



NAPOLEON HILL

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.

From *PMA Advisor*, Volume 3, Number 4, April 1984. Copyright 1984, Napoleon Hill Foundation

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.

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.

From *PMA Advisor*, Volume 3, Number 4, April 1984. Copyright 1984, Napoleon Hill Foundation

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 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.