

Your Way To Wealth Listener's Guide

A System For Life Improvement



By The Napoleon Hill Foundation

Updated and revised

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Teach what you want to learn

IMPORTANT

It's been said that in order to fully understand something, you have to teach it. Teaching forces you to break down each important detail of the subject into easy to understand segments. Preparation for teaching helps you master the very topic you are teaching. Included in this manual are a number of ideas that will more effectively help you teach Napoleon Hill's philosophies.

Remember, you are the teacher and everything that you can do to make the course interesting and exciting will bring that much more response from your students and, at the same time, ingrain Hill's valuable philosophies into your own mind.

The more collaboration you get from your students, the more rewarding the experience will be for both you and the student. Plant the seed of a helpful idea and allow it to develop in the mind of your students, the unexpected benefits to you will likely exceed your greatest expectations.



Principle One: Definiteness of Purpose

Principle 1: Definiteness of Purpose

Whether you are on this journey yourself, form a Mastermind Alliance or intend to teach it to others, in introducing this course to you, it is good for you to recognize that the Napoleon Hill Mastery Course will give you great resourcefulness in mastering any of your personal challenges.

In an instructional setting, or for your own personal knowledge, it would be very appropriate if you spend about ten minutes explaining how it was developed by Napoleon Hill after his conferences with Andrew Carnegie and all of the other famous people with whom he met and interviewed. You can read this in *Think and Grow Rich*.

In addition, The Napoleon Hill Foundation wants you to know that if you should meet with an instructional problem that you cannot solve during your course, you will have a skilled staff to help you at the Napoleon Hill World Learning Center and at Napoleon Hill Associates of Malaysia.

As you begin the course we stress this idea:

Whoever you may be, whatever you may now be doing, the Napoleon Hill Mastery Course will give you a better understanding of yourself and other people so that you may negotiate with others in that friendly spirit which inspires others to cooperate with you at all times.

Stress this idea strongly when you teach it and you will have opened the door to the course.

The starting point of all achievement

- Start with a definite objective toward which you strive.
- Stress the fact that you may have what you want if you want it intensely enough.
- Ideas are the only assets that have no fixed values. Explain how ideas become an integral part of one's self.
- Unlock the very valuable secret that is already in your mind and that you can make happen in reality if you are ready for it.
- Illustrate how ideas are formed in the minds of men.
- Stress particularly the greatest single power for good in this world; namely, God—or the Creator—Infinite Intelligence, and what part this plays in the lives of men.

The following are a few questions that can be used to stimulate discussion

- Why should one have a definite major purpose?
- What power is necessary to determine the valuable secrets?
- How does one get an idea?
- How does one put an idea to work?

SEVEN BIG IDEAS

Here are seven big ideas around which you will center your discussion and each has certain advantages. The ideas are listed and you will develop each one according to the lesson plan.

I. The starting point of all individual achievement is the adoption of a definite major purpose and a definite plan for its attainment

There are eight distinct advantages which need to be taken into consideration, but do not spend too much time on these because they are carefully explained in the lesson.

1. Definiteness of Purpose develops:

- self-reliance
- personal initiative
- imagination
- enthusiasm
- self-discipline
- concentration of effort

1 **Specialization:** This is an age of specialization and regardless of one's vocation or definite major purpose, one must eventually specialize.

2 **Budgeting time and money:** Develop the habit of planning your day-to-day practices in your family or at your business or profession

3 Alerts the mind to opportunity. Gives courage for action.

Illustrate with the examples of Edward Bok or one of your own.

5. Develops the capacity to reach decisions.

Illustrate with example in the lesson or use one of your own.

6. Inspires the cooperation of others.

Illustrate with Roy's Story or use one of your own.

1 Prepares the mind for faith. Faith makes the mind positive and frees it from fear, doubt, discouragement, indecision and procrastination.

2 Provides a success consciousness.

Illustrate this with the story of Mr. Chrysler or one of your own.

Before you do to the second big idea, here are a few questions for discussion:

- 1 How can one develop self-reliance?
- 2 What is the difference between a general education and a specialized one?
- 3 Why is it so important to have the "courage of your convictions?"
- 4 Do you believe that "faith conquers everything"? Can you prove it?

II. All individual achievements are the result of a motive or a combination of motives. The ten basic motives that inspire all voluntary action are discussed here.

This second big idea constitutes the motives that are necessary for success in your relationships with other people. They are listed here with a very short explanation. Each is covered more completely throughout the course.

The desire for self-preservation

Explain self-preservation.

The emotion of love

This is the greatest of all motives. Love is a psychic force. Love as defined here is used in its broader sense. Explain the different kinds of love.

The emotion of fear

Here is a list of the seven basic fears:

1. Poverty
2. Ill health
3. Criticism
4. Death
5. Loss of love and relatives
6. Old age
7. Loss of liberty

The emotion of sex

This is the physical complement of love. The emotion or urge must be channeled into its proper course or it will destroy humanity. The proper outlet for the sex drive through transmutation makes for greatness.

The desire for life after death

A very strong motive based on almost all religious activity and faith.

The desire for freedom of body and mind

Freedom is important to any person who thinks.

The desire for revenge and the emotion of hate

What makes you want to “get even” with someone you know? Do you believe in the “eye for an eye and tooth for a tooth” statement? What should take the place of this?

The desire for self-expression and recognition

Everyone is trying to find a better way to express himself. Are you trying to do this? Who are the two kinds of people who live in this world according to this motive?

The desire for material gain

This is one of the primary ideas in the mind of a man or a woman as they set out on life's journey. Explain the difference between riches and wealth.

III. Any dominating idea, plan or purpose held in the conscious mind through repetition or thought and emotionalized with a burning desire for its realization, is taken over by the subconscious mind and acted upon through whatever natural and logical means that may be available.

· Illustrate the difference in the functioning of the conscious and the subconscious mind. · Explain the power potential of the subconscious mind. · Be able to answer the question, "What is an obsession?"

IV. Any dominating desire, plan or purpose that is backed by faith is taken over by the subconscious mind and acted upon immediately.

· The ingredients of genius:

1. definiteness of purpose
2. applied faith
3. enthusiasm
4. imagination
5. motive
6. personal initiative
7. going the extra mile
8. forming a Mastermind Alliance
9. positive mental attitude

· Have your students illustrate as many of these nine factors as they can. · Ask your students to name some of the people who were considered geniuses and to list what qualities made them outstanding. · Why is it so important to have a positive mental attitude?

V. The power of thought is the only thing over which any human being has complete, unquestionable control.

- . Why is it so important for an individual to have absolute control over the material that enters the subconscious mind?
- . What is self-suggestion, and how does it function?
- . Recall someone who has failed in an initial venture?
- . What was he or she attempting to do?
- . What was negative about the process?

VI. The subconscious mind appears to be the only doorway of individual approach to Infinite Intelligence, and it is capable of being influenced by the individual. The basis of this approach is faith, based upon definiteness of purpose.

- Why is the subconscious mind so important?
- How was this illustrated by Mr. R. G. LeTourneau?
- What is the outstanding characteristic of the subconscious mind?
- Why is your “other-self” so important?
- Define what is meant by burning desire.

VII. Every brain is both a broadcasting station and a receiving set for the vibration of thought, a fact that explains the importance of moving with definiteness of purpose instead of drifting.

- You have the power to pick up thoughts from other people and bring them to your conscious level.
- Ask your students to name this power and give illustrations of how it works.
- What are two techniques that may be used to keep your mind positive at all times?
- Explain the three imaginary walls of outer defense that an individual may build around the ego.
- Stress to your students that the material covered up to this point consisted of theory and facts, but that is not sufficient to achieve success.

One must put these things to work in attaining personal plans. From now on to the end of the lesson, we will work with the “How To Do It Principle.”

HOW TO APPLY DEFINITENESS OF PURPOSE

Stress to your students the statement made by Henry Ford, “Education is good only when it furnishes the kind of knowledge which puts men in full control of his faculties for leading a sane, industrious, useful life. When it merely fills a man’s head with a quantity of ornamental but useless information, is it NOT GOOD. Such education makes an impression on those around a man who thinks he is a smart fellow, but adds little or nothing to a man’s real progress or to the progress of the world.”

How does this conform to PMA Science of Success?

IMPORTANT IDEAS TO BE INCLUDED IN YOUR SPECIFIC GOAL

You must make up your own mind as to what it is you desire most out of life. · Is the price of success worth what you will have to pay for it? · Have your students list the following for analysis of one’s aim in life:

1. Your occupation
2. The amount of income you would like to have to live comfortably
3. The budgeting of income to cover all personal necessities
4. A plan for developing and maintaining harmony with others.

The statement of your definite goal in life

1. Here is a fine instance where the student can do something about what he or she has learned.
2. These are some of the details to be followed to get more out of life:
 - a. List the objectives you want to attain
 - b. List the information or knowledge you want to acquire and know
 - c. List the kind of work you want to do
 - d. List the kind of personality you want to be
 - e. Write down how much you want to earn and receive each year
 - f. List the places you want to visit and see
 - g. List the skills, art crafts, and sciences you wish to master
 - i. What are you willing to do to achieve all of these?
- ii. Ask the students to list his or her ideas in each major purpose according to:
 - a) Vocational achievement b) Family life c) Community participation d) Spiritual enlightenment e) Personal growth

Statement of your plan

- Ask each student to write out a clear, concise plan by which he or she intends to achieve a definite major purpose in life. Also, how much time he or she will allow for the fulfillment of this desire (this should be done outside of class time).
- It is important that you stress the fact that nothing can be achieved unless one is willing to give something in return. Tell them also that these plans need not be so rigid that they cannot be changed. They may be made flexible so that if necessary, changes can be made.

An important caution

It is very important that you close this lesson by cautioning your students that there are a number of suggestions that need to be followed to make this plan work, namely:

- Keep this plan to yourself, except to members of your Mastermind Alliance. Describe why this is necessary.
- Call your major purposes and plans into your conscious mind as often as you feel practical.
- Keep your mind on the things you want and off the thing you do not want.
- It might be appropriate to close this first lesson by telling them:

Remember . . . your only limitation is that which you set up in your own mind by your neglect in keeping your mental attitude positive.

Stories: Principle One

Edward Bok

Edward Bok was a man who came from Holland as a small boy, not even speaking the English language, and became editor of *Ladies Home Journal*, the greatest magazine of its kind in the world. He did not get that position in a single stride. He kept his mind alert to every opportunity along the way which would serve his purpose. In his famous book, *The Americanization of Edward Bok*, he gives the details of his rise from dire poverty and ignorance to a place of eminence in the world of letters. So powerful has been the influence of this book on American life that many have said it might better be called the “Bokanization of America.”

While still very young, Mr. Bok started writing to famous Americans whose names he read in the encyclopedia. Many of these people, amused or amazed at his nerve and originality, replied. He gathered their replies into what became the most valuable collection of personal letters from famous people in the USA. His collection attracted the attention of the newspapers that sent their top-notch reporters to interview him, and they sought his permission to publish the more famous of his letters. All the while, though, Bok realized that his hobby was costing him money rather than earning him money, so he decided to do something about it.

For the moment, his major purpose became that of making some money out of the wide acquaintanceship with famous people, which his letter writing had made possible. His mind immediately became alerted with this definiteness of purpose.

One day he saw a man open a new box of cigarettes and take out of it a picture which he threw on the floor. When the man had gone, young Bok picked up the picture. It was a photograph of some famous actress of the day with a suggestion to the purchaser that it was one of a series which, if collected, would soon form a complete set of pictures of famous people. Bok turned the piece of paper over and noticed that the backside of it was perfectly plain. His alert mind immediately saw this as an opportunity to fulfill his major purpose. He recognized that the value of the enclosure would be greatly enhanced if the blank space were devoted to a brief biography of the person pictured. He sought out the cigarette manufacturer and learned the name of the lithograph firm which printed the enclosures. He proceeded immediately to this firm and explained his idea to the manager. The manager promptly said, “I’ll give you ten dollars apiece if you will write me a one hundred word biography of one hundred famous Americans. Send me a list, and group them as, for instance: presidents and vice-presidents, famous soldiers, actors, authors, etc.”

Thus emerged Bok’s first literary assignment. Soon the demand for his short biographies became so great that he could not do all the writing himself, so he offered his brother five dollars apiece for all that he would write. Before long he had five writers busy turning out biographies for the lithograph presses. Bok, of course, cast himself in the role of editor, which was to indicate the direction his future life would take.

Roy's Story

A Californian told a story which is worth repeating. It is about a young married man who lived there with his family. Roy had been a precision craftsman for years and during the war was employed as a tool maker in a large war plant. When V-E Day came around, Roy decided to obey an urge he had long suppressed—he decided to try selling.

Any of you who are familiar with the selling field know full well the difficulties salesmen had after the war due to material shortages. About all any salesman could do was show the customer a picture in the catalogue and express a hope. Roy started as a salesman by bumping his head against stone walls on almost every hand. This, at times, became discouraging.

One day, during one of these periods of discouragement, Roy dropped by the office of a friend and poured out his troubles. He said he was almost on the verge of deciding that he had made a mistake, that maybe he should not try to be anything but a bench worker. He was seriously thinking of quitting this job he had dreamed about.

At this point, his friend interrupted the conversation to say: “Now look here, Roy, if you are really a salesman, you should develop that trait. Let me tell you about a book that contains some very potent ideas that can help you make a wise decision. The name of the book is *Think and Grow Rich* by Napoleon Hill and I strongly urge you to read it. I am going on a vacation for the next two weeks. When I get back, let me know what you decide.”

The very day on which his friend returned home, the telephone rang and Roy was on the wire anxious to come over for a chat. A few minutes later, a brand new shiny car rolled into his driveway. Roy got out waving his arms and shouting, “What a book!”

