



NAPOLEON HILL

Principle 1: Definite Major Purpose

The Value of Goals

His success has come from setting them, reaching them and setting them again.

Bill Lee is a handsome, personable, energetic man of 48 who set his goal to be worth a million dollars by age 40. He achieved his goal at 39. Today he is rich by most people's standards. And he has good things to say about money.

The thing that's beautiful about wealth is that it offers you so many more options in life," he says. "If you're generous, you can be more so. If you have strong social values, you can support projects that help other people and your community."

He believes that almost anyone can stop being a "slave" and can gain financial independence by learning to set goals. As a management consultant and teacher extraordinaire, he emphasizes this point in seminars and conferences all over the country, as well as in his national newsletter for the builders supply industry, *People and Profit*\$.

Lee, a Georgia native, graduated from Emory University in Atlanta with a degree in psychology. He got a taste for teaching entrepreneurship on his first job out of college, working for Atlanta Newspapers, Inc.

His office taught young carriers the principles of free enterprise and trained them to keep their buying, selling and collecting records accurately and to deliver the best possible service to the customers of the Atlanta Journal.

Looking for Success:

Also during that time he was introduced by a friend to a dynamic seminar speaker who stressed the power of setting goals for success in life.

"I couldn't sleep all night after attending that seminar," Lee says. His mind was opened to the possibilities of increasing his own productivity and income, and soon he had moved to another company, one where he could work on commission.

Bill Lee had had a truck-driving acquaintance with his father's hardware and building supply company as he was growing up, but the new company he joined, GAF Corp., was his real career introduction to the building supply industry.

The GAF job began for Lee a long term relationship with the people who own, manage and work in that industry. And he found a special love-with the Smaller, independent supply houses which continues today.

Lee recalls that GAF didn't offer their salespeople training at that time, other than to show them the products and prices, so he read everything he could find-Napoleon Hill and others-that would help him succeed in his new selling position.

He moved from Mobile, Ala., to Baltimore, doubling his income as he moved, and then back South again to become sales manager of the company's Savannah (Ga.) district.

One of his best customers was a young company called Builder Marts, based in Greenville, S.C. He and GAF had given them superb service, and the president asked if he'd be interested in buying into the newly-formed company.

Lee jumped at the chance and calls Clarence Bauknight, Builder Marts founder, an extraordinary influence on his career.

"He was brilliant at goal setting," Lee says, (and he let every one of us know what the carrot looked like. Working with him was like getting a Ph.D. in finance."

Bauknight used the team approach and understood the power of the reward system. When the company did well, everybody did. The pay of all his corporate officers was based on the same numbers.

Builder Marts in those early days added value to their products by providing seminars to teach their customers how to be better business people and to teach small independent building supply dealers how to compete with the national chains.

Teaching Others

The company began growing rapidly, and by 1986, when Lee left to pursue his own private consulting goals, sales had reached \$650 million.

Since leaving Builder Marts to form his own company, Lee Resources, Inc., Bill Lee has concentrated on teaching other people to do the things he's learned will work through the years.

His company teaches sales and management seminars, offers management consulting and develops highly creative training and educational materials.

Lee says he was influenced by Napoleon Hill's searching out "keys" and "clues" to success through his interviews with successful men.

"It motivated me to start looking for that kind of thing in my own work," he says. Now he shares what he has learned with his clients.

One of his favorite experiences is getting 30 people in a room and talking with them about taking care of their customers. He thinks the pendulum has swung as far as it can in the wrong direction when it comes to serving customers, and now it's coming back.

He believes customer satisfaction is highly measurable. During his 18 years with Builder Marts, five of which were spent in the computer division, he fell under the spell of measuring progress of all kinds.

Some people talk of "intangibles." Lee believes almost everything positive can and ought to be counted and rewarded. In his seminars he teaches managers that it's possible to quantify the "right" employee behavior -- the kind you want to see more often in your place of business -- such as:

- A salesperson calling a customer by name
- Suggestions for complementary products -- "We have your paint. Do you need brushes, rollers, drop cloths, or a ladder?" -- that decrease the number of one-item tickets
- Walking, not pointing, a customer to a product he or she can't locate in the store
- Sensitivity to a customer's feelings about smoking and other personal habits

It's hard for employees to exhibit "right" behavior, though, if managers don't let them know what they expect from them. Too many employees, he says, don't know what to do to get a feather in their caps.

He tells managers to "Tell your people what you expect. Then Inspect what you Expect-and celebrate together when things go right ... When you meet your goals, give out bonuses or throw a party."

(Rewarding "right" behavior is another area where Lee follows Napoleon Hill's precepts. Another method he suggests to managers is using a "token" system for rewarding effective employees. They can earn a half day or more off, or a cash bonus, by collecting enough of them.)

Lee's firm gives managers who attend its seminars an unusual opportunity to hear what their customers think of the service they get in their stores. After the seminar, Lee will contract with a third party firm to interview a company's customers and ask them to rate the service they received on their last visit and tell why they rated it.

Lee says follow-up by the managers themselves is essential when they attend seminars.

"In the seminar itself, a leader can take students from ignorance to knowledge. But they've got to take it from knowledge to practice and from practice to habit."

Lee's interest in the conceptual part of selling and the validity of setting goals, meeting them and then setting new ones hasn't dimmed through the years. And his belief that you can make a million-or two or three-if you set that as your goal is as strong as ever.

Principle 2: Mastermind Alliance

A mastermind alliance involves two or more people who work in perfect harmony for the attainment of a definite purpose. Through a mastermind alliance you:

- May borrow and use the education, experience, influence, and the capital of other people.
- Can accomplish in one year more than you could accomplish without it in a lifetime.
- Can draw freely upon the spiritual forces within you.
- Can have absolute protection against failure if your purpose is beneficial to all whom you influence.

Napoleon Hill Revisited: On The Master Mind Alliance

- A Master Mind may be developed by a friendly alliance, in a spirit of harmony of purpose, between two or more minds. No two minds ever met without creating, as a result of the contact, another mind which affects all participating in the alliance.
- This principle is analogous to chemistry. For example, the chemical formula H₂O (combining two atoms of hydrogen with one atom of oxygen) changes these two elements to water. One atom of each of these elements will not produce water; moreover, they cannot even be made to associate themselves in harmony.
- Just as combining certain elements changes their nature, the combining of certain minds changes the nature of those minds, producing either a certain degree of a Master Mind or its highly destructive opposite. Very simply, a Master Mind may be defined as the invisible power that results when two or more minds work in perfect harmony toward achieving a common goal.
- The ability to organize people in strategic positions in a spirit of friendliness and harmony was the main source of both the power and the fortune accumulated by the late Andrew Carnegie. Knowing nothing of the technical end of the steel business, Carnegie combined and grouped the key executives of which his Master Mind was composed, so that in his lifetime he built the most successful steel industry the world had known.
- Henry Ford's gigantic success may be traced to the application of this same principle. Ford was extremely self-reliant, but he did not depend upon himself for all the knowledge necessary for the development of his business. Like Carnegie, he surrounded himself with men who supplied knowledge, which he did not, and probably never could, possess. Moreover, he selected men who could, and did, harmonize in group effort. Harmony seems to be one of nature's laws, without which there cannot be any such thing as organized energy. Without harmony at the source of any form of organized energy or power, the units of that energy are thrown into a chaotic state of disorder and the power is rendered neutral or passive.
- This same harmony is the nucleus around which the principle of mind chemistry known as a Master Mind develops power. Destroy this harmony, and you destroy the power growing out of the coordinated effort of a group of individual minds.
- Success in life, no matter what your definition of success may be, is very largely a matter of adaptation to the environment in such a manner that there is harmony between the individual and the environment. Harmony is essential; without it, the entire world would be chaos and disorder.

- Harmony creates organization of knowledge by harmonizing facts, truths, and natural laws. It provides order among the stars and planets in the universe, and among the collection of individuals that makes up all great organizations.
- It is not always easy to achieve such harmony. Every human being possesses internal forces that are difficult to harmonize, even when he is placed in a most favorable environment. Think how much more difficult it is to harmonize a group of minds so that they will function as one in an orderly manner.
- A successful leader must be able to direct the Master Mind by using tact, patience, persistence, self-confidence, knowledge, and the ability to adapt himself (in a state of perfect poise and harmony) to quickly changing circumstances without the slightest sign of annoyance.
- Of course, some minds simply will not blend in a spirit of harmony, and cannot be forced to do so. Do not, however, be too quick to charge others in your alliance with all the responsibility for the lack of harmony. The trouble may be with your own mind.
- Remember, also, that a mind, which cannot and will not harmonize with one person or group, may harmonize perfectly with other types of minds. There are many instances where misfits in one job went on to achieve great success in another field. If you are not sure that you understand this law, analyze the record of anyone who has accumulated a great fortune, and you will find that in every case such people have consciously or unconsciously employed the Master Mind principle.
- The acid test of any theory or rule or principle is that it will actually work. The law of the Master Mind has been proven sound because it works. It has been used effectively by leaders throughout the history of business, politics, and philosophy. Many of our greatest advances have been made through the successful use of the Master Mind principle. It will work for you, too, if you let it.

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Points to Ponder: Principle 2

1. A mastermind alliance consists of two or more minds working actively together in perfect harmony toward a common definite objective.
2. Through a mastermind alliance you can appropriate and use the full strength of the experience, training, and knowledge of others just as if they were your own.
3. You can use more brains than your own.
4. No individual has ever achieved success without the help and cooperation of others.
5. In a mastermind alliance, you avail yourself of the education, experience, and knowledge of others as if they were your own.
6. The value of "gathering together those of a like mind" is self-evident.
7. A group of brains coordinated in a spirit of harmony will provide more thought energy than a single brain, just as a group of electric batteries will provide more energy than a single battery.

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Personal Crisis Leads To Powerful Partnership

Zelma "Zee" Beard and Susan Mitchell understand very well the principle of learning from adversity. Seventeen days after they opened Riverside (California) Personnel Service, Ms. Mitchell's husband was killed when his B-52 crashed on take-off.

Soon after Ms. Mitchell returned from a leave of absence following her husband's death, Ms. Beard, who had run the office during the interim, went through a divorce. But they refused to give in to defeat.

Sink Or Swim

Air Force wives who met at a tennis match, the two have forged a partnership built on mutual respect and personal and professional support. "We were caught in a shipwreck," Ms. Beard said. "It was sink or swim."

They were introduced to the Napoleon Hill philosophy during their tumultuous early years in business by Diana Cantu, their first secretary. To encourage them, she sent them daily and weekly memos with Napoleon Hill quotes such as, "What the mind can conceive and believe, it can achieve with a Positive Mental Attitude."

A Difficult Childhood

The daughter of strict Catholic parents, Ms. Mitchell describes her childhood in Ohio as "difficult," but she later realized that she developed some very positive traits during that negative time. "Early in life, I adopted an 'I am responsible for my own happiness attitude,'" she said, "and I never dwelled on what was missing in my upbringing."

Ms. Mitchell also discovered her entrepreneurial bent and marketing skill as a youngster. At age ten, she began a baby-sitting service which she promoted by distributing flyers to potential customers. She charged double the going rate. but included housework, homework and arts and crafts in the fee.

She turned to books to escape the drudgery of her everyday life, reading an average of 300 books per year from the second grade through high school. In high school, she worked at the local library. "The library job was like going to heaven; being paid to be around books," she said.

It was because of activities she developed to compensate for what was missing in her home life that she developed "a love for reading, an independent take-charge nature and an entrepreneurial spirit that have served me well during my adult life," she said.

Grandmother's Influence

Ms. Beard grew up in Texas, the daughter of parents who divorced before she was two years old. A bitter custody battle between her mother and paternal grandmother resulted in her living with each six months a year.

"Because of the hatred around me, I learned to read emotions quickly. I developed the skills to read situations and ascertain relationships," she said.

Ms. Beard credits much of her "can do" attitude to her grandmother's influence. "Granny was big on what she called 'gumption.' If I would say, 'I can't do that,' she'd say, 'Can't never could.'"

"At a time and place in the world when women were housewives, mothers, nurses and teachers, my grandmother rented out rooms in her home. She also built a small house that she rented; she literally created a business in her own back yard," Ms. Beard said.

Growing up in a small town also helped develop her strong values and work ethic. "It helped me see the importance of ethics and integrity in business. In a small town you either do things right, or you go out of business. We may be more sophisticated now, but we still follow the same principles," she said.

Value in Adversity

Because of their own experiences, Ms. Beard and Ms. Mitchell try to employ individuals who have had some adversity in their lives. Such people tend to appreciate their jobs more and they work harder," Ms. Mitchell said.

"We keep looking until we find people who have had problems that they worked through," she said. "And every time we find that person becomes a very good employee.

Ms. Mitchell is the thoughtful. "One of my favorite quotes is from (Atari founder) Nolan Bushnell who said, "What good is a good idea"? Anyone who has ever taken a shower has had a good idea.

"I am proud that I'm the idea person, and I'll research the ideas to make sure they will work, but if I didn't have Zee, probably nothing would ever get done. She's a bit too impulsive, so I say, 'You're right, we need to do it, but there are a couple of things we need to figure out first.' So it has been a very good partnership," Ms. Mitchell said.

A Thinker and A Leaper

Ms. Beard agrees. "Sue is a thinker while I'm a leaper," she said. "I'm all heart at first. I trust my instincts, and I'm usually right, but if someone lets me down, it takes time for me to get over it. But, I recover quickly. I'm very resilient. I can be devastated today and have a new outlook tomorrow. I'll be ready to go on."

Though they don't always agree about every aspect of the business, they are in perfect accord when it comes to what it takes to achieve great success in today's world. You need the technical skills for the field you are in, they say, but the most important traits you can possess are a positive attitude, energy and a good work ethic.

Ms. Beard sums it up this way: Those who will be successful will be people who look for ways to make a contribution. individuals who are willing to go the extra mile. Those who demand instant gratification are destined to continually start over.

On October 2, 1989, the anniversary of their eleventh year in business, Sue Mitchell presented a partnership tribute to Zelma Beard. The key thoughts are summarized here.

What Beard Learned From Mitchell

Zelma Beard, the no-nonsense, hands-on manager, met up with Sue Mitchell on the tennis courts 12 years ago. Her quiet assured presence impressed Zee. After all these years, what has she learned from this quiet giant'?

The merit of community involvement. Sue's time and energies and the firm's financial support have generated community appreciation and respect.

Re-discussions are fruitful. Sue has proved many times that better ideas and solutions are generally the result of extra time spent. Watchdog of details.

Sue's theory is that if the little stuff is done right, you can be confident that major issues will be handled correctly. I think she's right.

What Mitchell Learned From Beard

Sue Mitchell, the reader and dreamer of the partnership has been Zee's antithesis for 19 years. She liked the determined independence that she saw across that tennis net. What has she learned from her shoot-from-the-hip Texan partner? Don't take life so seriously. From Zee, I learned to lighten up and work became more fun for me and those I came in contact with. Sometimes it's OK to get mad.

I learned from Zee when it s appropriate make demands from staff: vendors and even clients. Just do it. I'm a reader. thinker and worrier. Without Zee's "can do" attitude, we wouldn't have accomplished nearly as much over the years.

Principle 3: Pleasing Personality

Your personality is your unique trademark. It determines your success or your failure in selling yourself. It consists of more than 30 factors, all under your control. The most important factor is your mental attitude, which must be positive to attract others to you.

Other important factors include flexibility, ability to control and direct your enthusiasm, and sincerity of purpose. Check yourself against these obstacles to an attractive personality: interrupting others, sarcasm, vanity, being a poor listener, insincere flattery, finding fault, challenging others without good cause, giving unsolicited advice, complaining, and attitude of superiority, envy of others' success, and poor posture and dress.

If you're not liked, there is a reason, and you can correct it.

Points to Ponder: Principle 3

1. A Positive Mental Attitude is the right mental attitude in any given situation.
2. If you have sincerity of purpose, it will strengthen every one of the other aspects of your pleasing personality.
3. There is a right moment and a wrong moment for everything.
4. Courtesy is your most profitable asset -- and it is absolutely free.
5. Emotions are nothing but reflections of your mental attitude, which you can organize, guide, and completely control.
6. Developing an attractive personality takes daily action towards improving pleasing traits and eliminating displeasing traits.
7. Your personality is your greatest asset or your greatest liability because it embraces everything you control -- your mind, body, and soul.
8. A smile helps your looks, makes you feel better, and costs nothing!
9. Three little words, "if you please," carry great power.
10. To be happy, make someone else happy!
11. What is an attractive personality? A personality that attracts!
12. No one may have a pleasing personality without the foundation of a sound, positive character.
13. Make up your mind to be happy! The only difference between happy and unhappy people is attitude!

Unlimited Opportunities and the Golden Rule

More women at Mary Kay Cosmetics earn over \$50,000 per year than in any other company in the world. The company was founded in 1963, when Mary Kay Ash retired after 25 years of work in direct sales. She created her own company because she wanted to fulfill two dreams: to provide unlimited opportunities for herself and other women and to manage people by following the Golden Rule. Both these ideas have turned out to be steppingstones to extraordinary success. Here are some specific leadership principles at the heart of the Mary Kay Ash success story. (The full discussion of these ideas is found in her book, *Mary Kay on People Management*.)

When she was in sales, she remembers waiting for three hours in a long reception line to shake hands with the company sales manager. When her turn finally came, he never even looked at her. Instead, he looked over her shoulder to see how much longer the line was. Now, whenever Mary Kay meets people, she imagines them wearing a sign that says: Make Me Feel Important! And she does everything she can to fill that need.

Mary Kay worked for employers who even after several years insisted on being addressed as "Mister." She never thought such formality was necessary, so in her business it's first names and a relaxed work atmosphere. She meets every new staff member of her firm personally and says, "If you call me Mrs. Ash, I'll think you're angry with me or don't know who I am. So, please call me Mary Kay." She adds, "I don't want you to think of me as the chairman of the board; think of me as your friend." And she maintains an on-going open door policy.

A popular saying at Mary Kay Cosmetics is "People fail forward to success." Mary Kay frequently tells the story of her own first beauty show, which was a miserable failure. She sold only \$1.50 worth of merchandise. After leaving, she drove around the corner, put her head on the steering wheel and cried. All her savings were tied up in the new company, and she feared it was doomed. But then she reviewed what she herself had done wrong and realized she'd never asked anyone for an order! So instead of despairing, she refused to give up and learned a vital lesson from that failure-she "failed forward to success."

Mary Kay also believes in "praising people to success." She praises people whenever she can and finds it causes them to respond as a thirsty plant responds to water. One of her marketing executives acknowledged his employees, who'd worked overtime to prepare for the company's national convention, by throwing a "Hats Off to You" party for them and their spouses. Everyone wore a funny hat, but the manager, instead of giving a speech, spent the evening making the rounds, tipping his hat and lauding each person for his or her fine performance by describing specifically the things they did he especially appreciated.

Mary Kay Cosmetics gives each of their beauty consultants a ribbon for their first \$100 show. She maintains that a 40-cent gift given with \$100 worth of recognition is much more effective than a \$100 gift given with 40 cents worth of recognition. Mary Kay publishes a company magazine called Applause in which she gives recognition to outstanding performers. She encourages her area directors to publish newsletters for the same purpose. She often says to the directors, "Have you ever noticed how wonderful Applause is when your name's in it, and how it's not quite as interesting when your name is not included?"

To people who claim her recognition-oriented motivational techniques wouldn't work with men, she retorts, "Did you ever notice the stars on a linebacker's helmet, or the medals on a soldier's uniform? Men are willing to risk injury and even death for praise and recognition!"

Mary Kay recalls that when she was having lunch with her sales manager, every time a pretty waitress walked by, his eyes would follow her across the room. She felt insulted and thought, "The waitress's legs are more important to him than what I have to say. He's not listening to me. He doesn't care about me."

Mary Kay listens. She gives undivided attention to people who enter her office. When she's talking to someone in a crowded room, she tries to make that person feel the two of them are the only ones present. She looks directly at the person and says, "Even if a gorilla were to walk into the room, I probably wouldn't notice it."

A popular feature of Mary Kay's national meetings, demonstrating her commitment to listening, is a "We Heard You" panel. The panel consists of a group of company officers, such as the presidents of administration, operations, manufacturing, marketing, and research and development. During these sessions they listen and respond to whatever questions the sales consultants and directors from all over the country have on their minds. When Mary Kay was just starting the business, her personal life and her health were in the pits. But she had to conduct three skin care parties a day to make a living, so she was determined to "go in there with a smile." She learned from this period that she could generate her own enthusiasm and need not be a victim of temporary bad circumstances or moods. She points out it's easy to be enthusiastic when everything is going smoothly. But the real

test of one's mettle is to maintain enthusiasm under adverse conditions. She tells her beauty consultants: "You've got to fake it until you make it." That is, act enthusiastic and you'll become enthusiastic.

Mary Kay Ash's methods have proven effective-people often succeed in her organization beyond all their past accomplishments. In fact, the ultimate award given to top salespeople is a large, diamond-studded bumblebee. The bumblebee is their chosen symbol because aerodynamics engineers "proved" many years ago that the bumblebee cannot fly! Its wings are too weak and its body too heavy. Fortunately, the bumblebee doesn't know that. At Mary Kay Cosmetics, people are taught to spread their wings and fly further than anyone ever thought they could.

Recharging Batteries

One day a man came into the company reception area and took a seat without asking for anyone. The receptionist approached him and asked, "Sir, can I do something for you.

"No thanks, ma'am," he replied. "I just came in here to recharge my batteries. You know, I call on offices all day long, and the people are often unfriendly. Sometimes, they're downright ugly. But when I come in here, everybody is happy, smiling." He paused, "It's like coming into the sunshine; I just feel good all over."

Mary Kay says, "It's like coming into the sunshine. I like that -- we want everyone who comes into contact with us to feel our warmth."

Mary Kay Ash received the Napoleon Hill Foundation Gold Medal Award for Entrepreneurial Achievement in 1983.

Principle 4: A Pleasing Personality

Your personality is the sample case which shows what you have to offer. A pleasing personality can become your greatest asset-because with it you can sell your way through life on your own terms.

Your personality consists of the sum total of all those mental and physical traits which distinguish you from all others, for better or for worse. It is the most important factor in determining whether you are liked. It is the medium by which you negotiate your way through life. And it determines your ability to negotiate with others to get their cooperation.

Charles M. Schwab's pleasing personality lifted him from day laborer to a high executive position at a salary of \$75,000 a year, and he often received a bonus of \$1,000,000. His employer, Andrew Carnegie, said the yearly salary was for the work Schwab performed, but the bonus was for what Schwab, with his pleasing personality, could get others to do.

If you want a "million-dollar personality" you can have it if you:

1. Develop a positive mental attitude and let it be seen and felt by others.
2. Train your voice to be pleasant by always speaking in a carefully disciplined, friendly tone. And remember, always, that the person to whom you are speaking, at any given time, is the most important person in the world. You may have his good will by asking him questions and giving HIM a chance to talk.
3. Keep your mind alert and be willing to listen when others are conversing with you. "Getting someone else told" may feed the ego, but it never attracts people or makes friends.
4. Be flexible in all of your relations with others. Adjust yourself to all circumstances, pleasant or otherwise, without losing your composure or showing your temper. Remember that silence may be much more effective than your angry words.
5. Develop patience. Remember that proper timing of your words and acts may give you a big advantage over impatient people. If you are a salesperson, read the foregoing sentence two or three times.
6. Keep an open mind on all subjects and toward all people. Favorable opportunities never break down the doors to closed minds. Intolerance does not lead to wisdom.
7. Learn to smile when you are speaking to others so that they know you are a friendly person.
8. Be tactful in your speech and manners. Keep in mind that not all thoughts you may have should be expressed, even if they are true.
9. Be prompt in your decisions after you have all the necessary facts on which to base them. Remember that procrastination reveals to others a negative trait of character which is somehow associated with fear.
10. Engage in at least one good deed each day in which you will praise or serve one or more people without expecting reward.

11. When you meet defeat, instead of brooding over it, search carefully for that "seed of an equivalent benefit" it is sure to contain. Express your gratitude for having gained a measure of wisdom which would not have come without defeat.
12. Praise the good traits of others, but don't rub it on where it is not deserved or spread it too thickly.
13. Have someone whom you trust, who has the courage to be honest with you, point out to you traits of personality you could do without.

Applied Faith Opens Doors

Wisdom of times consist of knowing what to do next. -- Herbert Hoover

Several years ago, I was inspired by Napoleon Hill's Think and Grow Rich to create my own business. I had a burning desire to succeed and I searched for a service business I could begin on a shoestring.

I studied the principles of success, but I missed an important point. I didn't seek wisdom to know what to do next. Instead, I chose a business that I thought fit my limited budget.

Even though I didn't particularly like service business. I believed that my burning desire and definiteness of purpose could force my success.

I explored avenues to introduce my business to the public. A local newspaper agreed to print my informative columns, I wrote and presented a regular adult education workshop and I created a newsletter of helpful thoughts, which I mailed to would be clients. I enjoyed these activities, but still the business went nowhere.

Had Napoleon Hill's principle let me down? Certainly not. In fact, they spurred me on. It's just that I hadn't grasped it all.

Further investigation taught me that when you apply faith, you receive the guidance of Infinite Intelligence. Faith allows you to tune into the source of unlimited power and wisdom to attain a definite life's purpose.

Actually, the guidance was there all along. The business I didn't like was failing which the writing I loved was being accepted in various ways. I needed to change my focus and grasp the wisdom the universe was offering.

Soon afterward, a publisher's advertisement in a professional association newsletter jumped from the page at me. I was inspired to call the publisher immediately, and within weeks I had a contract to turn my workshop into a book.

A second book followed the result of a business communication workshop I developed while promoting the first book. Since then, the way has been provided for my daughter and me to co-author a children's book which we promote through a creative writing play shop.

Napoleon Hill taught that we must take positive steps to make events work out with full faith that they will lead to good. It's faith that directs us to open doors. The wisdom of Infinite Intelligence provides the path when we supply the determination to succeed and the faith that it will lead to our good.

Applied Faith is the Key Ingredient for Trammell Crow

by Trammell Crow

What does it take for someone who worked his way through night school, the fifth of eight children of a Depression-poor family, to become chairman of the largest real estate firm in the United States, a company with more than \$14 billion in real estate holdings?

Faith, in his own ideas and in the ideas of others, is a key ingredient for that person-Texas developer Trammell Crow.

Crow believes that good ideas are the heart of any business. As he told Bob Greene in an interview for Esquire, the key to success is good ideas and faith in those ideas.

No Self Doubts

He believes it wasteful to spend time thinking about two things: "Negatives and the past." Crow ruminates over some decisions for quite a while, sometimes taking months before launching a venture. He chews on an idea, "like a cow chews its cud."

But once the decision is made he has "no self-doubts"; from then on "that's it."

What were some of Crow's most important business ideas?

- **Building on speculation:** Today the practice is commonplace, but when Crow began, lenders only gave credit to builders who had major tenants with long-term leases lined up. Crow persuaded lenders to use the land and the building as collateral.
- **Landscaped warehouses:** Before Crow built his own vast network, warehouses all were built in long rows with loading docks in the front and executive offices in the rear. Crow moved the unsightly loading docks to the side, put the offices in the front (with large windows), and surrounded each building with trees, flowers, and manicured lawns.
- **Atriums:** When Crow and his wife were seated in the central outdoor plaza of the palazzo in Milan, he came up with the idea of enclosing such a sunny, gracious area for socializing within a building by using only a lightweight truss. When he built the Dallas Trade Mart, which contained a million square feet, he humanized the building with the country's first atrium. At first, people thought Crow was crazy to give up all that leasable space! But Crow's willingness to make his marts less crowded and intimidating created an extraordinary marketing tool.
- **Speedy construction:** Crow had buildings going up before the tenants were in place, before the mortgage was signed, before the contractor's agreement was complete, and even before the blueprints were done. He was able to move forward without obstruction because he was so trusted by people.

No Chance for No

Whenever he got excited about a business idea, Crow worked persistently to bring it to fruition. He needed major furniture manufacturers, for example, to lease space in his Dallas Furniture Mart.

With the construction under way, he and a partner made many trips to Chicago and the Carolinas to call on them. Crow rarely made an appointment, believing this gave the prospect a chance to say no. Instead, he thought that just walking in off the street provided better odds of seeing the key person and catching that individual off guard. Few of the executives he contacted at first believed a mart in Dallas was needed, but Crow's confidence and commitment eventually won them over.

Crow got his start after a five-year World War II stint in the Navy. He supervised the remodeling of a six-story warehouse owned by his father-in-law, in which Ray-o-Vac, a manufacturer of batteries, leased space. When Ray-o-Vac decided to move into bigger quarters, Crow, then 34, took his first step into real estate by persuading Ray-o-Vac to let him build the new warehouse and lease it to them.

Sharing Ownership

Crow's faith extends well beyond himself. He places great faith in others.

Most of his real estate deals were arranged through a complex network of partnerships with numerous investors and co-organizers. How does Crow pick the people with whom he collaborates?

Napoleon Hill referred to the value of having a "pleasing personality." Likewise, Crow told Wyndham Robertson of Fortune, above all his partners must be "nice."

"We only go around this track once, and we don't want to go around with unpleasant people."

A "nice person," Crow is fond of saying, is one who "wants other people want to succeed."

At first, Crow's partners were co-investors, who contributed land or funds to his projects. Then he collaborated with "working partners," capable young people, who earned a minimum salary, but were given percentages of the projects on which they worked. Those percentages made them co-owners of those properties.

Crow shared the ownership on almost all his deals because he believes someone "who is paid a salary won't do the same job as a man who owns part of the real estate. There isn't any way-he just won't."

Crow's generosity created many millionaires among his partners, while expanding his own wealth.

Crow's young, inexperienced partners frequently made mistakes, of course, but that never fazed him. Crow never ended a partnership because of a mistake.

This trusting treatment of others paid off for Crow in 1975 in an unanticipated way. The real estate business was in a bad slump, and his debt was overextended. He was forced to call a meeting of his partners.

Joseph Nocera reports in Texas Monthly that Bob Glaze, a partner whom Crow had gotten started in the business, passed around a sheet of paper with the names of the partners in one column and a number beside each name. The number was the amount each partner was expected to raise through the sale of assets. The number next to Glaze's name was \$6 million. A current partner called that "the greatest day in the history of the Trammell Crow Company."

"I've learned the hard way that you can't do everything yourself and get it done right." Almost everyone came through, and the company was saved.

Crow also counted on staff members a great deal. "I've learned the hard way that you can't do everything yourself and get it done right. And now I hold the world's indoor record for delegation of authority," he told Anne Bagamary of Forbes.

The apprenticeship of many executives in his company is spent leasing real estate. "A leasing agent is right across the table from his market, so he has his finger directly on demand. If you listen to the market, you'll never get ahead of it."

Mutual Trust

One of Crow's best-known quirks is the position of his office. He doesn't have one. His desk, like the other executives in his company, is in the middle of a large open floor, surrounded by secretaries and associates. Crow misses little this way. "Some days I walk past him like this," an executive told Business Week holding his hand up like a blinder. "When he beckons you, you get a notepad and prepare yourself for some projects."

Trammell Crow trusts himself-, he trusts other people; and they trust him. Why? David Rockefeller, co-investor in many of Crow's largest projects, was asked what distinguished Crow from other developers. "Crow's unusually high sense of personal concern for his fellow investors, Rockefeller said.

Joel Peterson, who heads a major division of the company, says, "More than anyone else in American business, Trammell Crow has developed his life around this notion of partnership, and I think those of us who are his partners have probably learned more about being good partners from him than we've learned about real estate." At this year's annual meeting Crow told his employees about the time he spoke at the Harvard Business School and a cynical student asked him "What one thing is the greatest element of success?" Crow paused, then replied, "It's love. It's the most powerful force in the world."

Trammell Crow was the winner of the 1987 Napoleon Hill Gold Medal for Managerial Achievement.

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Points to Ponder: Principle 4

1. Faith is awareness of, belief in, and harmonizing with the universal powers.
2. Faith is a state of mind which must be active not passive, to be useful in achieving lasting success.
3. Whatever your mind can conceive and believe, your mind can achieve.
4. Close the door to fear behind you, and you will quickly see the door of faith open before you.
5. Your dominating thoughts determine what you are and where you are.
6. Fear is nothing more than a state of mind, which is subject to your own direction and control.
7. Faith is a state of mind that can develop when you condition your mind to receive Infinite Intelligence.
8. Applied faith is the adaptation of the power received from Infinite Intelligence.
9. Most fears have no foundation in facts.
10. You can do it if you believe you can.
11. No one can destroy your faith in anything without your consent.
12. Faith will not bring you what you desire, but it will show you the way to go after it for yourself.

Principle 5: Go the Extra Mile

The Extra Mile Formula

Render more and better service than you are paid for, and sooner or later you will receive compound interest from your investment. It is inevitable that every seed of useful service you sow will sprout and reward you with an abundant harvest.

