



**FREE EXCERPT**

# **TRANSFORM**

**BOOK I — BECOME • VOLUME 2 OF 3**

---

Complete book: 174 pages

Author: Toussaint Kadio N'GUESSAN

Publisher: BEXTIO Editions

**BECOME. BUILD. AUGMENT.**

**BEXTIO**

**BOOK I — BECOME**

# TRANSFORM

Build Confidence, Skills and Discipline

**Toussaint Kadio N'GUESSAN**

**BEXTIO Editions**

**BOOK I — BECOME**

**TRANSFORM**

Build Confidence, Skills and Discipline

Toussaint Kadio N’GUESSAN

© 2026 Toussaint Kadio N’GUESSAN. All rights reserved.

Published under the BEXTIO Editions imprint.

ENGLISH MASTER MANUSCRIPT — FINAL APPROVED VERSION 1.0 —  
11 September 2026

*Translation standard: BEXTIO ENGLISH EDITORIAL STYLE GUIDE  
V1.0 (locked).*

# CONTENTS

|                                                            |     |
|------------------------------------------------------------|-----|
| <b>PART IV — BUILDING A DIRECTION</b> .....                | 4   |
| CHAPTER 15 — DISCOVERING WHAT REALLY MATTERS.....          | 4   |
| CHAPTER 16 — DEFINING AN AMBITION.....                     | 15  |
| CHAPTER 17 — BUILDING A VISION.....                        | 26  |
| CHAPTER 18 — CHOOSING YOUR PRIORITIES.....                 | 37  |
| <b>PART V — BECOMING CAPABLE</b> .....                     | 49  |
| CHAPTER 19 — TURNING AN INTENTION INTO A PROJECT.....      | 49  |
| CHAPTER 20 — MOVING FROM IDEA TO COMMITMENT.....           | 62  |
| CHAPTER 21 — STARTING BEFORE YOU ARE COMPLETELY READY..... | 72  |
| CHAPTER 22 — EXPERIMENTING.....                            | 85  |
| CHAPTER 23 — RECEIVING FEEDBACK.....                       | 99  |
| CHAPTER 24 — CORRECTING WITHOUT GIVING UP.....             | 114 |
| CHAPTER 25 — TURNING CONSTRAINTS INTO PARAMETERS.....      | 128 |
| CHAPTER 26 — MOBILISING AVAILABLE RESOURCES.....           | 143 |
| CHAPTER 27 — BUILDING THROUGH ACCUMULATION.....            | 159 |
| THE JOURNEY CONTINUES.....                                 | 174 |

## PART IV — BUILDING A DIRECTION

### CHAPTER 15 — DISCOVERING WHAT REALLY MATTERS

A life can be extremely busy and still lack direction. We can:

- work hard
- keep learning
- multiply our projects
- respond to every request
- seize many opportunities
- pursue several goals

and still feel that we are not genuinely moving forward. The problem is not necessarily a lack of effort. It may be deeper: we are not clear about what truly deserves our effort. Human beings possess a remarkable capacity: we can imagine many possibilities. We can learn several professions. Explore several fields. Create different projects. Change direction. This diversity is a strength. But our time, energy and resources remain limited. We cannot therefore turn every possibility into a simultaneous commitment. At some point, we have to choose. The question then becomes: “Of all the things I could do, which ones genuinely deserve an important part of my life?” This is where building a direction begins.

#### 15.1 — THE ILLUSION THAT WE CAN PURSUE EVERYTHING

We sometimes hear: “You can have everything if you work hard enough.” This statement contains a useful intuition: some limits we believe to be permanent can be pushed back through learning and effort.

But it ignores a fundamental reality: every choice consumes time that we cannot use elsewhere at the same moment. A student who devotes several years to demanding training cannot devote those same hours to five other complete programmes. An entrepreneur who is seriously building one company cannot invest the same quality of attention in ten different companies. A researcher who explores one question in depth necessarily gives up exploring every other question to the same

degree. Choosing is therefore not merely selecting something. Choosing also means giving up, at least temporarily, some other possibilities. This reality may seem restrictive. Yet it is the very mechanism of construction. A river gains power when it is channelled. Human energy often works in a similar way. Concentration is not merely a limitation. It is also a mechanism of transformation.

## 15.2 — WANTING IS NOT CHOOSING A DIRECTION

We can want many things. “I would like to write a book.” “I would like to start a business.” “I would like to learn artificial intelligence.” “I would like to travel.” “I would like to become financially independent.” A desire indicates attraction.

But it does not yet describe a direction. A direction appears when desire begins to organise choices. For example: “Over the next twelve months, I will develop the skills required to launch and test an activity in this field.” That statement implies more. It begins to influence:

- time
- learning
- spending
- priorities
- what we give up
- relationships
- the projects we accept or refuse

Desire looks mainly at the desired result. Direction begins to organise the path.