Hardly waiting to say hello, Roy excitedly said, “That book you recommended sure has dynamite in it! See that new car? I got it while you were away as a result of reading that book. Here is what happened: As I walked into the showroom, I saw a car just like the one I wanted and I made up my mind I would have it; in fact, I could already feel myself driving it down the street. Another thing: I had heard about the rackets rampant among automobile dealers, that in order to get a new car you had to hand them a sizeable gift under the table, take a terrific loss on your old car, and buy many extras. I had conditioned my mind according to the instructions in the book, and I refused to accept these limitations. I made up my mind that I was going to get a clean, legitimate deal, or none at all. To make a long story short, within a week I got delivery of the car I wanted. It was no surprise to me for I had every confidence that I would do just that. But, apparently, it did surprise everyone else—including the dealer himself.

“As I was about to drive away, he asked me, ‘Mister, do you know why it is that you are getting this preferential delivery on your car?’ I looked quizzically back at him, wondering what his point was. Then he said, ‘I want you to know the reason. It is because when you walked into my office for the very first time, I sensed or felt something different about you that I have never experienced before with any of my customers. Something in the way you walked and in your attitude made me feel that you really *needed* the car, and that you were *determined* to get it. Your self-confidence so inspired me that I decided I would do all I possibly could to see that your desire was fulfilled. That’s why you’re driving away a car today.’ ” What’s the pay-off on this story? That young man *walked with definiteness of purpose* and he had conditioned his mind so thoroughly that the automobile dealer subconsciously picked up and acted in accordance with a positive suggestion.

This is a simple story, but it reveals a precious secret. You may draw your own conclusions as to what the secret is. The most profound truths are wrapped up in simple incidents which escape the notice of most people. This is not the end of this story. Roy had completely changed his habits of thinking. He left the first sales job which was proving so disappointing; and within a week after getting the new car, he was offered five different selling positions, each one holding greater opportunities.

As Roy expressed it, “I carry this book around with me and whenever I feel that I am slipping, I pull over to the side of the road and read a chapter, and it puts me back on the right track.”

Mr. Chrysler

Here’s a true story illustrating how *success consciousness* launched a young man into a growing industry in a novel and dramatic way, and caused him to lead his entire field with new ideas. This young man lived in Salt Lake City several decades ago. He was an industrious fellow who worked hard and saved his money. All his friends admired his thrift. Then he did something which caused many of his acquaintances to shake their heads and question his good sense. One day he took all of his hard earned money—amounting to over \$4,000—out of the bank, went to New York City to the automobile show, and spent every cent of it for a new car.

As if this were not a sufficient display of apparent foolishness, when he got the new automobile home, he put it in his garage, jacked up all four wheels and proceeded to take the car apart, piece by piece, until he had the whole shop littered with parts. After carefully examining each part, he put the car together again. Folks who saw only his outward action felt that he was just plain wacky. He gave them still further reason to tap their heads and point at him in derision, for he repeated the process of taking the machine apart and reassembling it not once, but many times.

In a few years, those who had scoffed became convinced of his good sense. That young man was Walter P. Chrysler and when he began making automobiles, his product led the entire industry in worthwhile improvements and innovations which increased the joy of motoring. Little had the casual observers known what had been going on in the young man’s mind. They had lacked the insight and understanding necessary to see a method in his madness. They had never heard of a man’s *definiteness of purpose* conditioning his mind and deliberately making him *success conscious*, before he ventured into business.

Mr. Chrysler had studied his new car in his Salt Lake City garage and had saturated his mind with the good and bad features of it. He was thus prepared to do an outstanding job of designing and building a car bearing his own name. Walter P. Chrysler proved the value of *definiteness of purpose*. His rise to fame and fortune was not left to chance. *He knew where he was going and he prepared himself adequately and carefully for the journey.*

Mr. R. G. LeTourneau

Mr. Robert LeTourneau is known as the “heaven and earth man” because he is concurrently occupied in manufacturing heavy-duty, earth-moving machinery and in preaching the Gospel. His hobby is flying around the country preaching religion. He has a secret of putting his subconscious mind to work so that he may reap a reward by actually having his problems solved for him while he sleeps.

One evening cruising along shortly after he boarded his plane, Mr. LeTourneau stretched out on a sofa which had been installed for that purpose and dozed off. He had not slept more than perhaps twenty minutes when he raised up on one arm, took a small notebook and pencil from his inside coat pocket, and made some notations. Upon completing the note, he returned the notebook and slept on.

Twice during the flight, at intervals of approximately twenty to thirty minutes, he repeated the same performance. He failed to awaken completely while he was making his notes, and when asked about it, he denied any such action. When he was told to take a look at the notebook, he consciously remembered that here was the answer to the problem he had been trying to solve for some time. He explained that his company had encountered a problem in building a special machine and none of the engineers had been able to solve it, so he had taken over the problem personally. He had concentrated his conscious mind upon all the known factors and turned them over to his subconscious. The subconscious mind either from its own reserves or from Infinite Intelligence supplied the missing factors and handed over the answers while he was still asleep. Mr. LeTourneau admits the fact that he takes God in as his partner and that his success dates from the forming of this spiritual alliance. We can have our opinions about this, but we cannot deny his positive results, and this is how he achieves them!

1. Definiteness of Purpose Review

“If your motive is deep seated, your desire obsessional, it will build your will power and stimulate your ego to succeed.”

- 1 How would you define *Definiteness of Purpose*? What percentage of people do not set a definite goal in their life?

- 2 What three big ideas concerning *Definiteness of Purpose* are discussed in this principle?

- 3 What are the ingredients of genius?

- 4 When you write out your definite major purpose in life, what should it include?

- 5 Why should your plans be very flexible? What are ideas?

- 6 What are the ten basic motives that make a person act the way he does?
- 7 What is the only thing over which you have complete and unquestionable control at all times?
- 8 What is your definition of the subconscious mind? How does this differ from the conscious?
- 9 What is your definition of success?
- 10 What key principle or idea did you get from studying this lesson?
- a. What does this key principle or idea mean to you?
- b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

11. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Two: Mastermind Alliance

Principle 2: Mastermind Alliance

INTRODUCTION

In presenting this lesson we find that the Mastermind Alliance principle is the “hub” or “axis” of the entire PMA Science of Success philosophy. It is the principle that makes it possible for an individual through association with others to acquire and utilize all the knowledge needed for the attainment of any desired goal in life. Be sure to stress that the Mastermind Alliance is the principle in which two or more minds work together in perfect harmony in attaining a definite objective. This process requires a great deal of initiative and cooperation, which is perhaps why there are few great Mastermind alliances.

This principle makes it possible for an individual to acquire and use all the knowledge needed to attain his or her desired goal in life through association with others. The Mastermind Alliance principle is an alliance of two or more minds working in perfect harmony to attain a definite objective.

There are **several fundamental principles** involved in connection with the development of this subject.

- The Mastermind Alliance principle is a practical medium through which you may acquire and use the full benefits of the experience, training, education, specialized knowledge and native intelligence of other people just as if these were your own.
- The Mastermind Alliance principle is an active alliance of two or more minds in a spirit of perfect harmony to attain a common objective which will stimulate the mind to a higher degree of courage than that ordinarily experienced and pave the way for faith. Discuss with your class the following terms briefly: confidence, understanding, fairness, and justice.
- The Mastermind Alliance principle stimulates each mind in the alliance to move with enthusiasm, personal initiative, and imagination. This accelerates the capacity of the minds to receive and transmit thought vibrations.
- The Mastermind Alliance principle when actively applied has the effect of connecting the subconscious minds of the allies and gives each member access to the spiritual powers as well as other powers of the other members.
- All individual successes, based upon any kind of achievement above mediocrity, are attained through the Mastermind Alliance principle.
 - Supplanting fear with faith
 - Explain briefly Franklin D. Roosevelt’s motive to supplant fear with faith - Andrew Carnegie’s Mastermind

Give examples of Mr. Carnegie's Mastermind Alliance

- Mastermind that now benefits you. A positive approach is best used in any correspondence.
Detail how to write a letter illustrating a positive approach to any subject that you may like

- There are Twelve Great Riches of Life

1. A positive mental attitude
2. Sound physical health
3. Harmony in human relationships
4. Freedom from fear
5. The hope of achievement
6. The capacity for faith
7. Willingness to share one's blessings
8. A labor of love
9. An open mind on all subjects
10. Self-discipline
11. The capacity to understand people
12. Financial security

- A truly great Mastermind

Discuss the relationship between Mr. and Mrs. Henry Ford

- Mr. Edison's Greatest Alliance

Discuss how a life partner helps in a Mastermind Alliance

Two Types of Mastermind

1. Social

Consists of one's relatives and friends and religious advisors and where no material gain is sought.

- a. educational alliance
- b. religious activity
- c. political activity
- d. social activity

2. Economic

An alliance with the proper kinds of people so that harmony and cooperation is the result.

There must be coordinating of efforts of many people to produce a single result or purpose.

How to Form and Maintain a Mastermind Alliance

1. Adopt a "Definite Major Purpose" as an objective, choosing the right people to achieve that purpose. Make the selection from people chosen for their ability to help you to get to where you are going. List the things you need for the attainment of your goal and systematically fill in the steps with the proper persons who will help attain that objective.
2. Determine what appropriate benefit each member may receive in return for cooperation in the alliance. Review very briefly the nine basic motives, using the most important one (the desire for material wealth) for this subject.
3. Establish a definite plan where the members of the alliance will meet. Have a definite schedule and have an arranged meeting place to discuss the plan. Have frequent and regular contacts. Irregularity will bring defeat.

4. The leader must shoulder the responsibility of the group and see to it that harmony is maintained.
5. Be sure that your watchword is definiteness of purpose, promptness of plan backed by continuous perfect harmony.
6. The number of individuals in an alliance should be governed entirely by the nature and magnitude of the purpose to be achieved.

Relationship of the Mastermind Alliance principle to other principles of the Philosophy:

- Definiteness of Purpose—this is the beginning of achievement
- Personal—you must take the lead
- Applied Faith—there can be no Mastermind in the true meaning unless there is Applied Faith
- Going the Extra Mile—this will help you succeed · Self-Discipline—you must discipline yourself. Don't try to discipline others

Be sure you stress the importance of these five relationships as a concluding emphasis for your lesson presentation.

Stories: Principle Two

Franklin D. Roosevelt's Motive to Supplant Fear with Faith

When Franklin D. Roosevelt was first elected President in 1932, he used an effective method to induce the American people to supplant fear with faith.

In 1932 the people of this country were in a state of fear—selling their property, stocks and bonds, for whatever they could get for them. Actually, there was a *Mastermind Alliance* based on fear and racing downhill. Mr. Roosevelt stepped in with the qualities and the temperament needed to change the minds of the people and start them thinking in terms of achievement and recovery instead of panic and depression.

Through the understanding of human nature and the power potential of this principle of the *Mastermind Alliance*, he went to work to turn the tide of fear and replace it with a sustaining faith. Here are the highlights of how that *Mastermind Alliance* was organized.

First. Both houses of the Congress worked together in harmony for the first time. Under the magnetic personality of the new President who inspired their confidence, a majority of the members of the Congress momentarily forgot their party lines and put their collective shoulders to the wheel to pull the nation out of the sloughs of depression.

Second. Many of the newspaper publishers of the nation were called together in a conference and asked to replace the *scare headlines* they were using with headlines which would show some hope and promise and the possibility of a brighter future for America. Instead of playing up the business failures, they were asked to accent business successes. Human interest stories were to point up those who had remained valiant and who had kept their heads above water.

Third. Operators of radio stations were asked if they would cooperate and have their commentators and news editors say something pleasant instead of continually painting the darkest, gloomiest aspect of events. For some reason, the average person loves to hear about misery and trouble, poverty and want, disaster and peril. In the early thirties the newspapers and the radio reflected this negative thinking until it became a vicious cycle, one supporting the other, so that it was almost impossible to put over a positive idea.

The winning personality of the new President had its effect and there began to be signs of cheerfulness, even in the radio scripts. And then along came Gabriel Heatter, a well-known radio commentator, with his “There’s good news tonight!” That was just what we needed, and it had a telling effect on public feeling.

Fourth. Religious groups, disregarding denominational differences, got behind the movement and worked together to promote positive, hopeful thinking.

Fifth. The leaders of both major political parties supported the administration. We are not talking about the rank and file; we are talking about the leaders. May it be said to their credit, they got behind Franklin D. Roosevelt, Republican and Democrat alike. If they had not, the fear stampede would not have been stopped and there would not have been a restoration of confidence in the short time in which it was achieved.

Sixth. An overwhelming majority of the people, forgetting political and religious beliefs, rallied behind President Roosevelt and supplied the impetus and popular acceptance necessary to bring success to the President's program.

The presidency is to some extent like any new job. A man may come into a new job in industry and be doomed from the first because the other employees take a dislike to him. When that condition arises, he might as well get out. On the other hand, men may come in with such hearty approval of the other employees that they become more efficient men as a result of that support. And so it was in the case of Franklin Delano Roosevelt. Through his efforts, the nation as a whole was influenced to discard his ears and to believe in and work toward recovery. This entailed an absolute reversal in the thinking of the entire country and the tide of events. It required tremendous power. This power Roosevelt generated by creating the dedicated alliance of *Mastermind Alliance* groups.

Andrew Carnegie's Mastermind Alliance

Mr. Carnegie did not know the details of making, distributing and selling steel and didn't pretend to. He had his organization men who, together, knew all that was known at their time about these things.

When Mr. Carnegie first entered the steel business, steel was selling at \$140 a ton, which made it prohibitive for a great many uses. He was determined to reduce the price, and he did. As a result of the combined knowledge of some twenty men directing and controlling his mills and enterprises, he whittled the price of steel down to around \$20 per ton. This made steel an everyday commodity instead of a luxury. Mr. Carnegie truly was the father of the *steel age* which was destined to change the appearance of every city of importance and to affect the daily lives of men and women in many ways.

Mr. Carnegie was one of the ablest men in history in the use of the *Mastermind Alliance*. His achievement and fortune were due to wise use of the knowledge of the men he had with him. This is what he said about his relations with them: "My job is to keep these men working together in a spirit of perfect harmony. It is extremely difficult to get even two people to agree on anything for five minutes." And you know this is only too true. Here is one of the stories Carnegie told about his *Mastermind Alliance*. It shows the vital importance of the element of harmony, which has previously been pointed out in our consideration of the major points of the *Mastermind Alliance* principle.