Going the extra mile is not the sort of principle that can be put into practice in a few easy steps. Instead it is a state of mind that you must develop, so that it is a part of everything you do. There is a subtle, but powerful, mental attitude connected with it. The stories that follow will demonstrate that attitude and show you the concrete benefits it brings. Remember, your best recommendation is the one you give yourself by rendering superior service in the right mental attitude.

Thomas Edison's Only Partner

Edward C. Barnes was a man of much determination but few resources. He was determined to ally himself with the greatest mind of his day, Thomas Edison. When he arrived in Edison's office unannounced, his poor appearance made the clerks laugh, especially when he revealed that he had come to be Mr. Edison's partner. Edison had never had a partner. But his persistence got him an interview with Edison, and that interview got him a job as a handyman.

Edison was impressed with Barnes's determination, but that alone was insufficient to convince him to take the extraordinary step of making him a partner. Instead Barnes spent years cleaning and repairing equipment, until one day he heard Edison's sales force laughing over the latest invention, the dictaphone.

They said it would never sell. Why replace a secretary with a machine? But Barnes, the handyman, jumped up and cried, "I can sell it!" He got the job. For a month Barnes pounded the New York City pavement on a handyman's salary. At the end of that month he had sold seven machines. When he returned to Edison, full of ideas for selling more machines all across the country, Edison made him his partner in the dictaphone business, the only partner Edison ever had.

What made Barnes so important to Edison? The inventor had thousands of people working for him, but only Barnes was willing to display his faith in Edison's work and to put that faith into action. He didn't demand a fancy expense account and a big salary to do it either. Barnes focused favorable attention on himself by rendering service far beyond a handyman's responsibility. As the only one of Edison's employees to render this service, he was the only one who uncovered such tremendous benefits for himself.

The Nordstrom Phenomenon

Starting out in a simple shoe store in the 1920s in Seattle, the Nordstrom family has built a chain of department stores famous around the country for service and willingness to bend over backward to please their customers. A garment may be returned anytime it fails to satisfy, even years after the original purchase. Sales associates will call branches all across the country to find an item in the size and color a customer wants. One woman even sent a Mother's Day card on behalf of a customer who mentioned that she had forgotten to do so.

Store executives acknowledge that a policy of such dedication to the customer leaves them open to abuse. People buy clothes to wear once and then return them. Items are special-ordered and never picked up. A few folk seem to regard Nordstrom sales associates as their personal gofers. It doesn't matter. By delivering service that is so far and above that of any department store in the country, Nordstrom has developed tremendous customer loyalty. In an economic climate that saw giants like Macy's, Bloomingdale's, Marshall Field, Sears, and J. C. Penney closing stores or laying off employees, Nordstrom continued a slow and steady expansion coast to coast, never opening a new store until it was sure it had assembled a crew of employees dedicated to its own brand of going-the-extra-mile service.

My Own Journey

I accepted Andrew Carnegie's commission to organize and publish the principles of success when I was a law student at Georgetown University. Other than reimbursement for some traveling expenses, I got no compensation from Carnegie for my efforts. My dedication to my task placed strains on my life. I had a family to support, and many of my relatives ridiculed me for my goal. In spite of this opposition, I worked for twenty years, interviewing presidents, inventors, founders of great companies, and famous philanthropists. Because these people were often unaware of the principles they employed--they just *did* it--it took a great deal of time for me to observe them and determine whether the forces I supposed were operating actually were. Instead of making money for myself, I had a job to do for others.

Believe me, there were times when, between the needling or my relatives and the hardships I endured, it was not easy to maintain a positive mental attitude and persevere. Sometimes, in barren hotel rooms, I almost believed my family was right. The thing that kept me going was my conviction that one day I would not only successfully complete my work but also be proud of myself when it was finished.

Sometimes, when the flames of hope dwindled to a flicker, I had to fan them with everything I possessed to keep them from going out. It was my faith in Infinite Intelligence that tided me over these rough spots and saw me through.

Did it pay to go the extra mile for twenty years and endure all those hardships? The answer is obvious.

The Benefits of Doing More than You Are Paid For

Since going the extra mile can involve hardship, it will help you to be conscious of all the different benefits it will bring.

The Law of Increasing Returns

The quantity and quality of the extra service you render will come back to you greatly multiplied. Consider the farmer who plants a crop of wheat. If he harvested only one grain of wheat for each grain he planted, he'd be wasting his time. Instead every successful grain produces a stalk and a sheaf containing many more grains. Of course, a few don't sprout, but whatever problems a farmer may face, getting back many times more wheat grains than he or she planted isn't one of them.

And so it is with everything you do in the service you render. If you render service worth a hundred dollars, chances are you will get back not only those one hundred dollars but perhaps ten times that--provided you have done so with the right mental attitude. If you render extra service unwillingly or resentfully, you will probably get nothing back. It's as if the farmer had sown his wheat on the interstate road instead of the fertile field. And if you render your service only with a sharp eye out for your own benefit, you will get nothing except perhaps a poke in that eye.

One rainy afternoon an elderly lady walked into a Philadelphia department store. Most of the clerks ignored her, but one solicitous young man asked if he could help her. When she replied that she was just waiting for the rain to end, he didn't try to sell her something she didn't want, and he didn't turn his back. Instead he brought her a chair. When the rain let up, the lady thanked the young man and asked for his card. A few months passed, and the owner of the store received a letter asking that this young man be sent to Scotland to take orders for furnishing an entire castle! The letter writer was the elderly lady for whom the clerk had provided a chair. She also happened to be Andrew Carnegie's mother. By the time the young clerk had his bags packed for Scotland, he was a partner in that department store. This was the result of the Law of Increasing Returns, all because he had shown a little concern and courtesy when no one else would.

The Law of Compensation

The Law of Compensation ensures that everything you do will bring you some sort of result of the same kind. To benefit from this, you must always render the most service you are capable of, with the best attitude, and you

must do so regardless of your immediate compensation, even if it appears you will receive no immediate compensation.

The issue from here is not some unlooked-for benefit, such as might come from offering a chair to a senior citizen. It is a matter of honesty and earnest effort. Dishonest, lazy people look to get something for less than is required- or even nothing. If you decide to boost your profits by raising your rates and providing less service, it's going to catch up with you.

AT&T learned this lesson the hard way. Its rates continued to climb, and it did nothing to offer its customers any new advantages. Along came deregulation, MCI, and Sprint, and bang! Customers began switching their long-distance service by the hundreds of thousands. AT&T saw its error quickly, though, cut its rates, and began offering innovative packages. It still faces heavy competition, but it now knows quite a bit about the Law of Compensation.

In contrast, consider mobile home builder Jim Clayton. His company, Clayton Homes, was already growing rapidly when Hurricane Andrew decimated South Florida. The need for new mobile homes was enormous and fast. Clayton could have followed the examples of many Florida business owners and jacked his prices skyward. Instead Clayton Homes kept its prices level and jacked its production skyward. The Law of Compensation meant that the company still made a reasonable profit on its services; it also means that thousands of home buyers in South Florida have reason to remember Clayton Homes very fondly when it comes to their next purchase.

Your day-to-day life may not offer such dramatic examples, but the most concrete one is your paycheck. If you are dissatisfied with its size, remember: Until you begin to render more service than you are already being paid for, you are not entitled to any more pay.

If you are convinced that you are already doing more work than you are being paid for, ask yourself why the Law of Compensation doesn't seem to be working. The sad fact is that most people have no definite purpose greater than getting that paycheck. No matter how hard they work, the wheel of fortune turns right past them because they neither expect nor demand more. What are you doing that shows you expect and demand more than what you currently get?

Gaining Favorable Attention

People who need your work have things to offer you. You probably are not the only person capable of providing what they need. What will distinguish you from the crowd? The attention you generate by doing more than you are being paid to do. Early one morning Charles Schwab arrived at one of the steel mills he managed.

There, in the dawn's faint light, was a clerk from the company's stenography pool. When Schwab wondered what he was doing there, the man explained that he had come in case there were any letters or telegrams Schwab wanted sent right away. It would be hours before the rest of the staff arrived.

Schwab thanked the fellow and told him he might need him later that day. And he did. That night, as Schwab headed back to the main office, he took along his new personal assistant, the fellow who had gotten his attention so early in the morning. It wasn't the fact that this young man was an extraordinary stenography that got him attention. It was his habit of showing his personal initiative in going the extra mile.

Becoming Indispensable

Whether you are an employee or the head of your own company, going the extra mile makes you indispensable to others. You do for them what no one else does. There may be others with more knowledge, skill, or prestige, but you are the only one who provides something absolutely necessary. There may be seven other companies providing public relations expertise, but if you are the one who can be called upon at two in the morning with a can-do attitude when a disaster strikes, people will remember and value that.

One young man, working for a movie talent agency, was the only person willing to listen to a cantankerous star complain about her problems hour after hour, day after day. No one else took the time. When she threw a

tantrum on the set one day, he, not the director, the producer, the heads of the studio, or her agent, was the only one to persuade her to go back to work. The movie went back on schedule, and millions of dollars were saved. He had made himself indispensable by befriending that important client.

You will never command more than average compensation until you become indispensable to somebody or some group. Make yourself so useful that it would be extremely difficult, if not impossible, to replace you. People who have pulled themselves out of the crowd and have included the priceless ingredients of going the extra mile and personal initiative in their service virtually write their own paychecks.

Self-Improvement

Going the extra mile means that you strengthen your ability to do your job and to do it well. Carrying out your tasks in a state of mind focused on providing the best service possible in the best possible attitude reinforces your skills. By imposing systematic self-discipline, you understand the process better every time, and you impress upon your subconscious the need for quality work. Remember the adage: "Strength and struggle go hand in hand."

You should never make a presentation, design a software program, or do anything at all connected with your definite major purpose without the deliberate intention of doing it better than you have ever done it before. True, you may sometimes fail or not meet your previous standards, but the very intention of surpassing your previous best is a healthy habit that will ultimately cause you to excel. Doing a job just to get it done, complaining about the tasks before you, and grumbling about your pay are not ways to make yourself excel. Always stay focused on doing your best possible work.

Opportunity

When you have made yourself indispensable, you will gain not only security in the job you have but the ability to select the work that you do. Perhaps this will mean a promotion, a job at another company, or your choice of clients. Going the extra mile is a way of writing yourself an insurance policy against the fear of poverty, against the fear of want, and against competition from those who only go halfway.

Consider William Novak. After years of rewarding but not particularly lucrative work as a writer, he was hired to be the coauthor of Chrysler CEO Lee Iacocca's autobiography. Working with the fascinating details of Iacocca's life, Novak wrote an utterly compelling book that was a national bestseller for well over a year. Iacocca's life story probably would have made a successful book without much effort, but Novak delivered something so readable and inspiring that the book became a phenomenon.

Now Novak's name as co-writer on any project opens every door in the publishing world and commands advances much higher than those written by other people. He can choose his subjects, and he can pick from among the best. By going the extra mile, he made certain that he would always have the work he wanted.

Favorable Contrast

Going the extra mile turns a spotlight on you and gives you the important benefit of favorable contrast with others. An inspired window designer at Marshall Field's once filled a display with handsome ties. In the center was a full-length mirror. Businessmen who stopped to look at the display admired the ties and then saw themselves in the mirror. By contrast, their ties looked dull and shabby. Many were tempted to go in and pick up a snappy new tie which looked so much better than their own. That's the power of contrast.

People are always making comparisons, and we notice the things that are different. If you render more and better service than others, you will naturally stand out in bold contrast. Wise employers are very alert to the power of contrast, and they reward the employees it highlights. Some do decide to ignore that contrast and reap the benefits of extra service from their workers without compensating their workers. But the spotlight of contrast is bright enough that their competitors will sooner or later see the person standing in it. There are so few people who step into this spotlight that if it shines on you, others will notice soon.

Pleasing Attitude

When you do more than you are immediately paid to do in a willing and cheerful manner, you develop a positive, pleasing attitude, the cornerstone of an attractive personality. When you have an attractive personality, you can get almost anyone to behave toward you exactly as you wish. That's something worthwhile, isn't it? Treat other people precisely as you wish them to treat you; apply the Golden Rule. If they don't respond at once, keep at it, again and again and again. If it never works, then you need to decide whether you want to keep working with these people. It may be time to fire your employer.

Personal Initiative

Personal initiative means doing what needs to be done without being told. It is the most outstanding trait of the American personality, yet sadly it is a quality missing in many people. Going the extra mile develops personal initiative because you don't wait for things to happen but make them happen. When your mind is always focused on doing the best job possible, you are forced to look at every situation thoroughly. No doubt something will have to be done that is out of the ordinary. Part of your service is getting this accomplished, and that means putting personal initiative to work. There are people who go through life rendering extra service yet wind up in the poorhouse. They are honest and dependable, adjectives for traits that give others the chance to cheat and exploit them, and they never do a thing about it because they lack personal initiative.

It's one thing to cast your bread upon the waters; it's another to pretend not to notice when it just comes back wet and soggy. You must use personal initiative to see that your efforts are expended in the right areas. Investigate to make sure that the people you work for are honest and trustworthy, that they aren't about to go belly-up and be unable to pay you. And if you find yourself deceived, find yourself someone else to work for. Personal initiative is not simply for the benefit of others.

Self-Confidence

Going the extra mile builds your conviction that you are doing what is good and right. It puts you on better terms with your conscience, and it gives you faith in yourself. Sometimes the hardest person to get along with is the one who uses your toothbrush, the same one you see in the mirror every morning. Talk to that person; explain your plans and purpose; seek cooperation. Outline your strategy for rendering extra service, and listen to the answer you get. If it's doubtful, you need to spend a little more time selling yourself.

A man who was ragged and downcast came to see me once. I recognized his name as that of a once-prominent restaurant owner who had recently lost everything when his partner went bankrupt. He wanted my help. I asked him to stand in front of a pair of drapes, and I told him that in just a moment I was going to introduce him to the only person in the world who could help him regain his self-confidence and overcome defeat. Then I yanked the drapes open to reveal a full-length mirror.

He stared at the mirror for a few minutes, speechless, and then left my office with thanks. Months passed before he strode into my office completely renewed. His thanks now were effusive. He had reminded himself of his skill in business, found new backers similarly convinced of his abilities, and was currently running one of the most popular spots in Chicago.

When you build your self-confidence through the knowledge that you are giving the best possible service, you develop the reserves of determination to see you through dramatic setbacks without the kinds of theatrics I had to employ with this fellow. Trust yourself, and you will always have someone to rely on.

Overcoming Procrastination

When you are doing your work eagerly and cheerfully, you avoid the temptation to do it this afternoon instead, or maybe tomorrow. In fact, you probably won't be able to wait to get started. Have you ever wondered at the stories about famous people who get up at some seemingly ungodly hour to begin their work? They do it because they're eager to do what they are doing, and they have gained their fame because of that eagerness.

When you act as soon as you must, the habit of procrastination dies from not being fed, and no one laments its passing.

The Extra Mile Formula

To help you keep your mind fixed on going the extra mile, I have developed the following formula, the only one in this book. It's very simple: $Q1 + Q2 + MA = C$.

Q1 is the *quality* of service rendered.

Q2 is the *quantity* of service rendered.

MA is the *mental* attitude in which it is rendered.

C is your *compensation*.

"Compensation" here means all the things that come into your life: money, joy, harmony with others, spiritual enlightenment, faith, an open mind, a sense of tolerance, or anything else worthwhile that you seek. Always be aware of the diverse nature of compensation. Money is nice, but it certainly will not be the only thing that makes you successful--or allows you to enjoy success. Do not cut off relationships which are poor in financial rewards but rich in other qualities, for no matter how much service you render, other qualities, for no matter how much service you render, others will recognize your one-sided approach. The spotlight of contrast will shine on you unfavorably then and will seek out those who remain true to the spirit of going the extra mile.

Al Howison's Bit of a Vision

Al Howison was angry. A 30-year veteran of Fibreboard Corporation, one of the West Coast's leading manufacturers of paperboard packaging products, he was now out of a job.

In the summer of 1981, Fibreboard had sold its Stockton, California folding- carton plant, where Howison was operations manager. The new owners promptly closed the plant, leaving Howison and his 200 co-workers unemployed in the heart of a staggering recession.

As Howison saw it, the plant never should have closed. It had good physical resources, several excellent customers, and a group of employees who wanted to work. Now these employees had been let down.

But if Howison was down, he was far from out. He had an idea, "a bit of a vision," as he likes to say-that with the right financial backing, he and several partners could reopen the Stockton plant.

His motivation for doing so, however, went far beyond a simple desire to resume the plant's operations. Instead, Howison sought to create a new company that combined the best resources from the old organization with a new and markedly different management style.

"I saw a chance to create a company that was not typical-to aim for the best," Howison recalls. "It seemed like a once-in-a-lifetime opportunity to put my money where my mouth was."

Howison seized the opportunity. The result is San Joaquin Packaging corporation, an independent manufacturer of folding cartons. Howison is president, general manager, and part owner of the company.

Opening in December 1981, San Joaquin Packaging was housed in the old Fibreboard Corporation facility. It was staffed with a skeleton crew of 40 employees, most of them Fibreboard veterans, and its earliest customers had also been Fibreboard clients.

Since then, however, San Joaquin Packaging has established its own strong identity. It now employs approximately 100 people and is undergoing extensive renovations of its physical plant. In its first six months of existence, the company increased its customer count by 320 percent; it continues to add new accounts at a steady rate today.

But the biggest changes have been in the company's philosophy. San Joaquin Packaging is, as Howison predicted, something other than a typical company. It is an operation that has eliminated many of the barriers that tend to keep employees, customers, and management at arm's length from each other.

Howison himself, for example, is a constant presence in the plant, touring the facility at least twice a day to stay in touch with his workers. He has been known to temporarily halt the entire factory's operations to hold all-personnel meetings, and he produces numerous companywide memos informing employees of new accounts, compliments from customers, and noteworthy achievements by fellow workers. Many of the memos end with rousing words like "You are the best. Keep it up." And "We are an all-star team."

Howison puts his team to good use by getting nearly every employee involved in customer relations. "When I'm taking potential customers on a tour through the plant," he says, "I try to introduce them to some of our line workers to give them a chance to see how we run. Then, if the customer contracts with us, I send out a letter of welcome, cosigned by me and an hourly worker who becomes a sort of sponsor for the new account.

"Customers really respond to this personal attention. They see how much we appreciate their business, and they in turn appreciate our interest." Howison adds that the employees react very favorably to the increased responsibility created by such customer contact. "It's a win-win situation," he says.

One major winner at San Joaquin Packaging has been quality control. "When we started out here," Howison recalls, "I gave a little speech stating that if we couldn't do things better than they'd been done elsewhere, we wouldn't do them at all. We decided that our operations would not have different quality levels for different customer needs, as is sometimes the case with manufacturers. We do the best we can for every customer on every job."

The fledgling company's high standards have also resulted in a companywide camaraderie that manifests itself in a variety of ways. One San Joaquin Packaging employee, for example, recently made a contribution to a local charity in the company's name, even though the money came from his own pocket. Another worker, having just remodeled his home, donated some of his leftover building materials to the factory.

Still another employee put his pride into words: "I feel like I am part of something good here," he said. "I feel I'm on a winning team."

For his part, Al Howison is determined to keep this cohesiveness and winning spirit alive. He has even vowed that if San Joaquin Packaging expands to more than 150 employees, he will open a second plant rather than allow the present one to become overcrowded and impersonal.

Thus, from a "bit of a vision" that came when the chips were down, Al Howison has created the kind of quality operation that many managers only dream about.

Filling Up the Glasses

An industrial salesman, a retail giant and a medical clinic show how applying "Going the Extra Mile" can put you head and shoulders above the competition.

"Every seed of useful service you sow will multiply itself and come back to you in overwhelming abundance." - Napoleon Hill

If you give people something of value and treat them with care, they'll come back again and again.

This guideline for success is illustrated by Don Sheehan in the story of the barmaid who was less than generous in filling beer mugs. One day a customer told her she could easily sell twice as much beer.

"How?" she demanded.

"Easy," said the customer. "Fill up the glasses."

His advice is sound and applies to everyone, from the one-person business to the corporate giant. "Filling up the glasses" is the straightest road to pleasing people. When glasses are filled, customer confidence and loyalty grow. They become your best promoters.

Sheehan describes a highly successful seller, commonly known as the "Fishing Salesman," who sold rolling-mill machinery: an item needed only by large foundries and steel processors.

His method? He worked on shop foremen—the guys that higher-ups in the company would consult when replacing machinery.

His way of filling their glasses was taking them fishing. His fishing bill was enormous, close to \$25,000 a summer. But he did this week after week, year after year. He knew he was filling his own glass when he filled theirs.

Sheehan also relates how two large organizations filled his own glass.

One is Sears. They did it by standing behind their products. Ten years ago, Sheehan bought a Sears calculator. It worked fine for a year. Then he left it turned on over a weekend and found it with an odor of burned wire. When he added two and two he got zero.

Sheehan brought the calculator back to Sears, explained what happened and asked them to repair it if that wouldn't be too costly, or throw it away. In a week he stopped by again and received a new calculator at no charge. Sears filled his glass. Now he always shops there.

His other experience is with the Mayo Clinic, also about 10 years ago. When he checked out, he owed \$1,300. The accounting department asked him if paying \$50 per month was too much. Sheehan was relieved and grateful.

Long after the bill was paid, the clinic called him regularly to check on his condition. Mayo filled his glass in ways he'll always remember and appreciate.

Points to Ponder

1. Strength and struggle go hand in hand.
2. Render more and better service than you are paid for, and sooner or later you will receive compound interest from your investment.
3. $Q+Q+MA=C$ The Quality of the service rendered, plus the Quantity of service rendered, plus the Mental Attitude in which it is rendered, equals your Compensation.
4. Trust yourself, and you will always have someone to rely on.
5. When you do more than you are paid to do in willing and cheerful manner, you develop a positive, pleasing attitude, the cornerstone of an attractive personality.
6. Make going the extra mile a habit!
7. The end of the rainbow is at the end of the second mile.
8. The more you give, the more you get.

Principle 6: Create Personal Initiative

Putting Personal Initiative to Work

One of the biggest benefits from going the extra mile is the emphasis it requires you to place on personal initiative. This chapter will round out your understanding of personal initiative, and through example it will show you how to multiply that quality in yourself. Andrew Carnegie once told me, "There are two types of people who never amount to anything. There are those who never do anything except what they are told to do. And there are those who cannot even do what they are told to do. The people who get ahead do the things that should be done without being told. And they don't stop there. They go the extra mile and do much more than is expected of them." Personal initiative is absolutely necessary if you are going to realize your goal. It will bring you advancement, attention, and opportunity.

The Major Attributes of Personal Initiative

In the years I spent formulating these principles of success, I observed many extraordinary people. What follows is a list of qualities that constantly appeared in my observations. Some of them will be things that have already been covered in this book; others come later. The important thing for you to do here is to identify these characteristics in yourself as you are now and to think about how you can increase and strengthen them.

- The adoption of a definite major purpose
- The motivation to act continuously in pursuit of that purpose
- A mastermind alliance to acquire the power to attain that purpose
- Self-reliance
- Self-discipline
- Persistence, based upon the will to win
- Well-developed imagination, controlled and directed
- The habit of prompt, definite decision making
- The habit of basing opinions on known facts, not guesswork
- The habit of going the extra mile
- The capacity to generate enthusiasm at will and control it
- A well-developed sense of details
- The capacity to listen to criticism without resentment
- Familiarity with the ten basic human motives
- The capacity to concentrate attention on one task at a time
- Assuming full responsibility for one's own actions
- Willingness to accept full responsibility for the mistakes of subordinates
- Patience with subordinates and associates
- Recognizing the merits and abilities of others
- A positive mental attitude at all times
- The capacity for applied faith
- The habit of following through
- The habit of emphasizing thoroughness instead of speed
- Dependability

No doubt many of these qualities are already familiar to you. You may think, "I've already got that." But it is the nature of the Seventeen Principles of Success that each depends upon the others, and you can't develop one without relying upon and developing others at the same time. How can you develop faith without applying it through personal initiative? And how can you have personal initiative without a definite purpose to carry out? You can't.

Personal Initiative Is Contagious

During the Second World War Henry Kaiser astounded the world by the speed and efficiency of his shipbuilding. What made his achievement so remarkable is that he hadn't been a shipbuilder before he responded to the needs of the war. The quality that made this possible was his personal initiative, and the most obvious manifestation of this quality was his habit of following through.

When Kaiser ordered a trainload of steel to be delivered at his shipyards on a given date, he made sure that the railroad was alerted, that his own workers were prepared to accept the shipment, and, first of all, that the steel was being produced on schedule. He sent an expeditor to the steel mill to keep him informed of progress and then to travel with the shipment to see that it wasn't sidetracked or delayed. Because Kaiser was so attentive to the details of his operation, everyone who worked for him knew that the same quality was expected of themselves. If something went wrong along the way, the expeditor was expected to do whatever was necessary to correct the problem and make up for lost time. And he seldom failed! Kaiser's persistent personal initiative was an example to thousands of people on a daily basis.

Personal Initiative Succeeds Where Others Fail

Not long after I married, I paid my first visit to my wife's family. The train took me close to her hometown but stopped two miles away. Since I arrived in a downpour, by the time I reached my in-laws' house, I was not an impressive sight. I was also in something of a bad temper, and I exclaimed, "Why don't you have the railroad build a line into town?" My brothers-in-law laughed and told me that they had been trying for ten years but that the railroad was unwilling to take on the expense of building a bridge across the local river. "Ten years!" I said arrogantly. "Why, I could do that job in three months." Well, I had really put my foot in it, for a boast like that in front of my new family was a challenge to them. I knew I had to act. My brothers-in-law and I waited for the rain to stop, then headed down to the river.

There we saw a creaky old wooden bridge, across which ran the county road. A freight railroad terminated at the far side of the river, its tracks crossing the road. As the freight trains came and went, they halted traffic on the road, slowing travel for all the local people. And there was my idea. "Look," I said. "It's simple. The passenger railroad pays for a third of the cost of a bridge so that it can offer better service to the town. The county pays for a third of the bridge because it will need to replace that wooden one soon anyway. And the freight railroad pays the final third so it gets the traffic off its tracks and prevents the inevitable accident from having all those people lined up waiting to cross."

It was that simple. In a week my brothers-in-law and I had all three parties agreed to the plan, and in three months the new bridge was up and the town had passenger rail service. Now, I hope that your personal initiative won't have to get you out of the kind of trap I set for myself. But if you apply it at every opportunity--especially after you have made a foolish mistake--then it will benefit both you and your community.

Personal Initiative Creates Work

I once knew a rather plain fellow who didn't seem suited for much. He had been apprenticed to a plumber, but because he showed no real aptitude for plumbing, his boss tried him out as a sales rep. He didn't show an aptitude there either.

Since his handwriting was neat, the boss made him a bookkeeper next. Again, the results were discouraging. But the bookkeeping experience taught him something: the importance of accurate inventory. So he sat down to take an inventory of himself. He decided he had these positive qualities:

1. The habit of saving money
2. The ability to figure accurately the costs of a plumbing job
3. The ability to recognize superior skills in others that he lacked himself
4. Persistence
5. The ability to induce others to work in harmony

What could he do with these skills? The answer was obvious. He set out to open his own plumbing business. He found a location, sought out the best workers he could find, and began to pursue contracts. Within a year his schedule was filled, and because he was able to bring his work in at the projected costs and to do it with quality labor, he quickly gained a reputation as the best plumber for the job--even though he was a poor plumber himself! It was only by acting on personal initiative that this man was able to make anything of his life. Starting with a definite major purpose, step by step he built a mastermind alliance of skilled employees, delivered extra service, and attained success. If he hadn't struck out on his own, his former boss would have soon thrown up his hands and fired him. This fellow created a job for himself!

Personal Initiative Creates Opportunity

Neil Balter was a carpenter's apprentice making just four hundred dollars a week when he was hired to build some shelves in a closet. By the time he was finished and saw how grateful his client was to have better use of his space and how happy he was with the quality of his work, Balter had an idea. With money from that first satisfied customer, Balter started the California Closet Company.

The incredible transformation of a crowded closet into efficient space was such a popular idea that within twelve years Balter had more than a hundred franchises around the country. Other entrepreneurs were so impressed with his idea that copycat companies sprang up across the nation. And in 1989 Balter sold his company for twelve million dollars to Williams-Sonoma.

Neil Balter could have been content just learning to be a carpenter. But he identified his skills, set himself a definite goal, and succeeded beyond the wildest dreams of any apprentice.

Personal Initiative Creates the Future

Herbert Bass and Alex Geisler were doing production work at a Philadelphia television station in the 1960s. They saw that videotape had much more flexibility for the television market than film did. Even though they were not considered top production experts, they decided to strike out on their own. They created Unitel Video. Because they couldn't offer production expertise that would stand out in the market, they chose to provide something else just as valuable: They offered the best in equipment and space to other production companies. Even though they were getting in on the business early, they still faced competition; to build their share of the market, they took on clients who couldn't work anywhere else because nobody thought they could pay their bills.

Bass and Geisler also knew the importance of going the extra mile. They knew that their clients had their own clients to keep happy. By offering the latest technology, they offered their clients an advantage. As Geisler told Success magazine, "We show our client techniques he wouldn't have thought of. He gets the credit. We get paid." Besides doing production work for shows like The Simpsons and Star Trek: The Next Generation, Unitel now provides training seminars for video technicians around the country. It also offers corporate communications services for companies like IBM and Citibank, putting together video conferences that can link people in New York, Los Angeles, San Antonio, and Minneapolis just as if they were in the same room. Bass and Geisler weren't the first to see that video had a place in the future. But because they had the initiative to go after what they saw, to make a plan, to take risks, to offer things that no one else was offering, their company is now first in its field.

Personal Initiative Creates Advancement

Your definite goal may someday include being your own boss, but if it doesn't, or even if that step is still some ways off, personal initiative can still pay off for you. Amy Hilliard-Jones was a marketing strategist at Gillette. She saw an opportunity in a product Gillette had dropped as unsuccessful: White Rain shampoo. White Rain was an inexpensive, no-frills shampoo. It didn't offer anything fancy, but it should have an appeal for cost-conscious consumers. She developed a campaign to re-launch White Rain, presented it to executives, and persuaded them of its value. They went for it, and White Rain became one of Gillette's top-selling shampoos.

That made Hilliard-Jones an obvious candidate for revitalizing the Lustrasilk Corporation, a newly acquired Gillette subsidiary targeting the ethnic hair care market. She created a whole new product line, Moisture Max, which was phenomenally successful. Today Hilliard-Jones is executive vice-president of the Burrell Communications Group,

which specializes in marketing services directed at African Americans for Fortune 500 companies. She got where she is because she consistently used her personal initiative to bring bigger and better things to the companies that employed her. Those companies recognized her dedication to offering service above and beyond what was expected. So did the Harvard Business School, which gave her the Max and Cohen Award for Excellence in Retailing, and Dollars & Sense magazine, which named her one of the "Top 100 Business and Professional Women." Personal initiative paid off for Amy Hilliard-Jones in recognition, advancement, and the opportunity to do exactly what she wanted.

Putting Personal Initiative to Work

The time to begin exercising your personal initiative is the moment you decide upon your major purpose. Begin creating your plan of action; start assembling your mastermind alliance. You may find that your purpose changes as a result of things you learn in accomplishing these tasks, but the important thing is to begin work immediately. It is better to act on a plan that is still weak than to delay acting at all. Procrastination is the archenemy of personal initiative, and if you let it become a habit this early in the game, it will plague your every move.

Do the best job you can putting your plan into action, and learn from your mistakes. Ignore the doomsayers who tell you that you are heading for disaster. When Andrew Carnegie went into the steel business with the goal of dropping the price of steel from a ton to \$20 a ton, there were plenty who scoffed. None of those people made a penny when Carnegie achieved his goal. If you need advice, seek out skilled experts, and pay them for their counsel. The "free advice" you will get on every hand from colleagues and "friends" will be worth exactly what it costs you: nothing.

Never wait for some outside force to trigger your actions. Of course, you will have to respond to surprises and your competition, but you must be moving forward according to your own plan on a daily basis. Feed your burning desire with images of your successful self. Stoke its flames so high that they burn your seat, so that you won't be able to sit back in your chair and take it easy when you ought to be following up on your work of the day before. When a task is completed, examine it. Is it the best job you could have done? What might have made it better? Why don't you take that step right now? Personal initiative depends on your being alert to every opportunity and acting on that opportunity as soon as you discover it.

Clearly, personal initiative is a demanding quality, and its practice requires a good deal of mental resources. When your initiative is flagging, you can turn to the principle which breathes life into and restores every one of the others: positive mental attitude.

Good Managers Are Self-Starters

If something needs to be done, good managers-at whatever level-don't wait to be told to do it. If it's in their bailiwick, and they have the authority, they simply go ahead and do it.

