



NAPOLEON HILL

Principle 4: Applied Faith

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.