Mr. Carnegie decided he wanted the best trained man he could find for his chief chemist, so he sent a scout to comb the world to find him. The scout finally found the one he thought would be satisfactory. He was in the great Krupp Steel Works in Germany. Carnegie entered into a contract with him on a five-year basis; but before the end of the first year, he had to release him. The reason? He was temperamental. He could not work in harmony with the rest of the *Mastermind Alliance*. He kept the other members of the alliance in an upheaval all the time. Mr. Carnegie soon realized that it would be fatal to keep such a man on his payroll, so he paid him and sent him back home. Mr. Carnegie said that one man with a negative mental attitude turned loose in a factory of a thousand people could discolor the minds of the rest of them without saying a word. That statement, coming from so astute a judge of human character as Andrew Carnegie was, is worthy of our examination. Think about it!

A Truly Great Mastermind Alliance

One of the most outstanding Mastermind Alliances you will ever read about was that which existed between Mr. and Mrs. Henry Ford. It had its beginning in the kitchen of their home, in the days when Mr. Ford was experimenting with his first internal combustion engine. It was then that he found out the important part that a wife's love and devotion play in her husband's plans. She had a sincere interest in sustaining him through the trying period of inventing and perfecting a mechanical device in order to realize his purpose in life.

Their mutual appreciation of each other, and the harmony that bound them together in the months of patient effort required to make the engine run, were to last a lifetime. Although the world heard little of Mrs. Ford, who preferred to remain inconspicuous, those who know realize that she was largely responsible for the achievements of her famous husband. It was to her that he turned in moments of crisis, for her encouraging smile, her understanding admiration, her ever-fresh hope of achievement, the comfort and care that tided him over.

Their *Mastermind Alliance*, based on the *Definiteness of Purpose* of two people who were willing to work in the spirit of harmony for the fulfillment of that purpose, is an inspiration to all who would achieve greatness. It is needless to elaborate on the tremendous power which grew out of this alliance and brought into being one of the greatest industrial empires the world has ever seen. Power was generated in the minds of two humble people who knew what they wanted to do, who rendered service on the basis of *going the extra mile*, and who blended all their forces and concentrated their attention on their major purposes until success was achieved.

Mr. Edison's Greatest Alliance

Thomas A. Edison used this *Mastermind Alliance* principle as the basis of his entire career. He did this to bridge the gaps in his own educational background by utilizing the special skills and knowledge of his associates. In this way, he created the physical inventions of his great laboratory. But there was another *Mastermind Alliance* which was in reality far more important to him than those involving the use of physics, chemistry, and mechanics. That was the alliance with his wife. He had the good fortune to have a wife with a sympathetic understanding of his problems. She always backed him up completely in any undertaking. No matter how late at night Mr. Edison would come home from his laboratory, she was up and ready with a cheerful greeting and an eager anticipation for the recounting of the day's activities.

Mrs. Edison's confidence and faith in her husband's ability and her sustaining love encouraged him over many tough spots and inspired him to carry on against what were sometimes almost overwhelming odds.

2. *Mastermind Alliance Review*

“No man can become a permanent success without taking others along with him.”

1 Give your definition of the *Mastermind Alliance* principle.

2 Name the most important benefits one may gain by the use of the *Mastermind Alliance*. In what ways may one who has inadequate formal education benefit by the *Mastermind Alliance* principle?

3 Give examples of the *Mastermind Alliance* principles that are in use:

a. in business

b. in government

c. in professional relations or other circumstances of your own choice

4 How many members should a *Mastermind Alliance* include for the best result? What must be the prevailing state of mind of all members of a *Mastermind Alliance* in order to get the best results from the alliance?

5 As briefly as possible describe the six steps necessary in the formation and the maintenance of a Mastermind Alliance group.

6 What would you consider the most important Mastermind Alliance in the world today? Give reasons for your answer.

7 List the Twelve Great Riches of Life and indicate which ones you now possess.

8 Name the number and the types of people you require to help you achieve your specific goal in life.

9 In what ways is or how could the Mastermind Alliance principle be applied as an effective means to combat the efforts of terrorism in America?

10 Why is perfect harmony between the members of a Mastermind Alliance group essential?

11 What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Three: Applied Faith

Principle 3: Applied Faith

INTRODUCTION

This lesson will give you a great deal of information for clear thinking. Many unhappy situations in life are caused by interruptions of the inflowing life-energy from Infinite Intelligence. These interruptions cause disruptions in continuity of thought and action.

It will be necessary to define *Applied Faith* in the sense in which it is used here before one can proceed with the lesson:

Applied is used to distinguish it unmistakably from any sort of religious connotation. It is the achievement of a definite major purpose in life, through planned action.

Faith –There are many definitions of this word but perhaps the best one will include the following: “Faith is an active state of mind in which there is a relating of the mind to the great eternal force of the universe. Faith is people using their mind to “sense” the powers that surround them in this wonderful world and trying to harmonize their life with those thrilling powers as they feel them. This relationship between the mind of humans and the unseen powers of the universe is infinite in its possibilities and therein lays the difficulty in saying exactly what Faith is. In the final analysis, Faith is the activity of individual minds “finding themselves” and establishing a working association with the power variously referred to as the Universal Mind, the Divine Mind or by the religionists as God. The students of this philosophy call it Infinite Intelligence.” Ask your students to give you illustrations of how faith has helped them in their daily endeavors, but do not encourage references to any particular religion. This might become controversial and therefore become counterproductive.

AN EXPLANATION OF INFINITE INTELLIGENCE

No one ever reaches the state of mind called Faith without a positive, definite belief in a Supreme Being. Our universe exists under a reign of perfect law; not a single exception has been yet found. Such a prevalent order, such obedience to law, clearly implies intelligent planning and *Definiteness of Purpose*.

Order is the product of intelligent direction. The universe declares that there is intelligent purpose in nature and that therefore, there must be a supreme Infinite Intelligence directing it.

Infinite Intelligence operates in the miracle of reproduction, the acorn and the oak, in the food we eat, and the fabric we wear. It also operates something inside us called conscience. We also feel the conscious activity called prayer. These are two of the all-powerful forces in us and are the result of the establishment of *Applied Faith*.

A DEFINITION OF *APPLIED FAITH*

A further explanation of *Applied Faith* is necessary to more fully understand this lesson. Using what has been explained here and what has been stated before, you will begin to understand the tremendous impact that this has upon humankind.

- Faith is a state of mind, which you may develop by conditioning your mind to receive guidance from Infinite Intelligence. Faith is where you temporarily relax your reason and will power and open your mind completely to the guidance of Infinite Intelligence to attain a Definiteness of Purpose. *Applied Faith* is adapting the power received from Infinite Intelligence to a *Definiteness of Purpose*. *Applied Faith is the dynamo of the entire philosophy because it will give you the power to put the philosophy into action.*
- “Whatsoever the mind of man conceives, man can achieve, so long as it does not run counter to any natural laws, and so long as it is in harmony with a moral and orderly universe.”
- If you would have faith—keep your mind on that which you want and off that which you do not want.

“*What do you want?*” This is a good question to pose before your class and see what replies you receive.

“*How can you get what you want?*” Using the philosophy thus far explained, see what answers your students will give.

In this study of the fulfillment of your faith, be sure to stress the importance of silent meditation. This form of concentrated thinking activates the subconscious mind and accelerates its vibratory rate so as to more efficiently establish contact between your conscious mind and Infinite Intelligence. This is the way to take possession of your own mind and tap this inexhaustible source of power.

Stress to your students that a definite period of not less than one hour out of every twenty-four (in 10 or 15 minute sections) should be set aside for deep thought about your relations with Infinite Intelligence.

There are three steps to take to create the state of mind known as Faith:

- 1 Express a definite desire for the achievement of a purpose and relate it to one or more of the basic motives.
- 2 Create a definite and specific plan for the attainment of that desire.
- 3 Start acting on that plan, putting every conscious effort behind it.

These three steps will take you as far as you can go alone. From here Infinite Intelligence steps in and helps you solve your problem if you are really sincere about it. You will know when you have the answer because it will come to you through your conscious mind. When it does, and it will, accept it with appreciation and gratitude, and act on it at once! Do not hesitate, argue, challenge, worry or fret about it, or wonder if it is right. **Act on it.**

When you pray, make your prayer an expression of gratitude and thanksgiving for the blessings you have already received.

If your plans do not mature when you expect them to, repeat these procedures until you get results. Do not expect Infinite Intelligence to bring you the physical equivalent of your desire. Do not look for miracles. Do not expect something for nothing. You must give an equivalent value for the object of your desires.

You cannot exercise the pure, clean power of faith, which is Infinite Intelligence expressing itself in your life, so long as there is fear or worry in your mind about anything. You must give your mind a mental bath and, no matter what the price, go through with it.

***** STRESS THE ABOVE STATEMENTS TO YOUR STUDENTS *****

CONQUERING YOUR FEARS

Almost everyone in the world suffers from the seven basic fears and some suffer from all of them. The following are the seven basic fears with a short explanation of each:

1. The fear of poverty

- a. most destructive of fears
- b. most difficult to master

This is caused by:

- a. lack of ambition
- b. failure to make decisions
- c. making excuses for failures
- d. finding fault
- e. negative mental attitude
- f. putting things off

The fear of poverty is a state of mind and only you have the power to control your state of mind.

2. The fear of criticism

- a. fear of what people will say or think prevents a lot of people from developing and presenting ideas
- b. parents, with good intentions, but a poor understand of psychology often do their children irreparable harm by antagonizing them or shaming them or making fun of them.
- c. it is very important to distinguish between criticism and constructive suggestions

The fear of criticism is almost as general as the fear of poverty

Discuss the most obvious symptoms of the fear of criticism

- 3. The fear of ill health** There is overwhelming evidence that a disease can originate as a negative thought that the person continues to sell to himself until, through autosuggestion, physical symptoms actually appear. Most doctors now agree that there is a definite relationship between the patient's mental attitude and the patient's physical condition.

There are three things that should be considered when analyzing yourself for the fear of ill health:

- a. The drug store habit—good health does not come in bottles.
- b. Self pity—feeling sorry for yourself.
- c. Drinking—intemperance destroys sound health habits.

- 4. The fear of the loss of love** This fear stems from the competition that goes on in the selection of a mate. This is probably one of the most dangerous fears, if it is realized.

- 5. The fear of old age** The worst part of the fear of old age is that it has a tendency to slow you down and cause you to have a feeling of inferiority just at a time when you are actually in your best years. This is between forty and sixty. Be sure however that you act your age and do not try to imitate the mannerisms of youth after you have reached maturity.

- 6. The fear of loss of liberty** There are forces rampant that are attempting to cause us to lose our liberty. It is very important that we take a positive mental attitude toward these forces and at the same time do what we can to counteract them.

Every person who seeks success owes it to themselves to understand and respect the fundamentals of freedom. Discuss the fear of loss of liberty with your class.

- 7. The fear of death** This fear is a difficult one to overcome because of the complex background of social inheritance. It is a universal fear. According to this philosophy death is but one of two things—first, it is just one long eternal sleep or it is an experience on some plane far better than we have on this earth. As far as the first experience, sleep is the activity that most of you need. And if it is the second experience, there is nothing to fear because it will come upon us whether we want it to or whether we fight it. Death is inevitable, so why worry about it?

GENERALIZATION ABOUT FEAR

- Anything that you fear will follow you around like a pet dog.
- The mind attracts to it the counterpart of that which it dwells upon.
- One of the greatest things you can do with Applied Faith is to refuse to think about things you do not want and feed your mind on the things you DO want until you start getting them.
- The development of faith is a matter of realizing the astounding power of the mind as it adapts itself to the inflowing of Infinite Intelligence and then directs that power to some constructive definite purpose of one's own choice.

Faith is the act of believing by doing.

- Before the state of mind known as faith will produce practical results, it must be expressed in some form of action.

TEMPORARY DEFEAT

- There is no such thing as defeat or failure unless and until you finally accept it as such.
- Your mind is never idle. It works all of the time. It is up to you to put it to work producing the things you want, rather than letting it run wild attracting things you do not want.
- When you do make up your mind to do something definite, adversities will come along to prevent you from being successful if they can. They are simply testing your faith. When such temporary defeats come, accept them as inspirations for greater effort and determination on your part. Carry on with the belief that you will succeed because you deserve to succeed.
- Illustrate to your class the way in which Faith overcame adversity by the story of Lincoln, Dickens, Edison, Roosevelt, or from any stories the class may bring up.

Achievements through Faith Based on Action

The illustrations of Marconi, Columbus, and Helen Keller show how faith through action was achieved.

How to Demonstrate the Power of Faith

- 1 Adopt a Definite Major Purpose and begin at once to attain it using the instructions given to you in the first lesson. When you affirm the objects of your desire, through prayer each night and morning, inspire your imagination to see yourself in possession of them and act as if you really were in possession of them.
- 2 Associate as many as possible of the ten basic motives with the object of your definite major purpose.
- 3 Write out a list of all the advantages of your definite major purpose and call these to your mind as often as possible.
- 4 Make it a habit to associate with people who are in sympathy with you and your major purpose and get their encouragement.
- 5 Let not a single day pass without making at least one definitive move toward the attainment of your major purpose.
- 6 Choose some prosperous self-reliant person who is obviously successful as your pacemaker, and make up your mind to excel them.
- 7 Surround yourself with books, pictures, wall mottoes, and other suggestive evidences of self-reliance as it has been expressed by others. Build an atmosphere of achievement and success around yourself.
- 8 Adopt the policy of never running away from disagreeable circumstances. Fight out with yourself all such circumstances, right where you stand, and right now before they become inferiority complexes or something worse. Acquire the habit of looking directly at yourself in the mirror for some of the causes of your disagreeable circumstances.

*We are what we are and where we are because of the dominating thoughts we have permitted to dwell in our mind.
Give no quarter to procrastination.*

9. Recognize that everything worth having has a definite price tag on it. The price of self-reliance is eternal vigilance in carrying out instructions. Your watchword must be persistency.