If there's any doubt whether they have the authority to act, they point out the problem, suggest action, and ask for approval. If it's completely out of their area, they tactfully recommend action to those who do have the authority. The point is, if something needs to be done, people with initiative feel a personal responsibility to do what they can to get it started. Others may be just as willing to work hard, just as able, but they don't have the spark to start action on their own.

Why do some people hesitate to take the responsibility for changing anything, for starting in new directions? There are many, reasons, one of which is the fear of being blamed if the project fails. Another reason -- and perhaps the most unfortunate one -- is that they simply don't visualize it as a key part of their job.

This attitude can be clearly seen in the actions of many newly promoted managers. New managers -- who are suddenly thrust into the position of giving people directions, whereas before they had merely followed someone else's -- may see themselves as just communication links between their superiors and subordinates. The boss tells them what to do, and they in turn tell their associates.

As a starting point, that may be all to the good. But managers who never go beyond this level aren't doing the job that's expected of them.

Good managers have to be self-starters. They anticipate the needs of their jobs and don't expect their superiors to do their thinking for them. They accept responsibility for developing new ideas and methods-within the limits of their authority without waiting to be prodded.

In short, managers are paid to think and to start things in their particular area. That's what leadership is all about. It's what companies, managers, their associates, and everyone else looks to them for. If they don't do it, they aren't doing their jobs.

Principle 7: Build a Positive Mental Attitude

Join the 2 Percent Club

A positive mental attitude is the single most important principle of the science of success. You will depend upon it in everything you do. You cannot get the maximum benefit out of the other sixteen principles without understanding and employing PMA.

The Choice of Two Envelopes

At birth you arrive figuratively clutching two sealed envelopes. One is labeled "Rewards," and the other "Penalties." The first envelope contains a list of all benefits you will enjoy from taking possession of your own mind and using it to get what you want. The second carries a list of the consequences that will befall you if you neglect controlling your mind and directing it toward a worthwhile goal.

Read that paragraph again. Now read it once more. Its message is that important. This chapter will open those envelopes for you and reveal their specific contents. You will see that these envelopes are real, that the rewards and penalties they contain are real. Nature abhors two things: a vacuum and idleness. If you do not use a muscle, it will wither and become useless. If you do not use the powers of your mind, they will do the same thing. Your brain and your life will become subject to every passing influence, unable to resist them or to act positively--unless you fix your mind on the object of your desire and create and act upon a plan for attaining it.

You've probably heard something like that old saying "Success attracts success while failure attracts more failure." Nothing could be more true. Striving for success makes you better able to attain it. Doing nothing and accepting failure only bring more failure your way. If you put your mind to work with a positive mental attitude and believe that success is your right, your belief will guide you unerringly toward whatever your definition of success might be. If you adopt a negative mental attitude and fill your mind with thoughts of fear and frustration, your mind will only draw those same things to you. That is the power of mental attitude. Why not make yours positive?

The Rewards of a Positive Mental Attitude

If you take possession of your mind and direct it toward desirable goals, you will enjoy:

1. Success consciousness, which attracts only the circumstances which make for success
2. Sound health, both physical and mental
3. Financial independence
4. A labor of love in which to express yourself
5. Peace of mind
6. Applied faith, which makes fear impossible
7. Enduring friendships
8. Longevity and a well-balanced life
9. Immunity from self-limitation
10. The wisdom to understand yourself and others

The Penalties of a Negative Mental Attitude

If you neglect taking possession of your mind and directing it toward a worthwhile goal, you are doomed to:

1. Poverty and misery your entire life
2. Mental and physical ailments of all kinds
3. Self-limitations which trap you in mediocrity
4. Fear and all its destructive consequences
5. Hatred of the means by which you support yourself
6. Many enemies and few friends
7. Every brand of worry known to humanity
8. Being a victim of every negative influence you encounter
9. Subjection to the will of others
10. A wasted life which does nothing to better the human condition

Which choice will you make? If you do not make the first one and embrace it wholeheartedly, the second will be forced on you. There is no halfway point, no compromise. Which choice will you make?

How to Develop a Positive Mental Attitude

You must have a positive mental attitude to make life pay off on your own terms. Nothing great has ever been achieved without PMA.

Recognize that your mental attitude is the only thing over which you--and only you--have complete control. Exercise that control, and direct it by using PMA. Realize, and prove to your own satisfaction by making it so, that every adversity, sorrow, or defeat, whether or not you caused it to happen, contains the seed of an equivalent benefit which you can nurture into a blessing that soars above the disaster that brought it. Learn to close the door of your mind on all failures from your past. Clear your mind of any influence which does not support a positive mental attitude.

Find out what you want most in life, and go after it. Do it right now by helping others to acquire similar benefits. This way you put the principle of going the extra mile into action. Select the person who, in your opinion, is the finest person in all the world, past or present. Make him or her your pacesetter for the rest of your life, emulating him or her in every possible way. Determine what kind of resources you need, set up a plan for acquiring them based on the idea of not too much, not too little. Don't think small, but remember, greed more than anything else has destroyed ambitious people.

Form the habit of saying or doing something every day which will make someone else feel better. You can do this with a phone call, a postcard, or a simple act of kindness. Give someone a good inspirational book, for instance, and you give that person something that will work wonders in his or her life. One good deed a day will keep old man gloom away. Make yourself understand that what whips you isn't defeat, but your mental attitude toward it. Train yourself to look for the seed of equivalent benefit in every disappointment you face.

Ascertain what you like best to do, and do it as a labor of love with your heart and soul. Perhaps it will simply be a hobby. That's fine. Just remember that an idle mind quickly becomes a negative mind; it's called brooding. Understand that often when you have searched in vain for a solution to a problem, you can find it by helping someone else solve his or her problem. By the time you have solved the other person's problem, you will have the insight to solve your own. Study Ralph Waldo Emerson's "Essay on Compensation" once a week until you understand and have assimilated it. This powerful work will convince you of the benefits you will derive from PMA.

Take a complete inventory of every asset you possess. You will discover that your greatest asset is a sound mind with which you can shape your own destiny. Communicate with anyone you know whom you have unjustly offended and offer sincere apologies. Ask for forgiveness. The more bitter this assignment is, the more you

will be free of negative mental influences when you have completed it. Acknowledge that the space you occupy in this world is in exact ratio to the quantity and quality of the service you render for the benefit of others, plus the mental attitude in which you render it. Break bad habits. Abstain from your vices one at a time for a month until you show yourself who is boss. If you need help from a counselor or a support group, get it. Don't let your pride master you. Comprehend that no one can hurt your feelings, make you angry, or frighten you without your full cooperation and consent. Close your mind to anyone who wants to exert a destructive influence.

Perceive that self-pity is an insidious destroyer or self-reliance. Believe that you are the one person on whom you can and should depend at all times. Relate to every circumstance in your life as something that has happened for the best, for it may be that your saddest experience will bring you your greatest assets if you give time a chance to mellow your distress. Divert any urge for control over others. Squelch it before it destroys you. Channel that energy into better control over yourself.

Occupy your mind with doing what you want to do so that no time will be left for it to stray to the things you do not want to do. Attune your mind to attract the things and situations you desire by expressing in a daily prayer your gratitude for what you already have. Demand a reasonable amount of dividends from life every day, instead of waiting to receive them. You will be surprised to learn how many of the desirable things in life are already yours, even though you have not noticed them. Live in a style that suits your physical and spiritual requirements, and don't waste time keeping up with the Joneses. Refuse to heed anyone's advice--unless that person is willing to give you satisfactory evidence of the soundness of his or her counsel. You will save yourself from hucksters, the misguided, and fools.

Discern that personal power does not come from the possession of material things alone. Mahatma Gandhi led his nation to freedom without a fortune. Exert yourself so that you keep your body in shape. Mental ailments can easily spring from physical ones, and your body, like your mind, must be kept active to remain positive. Reinforce the habit of tolerance, and keep an open mind on all subjects and toward all people no matter what their race or creed. Learn to like people just as they are, instead of demanding that they be just as you want them to be.

Admit that love is the finest medication for your body and your soul. Love changes the entire chemistry of your body and conditions it for the expression of a positive mental attitude. It also extends the space you occupy in the hearts of others. The best way to receive love is to give it. Return every benefit you receive with one of equal or greater value. The Law of Increasing Returns will operate in your favor, and eventually--or perhaps very soon--it will give you the capacity to get everything you are entitled to. A positive mental attitude works both ways. Avoid the fear of old age by remembering that nothing is ever taken from you without being replaced by something of equal or greater value. Youth, for instance, is replaced by wisdom.

Trust that adequate solutions can be found for all your problems, but accept the fact that the solutions may not always be the ones you want. Rely on the examples of others to remind you that any disadvantage can be overcome. Thomas Edison had only three months of formal schooling, yet he was the greatest inventor who ever lived; Helen Keller was without sight, hearing, or speech, yet she inspired millions. A definite major purpose is stronger than any limitation.

Welcome friendly criticism instead of reacting to it negatively. Embrace any opportunity to learn how others see you, and use it to take inventory of yourself and look for things which need improvement. Do not fear criticism; encourage it. Create a mastermind alliance with others dedicated to the principles of success.

Discuss your progress and insights and gain the benefit of a much wider range of experience. Always keep these meetings on a positive plane. Grasp the differences between wishing, hoping, desiring, and having a burning desire to achieve your goal. Only a burning desire gives you a driving motivation, and it can be fueled only by a positive mental attitude.

Abstain from negative conversations, especially carping, gossip, or tearing apart other people's reputations. These activities condition your mind to think negatively. Discipline your mind to shape your destiny toward whatever purpose in life you have chosen. Seize every one of the benefits in the rewards envelope and make them yours. Be yourself at all times. Neither you nor anyone else trusts a phony. Say nothing that does not reflect your positive mental attitude. Believe in the existence of Infinite Intelligence, which makes it possible for you to draw on all the power you need to take possession of your own mind and direct it toward whatever you choose.

Believe in your ability to become free and self-determining, and put that belief to work by acting upon it. Do it now! Believe that the American form of government guarantees you the freedom and privileges necessary to pursue your definite major purpose. Work to defend those freedoms as needed. Believe in the people you are associated with, and recognize that if they are not worthy of your belief, you have the wrong associates. And finally: read this lesson once a week for six months. You will so thoroughly indoctrinate yourself with these habits and mind conditioners that your mental attitude will become and remain positive at all times.

The 2 Percent Who Succeed

The overwhelming majority of people never recognize the difference between wishing and believing. They never take six steps that will help them use their minds to attain their desires. These steps are summarized below, along with my observations, based on a lifetime of study, of the percentage of people who attain each one.

1. Most people go through life merely *wishing* for things. These wishes are as fleeting as the wind. They have no power to shape anything. The number of people who stop here: 70 percent.
2. A much smaller percentage develop their wishes into desires. They want the same thing constantly, but that is the end of their commitment. They represent 10 percent.
3. A still smaller percentage develop their wishes and desires into hopes. They dare to imagine, from time to time, that they might get what they seek. I estimate they constitute 8 percent.
4. An even smaller group translates that hope into belief. They expect what they want will actually happen. These people number 6 percent.
5. 5. A smaller group of people crystallize their wishes, desires, and hopes into belief, then into a burning desire, and finally into faith. They constitute 4 percent.
6. 6. Finally, a very few people take the last two steps and then make a plan to get what they want and carry it out. They apply their faith with positive mental attitudes. This group is only 2 percent.

The outstanding leaders in every walk of life are the people in the sixth group. They recognize the power of their own minds; they seize that power and direct it toward whatever they choose. When you take this step, the word "impossible" will have no meaning for you. Everything will be possible for you, and you will manage to get it.

Join the 2 Percent Club

Here are the requirements for membership in the 2 Percent Club. Only you will measure your success in meeting them.

1. Adjust yourself to other people's states of mind and peculiarities so that you can get along peacefully with them. Observe a dog, and learn the art of self-control by watching how quickly it adjusts itself to its master's moods.
2. Ignore trivial circumstances in your relations with others; do not let them become controversies. Big people look past small slights.

3. Establish control of your mind at the start of each day, using the techniques for building a positive mental attitude. Maintain that attitude throughout the day.
4. Learn the art of selling yourself indirectly, by persuasion and example rather than by the hard sell.
5. Develop a hearty laugh as a means to release anger.
6. Analyze all your setbacks and determine their causes. Discover the seed of equivalent benefit in each circumstance.
7. Concentrate your mind on the can-do portion of the tasks you face. Don't worry about the cannot-do portion unless and until you meet it face-to-face. By that time the can-do portion will have shown you the way to success.
8. Turn all unpleasant circumstances into opportunities for positive action. Make this an automatic habit, and your success will multiply.
9. Remember that no one can win all of the time, no matter how much he deserves it. When you do not get exactly what you wanted, maximize your gain by increasing your understanding of yourself.
10. Look on life as a continuing learning process, and even bad experiences will become good ones.
11. Remember that every thought you release comes back to you multiplied in its effect. Monitor your thoughts, and make sure you send out only those whose fruits you are willing to receive.
12. Avoid associates with negative mental attitudes. Their attitudes will rub off on you and poison every effort you engage in.
13. Be aware of the dual nature of your personality. You have a positive side with a great capacity for belief and a negative side with an equal capacity for disbelief. Exercise the first, and the second will wither away.
14. Recognize that prayer brings the best results when you have sufficient faith to see yourself already in possession of the things you are praying for. This calls for a positive mental attitude of the highest order.
15. You can see how a positive mental attitude relies upon and reinforces so many of the principles crucial to personal achievement. You need a definite major purpose, applied faith in that purpose, and the personal initiative to act in ways that express your PMA. The next two chapters will teach you more principles that both support and sustain your PMA. The cultivation of success is a complex, organic process; whenever you advance in acting on one of its tenets, you advance in others.

Use Positive Self-Talk Statements

One day the great black educator Booker T. Washington was walking down a city street with a white friend.

A man approaching from the opposite direction saw them, scowled, uttered a racial epithet, and obstructed their path forcing them to walk around him.

His friend, outraged, turned to Washington and stormed, "We can't let him get away with that -- aren't you furious enough to do something?"

Washington smiled and replied, "I refuse to let any man make me hate."

His response was the ultimate triumph-retaining control of his own inner self and not letting the bigot corrupt his mind and heart.

Author Shad Helmstetter in *The Self-Talk Solution* agrees there are times "when the best thing you can do is to protect your own 'good' attitude from being influenced by the 'bad' attitude of the other person."

If you feel you've suddenly stepped in front of a target at which someone is shooting verbal arrows, what you tell yourself at that moment will determine how deeply the arrows will pierce.

Napoleon Hill reminds us that "no one can hurt your feelings, make you angry, or frighten you without your full cooperation and consent."

It's your mind the arrows are aimed at, and it's your self-talk that will either throw them to the side or let them hit home.

Self-talk is especially necessary when arguments erupt because people are tired from stressful experiences that occurred before they ever got together.

This happens when a couple gets home after both have had a hard day at work, or when overextended coworkers must collaborate quickly on a complex project.

Fighting back at such times by responding out loud to the person, or with silent negative thoughts, only creates more anger and stress. Instead, arm yourself with clear, simple, self-talk statements that build peace within you and between you and other people.

First, tell yourself, as Helmstetter suggests: "I alone am responsible for what I think. The negative thoughts from someone else only serve to remind me of my own winning healthiness -- and I always feel good about myself."

Next, add this bit of self-talk: "I understand -- he has programming of his own. It may not be the best, but it is the only programming he has."

This isn't belittling the other person. It's recognizing that he is doing no more than acting out the programming that directs his life.

Self-talk -- autosuggestion -- is an excellent way to remain in charge of your own attitudes-and invulnerable to the negative attitudes of others.

Points to Ponder: Principle 7

1. A positive mental attitude is the single most important principle of the science of success, without which you cannot get the maximum benefit from the other sixteen principles.
2. Success attracts success, and failure attracts more failure.
3. Your mental attitude is the only thing over which you, and only you, have complete control.
4. Every adversity, sorrow, or defeat, whether or not you caused it to happen, contains the seed of an equivalent benefit.
5. You are the one person on whom you can and should depend at all times.
6. A positive mental attitude attracts opportunities for success, while a negative mental attitude repels opportunities and doesn't even take advantage of them when they do come along.
7. A positive mind finds a way it can be done; a negative mind looks for all the ways it can't be done.
8. All things are possible to the person who believes they are possible.
9. No one has ever discovered the limitations of the power of the mind.
10. Your mind belongs to you alone. Take possession of it, direct it to specific usage, and make life pay off on your own terms.
11. Your true age is determined by your mental attitude, not on how long you have lived.
12. Your mind is your own, and so is the responsibility as to how you use it.
13. A positive mental attitude is an irresistible force that knows no such thing as an immovable body.
14. The only limitations you have are those in your own mind.

Principle 8: Control Your Enthusiasm

Enthusiasm Changes Lives

Enthusiasm bears the same relationship to your PMA and your progress toward success as gasoline to a car's engine; it is the fuel that drives things forward. In working on your PMA, you will learn to control your mind. The same control can be used on your enthusiasm, so that it is continually fed into the cylinders of your mental engine, where it is ignited by the spark of your definite purpose and explodes, pushing the pistons of applied faith and personal initiative. Enthusiasm is power. With faith, it can transform adversity, failure, and temporary defeat into action. This Transmutation depends on your control of your thoughts, for they can just as easily be expressed negatively as positively. By controlling your enthusiasm, you can change any negative expressions and experiences into positive ones. The next chapter on self-discipline will further strengthen your ability to do this.

The Benefits of Controlled Enthusiasm

Controlled enthusiasm has many positive effects. As you develop it, you will:

1. Increase the intensity of your thinking and imagination
2. Acquire a pleasing and convincing tone of voice
3. Reduce the drudgery in your work
4. Have a more attractive personality
5. Gain self-confidence
6. Strengthen your mental and physical health
7. Build your personal initiative
8. Overcome physical and mental fatigue more easily
9. Spread your enthusiasm to others

Enthusiasm stimulates your subconscious mind in much the same way that PMA does. By filling your conscious mind with enthusiasm, you impress upon your subconscious that your burning obsession and your plan for obtaining it are certain things. When your conscious enthusiasm dims, your subconscious will be there, full of images of your success to help you stoke your conscious fires of enthusiasm once again.

The Dangers of Uncontrolled Enthusiasm

Enthusiasm, as I've said, is like gasoline. Properly employed, it can do magnificent things. But if you spill it about carelessly, you run the risk of a catastrophe. One danger is that your enthusiasm can lead you to monopolize conversation. If you do nothing but talk about yourself, people will tune you out, forget anything worthwhile that you have to say, and refuse to offer you aid and advice when you seek it. How gladly do you suffer bores? You must also take care that your enthusiasm does not cloud your judgment. Don't reveal your plan to competitors because you think it's so good. If you can see its value, so will others. Don't rush ahead when your plans for your definite purpose call for resources or circumstances that have not appeared.

And don't let your enthusiasm find expression in the wrong things, like roulette wheels or the racetrack. It's fine to enjoy diversions which bring other benefits, like relaxing fishing trips or mind-broadening reading. But if you pour all your enthusiasm into these things, you won't have any left for your definite major purpose, and soon you won't have the resources for your diversions either.

How to Develop Controlled Enthusiasm

Here are the steps to building your enthusiasm:

1. Adopt a definite major purpose.

2. Write out a clear statement of that purpose and your plan for attaining it. Include a statement of what you intend to give in return for its realization.
3. Back your purpose with a burning desire. Fan that desire; coax it; let it become the dominating thought in your mind.
4. Set to work immediately in carrying out your plan.
5. Follow your plan accurately and persistently.
6. If you are overtaken by defeat, study your plan carefully, and change it if necessary. Do not change it simply because you have met defeat.
7. Ally yourself with others whose aid you need.
8. Keep away from joy-killers and naysayers. Stick with the optimists.
9. *Never let a day pass without devoting some time to furthering your plan.* You are developing enthusiasm as a habit, and habits require reinforcement.
10. Keep yourself sold on the idea that you will obtain your definite major purpose, no matter how far away that moment seems. Autosuggestion is a powerful force in developing enthusiasm.
11. Keep your mind positive at all times. Enthusiasm will not thrive in a field full of fear, envy, greed, jealousy, doubt, revenge, hatred, intolerance, and procrastination, it needs positive thought and action.

Does this list sound like things you are already doing? It should. Enthusiasm is the natural outgrowth of all your efforts toward success. What is important is that you now recognize that every appropriate move you make is building your enthusiasm as well.

Examine each move for the presence of enthusiasm. Understand how it has helped you, and you will be in a better position to apply this tool consciously when you need it.

Enthusiasm Boosters

If you think that your enthusiasm needs work, that it hasn't been growing apace with your progress on the other principles, you can stimulate it with some simple exercises.

To Be Enthusiastic, Act Enthusiastically

Does this advice seem redundant? It isn't. If you enter a meeting with your enthusiasm low, ignore it. Shake hands confidently; reply definitively to questions; assert the value of your ideas and proposals. Ideally, enthusiasm makes these things automatic, but if you consciously perform the actions, you will begin to see their positive results. This stokes the fires of enthusiasm.

Keep an Enthusiasm Log

When your enthusiasm runs high, make a note of it in a notebook. Write down the circumstances that inspired you and the manifestations of that enthusiasm. Were you spurred to action? Did you solve a problem? Did you persuade someone of something? Also, keep a written copy of your definite major purpose and your plan for it inside your notebook. Then, whenever your enthusiasm is ebbing, pick up your valuable book. Not only will it remind you of the reason you should be enthusiastic, but it will also review for you the benefits of that enthusiasm. Enthusiasm is a spiral, turning inward or outward, rising or falling. To give your enthusiasm a push in the right direction, refer to your notebook when the spiral is collapsing in on itself.

Complete a Can-do Task

In a way, can-do tasks are like crutches, but when you aren't moving the way you should be, you're not helping yourself by not using them. These are things that you know you can complete quickly and well. They should be somehow related to your definite major purpose, so that they help direct and control your enthusiasm. For instance, suppose that you own a hardware store. Your responsibilities may not have you on the floor very often; instead you're in the back office. But you remember how much you enjoyed working on the sales floor. Go back to that floor; make a few sales; renew your enthusiasm by returning to its roots.

A word of warning: If you have to resort to enthusiasm boosters frequently, something is wrong. You have strayed from the definite purpose you were pursuing. You will need to take a serious look at your plan for that purpose and think about realigning it so that it reflects your ambitions more closely.

Enthusiasm and the Mastermind Alliance

One of the most important places where your enthusiasm will go to work is in your mastermind alliance. If you share your enthusiasm with the other members, you will increase theirs. They, in turn, will be able to feed and support your enthusiasm. Sometimes all members of the group benefit equally from this process. But it is more likely that you, as the leader, will benefit most. The Law of Increasing Returns will reward you for your initial, originating enthusiasm in a way that far exceeds either your own contributions or the dividends paid to the other members.

Increased enthusiasm in your alliance will mean increased faith as well. With that additional faith will come more insight into Infinite Intelligence and thus more creativity.

Criticizing Without Destroying Enthusiasm

Sometimes it will be necessary to criticize members of your mastermind alliance or the people working for you who are not carrying their share of the load. You can do this without destroying their enthusiasm if you use a careful process. You must lead your "black sheep" to admit their mistakes on their own. Here's an example of that process, taught me by Andrew Carnegie:

My personal secretary was a young man who had been with me for several years. He was efficient, dependable and had a pleasing personality. He became associated with a group of people who had the bad habit of getting their enthusiasm out of a whiskey bottle. The first thing I knew he began to show up late on Monday mornings. Then he became irritable, and I knew the time had come for me to do a little friendly analysis on his behalf. So I prepared the way by inviting him to my home for dinner.

During the meal we chatted pleasantly about everything except the subject I had in mind discussing with him. After dinner we went to the library and lighted our cigars. The stage was then set, so I began by asking him a few questions.

First I asked him if he believed a man who was a regular drinker should be considered for a promotion, and he replied that he thought not. Then I asked him what he would do if he had in his employ a man so addicted to drink that he could not get to work on time, and he replied that he would probably fire him.

By this time he had begun to squirm in his chair, and I waited a while to give him the chance to do some serious thinking. Then I asked him if he thought it might be possible for a sensible man to change his habits in time to save himself from ruin.

He waited for a couple of minutes before answering, then straightened up, looked me squarely in the eyes and said:

"You needn't go any further. I have known for a long time that this hour was coming, and I deeply appreciate your kindness in making it as easy as possible. All I can say is that I have been a fool, but I can change, and I will do so if you bear with me long enough to let me prove it."

So he was disciplined, but it was with self-discipline. He took hold of his job with renewed enthusiasm and promoted himself from one position to another until he became manager of one of our largest steel plants. You can see the value and importance of this kind of approach. If Carnegie had angrily confronted this man, no doubt the fellow would have been so ashamed he would have denied any problem. Carnegie would have lost a valuable employee, and the man would have been driven only deeper into his destructive habits. Instead both men came out ahead.

Respect and nurture the enthusiasm others have. It can overcome powerful problems, and from those problems it will extract benefits beyond your imagination.

Enthusiasm Changes Lives

Another person's enthusiasm was what set me moving toward the success I have attained. That person was my stepmother. I was nine years old when she entered our home. We lived in poverty in rural Virginia, but she had come from better circumstances, and she would not accept our circumstances without protest. My father introduced me to her with these words: "I would like you to meet the fellow who is distinguished for being the worst boy in this county and will probably start throwing rocks at you no later than tomorrow morning." My stepmother walked over to me, tilted my head upward, and looked me right in the eye. Then she looked at my father and replied, "You are wrong. This is not the worst boy in the county, but the smartest one who hasn't yet found an outlet for his enthusiasm."

That statement began a friendship between us which was destined to produce these Seventeen Principles of Success and to carry their influence around the world. No one had ever called me smart. My family and neighbors had built me up in my own mind as being a bad boy, and I had done nothing to disappoint them. My stepmother, in one brief statement, changed all that. She changed many things. She persuaded my father to go to dental school, from which he was graduated with honors. She moved our family into the country seat, where my father's practice could flourish and my brothers and I could be better educated. My father resisted these efforts at first, but her enthusiasm always won him over. When I turned fourteen, she bought me a secondhand typewriter and told me that she believed that I could become a writer. I knew her enthusiasm, I relished it, and I saw how it had already improved our lives. I accepted her belief and began to write for local newspapers. I was doing the same kind of writing that fateful day I went to interview Andrew Carnegie and received the charge that became my life's work. My stepmother's enthusiasm had not just put me in a position to grasp such an opportunity but given me the self-confidence and enthusiasm of my own to succeed at it.

I wasn't the only benefactor. My father became the most prosperous man in town. My brothers and stepbrothers became a physician, a dentist, a lawyer, and a college president. What power enthusiasm has! When that power is released to support definiteness of purpose and is constantly renewed by faith, it becomes an irresistible force for which poverty and temporary defeat are no match. You can communicate that power to anyone who needs it. This is probably the greatest work you can do with your enthusiasm. Excite the imaginations of others; inspire their creative vision; help them connect with Infinite Intelligence.

Building, demonstrating, and sharing enthusiasm are a perfect manifestation of the moral principles behind the science of success. When you deliver your work with enthusiasm, you are already going the extra mile. You create a success consciousness around you that inevitably affects others for the better. The more enthusiasm you direct into the world, the better you are preparing yourself to attain exactly what you want.

Living Life with Enthusiasm

The Young Winston Churchill was a profound under achiever in academics. This is interesting, because in many ways he was a genius; for instance, as an adult he could quote verbatim whole pages of material he had read 50 years previously. Even as a youth, he was able to memorize a ten thousand-stanza poem.

Churchill later grew into a world class author and historian, a truly excellent amateur painter, arguably the best orator, of his age, a cunning fox of a politician and a visionary leader of the free world-all different passions. He embodied enthusiasm.

There is a key to understanding his academic failure. He once said, "They kept asking me questions about what I didn't know as opposed to what I did know."

Really, we all only get enthusiastic about our own agendas. Once Churchill was free to write, speak and act upon what he did, know and had a passion for, he went non-stop for the rest of his life. But when he was forced to respond to what others imposed, he was lackluster.

What do you passionately care about?

I am quite frequently boondoggled by the number of people I run into who are apathetic and bored. In a universe of great books, magazines, things, people, loves, work, food, music, film, to art, philosophy, politics, religion, children, and Hubble telescopes -- people are bored?

How in the name of God -- literally -- can people be bored? There isn't enough time to study and understand, let alone do what life has to offer. Your task is to identify ten things that turn you on. Then prioritize them. Write them down.

Twist the agenda imposed on you so that you get to study, communicate and do what you passionately care about. I am not suggesting that you should never compromise. Life is a compromise. But you must have a base from which you are compromising.

It's like the poor soul who says, "All I want is a friend." The response is, Well, what do you want to be friends about? People who have friends have music friends, another set of political friends and a different set they go fishing with.

I don't fish. Yet I enjoy being in the company of somebody who can enthusiastically tell me the beauties of it. I know he is a kindred spirit because he intuitively understands joy. And I know that anyone who is passionate about fishing could get interested in my passion even if just for a moment.

Grasp your dreams and twist the world's agenda to fit your passions and share your enthusiasm. It's infectious. Boredom is a killer, but the world will buy joy gladly.

Napoleon Hill Revisited: On Enthusiasm

Enthusiasm is a state of mind that inspires and arouses a person to action for the task at hand. It is contagious, and vitally affects not only the enthusiast, but all with whom he comes in contact.

Enthusiasm bears the same relationship to a human being that an engine does to an automobile- it is the vital moving force. It enables great leaders to inspire enthusiasm in their followers; it is the most important factor of salesmanship; and it is, by far, the most vital factor of public speaking.

Mix enthusiasm with your work, and your work will not seem hard or monotonous. Enthusiasm will so energize your entire body that you can get along with half your usual amount of sleep and, at the same time, perform two to three times as much work without fatigue.

Enthusiasm is the vital force with which you recharge your body and develop a dynamic personality.

Some people are blessed with natural enthusiasm, while others must acquire it-which fortunately is a relatively simple process. Begin by doing the work or providing a service that you like best. Money or circumstances may temporarily force you to engage in work you don't like, but no one can stop you from determining in your own mind what your Definite Chief Aim in life will be. No one can stop you from planning ways and means for translating this aim into reality. Nor can anyone stop you from mixing enthusiasm with your plans.

Other simple elements in building enthusiasm are:

- An environment where one comes in contact with others who are enthusiastic and optimistic Financial success
- Complete mastery and application, in one's daily life, of the Laws of Success
- Good health
- Knowledge that one has served others in some helpful manner

All of these sources of stimuli are self-explanatory. An additional element is good personal appearance. The psychology of dress is often misunderstood, but appropriate dress for a given situation is the most important part of the embellishment every person must have in order to feel self-reliant, hopeful, and enthusiastic.

To develop enthusiasm, you must remember that it is not so much what you say as the tone and manner in which you say it that makes a lasting impression.

Whatever you sell to others, you must first sell yourself. It naturally follows, therefore, that sincerity of purpose, honesty, and earnestness must be placed squarely in back of all you say if you are to make a lasting and favorable impression.

Whatever you sell to others, you must first sell yourself. It naturally follows, therefore, that sincerity of purpose, honesty, and earnestness must be placed squarely in the back of all you say if you are to make a lasting and favorable impression.

No one can afford to express, through words or acts, that which is not in harmony with his own belief. If he does, he must pay the penalty of loss of his ability to influence others.

I do not believe I can afford to try to deceive anyone about anything, but I know I cannot afford to try to deceive myself. To do so would destroy the power of my pen and render my words ineffective. It is only when I write with the fire of enthusiasm burning in my heart that my writing impresses others favorably; it is only when I speak from a heart that is bursting with belief in my message that I can move my audience to accept that message.

Points to Ponder: Principle 8

1. To be enthusiastic, act enthusiastically!
2. Enthusiasm is to progress toward success as gasoline is to a car's engine. It is the fuel that drives things forward.
3. You can develop controlled enthusiasm by taking the eleven steps to building your enthusiasm.
4. Enthusiasm stimulates your subconscious mind. By feeding your conscious mind with enthusiasm, you impress upon your subconscious that your burning desire and your plan for attaining it are certain.
5. Enthusiasm changes lives, as evidenced by the entrance of Napoleon Hill's stepmother into his life.
6. Enthusiasm is a state of mind. It inspires action and is the most contagious of all emotions.
7. Enthusiasm is more powerful than logic, reason, or rhetoric in getting your ideas across and in winning over others to your viewpoint.
8. No one is born enthusiastic; it is an acquired trait.
9. Enthusiasm is the radio wave that transmits your personality to others.
10. Enthusiasm begins and ends in your mind.