## 15.3 — WHAT MATTERS IS NOT ALWAYS WHAT ATTRACTS US MOST

A further difficulty appears. What attracts our attention today is not necessarily what holds the greatest value for us in the long term. A promotion may be attractive. So may a financial opportunity. Public recognition. A new project can generate a great deal of enthusiasm. But we need to distinguish what is attractive from what is important.

An important choice can sometimes look unspectacular: taking care of our health; deepening a skill; building a family relationship;

finishing work already begun; saving; giving up an opportunity that would scatter our energy. The value of a direction therefore cannot be measured only by the intensity of the emotion it produces when it appears.

#### 15.4 — FIRST QUESTION: WHAT HAS VALUE FOR ME?

Values are principles that give particular importance to certain ways of living and acting. They may concern:

- freedom
- security
- family
- learning
- contribution
- creativity
- excellence
- justice
- autonomy
- passing something on
- impact

One person may place a high value on freedom and accept greater professional uncertainty as a result. Another may give priority to stability and choose a different path. No universal list can decide on behalf of everyone.

The problem appears when we pursue goals without knowing why they matter to us. Someone may want to earn a great deal of money. But why? For security? Independence? Status? To finance a project? Support their family? Prove something? The same apparent goal can hide profoundly different motivations. Understanding the value behind the goal improves the quality of the choice.

#### 15.5 — VALUES ARE NOT SLOGANS

It is easy to say: “My family is my priority.” “Learning is essential to me.” “My health matters a great deal.” “I want to contribute to society.” But real values are not visible only in statements. They also appear in:

- time

- decisions
- sacrifices
- trade-offs

If someone says, “Learning is very important to me,” but devotes no time to it for several years, two possibilities exist: either their life is temporarily dominated by very strong constraints, or that value is less important in their actual decisions than they believe. This leads to a difficult question: “If someone observed only my decisions, what values would they think I was really pursuing?” That question can reveal a gap between our stated values and our practised values.

## 15.6 — GOALS BORROWED FROM OTHERS

Some of our ambitions may come from our environment. Family. Friends. Society. Social media. The models of success to which we are exposed. We can gradually come to want:

- a particular profession
- a particular level of income
- a particular lifestyle
- a particular form of recognition

without ever really examining why. The problem is not that other people influence our ambitions. We are social beings. The problem appears when we spend years pursuing a goal only to discover later that it belonged more to the expectations of our environment than to our own direction.

Consider someone who chooses a career mainly to satisfy a family expectation. They may succeed completely. But if they find no meaning in that activity, external success does not automatically resolve the internal conflict. Maturity sometimes requires an uncomfortable question: “If nobody could admire this choice, would I still want it?”

## 15.7 — EXTRINSIC AND INTRINSIC MOTIVATION

Psychologists Edward Deci and Richard Ryan have extensively studied human motivation through self-determination theory. One useful distinction concerns extrinsic and intrinsic forms of motivation.

### Extrinsic motivation

The activity is pursued mainly for an external outcome. For example:

- money
- reward
- status
- approval
- promotion

### Intrinsic motivation

The activity itself has value or interest for the person.

They may enjoy:

- learning
- solving
- understanding
- creating
- teaching
- building

The distinction is not absolute. We can be motivated by several things at the same time. An entrepreneur may enjoy solving a problem and also want to make money. A researcher may love their work and seek professional recognition. The issue is therefore not to eliminate extrinsic motivation. It is to understand what will keep us engaged when external rewards are weak, delayed or uncertain. A direction based exclusively on external approval can become fragile when that approval disappears.

## 15.8 — SECOND QUESTION: WHAT PROBLEM DO I WANT TO HELP SOLVE?

A direction is not built only around what we want to obtain. It can also be organised around what we want to improve. The first question is: “What do I want to achieve?” Another is: “What do I want to be useful for?”

This shift matters. It connects personal ambition to a real problem. A doctor may want to succeed professionally. But their work also has a function: to care for people. An entrepreneur may want to build a large company. But a company creates lasting value only if it solves

problems well enough for other people. A teacher may want to advance in their career. But their contribution also concerns the learning of their students. Direction becomes stronger when it connects what I want to become with what I want to become capable of contributing.

### 15.9 — A CONTRIBUTION DOES NOT NEED TO BE EXTRAORDINARY

The word mission is sometimes used so grandly that it becomes intimidating. Not everyone has to change the world, create a multinational company, invent a revolutionary technology or become famous.

A contribution can be much more concrete. A craftsperson who produces reliable work creates value. A nurse who provides competent care creates value. An entrepreneur who employs fifteen people and solves a local problem properly creates value. A parent who passes important capabilities on to their children contributes as well. A serious direction therefore does not need to be spectacular. It mainly needs to matter enough to the person pursuing it and to be sufficiently grounded in reality to guide their actions.