***** DEFINITENESS OF PURPOSE CONTINUALLY PURSUED *** WILL CURE ANYONE OF LAZINESS.**

“Do the thing and you shall have the Power.”—Emerson

Stories: Principle Three

Faith Overcomes Adversity

Lincoln

Abraham Lincoln suffered a number of humiliating defeats, but because of those defeats, the well of his heart opened to all humanity and he expressed his love on a nationwide scale. He became the Great Emancipator and one of our greatest presidents.

Dickens

The Great Charles Dickens was disappointed in love and he transmuted that tremendous pent-up emotion into masterpieces of world literature

Edison

Thomas A. Edison, accidentally made deaf early in life, chose to turn that handicap into an asset. This enabled him to listen more clearly from “within” and unfold the true genius that benefited mankind for all time to come.

Roosevelt

Franklin D. Roosevelt took advantage of the confinement which his affliction imposed on him to cultivate the fine arts of speech and human relations which prepared him for the eminent job of world leadership he later performed.

Achievements through Faith-Based Actions

Marconi

Signor Marconi *believed* the ether could be made to carry the messages of man without the use of wires, and he carried on in the face of many temporary defeats until he was rewarded by the triumph of wireless telegraphy, the forerunner of radio.

Columbus

Christopher Columbus *believed* the world was round and that he could find a shorter route to India. Once out on the uncharted ocean, he sailed on and on, even in the face of threatened mutiny, until he found land.

Helen Keller

Although deprived of the power of sight, speech, and hearing, Helen *believed* she could learn to talk. Inspired by a patient teacher, she made an undying name for herself. She is mentioned everywhere in connection with *faith* and courage, *persistence* and determination, not to mention *definiteness of purpose*.

3. *Applied Faith Review*

"You can do it if you believe you can."

- 1 What is the difference between faith and applied faith?
- 2 Why has *Applied Faith* been called the "dynamo of this entire philosophy"?
- 3 What are the three steps you will need to use to create a state of mind known as faith?
- 4 Name the seven basic fears and give a short explanation of each.
- 5 What is meant by the statement: "*Every adversity carries with it the seed of an equivalent benefit*"?

6 List the ten ways to demonstrate your power of faith. What is the difference between faith and fear? What is *Infinite Intelligence*?

7 What are the six major symptoms of the fear of poverty?

8 Why does prayer sometimes bring negative, and at other times positive, results?

9 What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

10. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Four: Going the Extra Mile

Principle 4: Going the Extra Mile

Don't let anyone tell you that *Going the Extra Mile* does not pay off. It does, invariably, if you watch your mental attitude.

It is also very important to stress to your students that if there is no recognition by their employer after one attempt of *Going the Extra Mile*, don't give up. Try it a little further. Keep in mind that if you make the extra effort and the employer does not notice your efforts that it might be advisable to tell him or her that you are working to succeed. Do the extra work, and expect recognition for it in some manner in the future.

INTRODUCTION

This lesson plan, if followed carefully, will make you a better person in all ways and will reward you in the following definitive ways:

1. You will sooner or later receive compensation exceeding the service you render.
2. You will exhibit greater strength of character.
3. You will find it easier to maintain a positive attitude.
4. You will experience the thrill of stronger convictions of courage and self-reliance.
5. You will find that there is a permanent market for you success.

Thomas Edison's Partner

Outline briefly the story of Edwin Barnes and show how he went the extra mile to achieve the success he had.

Insurance Man

An insurance man made his success by *Going the Extra Mile*. Use this as one example or ask for some example comparable to it from the class.

Four Men with a Positive Mental Attitude

How did this pay off?

Twenty Years of Testing

This is Napoleon Hill's own story of his assignment by Andrew Carnegie and how he went the extra mile to give to the world the Science of Success philosophy. Review this carefully with your students.

Andrew Carnegie's Own Story

This illustrates how Mr. Carnegie went the extra mile and the results of this habit upon his life.

On The Air

This is an excellent illustration of how definiteness of purpose can be illustrated. Review the story with the class and see whether your students can give an example of a comparable experience.

A Sharp Contrast

This is a story about an employee and a policeman.

HOW NATURE GOES THE EXTRA MILE

Mother Nature goes the extra mile in everything she does. Give various illustrations and have the class give various illustrations as to how this principle operates in the natural world.

TWO IMPORTANT LAWS

1 Law of Compensation – This law illustrates how nature will reward us after we have planted a garden and have done the work and prepared the land. Explain this in terms of a student's experience.

2 Law of Increasing Returns – When the seed is planted, Mother Nature will return our efforts in large amounts.

Nature has established definite laws and principles to which we will do well to adapt ourselves in the business of living. Everywhere there is the Law of Action and Reaction.

BENEFITS OF DOING MORE THAN YOU ARE PAID

1. The habit of doing more than you are paid places the Law of Increasing Returns behind your activities. The quality and quantity of service you render will come back to you greatly multiplied. You will get back not only what you give but also ten times that amount if you render this service with the right mental attitude.

Ask your students to give specific illustrations of the *Law of Increasing Returns* pertaining to their own experiences.

2. The habit of doing more than you are paid allows you to benefit by the *Law of Compensation*. To get appreciable results, the application of this rule must be a habit applied at all times, in all possible ways. You must render the greatest amount of service of which you are capable, and render it in a friendly, positive manner. You must do this regardless of your immediate compensation, even if it appears that you receive no immediate compensation. Until we render more service than that for which we are paid, we are not entitled to more pay than we receive since we are already receiving full pay for what we do. This law is not a man-made law. Lazy and dishonest people are always and forever trying to unbalance these laws by attempting to get paid the same amount of money for either an inferior product, or a smaller amount of service, in other words to defy the Law of Nature and get something for nothing.

3. The habit of doing more than you are paid for will bring you to favorable attention of those who have the opportunities to offer.

The principle of doing more than you are paid for operates for the benefit of the employer who applies it just as well as it does for the benefit of the employee. If a man renders only as much service as he is paid to render, then he has no logical reason to expect or demand more than the fair value of that service.

Use current examples to illustrate the above statement.

4. This habit tends to permit you to become indispensable, in many different human relationships, and therefore enables you to command more than average compensation for service. You will never command more than average compensation until you become indispensable to somebody or some group.

5. This habit leads to your mental growth and physical perfection in various forms of service, thereby developing greater ability and skill in your chosen vocation.

“Soldiering” on the job, killing time, and having a mental attitude of “I’m not getting paid enough, that isn’t my job,” become ways of defeating yourself.

Each time you perform an act with the attitude that you are going to excel all of your previous achievements, you are really growing.

6. This habit protects you against the loss of employment and places you in a position to choose your own job and working conditions.

7. *Going the Extra Mile* turns the spotlight on you and gives you the benefit of the *Law of Contrast*, a good way to advertise yourself.

8. Doing more than you are immediately paid for leads to the development of a positive, pleasing attitude, an important trait of personality. Look around you and take inventory of the people you know and see whether the practice of this habit changes your mental attitude and makes it pleasing, thus enabling you to attract other people to you without making demands on them or asking them for anything. Ask your students to share further illustrations.

9. The habit of rendering more and better service than you are immediately compensated for develops the habit of *Personal Initiative*. This is one of the outstanding traits of the typical American. *Personal Initiative* means doing the thing that needs to be done without somebody telling you to do it. Don’t wait for things to happen, make them happen. Don’t allow yourself to be exploited. By all means *Go the Extra Mile*, be a good person, but don’t be too good. Set your mind right before you begin rendering your extra service.

10. *Going the Extra Mile* definitely gives you greater confidence in yourself and puts you on a better basis with your conscious.

You know, sometimes the hardest person in the world to get along with is the one walking around under your own hat. It pays to be on good terms with your own conscious, and I know of no better way to make sure of this term *Going the Extra Mile* in everything you do.

11. *Going the Extra Mile* aids one in overcoming the habit of procrastination. You will be so eager to get things done that you will learn to love the thing you are doing and the person for whom you are doing it and pretty soon old man procrastination dies of starvation.

12. *Going the Extra Mile* helps you develop *Definiteness of Purpose*, with which one cannot hope for success.

The average person eats, sleeps and holds down a job, but does not really move with *Definiteness of Purpose*. They move only to keep on living and have to be content with the crumbs from life’s table.

13. This habit gives you the right to ask for promotion and more pay. You must do what you are paid for to keep the job, but you have the privilege of rendering an overplus of service as a means of accumulating a reserve credit of good will, which entitles you to higher pay and a better position.

Do NOT confuse your financial needs with your demands for wages. Both employees and employers must observe certain fundamentals of economics and there is no escaping them. Certain types of service carry corresponding maximum wages, which it is economically unsound to exceed. If the type of service you are trained to render does not bring the compensation you feel that you require, then possibly you should consider a change of occupation.

14. The habit of *Going the Extra Mile* is one that you may adopt and follow on your own initiative, without asking the permission of anyone to do so. It is this principle that has made America the richest and freest nation on earth.

The only formula in the entire philosophy is the one that is illustrated below:

$$Q + Q + MA = C$$

Quality of Service plus Quantity of Service plus the Mental Attitude in which the service is rendered equals your compensation in the world and the amount of space you will occupy in the hearts of your fellowmen.

In psychology it is understood that the “MA” also stands for Mental Age so that we might say that the Mental Attitude MA and the Mental Age MA are involved. In this formula, we find that these two qualities determine the compensation in the world and the space you occupy in the hearts of men.

Going the Extra Mile develops *Definiteness of Purpose*, requires the exercise of *Self-Discipline* and inspires *Applied Faith*.

This lesson is one of the most important and it is necessary for you as the teacher to stress this fact. Ask for illustrations from your students.

Stories: Principle Four

Insurance Man

This story is about an insurance man from Los Angeles, California. For years he was just a little better than an average salesman. He made a modest living and managed to save a little money, but he didn't break any records in his field. Then, through an unfortunate investment, he lost all of his money and found himself once more at the bottom of the ladder.

We said “unfortunate investment,” but perhaps it should be called a “fortunate investment,” for his tremendous loss forced him to think things through and ponder on the fates which appear to lift some men to great heights of achievement while condemning others to lives of mediocrity, defeat, and failure.

In his efforts to find himself, he came across the book *Think and Grow Rich*. When he read the chapter dealing with the principle of rendering more and better service than that for which you are presently paid, titled *Going the Extra Mile*, he experienced an inspired awakening. Suddenly, there came to him the realization that the loss of his material riches could be turned into a source of far greater riches—the riches, which result from an awareness of one's spiritual forces.

At once he began to look around for opportunities to be of service to others who were faced with problems they were unable to solve. He found his first opportunity in the person of a young man working a supposed gold mine in the desert. This lad had spent his time and money and worked his heart out, but he had not found the gold, which he had been promised, would be there. Now he faced starvation in the barren wastes of California.

Immediately, the insurance man cast himself in the role of Good Samaritan and befriended the poverty-stricken miner. He fed the young man, encouraged him, buoyed up his spirits and entertained him as a houseguest until the man was able to find a job in a local aircraft factory.

Other opportunities to help those less fortunate than he turned up so fast that it seemed to the insurance man that he was a magnet, attracting problems and difficulties. This was part of his “testing period” and enabled him to demonstrate the sincerity of his purpose. Before you get to the place where the application of this philosophy will pay off in terms of what you want in life, you will be tested many times. Sometimes you may undergo very severe testing. Remember that when these testing periods come, they are a great privilege for they give you an opportunity to take inventory of your inner self to see whether you “have what it takes.” You will find that every adversity carries with it the seed of an equivalent or greater benefit if you approach its solution with a positive mental attitude.

As for the insurance man, he passed his tests and made the grade. Then, one day the tide of affairs in his life changed. As if by magic, his life insurance sales began to climb higher and higher and leveled off at an all-time high. He wrote one of the largest policies he had ever written in his entire career. Here is how it happened: The miner who had secured employment in the aircraft plant applied himself to his work, and he hit upon a shortcut in a fabricating process, which saved his company many man-hours and increased its production. His company was able to patent this process and obtain exclusive control over it. Thus, this young fellow came to the favorable attention of his management. He had never forgotten the kindness of the insurance man, so as soon as the time was ripe, he invited the president of his company to accompany him to the Los Angeles office of the insurance man, and a fifty thousand dollar policy was sold to the aircraft executive without any solicitation on the part of the insurance salesman.

Soon other men of means and responsibility heard about this insurance underwriter who was a friend of men, and they came to seek his counsel. His business grew until he earned the much-coveted goal of all insurance men—life membership in the Million Dollar Round Table. Those who sell a million dollars worth of life insurance each year for three consecutive years attain this distinction.

Six years after he began actively to practice the principle of *Going the Extra Mile*, he wrote over two million dollars worth of life insurance in the first four months of the year. The story of his achievements spread from coast to coast. He was elected President of the Life Underwriters Association. In fact, he was the only man ever re-elected to this office by popular demand of the membership. It was said of him that he spent more time teaching his competitors how to sell insurance than most men devote to their own business. When this man achieved success, he made no secret of the humility of heart, which lay behind it, and the simple, effective philosophy, which was responsible for his success. In his speeches he always gave full credit to the principle of *Going the Extra Mile* which had played so prominent a part in his rise. He possessed the qualities of true greatness and we all know the statement “*Help thy brother’s boat across, and lo! thine own hath reached the shore.*”

Four Men with a Positive Mental Attitude

Sometimes it seems that the principle of *Going the Extra Mile* takes a very long time to pay off. In fact sometimes it may seem that it doesn’t pay off at all. Four men who worked for one of the big railroad companies had an experience, which could well have led them to this conclusion. These men were students of this course. They took the book *Think and Grow Rich* and evolved from it a conference method of teaching these principles, which was very effective in reducing the number of accidents in their particular division. Thus, on their own initiative and without hope or promise of additional remuneration, they did more than that for which they were paid—they cut accidents in their division approximately 40%. This represented a saving of thousands of dollars a year to their company. Then jealousy reared its ugly head, a faction within their company, which was envious of the fine showing in this one division, set out to undermine the men responsible for it. The leader of the group was called in one day and was fired.