Principle 9: Enforce Self-Discipline

The Power of the Will

Earlier chapters have placed heavy emphasis on the importance of taking control of your mind. This control is pivotal to your personal initiative, positive mental attitude, and controlled enthusiasm. Self-discipline is the process that ties all these efforts together for you. It isn't possible to achieve self-discipline without making some progress on those other principles; self-discipline requires self-knowledge and an accurate assessment of your current abilities. Likewise, the other principles can't really be put into action without self-discipline.

It is the channel through which all your personal power for success must flow. Think of your mind as a reservoir in which you have been storing up potential power. You will now learn to release that power in precise quantities and specific directions. This is the essence of self-discipline.

Controlling Your Emotions

Most people act first and think about the consequences later. Self-discipline will reverse that process. You will learn to think before you act. The primary means to this end is your control of your emotions. For review, the fourteen major emotions are repeated below.

Positive Emotions

1. Love
2. Sex
3. Hope
4. Faith
5. Enthusiasm
6. Loyalty
7. Desire

Negative Emotions

1. Fear
2. Jealousy
3. Hatred
4. Revenge
5. Greed
6. Anger
7. Superstition

All these emotions are states of mind and are thus subject to your control. You can see right away how dangerous the negative emotions can be if they are not mastered. The positive emotions can also be destructive if you do not organize and release them with conscious control. Inherent in these emotions is explosive power. If you regulate that power properly, it can lift you to the heights of achievement. But if you let it run wild, it can dash you to pieces on the rocks of failure.

You learned in earlier chapters that a definite major purpose, activated by a driving motive, is the starting point of all worthwhile achievement. This motive must be so strong that it will subordinate all your thoughts and efforts to the attainment of your definite purpose. But your drive--your emotions--must also be subject to your own good judgment so that your enthusiasm and desire will not run over your wisdom. In other words, you must discipline yourself so that your drive is always under control and directed in the proper channels.

Self-discipline calls for balancing your emotions with your reasoning. This means you must learn to consult both your feelings and your reason before you reach any decision. Sometimes you will need to set aside your emotions and follow the dictates of reason alone. Other times you will decide in favor of your emotions, modified by your reason. A happy medium is important. Consider, for example, those people who are so in love that they will do anything for their beloveds. They are putty in the hands of others. They rarely amount to anything because they have no purposes of their own in life. You might wonder if this danger means that it would be safer and wiser to control your life strictly on the basis of reason and leave emotion out of every decision. The answer is an emphatic no.

Don't forget, your emotions provide your driving power, the activating force which enables you to put your decisions into action. If you destroyed hope and faith, what would there be to live for? If you killed enthusiasm, loyalty, and desire but still retained reason, what good would reason be? It would still be there to provide

direction, but what would it direct? You must control and direct your emotions, not abolish them. Besides, abolition would be an impossible task. Emotions are like a river. Their power can be dammed up and released under control and direction, but it cannot be help forever in check. Sooner or later the dam will burst, unleashing catastrophic destruction.

Your negative emotions can also be controlled and directed. PMA and self-discipline can remove their harmful effects and make them serve constructive purposes. Sometimes fear and anger will inspire intense action. But you must always submit your negative emotions—and your positive ones—to the examination of your reason before releasing them. Emotion without reason is a dreadful enemy. What faculty provides the crucial balance between emotion and reason? It is your willpower, or ego, a subject which will be explored in more detail below. Self-discipline will teach you to throw your willpower behind either reason or emotion and amplify the intensity of their expression.

Both your heart and your mind need a master, and they can find that master in your ego. However, your ego will fill this role only if you use self-discipline. In the absence of self-discipline, your mind and heart will fight their battles as they please. In this situation the person within whose mind the fight is carried out often gets badly hurt.

The Big Four

Your self-discipline will not only control your emotions and balance your reason but also be incredibly useful in four highly important areas.

Appetite

Too much food, drink, and other outside influences—such as drugs—which are bad for your body can shorten your life, sap your energy, and distract you from the work at hand. It isn't necessary to moralize on these points. The empirical effects of not being in control of your appetite are sufficient cause for you to subject your appetites to self-discipline.

Positive Mental Attitude

PMA is the only frame of mind in which you can have definiteness of purpose. Through it you can induce others to cooperate with you and help you; it can also attract the power of Infinite Intelligence by applying your faith. Self-discipline ensures that you use your mental attitude to attract the things you want and to repel the things that threaten you.

Time

There is an old saying: "Wasting time is sinful," Most people waste enough time in gossip alone to earn them all the luxuries they envy in others. Time is your most precious asset. If used correctly, it is like money in the bank. You must spend it under strict self-discipline. One of the easiest ways to do this is to schedule your time use for the next twenty-four hours, and stick to that chart. Do it once, and it will be easier the next time. Aleksandr Solzhenitsyn is another example of someone whose self-discipline allowed him to have an enormous impact. Not only did he survive years in Soviet gulags and then dare to write about it, he kept to a rigorous schedule of writing even after being exiled to the United States. Though he was an international celebrity and could have spent the rest of his life basking in attention, Solzhenitsyn moved to a small town in Vermont so he could find solitude.

Until he returned to Russia to participate in the reform of the country, he would get up at six and begin to write after eating a small breakfast. He would stop for a short lunch, then begin writing again, often until late in the evening and sometimes until the sun rose again. He didn't allow the telephone to interrupt his work and he rarely even left home. The result was a series of novels called *The Red Wheel*, a historical epic of tremendous importance. Even when history finally caught up with his Soviet oppressors, Solzhenitsyn resisted the urge to rush back to Moscow because he knew he had to finish his work. He didn't let countless opportunities to appear on news programs—which would have gained publicity for his books and made him money—distract him from the job at hand. His self-discipline, honed during his years in the gulags, allowed him to finish what he had started and made him a powerful figure when the Soviet empire finally collapsed.

Definiteness of Purpose

The importance of definiteness of purpose had better be clear to you by now. You know that it is the beginning of all achievements when it is tied to a strong, compelling motive. If you haven't yet made up your mind about your definite purpose, go back to the first chapter, and write out your major objective in life and your plans for attaining it. This is the first step in self-discipline. Even Infinite Intelligence can't help you get where you're going if you haven't made up your mind about exactly where you want to go. There's an old joke about a preacher who was stranded on the roof of his church in a flood. As the waters rose higher around him, he prayed fervently for God to rescue him. "The Lord will provide," he told himself.

Soon a boat floated by. The occupants called to the preacher to swim to them. "Don't worry about me," the preacher called back. "The Lord will provide." Reluctantly the people on the boat went on. The waters rose higher and soon were lapping around the knees of the man of God. Another boat appeared within a few yards of the church rooftop. The rescuers inside called to the preacher, and again he replied, "The Lord will provide!" This boat went on, and the preacher prayed even more fervently.

Just as the water reached the preacher's chin, a third boat appeared. It came so close that the preacher could have jumped right in. But the terrified man clutched his steeple and cried, "Save someone else. The Lord will provide for me!" And the boat went on. Within a few minutes the waters closed over the preacher's head, and he drowned. Reaching the gates of heaven, he asked for an immediate audience with the Lord, which was granted. In the divine presence the preacher humbled himself and asked, "Heavenly Father, my work on earth was not yet finished. Why didn't you save me?" "Good grief" came the reply. "I thought you *wanted* to come here. I sent you three boats, didn't I?" Self-discipline makes you jump when your boat comes by.

The Power of Self-Discipline

When you speak of power, you usually think of a Rockefeller or a Trump, somebody with money or property. But one of the most powerful men who ever lived had neither. Mahatma Gandhi didn't own a house, he had no money, but his influence eclipses that of any other person of this century. That's an astounding statement until you look at it and analyze the source of Gandhi's power. Here was a man who over long years, step by step, defeated the British Empire. He wrested freedom for India from the British by using a power His Majesty's Government didn't understand. There were five sources to his power:

- *Definiteness of purpose.* Gandhi's purpose was to free the people of India. He knew precisely what he wanted, what his major aim in life was, and he was determined that nothing would defeat him.
- *Going the extra mile.* No one asked Gandhi to spend his life as he did; no one paid him to do so. He did not have a selfish purpose; he did not think in terms of personal reward. He went not only the extra mile but many millions of extra miles because he was planning to benefit the four hundred million people living in his country. No wonder he had power.
- *Applied faith.* Gandhi completely cleared his mind of any doubt that he would eventually win the freedom he desired for his people. He kept his mind securely fixed on his definite major purpose. And this resolute purpose and his persistent action to achieve it opened his mind to the power of Infinite Intelligence.
- *Mastermind.* Gandhi assembled what is probably the greatest mastermind alliance in human history. It consisted of hundreds of millions of minds. Many of these minds may have been lacking in formal education, but each had the capacity for faith and a burning desire to achieve the goal of freedom Gandhi was leading it toward. No power in the world could have defeated such a powerful mastermind alliance—except an even larger one.
- *Self-discipline.* How do you suppose Gandhi managed to keep his mind focused on one definite major purpose all those years? He must have had many opportunities to capitalize on his situation or to use his power for his personal benefit. Anyone who had the power Gandhi had might have been tempted by such

opportunities. But he had the self-discipline to lead a simple life, and thus he had the self-discipline to free a nation.

The Structure of Your Mind

Your mind is divided into six departments which are subject to your conscious control. Understanding these departments helps you understand self-discipline.

The six departments are:

1. The ego. The source of willpower. It acts as a supreme court, with the power to reverse, modify, change, or eliminate the entire work of all the other departments.
2. Emotions. Here is generated the driving force which sets your thoughts, plans, and purposes into action.
3. Reason. This is where you weigh, eliminate, and properly evaluate the products of your imagination and emotions.
4. Imagination. This is where you create ideas, plans, and methods of attaining your desired ends.
5. Conscience. Here you test the moral justice of your thoughts, plans, and purposes.
6. The memory. This acts as the keeper of records of all your experiences and as a storehouse for all sense perceptions and inspiration from Infinite Intelligence.

The Ego

The ego, seat of your willpower, is the most valuable thing your body possesses. The rest of you is a collection of chemicals which, on the open market, aren't worth the price of dinner in a decent restaurant. You must control and discipline this priceless part of yourself. It can stand for anything you value, from poverty and ill health to your brightest ambitions. Some egos are weak and lacking in courage. Some are overinflated. Neither kind amounts to anything, but most people struggle with weak ones. Don't let a weak ego hold you back. A prosperous man I knew suffered a defeat in business and ended up driving a taxicab for a few hundred dollars a week. There's nothing wrong with driving a taxicab, but it isn't the right kind of employment for someone who was making six figures. That man needed to bolster his ego so he could return to success.

One woman I know wore a huge diamond ring on her finger. That ring was a symbol of her success, not a sign of vanity or ostentation. Once she had been poor, but with that ring on her finger she constantly reminded her ego that her poverty was of the past. She fed her ego with images that strengthened it. That is just what you must do with your ego. It may not require something as visible--and expensive--as a diamond ring, but it requires sustenance. Always treat your ego as your most precious possession.

Emotions

Earlier in this chapter we talked about the need for balancing your emotions with the faculty of reason. Here we will look at a different aspect of the emotions. Consider for a moment the serious problems which can arise in your mind when old disappointments and failures surface again and again in your emotions.

Self-discipline is the only real solution to such problems. It begins with the recognition that there are only two kinds of problems: those you can solve and those you can't.

Problems that can be solved should immediately be dealt with by the most practical means available. This is why you were told in an earlier chapter to make amends for old wrongs you many have done. Problems which can't be solved should be put out of your mind and forgotten. Think of this forgetting as closing the door on whatever it is that disturbs your emotional equilibrium. Self-discipline allows you to close this door and lock it securely, instead of standing in the door and looking wistfully back at what might have been. Look forward instead into the future.

One method is to visualize some symbol of the unsolvable problem floating deep in space. Imagine a giant envelope opening next to that symbol and the symbol sliding gently into that envelope. Let the envelope close, and then watch it drift away into the void. Whether you close a door or dispatch an envelope, you are employing a valuable technique. It requires a good, strong will, and repeated practice of this process only strengthens your will. Door closing does not make you hard, cold, or unemotional, but it does require firmness.

Self-discipline cannot permit lurking memories, and you cannot waste time worrying over the unsolvable. Doing so destroys your creative force, undermines your initiative, disturbs your faculty of reason, and just plain confuses all the departments of your mind. Closing the door on fear and worry allows you to open the doors of hope and faith.

Reason

If your ego functions as a supreme court, your reason functions as a superior court, handling the more routine functions of judgment. It evaluates the creations of the imagination, modifies the expression of the emotions, and ratifies the decisions of the conscience. You train your rational faculties by observation, study, and analysis of truth.

Imagination

Your imagination is responsible for all creative effort. New ideas are assembled here, and you must allow your reason to control its activities carefully. Keep your imagination workshop focused on things related to your definite major purpose, not on fantasies about winning the lottery. Because imagination is responsible for creating everything new in the world, it is an invaluable tool for your progress along the path to success.

Conscience

Your conscience keeps an eye on the moral justice of all your thoughts and deeds. If you always consult it and heed its advice, it will repay you by keeping you honorable and esteemed by others. If you ignore its advice, be careful. At the least you will alienate the members of your mastermind alliance, cut yourself off from the power of Infinite Intelligence, and be plagued by countless fears. At the worst you will discover that society has built many special rooms for people who don't obey their consciences. The view from these rooms is usually obstructed by bars.

The Memory

Here you store all impressions of both your conscious and subconscious minds. Self-discipline will allow you to keep unpleasant memories tucked away, after you have learned the lessons those memories inspire. Many positive things may also be stored in your memory, ready to be called forth upon demand by a willpower strengthened by self-discipline. Your self-discipline is the procedure you use to coordinate these departments of your mind and keep each of them under control. Its most immediate effect is the mental harmony you need to focus all your efforts toward success.

The Things You Cannot Discipline

There are four other elements that play a role in your mental process but that you cannot control. You must learn to understand them and adapt to their ways.

Infinite Intelligence

The chapter on applied faith explains the power and importance of Infinite Intelligence. You cannot discipline it; instead you must discipline yourself to be ready to receive it and to act on its wisdom.

The Subconscious

You cannot directly control your subconscious; that's a big part of what its name implies. It acts only in response to stimulus from your emotions, but these are something you can control through self-discipline. When your emotions are positive and directed toward a definite purpose, your subconscious will be powerfully and similarly affected. However, it will respond just as quickly to negative emotions; it can't distinguish between the two. This is why your self-discipline must be applied to your emotions, so that your subconscious works for you, not against you.

Telepathy

Telepathy is the broadcasting of your mental attitudes and thoughts to others. I'm not talking about such mundane uses as telling the baby-sitter when to put the kids to bed while you're out at the movies. I'm referring to the mental communication that develops between you and others committed to similar purposes. Your mastermind alliance is the best example of this power. As your alliance grows, each member will learn to anticipate the ideas of others and to connect immediately with their intense enthusiasm and inspiration. You can't control this process, but your self-discipline will aid you in cultivating the positive qualities which bring it into play.

The Senses

Sight, sound, taste, smell, and touch all may deceive you. They are capable only of perceiving the obvious. Much of what goes on in this world is not obvious, and the senses are easily fooled. While you can, to an extent, train your senses to serve you better, you must always evaluate the messages you receive from them by applying your reason. All four of these things must be a part of your mental processes. Your self-discipline will not give you direct authority over them, but it can--and must--make you more aware of their operations at all times.

The Power of the Will

The greatest manifestation of self-discipline is in the strength of your will. As I have pointed out, your will is the supreme court of your mind. It may have the theoretical authority to order all your mental processes, but that authority depends upon constant, consistent, and ethical exercise. The power of a will trained by self-discipline is an irresistible force. The only limit on that power is the one that you impose on it by restricting or ignoring your self-discipline. History and folklore are full of stories of people whose wills alone triumphed over death and other incredible adversities. Who remembers the people whose weak wills kept them mired in mediocrity?

Goals' Value Not What You Expect

"No other single requirement for individual success is as important as self-discipline.... Self-discipline is the tool with which man may harness and direct his inborn emotions in the direction of his choice." - Napoleon Hill

Speaker Jim Rohn startles his audiences by saying that the real value of setting goals is not in their achievement.

The acquisition of the things we want is secondary. The main value of setting goals is compelling us to become the kind of person it takes to achieve them.

Rohn writes in his book *Seven Strategies for Wealth and Happiness* that the greatest value in becoming a millionaire is not the money itself nor the things it will buy.

The greatest value "is in the skills, knowledge, discipline and leadership qualities you'll develop in reaching that elevated status."

He points out that if you give a million dollars to someone who does not possess the attitude of a millionaire, that person will most likely lose it.

But take away all the wealth from true millionaires, and in no time they will build a new fortune.

Why? Because those who earn their millionaire status develop the skills, knowledge and experience to duplicate the process again and again.

When someone becomes a millionaire, the least important thing is what they have. The most important thing is what they have become.

Rohn's rule is **income rarely exceeds personal development**.

When Rohn looks at his life, he asks, "Well, here's what I want, but am I willing to become the kind of person it will take?"

He knows if he's too lazy or unwilling to do the learning and work to become what it will take to accomplish that goal, he's faced with a choice: "I must decide to either change myself or change my wants."

Rohn suggests we all ponder the question: What kind of person will I have to become to get all I want?

The answer should include the kinds of skills and knowledge you need to gain. Use it to set some new goals for personal development.

From *Think & Grow Rich Newsletter*, Vol. 1, No. 4, January 1989. Copyright 1989, Napoleon Hill Foundation

The Mirror Technique

Self-discipline is easier if you reinforce what you want to think, do and say by practicing it before the person who knows you best -- yourself.

"Before you can control conditions, you must first control yourself. Self-mastery is the hardest job you will ever tackle. If you do not conquer self, you will be conquered by self. You may see at one and that same time both your best friend and your greatest enemy-by stepping in front of a mirror." - Napoleon Hill

You soon will be making an important presentation, and you want to come across confident and convincing. What can you do in advance to prepare yourself emotionally?

Claude Bristol recommends the mirror technique.

Bristol discovered this approach many years ago when he was the dinner guest of a wealthy industrialist. He was among a group of bankers, newspaper publishers and other prominent people invited to hear the industrialist's plans for a new paper mill operation.

Liquor flowed freely, and it wasn't long before the host appeared intoxicated. Just before dinner was served, he left the room and staggered into his bedroom.

Self-Discipline Wins Out

Bristol followed to offer assistance. At the door, he saw his friend grab the dresser, stare into the mirror, and say, "John, you old --, they're getting you drunk, but you're going to fool them. You're sober, cold sober. This is your party and you've got to be sober."

As the industrialist kept repeating than and similar words to his reflection in the mirror, Bristol noticed a transformation taking place. The man's body was becoming more erect, his facial muscles were tightening and his drunken look was disappearing. The whole performance took less than five minutes.

Bristol ducked out of the room. The host soon followed him to the dining room, a bit flushed, but walking briskly. At the end of the dinner, he gave a dramatic and convincing picture of his new business plans. It was a powerful and memorable demonstration of Napoleon Hill's principle of Self-Discipline.

Since that time, Bristol has suggested the mirror technique to thousands of people whom he counseled.

When people wept about the circumstances they faced, Bristol stood them before a full-length mirror and had them take a good look at themselves. He made them look into their own eyes and tell him what they saw -- crybabies or fighters?

The crying soon stopped, and Bristol became convinced that people cannot weep long while looking at themselves in the mirror.

Many orators and preachers use the mirror technique. Winston Churchill, according to Drew Pearson, never made an important speech unless he made it to a mirror first. Pearson said the same about Woodrow Wilson.

One of the outstanding insurance salesmen in America once told Bristol that he never called upon an important prospect without first giving the sales presentation in front of a mirror. His sales were phenomenal.

In his own firm, Bristol put mirrors up everywhere, including beside the doorframe of the main door to the office, so it would always be the last thing salesmen would see as they left. Even during hard times, his staff dramatically outsold their competitors.

Try These Steps

Here is the technique Bristol advocates:

1. Stand before a mirror, one that provides at least a waist-up reflection.
2. Come to attention-stand fully erect, heels together, chest out, head up.
3. Breathe deeply three or four times until you feel a sense of power, strength and determination.
4. Look into the very depth of your eyes. Tell yourself that you are going to get what you want-name it aloud so you can see your lips move and hear the words uttered.
5. Make the mirror technique a morning and evening habit.
6. If you're going to call on a tough prospect, use the mirror technique until you are convinced you can convey your message without trepidation.
7. If you're a manager, and you want more push from employees, teach them the mirror technique.

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Points to Ponder

1. Self-discipline is the process that ties together all your efforts of controlling your mind, your personal initiative, positive mental attitude, and controlling your enthusiasm.
2. Self-discipline makes you think before you act.

3. Emotions are states of mind and subject to your control.
4. Emotions are the activating force which enables you to put your decisions into action.
5. Your ego is the seat of your willpower and is the most valuable thing your body possesses.
6. The subconscious has access to all departments of the mind, but is not under the control of any.
7. Close the door on fear and worry, and open the doors of hope and faith.

Principle 10: Think Accurately

Controlled Habits

Think of your mind as a piece of land. Through diligent, planned work, it can be cultivated into a beautiful and productive garden. Or it can lie fallow, overrun by weeds sprouting from seed carried by passing birds and the wind.

Harvesting the bounty of your mind depends on careful effort and preparation by you, the gardener. This organization and its successful implementation are the result of accurate thinking. All plans, purpose, and achievements are created by thought. Your thoughts, you have already learned, are the only thing over which you have complete control. You can use them wisely or unwisely, but however you do it, your thoughts have power.

The Raw Power of Thought

An unknown paperhanger used thought powerfully. He sat moodily in a prison cell, contemplating the fact that life offered some people power and riches, while he was confined for a time. His very act of thought changed his life. The next the world heard of this man, he had written a book in which he frankly revealed the purposes of his mind and put the world on notice of his specific goal in life. Some people read the book and smiled tolerantly; others didn't even bother since they thought it was the work of a lunatic. A little more than a decade later this madman had half of Europe under his heel and the other half frightened out of its wits and fighting for dear life. His actions were setting the world on fire, but people in America went complacently about their business, believing that the fire would burn itself out.

Adolf Hitler found the opportunity to use his power so destructively because so many other people failed to use theirs constructively. Although his thinking was not accurate in the sense that you will come to understand, it still had the power to cause death and suffering for countless millions of innocent people. His thoughts were abominations, but they had force.

Applied accurate thinking is crucial to your desire for success, but you should also recognize that exercising it is a moral duty you owe to every other person in the world.

The Focused Power of Accurate Thought

Every story you have read in this book about a successful person proves the benefits--individual and social--of accurate thought harnessed to a worthy definite purpose.

The rigor of Jonas Salk's thinking discovered the vaccine which prevents polio.

George C. Marshall's careful planning revitalized Europe economically after the effects of Hitler's inhuman atrocities. George Bush's methodical assembly of the Desert Storm alliance and the detailed planning of generals like Norman Schwarzkopf and Colin Powell put a stop to Saddam Hussein's Hitler-like ambitions. The quiet diligence that Mother Clara Hale put into building Harlem's Hale House now provides love and care to children ravaged by their parents' addiction to drugs and infection with AIDS. None of these great things could ever have happened without accurate thinking. You can never achieve anything great without learning to think accurately.

The Thinking Process

Accurate thinking is based on two types of reasoning:

1. Induction. This is the act of reasoning from a part to a whole, from the particular to the general, from the individual to the universal. It is based on experience and experimentation and draws conclusions from them.
2. Deduction. In this act of reasoning specific conclusions are based on general logical assumptions.

The two types of reasoning are very different, but they can work together. For instance, suppose that every time you throw a rock at a window, the window breaks while the rock remains unchanged. The results of your repeated efforts cause you to reason inductively that the glass is fragile and that the rock is not. From this inductive reasoning, you can then proceed to deductive reasoning, which would suggest to you, among other things, that another non-fragile object--a baseball, for example--would also break the glass or that the rock might also penetrate other fragile things like paper.

Of course, your reasoning in this case would be limited since you have not accounted for many variables. A fragile object could also break the window (certainly a bottle could), and some fragile objects like cloth might simply collapse about a thrown rock instead of breaking. I'm sure you can think of many other contingencies which would apply in this case. This example shows how easy it is to make false conclusions and why accurate thinking is important and why your reasoning must be rigorous. You must examine the results of your reasoning consistently and look for flaws. You should apply this process just as stringently to the thinking of other people.

To be an accurate thinker, you must take two important steps:

- Separate facts from opinions, fictions, unproved hypotheses, and hearsay.
- Separate facts into two categories: important and unimportant.

Everyone except accurate thinkers has an overabundance of opinions, and these are usually worthless. Many of them can be dangerous and destructive, especially when they occur in conjunction with personal initiative. Hitler is an obvious example.

You cannot accept an opinion offered to you unless it is based on facts or sound hypotheses about the facts. You should not offer any opinions except on the same grounds.

Accurate thinkers never act on freely offered opinions without giving them the closest scrutiny; they permit no one to do their thinking for them. They obtain facts, information, and counsel from others, but they retain the right to accept or reject it in whole or in part. Newspapers, gossip, and rumor are unreliable sources from which to procure facts, as the events they cover are so changeable and these particular media are often not subject to verification. Remember the famous headline DEWEY DEFEAT TRUMAN? If you had believed it, you would probably still be wondering why General MacArthur lost his job.

Wishes are often fathers to popularly accepted "facts" since people naturally assume facts to be things that harmonize with their wishes. But these kinds of "facts" are so freely offered that you should remember that real facts generally have a price tag attached—the price of the painstaking labor needed to examine them for accuracy. For a few days not so long ago our nation was in the grip of the rumor that hypodermic needles were appearing in Pepsi cans everywhere. There were reports of incidents from more than twenty states. On the basis of this "fact," the price of Pepsi stock dropped dramatically, and many investors sold Pepsico shares for much less than they had paid for them, even though the company's executives assured the country that this kind of tampering was highly unlikely.

Accurate thinkers recognized the improbability of such a widespread tampering scheme and bought Pepsi stock. Then the FDA and the FBI declared every single report to be a hoax. Who benefited? The panicky sellers who had bought “high” and then prematurely sold a very solid company or the accurate thinkers who bought the stock at a discount price?

Techniques for Evaluation

As an accurate thinker you must scrutinize every bit of information you encounter. You have to realize that some things contain facts while being colored, modified, or exaggerated, either intentionally or carelessly. Any political campaign will demonstrate this point in glorious detail.

You should apply some tests to information you encounter. If you read a book, for example, you should ask questions like these:

1. Is the writer a recognized authority on the subject covered?
2. Did the writer have a motive in writing the book other than imparting accurate information? What is that motive?
3. Does the writer have a profit interest in the subject covered?
4. Is the writer a person of sound judgment or a fanatic?
5. Are there easily accessible sources to check and verify the writer’s statements?
6. Do the writer’s statements harmonize with common sense and experience?

Before you accept anyone’s statements as facts, you must try to find the motive behind those statements. The motive can be completely honorable, but you must still be careful about accepting the statements of overzealous people who have a habit of letting their emotions run wild. Honor alone does not equal accuracy.

You must rely upon your own judgment and be cautious no matter who is trying to influence you. If a statement does not seem reasonable or contradicts your experience, set it aside for further examination.

When you ask others for facts or judgments, try not to disclose the answer you expect or your motives in asking, for people often alter their advice to fit what they assume is their listener’s desire. This process may be innocent or duplicitous, but you should avoid it. Instead of asking, “Do you think it would be possible to send a man to Saturn?” or “How can I send a man to Saturn?” ask, “What do you know about the possibility of sending a man to Saturn?” This example may seem a little absurd, but if you substitute “moon” for “Saturn” in the above sentences, you’ll see evidence of the power of accurate thinking.

The Sources of Your Thought Habits

Your initial thought habits come from two sources, both of them hereditary:

1. Physical heredity. The nature and character of the generations that preceded you have some influence on your thought habits. You may be born with a predominantly rigid or free-floating thinking process, which many scientists now categorize as left or right-brained. The first emphasizes details; the other, broad schemes. Accurate thinking can modify, strengthen, and direct both qualities, since everyone possesses each, even though one is stronger than the other.
2. Social heredity. Your environmental influences, education, and experience all are social stimuli. Thinking is most influenced by these things, and that is dangerous because it means that much of your thinking is inspired by others. However, you can take action to control and select these influences, such as reading this book.

Most people embrace a religion, ally themselves politically, even select the car they drive not because they have given thought to the subject but because of the influences of those nearest them: friends, relatives, and acquaintances.

As an accurate thinker you will accept no political, religious, or other type of thought, regardless of its source, unless and until you have carefully analyzed it. Then you will accept it or reject it of your own free will, and its value to you will be much greater. Robert Taylor, onetime governor of Tennessee, once asked a young man why he was a confirmed Democrat. "Because," the young man exclaimed, "I live in Tennessee, and my father and grandfather are Democrats. That's why!"

"Well," said the governor, "wouldn't you be in a bad fix if your father and grandfather had been horse thieves?" I don't care what your party is, but you must select it, as you select everything, on the basis of accurate thought, not on the habits of others.

Two Big Mistakes

Two opposite qualities are very prevalent in human nature, but each is a major roadblock to accurate thinking. Credulousness--the habit of believing on the basis of little or no evidence--is a major human fault, for it is fatal to accuracy in thinking. This fault--in both his own people and those of the world--certainly let Hitler build his influence to such horrendous levels. The mind of an accurate thinker is an eternal question mark. You must challenge everyone and everything that influences it.

This does not imply a lack of faith. In fact, it is the greatest expression of respect for the Creator since you recognize that your thoughts are the only thing over which you have been given complete control and you embrace this blessing.

The small minority of accurate thinkers has always been the hope of humanity. For they are the pioneers in whatever they do. They create business and industry, advance science and education, and inspire invention and religion. Emerson said it best:

Beware when the great God lets loose a thinker on this planet. Then all things are at risk. It is as when a conflagration has broken out in a great city, and no man knows what is safe or where it will end. There is not a piece of science but its flank may be turned tomorrow; there is not literary reputation, not the so-called eternal names of fame, that may not be revised and condemned. The very hopes of man, the thoughts of his heart, the religion of nations, the manners and morals of mankind, are all at the mercy of a new generalization.

Generalization is always a new influx of the Divinity into the mind. Hence the thrill that attends it. When you are an accurate thinker, you are the master, not the slave, of your emotions. You live among other people without giving them the power to control your thinking. You must always be on guard against the human tendency initially to reject an idea because it is unsound but, by close association with it in the form of family, friends, and coworkers, to endure it, then to embrace it as your own, forgetting its original source and your first evaluation of it. Your mind will absorb any idea that it is repeatedly subjected to, whether good or bad, right or wrong. As an accurate thinker you can make this trait work for you in the sense that whatever you think today becomes what you are tomorrow. This is the essence of the power of a definite major purpose and positive mental attitude.

The other common weakness in most people's thinking is a tendency to disbelieve anything they do not understand. When the Wright brothers announced that they had built a machine that could fly and asked newspaper reporters to come to Kitty Hawk and see for themselves, no one would come. When Guglielmo Marconi revealed that he could send a message through the air without wires, some of his relatives had him sent to a psychiatrist for examination. They were convinced that he had lost his ability to reason.

Contempt prior to examination is a trap that will limit your opportunity, applied faith, enthusiasm, and creativity. Do not confuse a suspension of belief in something unproved with a certainty that anything new is impossible. Accurate thinking is designed to help you understand new ideas or unusual facts, not to keep you from examining them.

Controlled Habits

I have repeatedly emphasized that your thoughts are the only thing over which you can exert complete control. Because your mind is so subject to the dominating influences in your environment, you must take control over those influences by developing beneficial mental habits. This process is called controlled habits.

The process of controlling your habits is miraculous. It translates the power of thought into action. But if your habits are poor or bad, it can bring misery and failure. Your success depends on the strength and quality of your controlled habits.

Think of your mind as photographic film. Film registers any object reflected on it. It does not select the object it records, and it has no control over the focus of the image or the length of the exposure it receives. You, the photographer, select the image, adjust the lens, manipulate the light and shutter speed. The quality of the picture that is taken depends on your skill in controlling all these elements.

For your mental film, the subject of your composition is your definite major purpose. You frame it as you choose, illuminate it with the fire of your burning obsession, and expose your mind to it for the time that you determine.

Few professional photographers take one shot of an important image. They do over the shot, adjusting all the elements of the process slightly, so that a perfect image is finally recorded. Similarly, instead of a single photo session, you will work on your mental image on a daily basis, repeatedly exposing your brain to the image of your definite major purpose. This repeated "photographing" of your definite major purpose then becomes a habit, a controlled habit, since you have consciously decided upon the nature of your actions. The repeated reflection of the light of your burning obsession--which springs from your emotions--will also register this image upon your subconscious, which will work, without your knowledge, to bring the image to fruition by inspiring you, through your imagination, with ideas and plans for attaining your purpose.

The manifestations of these ideas will not simply appear. Your subconscious cannot deposit a new car in your driveway or ten thousand dollars in your bank account. Accurate thinking persistent action in applying these ideas and all the principles of success. This is why I have placed such strong emphasis on daily personal initiative in everything you do, for you must also develop the controlled habit of action.