### 15.10 — THIRD QUESTION: WHAT PRICE AM I WILLING TO ACCEPT?

We naturally like to imagine results. We think about the degree, the company, the income, the expertise, the success. But every serious direction has a cost. Becoming a doctor requires years of study. Building a company may require living with uncertainty for a long time. Becoming an expert means devoting thousands of hours to learning and practice. Some paths require:

- time
- financial sacrifices
- travel or relocation
- periods of doubt
- responsibilities
- giving things up

We therefore need to add another question to “Do I want the result?” Ask: “Am I willing to accept a reasonable part of the process required to obtain it?” Many people desire the visible consequences of a path without sufficiently wanting the daily work that produces them.

Asking about the price helps distinguish fantasy from possible commitment.

#### 15.11 — PRIORITIES REVEAL DIRECTION

Suppose someone claims to have five absolute priorities. They simultaneously want to launch a business, earn a new degree, develop an international career, write a book and build expertise in a new technology. Every project may be excellent. The problem is simultaneity. The word priority loses its meaning when it describes everything. Direction requires a hierarchy. This does not mean: “Only one thing will matter throughout my life.” It means: “At this stage of my life, some things need to receive more energy than others.”

Priorities can change. Someone may devote three years to training. Then five years to building a company. Then more time to family or to passing on what they have learned. Coherence does not mean immobility. It means that successive choices remain organised enough to allow real construction.

#### 15.12 — REGRET AS A TOOL FOR CLARIFICATION

One way to think about what matters is to look at a choice from an imagined future. Suppose you are much older and you are considering two possible decisions. Ask: “Which one am I more likely to regret never having seriously attempted?”

This reasoning should not become an automatic rule. We can misjudge our future regrets. But it has one useful effect: it forces us to step outside the emotion of the moment. A decision that seems frightening today may look different when viewed across twenty years. Likewise, an opportunity that looks attractive today may appear far less important when placed within the context of an entire life. Temporal distance can sometimes help distinguish present urgency from lasting importance.

## SINGLE CASE STUDY — Nelson Mandela

## 15.13 — NELSON MANDELA: A DIRECTION THAT ORGANISES A JOURNEY

Nelson Mandela's life provides an extreme example of what it means to organise a life around a direction. It should obviously not be used as a simplistic model of personal success. The political, historical and human circumstances of apartheid South Africa were exceptional. But one aspect of his path helps illuminate our subject.

Mandela gradually committed himself to the struggle against the apartheid system. That commitment cost him, among other things, his freedom: he spent twenty-seven years in prison, from 1962 to 1990, before playing a central role in South Africa's democratic transition and becoming president of the country in 1994.

The lesson is not: "To have a direction, you must be willing to sacrifice twenty-seven years of your life." That would be absurd. The point is more limited. A direction that matters enough can organise choices, sacrifices, accepted risks and persistence over time. Mandela himself could not know in advance the exact outcome of his commitment. The value of the case therefore lies less in the final result than in the observable coherence between what he considered important and a major part of the decisions that shaped his journey.

## 15.14 — DO NOT CONFUSE MEANING WITH PERMANENT SACRIFICE

An important direction does not necessarily have to produce suffering. There is a danger in glorifying sacrifice.

Someone may think: "If what I am doing really matters, it must necessarily be extremely difficult." No. A direction can be demanding and still produce joy, curiosity, satisfaction, rich relationships and a sense of progress. Difficulty is not proof of value. Conversely, ease is not proof of insignificance. The question remains: "Does this direction genuinely deserve a significant share of my limited resources?"

## 15.15 — WHAT MATTERS CAN CHANGE

A direction is not necessarily a contract we sign with ourselves for fifty years. We evolve. Our knowledge increases. Our responsibilities change. Our environment changes.

A goal that is extremely important at twenty may matter less at fifty. Someone may discover after several years that a chosen path no longer corresponds to what they want to build. Changing direction is therefore not automatically inconsistent. But we must distinguish thoughtful evolution from permanent dispersion.

If we change direction whenever something new appears, no long construction becomes possible. If we refuse every change despite important information, we may remain trapped in a direction that has become obsolete. Maturity means being able to say: “This is what matters enough today to organise a significant part of my choices, while accepting that I may reconsider this direction if reality or my responsibilities change profoundly.”

#### TOOL — THE DIRECTION AUDIT

Take a sheet of paper and write down the five goals or projects that currently occupy most of your mind. For each one, ask:

- What am I pursuing?
- Why is it important to me?
- What value does it express?
- What contribution could result from it?
- What price am I willing to accept?
- What price am I not willing to accept?
- Is this really my goal, or an external expectation?
- What do I need to give up so that I am not pursuing everything at the same time?

At the end, classify your projects:

- **ESSENTIAL** — It deserves a significant share of my current life.
- **IMPORTANT BUT NOT A PRIORITY** — It matters, but not now.
- **OPTION** — It can be explored without major commitment.
- **TO ABANDON** — It consumes more energy than it deserves.

This classification is not final. It simply creates a hierarchy.

#### TOOL — THE THREE-QUESTION TEST

For any important direction, ask:

##### 1. WHAT GENUINELY HAS VALUE FOR ME?

Not merely what impresses me.