The man could have very easily said, “So far as I am concerned, the philosophy of *Going the Extra Mile* doesn’t pay off.” But he was a student of this philosophy and exhibited no such negative mental attitude. Instead, he accepted this temporary defeat with a positive mental attitude and began at once to look for the seed of equivalent or greater benefit. He immediately set about to find a way to turn this stumbling block into a stepping-stone.

Little did he know when his trial came to him that his habit of *Going the Extra Mile* had already started the *Law of Compensation* working on his behalf. An executive in another company had noticed this man’s habit of doing daily more than he was paid to do, and had begun to plan a future move which would place this man in a far better position than the one from which he was fired. When the blow came, therefore, this executive saw the opportunity to place the young man in a position with the State Railroad Commission, where he had a far greater responsibility and scope of influence than had formerly been his.

Don’t ever let anyone tell you that *Going the Extra Mile* doesn’t pay off. It will invariably, if you watch your attitude. Get into the habit of *Going the Extra Mile* because of the pleasure you get out of it, and because of what it does to you. Apply it because of the principle itself, not because of a hope of reward, or any promises, which may have been made to you. The principle of *Going the Extra Mile* always pays off. It never lets you down. And it pays off in proportion to the intensity with which you apply it.

Twenty Years of Testing

Now I would like to tell you about my own experience in *Going the Extra Mile*. It all began when I was still a youth, working my way through school by writing articles about successful men for magazines. My brother and I had matriculated in Georgetown University Law School in Washington, D.C. when I received an assignment to interview Andrew Carnegie. I went to see Mr. Carnegie in his palatial residence merely to get information for an article. But, I came away commissioned to do the research which Mr. Carnegie felt would be necessary to present to the world an organized *philosophy of individual achievement*. This was to take the next twenty years of my life . . . and all without compensation from Carnegie.

When I got back to Washington and told my brother about this new assignment, he said: “You fool! You should have your head examined!” My brother’s reaction was typical of the attitude of all my relatives, with the exception of my wonderful, understanding stepmother. She was the one on whom I could always rely.

In spite of all the chiding and sarcasm of my family, I began work on this assignment. I had given Andrew Carnegie my word that I should do the job of creating the legacy which he wished to leave to the American people and which he had showered up on Americans through his grants to libraries and research foundations. I knew that the task was beyond my capabilities at that time and that I would have to work hard to grow to the stature of the man the job required.

Andrew Carnegie gave me much help by giving me letters of introduction to prominent men of that day. One of the first men to whom Carnegie sent me was Henry Ford. That was long before Ford was known to anyone outside of his own small circle of employees. After I had been to Detroit and met Mr. Ford and studied him, I was frankly at a loss to see what it was about Ford which had prompted Carnegie to single him out as the man who would lead the entire automobile industry in years to come. There I ran up against my first real task and got a glimpse to what my assignment actually amounted. There it dawned on me, for the first time, that I would have to see each of the successful men in all phases of their activities before I could deduce the underlying principles which motivated each of them, and determine whether these were the principles underlying all true successes.

Understand, please, that often these men, themselves, didn’t consciously know what principles they were following. They were men of great faith, determination, persistence, definiteness of purpose, and were ready at all times to render an over-plus of service because experience had taught them that this was the only strategy which could be relied upon to influence the wheel of fortune in their favor. My job was to recognize these great success principles at work in each of their lives. This was not an easy thing for an inexperienced young man to do. Sometimes people have said to me, “I can’t see why that should have taken you twenty years.” It took twenty years because only after I had seen a successful cycle completed in the life of each of the men I interviewed, could I be sure that my deductions concerning the principles they followed were correct.

In other words, I would observe a man starting out on a planned campaign with a definite idea and embodying the principles which I believed to be responsible for all success. But before I could definitely determine that these were actually the principles he followed and that they really worked, I had to observe his campaign periodically, check it as it proceeded, and watch it unfold until I could see the final outcome. This had to be done in the case of each man whom I interviewed and studied. Any project or campaign of major importance in the lives of big men will take a number of years from the time of inception until the chips are counted at the end of the game. These men, of course, were playing for big stakes, and I had to watch their hands, as in a game of cards, to see what cards they held and how they took the tricks that won.

At the same time it was necessary for me to earn my own living and provide for my wife and children. No wonder it looked foolish to my brother, my father, and some of my other relatives. They saw me taking twenty years out of my life at a time when I should have been concentrating on making money for myself. They did not understand that in addition to doing the things I had to do, I was rendering more and better service than that for which I was paid—I was *Going the Extra Mile*.

I continued this giving of myself during the time it took to organize this philosophy, and I demonstrated and tested each and every principle not only by observing it work successfully in the lives of others, but by making it work for me in my own affairs. I earned my living largely by training salesmen. During that period, and since, I have trained many successful salesmen. Many of the life insurance underwriters whom I have trained, for example, have achieved the distinction of becoming members of the Million Dollar Round Table.

Meanwhile, it was necessary for me to train students to look up facts, which I needed to further the progress of my research, and this was rather expensive. Between the needling of my relatives on the one hand, and the constant outgo with no income from my research on the other hand, you can well understand that it was no easy job to maintain a positive mental attitude at all times. I admit that there were times when I began to think that maybe my family was right. The thing that kept me going was the deep-seated conviction that the day would come when I not only would justify the many years put into this assignment, but would be proud of myself for having stuck to the job until it was finished.

In my mind I kept alive the hope of achievement, and sometimes when the flame became feeble and dwindled down to a mere spark, I had to fan it with everything I possessed to keep it from going out all together. It was mainly my faith in *Infinite Intelligence* that tided me over the rough spots and saw me through to the conclusion of my efforts.

The story of the hardships incident to the birth of this philosophy has been related to you so that you may know that this philosophy has not been built on hearsay evidence, or ideas taken from books, but from actual practical knowledge obtained and refined in the crucible of experience and under the fierce heat of real life stresses and strains.

You may ask: “Did it pay to *go the extra mile* for twenty years and endure the hardships described?” The answer is obvious. The humble circumstances from which I sprang are no secret. I was born and reared in the mountains of Virginia where the people are famous for three things: moonshine whiskey, rattlesnakes, and feuds. Had not the marvelous woman who was my stepmother come into my life and taught me the benefit of *Going the Extra Mile* long before I came into contact with Andrew Carnegie, I don’t think I would ever had escaped from those mountains.

I maintain that so long as our system of government and free enterprise prevail, the greatest common asset available to the American people consists in the privilege they have of *Going the Extra Mile* whenever they like. Thus, they can attract opportunity and cooperation from others and promote themselves into whatever position in life they desire.

If I had to choose but one of the seventeen principles of success and rest my chances on that principle alone, I would, without hesitation, choose *Going the Extra Mile*, because this is the principle through which one can make himself indispensable to others.

Look up that word *indispensable* in the dictionary, and write its meaning down in your conscious mind for if you are ever to occupy very much space in the world, you will have to make yourself indispensable to a great many people. If you will render more and better service than you agree to render, very soon you will become indispensable and be willingly paid for more than you do.

Andrew Carnegie’s Story

Once when Mr. Carnegie was asked to recount some of the experiences in his life which demonstrated how he had profited from the habit of *Going the Extra Mile*, he replied: “All the material riches I possess and every business advantage I enjoy I attribute to my having followed this habit.” He went on to relate the following incident, which gave him the greatest promotional opportunity of his entire career:

When he was a very young fellow, he studied telegraphy at night and learned how to operate a telegraph key. He was not paid to do this; nor had anyone told him to do it. This extra effort attracted the attention of a division superintendent of the Pennsylvania Railroad who immediately made Carnegie his operator and clerk.

One morning when Carnegie arrived at the railroad office ahead of everyone else, he discovered that a train wreck had tied up the line and the division was jammed. The dispatcher was nearly frantic and was trying to get through to the superintendent, so Mr. Carnegie took the message. He called the superintendent’s residence, and his wife said that he had already left for the office. There Carnegie was, sitting on top of a keg of dynamite, so to speak, that was sure to explode. If he made the wrong move, his chances would be ruined. And if he did nothing, he would be ruined, too.

Because of his close relationship with the superintendent, Carnegie knew exactly what his chief would do under the circumstances. He also knew that one of the strict rules of the railroad was that no one was to assume authority he did not possess. In this case, however, time was important, so Carnegie made the decision, assumed the risk and, in his boss's name, issued the orders, which rerouted traffic and untied the snarl. Realizing that he had not only placed himself on a spot, but his boss as well, he wrote out a report of what had happened, attached his resignation, and placed both on the superintendent's desk. This, he thought, would give the boss a way out should his superiors criticize him.

A few hours later Carnegie received his resignation note with the inscription "Resignation refused" in the chief's handwriting. No further comment was forthcoming until days later when his boss said to him: "There are two types of men who never get far in life. One is the type that cannot do what they are told, and the other is those who can do nothing else." This closed the incident until years later when the payoff, which will be described in a moment, came.

At this point in his story, Mr. Carnegie often paused to caution his listeners. He would say: "It is important that every young man should be willing to exceed the scope of his immediate instructions and render service beyond that required of him. But he must make sure to make the right move, or he will run into difficulty. It's commendable to do more than you are paid for, but be cautious in your judgment. Base your *extra mile* efforts on the most reliable facts you can find.

"For example, there is the story of a young clerk left in charge of a discretionary account with a stockbroker. He was given specific instructions as to what issues to buy and sell, and precisely when to do it. The young clerk invested in other stocks which resulted in a greater overall earning, but he was fired nevertheless, because his employer considered his violation of instructions an indication of unsound judgment which could not be tolerated in such a position."

In his own businesses Mr. Carnegie made it a rule that when a man moved entirely on specific instructions, management would back him whether he succeeded or failed. But when the man moved on his own judgment, he had to assume responsibility for his own mistakes. Any other policy would invite carelessness and undermine authority.

Now for the payoff on the Carnegie story: The reason that the incident of the railroad tie-up proved to be of such tremendous importance to Carnegie's career was that years later, when he was gathering capital to start his steel business, the division superintendent of that early day was the very man who convinced other possible investors that their money would be safe under Mr. Carnegie's management. In so doing, he referred to the railroad story as indicative of Mr. Carnegie's ability to deal with emergencies.

When you adopt the habit of *going the extra mile* in your relationships with others, you never know how far-reaching the results will be. A single, simple incident, as the drama of your life unfolds, may prove to be a pivotal point around which your future destiny will revolve. That is why we should continually stress the advisability of practicing the principle of *Going the Extra Mile* as a matter of habit, and not just on occasion. By continually availing yourself of this privilege, you are accumulating a credit balance in the eternal ledger which, when you need it most, will pay you a dividend in one form or another.

On The Air

The next story to be related is important because it illustrates perfectly how a mind alerted by definiteness of purpose and a spirit that is willing to render an extra amount of service, can recognize opportunities for self-promotion even in dead-end streets.

It is about a student who was Assistant Manager of the Sales and Collection Division of a municipal utility, serving a city of around a hundred thousand people. His was a civil service position obtainable by competitive examination and hedged about with all sorts of legislative decrees which was designed to afford the employee a maximum of protection and a minimum of risk. As is always the case, in return for this protection, the employee was not paid very well and there was a ceiling wage over his head which amounted to an almost impenetrable wall. In addition to this, the Promotional Manager, who was next in authority, had a lifetime appointment and would have to resign or die to create a vacancy which could logically be considered a promotion from the assistant's job. One can best describe the feeling this student expressed before he enrolled by telling you the little allegory about the eagle and the oyster. It goes something like this:

“An oyster has a maximum of security. He is enclosed in a hard shell, which protects him from outside elements, and he does not struggle to find his food. It comes floating by in the water where he lives, and is delivered right to his door, ready to be eaten. On the other hand, an eagle builds its nest upon the highest craggy peak he can find. He is constantly battling wind and rain, snow and cold. Food is a constant problem to the eagle and requires a sharp eye, strong wings, quick talons, a keen sense of smell and nimble wits. All of these requirements bring with them opportunities for development, and Mr. and Mrs. Eagle become strong and self-reliant or they perish. The eagle, not the oyster, is the symbol of America!”

The student said that he was beginning to feel like an oyster in this protected, dead-end street, and he was looking for a way of transforming himself into an eagle. It is interesting to trace his steps in the transformation. It was evident that the cogs of his brain made a quick turn as he listened to a lecture on the principle of *Going the Extra Mile*. He grasped the strategy behind the principle immediately and decided to use it as the key to unlock the shell around him and emerge once more into the atmosphere of opportunity.

Going to the office the next morning, he was determined to find a way to place someone under obligation to him as the first step in breaking through the ceiling over his head and bypassing the blockade standing in the way of promotion.

Here a word of caution before going on with the story: If you have the right attitude in the things you do for people, you will be successful in putting them under obligation. If you don't have the right attitude, they will suspect you of something, dislike you, and find an excuse for not reciprocating. Let's see how this student went about it.

First of all, he adopted a *positive mental attitude* and started wearing a smile, which was a true reflection of his inward happiness at his discovery of this principle. This also put new life into his step. Then he alerted his mind for an opportunity and it came in a way, which he never anticipated, as these things usually do. He happened to hear his boss talking on the telephone concerning a radio program which the local station was featuring as a public service. The station had invited department heads of the various divisions of the city government to give fifteen-minute broadcasts highlighting phases of their work as they related to the citizens of the community.

As the conversation continued, it was evident that it was soon time for their department—the Water and Light Department—to present its program. The bosses were trying to decide what to do and who was to do it. They talked of hiring a professional writer to do the script, but no money was available to cover such expenditure. At this point, the student recognized that here was the opportunity he was seeking and said to his superior: “I have taken a number of script-writing courses and would be happy to write the series of programs for you free. I’m not posing as a professional, but I know the inside story of the department and can write on it more convincingly than an outsider who would have to spend considerable time in research before he started.”

His offer was presented so convincingly and his attitude was so positive, that the boss decided to let him have a try. Immediately, the student started writing a quarter-hour script at home after work, on his own time. He put his heart into the task and gave unstintingly of his best talent. He consulted one of his friends, a professional in the radio field, regarding the proper treatment of the subject. A surprisingly good script resulted, and the boss was very pleased.