At first action may require every bit of conscious mental control you can exercise. But every time you act, you strengthen that controlled habit, so that the process becomes more ingrained. Your enthusiasm and your applied faith will also drive you. Both these qualities will increase as you make action a controlled habit.

Work will no longer be drudgery; it will become as pleasurable as eating when you are hungry. Strange things that will give you hope and courage will begin happening. People will begin to cooperate with you in a friendlier spirit and without your asking them to do so.

Unexpected opportunities for attaining your definite major purpose will spring up around you as the result of your action. Your imagination will become keener and more alert. You will work longer with less fatigue. You will see the world in terms of hope and faith because the controlled habit of action has alerted you to their possibility. With these changes will come improvements in every aspect of your life.

Accurate thinking depends heavily on several other principles of success: definiteness of purpose, self-discipline, prompt decision making, and a positive mental attitude. It also plays an important role in the next principle, controlled attention, which will bring even more focus to your efforts toward your definite major purpose.

Think About How You Think

Accurate thinking is one of Napoleon Hill's 17 Principles of Success. He wrote that you should choose what you want to achieve, determine how you will set about achieving it, and move toward that goal with definite, positive awareness.

Here are some "types" of thinking which can be useful in a variety of circumstances, as suggested by Mario Leo in *Business Horizons*.

- Lateral Thinking: Think sideways rather than moving straight to the target. Force yourself to forget what you know about what works in a situation and give new possibilities a fair trial.
- Recursive Thinking: Look for what you are not seeing. Focus on the significance of what is left out of your analysis of a problem.
- Reflexive Thinking: Think about the fact that you are the one doing the thinking. How do your own abilities, experiences, and preferences affect the way you are thinking about the situation?
- Playful Thinking: Enjoy the process of thinking. Keep your thoughts in perspective. Retain the ability to laugh at yourself. Remember that life is larger than business.

Think Big!

In a single issue of an important national publication, there were four separate advertising appeals to capture the interest of serious, ambitious salespeople:

- "THINK BIG!" was the headline of one of the ads. "Here is an opportunity for a salesperson with the ability to think a problem through."
- "You can become tomorrow's big success story" read a bid from one of America's largest corporations.
- "Thinking salespersons wanted" was another call for skills and ambition.
- And "We want three people who know how to think their way to the top" announced another nationwide company.

The similarity in the basic appeal of these four announcements is strikingly impressive. Each one unrolled the red carpet of welcome for people who can think their way to greater sales volume. Why?

The answer probably lies in the fact that some of us in the fascinating, complex selling field "work too hard" and "think too little."

One of my longtime business friends belonged to the so-called "overworked" group. He was one of the busiest salesmen I have ever known. Wherever you saw him he was usually puffing his way from place to place. He was in a hurry. He was a man buried in detail. The rear seat of his automobile was littered with samples, unopened mail, and literature on various products in his lines. Much of this mass of disorganization contained valuable selling ideas that he seldom found time to read.

Recently I visited this man in the hospital. His active selling days are probably at an end, for he literally worked himself to near-death. Yet, from an achievement standpoint, he never quite caught up with the procession in the field of selling. He was too busy running in circles to take time to think.

An advertising and marketing executive who had cashed in on more selling ideas than many of us gave him credit for had learned the art of relaxing and thinking. I walked into his office one balmy afternoon and found him alone. He was seated in his high-back leather swivel chair, facing a large window. From his fourth-floor perch he could look out over the city which he considered to be his great garden of opportunity. His hands were folded on his chest. His head rested on smooth leather. His feet were propped up on the windowsill. He greeted me with a guiltless and friendly smile.

"Sorry to disturb your nap," I quipped. "You act like you have nothing to do. Maybe you should get up and get out and go after more business instead of loafing and dreaming."

He dropped his feet to the floor, sat up straight, and grinned at me.

"I'm about to do just that," he chuckled. "I'm going out there, into that milling mob you can see, and I'm going to wrap up one of the biggest contracts of my career. You thought you caught me loafing, but you were dead wrong. I was working. I was putting a jigsaw together to land one of the juiciest accounts in this city. When you invaded my office, I was engaged in one of those rare activities called thinking. A lot of you salesmen would be better off if you did more of that sort of thing and less running around in circles."

This sales specialist accomplished what he said he would. He signed up that desirable account only a few days after I had "caught him napping." When I heard about his victory, I recalled what he had said about doing more thinking and less running in circles.

Not long ago, a dynamic speaker told a group of salesmen and sales executives that only 5 percent of us think we think, and the rest of us would rather die than think.

Successful salespeople have learned that thinking and work go hand in hand. They have also learned that thinking must be sound and work must be constructive if sales volume is to be the end result.

In a sales conference I attended, one salesman offered a familiar excuse for getting no business from a potential customer whose business was urgently desired by his company. "Nobody can sell to that man," the salesman declared with angry conviction. "Somebody will sell to that man," the sales manager replied with calm conviction, "and I hope it will be you!"

Shaken by the refusal to accept his lame excuse, this salesman resorted to something he had been neglecting. He settled down to serious thinking. He began pulling his difficult prospect apart to find out what made him tick. He jotted down for his own examination some of the foibles, the quirks, the whims, the virtues, and even the cussedness of his difficult prospect. In doing this, the salesman discovered that his own prejudices were fading. He began to see this difficult man in sharper focus. He discovered that this potential customer had ambitions, hopes, aspirations, likes and dislikes, just as any other of his customers had.

The trouble had been that the salesman and his difficult prospect had not been communicating effectively. To level out this avenue of communication, which was due to lack of understanding, the salesman began making calls with a new objective in mind. He tried to sell himself to the prospect by convincing him that he was interested in him and his welfare.

As a result of this new approach, the two men ultimately got to be on friendly terms. They developed confidence in each other and, in due time, the challenge thrown at the salesman by his sales manager paid off -- the salesman accomplished what he had told his sales manager was "impossible." As he returned to the office one afternoon, he wore a warm smile, because tucked away in his briefcase was the fattest order he had ever written.

Sometime after he had scored this victory, I chatted with him over a cup of coffee. "What was the real clincher in making this big sale?" I asked.

"Patience," he replied. "Plus a lot of thinking, planning, and self-examination. But patience was at the bottom of the deal. I had to learn that the hard-to-sell guy can't be shoved into buying. The trick is to toss him a well-thought-out idea that appeals to him. The appeal may be profit, pride, or some other benefit. Give this idea time to soak in. Let him mull over himself. When he starts asking questions, you're on your way."

Thus we see once again how we can think our way to greater sales. We must begin to think about what we are not selling and what we are selling.

For example, we are not selling motorboats or sailboats. What we are selling is adventure.

We are not selling a product that is new to the market. We are selling new opportunities for more profits.

We are not selling advertising space in a newspaper or magazine, or commercial time on TV or radio. We are selling the pulling power of these media to draw more business to our prospects' markets.

We are not selling insurance contracts at lower premiums. We are selling personal, family, or business security and freedom from risk and worry.

We are not selling to either male or female customers the wool or cotton or silk or the synthetic fabric that makes up an article of clothing. We are selling beauty, comfort, pride, prestige, and the admiration of others.

To sell effectively, let us search out the problem that most concerns our prospective customer. Then let us try to offer a solution to that problem.

The only real sales gimmicks that work are creative thinking, hard work, integrity, and faith. So if you want to chalk up big sales records, take time to read, time to relax, time to think, and time to serve others, because these are the activities that will expand your horizons and pay big dividends.

The key word, of course, is think, and when you do your thinking, think BIG!

Principle 11: Control Your Attention

Points to Ponder

1. Thoughts have power, are under your control, and can be used wisely or unwisely.
2. Accurate thinking is a moral duty.
3. Nothing great can happen without accurate thinking.
4. Accurate thinkers accept no political, religious, or other type of thought, regardless of its source, until it is carefully analyzed.
5. Accurate thinkers are the masters of their emotions.
6. Accurate thinking calls for the highest order of self-discipline.
7. Accurate thought involves two fundamentals. First, you must separate facts from information. Second, you must separate facts into two classes, the important and the unimportant.
8. It takes concentration to control your attention and focus it on a problem until you have solved it.
9. Turn on the full power of your mind, and control your life.
10. Your power of thought is the only thing over which you have complete control. To use this power effectively, you must think accurately.
11. Accurate thinkers allow no one to do their thinking for them.
12. Accurate thinkers know that emotions are not always reliable.

Controlled Attention at Work

By adopting a definite major purpose, you have selected an object on which you have to focus your controlled attention. Forget the old saying "Don't put all your eggs in one basket." You have to put all your eggs in one basket and concentrate your attention on protecting that basket and getting it to the market. Controlled attention is the act of coordinating all the faculties of the mind and directing their combined power to a given end. It is both an outgrowth of many of the other principles of success and an important aid to them.

The Power of Controlled Attention

Concentration upon a single idea has been the hallmark of success for countless people and organizations. Intel is a manufacturer of computer chips. By concentrating its energy on building better chips, in less than a decade it has more than quadrupled the speed at which computer processors can deal with information. The rate at which it is able to design and introduce even speedier chips grows faster every year. This happens because Intel concentrates its attention on microprocessors and doesn't worry about other things like software or modems. Donna Karan is a premier designer of women's professional clothing. Her company dresses more female executives than any other. Because Karan doesn't spend her time coming up with a line of designer jeans or swimsuits, she dominates a lucrative market through controlled attention. Henry Long's paint-manufacturing company, Keeler & Long, concentrates its attention on producing industrial paints. You probably haven't heard of Keeler & Long because it doesn't bother with the sort of paint you use in your home. Instead it makes paint that can withstand a nuclear meltdown or last for years on electrical transformers, and it is recognized as the best paint manufacturer of its kind. Even the White House has been repainted with its product.

Marcel Proust concentrated his attention on a single massive work, *Remembrance of Things Past*, a series of novels that cemented his reputation as one of the major novelists of the twentieth century. Mother Teresa has concentrated her attention on relieving the suffering of the poor in India. From a single mission she expanded her efforts to more than two hundred sites around the world and won the Nobel Peace Prize. The scope of her plan grew, but she has never wavered in the attention she pays to it.

Whatever your enterprise, concentration on your definite major purpose is essential. It projects a clear picture of your definite purpose upon your conscious mind and holds it there until it is taken over by your subconscious and acted upon.

Controlled Attention and the Other Principles of Success

What I call the Law of Harmonious Attraction means that forces and things which are suited to the needs of one another have a natural tendency to come together. As you master the principles of success and apply them, you will find that you benefit from the Law of Harmonious Attraction. You will condition your mind so that it will attract only the things you desire, and since you will be eliminating from your mind all conflicting emotions, such as fear, envy, greed, hatred, jealousy, and doubt, you will not be distracted by anything they might attract. Thus you will be in an even better position to control your attention.

Here is how the different principles strengthen and benefit from controlled attention:

Definiteness of Purpose

Deciding on what you want, creating a plan for getting it, and carrying out that plan obviously will require you to concentrate the major portions of your thoughts and efforts toward the attainment of that end. You need an object upon which to concentrate your attention, and once you have selected that object, it will grow closer--and your view of it will grow clearer--the more you concentrate your attention upon it.

The Mastermind Alliance

Forming a mastermind alliance is one of the first effects of controlled attention, since you must do so with care. In turn the alliance intensifies your concentration by creating a mass psychology which increases your faith, self-reliance, imagination, creative vision, personal initiative, enthusiasm, and will to win. You will keep moving toward your definite major purpose when you are surrounded by others who lend you aid and encouragement, whereas if you work alone, you will be inclined to slow down, become discouraged, and quit.

Applied Faith

When you adopt a definite major purpose and surround yourself with a mastermind group, you demonstrate faith in your ability to attain your objective by persistent endeavor. Your controlled attention has given faith space in which to take root and grow. Likewise, it is much easier to concentrate your attention on something you believe will happen than it is to focus on an event which seems unlikely. Thus the power of your faith is combined with the results of your controlled attention, giving it tremendous power.

Positive Mental Attitude

By the time you have taken the previous basic steps, your mental attitude will already have become predominantly positive. Many of the self-imposed limitations of fear, doubt, and discouragement will have disappeared because you are already seeing evidence of what you can accomplish. You will have no room left in your mind for thoughts of failure.

You will be so busy carrying out your definite major purpose that you will have no time for hesitation or procrastination, nor any desire to do either.

Going the Extra Mile

Applying this principle requires continuous action since it must be a part of everything you do. Your concentrated attention in applying it adds momentum to your efforts and inspires enthusiasm and faith in your mastermind

allies, as well as in others you encounter. This, in turn, increases your positive mental attitude, making it even easier to control your attention.

Personal Initiative

Applied personal initiative organizes your plans for attaining your definite purpose, then, with the aid of your mastermind allies, tests those plans for soundness. As with going the extra mile, controlled attention to the results of your initiative is crucial, and every positive thing that happens as a result of that initiative strengthens your will and thus your controlled attention.

Self-Discipline

Self-discipline harnesses and controls all emotions, both positive and negative, allowing you to guard against the dissipation of energy through either expressing your negative emotions or neglecting to use your positive ones. Your emotional power is available for the concentration of your attention. At this point your mind is beginning to function like a well-constructed machine, with no wasted motion and no energy-sapping friction. You have acquired the skill of transmuting your emotions into a powerful driving force for attaining your definite major purpose.

You have also begun to acquire control over your willpower. Your willpower brings all the departments of your mind under complete control and puts them to work in attaining your definite major purpose.

You are now approaching the apex of efficiency in controlled attention.

Creative Vision

Your imagination will already have been greatly stimulated by the previous steps. Your subconscious mind, impressed with the object of your definite purpose, will swing into action on its own, rendering up ideas, plans, and hunches whose clarity and applicability will surprise you. You will notice new opportunities for attaining your definite major purpose. Friendly forms of cooperation from others will present themselves. Everything you touch will become a tool in your hands to promote your success. Even the laws of averages and luck will operate in your favor. But don't be mistaken. In back of these lucky breaks is a definite cause that you have brought into being: controlled attention.

Accurate Thinking

Long before you have reached the point of actively cultivating accurate thinking, you will have stopped guessing and started making your plans on the basis of known facts and sound hypotheses. But as your plans begin to take effect, accurate thinking becomes a necessity. Controlled attention hones your thinking, and accurate thinking means that your attention is applied only where it is needed.

Learning from Defeat

When setbacks occur, you will use your controlled attention to find, examine, and nurture the seed of equivalent benefit that comes with every unhappiness. Defeat will be nothing but a signal for greater and more determined effort. It will be fuel to feed the fires of your willpower. You will also learn to delve into your memory to examine defeats that occurred before you selected your definite major purpose. Controlled attention makes every moment of your life valuable to you.

Enthusiasm

Enthusiasm takes the drudgery out of your work and makes it a labor of love. Your enthusiasm for something automatically leads to your concentrating your attention on it, and it impresses your dominating thoughts on your subconscious. Controlled attention directs your enthusiasm to definite ends, and the nearer you come to those ends, the more your enthusiasm grows.

Attractive Personality

By developing an attractive personality, you remove much of the opposition you may face from other people and replace it with the cooperation of allies in addition to your mastermind group. Controlled attention helps you improve those elements of your personality that require discipline and gives you the resolve to remove bad habits. In return, your attractive personality provides more opportunity for the use of your controlled attention through increased influence and opportunity.

Controlled Attention and Autosuggestion

The chapter on self-discipline underscores the influence of your daily environment in your struggle for success. One of the most effective ways to shape this environment to your benefit is the process of autosuggestion. Autosuggestion occurs both consciously and unconsciously. Every thought you have, every word you speak are recorded in your memory, whether those thoughts and words are positive or negative. The objects on which you deliberately concentrate your attention become the dominating influences in your environment. If your thoughts are fixed on poverty or the physical signs of poverty, these influences are transferred to your subconscious by autosuggestion. If you continue to concentrate on poverty, you will condition your mind to accept poverty as an unavoidable circumstance, and you will eventually become poverty-conscious. This is how millions of people condemn themselves to lives of poverty.

The principle of autosuggestion works in precisely the same manner when your dominating thoughts are fixed, through controlled attention, upon success and security. This habit leads to the development of a success consciousness.

When you voluntarily fix your attention upon a definite major purpose of a positive nature and force your mind, through daily habits of thought, to dwell on that subject, you condition your subconscious mind to act on that purpose. Controlled attention, when it is focused on the object of your definite major purpose, is the medium by which you positively apply the principle of autosuggestion. There is no other way to do this. The difference between controlled and uncontrolled attention is great. You can feed your mind on thoughts which will produce what you desire, or you can neglect your mind, allowing it to feed on thoughts that will produce results you don't desire. Your mind is never inactive, even in sleep. It constantly reacts to the influences which reach it. The object of controlled attention is to keep your mind busy through thoughts which will be helpful in attaining the object of your desires. If you neglect controlling your attention, your mind will become fixed on negative influences.

Controlled Attention at Work

Chemistry teaches us that individual elements can combine to form new substances that are very different from the components that constitute them. Water is a simple example: Both oxygen and hydrogen are gases, but when two oxygen atoms combine with one hydrogen atom, they form a liquid-and a highly useful one at that. Sodium and chlorine are volatile and dangerous in their pure states, but when one atom of each forms a pair, they become ordinary table salt. The same is true of thought. Thoughts of one nature can combine with those of another sort, and controlled attention is the means by which you decide the process. If your child is threatened by an oncoming car, fear for his or her safety and love for him or her will combine into thoughts of action, leading you to pull the child out of the way. Both the initial thoughts are strong, but it is the combination of the two that is strongest and most effective at preventing harm. Observation and experience have taught me that the following principles of success, when combined in your mind, can produce power bordering on the miraculous:

1. Definiteness of purpose
2. Self-discipline through emotional control
3. Autosuggestion applied to attaining your purpose
4. Willpower actively engaged and directed toward your purpose
5. Controlled attention
6. Personal initiative
7. Creative vision
8. Applied faith

Here's example of these combined principles at work. Suppose you are faced by a common problem: You need a sum of money for a specific purpose, and you need it by a certain date. There are two ways to deal with this. You can worry about it but do nothing to raise the money. Or you can go after it in earnest by combining the above principles. If you know how much money you need and make up your mind to get it on time, you have definiteness of purpose. When you put your mind to work to devise and carry out a plan for getting the money, and you exclude all other thoughts, you are exhibiting controlled attention, applied through personal initiative.

Your mind is cleared of all fear and doubt. That is self-discipline working through willpower, expressed in applied faith, and acted upon through autosuggestion. This combination of forces will stimulate the imagination and cause it to create the means through which the money can be procured. Once this happens, of course, it is still up to you to act on that plan to the best of your ability.

You can draw on any of the seventeen principles in this process, although the major ones are listed above. The two constants in any combination must be controlled attention and definiteness of purpose.

Thomas Edison once wrote:

The most important factors of invention can be described in a few words. They consist first of definite knowledge as to what one wishes to achieve [definiteness of purpose, creative vision]. . . . One must fix his mind on that purpose with persistence and begin searching for that which he seeks, making use of all other accumulated knowledge on the subject [mastermind group, controlled attention]. He must keep on searching no matter how many times he may meet with disappointment [willpower]. He must refuse to be influenced by the fact that someone else may have tried the same idea without success [self-discipline, applied faith]. He must keep himself sold on the idea that the solution of his problem exists somewhere, and that he will find it [autosuggestion]. When a man makes up his mind to solve any problem, he may at first meet opposition; but if he holds on and keeps on searching, he will be sure to find some sort of solution. The trouble with most people is that they quit before they start. In all my experiences, I do not recall having ever found the solution to any problem connected with my work on my first attempt. And one of the most surprising things is the fact that when I have discovered the thing for which I am searching, I generally find that it has been within my reach all the time; but nothing except persistence and a will to win would have revealed it. Such is the power of controlled attention. It harnesses many of the other principles, heightens their power, and, in turn, is increased itself. Are you ready to concentrate your attention on the task at hand?

Napoleon Hill Revisited: On Controlled Attention

Concentration on one's major purpose projects a clear picture of that purpose on the conscious mind, and holds it there until it is taken over by the subconscious and acted upon. This is controlled attention.

Controlled attention is the act of coordinating all the faculties of the mind and directing their combined power to a given end. It is an act that can be achieved only by the strictest sort of self-discipline. Attention that is not controlled and directed may be nothing more than idle curiosity. The word controlled is the key to thought power.

The most successful people in all callings are those with a so-called one-track mind -- that is, a mind that is controlled and concentrated upon one thing at a time. It is this trait that manifests itself as a fixed habit of turning on more power instead of quitting when the going becomes hard and defeat seems imminent.

Development of this habit begins with the adoption of a definite purpose fanned into a white heat of enthusiasm through accurate thinking, applied faith, and self-discipline.

Henry Ford's success was largely due to the fact that he concentrated all of his resources -- spiritual, mental, physical, and financial -- behind his definite major purpose: the manufacturing of a low-priced, dependable automobile.

His dogged determination was illustrated when he ordered his engineers to cast an automobile engine block in one piece instead of two, as had formerly been the practice. When the engineers told him it was impossible, Ford exploded. "You use that word too loosely," he said. "Go ahead and try."

When nothing happened in a month, once again Ford summoned his engineers and said, "Gentlemen, if I don't have a satisfactory cylinder block cast in one piece within one week, there will be a new staff of engineers here to take your place." He got his new cylinder block.

Comic Danny Thomas tried for years to find a way to stay in show business and yet come home to his family each night -- two seemingly conflicting goals that were impossible to resolve. By concentrating his mind on that purpose in a spirit of intense applied faith, he found the answer to his desire through television work.

When Martin W. Littleton was a young lad living in a small town in Texas, he went into the general store where some of the local townspeople were warming themselves by the stove. "Martin," one of them jeeringly asked, "What are you going to be when you grow up?" Looking the jester squarely in the eye, Martin replied, "I'm going to be the best lawyer in the United States."

By concentrating on the study of law, Martin did go on to become one of the highest-paid lawyers of his day, and was retained by many of America's largest corporations.

F. W. Woolworth concentrated on five-and-ten-cent stores and made himself fabulously rich. Marconi concentrated on the study of wireless communication and lived to see his efforts lay the foundation for radio, television, and radar. Noah Webster concentrated on words and gave us the modern English dictionary.

The list goes on and on. The range of purposes on which man can successfully direct his mind, through concentration, is limitless.

Perhaps you have been in an emergency situation that required quick thinking and decisive action. By controlling your attention, and focusing it on the problem at hand, you were able to effectively deal with the situation. Thus, it would seem that controlled attention is more effective when one is forced to concentrate his thoughts upon a definite problem.

This may be true, because controlled attention has great power when it is motivated by fear, but this sort of power seems to be limited to the medium of physical expression. When a man is frightened, he may develop great physical strength because he concentrates all his efforts in some particular direction. This sort of power is infinitesimal, however, when compared with the spiritual power that becomes available through the application of faith.

James J. Hill, founder of the Great Northern Railway system, said: "The man who spreads his energies and his attention over many different enterprises resembles the man who shuts his eyes when he aims a gun at an object and fires. He may spread his shot in many different directions without hitting his target. Controlled attention has been my greatest asset. I have used it during the major portion of my adult life, and particularly in building the Great Northern Railway."

John D. Rockefeller also bore testimony to the effectiveness of controlled attention: "From the very day that I began my first job as a bookkeeper until I this very moment, I have followed the plan of concentrating my attention on one thing at a time. Controlled attention places one in contact with a source of power which gives him what amounts to a sort of super wisdom in the management of his affairs.

"I have invested large sums of money in many different businesses and industries, but I earned this money in the business which represented my definite major purpose, the oil business. No part of my attention has been given to any of the other industries in which I have investments. My capital works for me in those industries, but my personal attention has always remained in my original business."

These highly successful men, who gave controlled attention top position among their rules for individual achievement, dramatically illustrate that it provides the way to personal power of outstanding proportions. Try it yourself. It works.

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Let it Be

Focus your energy and efforts on what you want, not what you don't want. It's the best technique to reshape your life. When you take steps forward in self-improvement, you can focus on stopping a harmful behavior or starting a positive one.

The second approach is better. "Starting" is more productive. Even if something seems to be holding you back, "Let it be," says the Rev. Terry Cole-Whittaker.

Say you're out of shape, or you procrastinate important work. First accept yourself as you are. Choose to face the truth, and allow yourself to be perfect exactly as you are.

You might look back at your life and recall the time and place when you first decided not to exercise, or to put something off. Doing so may have made sense then, but not any longer.

After you've accepted yourself as you are, then decide to do something else. Choose afresh what you want now. Put your energy into creating what you want, not into fighting with what you don't want.

Whenever you fight something, you give it power. Your "inner enemy" flourishes as a result of your attention. Your avoidance of exercise and procrastination grow when you struggle with them.

So does any external problem. If you spend your life trying to stop criticism of you, you're, in effect, letting your critics run you.

If you dread someone leaving you, you live in fear, and that fear can actually drive that person away. By dwelling on what you don't want, all you stop is yourself from having what you truly want.

The truth is, Cole-Wittaker says, "you already have what you want -- love and capability. God loves you, the universe supports you, and everything is here for you. Only you can deny it by making up an enemy...."

To get rid of what you don't want, be willing to see it for what it is -- nothing. Without you to battle it, the enemy disappears. It takes two to make a battle. Withdraw and your enemy will too.

Simply let some situations be. Even allow people to play themselves out. Declare the truth -- no one and nothing can stop you from living your life fully.

This doesn't mean being a doormat. If you really don't want something, simply stop creating it. Do that by devoting your attention to achieving what you do want.

Points to Ponder

1. Keep your mind on the things you want and off the things you don't want.
2. It is much easier to focus your attention on something you believe will happen than on something you believe is unlikely.
3. Controlled attention is the act of coordinating all the faculties of your mind and directing their combined power to a specific end.
4. Defeat should be nothing but a signal for greater and more determined effort.
5. Autosuggestion occurs both consciously and unconsciously.
6. You can be your greatest friend or your greatest enemy.
7. Your mind is never inactive.
8. Success only comes after much concentration.
9. Positive and negative emotions cannot occupy your mind at the same time.
10. Independence starts with self-dependence.
11. Thoughts are contagious; be careful of the thoughts you release.

Principle 12: Inspire Teamwork

Teamwork as a Model for Business

Cooperation, like love and friendship, is something you get by giving. There are many travelers on the road that leads to happiness. You will need cooperation, and they will need yours.

And there will be other generations after ours. Their lot in life will depend largely on the inheritance we leave them. We all must become bridge builders, not only for the present generation but for generations yet unborn. The spirit of unselfish teamwork will provide greater benefits for both you and your generation as well as help those to come. In building a better world for your children, you will be preparing yourself for the better things in life that come as a result of friendly cooperation.

This kind of cooperation has been a major part of the growth of the United States into the most powerful and economically advantaged nation in the world. As Americans we are bound in a common cause, and no matter what misfortunes overtake us, we must shoulder those burdens equally in the spirit of unselfish teamwork if we are to retain our preeminence. Until we become inspired with the spirit of teamwork and recognize the oneness of all people and the fellowship of all humanity, we will not truly benefit from the principle of cooperative effort. Greed and selfishness have no part in this spirit.

In this chapter you will see examples of the power of cooperation at work and learn how to inspire it in the people you work with.

What Is Teamwork?

In your mastermind alliance you build a small group of individuals committed to the same definite purpose. You all share the same burning obsession, you each benefit from the increased enthusiasm, imagination, and knowledge, and you are in agreement on the division of the rewards of your labor. Teamwork establishes much the same relationship, but since it involves working with people who probably don't have the same burning obsession you do, it requires more effort on your part to maintain a commitment to the work you seek from others and for them to discover their own desires.

Management guru Peter Drucker says that all employees "have to see themselves as executives," so that they see the work they do in the context of an entire operation.

Managers must learn to subordinate themselves to the work they are doing and not become concerned with promoting their own positions at the expense of their employees. Drucker recalls the example of General Douglas MacArthur, who started every staff meeting with a presentation from the most junior officer present. MacArthur allowed no one to interrupt because he knew it was important to build the confidence of his officers. He wanted and needed that confidence. Your habit of going the extra mile must extend to your associates. Even if your benefits are generous and your salaries good, people can come to take these things for granted. You should anticipate your associates' needs and act before they even recognize them.

Teamwork sometimes appears among people who are forced by necessity to work together, but it is undependable and never lasts. The United States and the Soviet Union were allies against Hitler, but the alliance evaporated as soon as he was vanquished. True teamwork depends on relating yourself to others in such a way that they work with you willingly. It is up to you to supply the motives for that willingness and to be alert to any changes in it. Teamwork is a never-ending process, and even though it depends on everyone involved, the responsibility for it lies with you.

Teamwork Turns a Company Around

During its early years National Cash Register found itself in financial difficulty because a negative attitude had set in among its sales representatives. Hugh Chalmers, the company's sales manager, called his reps together to address this problem.

Chalmers realized that the sales reps were the company's greatest asset, which could be preserved only by restoring the fullest measure of teamwork. When the reps were assembled, Chalmers stood up in front of them and said, "Some of our competitors have started a whispering campaign that this company is in such financial difficulty that we will not be able to pull through; there are rumors that we intend to cut our sales force and lay many of you off. This simply is not true.

"Some of you have been influenced by these reports until your sales have dropped off alarmingly. I've brought you here to give you an opportunity to speak for yourselves. I hope you will speak frankly, no matter how you feel. "The meeting is now open to you. Will each of you please tell what has happened to curtail your sales and what you think we should do to restore that old team spirit which existed before these rumors were spread?"

One of the reps stood up. "My sales have been dropping off because I have a territory that has been hit hard by drought. Nobody is buying cash registers because their business has suffered. Worse, our competitors are cutting prices and offering deals which make it impossible for me to compete with them. "And," the rep continued, "this is a presidential election year and everyone in my territory is worried about the outcome. No one seems to be interested in buying anything until they know what will be happening in Washington next year." A second rep stood up. His story was even more negative than the first one, full of woe and an evident conviction that the company was doomed. He announced boldly that he was looking for another job. Before he finished, Chalmers jumped up and held out his hand for silence, then exclaimed, "This meeting will take a fifteen-minute recess while I get my shoes shined.

Please remain seated." And to the astonishment of the sales force Chalmers sent for the young boy who shined shoes in the company's factory, a common service in those days. Paying no attention to his audience, Chalmers chatted with the boy.

At the end of the conversation Chalmers handed the boy a dime and then announced that the youngster was going to make a speech. No one could have been more surprised than the shoeshine boy. "I don't know how to make a speech," he protested.

"Yes, you do," Chalmers replied. "And you can make a better one than the last two we heard. I'll help you.

"How old are you?" Chalmers asked.

"Eleven," the boy replied.

"How long have you been shining shoes in this plant?"

"Six months."

"Good! How much do you get for shining shoes?"

"I get a nickel," the boy replied, "but sometimes I get another for tips, like you gave me."

"Who had your job before you did?"

"It was a boy named Ted."

"And how old was he?" Chalmers queried.

"Seventeen."

"Do you know why he left?"

"I heard he thought he couldn't make a living."

"Can you make a living at a nickel a shine?" Chalmers asked.

"Oh, yes, sir. I give my mother ten dollars on Friday, and I put five dollars in the bank, and I have two dollars left for spending money. Some weeks I make more than that. I'm saving on the side to buy a bicycle, but my mother doesn't know anything about that."

"Thank you," Chalmers said. "You have made a very fine speech."

Turning to his audience, Chalmers said, "You have heard this boy's story. Now let me tell you what it means. "In the first place, I want to call your attention to the fact that this boy is doing a job that used to be held by someone six years older than he, doing the same work, charging the same price, and serving the same people who work in this plant. "The older boy quit this job because he couldn't make a living from it, but this boy not only has money for himself and his dreams but helps support his family. He is working the same territory the older boy worked, but he is working it in a different mental attitude. "He is cooperative; he goes about his work with a smile on his face; he expects success, and he is finding it. The older boy was indifferent, moody, and never took the trouble to say 'thank you' when his patrons handed him a nickel. Therefore, that was all they did hand him; no tips, no great amount of repeat orders for his services. Of course, he couldn't make a living. Furthermore--" At this point Chalmers was interrupted by a rep. "I get the point! Those of us who have been failing in the field have been buying other people's hard-luck stories instead of selling them cash registers. I know that is what I've been doing. I've been trying to do my job with a negative mind, and that's why my sales have fallen off. I don't know how anyone else feels about it, but I'm going back to my territory and start working it as I never worked it before. I can promise you that in the future you will get orders for cash registers from me instead of hard luck stories." Another rep jumped up and cried, "That goes for me, too!" Then another. Soon pandemonium broke out with everyone talking at the same time. The conference wound up that night with a banquet at which every sales rep promised to return to the field with a new spirit of faith. The year that followed was one of the most profitable in the history of NCR. What happened? A leader had seen what it was his workers needed. In this case it was a kick in the pants that showed them that success is something you create for yourself, not something others steal from you. Chalmers re-fired their dedication to their tasks with a vivid example of the success that was available to anyone committed to its pursuit.

