response:

DRILL SET 35 — INTEGRATED DESIGN CASE

Client Goal:

Obtain a new professional position.

Client says:

"This week I'm going to really focus on my job search."

198.

Identify the first design problem.

199.

What information should be obtained?

NEW INFORMATION

The client has:

an updated résumé;

an updated professional profile;
12 identified positions;
sufficient time for approximately four high-quality applications.

Client proposes:

"I'll spend five hours researching the companies."

200.

What concern arises?

201.

What behavior appears more consequential?

202.

Design a commitment.

NEW INFORMATION

Client says:

"Four applications feels like a lot. What if I commit to just opening one application?"

203.

What design problem may now be present?

204.

Should the Accountabili-Buddy automatically reject the smaller commitment?

Why?

205.

What should be investigated?

NEW INFORMATION

Client says:

"I have enough time for four. I just know I can't fail if all I have to do is open one."

206.

What is now clearer?

207.

Write the response.

NEW INFORMATION

After discussion, client chooses:

Baseline commitment:

Submit three qualified applications.

Stretch target:

Submit four.

208.

Is the distinction clear?

209.

If the client submits three, how should the week be recorded?

210.

If the client submits four?

211.

If the client submits two?

212.

Why should all three results be described precisely?

DRILL SET 36 — INTEGRATED DESIGN CASE: CREATIVE WORK

Client Goal:

Write a nonfiction book.

Client says:

"I'm going to finish Chapter 4 this week."

Current status:

Chapter 4 is early in development. Research requirements remain uncertain. The client does not yet know how long a defensible chapter will be.

213.

What design concern exists?

214.

What commitment form may fit better?

215.

Design the commitment.

Three weeks later:

Research is complete.

The chapter is substantially drafted.

Only the final two sections remain.

216.

Should the commitment necessarily remain engagement-based?

Why?

217.

Design the next commitment.

218.

What principle does this progression demonstrate?

DRILL SET 37 — INTEGRATED DESIGN CASE: PERFECTIONISM

Client Goal:

Submit a professional proposal.

The proposal is complete according to the written requirements.

Client proposes:

"I'll spend another three hours making it better."

219.

Is the commitment clear?

220.

Is it controllable?

221.

Is it necessarily a good commitment?

222.

Why not?

223.

What should become the accountable action if no legitimate requirement remains unmet?

224.

Write the revised commitment.

DRILL SET 38 — INTEGRATED DESIGN CASE: TOO MANY ACTIVE GOALS

Client wants weekly accountability for:

five workouts;

four Spanish lessons;

3,000 words of writing;

six sales contacts;

two certification modules;

complete garage organization.

Each commitment is individually possible.

The combined set exceeds the client's available discretionary time.

225.

What is the primary design failure?

226.

What should happen before individual commitments are finalized?

227.

Does making every commitment slightly smaller necessarily solve the problem?

Why?

228.

What higher-level decision is required?

DRILL SET 39 — ERROR CORRECTION

Each Accountabili-Buddy response below contains a commitment-design error.

Identify and correct it.

229.

Client:

"I want to lose 10 pounds."

Accountabili-Buddy:

"Great. Your commitment is to lose two pounds this week."

Error:

Correction:

230.

Client:

"I want to write my book."

Accountabili-Buddy:

"Commit to writing exactly 1,000 words every morning."

No performance history or schedule information has been discussed.

Error:

Correction:

231.

Client:

"I'll work on the business."

Accountabili-Buddy:

"Perfect."

Error:

Correction:

232.

Client:

"I think three workouts is realistic."

Accountabili-Buddy:

"That's too easy. Make it six."

Error:

Correction:

233.

Client:

"I did three of the five."

Accountabili-Buddy:

"Close enough. We'll count five as complete."

Error:

Correction:

DRILL SET 40 — FINAL RAPID ROUND

For each proposed commitment, respond with one of four judgments:

ACCEPT CHALLENGE INVESTIGATE REDESIGN

234.

"Submit the completed application by Friday."

All requirements are complete and Friday is realistic.

Answer:

235.

"Get hired by Friday."

Answer:

236.

"Do something productive."

Answer:

237.

"Write for three 45-minute sessions."

Client is beginning an unpredictable creative phase and has historically supported this schedule.

Answer:

238.

"Complete 12 workouts this week."

No history is available.

Answer:

239.

"Contact four prospects."

Client has time for four and the business currently requires prospecting.

Answer:

240.

"Spend another week preparing to apply."

All application materials are already complete.

Answer:

241.

"Complete one short study session during this temporary travel week."

Normal commitment is four.

Answer:

242.

"Complete one short study session every week from now on."

Normal capacity is four and the client wants meaningful progress.

Answer:

243.

"Decide by Friday whether this remains an active goal."

Client has been genuinely undecided for six weeks.

Answer:

244.

"Make the report perfect."

Answer:

245.

"Submit the report when the five agreed completion requirements are satisfied."

Answer:

STAGE 3 COMMITMENT-DESIGN DRILL REVIEW

After completing the drills, review any item on which you made an error and identify the type of error.

Goal-commitment confusion

Outcome-behavior confusion

Insufficient controllability

Insufficient specificity

Excessive specificity

Wrong measurement type

Commitment too large

Commitment too small

Low-value substitute activity

Not identifying the consequential action

Baseline-stretch confusion

Misuse of minimum commitment

Not assessing active-goal status

Not considering total commitment load

Accountability-Buddy overreach

Not preserving client ownership
Retroactive redefinition
Not defining completion prospectively

STAGE 3 COMMITMENT-DESIGN PERFORMANCE STANDARD

The trainee should not be evaluated solely on whether they can transform vague statements into measurable ones.

That is only one component of commitment design.

Competency requires the trainee to determine whether the proposed commitment is:

behaviorally clear;
substantially controllable;
reviewable;
appropriately measured;
meaningful relative to the goal;
appropriately scaled;
directed toward consequential rather than merely comfortable activity;
compatible with the client's other active commitments;
and genuinely owned by the client.

The trainee should also understand that these criteria can conflict.

A highly achievable commitment may be too small to matter.

A highly measurable commitment may measure the wrong behavior.

A useful support activity may become a poor commitment when it repeatedly substitutes for the consequential action.

A demanding commitment may be appropriate despite discomfort.

A small commitment may be appropriate despite limited progress when its purpose is temporary re-entry or continuity.

The professional task is therefore not:

Make every commitment SMART.

It is:

Design a behavioral agreement that produces meaningful action and interpretable accountability evidence.

When the trainee can do this reliably, the commitment itself becomes useful information.

When the trainee cannot, later accountability may merely measure defects that were built into the agreement from the beginning.

END OF STAGE 3 — COMMITMENT-DESIGN DRILLS