The first program was a tremendous success and received more fan mail than any other program in the series. The student was asked to prepare another script, and then another and another. Before he knew it, he was spending twenty hours of his own time every week writing scripts and enjoying every minute of it.

Meanwhile at the office, he became subjected to constant ridicule. Everyone knew he was writing the scripts and doing it on his own time. “I think you’re a fool for doing it for nothing,” said one. “You should get paid for it. This outfit has plenty of money. Believe me, I wouldn’t do anything for them for free”—such was the typical reaction of the other employees. It is an average reaction. How many times have you heard people say, “That isn’t my work. I don’t get paid to do that. Let somebody else do it, someone who’s foolish enough to work for nothing”?

Only one person in the office saw through the strategy the student was using, and he told our friend, “I don’t know what effect that program has on the people listening in, but I know that it must have a profound effect on you. Keep up the good work and someday you’ll rise above your present position.” This was encouraging to our young friend for he knew that, although the other employees regarded this man as eccentric, he had forgotten more that all the rest of them together had ever learned.

By now you are probably asking, “Were there any good results for this student because of his *extra mile* activity?” Well, first the manager of the radio station was so impressed by the excellence of the scripts the student had written that he approached the City Manager to see if it would be possible to have the student promoted to the position of Radio Coordinator for city programs and keep the program on permanently. This, however, was not possible because the city’s budget had not been set up to include such a position or program. So, for a time it appeared that all the flurry of activity might pass and leave nothing in its wake. However, one thing had been accomplished—the student had been brought to the favorable attention of the City Manager who thereafter kept an eye on the young man’s activities and watched for a spot where such an enterprising person might be used to better advantage.

The student, of course, was not aware that the City Manager had him thus in mind, but nonetheless he maintained his positive mental attitude and continued to look about for further opportunities to *go the extra mile*. Then one day he was called to the City Manager's Office and asked if he would consider a different position, in another division of the city administration, at an increase of nearly two hundred dollars a month in salary.

So thoroughly did this student come to understand and apply this principle of *Going the Extra Mile* that he freed himself from what he had once considered a dead-end street. He bypassed the obstacles which had been in the way of his promotion and found himself in an entirely different position where he was virtually his own boss, in a more positive environment and with a very nice increase in salary. Now he is continuing to *go the extra mile* in preparation for more and greater opportunities ahead.

This is quite a different story from that which another student had to tell of his experiences. He, too, thought he had grasped this principle after attending the lecture on it, and he too set out to "cash in" on it. So, he went to his employer and asked if it would be all right if he came down on Sundays to do a little extra work. His employer didn't object, so this fellow went to his plant on four consecutive Sundays. At the end of that period, he sent his boss a bill for time-and-a-half for overtime worked. Naturally, this plan didn't succeed. This student had missed the point entirely. He didn't exhibit a positive mental attitude, and he did not have a sincere desire to render service beyond that for which he was paid. *Going the Extra Mile* means willingly, of your own accord, rendering more and better service than that for which you are paid, without hope of immediate or direct compensation or reward.

The principle of *Going the Extra Mile* is the master strategy of the entire philosophy for it gets action. It is the *active* principle. You must do something about it. You cannot merely give your intellectual approval. You must get busy doing something, which truly is *going the extra mile*. And when you do, the *Law of Compensation*, which is called into action by your activities, will always do something for you.

A Sharp Contrast

Andrew Carnegie had a story about this principle of *Going the Extra Mile* which he often liked to tell. "Several years ago he would say, "a policeman noticed a light burning at a late hour in a small machine shop on his beat in which he knew that no night work was being done. Becoming suspicious, he telephoned the owner of the shop who came down immediately, unlocked the door and cautiously crept inside with the policeman. When they reached the small room where the light appeared, the owner of the shop looked in and, to his amazement, found one of his employees at work at a machine. The young man quickly explained that he had been in the habit of coming to the shop at night to learn how to operate the machine and thereby make himself more useful to the employer.

"The newspapers carried the story, and I happened to read it. The newspaper article made it appear that it was all a big joke on the employee. But it turned out to be a big joke on the employer for I contacted this young man and employed him at double the wages he had been getting in this small machine shop. Today, he is head of one of our most important plant operations at a salary four times what he was getting at the machine shop, and if he keeps on as he is going and continues to exhibit the same wonderful mental attitude, he will someday have our top plant job—provided he doesn't first go into business for himself!

"There is no way to hold down people who spend their spare time preparing to render greater and better service for others. These people go right to the top of their profession or calling as naturally as a cork rises to the top of water."

There is little one can add to a story like that. It would be like trying to gild the lily. If you are ready to grasp the secret of real success, somewhere as you study the lessons in this course, you will find it. You will grasp the significance of each of these principles, and will be on the way to the achievement of your own definite major objective.

4. *Going the Extra Mile Review*

“Render more and better service than that for which you are paid and sooner or later you will receive compound interest on compound interest from your investment.”

- 1 What does the phrase *Going the Extra Mile* mean to you?
- 2 What five rewards will you receive when you begin rendering more and better service?
- 3 What is the lesson to be learned from the Edwin Barnes story?
- 4 What is the difference between the *Law of Compensation* and the *Law of Increasing Returns*?
- 5 What are the five benefits you will receive when you get into the habit of *Going the Extra Mile*?

6 What is the *Law of Contrast* and how can you use this to gain recognition?

7 Explain the formula $Q + Q + MA = C$

8 What is your definition of procrastination?

9 Why is *Personal Initiative* so important in developing the habit of *Going the Extra Mile*?

10 How did Mr. Williams become associated with Charles Schwab? How does this principle apply to any position or profession?

11 What key principle or idea did you get from studying this lesson?

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a. What does this key principle or idea mean to you?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Five: Pleasing Personality

Principle 5: Pleasing Personality

To the Instructor:

This lesson will give you the simple formula by which the traits of a *Pleasing Personality* may be developed. Merely naming these traits will be of little value unless you stress to your students that they must use them at all times. The personality of an individual is affected by the attitude shown toward others.

This lesson is important because, the information given here, if used will make the difference between an order taker and a salesperson, between a successful leader and an ordinary worker, and between a well-liked person and a hated person.

Do you have the mental attitude and other factors of a *Pleasing Personality* that are required to be a “first class” salesperson? Discuss this with your students.

FACTORS OF A PLEASING PERSONALITY

1. A Positive Mental Attitude

Someone with a disagreeable mental attitude will disturb the mind of every person with whom he or she associates.

When a person with a disagreeable mental attitude walks into a room, everyone in the room will become more or less disturbed by his or her presence, even though he or she never speaks a word.

An equally dynamic situation develops when an individual with a pleasing and harmonious attitude enters a room. The atmosphere he or she creates will be pleasing.

Psychologists have discovered that every place of business, every home, every workshop, and every place where people are associated together, has its own personality that harmonizes with the dominating mental attitude of those who meet there.

A negative mental attitude dampens one's enthusiasm, curtails *personal initiative*, diminishes self-control, subdues the imagination, and destroys the habit of friendly cooperation.

A negative mental attitude, no matter where, will destroy the personality of any individual.

2. Flexibility of the Mind

This consists of adapting oneself to quickly changing circumstances without losing the sense of composure.

A person who maintains a *positive mental attitude* will have no difficulty in maintaining flexibility of personality, because a positive mind is always under control.

A person who lacks sufficient flexibility to enable one to harmonize their mental attitude will not be a successful person.

3. Sincerity of Purpose

Sincerity, or lack of it, writes itself indelibly into every word one speaks, into every act and deed and even reflects itself in one's thoughts so that even the novice at character analysis may recognize its presence.

One who is sincere with others must first be sincere with themselves.

Be sincere with · yourself · those to whom you are related by family ties · your daily associates
in your occupation · your friends and acquaintances · your country · your God

The greatest way in which sincerity pays off is the feeling of self-reliance you will experience.

4. Promptness of Decision

All successful people reach decisions quickly and many become annoyed by those who do not act. Promptness of decision is related to *Definiteness of Purpose*, the starting point of all individual achievement worthy of note.

1. Common Courtesy

2. Tactfulness

Courtesy is the habit of respecting other people's rights and feelings. Discuss this with your class.

Tactfulness consists of doing and saying the right thing at the right time.

Ways in which some people show lack of tactfulness:

- Carelessness in tone of voice
- Speaking out of turn
- Interrupting the speech of others
- Asking impertinent questions
- Common boastfulness
- Flaunting the rules of polite society
- Going where one has not been invited
- Speaking disparagingly of other people
- Speaking of people's afflictions in their presence
- Using profane and offensive language
- Expressing one's dislikes too freely
- Criticizing the Government
- Presuming upon friendship or acquaintanceship
- Shifting conversations to neighborhood gossip
- Making personal calls at inconvenient hours.

7. Pleasing Tone of Voice

The person with a *pleasing personality* knows how to convey emotions to fit his or her purpose, by the modification of tone of voice. One can express anger, fear, curiosity, contempt, doubt, affection, courage, sincerity, derision, anxiety and a wide range of emotions through the mere control of voice.

8. Facial Expression and the Habit of Smiling

This habit is directly related to the individual's mental attitude and it discloses the nature of the mental attitude of those with whom you come into contact.

Your smile will change the mental attitude of those with whom you come into contact.

You can learn a great deal of what is going on in a person's mind by the expression on his or her face.

These are what one might call the "big three" of the traits of an attractive personality:

- The smile
- The facial expression
- The tone of voice

9. Cultivate These, but Always Keep Them under Control

Tolerance

Tolerance consists of an open mind on all subjects, toward all people, at all times. The intolerant person has "fixed" opinions on almost every subject. He or she makes his or her own rules of personal conduct to suit personal likes and dislikes.

Intolerance limits an individual's privileges of appropriating and using the knowledge and experience of others. It prohibits accuracy in thinking and reasoning. It discourages the development of the faculty of imagination. It stops the growth of the mind by limiting the search for knowledge. Read aloud the *Philosopher's Creed*.

Frankness in Manner and Speech

Men of sound character always have the courage to deal directly and openly with others, and they follow this habit even though it may at times be to their disadvantage.

A Keen Sense of Humor

A keen sense of humor keeps people from taking themselves and life too seriously.

Every person needs some method of escape from the requirements of routine of one's daily occupation, whatever it may be. A keen sense of humor will provide this.

A keen sense of humor is immunity against intolerance, monotony, and ill health. How can humor change your entire personality?

Faith in Infinite Intelligence

Faith in Infinite Intelligence inspires faith in other things as well. It is the master gate through which one may give his or her brain free access to the great universal power of thought that operates through the brain.

A Keen Sense of Justice

Justice, as the term is used here, has reference to intentional honesty.

Justice offers the following opportunities:

- Provides one with a feeling of self-reliance and respect
- Places one in a better relationship with one's own conscience
- Attracts friends and discourages enemies
- Prepares the mind for Faith
- Inspires one to move with greater personal initiative

Appropriateness of Words

The ability to enunciate clearly and to use words that are most appropriate for the conveyance of any desired thought is a great asset to anyone, and it is one that can easily be acquired by those who wish to become pleasing and attractive to others.

Effective Speech

A person who cannot stand on his own two feet and speak with force and conviction, without fear or embarrassment, on any subject of choice, is under a great handicap as far as one's personality is concerned.

The most important factor in effective speech is a thorough knowledge of the subject on which one speaks, and the greatest of all rules of effective speaking is:

Know what you wish to say. Say it with all of the emotional feeling at your command. Then, sit down.

Control of the Emotions

The following is a list of the more important emotions:

Positive Negative

Love Fear Sex Hatred Faith Anger Hope and Desire Envy Loyalty Greed
Sympathy Jealousy Optimism Revenge Irritability Superstition

Alertness of Interest

Alertness of interest should begin with the ability to take a keen interest in one's major purpose in life.

An alert mind recognizes opportunity whenever it reveals itself.

An alert mind usually gets that which it seeks, while indifference forces one to accept whatever life offers.

Versatility

Versatility connotes an alert, thinking mind—the only type of mind that continues its growth throughout life.

Fondness for People

Most people are quite discerning and recognize, upon the slightest acquaintance, individuals who like other people. They are attracted to the person who naturally likes people just as definitely as they resent those who have a dislike for people.

Control of Temper

The individual who lets his or her temper fly in all directions is sure to find it alighting where it will do the greatest injury on the rebound.

Remember your tongue, keep it within your cheek lest you release words that may come back to you to destroy your chances of being liked by other people.

Hope and Ambition

Hope and ambition give life and fire to a person. No one cares for a person who shows clearly by lack of deeds that he or she has abandoned hope of moving ahead in the world.

Temperance

Temperance in all things, over-indulgence in none. This should be the motto of every person seeking to develop an attractive personality.

Patience

Patience is a calm and uncomplaining endurance under pain or provocation of pain. It is quiet perseverance.

Discuss this factor.

Humility of the Heart

Humility of the heart is the outgrowth of the understanding of people's relationship to their Creator, plus the recognition that material blessings of life are gifts from the Creator for the common good of all.

Appropriateness of Dress

Good taste in clothing must recognize proper color combinations, design of style which suits one's personality, and other essentials as may be necessary to harmonize with one's physical built, size or occupation.

It may not be true that "clothes make the man," but they go a long way toward giving one a favorable introduction.

Effective Showmanship

Effective showmanship consists of many traits, such as:

- Facial expression
- Control of the tone of voice
- Mastery of the emotions · Courtesy
- Effective speech
- Versatility
- A positive mental attitude
- A keen sense of humor
- Alertness of interest in other people
- Tactfulness

Clean Sportsmanship

Clean sportsmanship is an important trait of pleasing personality because it inspires friendly cooperation of others and it connotes sound character.

Ability to Shake Hands Properly

The proper handshake conveys animation, enthusiasm and a spirit of sincere fellowship.

Judges of character learn a great deal about people from the manner in which they shake hands, for it is generally understood that a cold, emotionless handshake means a cold, emotionless, indifferent personality behind it.

Personal Magnetism

Personal Magnetism is a polite way of describing sex emotion or magnetism. This is the power behind all creative vision.