Although he strongly suspected what ailed his reps, he was wise enough to give them the opportunity to express their concerns; Chalmers knew he needed a frank working relationship with his force. He didn't punish those who had the courage to speak up. He offered every one of them, complainer or not, the same thing: a vision of what he could accomplish. And he started his speech with the reassurance that the company was standing behind its sales force. Chalmers maintained a positive attitude in his relations with his reps, and he influenced them to respond in kind. Teamwork costs so little in time and effort, and it pays huge dividends. One wonders why so many people go out of their way to make life miserable for themselves and others by failing to realize this.

Teamwork as a Model for Business

Years ago article by Robert Littell in *Reader's Digest* described a management system in use by the McCormick spice company in Baltimore. This system was revolutionary in its time, though more and more companies have now adopted something similar. McCormick called it "the multiple management plan, "which is just another way of saying "teamwork." When Charles P. McCormick succeeded his uncle as head of the company, he decided to share the responsibilities of running the show with those who could be taught to take it.

He picked seventeen young people from the company's front office and made them the Junior Board of Directors. They were charged with examining and discussing everything the company did, then presenting their findings to the regular board--as long as they were unanimous in their decision. As Littell wrote, "A flood of energy and new ideas was released. Men who had felt themselves to be merely glorified clerks tasted responsibility and clamored for more. Even in the first year and a half practically all of the Juniors' recommendations were adopted." The same policy was applied to the assembly line, where a Factory Board was formed with the same charge. The three boards met together weekly in a spirit of harmony, everyone seeking ways to improve business and efficiency, to raise McCormick another notch higher.

McCormick's personnel policy was truly forward-thinking. Dismissing a worker required the signatures of four superiors who thought the action was necessary, and anyone threatened with dismissal was allowed to plead his or her case. As Littell noted, "McCormick & Company charges itself with an error if it lets a man go until he has been helped to see that his going is just and necessary. . . ."

The multiple management plan worked for McCormick & Company because of the spirit of human understanding and teamwork the individual workers put into it--a spirit which began with management and was readily embraced by the employees. And obviously this spirit of understanding and teamwork served to provide this spirit of understanding and teamwork served to provide sound economies in the management of the company because it recognized and appropriately awarded merit, down to the humblest employee, and at the same time eliminated the unwilling and unfit from the organization. People will work harder for personal recognition and a word of commendation where it is deserved than they will for money alone. No one wants to feel as if he or she is merely a cog in a wheel. Your job as a leader is to see that everyone has a role in your group or organization and that he or she recognizes the importance of that role.

Through the multiple management plan McCormick put the soul back into its firm and provided every worker with a very real desire and worthwhile motive to go the extra mile and to do it with a positive mental attitude. That is the essence of teamwork.

There is no record of anyone's ever having made a great contribution to civilization without the cooperation of others. Even great artists like Michelangelo depended upon assistants, craftsmen, and patrons to make their work possible. There is a state of mind that tends to make people akin, establishes rapport between minds, and provides the power of attraction that gains the friendly teamwork of others. This state of mind, like so many of the other priceless assets of life, is usually attained by the concentration of the mind on attaining a definite major purpose backed by an appropriate motive and self-discipline. That state is enthusiasm. It is contagious. Infect others with your enthusiasm, and teamwork will be the inevitable result.

Ten Tenets for Motivating Your Staff

Motivation is one of the most critical ingredients in work performance, as well as the most difficult to understand," states a report by Joseph A. Steger, senior vice president and provost at the University of Cincinnati, and George E. Manners, Jr. and Thomas W. Zimmer of Rensselaer Polytechnic Institute.

The three researchers define motivation as "an energizer that is reflected as excitement or arousal thus, performance is not motivation. Satisfaction is not motivation. Behaviors are not motivation. Results are not motivation. Too often these are in some confusing and ambiguous fashion encompassed in the concept of motivation when discussed by managers.

"Another point: Because people are excited about work and are exhibiting lots of activity does not mean they are productively active -- [they] could be highly motivated (but) running amok because they are not managed to optimize the motivational spirit.

"While the presence of motivation does not guarantee performance, the absence of motivation guarantees long-term performance problems," continues the report, which appears in Research Management Journal. It lists 10 basic tenets or ways of understanding motivation.

"Some of these tenets may be viewed as simple platitudes, some not. Taken as a whole, however, they [form] a common body of practical knowledge. "Noting that the study was done specifically for research-and-development departments, Steger made the following condensation of the tenets for PMA Adviser subscribers, to bring out the elements that apply to any work environment.

1. **Difficulty:** Generating excitement about work is very difficult, while destroying excitement is relatively easy. Yet the results are more than worth the effort. Many blame the corporation" for their motivational difficulties, but effective motivators do not expect help from the larger organization. "People to people is the key," Steger says, "not routinized systems."
2. **Fat, happy rats:** A caveat from experimental psychology states that fat, happy rats never run mazes; they just sit there. Keep a "positive tension," Steger says, by rewarding those who perform and at the same time asking, "How do we do it better?"
3. **Low intellectual content:** Emotion has almost no intellectual content; therefore, motivational problems cannot be intellectualized away. A wise manager doesn't ask why when something generates positive feelings. The positive emotionality becomes contagious.
4. **Hedonism:** All individuals seek pleasure and avoid pain, but what is pleasure to one may not be pleasure to another. Formal reward systems imply broad generalizations, so managers must effectively control informal rewards. Get to know your employees, then assign jobs, travel, equipment, and so forth to individuals in terms of specific performance and rewards.
5. **Protection of self:** People want protection from failure and its consequences. The manager must communicate that "you take some risks and I will protect you if you fail. "Protection also implies a desire to "save face," requiring managers to treat people with dignity and respect.
6. **Enhancement of self:** While you should encourage workers to take risks without fear of punishment, you must also communicate that rewards come only with success. A corollary is that everybody wants to solo, to be perceived as making an identifiable contribution to the group. Soloing is not incompatible with teamwork, Steger says; participation is the key, signaling how much you value your workers' contribution.
7. **Social relativity:** Job satisfaction depends on what other people are receiving. However, the worst mistake you can make is to try to minimize dissatisfaction and produce a satisfied, complacent work group. Satisfaction is not motivation; it is a result, not a cause. Social relativity also dictates how you allocate time spent on supervision and time spent on motivation. Low performers require is proportionate amounts of supervisory time, so invest motivational time on higher performers. This tenet additionally requires you to recognize performance as visibly as possible. Not only does this build on the previous enhancement tenet, but it also demonstrates your concept of performance to other group members.
8. **Satiation vs. variability:** Satiation on the job deters motivation; change is exciting. Ignore the time-honored principle that change for change's sake is wrong. Instead, create change, but not too fast. Small continuous change prevents the necessity of huge change that is too threatening. Also, vary the delivery of rewards, and encourage employees to provide others with growth support.

9. **Juxtaposition:** Most formal systems of rewards are not really motivational because the reward arrives too long after the deed. Rather than worry about your lack of control over formal rewards, employ a continual stream of informal rewards which can be tied directly to a particular achievement, in a timely manner. The best managers keep coming up with new types of reward schemes because higher management will see a certain approach working, take control of it, standardize it, and destroy it.
10. **Expectations:** Expectations are the essence of motivation, but you must evince managerial credibility (if the subordinate does not believe in you, you cannot motivate him) and a balance between information and emotion. Be somewhat subjective in the goals you set (set very high goals, then provide the motivational environment to achieve them), but be very objective in your evaluation of people's performance. Understand that rewards are vastly superior to punishments as a motivational device, and you'll be an effective motivator -- one who tells subordinates what is expected and makes them feel great doing it.

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Teamwork and Cooperation

Off the coast of Norway is one of the most famous and irresistible tidal falls in the world [Moskenstraumen]. This great torrent of ceaseless motion has never been known to give up any victim who was caught in its rushing embrace of foaming water.

No less sure of destruction are those unfortunate souls caught in the great maelstrom of life toward which all who do not understand the principle of organized, cooperative effort are traveling. We live in a world in which the law of survival is evidenced everywhere. Those who are "fit" are those who have power, and power is organized effort.

Unfortunate indeed is the person who either through ignorance or because of egotism imagines that he can sail the sea of life in the frail bark of independence, of life in the frail bark of independence. Such a person will discover that there are maelstroms more dangerous than any mere whirlpool of unfriendly waters. All natural laws are based on harmonious, cooperative effort, as all who have attained high places in the world have discovered.

Success in life cannot be attained except through peaceful, harmonious, cooperative effort; nor can success be attained single-handedly or independently. Even though you can live as a hermit in the wilderness, far from all signs of civilization, you are dependent on outside forces for your existence. The more you are a part of civilization, the more independent you are on cooperative effort.

Whether you earn your living as a manual laborer or from the interest earned on inherited wealth, you will earn it with less opposition through friendly cooperation with others. Moreover, the person whose philosophy is based on cooperation rather than confrontation will acquire the luxuries of life more readily, and enjoy an extra reward in happiness that others will never know.

Fortunes acquired through cooperative effort and teamwork inflict no scars on the hearts of their owners. The same cannot be said of fortunes acquired through conflict and unfair competition.

There are two types of teamwork: willing and unwilling. The difference in the results produced by these two types of teamwork determines whether any form of cooperation will be permanent and constructive or temporary and destructive.

Willing teamwork lead to constructive ends. It insures permanency of power through coordination of effort. But when people are forced to cooperate -- through economic necessity, fear, or some other cause -- they do not continue their cooperative effort any longer than it takes them to eliminate the motive that brought them together.

The American Revolution is an outstanding example of what willing teamwork can accomplish. George Washington's little band of soldiers was far outnumbered by adversaries who were not only better equipped, but better trained. Yet these men had one tremendous advantage that ultimately brought victory.

Theirs was an army of volunteers, each inspired by a burning desire for personal freedom and the necessity for self-preservation. Their opponents were paid fighters whose primary interest in the matter was as a means of livelihood.

The most prominent quality of man is his innate desire for personal freedom and the and the privilege of exercising his personal initiative in any manner he chooses. Anything that restricts this desire sets some form of counter resistance on the part of those who are so restricted.

Our American way of life is founded on individual freedom and initiative and built on friendly teamwork. It is a philosophy that rewards each person according to his or her individual talents and contributions. It's not a perfect system, but it is the most practical system of coordinated effort the world has ever known.

Teamwork and cooperation work well in the military and politics, and they also work well in business and sports. Whenever you find a sports team that is out in front, or a business that is setting new records, you find a coach or a manger who inspires members of the group to subordinates personal glory for the success of the team.

Work well with your team -- and your team will carry you to success.

Points to Ponder

1. There is no record of any great contribution to civilization without the cooperation of others.
2. You receive cooperation by giving it.
3. Enthusiasm is contagious, and teamwork is the inevitable result.
4. A good football team relies more on harmonious coordination of effort than individual skill.
5. Willing cooperation produces enduring power, while forced cooperation ends in failure.
6. No one can succeed and remain successful without the friendly cooperation of others.
7. Most people will respond more freely to a request than they will to an order.
8. Cooperation is indispensable in your home, your job, and in your social life.
9. Work well with your team, and your team will carry you to success!
10. The surest way to achieve your own success is by helping others to attain theirs.
11. Helping others solve their problems will help you solve your own.

Principle 13: Learn from Adversity and Defeat

Your Attitude Toward Defeat

Throughout this book I've reminded you to look for the seed of an equivalent benefit in every defeat you experience. This isn't always easy when you've suffered a setback, but it is an important part of the science of personal achievement. The time to begin mastering this skill is now, instead of while you're licking your wounds. Failure and pain are one language through which nature speaks to every living creature, pointing out mistakes. Animals may become timid so that they avoid a threatening situation when it arises again; you must become humble so that you can acquire wisdom and understanding. Realize that the turning point at which you begin to attain success is usually defined by some form of defeat or failure. With this realization, you need not accept defeat as failure but only as a temporary event that may prove to be a blessing in disguise.

Everyone Faces Defeat

No one who has attained success has not met with some form of failure comparable with the scope of his or her success. Edison "failed" with more than ten thousand different attempts to create a light bulb before he hit on the formula that worked. Jonas Salk tried countless different media to cultivate the polio virus for a vaccine before he discovered that monkey brain tissue did the job. Debbie Fields founded the high-profile Mrs. Fields Cookies chain with a single store and expanded it worldwide very quickly. Too quickly, in fact. The costs of expansion crippled the company, and Fields found herself deeply in debt. She learned that trying to own and run all the stores was simply too much. Now she franchises operations instead of running them herself, and the company is profitable and growing once more. Defeat should be accepted merely as a test which permits you to discover the nature of your thoughts and their relation to your definite major purpose. Knowing this modifies your reaction to adversity and keeps you striving toward your goal. Defeat is never the same as failure unless and until it has been accepted as such.

Emerson said:

Our strength grows out of our weakness. Not until we are pricked and stung and sorely shot at, awakens the indignation which arms itself with secret forces. A great man is always willing to be little. While he sits on the cushion of advantages he goes to sleep. When he is pushed, tormented, defeated, he has a chance to learn something; he has been put on his wits; on his manhood; he has gained facts; learned from his ignorance; been cured of the insanity of conceit; has got moderation and real skill. Defeat, however, does not promise the full-blown flower of benefit, only the seed from which some benefit may be coaxed. You must recognize the seed, nurture, and cultivate it by definiteness of purpose; otherwise it will never sprout. Nature looks with disfavor on any attempt to obtain something for nothing.

You need to thank your faults when they are revealed to you because you cannot truly understand them until you have fought them.

Adversity Becomes a Blessing

Milo C. Jones operated a small farm in Wisconsin. He was barely subsisting at it when disaster struck: He suffered a paralyzing stroke. His relatives were so convinced that he was a hopeless invalid that they put him to bed and left him there. Unable to use his body, Jones turned to his mind. Almost immediately he had an idea that was destined to compensate him for his misfortune.

He summoned his relatives together and charged them with planting his entire acreage with corn. That corn would be used to feed a herd of pigs. Those pigs would be slaughtered and turned into sausage.

Within a few years Jones's sausage was being sold in stores all across the nation. You know it as Jones Farm sausage. Milo Jones and his family became wealthier than they had ever dreamed. This happened because Jones was forced by adversity to turn to a resource he had never really used: his mind. He formed a definite major purpose and a plan for realizing it. He created a mastermind alliance with his family, and with applied faith they carried out the plan that a stroke had brought to a poor farmer. When defeat overtakes you, don't spend your

time counting your losses. Save it to count your gains and assets, and you will realize that they are greater than any loss you have suffered.

You may wonder why Milo C. Jones had to be overcome by a debilitating ailment before he discovered the power of his mind. Others might say that his compensation for that ailment was only financial and therefore not equivalent to his loss of mobility.

But Jones also received spiritual benefits in realizing the power of his mind and the strength of his family. His success, to be sure, did not restore control of his body. But it did give him control of his destiny, which is the highest form of personal achievement. He could have lived out his life in his bed, worrying about himself and his family. Instead he was able to bring them security they would otherwise never have known. Prolonged illness, like any crippling defeat, often forces us to stop, look, and listen. We learn to understand that still, small voice which speaks to us from within and leads us to take inventory of the factors which have led to defeat and failure in the past.

Again Emerson points the way in these matters: A fever, a mutilation, a cruel disappointment, a loss of wealth, a loss of friends, seems [*sic*] at the moment unpaid loss, and unplayable. But the sure years reveal the deep remedial force that underlies all facts. The death of a dear friend, spouse, brother, lover, which seemed nothing but privation somewhat later assumes the aspect of a guide or genius; for it commonly operates revolutions in our way of life, terminates an epoch of infancy or of youth which was waiting to be closed, breaks up a wonted occupation, or a household, or style of living, allows the formation of new ones more friendly to the growth of character. It permits or constrains the formation of new acquaintances, and the reception of new influences that prove of first importance to the next years; and the man or woman who would have remained a sunny garden flower, with no room for its roots and too much sunshine for its head, by the falling of the walls and the neglect of the gardener is made the banyan of the forest, yielding shade and fruit to wide neighborhoods of man.

Time is relentless in preserving the seed of an equivalent benefit that hides within a defeat. The best time to begin looking for that seed in a new defeat is now. But you can also examine past losses for the seeds they contain. Indeed, sometimes the weight of the loss prevents you from searching at the time. But now, with your increased wisdom and experience, you are ready to examine any loss for the lesson it can teach you.

The Major Causes of Personal Failure

To give you some perspective on the losses you face, I have below listed the most common and powerful causes of failure. When you recognize any that have hampered you, it is important that you do not berate yourself for their presence in your life. Instead you must resolve to do something about them, and do it now!

1. The habit of drifting through life without a definite major purpose
2. Meddlesome curiosity about other people's affairs
3. Inadequate education
4. Lack of self-discipline, manifested as both uncontrolled appetites and indifference to opportunity
5. Lack of ambition
6. Ill health that results from negative thinking and poor diet
7. Unfavorable childhood influences
8. Lack of persistence and follow-through
9. Negative mental attitude
10. Lack of emotional control
11. The desire to get something for nothing
12. Failure to reach decisions promptly and firmly when all the facts needed for the decision are available
13. One or more of the seven basic fears: poverty, criticism, ill health, loss of love, old age, death
14. Poor selection of a spouse

15. Over caution or the lack of caution
16. Poor choice of a vocation or occupation
17. Indiscriminate spending of time and money
18. Lack of control over the tongue
19. Intolerance
20. Failure to cooperate with others in a spirit of harmony
21. Disloyalty
22. Lack of vision and imagination
23. Egotism and vanity
24. Desire for revenge
25. Unwillingness to go the extra mile

That's quite a list. But the causes of failure are many, and often you will find more than just one has led to your downfall. In my youth I founded a magazine in Chicago dedicated to exhorting readers to strive for success. I lacked the capital for this venture, so I entered into a partnership with my printer. The magazine was a success, and even though I had to work long, endless hours, I was happy.

But I was not paying attention. My success threatened another publisher, and without my knowledge he bought out my printer partner and took over my magazine. I was out of work and separated from my labor of love in a most humiliating way.

Many of the above causes for failure were responsible for my defeat. The most important was that I had neglected to cooperate with my partner in a spirit of harmony; I bickered with him often about trivial details of publication. When the opportunity came to be free of me--and to make a profit doing it--he jumped at the chance. My egotism and vanity were responsible for much of this, as were my general lack of caution in business affairs and my sharp tongue.

But--and this is an important "but"--I did manage to find the seed of equivalent benefit by seeing these flaws in my way of doing business. I left Chicago for New York, where I founded a new magazine, one over which I retained control. To achieve this end, I truly had to inspire cooperation in my new business partners, who were risking their money without the power my former partner had kept. I also had to be much more cautious in my business planning since I depended more deeply on my own resources. The result was a magazine that, within a year, had more than twice the circulation of my previous venture. And it was as a part of my efforts to build the profits of that magazine that I conceived a series of correspondence courses which were the first codification of the science of personal achievement.

I stood at a fork in the road when I was dethroned from my Chicago magazine. I could have given up and returned to the quiet lawyer's job wife's family urged on me. Instead I recognized the seeds of equivalent benefit in my defeat, and I nurtured that seed beyond my wildest dreams.

The Benefits of Defeat

- Defeat reveals and breaks bad habits, releasing your energies for a fresh start with better habits.
- Defeat supplants vanity and arrogance with humility, paving the way for more harmonious relationships.
- Defeat causes you to take inventory of your assets and liabilities, both physical and spiritual.
- Defeat strengthens your willpower by providing it with a challenge to greater effort.

Bodybuilders know that it isn't enough just to jerk the barbell up; it has to be returned to its original position twice as slowly as it was raised. This principle is known as resistance training; it requires more control and effort than the showy work of actually lifting the weight. Defeat can be your resistance training. Every time you return to where you started, do it deliberately, concentrating on the process, so that you train yourself to make even stronger and more powerful progress the next time.

Your Attitude Toward Defeat

Again and again I've stressed that your attitude toward defeat is crucial to mastering it. You can see it only as a loss or as a chance for gain. The negative attitude toward defeat is effectively summarized by Shakespeare in *Julius Caesar* when the murderer Brutus says:

- *There is a tide in the affairs of men,
Which taken at the flood, leads on to fortune;
Omitted, all the voyage of their life
Is bound in shallows and in miseries*

The Magic of Humor

In *Think and Grow Rich*, Napoleon Hill tells us, "A keen sense of humor will keep one from taking himself too seriously."

Humorist Robert Orben, who publishes a newsletter called *Orben's Current Comedy*, says business and political leaders use humor because humor works. "Humor enhances and projects a favorable image," he says, "eases tensions, influences thinking and attitudes, helps reassert control, reduces the embarrassment of mistakes and awkward moments, serves as a useful teaching tool, is a potent and hard-to-defend-against weapon, usually conveys good will, and, perhaps most important of all -- humor makes your listeners feel better."

Actress Shelley Duvall, who has starred in such movies as *Popeye* and *The Shining* and has also achieved notable success as a producer, uses humor as a "rudder" to steer through the rough spots of life. She views life as an adventure envisioning herself going down a river, with control only over how the boat makes the journey. She prefers to enjoy the ride, not just be thinking about her destination.

New problems arise around every bend. But Duvall is always "working on something": trying to overcome something or trying to achieve something. Since things never are, nor will be, "perfect sailing," she tries to enjoy the process of life. Duvall has faced numerous disappointments and failures, but accepts them and maintains a positive viewpoint.

She relates her outlook to a memorable conversation she once had on a plane while sitting beside an elderly man. She likes to talk to people, so she brashly asked, "Tell me, how'd you get to be as old as you are?"

"I'm 92," he replied, "and let me tell you there are three things in life you can't live without -- money and health and a good sense of humor. Now which one of those three do you think is the only one that you really can't live without?"

Duvall said, "I think I know. It's a sense of humor."

"You're right," the man responded. "Many people are in poor health. They have a lot of pain to deal with in life, physical and emotional pain, but if they have a sense of humor they'll survive it, and they'll have a good attitude."

"The money you can live without. There are lots of poor people who barely get by, but some of the poorest people are some of the happiest people because they can laugh and they appreciate things."

Napoleon Hill, Robert Orben, Shelley Duvall -- motivational expert, comedy writer, actress -- in their own ways, they all learned that a good sense of humor is the one thing you can't successfully live without.

Overcoming Handicaps

"When I look at the children in our school, I see myself and remember how I yearned at their age to 'be the same' as other people."

The speaker is Dr. Henry Viscardi, famed founder of Long Island's Human Resources Center for disabled children and adults.

The first phase of his nationally acclaimed program began in a garage in 1952. The center now nurtures five innovative divisions within a multimillion-dollar complex in the Albertson suburban area outside New York City.

Viscardi, now 76 and retired from active management of the center, still spends most of his time garnering support for it.

Through the years, he has received dozens of awards and honorary degrees and has advised every president since Roosevelt. He counts many notable and wealthy men and women among his friends.

But when he speaks of the challenges that face the 240 severely disabled children who now are learning to make their own way in the world at the center he began some 36 years ago, it is as if he were small child again.

Born Without Legs

He speaks with an emotion and empathy few other professionals can muster. For he has been there.

Henry Viscardi was born without legs and spent his first seven years in the charity wards of various hospital. For nearly two decades afterward, he walked on stubs encased in leather pockets and struggled to cope in a world of relative giants.

He even attended Fordham University for three years, all the while enduring the stares, the jibes, the apathy and the pity of unthinking children and uncaring or embarrassed adults.

The year Viscardi was 26, Dr. Robert Yanover, a physician friend who looked past his 3-foot, 8-inch stature and saw the titan of a man who lived within took his case to heart.

He contacted a wizard craftsman who took on the challenge of making young Henry Viscardi a pair of artificial legs -- something others repeatedly had said couldn't be done.

Standing on those legs opened up a new life -- a life of reaching public telephone dials and the mantel clock, looking down on his mother's head, seeing the tops of the cars that whizzed by -- filled with the daily miracles other people took for granted. Viscardi worked with the Red Cross at Walter Reed Hospital during World War II,

helping armless and legless veterans. While there, he met Eleanor Roosevelt, who'd heard of his work. She became a fast friend.

Later, married and the father of four daughters, he entered private industry. In 1952, he was personnel director for the Burlington Mills textile company when the inner urge to find a way to help physically challenged people like himself to live meaningful lives became too great to resist any longer.

He resigned and with a loan of \$8,000 began Abilities, Inc., in a renovated garage on Long Island. Beginning with five handicapped workers, he set out to prove that disabled people can be efficient and productive members of society.

Teaching Belief in Self

Since then, thousands of physically challenged people have learned to believe in themselves -- that they can do anything they are willing to believe they can do -- because of Viscardi. Abilities, Inc., now located on the current Human Resources Center grounds, is a vital, productive unit that has inspired scores of clones worldwide.

But Viscardi and his wife formed an energetic team, and they didn't stop with Abilities, Inc. In the early '60s they sponsored a summer camp for about 30 handicapped children. The special programs that are available today were unheard of then, and even those physically challenged children who could attend public school rarely had the opportunity to participate in recreational activities.

The summer was a great success, and the Viscardi began to wonder what their young campers would return to when it ended. Many could not attend school and spent long days separated from other children, taught by a special teacher who might spend part of one day a week with them at home.

Never Lose Hope

Out of their ponderings came the idea for a special school that would teach children to make the most of their handicaps -- to teach them, as Viscardi puts it, almost in the very words of Napoleon Hill, that "they can do anything they want to do -- if they are willing to make the sacrifices to do it!"

The Viscardi's got a grant to make a census of children who badly needed more educational services and special equipment than they were getting. When the school opened, though, it gave the children something far more important than new services and equipment. The school gave them hope.

Today Viscardi says, "We must never lose hope -- to hope is a duty, not a luxury."

And hope is the magic ingredient in the motivation to success.

Although many handicapped children today may be mainstreamed in public schools, the Human Resources Center school is there for severely handicapped children who cannot handle the rigors other schools demand.

There, children without hands learn to write or paint or type with their feet. Children, without legs learn to maneuver from class to class in wheelchairs or on artificial limbs.

First Seniors Graduate

The school in the past three decades has grown to include kindergarten through 12th grade. The first class of seniors was graduated this year from a new \$10-million high school that bears Viscardi's name. The building will be dedicated this fall.

The Human Resources Center reaches out to industry, government and education, proving through demonstration and research that handicapped children and adults can be active, contributing members of their communities. The five facets of the center today include:

- The Abilities Work Demonstration Center
- The National Center on Employment of the Handicapped
- The Human Resources School (K-12)
- A Research and Training Institute
- An Industry-Labor Council

Those who have been touched by Henry Viscardi's life know that he will never get his wish to be "the same" as other people. The loving, caring, courageous spirit inside his different physique dispelled that possibility long ago.

He looms -- with other giants -- above most of us.

Dr. Viscardi received the Napoleon Hill Gold Medal Award in 1983 for Meritorious Achievement.

Points to Ponder

1. Everyone faces defeat. It may be a stepping stone or a stumbling block, depending on the mental attitude with which it is faced.
2. Failure and pain are one language through which nature speaks to every living creature.
3. Defeat should be accepted as a test allowing you to discover the nature of your thoughts and their relation to your definite purpose.
4. You are never a failure until you accept defeat as permanent and quit trying.
5. Defeat doesn't discourage the man who knows he is right.
6. Success comes only to those who try and keep trying.
7. Edison failed 10,000 times before perfecting the electric light bulb. Don't worry if you fail once.
8. In the hour of defeat, many have discovered their true greatness by accepting defeat only as a challenge to try again.
9. You've got a problem? That's good! Every time you meet a problem and solve it with positive mental attitude, you become a better and more successful person.
10. Problems are only opportunities in work clothes!

Principle 14: Cultivate Creative Vision

Creative Vision Is Needed Today

Creative vision requires you to stimulate your imagination to work toward your definite major purpose and to put the results of that imagination to work. Expressed by people unafraid of criticism, creative vision is responsible for the shape of civilization today. It has brought every advancement in thought, science, and mechanics that allows our current standard of living. It inspires you to pioneer and experiment with new ideas in every field. It is always on the lookout for better ways of doing things. Creative vision belongs only to people who have the habit of going the extra mile, for it recognizes no nine-to-five working hours and it isn't concerned with monetary rewards. Its aim is doing the impossible.

This chapter will give you great examples of creative vision and show you how to understand the process by which it works so that you can apply it in your own life.

Synthetic Imagination

Imagination, like reasoning, takes two forms: synthetic and creative imagination. Each can contribute to the betterment of your own life and the world around you through creative vision. Synthetic imagination combines previously recognized ideas, concepts, plans, or facts in a new way or puts them to new use. An excellent example of synthetic imagination is Edison's invention of the light bulb. He began with one recognized fact that other people had discovered: A wire could be heated by electricity until it produced light. The problem was that the intense heat quickly burned the wire out. The light never lasted more than a few minutes.

Edison failed more than ten thousand times in his attempt to control this heat. When he found the method, it was by applying another common fact which had simply eluded everyone else. He realized that charcoal is produced by setting wood on fire, covering it with soil, and allowing the fire to smolder until the wood is charred. The soil permits only enough air to reach the fire to keep it burning without blazing. When Edison recognized this fact, his imagination immediately associated it with the idea of heating the wire. He placed the wire inside a bottle, pumped out most of the air, and produced the first incandescent light. It burned for eight and a half hours. Edison's creative vision depended on several important principles of the science of personal achievement. He applied the habit of going the extra mile because he labored without immediate pay. He worked with definiteness of purpose and was inspired by applied faith to carry on with his work through an incredible number of failures that would have broken most people.

Finally he applied the mastermind principle by assembling a team of skilled chemists and mechanics to perfect his invention, finding the right kind and thickness of wire, the right quantity of air to leave in the bulb, the best way to construct the bulb, so that his invention took on the most efficient form possible. Synthetic imagination does not depend on having tremendous personal advantages. Edison had spent only three months in grade school, had supported himself for many years as a telegrapher, and was fired from almost every job he held. He began to lose his hearing early on and eventually became almost completely deaf. But he turned his life around through definiteness of purpose, the habit of going the extra mile, and applied faith.

Thomas Stemberg was a successful executive in the grocery business. Working with a Connecticut-based chain, he opened a string of high-volume mega supermarkets that offered consumers huge selections at low prices. The stores were very successful, and Stemberg was building a sterling reputation in his business. But he wasn't satisfied. He saw the prosperous grocery megastores and wondered if the megastore concept couldn't be applied to something else. He wanted to start a large business in a big market underserved by modern distribution methods, offering customers a good value. He formed a mastermind alliance with Leo Kahn, the man who had pioneered the grocery megastores, and in 1986 he opened Staples, the first mega-business-supply store.

Stemberg's idea was so smart, so right that it immediately inspired competitors like Office Depot and OfficeMax, to revolutionize the business supply industry. Despite the competition, Staples surpassed even Stemberg's ambitious

expectations. In just seven year's sales exceeded one billion dollars. Thomas Stemberg didn't invent the superstore idea, but he applied it to a market that had been quiet and humdrum for decades. He developed a definite plan for attaining his goal; he formed a mastermind alliance with Kahn, the man who understood the concept best; he put his plan into action with applied faith; and he went the extra mile by offering customers more and better service than they could get anywhere else. Synthetic imagination puts the entire sum of human knowledge at your disposal, but like any other part of the science of success, it requires your dedication to making your vision into reality.

Creative Imagination

Creative imagination has its base in the subconscious. It is the medium through which you recognize new ideas and newly learned facts. All your efforts to impress your definite major purpose on your subconscious work to stimulate your creative imagination. F. W. Woolworth was working as a clerk in a hardware store. He was, at that point, simply determined to be a good and valuable employee. When his boss complained about piles of out-of-date goods that weren't selling, Woolworth's imagination went to work. "I can sell those items," he told his boss, and with his employer's permission, he set up a table in the store, laid out all of the dud merchandise, and priced everything at ten cents. The stock sold remarkably fast, and soon the owner was searching for anything he could lay his hands on to put on that table, which became the most profitable spot in the store. Woolworth had the faith to apply his new idea to an entire store; his boss didn't. The Woolworth chain of five-and-dimes quickly spread across the nation, earning him a fortune. His former boss once commented, "Every word I used in turning that man's offer down has cost me about a million dollars I might have earned." Woolworth was so committed to his then-modest purpose of being a valuable employee that his imagination was ready to back up his commitment with powerful ideas. He certainly went the extra mile for his boss, but because that man didn't have the vision that Woolworth had, other investors formed Woolworth's mastermind alliance and profited from it.

Creative Vision Goes Beyond Imagination

Creative vision is more than an interest in material things; it is a commitment to a better future. Synthetic imagination springs from experience and reason; creative imagination springs from your commitment to your definite purpose. Creative vision depends heavily upon creative imagination, but it is also more than that. Imagination recognizes limitations, handicaps, and opposition; creative vision rides over these as if they did not exist, for it has its base in Infinite Intelligence.

One of the purest examples I know of creative vision is illustrated by the story of Dr. Elmer Gates. Gates was an inventor who worked at the same time as Edison, but his methods and background were very different. He was a highly trained scientist, and his patents actually outnumbered Edison's two to one. Gates applied creative vision in a remarkably simple process. He would enter a soundproof room, sit down at a table with pencil and paper, and turn off the lights. He then concentrated his thoughts on a particular problem and waited for the ideas that he needed for its solution.

Sometimes ideas flowed to Gates immediately; sometimes he had to wait for as much as an hour before they came. Occasionally nothing happened. At other times he perceived solutions to other problems that he hadn't even been thinking about.

Dr. Gates's creative vision transcended imagination because he had developed it into a faculty he could call upon at will. Creative vision produces results, not alibis.

Creative Vision Is Needed Today

There are countless calls for creative vision in the world today.

- We need forms of energy that do not pollute or drain our environment.
- We need schools that capture the attention of our young people and teach them to better themselves.
- We need cures and vaccines for terrible diseases that threaten the earth's people.

- We need people who can show small business how to use and profit from rapidly changing technology.
- We need plans for controlling the cost of health care and making it affordable for every honest worker without destroying the incentive of the professionals who provide it.

There is both challenge and opportunity in these needs, and I raise them only to start you thinking about the scope of the possibilities for creative vision. There is a place in America for every person who can render any type of useful service and is willing to render it with the right mental attitude. If you have creative vision, you will recognize this and profit from it. You will never complain of a lack of opportunity. Great leaders of every generation in this country began their careers in humble occupations. Andrew Carnegie was a bobbin boy in a textile mill. W. Clement Stone was a newsboy. Harry Truman was a haberdasher. Ruth Bader Ginsburg had to become a law secretary when she graduated from law school because judges couldn't imagine hiring a woman clerk, yet now she sits on the Supreme Court. It makes little difference where you begin. The important thing to ask is: Where are you going? What motive inspires you to give your best? Are you willing to go the extra mile? Are you a clock-watcher, eager for the day to end? Or do you look for the opportunity to make yourself indispensable to others?

These are the questions you must ask yourself. If you have creative vision, you can answer them. You know where you are going, you know what you desire, and you know that life never lets you get something for nothing without eventually forcing you to pay more for it than it is worth.

When you have creative vision, you know that you can succeed only by helping others to succeed, and you know that it isn't necessary for anyone to fail in the process.

Creative vision lets you make decisions quickly. And it lets you change those decisions as soon as you realize a mistake has been made. It frees you from fear of others, for it makes you feel at peace with yourself in your knowledge that you are fair and honest. It's a common human trait to envy people who have attained success, looking at them only in the moments of their triumph and forgetting the prices they had to pay. Often we suspect that they owe their success to some sort of pull, luck, or dishonesty.

But creative vision makes you keenly aware of the price of personal achievement because you yourself know its labors. You understand the benefits of sharing your blessings, experiences, and opportunities with others; you know that your success actually depends on it. If you feel the need for a creative vision in your life, you can begin to develop it by getting on better terms with your own conscience, inspiring yourself with greater self-reliance, providing yourself with a definite major purpose, and keeping your mind so busy with that purpose that you have no time left for fear and doubt. Nothing will happen in your life that you do not inspire by your own initiative.

Creative vision is the power which inspires the development of that personal initiative.

Principle 15: Maintain Sound Health

Effective Mind-Body Stimulants

You want to get the greatest vigor and fullest use from your body. You can do this if you understand two important points:

1. Your body and mind are one, effectively a mind-body
2. Your mind-body is, in turn, at one with nature.

The health of your mind and body cannot be separated. Anything that affects the soundness of your mind will affect your body, and anything that affects your body will touch your mind. This is why I refer to you as a mind-body.

But you are also affected by your environment, subject to natural laws that govern your mind-body just as much as they affect trees, mountains, birds, and beasts. Understanding the way in which you can maintain a sound mind-body depends, therefore, on understanding the way nature works. You must learn to work with natural forces, not fight them.

The Rhythms of Life

When you consider the waves of the ocean, the passing of the seasons, the waxing and waning of the moon, you will see that nature moves in rhythms. There is even a rhythm in your own life from birth through childhood and adolescence to full maturity, old age, and finally birth of a new generation. Light, energy, and matter are made up of waves, either moving out in their own rhythm or bound, like a neutron, around the fixed point of the nucleus of the atom. Nothing about life is static. Movement is constant and rhythmic (though sometimes that rhythm is too large or small for us to perceive immediately). This is one reason why we enjoy music, for it reflects the rhythms and waves of our experience. You must learn to bend and sway with the rhythms of life, not to stand fixed and immobile against them. A sandy beach moves and changes with the rhythms of the waves and lasts for eons; a breakwater is soon destroyed.

Take a look at your life. Is it rhythmical? Are you following work with play, mental effort with physical effort, eating with fasting, seriousness with humor, sex with transmutation of sex into creative effort? Your subconscious does its best work on your behalf while your conscious mind is at rest. True inspiration most often comes after your subconscious has been given a task and while your conscious mind is then occupied elsewhere--that is, while your mind is playing.

Archimedes had struggled with the complex problem of determining the relative mass of two objects without finding a solution. It was only when he decided to relax and slip into his bath that his subconscious was stimulated by the water he displaced in his tub. He sprang from his bath with that now-famous cry of "Eureka!" and the solution he had been seeking. Are you giving your mind a chance to relax by playing? Interference with normal rhythmical patterns produces so many problems. If you don't give your mind a rhythm of work and relaxation, your body will be so constantly stimulated that you will likely end up with a stress-related disorder. And without highs and lows, the things that you value begin to pale. Your past failures are what makes success sweet.

You don't really want continuous happiness, for then your happiness would seem dull.

One of the major goals of marriage counseling is getting couples to understand that there is no such thing as being constantly in love. People in love have a series of loves, like waves on the oceans. In the troughs they are neutral in their feelings, but troughs make the peaks of the waves so much more poignant. As in life, not all the ocean's waves are of the same intensity; there are a few for each of us that reach great heights, and it is the memory and exhilaration of these moments that we store up to call upon when the going gets difficult. You have to learn to understand the waves and rhythms in your life and to live within those rhythms in order to be in harmony with the world.

The Influence of Your Mind

Just as you have to understand nature as a complex whole, moving with its own rhythms, you have to understand that your mind and body are a whole, each influencing the other. Humans are the only thinking creatures, and this power allows you to modify your world and to learn its laws. You need only to conceive the idea and believe in it to achieve the idea.

This is the story of all the successful people who have changed the path of civilization. It took countless hundreds of millions of years for evolution to develop from all the animals that walked or swam a bird that could fly. Yet the Wright brothers, with childlike faith in their own idea, had human beings airborne in a mere twenty years. That is the power of the mind, demonstrated to us by experience and reinforced by the words of countless prophets in touch with Infinite Intelligence. Christ himself said, "All things are possible even unto the end of the world." Your mind has the higher function in your mind-body. Your body is an exquisitely functioning machine for carrying your mind about and executing the dictates of this powerhouse. A smoothly functioning mind is necessary to a smoothly functioning body. Some people have bodies that are limited. They can move, see, or speak only with difficulty or not at all. Yet the power of their minds allows them to live full creative lives.

Helen Keller is a marvelous example, as are Beethoven and Edison, both of whom suffered from severely impaired hearing. Franklin Roosevelt was barely able to stand on his own, yet he inspired and led our country through the greatest depression and war we ever faced. Senator Bob Dole's arm was permanently injured in World War II, but that has not stopped him from becoming one of our most influential political leaders. The story of civilization is punctuated with greatness achieved by individuals in spite of physical limitations because these people possessed smoothly functioning minds. On the wings of a definite major purpose, faith, enthusiasm, and a positive mental attitude, they rose farther and farther from any despair over their limitations toward great heights of brilliant achievement. That is the influence of the mind.

Essentials of Success and Happiness

Many of the essential principles of success are also essential to a smoothly functioning mind. A definite major purpose and a plan for carrying it out keep you from vacillating in your efforts. Think of a situation in which you were part of a smoothly functioning plan.

You were content with the way the situation was handled. You felt at ease and comfortable. Your mind is always satisfied with the harmony produced by a well-organized plan. Anxiety develops from a poorly organized plan. Controlled attention, self-discipline, accurate thinking, personal initiative, learning from defeat, and going the extra mile all are mental tools you can use to organize and carry out your plan. They give you satisfaction both in the achievement of each step of your plan and in your overall progress. Satisfactions are important foods for a healthy mind.

Probably the most important single quality for sound mental health is a positive mental attitude and all that it entails. Two of the greatest destructive forces in the human mind are fear and its close partner, anxiety. They kill enthusiasm, destroy faith, blind vision, blunt creative effort, and dispel harmony and peace of mind--all qualities necessary for a positive mental attitude and sound mental health.

The Force of Fear

Fear and anxiety produce unharmonious, irritated restlessness in your mind that leads to serious mental maladjustment and produces its counterpart in the body in the form of serious disease, perhaps even death. There is a growing awareness in the healing professions that many human ailments are either the product of mental distress or greatly exacerbated by it.

The list of diseases that are brought on by stress is long, varied, and growing: allergies, asthma, skin disease, hypertension, cardiac problems, arthritis, colitis, and immune disorders.

Some hay fever sufferers start sneezing and itching at the *sight* of goldenrod in a vase.

Tell them the plant is artificial, and their symptoms clear. This is a simple example of how the mind can affect the body negatively. You must replace fear with understanding and faith in yourself. To do this, let's look at how fear affects the mechanisms of your body.

Temporary, fleeting fear is a normal and important function. It gets you to move out of the way of an oncoming train or keeps you from walking too near a cliff by momentarily focusing your attention--your mind--on a problem. Once the problem is over, this kind of fear is forgotten. Fear also focuses your bodily functions on a threat. That old story of a cave dweller frightened by a sound in the night is a good illustration. Instantaneously the heart begins pumping faster; blood is diverted from the digestion for use by the muscles; the blood vessels serving the muscles dilate to handle increased volume, while those near the skin contract so that less blood is lost in case of a cut. Hearing becomes more acute; the pupils dilate to take in more light; the adrenaline gland unleashes a torrent of stimulant to provide strength for a fight.

All this is preparation for surviving a battle or chase. The ensuing battle uses up the adrenaline and exhausts the other bodily systems so that they step down from their heightened readiness. Blood leaves the muscles to return to digestive and other functions. This is an extremely powerful response, one that kept our species alive over millions of years. But it is not intended to be a constant state, for it diverts the body from its normal functions. Still, some of us activate this response to some extent daily or even continually because we live in frequent fear. You must work to eliminate the causes of those fears. The fear of the loss of money: Have you set up a system to conserve and develop your assets?

The fear of ill health: Have you sought and followed worthwhile counsel? The fear of loss of love: Have you put as much effort into increasing your beloved's affection as you would into cultivating an important business prospect? The fear of death: Have you sought help and understanding to the point where fear is replaced by faith?

The list of fears is endless, yet to cultivate a positive mental attitude and develop a smoothly functioning mind that can live in harmony with itself and the world, you must conquer fear and anxiety. If the same fears and anxieties recur in your mind constantly and are paralyzing your efforts, seek the help of a good professional counselor. You aren't admitting weakness by doing this; you are expressing maturity and commitment to your health and your definite major purpose. A brief period of therapy may mean years of happiness. Remember that whatever your mind can conceive and believe, it can achieve. Isn't the person who is afraid of falling on the ice the one who falls? Repeating a fear over and over in your mind makes you more susceptible to the things you fear. You must vanquish fear before it vanquishes you.

The Force of a Positive Mental Attitude

The best way to remove fear from your mind is to replace it with PMA. Emile Coue, the French psychologist, gave us a very simple but practical formula for building PMA and maintaining a health consciousness: "Every day, in every way, I am getting better and better." Repeat this sentence to yourself many times a day until your subconscious picks it up, accepts it, and begins to carry it out in the form of good health.

This is a simple yet astounding form of autosuggestion. It depends on your belief in the statement, but the best way to build that belief is to make the statement a part of your mental environment. Remember that your mind is strongly influenced by its environment, and by filling that environment with the right thoughts, you will come to believe them.

Eating Habits

The purpose of food is to supply the body with the things it needs to maintain itself in good repair. Your eating habits must be guided by this goal alone. Think of your digestive system as a factory. To function efficiently, it has to have a supply of a variety of materials in varying quantities. If you provide the wrong mix of materials, some jobs will never be completed, some will be done with jerry-rigged parts, and some materials will simply be stored up in

every corner until the walls of the factory begin to swell. Finally the walls burst, the roof caves in, and the factory is either out of business or in need of serious and expensive repair.

Information about nutritional requirements continues to evolve as scientists work to understand more and more about the body. Pay attention to new information (but do not be swept along by fads) as it becomes available. In the main, however, some simple points will keep your diet balanced:

1. Fresh fruits and vegetables should make up the largest portion of your meals. They supply complex mixes of vitamins and trace elements, and your body is designed to avail itself of them easily.
2. Complex carbohydrates, such as breads, grains, and potatoes, should be the next largest.
3. Protein, in the form of lean meats, fish, and dairy products, is important, but it should not be the center of your meals. Select small amounts of foods you enjoy, rather than gorge yourself on steak at every meal.
4. Avoid fats; limit your intake of butter and oils, and stay away from deep-fried foods. Also avoid sugars, like candy and colas, which provide little but calories. Seek variety as well. Your bodies nutritional needs run a wide gamut, and the best way to serve those needs without becoming a food chemist is to be sure that you eat a wide spectrum of foods. Don't say, "I can't eat that way," for all you are really saying is "I don't want to eat that way." It is a very glib bit of mental gymnastics to make yourself believe that it is impossible to do what is really only unappealing or different. Why should all your efforts for success stumble over your ill health because you don't like broccoli?

Never eat while angry, frightened, or worried. Your body is simply not in a position to make use of the food when it is on a defensive footing. Worse, you can make eating a habitual response to stress, which can lead to overweight. Moderation in food and alcohol intake is important, both because your body can be overwhelmed by an excess of either and because overindulgence can become a trick to avoid dealing with some problem that urgently needs to be faced. If you find that you cannot control either, seek the help of professionals or a worthy organization like Alcoholics or Overeaters Anonymous.

Rhythms in Relaxation

Relaxation entails completely forgetting the worries and problems of the day. As desirable as this may seem, many people have trouble relaxing. Your conscious mind selects objects on which to concentrate, and this concentration means the exclusion of other thoughts. You cannot just collapse into a chair and announce, "I am relaxing," because your mind will select some object of focus, most often the very item you wish to forget about for a time. You need to select an object of relaxation for your mind to concentrate on. It can be kite flying, gardening, reading a novel, or anything else which will absorb you.

Television and the corner bar are not the answers. Cultivate a variety of interests that take your mind to new places. Practicing controlled meditation will do wonders for your mental powers. Physical activity can be a terrific thing to immerse yourself in; not only do you relax your mind, but you strengthen your body. Short periods of relaxation throughout the day can break tension and give your subconscious a chance to work. Read a magazine article; listen to a language tape; work on a crossword puzzle. This is not wasting time; it is keeping your mind in top condition through relaxation.

Sleep

Your body needs time to rebuild and revitalize itself for the next day. It is sheer stupidity to try to increase your productivity by cutting your sleeping time. Six to eight hours a night are all you need. And remember that even while you sleep, your subconscious is working. Insomnia is often caused by a failure to relax before going to bed. Don't work until you drop. Instead wind down at the end of the day by doing something you enjoy that doesn't over stimulate you. (For this reason, exercise is not good just before you go to bed.) Perhaps quiet small talk with your spouse is all you need, or an easy routine of brushing your teeth, stretching for a few moments, or making your bed. A habit which signals your body that it is time for sleep is a valuable aid.

Exercise

Ideally your relaxation and play will include exercise. Relaxing and playing are important to your mind, while exercise, which is mostly beneficial to your body, can also be of great mental benefit. You need to engage in aerobic exercise for a period of twenty minutes at least three times a week to keep your heart and lungs strong. The rate at which you exercise must be determined by your age and physical condition; trainers at any local gym or YMCA can explain this to you and help you design a simple exercise regimen that is neither expensive nor time-consuming. (How much time do you spend watching TV?) Consult your doctor before you begin any exercise program.

Exercise can be a tremendous mental and physical stimulant, clearing away sluggishness. It also teaches you persistence and concentration. Athletic training has become an important field for understanding human potential and has resulted in many techniques that can be applied to your quest for success. Bill Bowerman was a first-class track coach at the University of Oregon for many years; when he conceived an idea for a better running shoe, the lessons he had learned in training himself and others were an important part of making Nike the number one American shoe manufacturer.

Sex and Sublimation

Sex is your most precious and constructive drive; it is also the most easily debased. Sex is behind all the creative forces that advance human destiny. Sex has built cathedrals, universities, and nations. Why? Because the desire for sex causes us to work to please others, and out of that work spring kindness and the understanding of others. Sex is a completely natural desire. Do not fear or deny it. But realize that you must direct it, like all desires, to definite ends instead of letting it become an end in itself. If sex is all you want, you will do anything to get it, forgetting your faith in yourself, your definite purpose, and your moral standards.

When you want sex, remember that you cannot get something for nothing. The intimacy of sex is gained by constructive work at building a committed relationship. If you channel your desire for sex into creating and providing for that relationship, you will not only get what your heart desires but also attain the heights of achievement.

To work to your greatest good, sex and sublimation need to be alternated in a rhythmical pattern, just as work and play do.

Effective Mind-Body Stimulants

At any given time your mind-body may need a boost. Many of the best boosters are things you are already doing; you just need to be conscious of the effect they have and seek them out.

- Sexual expression or a sublimated sexual drive keys up the mind so that it works rapidly and well, with real inspiration.
- Love, the ultimate aim of sexual desire, serves a similar purpose; when the two are combined, they are unbeatable.
- Fanning your burning obsession is a strong stimulant.
- Work is a wonderful opportunity for creative expression. Do something small and definite, yet satisfying, like making a phone call or writing a thank-you note.
- A burst of exercise releases pent-up energy, drives away frustration, and stimulates the brain with increased blood and oxygen.
- A little play lets the subconscious go to work.

Discover Vitamin I

I recently went through some of my old records of the work Napoleon Hill and I did together in 1955, and I recalled our excitement over the new findings being made about vitamins. We decided to come up with our own vitamin discovery, Vitamin "I." I wrote the following:

You have heard of Vitamins A, B and the B complexes, C, D, E and K, but you have never heard of Vitamin I.

It is unnecessary to discuss how you can obtain the necessary vitamins and minerals through food and water to maintain a healthy body, as the information is so readily available. As you know, Vitamin D can be absorbed from sunshine.

What is Vitamin I? Let us assume Vitamin I is inspiration.

As far as we know, the body will absorb through food only the quantity of vitamins that it can use. These vitamins act within and on the body without conscious effort -- however, with applied effort, it will absorb and use unlimited quantities -- its effectiveness is in proportion to your willingness to receive and act. The choice is yours. Remember, no chemical, physical or mental change develops without action.

You will, over a period of a lifetime, spend large sums of money for obtaining vitamins in food and possibly food supplements, whereas Vitamin I can be absorbed from the same sources over and over again without the diminishing of the source.

Any stimulus from without has an effect upon the mind through one or more of your five senses. There is no spoken or written word, song or music, visual scene of climatic atmosphere that is in itself inspiring to you -- it is what you accept consciously or subconsciously which makes it so.

To eliminate a vitamin deficiency in the body, one chooses food for his diet that contains the necessary vitamins. For a Vitamin I deficiency, you can purposely select beneficial external influences to assist you to achieve the inspiration you are seeking.

Vitamin I can be absorbed from numerous writings, a few of which are:

- *Believe and Achieve: W. Clement Stone's New Success Formula*, by Samuel A. Cypert
- *Earl Nightingale's Greatest Discovery*, by Earl Nightingale
- *Jerry Baker's Growth Plan for People*, by Jerry Baker
- *Think and Grow Rich* and *Law of Success*, by Napoleon Hill, as well as Hill's *PMA Science of Success Course*
- *The Choice* and *The Christ Commission*, by Og Mandino
- *Guideposts* magazine from Dr. Norman Vincent Peale.

(The Bible has changed the lives of more persons than any book written for those who are ready.)

While thousands of persons claim that evangelist Oral Roberts has healed them -- some of so-called incurable diseases -- Oral Roberts states that he hasn't cured anyone. He has merely been the tool or medium -- it was up to the individual to believe, to accept, and to have faith.

The subconscious reacts if exposed long enough and frequently enough to external influences that are inspiring; therefore, select environmental influences that cause you to react just as carefully as you would in selecting food

containing vitamins for the body. Because your subconscious mind reacts to your inspiring thoughts quicker and with greater effectiveness than external influence -- think inspiring thoughts.

Vitamins from food must be taken regularly for a healthy body and Vitamin I for a healthy mind. Inspiration without action is beautiful but valueless. It is short-lived and extinguished like a flame -- often never to return.

The mind is affected by the physical condition of the body to an extent, but the body is more affected by the condition of the mind; therefore, select your daily supply of Vitamin I.

When should you start? Use the self-starter: **Do It Now!**

Beginning Your Day Right

How you begin the day affects what you do with the rest of it.

Do you start off slow? If so, do you like doing that, or do you wish you could get off to a fast start? You can start each day as fast and enthusiastic as you want, if you program yourself to do so.

How? Here are six "early morning" suggestions that sales trainer Tom Hopkins gives at his seminars. They are derived from the *Think and Grow Rich* research Napoleon Hill conducted a half-century ago.

1. Listen to lively music or motivational tapes. Play cassette tapes that pick up your mood. Avoid the radio, so you don't hear bad news. Set it up the night before. Hopkins believes in programming, so he decides the night before what he's going to listen to the next morning. He sets a little stereo on the nightstand and loads it before going to bed.
2. Psyche yourself up with your own words. When Hopkins is on the road, he sometimes feels jet lag. So he's made himself a tape on which he says, "Okay, today is the most beautiful day you've ever had. Today you're going to meet the right people in the right place and time for the betterment of all. It's your obligation, Hopkins, to get moving because the people who are coming aren't responsible for how you feel. You must perform for them."
3. Push positive thinking. Hopkins believes you can't be negative about large parts of your life and positive about others. Either enthusiasm will take over or negativism will.
4. Don't knock yourself. Plenty of people will do that for you. But you're the only one who knows what a great person you are. You're the best person you know. Believe that. Feel it deeply. You've got to love yourself first.
5. Be generous with praise. Don't put your spouse or children down. Some people are unaware how frequently they do this. Many times it's done to keep the other person under control. But putdowns damage a family the way knocking bricks out of a wall damages a building.
6. Exercise. Your body is the only one you're going to get, so take care of it. Three workouts a week, every other day, is what it takes to keep your body fit enough so your emotions and your body won't be a drag on your mind.
7. During the first afternoon of his three-day seminars, Hopkins asks everyone to commit themselves to some type of physical exercise. On the second day of one seminar, a 76-year-old man bounced in and said, "Tommy, I feel so good. I started my exercise program."

"What is it?"

"I'm committed to one push-up every morning!"

That one push-up won't make him stronger physically, but it can be the start of a gradually increasing program of physical activity. Any exercise you do starts an upward spiral. You increase mental discipline, and that leads to more physical activity.

Points to Ponder

1. I feel healthy! I feel happy! I feel terrific!
2. The purpose for eating food is to supply the body with what it needs to maintain itself in good repair.
3. To maintain a positive mental attitude and develop a healthy mind and body, you must conquer fear and anxiety.
4. Anything that affects your physical health also affects your mental health.
5. A positive mental attitude is the most important quality for sound mental and physical health.
6. Your mind and body are one and at one with nature.
7. Take the time to smell the flowers!
8. A negative mind results in physical illness, and most physical ailments begin with wrong thinking.
9. A young mind makes a young body.
10. Exercise produces both physical and mental buoyancy. It clears sluggishness and dullness from body and mind.
11. If you haven't the willpower to keep your physical body in repair, you lack the power of will to maintain a positive mental attitude in other important circumstances that control your life.

Principle 16: Budget Your Time and Money

Budgeting Your Money

Tell me how you use your time and how you spend your money, and I will tell you where and what you will be ten years from now.

Time and money are precious resources, and few people striving for success ever believe they possess either one in excess. Understanding how you use them is an important part of evaluating your progress toward success and analyzing what may be holding you back. We'll begin this chapter by taking an inventory of your progress toward success with a special emphasis on the role of time. Once you've seen how to improve your use of time, you'll be able to devote more of it to managing your money. And any review of the overall path you are following is always valuable.

A Personal Inventory

Ask the following questions of yourself, and answer them honestly; you want to identify areas needing improvement, not win a prize for a high ranking. Feeding your ego by lying to yourself about the truth will only waste the time you spend on the inventory and undermine your self-confidence.

1. Do you have a major definite purpose? What plans do you have for attaining it? How much time are you devoting to those plans on a persistent, daily basis? How often do you work on your plans; only when the notion strikes you or when you can snatch a few minutes during commercials?
2. Is your definite major purpose a burning obsession? When and how often do you fan its flames?
3. What have you planned to give in return for realizing your definite major purpose? Are you doing it yet? When will you start?
4. What steps have you taken to build your mastermind alliance? How often are you in contact with the members? How many of them do you speak to monthly, weekly, and daily?
5. Have you made a habit of accepting temporary defeat as a challenge to greater effort? (Let's hope your temporary defeats are few, but they are inevitable.) How quickly do you seek out the seed of equivalent benefit when adversity strikes?
6. How do you spend more of your time: carrying out your plans or brooding over the obstacles you face?
7. How often do you forgo personal pleasure in order to have more time to work on your plan? How often is it the other way around?
8. Do you seize every moment of time as if it were the only one you were sure you had?
9. Have you looked at your life as the result of the way you spent time in the past? Are you happy with your life do date? Do you wish you had spent it some other way? Do you regard each second that passes as the opportunity to change the course of your life for the better?
10. Is your mental attitude always positive? Is it positive most of the time? Some of the time? Is it positive now? Can you make it positive in the next second? How about the one after that?
11. How often do you display personal initiative by backing your positive thoughts with action?

12. Do you believe that you will succeed by luck or a windfall? When are these things going to happen? Do you believe that you will succeed as the result of your own efforts? When are you going to make those efforts?
13. Do you know anyone who inspires you with his or her personal initiative? How often do you seek that person out? How often do you actually model your behavior on him or her?
14. When do you go the extra mile? Does it happen every day or just when you think someone is paying attention? Is your attitude good when you do it, or do you begrudge the additional work?
15. How attractive is your personality? Do you look at yourself in the mirror every morning and work to improve your smile, your facial expressions? Or do you just brush up before an important meeting?
16. How are you applying your faith? When do you act on the inspiration from Infinite Intelligence? How often do you ignore it?
17. Are you building your self-discipline? How often do uncontrolled emotions cause you to do something you quickly regret?
18. Have you mastered your fears? How often do you display their symptoms? When do you replace them with your ambitions?
19. How often do you accept other people's opinions as fact? Do you question those opinions every time you encounter them? How often do you call on accurate thinking as the solution to your problems?
20. How often do you inspire cooperation by giving it? Are you doing it at home? At the office? In your mastermind alliance?
21. What opportunities do you allow your imagination? When do you apply yourself to problems with creative vision? What dilemmas do you have that need to be solved this way?
22. Are you relaxing, exercising, and paying attention to your health? Were you planning to start at the new year? Why can't you start right now?

This inventory is designed to get you thinking. Your use of your time reflects the degree to which you have made the principles of personal achievement a part of your life. Don't be discouraged if your answers to these questions are not yet what you'd like them to be. I have sold books to millions of people and lectured to thousands more. Many of them gained great success afterward, but none of them did it overnight. Although the benefits from success can accrue very quickly, most truly successful people need much of a lifetime to get everything they want. Those are lifetime well spent.

Doers and Drifters

Your attitude toward life determines your attitude toward time. People pretty much fall into two camps on this subject.

Doers:

- Have a definite major purpose
- Manage circumstances and resources
- Examine every idea they encounter before they adopt or discard it
- Take risks and assume responsibility
- Learn from their mistakes
- Go the extra mile
- Control their habits
- Have positive mental attitudes
- Apply their faith in their own success
- Create mastermind alliances to expand their knowledge and experience
- Recognize their weaknesses and take steps to correct them

Drifters:

- Have no goal in life
- Are controlled by circumstances and the lack of resources
- Flit from one idea about life to the other, depending on this week's fad or what the guy on TV said
- Run from opportunity and blame others for their lots in life
- Make the same mistakes again and again
- Do only what it takes to get by
- Let their habits control them
- Have negative mental attitudes
- Never do anything to improve their situation
- Learn all they want to know from that guy on TV
- Wouldn't know a weakness if it bit them

How a Doer Uses Time

My guess is that if you've made it this far, you're determined to be a doer. Great! Let's look at some places where a doer can make substantial difference in his or her life by the wise use of time.

Occupation

A doer sees work as the source of all opportunity, a route to independence and security, and a means to better the surrounding world. Doers select work suited to their education and temperaments; they engage in labors of love. Doers don't evaluate their work by the number of hours it takes. They look at it from the perspective of the amount of useful service they render by going the extra mile. Time is a tool for them, not an end. They take pride in their achievements, not in bursting out the door at 4:59:59. They don't complain about long hours; they complain that the hours aren't long enough to accomplish everything they want.

As a result, doers get paid twice. Not only do they take checks home, but they also earn the right to better jobs and bigger checks.

Mental Habits

Doers take possession of their minds through self-discipline. They make plans, and they carry them out. They direct their minds toward the objects of their desire, and they keep their minds occupied with those things. They don't spend time thinking about what they don't want.

Doers recharge their positive mental attitudes often. Their productivity gives them concrete signs of their progress toward their goals. They take these signs as indications of the great things just over the horizon.

Relationships

A doer inspires cooperation from others by giving it first. Doers don't spend time arguing, nitpicking, or gossiping. And they avoid people who do.

Doers don't waste their time with drifters. They realize that defeatist attitudes can be contagious, and they don't want to be infected. They aren't selfish; they're just *particular*. Instead they associate with people who are willing to work with them. They offer those people the extra-mile service they offer everyone. In return they gain enthusiasm and support.

Doers have sympathy for drifters. They'll even point the way toward definiteness or purpose and lend a hand to anyone who has gained just that much. But they know that they can't help someone who isn't ready to help himself or herself.

They also delegate work. Doers know that you should never do anything which you can get someone else to do for you better than you can do it. They realize they have to be available to the people who are working with them, and they offer those people all the access they need.

Health

Doers pay attention to their mental and physical health. They relax, they exercise, they eat right, and they see the doctor when something goes wrong. The doer knows that time spent in prevention is much shorter than time spent on repair. Doers don't begrudge themselves the benefits of sound minds and bodies.

Religion

Doers are people of active faith. They let their commitment to leading their lives morally and honorably insulate them from fear and arrogance. Their consciences don't have reason to reproach them because they spend all their time in constructive efforts.

In addition, doers are people of every religion. No matter what their convictions are, they live by them to the fullest extent. Whenever they face problems, they turn to those convictions and make their decisions based upon them. They are not paralyzed by doubt, and they can act immediately.

Spare Time

Doers put the time they have away from their jobs to practical uses. They romance their spouses, laugh with their children, relax alone, exercise with friends, educate themselves, campaign for good political candidates, or work on their plans for their definite major purposes. The doer is not a workaholic. Doers know that there are other things in life besides their own immediate success. They know that if they don't pay attention to those things, their success will be meaningless. But doers don't engage in activities that have no payoffs. They aren't likely to be found in front of the television sets for four hours a night. There aren't many doers who have their own barstools either. Doers enjoy life more than drifters do because everything they do brings them closer to their goals. They make all their time work for them. Doers see movies, read books, and go to basketball games, even stare up into the blue sky and watch the clouds go by. *But they know why they are doing it.* That makes all the difference between a doer and a drifter, and it's all the difference between a success and a failure.

Some Doers You Should Know

William Sydney Porter sat in his prison cell contemplating the stupidity of the embezzlement that had brought him there. As near as he could figure, the only thing he had gained was a lot of spare time. And since he had several years left in his term, there didn't seem to be a lot he could do with it. But there was, and Porter did it. He began to write short stories. He wrote many of them. Then he began to sell those short stories to magazines under the name O. Henry. By the time he was released, he was already the most popular short story writer in the country. He walked out of prison into a success. Warren Avis was a doer. As an air force officer, he was constantly travelling the country and he recognized how convenient it would be for people to be able to rent a car right at the airport. While his \$10,000 in savings wasn't enough money to set up an operation on his own, he did have the gumption to put together a business plan and get a bank loan. Within eight years he had car-rental counters in airports across

America and was able to sell the company for almost eight million dollars. Avis saw an 800 percent return on his investment because he was willing to do all the work necessary to make that chance pay off. One of these men started off serving a jail term, the other serving his country. But they both recognized that in order to make their lives amount to something, they had to become doers by taking control of their time.