SUMMARY

Personality is the sum total of one's mental, spiritual, and physical traits and habits which distinguishes one person from all others. It is a factor that more than all the others, determines whether one is liked or disliked by others.

The financial value of personality may be reckoned accurately by observing that those who have negative personalities seldom are found in positions of responsibility, or in positions of higher income brackets, while those with a pleasing personality have little difficulty in selling themselves successfully in all of their relationships with others.

Common Habits which Destroy Attractiveness of Personality

The following are some of the habits that destroy personality:

- Breaking in when others are speaking
- Selfishness, expressed in words or thought
- Sarcasm, insinuations and slander
- Exaggeration due to uncontrolled imagination
- Indifference toward others and their interests
- Slovenliness in posture of the body
- Insincerity, generally expressed through some sort of flattery
- Finding fault with individuals
- Belittling those of superior ability, personal attainment or education
- Willful provocation · Intolerance
- Profanity in all of its forms
- Obvious desire for something for nothing
- Expressed or implied contempt for the Creator
- Indifference expressed by the absence of a Definite Major Purpose in Life

The Major Qualities of a *Positive Mental Attitude*

The following are some of the traits of a *Positive Mental Attitude*:

- Definiteness of Purpose
- The "Silent Hour" habit
- The habit of harmony with one's self
- Sound physical health
- Mastery of worries
- The habit of looking for good in others
- Control of one's dominating thoughts
- Control of the tongue
- The habit of smiling when speaking
- The habit of controlling the emotions
- Hero-worship
- The habit of Going the Extra Mile

Some of the Benefits of a *Pleasing Personality*

The following are some of the benefits of a *Pleasing Personality*:

- Prepares the way for Mastermind Alliances
- Insures the maintenance of a Positive Mental Attitude
- Qualifies one with the most important fundamental of leadership
- Establishes harmony in one's own mind
- Is an essential asset for accumulation of material riches
- Is a builder of self-reliance
- Helps convert defeat into victory
- Increases the space we may occupy in the hearts of others
- Discourages friction in all human relationships

5. *Pleasing Personality Review*

“Your personality is your greatest asset or liability. It embraces everything you control: mind, body and soul.”

- 1 What is your definition of personality?
- 2 Why is a positive mental attitude listed as the first factor of a *pleasing personality*?
- 3 Why is promptness of decision important in developing a *pleasing personality*?
- 4 What are the traits of a *pleasing personality* which should always be closely associated?
- 5 What is your definition of tact and how does it affect an individual's relationship with others?

- 6 Why is a keen sense of humor important?
- 7 Name five common habits that will destroy an attractive personality.
- 8 What are five benefits of a *pleasing personality*?
- 9 Why is a man's personality his greatest asset?
- 10 Why is it so important that you learn to balance work with play?

11 What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Six: Personal Initiative

Principle 6: Personal Initiative

To the Teacher:

In this lesson you will find the major attributes of *Personal Initiative*. Illustrative stories of men and women who have become successful using these attributes will be discussed.

In presenting the lesson to your class, be sure that you stress the idea of using illustrations of actual experiences. Use the names listed and add any others to the list that may occur to you as you study the lesson.

It is very important to your class that you stress how these ideas or principles relate to real life experiences so that they will not only learn them but also actually practice them. This is the responsibility of the teacher.

PERSONAL INITIATIVE

There are two types of people who never amount to anything: one is the person who never does anything except that which he or she is told to do, the other the one who never does more than he or she is told to do.

- *Personal Initiative* bears the same relationship to an individual that a self-starter bears to an automobile. It is the power that starts all action. Moreover, it is the power that inspires the completion of that which one begins.
- *Personal Initiative* is the human dynamo that starts the faculty of the imagination into action, in the process of translating one's Definite Major Purpose into its physical or financial equivalent; and it is the quality that creates a major purpose, as well as all minor purposes.
- *Personal Initiative* reveals favorable opportunities for self-advancement and inspires one to embrace these opportunities, and to make the most of them.
- It gives one an unquenchable thirst for knowledge, new ideas, and better ways of doing things.
- It is the twin brother of the principle of *Going the Extra Mile*.
- It gave us the American System of Free Enterprise a system that has as its most outstanding quality that of insuring all people the right to act on their own personal initiative.

MAJOR ATTRIBUTES

Personal Initiative is a prominent quality of all successful leadership in every field of endeavor. It heads the list of **MAJOR ATTRIBUTES**

Personal Initiative is a prominent quality of all successful leadership in every field of endeavor. It heads the list of qualities a successful leader must possess.

The Major Attributes of *Personal Initiative* are:

- The adoption of a Definite Major Purpose
- A motive to inspire continuous action
- A Mastermind Alliance
- Self-reliance
- Self-discipline
- Persistence
- A well-developed imagination
- The habit of reaching definite and prompt decisions
- The habit of basing all opinions on known facts
- The habit of Going the Extra Mile
- The capacity to generate enthusiasm at will, and to control it
- A well-developed sense of details
- The capacity to take criticism without resentment
- Familiarity with the ten basic motives
- The capacity to concentrate one's full attention upon one task at a time
- Willingness to accept full responsibility for the mistakes of one's subordinates
- The habit of recognizing the merits and abilities of others
- A positive mental attitude at all times

- The capacity for Applied Faith
- Patience with subordinates and associates
- The habit of following through with any task one begins
- Dependability
- Temperance in eating, drinking, and social habits
- Loyalty

In addition, the habit of placing thoroughness ahead of speed

BENEFITS

- *Personal Initiative*, to be effective as a quality of leadership, must be based upon a definite organized plan, inspired by a definite motive, and followed through to the end at which it is aimed.
- If one plan fails, you must create another plan and try again, then again and still again. Why is this important?
- *Personal Initiative* is necessary for the application of the “Big Four” principles of personal achievement.
- It inspires one to choose a Definitive Major Purpose, and to follow through with a definite plan of action for the attainment of that purpose.
- It gives springs of action to the habit of *Going the Extra Mile*.
- It inspires the organization of a *Mastermind Alliance*.
- It clears the mind for guidance through *Applied Faith*.
- *Those with Personal Initiative* do not drift; they do not procrastinate; they do not complain of the lack of opportunity; but rather they move on their own responsibility, and create opportunities for themselves.
- Examine the record of any successful individual and you will discover that he or she began with a Definite Major Purpose and carried it through to completion on his or her own *Personal Initiative*. Illustrate this idea with the story of Andrew Carnegie or any person you may know who has used the power of *Personal Initiative* to achieve success in his chosen field.

MOVING ON PERSONAL INITIATIVE

Move on your own *Personal Initiative*, for no one will move for you. Begin now, right where you stand. Adopt a Definite Major Purpose; lie out a plan for its attainment and follow through with the plan.

If the first plan does not work, change it for another, but you need not change your purpose. Have your class explain how the building of a bridge over a railroad track required *Personal Initiative*.

You may not have all the material things you need to carry out your purpose, but take hope from the fact that as you make the best possible use of such materials that you have, other and better materials will be made available to you—if you are ready to receive and use them.

The most difficult part of any task is that of making a start at performing it.

No one person can tell another what his or her Definite Major Purpose in life should be. Adopt a Definite Major Purpose and see how quickly your imagination will become alert and will reveal to you myriad of opportunities related to your purpose.

Here are some outstanding examples of people who have moved with Definiteness of Purpose, expressed through *Personal Initiative*:

- Christ, in moral precept and spiritual inspiration
- Senor Marconi, in science and innovation, in the field of wireless communication
- Mahatma Ghandi, in fighting ignorance and superstition among his people in India
- Newton, in the study of natural laws, particularly the law of gravitation
- Orville and Wilber Wright, in the early pioneering field of aeronautics
- Luther Burbank in Botany and natural laws
- Marshall Field, in modern retail merchandising
- Louis Pasteur, in fighting physical diseases
- Thomas Jefferson, in statesmanship and in founding of sound government
- Lee DeForest, in science and invention. He was largely responsible for the development of the modern radio tube.
- Dr. Alexander Graham Bell, in science and invention. He invented the modern telephone.
- Edgar Bergen, with Charlie McCarthy, in the field of entertainment

Now, have your students add more names to this list.

SUCCESS THROUGH ACTION

Success is due to a combination of ten of the principles of individual achievement, that are presented thorough this course. These principles are:

- Definiteness of Purpose
- The Mastermind Alliance Principle
- Applied Faith
- Organized Thinking
- Creative Vision
- Controlled Attention

- Enthusiasm
- Self-Discipline
- The Habit of Going the Extra Mile
- Personal Initiative

Action is the natural outgrowth of *Personal Initiative*, and action is a major fundamental of all personal achievements.

A Plumber Finds Himself through Personal Initiative

Here is a short story of a plumber in a southern city who practiced Personal Initiative. Use his illustration or present one of your own or ask one of your students to do the same.

Personal Initiative is far and away the greatest asset of this nation.

Discuss the experiences of E. H. Brett of California.

Stories: Principle Six

A Plumber Finds Himself through Personal Initiative

In a southern city of about ten thousand lived a very plain type of man who had gained both local fame and fortune through his *personal initiative*. Since this man had less than average ability and education, it is interesting to observe how he achieved noteworthy success in building a substantial business which made him a man of more than ordinary financial means and influence in his community. Because he was unsatisfactory in his job as a plumber, his employer tried him out as a sales and contact man. But, again, he showed no promise.

Since he could write in a clear, legible hand, the boss thought he might make a satisfactory bookkeeper. But the results once more were discouraging to both his employer and himself.

One thing happened, however, during his bookkeeping experience, which developed into an asset. He began to use his head, and realized perhaps for the first time the necessity of taking inventory of himself.

He took time off from his job, went to a quiet place, and deliberately wrote out a list of the better qualities which he knew he possessed:

- the habit of saving money
- the ability to figure with accuracy costs on a plumbing job
- ability to recognize superior skill in other men
- persistence in sticking to any task assigned to him until it had been finished
- ability to induce others to work together in a spirit of harmony

With this list before him, the plumber decided to exercise his own judgment, act on his own *personal initiative*, and launch a plumbing business of his own.

Using his meager savings, he rented a modest storeroom and had the name of his newly-organized plumbing firm painted on the windows. Almost immediately, the best pipe fitter employed by his former employer came to him and asked for a job.

The newcomer in the plumbing business looked around until he found a capable sales and contact man. He also employed a college student who could do the bookkeeping on a part-time basis. As his business increased, he added other skilled workmen to his staff.

Having chosen his helpers wisely, he proceeded with his definite major purpose—that of becoming the leading plumber in his city. In a short time, he had large contracts for several new buildings. He carefully supervised all work. In a few years people throughout the area began to seek his services because he had established a reputation for high quality service and fidelity in the performance of his contracts.

There is nothing dramatic or unusual about this story. That is why it has been related. This plumber started with nothing but a definite major purpose and a small amount of savings, but by exercising his own initiative, he built a paying business, step by step.

6. *Personal Initiative Review*

“Effective personal initiative must be based upon a definite organized plan, inspired by a motive, and followed through to its intended goal.”

- 1 What are five major attributes that are essential for leadership?

- 2 What is the time relationship between the amounts of supervision one requires in his occupation to the income he receives for his services?

- 3 What are some of the reasons why one cannot attain to the higher brackets of financial success without habitually acting on one's own initiative?

- 4 What are some reasons that might prevent you from acting on your own initiative in your present position?

- 5 What motives would cause you to follow the habit of acting on your own *personal initiative*?

6 Why cannot a person increase his income without applying the habit of acting on his own *personal initiative*?

7 Give a short illustration of how you may have missed an opportunity to benefit yourself because you failed to act on your own initiative.

8 How can you make friends by applying *Personal Initiative*?

9 You have complete control over your own mind. How can you use this power?

10 What are the major benefits you can enjoy by acting on your own initiative,

a. in your occupation

b. in your own home?

11. What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Seven: Positive Mental Attitude

Principle 7: Positive Mental Attitude

To the Instructor:

In presenting this lesson to your students, make every effort to “drive home” the fact that this is the one principle that comprises some of the ideas of all of the others. Stress particularly the two sealed envelopes, what they contain, and what the individual may do to succeed.

Impress the fact upon them that it presents the formula with which the entire PMA Science of Success philosophy can best be assimilated and put to practical use. You cannot get the most out of the other sixteen principles without understanding and applying this formula, and you should read this lesson many times in order to thoroughly indoctrinate your mind with its meaning.

THE SEALED ENVELOPES

“At the time of birth, each human being brings with him or her the equivalent of two sealed envelopes in which appear a list of the riches one may enjoy by taking possession of one’s own mind and using it for the attainment of the things desired in life, and a list of the penalties which Nature will exact if an individual neglects to recognize and use his or her own mind power.”

This statement is so rich in significance, and may affect your entire life. Read it, analyze it, and meditate on it before you go ahead with the remainder of this lesson.

In this lesson we shall break the seal of these two envelopes and present their contents to you. Discover for yourself that these sealed envelopes are not imaginary, but real, and that they may be the means of putting you on the success beam enabling you to ride to victory and a destination of your own choosing. You will not get the full meaning of this lesson unless you are ready to receive it. There are two things that Nature definitely discourages and severely penalizes: (1) a vacuum, (2) idleness.

The same law, which governs other portions of the physical body, governs, also, the brain, where the vibrations of thought are organized and released. You either use your brain for controlled thinking in connection with things you want or nature steps in and uses it to grow you a marvelous crop of negative circumstances you do not want. You have a choice in these connections: You can take possession of your thought power or you can let it be influenced by all the stray winds of chance and circumstances you do not desire.

You can make your mind dwell on positive thinking or you can let it drift to negative thinking. Out of this great truth has grown the statement “success attracts more success while failure attracts more failure.”

Nature allows you to fix your mind on whatever you desire and create your own plan for attaining it, then places behind your efforts all those benefits which come to you in that sealed envelope labeled “Riches you may have in return for taking possession of your own mind and directing it to ends of your own choosing.” With a positive mental attitude you can put your mind to work believing in success and your belief will guide you unerringly toward whatever your definition of these may be.