The Division of Your Day

We each get twenty-four hours to manage. The broad divisions of that time are easy to see:

1. Eight hours for sleep
2. Eight hours for work
3. Eight hours of spare time

You can't mess around much with the first division or your health will suffer. You can occasionally steal an hour or two from your sleep, but it's a bad habit. Don't create any bad habits. The eight hours spent at work are potentially your most directly productive. You need to stay focused on your purpose and your habit of going the extra mile if this is to be the case. The preceding fifteen chapters of this book will teach you that. But in a few lines I'll give you some tips to manage that time more effectively in attaining your purpose. The last eight hours are your spare time. You need to manage them as well, or you'll find them slipping away in routine household chores, reruns of *Mr. Ed*, and listening to your neighbor talk about his new lawn mower again. This can be harder, but I have some guidelines to offer.

As you'll see, managing your time--like managing your life--requires knowing what you want to use it for.

Time Management on the Job

As our society gets more complicated, there seems to be more to do. I am indebted to the writings of Alan Lakein and Stephanie Winston for some of the advice that follows; they've spent their time learning about time.

Prioritizing Your Tasks

Make a list of all the things you need to do today, this week, and this month. Divide another sheet of paper into four equal sections. Label the top left "Important and Urgent." Here you will enter jobs that you know must be done right away in order for you to be successful. Write the day and hour each task in due next to each job. Label the top right section "Important but Not Urgent." Put things here that are essential to your work but aren't a crisis. If you pay the most attention to this section, nothing should end up in the top left category. Again, make a note next to each task about just exactly when it has to be done. *It is important to review this section every day so that nothing slips over into "Important and Urgent."*

In the bottom left, write "Unimportant but Urgent." This category, like the last one, requires you to have a keen sense of your purpose. You have to be able to make a definite decision about what matters to you. Most of things that fall into it will be spontaneous: Someone will want your advice; you may get a call telling you that you have to *act now* to buy that beautiful time share in the Poconos. You won't bother to write them down because you can either dismiss them or move them into "Important and Urgent." The category is on the sheet of paper mostly to remind you that "urgent" does not mean "important." Finally write "Unimportant and Not Urgent" in the bottom right. You might not even bother to write tasks down here since it means that you will never devote attention to them. But again, it helps to remind yourself that there are many things which can fall into this category. When you complete a task, put a line through it. Create evidence of your accomplishment as a reminder of your efficient use of your time.

Handling Paper

Two kinds of paper will cross your desk: valuable (a sales update) and superfluous (information about the office pool). Throw the superfluous stuff away without even setting it back down on your desk. Never give it a second

thought. Handle the valuable material as little as possible. If you can, attend to it right then and there. Read updates, sign authorizations, write responses on the spot. Put reading material like magazine articles aside for a regular, dedicated time. If you can't act on a paper for some reason, make a small dot in an upper corner. The next time you pick it up, make another dot. You'll soon see how often you're handling the same piece of paper again, and you'll be motivated to do something about it.

Budgeting Your Spare Time

Routine tasks will easily expand to fit the time available and eat up all your spare time unless you make a definite decision to devote it to the things you think are important. Allot your time in the following manner to make sure that you are able to do all the things you need to:

1. Spend one hour a day in quiet meditation on the following subjects.
 - a. Your plan for your definite major purpose
 - b. Contact with Infinite Intelligence, affirming your gratitude for the blessings you have
 - c. Self-analysis; identifying the fears you need to master and making plans for doing so
 - d. Ways to increase harmony in all your relationships
 - e. The things you desire instead of the things you don't want
2. Devote two hours to going the extra mile by rendering some sort of service to your community, your spouse, or your family without expecting any kind of reward for it.
3. Study and read for self-improvement for an hour.
4. Spend an hour in contact with members of your mastermind alliance or close personal friends.

This leaves three hours for relaxation, recreation, exercise, and other responsibilities. As you become familiar with these activities, you may be able to combine them with other things. You can meditate or read while commuting on the bus or train; if you have to drive to work, listen to audiotapes of self-improvement books. Carpool with a member of your mastermind alliance, and use driving time for discussion and problem solving. If your relaxation involves a worthwhile hobby, teach it to youngsters in local service groups, rendering extra service to your community. The possibilities are as many as you can make them.

Follow this schedule six days a week, and set aside one day for nothing but mental and physical relaxation and your religious and philosophical activities. You can spend much of this time with your family. You all will be glad you did.

Budgeting Your Money

Many people have written good and valuable books about specific ways of managing your money. Seek them out. I won't provide you with the nitty-gritty details, but I will remind you of the importance of budgeting your money. Like time, money should be spent with a definite purpose in mind. You must create a budget for all your expenses, and you must use self-discipline in sticking to it.

Your first priority in any budget should be to set aside a fixed percentage of your income for savings. The rule is "Pay yourself first." A strong and growing savings cushion is an important weapon in your fight against the fear of poverty. If adversity or ill health strikes, adequate savings will allow you to start looking for the seed of equivalent benefit right away. You won't panic about the mortgage payment, and you'll be able to recover more quickly. Make sure that you have adequate life insurance if others depend on you. The cost of a good policy is worth the anguish you will save your dependents. Your sudden departure from this life will be more than enough sadness for them; don't compound it with the threat of the poorhouse. Allocate some portion of your income to charity. This is an important part of going the extra mile. Let's hope you never have to depend on some worthy group to help you out, but what right do you have to anyone's aid if you have never given any help yourself?

If you're in debt, you need to spend as much as you can realistically afford to pay that debt off. Don't tell yourself that you'll need only ten dollars a week spending money when you've been blowing a hundred, because once you spend that eleventh dollar, you'll decide you've already blown your budget and might as well go all the way. It's a slippery slope. And don't cut into your savings allotment to pay your debts either. Make savings a habit. Never back away from a good habit. Once you're out of debt, divide the money you were using to pay it off between your savings and your general household and entertainment expenses. You want to cultivate the habit of increasing your savings whenever your income rises, but you should also give yourself some immediate reward for doing your job.

You will probably find that circumstances arise that your budget did not allow for. There may be a health emergency, a new baby on the way, a parent who needs help. Don't let this throw you. By developing and sticking to your budget, you've increased your habit of self-discipline. You've also learned to make your money serve your purpose. You did it before, and you can do it again. Habits are an important part of budgeting your time and money. They're important to every principle in the science of personal achievement; they are, in fact, the keys to all personal achievement. The next chapter will teach you to select and control your habits on the basis of cosmic law.

Wealth Isn't Money

Wealth can't be found in paychecks and bank accounts, says sales trainer Tom Anastasi.

Wealth is found in one's capabilities; money is a by-product of those capabilities.

Anastasi realized that wealth is more a mindset than a financial state of affairs one day when he came home to find several fire trucks clustered in front of what had been his condominium.

Everything he owned had burned up in the fire. Soon after, he learned that he was woefully under-insured. He had to continue making mortgage payments on a property that no longer existed. His friends, family, and the Red Cross helped with housing and expenses, but if wealth was money or assets, Anastasi didn't have any.

A few days later, while out on a call selling computers, Anastasi walked by a man sleeping on a park bench trying to keep warm under the classified section of a newspaper. If wealth was money, and that vagrant had a few dollars in his pocket, he would have been much wealthier than Anastasi.

But at that moment, reflecting on the help-wanted section of the classified, Anastasi got an idea: companies with ads recruiting programmers would soon be needing new computers.

He rushed to a newsstand and bought the same newspaper that had been covering the vagrant, and started making calls. Anastasi got more than \$1 million in new business that year. He concludes, "Your greatest asset is who you are. Wealth isn't money, but people who are wealthy often have money. They have money because they believe in their capabilities and inspire others to believe in them, too!"

The R2A2 Principle

As a newsboy, I was motivated by necessity. I had borrowed the money to buy the papers. I had to sell them to repay the loan and make a profit. I learned about the power of motivation from my experience selling newspapers, and I learned other principles that I was able to successfully apply in my business activities. Here are a few examples:

1. Use OPM -- Other People's Money -- the banks'. As a newspaper boy, I borrowed money and paid off the loan. I expanded my insurance business the same way.
2. As a newsboy, I learned the value of repeat business. I returned to the same restaurant every day. As an insurance man, I sold my customers additional insurance.
3. I realized the value, as a newsboy, in selling in large places of business.
4. I made it a practice to get the money at the time of the sale 100 percent of the time.

Think ... And Achieve Your Goals

Of course, I didn't understand these principles as a newsboy. And as a salesman searching for a success formula, I didn't realize that I was using many of the same principles I had employed in my first business venture ... selling newspapers.

Even when I established my own insurance agency and later trained salespeople to use the techniques I had found successful in my personal selling, I wasn't aware of the relationship. The connection between the principles in my earlier experiences and those I used later didn't become crystal clear until I thought them through as I wrote *The Success System That Never Fails*.

Is It Worth It?

Any time you attempt to analyze the reasons for your successes and failures or when you attempt to come to any decision concerning your future, it's only natural to ask yourself, "Is it worth it?" This I know from experience.

Many years ago, I awakened at 3:00 a.m., wondering if it was worth it to be away from my family so much. Gradually, I realized that I could achieve wealth through building a better organization, saving money and investing it. I could do a great deal for my children, my wife and myself and be a benefactor to others. I decided "Yes, it was worth it." And it has been.

By paying the price I was able to make discoveries about the functioning of the human mind that have helped millions of others. The principles I learned I have shared with those who are willing to listen through my lectures, writings, movies, audio and video tapes and teaching.

That is why after all these years I still do my utmost, through these pages, to help you relate and assimilate those principles which I consider most important for your continued success and happiness so that whenever the question "Is it worth it?" flashes across your mind you will be prepared to answer unequivocally ... **yes!**

Points to Ponder

1. Tell me how you use your time and how you spend your money, and I will tell you where and what you'll be ten years from now.
2. If you learn to budget your time and money correctly, you will have time and money for all your needs.
3. Take regular inventory of yourself to learn how and where you are spending your time and money.
4. To get what you expect, inspect!
5. How you use your time and spend your money determines the degree of your success or failure.

6. Hurry! The sand in your hourglass is running lower every second, and the glass can't be refilled.
7. Engage in study time, thinking time, planning time, with positive mental attitude.
8. The secret of getting things done is: DO IT NOW!
9. You will find time for all your needs if you have time properly organized.
10. Time is too precious to be wasted on arguments and discontent.
11. Just what are you waiting for, and why are you waiting?
12. Some mistakes can be corrected, but not the mistake of wasting time. When time is gone, it's gone forever.

Principle 17: Use Cosmic Habitforce

The Three Essentials of Cosmic Habitforce

You are where you are and what you are because of your established habits. The aim of this book has been to force you to examine those habits and to teach you ways to change them. To do this, you need to understand and apply a universal principle I call cosmic habitforce. Cosmic habitforce is the law which makes every living creature, every particle of matter subject to the influence of its environment. It can work for you or against you. The choice is yours.

Using Natural Forces

The grandest example of cosmic habitforce is the operation of the heavens. Stars and planets move with clocklike precision. They don't collide; they don't suddenly veer off course (at least, not without some major change in the forces at work, like a supernova or a black hole, which are themselves just another example of matter behaving according to established patterns). A complex system of gravity and inertia, attraction and repulsion keeps things moving so precisely that for millennia human beings have been able to predict the position of the stars and planets, the timing of eclipses, and the regularity of meteor showers.

Sunflowers don't grow from turnip seeds; giraffes don't give birth to tadpoles; clouds don't release milk. Everything does that which is its nature to do. All this is a reflection of universal order, which makes so much of the physical operation of the world understandable. Certainly we are still working to understand more than we already do, but science is based on the faith that there is universal order. All actions and reactions are fixed on the basis of this order. In the science of personal achievement you seek to take control of this order by taking control of your habits. You recognize that your thoughts and actions will become as much a part of your nature as Pluto's orbit is a part of its nature. If your habits are positive, the seeds that they plant will be, too.

But you have to realize that cosmic habitforce always operates. If your habits are negative, their results will also be negative. This is why you must take control of your habits through self-discipline. Habits become a part of your nature by repetition. If you create thought habits by repeating certain ideas in your mind, cosmic habitforce will take over those patterns of thought, make them more or less permanent (depending on your intensity of repetition and practice), and put them to work. The same thing will happen with physical habits. If you follow the same route to and from work every day, you make that route a habit. You probably aren't even aware that it is a habit until you need to alter your route to go to a store or visit a friend. If you aren't paying attention when you start your trip, you will probably find yourself missing the turn or forgetting your task altogether. This is an example of why you need to be aware of and in control of all your habits.

If your dominating mental habits are thoughts of poverty, then cosmic habitforce will bring about poverty in your life. If your dominating mental habits are of prosperity and peace, cosmic habitforce will bring them about. There is an endless cycle here. Repetition of a habit intensifies it until it becomes an obsession. You can become obsessed with poverty or with achievement. This is why I have repeatedly stressed that *your thoughts are the only thing you can completely control if you decide to do so*. You must control your thoughts to control your habits. Cosmic habitforce doesn't leave you any room to complain that opportunity never came your way. You will know that as long as you have the power to form and express your thoughts, you have the power to change the circumstances of your life into whatever you want them to be. If your life isn't already what you want it to be, it is because you have drifted into your present circumstances by virtue of cosmic habitforce. You can change that. Definiteness of purpose, backed by the power of cosmic habitforce and enforced by self-discipline and personal initiative, can bring you to the circumstances you want.

Moneymaking Habits

So the circumstances you want include making more money, do they? Here's how to go about using cosmic habitforce to do just that.

Step one. Create a clear mental image of just how much money you want to make. “A lot” is not a good answer. You need a concrete figure or a percentage above your current income.

Step two. Imagine some of the results of having that money: a new home, sending your daughter to medical school, a comfortable retirement. Doing this clarifies which of the ten basic motives are driving you (see page 18 for the list). The more motives you can associate with making more money, the stronger your push to achieve it.

Step three. Decide how you will earn this extra money. I’ve emphasized again and again that you can’t get something for nothing. You must have a plan.

Step four. Write out your goal and your plan. Include your motives for making more money. Instead of a statement like “I want to retire in security,” write something like “I want to own my home free and clear of debt; I want to be able to travel and visit my family three times a year.” Set a date for starting and achieving this goal. Sign your plan; make it a contract with yourself.

Step five. Go back to your plan, and underline all the things that you need to do to make it happen that you aren’t doing now. Make a separate list of these things.

Step six. Start doing the things on this list. Some of them will be daily tasks, such as spending less money on dining out and putting more money into your savings account. Others will be longer-range but will require daily progress, such as going the extra mile in your job. You have to bend all your efforts and thoughts to doing these things.

Step seven. Every day read your goal aloud to yourself until you have it memorized.

Repeat it in your mind when you get out of bed, when you start your job, when you come back from lunch, when your workday is finished, and before you go to sleep. Yes, this is just what you should be doing anyway in connection with your definite major purpose. You are giving cosmic habitforce a pattern to follow. The length of time you need to start conditioning your mind to get positive results depends almost entirely on the amount of faith and enthusiasm you place behind your words and actions. All voluntary positive habits are the products of willpower directed toward the attainment of definite goals.

If you say to yourself, “Sometime in my life I want a hundred thousand dollars,” you are saying, “I am uncertain about my goals.” Here cosmic habitforce cannot come into play because there is no definite pattern for it to follow. If you say instead, “Six months from now I want a hundred thousand dollars, and I will do X, Y, and Z to get it,” cosmic habitforce has a pattern to follow. But it will follow that pattern only when your thoughts and actions lead it there. If you don’t do X, Y, and Z, you won’t develop cosmic habitforce.

Flexible Habits

Be sure to make your plan sufficiently flexible so that you can change it when you are so inspired. The key word here is “inspired.” As you put your plan into action and develop applied faith, Infinite Intelligence may hand you a better plan than the one you have made. Treat such inspiration respectfully, for it will help you strengthen your plan where it is weak.

Don’t express contempt for your hunches. If you repeatedly say to yourself, “I had the most foolish idea today,” soon you will be having only foolish ideas. Instead write down your hunches as soon as they occur to you. Examine them carefully, and be sure you are not rejecting them simply because they involve something that hasn’t been done before or because they don’t conform to your current habits. The purpose of cosmic habitforce is to make your habits serve you, not the other way around. Don’t let your habits become so ingrained that whatever useful purpose they once served, they now limit your opportunity, tolerance, faith, and enthusiasm.

American Express enjoyed huge success with its charge card in the 1980s. It became a symbol of prestige, and millions of new members signed on. More businesses than ever accepted the card because they wanted to attract card members’ dollars. Then the economy changed, but American Express’s habits didn’t. As it became necessary to stretch every penny and to watch every percentage of margin, cardholders began switching from the high-fee

American Express card to no-fee cards from Visa and MasterCard that offered almost the same benefits. Merchants became angry because American Express claimed a higher percentage of each charge than other cards; worse, it was slow to credit merchants' accounts.

The number of cardholders began to fall dramatically. In Boston a group of restaurants even organized a boycott of American Express to protest its policies toward merchants. Profits disappeared, and losses mounted. Cosmic habitforce was at work. American Express kept doing business the way it always had until a crisis hit it right between the eyes. The habits that had made it the premier charge card were not the habits that would *keep* it the premier charge card. Its habits ruled them, not the other way around. Whatever your habits, comic habitforce will carry them out. It isn't enough merely to develop good habits and leave it at that. You must remain alert to the effect of your habits and be willing on a moment's notice to change them when new ones will serve you better.

Beware of These Habits

The good news is, ironically, if you have any of these habits, they will eventually cause some sort of defeat that will inspire you to eliminate them. Of course, you can spare yourself that trouble if you're willing to examine yourself, identify your negative habits, and resolve to replace them with positive ones.

- Poverty
- Imaginary illness
- Laziness
- Envy
- Greed
- Vanity
- Cynicism
- Drifting without aim or purpose
- Irritability
- Revenge
- Jealousy
- Dishonesty
- Arrogance
- Sadism

Embrace These Habits

You can replace any of the above with one of the following and profit by doing it.

- Definiteness of purpose. This is the primary good habit. It makes you more alert, more imaginative, more enthusiastic, and it increases your willpower.
- Faith. Let your mind dwell on positive ideas and on clearing away all negative influences and fears. This takes self-discipline.
- Personal initiative. You may have to force yourself at first to do things without being told to do them. But persistence will make it easier.
- Enthusiasm. Remember that *controlled* enthusiasm is your goal. You'll want to be able to summon it at will or shut it off when it isn't appropriate or might actually be dangerous.
- Self-discipline. This is a circular process; the more you exercise it, the more you have it.

- Going the extra mile. Start right now by doing something for which you don't expect to do be paid directly. Go the extra mile every day by sheer effort if necessary, and soon the effort will be replaced by habit.

Controlling Your Willpower

In the chapter on self-discipline you learned about your ego, the source of your willpower. Developing positive habits which can be taken over by cosmic habitforce depends heavily on strong willpower. Here's a review of the steps to strengthen your will:

1. *Step one.* Actively ally yourself with other people who can help you attain your major purpose. A mastermind alliance creates multiple patterns for cosmic habitforce to work on.
2. *Step two.* Develop your plan, drawing on all the members of your alliance for knowledge, ability, and the power of their faith.
3. *Step three.* Distance yourself from anyone and any circumstance that make you feel inferior. A positive ego does not grow in a negative environment. Remember that cosmic habitforce cause every living thing to partake of the dominating influence of its environment.
4. *Step four.* Close the door on the unpleasant experiences of the past. A strong will doesn't dwell on the past; a vital ego thrives on hopes and desires of an as-yet-unattained objective. If you keep your mind in a state of hope and desire, cosmic habitforce goes to work changing your hopes and desires into their material equivalent.
5. *Step five.* Surround yourself with every possible means of impressing your mind with the nature of your definite purpose. Hang mottoes on your walls; put up pictures of people doing what you want to do. You want to make it easier to create a mental image of yourself realizing your objective. The more you create this image, the sooner it will be taken over by cosmic habitforce and impressed on your subconscious.
6. *Step six.* Watch out that you don't overinflate your ego. One small prick with a pin and the escaping hot air will be like a runaway rocket, carrying you far away from where you want to be.

The Three Essentials of Cosmic Habitforce

Three qualities underlie the process of voluntary establishment of a habit.

Plasticity

This is the capability to change. It also implies that once a change has been made, your new form will hold until a subsequent change is made; you won't revert to your old status. Consider the difference between modeling clay, which is malleable but holds the shape it is given, and mercury, which can take any shape for a moment but will never keep it. You can be changed by environmental influences or by your own decisions.

Frequency of Impression

Repetition is the mother of habit. One of the factors affecting the speed with which a habit can be adopted is how often it is consciously repeated. Your ability to do this may vary with circumstances. Your job may require enough concentration on the task at hand that you have to pay attention only to it and develop your habits in your spare time. Personal initiative also comes into play; if you're lazy, you won't knock yourself out developing a habit. This can definitely slow down the process of acquiring it.

Intensity of Impression

You can go through the motions of an activity, or you can concentrate on doing it; concentration builds the habit quickly. You impress the habit on your subconscious mind, and it become a part of everything you do.

Here's an example of these three essentials at work. A woman working the swing shift at an electronics assembly plant was allowed two ten-minute breaks, one at 6:00 P.M. and one at 10:30. Most of her coworkers used these breaks for cigarettes. She didn't want to cultivate a bad habit that would affect her health and make her a less pleasing personality, so she decided instead to have a snack. Her garden was in full bloom, so she would have a carrot, an apple, or something else she had grown herself.

Being human, she already had plasticity; it's part of everyone's nature. Every day, throughout the summer and fall, precisely at 6:00 and at 10:30, she would have her snack. This gave a definite frequency of impression. The element of intensity varied according to her relative hunger. Sometimes she ate with relish because her meal at home had been small. Sometimes she skipped a meal before coming to work, and the intensity of her hunger was even greater. But whenever the break came, she ate, no matter how hungry she was. As the months passed, she realized that regardless of what she had eaten, she got hungry before her breaks. She watched the clock, waiting for a chance to eat. Sometimes it seemed the time would never come. And when her garden was no longer producing good, fresh food, she switched to anything else she had at home: a candy bar, a doughnut, cookies.

This is a clear example of the voluntary establishment of a habit. But it wasn't really a good habit. She began to put on weight and found she was distracted from her work for half an hour before her breaks. So she decided to break her habit and stopped bringing food. This wasn't the answer because there was food in the vending machines at the plant, and she just started buying that. Not only was she still eating, but she was now spending more money to do it. At this point she really had to seize possession of her mind, inspire it with a strong motive, and take definite action. She set a definite minor purpose to break her habit. She did this by reading, substituting the desire for knowledge and inspiration for the desire for food. When her break came, she reached for a book instead of a candy bar. The same frequency of impression was there, of course. The only thing different was the intensity. At first the feeling of hunger persisted, but after a few days she acquired an appetite for reading which overwhelmed the old physical desire. She established a new habit to supplant the old.

Any worthless, superfluous, or harmful habit can be broken and replaced with a more desirable one if you want it to be so. The nucleus of the entire science of personal achievement lies in this concept. Cosmic habitforce is the means for incorporating every one of the Seventeen Principles of Success into your life. Control your mental attitude, keep it positive by exercising self-discipline, and prepare your mental soil so that any worthwhile plan, purpose, or desire may be planted by repeated, intense impression. Know that it will germinate, grow, and find expression, bringing you whatever it is you want from life.

**WHATEVER YOUR MIND CAN CONCEIVE AND BELIEVE,
YOUR MIND CAN ACHIEVE.**

From the Streets to the Operating Room

"Go down to the fish market and look in the crab barrel. They never have to put a lid on it because if one crab starts to crawl out, the others will grab him and pull him back down. That's what negative peer pressure does."

The speaker is Dr. Benjamin Carson, the 42 year old director of pediatric neurosurgery at the prestigious Johns Hopkins University and Hospital. He peppers his talk to one of the hundreds of youth groups he regularly addresses with stories of how he made it from the mean streets of Detroit to his position today as one of America's most respected neurosurgeons.

A Pathological Temper

Raised by a mother with a third grade education, he overcame grinding poverty and a pathological temper that once drove him to attempt to stab a friend in a dispute over which station to listen to on a transistor radio.

The blade of the cheap camping knife snapped when it hit the other boy's belt buckle, saving young Carson from prison or worse. "The other boy fled in terror," Dr. Carson recalled in a telephone interview, "but at that moment, I was more horrified than he was, because I suddenly realized that I had tried to kill someone over nothing.

"I raced home; locked myself in the bathroom and started thinking. Over the next three hours, I concluded that one of the reasons I got angry was because I always had to be the center of attention. I realized that if you don't allow yourself to become angry, others cannot get the upper hand with you. No external influence can do that to me any longer. I have power over it."

Dr. Carson believes that the secret desire of most young people is to find what Ralph Waldo Emerson labeled "the chief wants of young lives: to find someone who will make us do what we can." His mother provided that influence in his own life.

Despite the fact that she was uneducated and suffered frequent bouts of severe depression, she had high expectations for her sons. "She was my Emerson," Dr. Carson said. "She demanded that I do all I could. She required me and my brother to read two books a week and give her a report on them.

A New World

Books opened a whole new world to young Carson. Knowledge became his escape, and allowed him to transform himself from the one others regarded as the class dummy into the smartest kid in the fifth grade.

He graduated at the top of his class at Detroit's Southwestern High School and was recruited by a number of leading universities, but his options were limited. All required a \$10 fee to take the entrance exam; he had only one ten dollar bill. He could apply to only one college. He chose Yale and won a 90 percent academic scholarship.

Plagued by money problems and insecurity, near the end of the first semester, he was failing in chemistry and overcome by self-doubt. What am I doing at Yale anyway? He asked himself. Who do I think I am? Just a dumb Black kid from the poor side of Detroit who has no business trying to make it through Yale with all these intelligent, affluent students.

As he considered his options, Mr. Carson realized that business or teaching held little appeal for him. He has always wanted to be a doctor, and the opportunity was slipping from his grasp.

His only hope was to score well on the final exam in chemistry. As he crammed for the test, he knew it was hopeless. He was simply too far behind. He fell exhausted into bed and whispered a prayer: "God I'm sorry: Please forgive me for failing You and for failing myself."

Saved By A Miracle

As he slept, he dreamed that he was the only person in the chemistry lecture hall, watching as an odd ethereal figure worked chemistry problems on the blackboard. When he awoke, Mr. Carson vividly remembered the problems and quickly wrote them down before they faded from memory.

He knew enough about psychology to assume that his subconscious was attempting to work out resolving problems, but what followed could be explained only as miraculous. When the professor handed out the test booklet, it contained the exact problems the shadowy figure had solved in his dream. When the final chemistry grades were posted, Mr. Carson had scored 97 percent.

"For whatever reason," Dr. Carson said, "the God of the universe had a reason to reach down to a campus room on Planet Earth and send a dream to discouraged ghetto kid who wanted to become a doctor."

From that day forward, he had no doubt that he was on the right path, that great things were going to happen in his life, and he had better be ready for the. He graduated from Yale University and the University of Michigan Medical School and completed his internship and advanced surgical training at Johns Hopkins. After a year at a neurosurgery post in Western Australia, in 1984 he returned to John Hopkins where at the age of 33, he was named assistant professor of neurological surgery and director of pediatric neurosurgery.

Working Miracles For Others

Today, Dr. Carson works miracles in the lives of others, often accepting cases considered hopeless. He gained worldwide recognition in 1987 for his role as the primary surgeon in a successful operation to separate Siamese twins joined at the neck of the head. Five months in planning and 22 hours in execution, the surgery marked the first time such an operation was performed with both twins surviving.

The soft-spoken surgeon has pioneered a number of medical techniques, earning him the respect of the medical community and the eternal gratitude of his patients and their parents. He holds eight honorary doctorates, he is the subject of numerous articles and interviews, and there is a movie and television show based on his life in the works.

Asked when it's all over for Dr. Ben Carson how he would like to be remembered, he replied simply: "He used his God-given talents to try to make a better life for himself and everyone around him.

Preserving The Spark of Greatness

Although he has performed hundreds of operations on the human brain, Dr. Benjamin Carson is still in awe of its wondrous potential.

He is fond of using analogies to describe the incredible power of the mind. Even though the brain is small enough to hold in one hand, for example, a mechanical computer with the same capacity would cover the state of Texas and be 100 stories high.

Dr. Carson believes that Americans are too focused on athletics and entertainment and do little to recognize our academic achievers. He's doing something about it through a "USA Scholarship Program" that he established to provide immediate positive reinforcement to outstanding students.

The program offers cash incentives to kids. Beginning in first grade with the money going into an escrow account which if they continue to perform at an exceptional level will accumulate enough funds to pay for college by the time they graduate high school.

"We need to recognize and reward our academic heroes," he said. "We have to preserve that spark of Einstein or Mozart, that lives within us all."

Contributions and information requests should be directed to USA Scholarship Program, 12568 Cloverhill Drive, West Friendship, MD 21794.

Science Now Studying Effects of "Mindpower"

Common sense and common experience have told us through the centuries that it's true.

Today, research reported by respected mental health and medical professionals is beginning to confirm it: What you think determines what you become, both emotionally and physically.

The concept isn't new. The idea of mind over matter has always been a crucial ingredient of folk medicine, but the attempt to prove it clinically is one of the hottest new areas in health research.

Research being done today on the way we think and how it affects our emotional and physical well-being falls into several categories. Among them: Cognition studies, which delve into the ways we think.

Cognitive therapy, which helps us change our thought patterns to rid ourselves of self-defeating beliefs. Psycho-immunology, which attempts to understand how the mind can help the body resist illness and disease.

This new clinical research tells us that individuals' thoughts about life -- optimistic or pessimistic -- have more impact on their future than science has ever before been ready to concede.

Optimism Vs. Pessimism

Dr. Aaron Beck and others working at the University of Pennsylvania during the 1970s focused attention on how people can be taught to alter their moods and get rid of depression by changing the way they think.

The technique they introduced, called cognitive therapy, has since been used widely to change pessimistic mindsets into optimistic ones. Understanding how people think about themselves and how they explain in their "internal dialogue" the things that happen to them -- "explanatory style" is the term used by Dr. Martin Seligman, also at Pennsylvania -- is another area of study that defines the differences in thought patterns of optimists and pessimists.

Optimists respond to disappointments by developing a plan for overcoming them. Pessimists try to forget the experience or assume prematurely there's nothing they can do about it.

Seligman's work indicates that a person's explanatory style may be influenced in early childhood by the way a mother or other primary caregiver explains bad things.

His studies show that even third and fourth graders' achievement test scores are influenced by their pessimistic or optimistic expectations.

Some of Seligman's research has reached into the realm of physical health. In a long-range study of Harvard men who were graduated between 1939 and 1944, he and fellow researchers found that a positive or negative mental attitude at age 25 was a good predictor of health at 65.

The ground-breaking new field called psycho-immunology attempts to understand how our minds may help us resist migraine headaches, ulcers, viruses, bacteria and even life threatening diseases.

Psycho-immunology combines two heretofore distinct fields, psychology and immunology. In simplest terms, it's the study of how a Positive Mental Attitude -- the PMA of Napoleon Hill and Clement Stone -- can serve as a defense against disease.

Although many immunologists just a few years ago tended to view the field as just short of snake oil peddling, recent research findings have brought skeptics into the fold -- at least to the degree that they're willing to be persuaded by hard evidence.

Does Misery Love Company?

Despite all the evidence in favor of optimism, psychologist Richard Wenzlaff at the University of Texas San Antonio finds that pessimism is alive and well in the give-and-take of everyday life. He is conducting research on the social preferences of depressed, or pessimistic, people.

His research points either to the fact that pessimistic people seek each other out in social situations or that depression is contagious.

"We find that depressed people tend to choose other unhappy people to talk to," he says. "And they ask more negative leading questions when they start a conversation."

The bad news is that pessimism is easy to transmit. The good news is that optimism is, too.

Further studies by Wenzlaff, Seligman and their colleagues might tell us how to spread scientifically the benefits of Positive Mental Attitude to our associates -- and our descendants. *by Dot Yandle*

Points to Ponder

1. It takes a habit to replace a habit.
2. All of your successes and failures are results of habits you have formed.
3. The orderliness of the world of natural laws gives evidence that they are under control of universal plan.
4. Cosmic habitforce is the use of universal law, whether it is known or unknown to you.
5. For every result there is a cause, and results are brought about through the use of cosmic habitforce.
6. First, you get a habit, then it gets you.
7. Any "bad" habit can be broken and replaced with a "good" one.