Now let us break down the contents of these two sealed envelopes and see what they contain. We will call one of these envelopes rewards and the other penalties:

REWARDS

- The privilege of placing yourself on the success beam that attracts only the circumstances that make for success
- Sound health, both physically and mentally
- Financial independence
- A labor of love in which to express yourself
- Peace of mind
- Applied faith which makes fear impossible
- Enduring friendship
- Longevity and a well-balanced life
- Immunity against all forms of self-limitation
- The wisdom with which to understand yourself and others

PENALTIES

- Poverty and misery all of your life
- Mental and physical ailments of many kinds
- Self-limitations that bind you to mediocrity all the days of your life
- Fear, in all of its destructive forms
- Dislike of the occupation by which you earn a living
- Many enemies, few friends
- Every brand of worry known to mankind
- A victim of every negative influence you encounter
- Subject to the influence and control of other people at their will
- A wasted life that gives nothing to the betterment of mankind

You must embrace and use the one or have the other forced upon you! There is no halfway point, no means of compromise. You are on trial as a citizen of life.

HOW IMPORTANT IS A POSITIVE MENTAL ATTITUDE?

Let us take inventory and determine just how important a positive mental attitude can be:

- It is the first and most important step we must take in the control and direction of our minds
- It is the only condition of the mind under which we may benefit by the rewards that come with us in the first sealed envelope

- It is the only condition of the mind that permits us to get on the success beam and stay there
- It is the only condition of the mind with which we can develop and maintain a health consciousness
- It is the only condition of the mind with which we can give ourselves complete protection against all fears and sources of worry
- It is the only condition of the mind in which we can express *Applied Faith* and draw upon the forces of Infinite Intelligence at will
- It is the only condition of the mind in which we can meet and recognize our other self—that self which knows no limitations and that always directs our desired ends to the solutions of our problems
- It is the only condition of the mind in which we may express the great creative emotion of love
- It is the only condition of the mind that permits us to write our own tickets in life and be sure of making life pay off in dividends of our own choosing.
- A positive mental attitude is the only condition of the mind in which we can gain the wisdom with which to recognize the true purpose of life and adapt ourselves to that purpose.

STEPS YOU CAN TAKE TO DEVELOP A *POSITIVE MENTAL ATTITUDE*

1. You can recognize your privilege of taking possession of and using your own mind as being the one and the only thing over which you have complete control.
2. You can recognize, and prove to your own satisfaction, the truth that every adversity, every failure, every defeat, every sorrow and every unpleasant circumstance, of your own making or otherwise, carries with it the seed of an equivalent benefit which may be transmuted into a blessing of great proportions.
3. You can learn to close the door behind you on all the failures and unpleasant circumstances you may have experienced in the past.
4. You can find out what you desire most in life and begin getting it.
5. You can select the most important person in the world, past or present, from your point of view, and make that person your pacemaker for the remainder of your life.
6. You can determine how much material riches you require.
7. You can form the habit of daily saying or doing something, which will make others feel better.
8. You can find out what you like best to do.
9. You can learn that when you meet with a personal problem, the solution of which you have tried without success to find, if you will look around and find someone with a similar or even greater problem, and begin helping him or her to find the solution, by the time that solution has been found you will have revealed also the solution to your own problem.

10. You can take a complete inventory of every asset you possess.
11. Ask your class to take a sheet of paper and draw a line down through the middle. Then, head the left side “assets,” and the right side “liabilities.” Have them list these when they go home. Next, ask the students to spend time moving the qualities listed in the “liability” side over to the “asset” side.
12. You can communicate with anyone with whom you know you have unjustly offended, by word or deed, and offer adequate apologies and ask forgiveness.
13. You can recognize that the space you occupy in this world is in exact ratio to the quality and quantity of the service you render.
14. If you have objectionable habits, such as smoking or drinking intoxicating beverages, which you desire to break, you can show yourself who is boss by abstaining from the habit for one month.
15. You can remember, always, that no one can hurt your feelings or make you angry or frighten you without your full cooperation and consent.
16. Read this lesson once a week for six months and thereby indoctrinate yourself with these mind conditioners so effectively that your mental attitude will become and remain positive at all times. (*Stress this fact.*)
17. You can use your own mind in shaping your own destiny to fit whatever purposes in life you choose and thereby avail yourself of all the riches that come in that sealed envelope labeled “rewards.”
18. You can attune your mind to attract to you the things and circumstances you desire by expressing in a daily prayer your feeling of gratitude for having received the blessings listed in that sealed envelope marked “rewards.”
19. You can follow the habit of demanding every day of your life a reasonable amount of dividends on living.
20. You can form the habit of tolerance and keep an open mind on all subjects, towards people of all races and creeds, and learn to like people just as they are.
21. You can recognize the truth that there is no such circumstance as an existing personal problem which has no solution, that there are adequate solutions for all problems although the best solutions of your problems may not be those you have chosen or would prefer.
22. You can acquire the habit of welcoming friendly criticism instead of recoiling from it in a negative state of mind.
23. You can form a local *Mastermind Alliance* Group made up of people of your own choice. Discuss this.

24. You can learn the difference between wishing, hoping, desiring and being determined to achieve your purpose in life with a burning desire for its attainment. Ask you students to define each of the above underlined terms.
25. You can refrain from engaging in negative conversations based upon gossip, small talk or remarks derogatory of other people, and thereby keep you own mind clean and free for the expression of a positive mental attitude.
26. You should acquire an enduring belief in the existence of Infinite Intelligence from which your Creator arranged that you could receive the power necessary to help you take possession of your own mind and direct it to whatever ends you may choose.
27. You should acquire an enduring belief in your own ability to become free and self-determining as your greatest gift from your Creator.
28. You can believe in the power of the spoken word and see to it that you speak no word, which does not harmonize in every respect with your positive mental attitude.

THE DIFFERENCE BETWEEN WISHING AND BELIEVING

Majorities of people never discover the difference between wishing and believing, nor recognize that there are six steps which people usually follow in using their mind-power for the attainment of their desires. These steps are:

1. The vast majority of people go all the way through life by merely wishing for things.
2. A much smaller percentage of the people develop their wishes into desires.
3. A smaller percentage of the people develop their wishes and desires into hopes.
4. A still smaller percentage of the people step their mind-power up to where it becomes belief.
5. And yet a very much smaller percentage of the people crystallize wishes, desires and hopes into belief, and then into a burning desire.
6. A very small percentage of the people take the last two steps, putting their faith into action by (a) *planning* and (b) *acting* in carrying out their plans.

Discuss the significance of percentages in these steps.

The latter classes are the great success in every calling.

Seventy percent of the people wish for almost everything they can imagine, but stop right there.

HOW TO GET INTO THE TWO PERCENT CLASS OF PEOPLE WHO BECOME SUCCESSFUL

- Adjust yourself to other people's state of mind and their peculiarities so as to get along peacefully with them. Discuss this concept with your class.

- Establish your own technique, based upon the instructions presented through the Science of Success, for “conditioning” your mind at the start of each day so you can maintain a positive mental attitude throughout the day.
- Learn the art of selling yourself to others by indirections rather than a direct approach.
- Adopt the habit of having a hearty laugh as a means of transmuting anger into harmless emotion.
- Express gratitude for all your adversities, failures and defeats instead of complaining about them.
- Concentrate your mind on the “can do” portion of all tasks you undertake and do not worry about the “cannot do” portion.
- Learn to transmute all unpleasant circumstances into action, which calls for a positive mental attitude.
- Recognize that no one can win one hundred percent of the time no matter how much he or she may deserve to win.
- Learn to look upon life as a continuous process of learning from experiences, both the good and the bad.
- Remember always, every thought you release comes back greatly multiplied, to bless or curse you.
- Be careful of your associates because the negative mental attitude of other people is very contagious.
- Remember that you have a dual personality, one is positive and has great capacity for belief, and the other is negative and has equally great capacity for disbelief.
- Remember that prayer brings the best results when the one who is doing the praying has sufficient faith to see himself or herself already in possession of that for which he prays.

Discuss these methods with your class.

PEACE OF MIND CAN BE OBTAINED ONLY BY A *POSITIVE MENTAL ATTITUDE*

- Many believe peace of mind, to be the highest and most sought after blessing that life provides.
- Peace of mind is complete mastery over all forms of worry.
- It is freedom from want.

- It is freedom from mental and physical ailments.
- It is freedom from the superstitions of the past that have held mankind in bondage back through the ages.
- It is freedom from fear in all of its forms.
- It is freedom from the common weakness of seeing something for nothing for life on a cheap bargain counter.
- It is the habit of doing one's own thinking on all subjects.
- It is the habit of frequent self-inspection from within.
- It is the habit of developing sufficient courage, and inherent honesty with one's self, to look at the facts of life as a realist.
- It is the habit of discouraging both greed and the desire to be great and powerful at the expense of others.
- Peace of mind, like everything else, has a price one must pay in order to get it and keep it.
- It is the habit of helping others to help themselves.
- It is the recognition of the truth that the universal power of Infinite Intelligence is available to all who will learn how to appropriate and use it.
- It is freedom over anxiety over what may happen to one after death.
- It is freedom from all desire for revenge.
- It is the habit of *Going the Extra Mile* in all human relationships.
- It is in knowing who you are and what are your true virtues and abilities which distinguish you from all other people.
- It is freedom from discouragement of every nature.
- It is the habit of thinking in terms of what one desires.
- It is the habit of starting where one stands to do what one has set his heart upon.
- It is the habit of conquering the petty misfortunes of daily occurrence instead of being mastered by them.

- It is the habit of looking for the seed of an equivalent benefit that comes in all adversities. It is the habit of taking life in its stride.
- It is the job of getting happiness from doing, rather than seeking it from possessing.
- It is the habit of making life pay off on one's own terms, in values of one's own choosing.
- It is the habit of giving before trying to get.

HOW A POSITIVE MENTAL ATTITUDE CAN BRING SUCCESS

- Illustrate this with the story of Bert Cantrell. Use other illustrations to emphasize this feature.
- The purpose of this lesson is to provide instructions that will lead to the habit of acting, always, with a positive mental attitude.
- It is not more knowledge that we need to bring us success as much as it is our need to put to better use the knowledge we already have.
- Action is one of the more important words of the English language. Knowledge is also an important word but it is fruitless without A-C-T-I-O-N!
- Remember, however, that all improvement in the mental attitude of others must begin by improvement of your own mental attitude, and this for the reason that like attracts like.

HOW THE SUBCONSCIOUS MIND CAN SERVE YOU

- There are seventeen major principles of success, and every person who attains the objective of his major goal, in any undertaking, must use some combination of these principles.
- Study any person, who is known to be a success, and you will find that they have a Definite Major Goal, a plan for the attainment of this goal, and devote the major portion of these thoughts and efforts to the attainment of this purpose.
- Everyone wishes for the better things of life. They intensify their wishes into a burning desire, and back that desire with continuous effort based on a sound plan. It is necessary that they induce other people to cooperate in carrying out their plan.
- No great achievement is possible without the aid of other minds.
- The first step from poverty to riches is the most difficult. It may simplify my statement if I tell you that all riches, and all material things that anyone acquires through self-effort, begin in the form of a clear, concise mental picture of the thing one seeks.

Stories: Principle Seven

Bert Cantrell's Story

Bert Cantrell, a successful industrialist, head of a large manufacturing company, and a long time student of the Science of Success, has given us an excellent demonstration of how a *positive mental attitude* can bring success. Let him tell his story in his own words:

“I originated a simple system which served as a check on my day-to-day control over my mental attitude, and it served to keep me reminded that only a *positive mental attitude* can possibly pay off in terms of success. In one section of a little memorandum book which I carried in my pocket, I carefully recorded every circumstances under which I expressed a negative mental attitude, including the length of time I permitted this attitude to prevail. In another section, I carefully recorded every circumstance in which I acted entirely through a positive mental attitude. When I added up the results, I discovered, to my astonishment, that every form of activity in which I engaged while I was motivated by a *positive mental attitude* led to a successful conclusion. And, I also discovered that every circumstance in which I moved under the influence of a negative mental attitude ended in disaster.

“In neither of these instances did the results vary. Naturally, this experiment led to careful control of my mental attitude at all times, and within a surprisingly short time, I found I had developed the habit of doing all my thinking with a *positive mental attitude*. This habit attracted people to me and made it easy for me to relate myself to them in a way which was beneficial to all parties concerned. It helped me to negotiate successfully with difficult people. It aided me in settling many business situations harmoniously, situations which were of such a nature that only a *positive mental attitude* could have brought success.”

7. *Positive Mental Attitude Review*

“Keep your mind on the things you want and off the things you don’t want. Remember the old French proverb: Be very careful what you set your heart on, for you will surely achieve it.”

1. How can you use a positive mental attitude in your (a) business (b) home?
2. Which of the rewards that you can receive by exercising a *positive mental attitude* would you most desire?
3. Which of the “penalties” listed are holding you back from exercising a *positive mental attitude* when necessary?
4. How do you go about selecting a pace-maker?
5. What influence should he or she have upon your mental attitude?

6. How can you make your mental attitude positive when asking a favor from someone?
7. Why cannot anyone make you angry without your consent and cooperation?
8. Choose **one** of the following to explain the art of selling by indirection:
- a. yourself to others
 - b. to a negative business associate
 - c. to a relative
 - d. your product to a prospect
9. Explain how you can obtain peace of mind in your mode of living by practicing the use of a positive mental attitude.

10. Why is *positive mental attitude* more favorable than a negative one for sound physical health?

11. What specific ideas have you gained from this lesson that you will put into practice in your daily life?

12. What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

13. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Eight: Inspired Feeling-Enthusiasm

Principle 8: Enthusiasm

To the Instructor:

In outlining the lesson, begin by defining the terms you are using. The dictionary defines enthusiasm as follows: “Absorbing or controlling possession of the mind by any interest or pursuit; lively interest.”

Everyone deserves to achieve personal success, in one form or another, but only those who acquire the habit of forming the fire of enthusiasm into a white heat or obsessional desire ever attain noteworthy success.

Inspired Feeling—Enthusiasm

- Enthusiasm is one of the greatest assets of men and women.
- Enthusiasm tramples over prejudice and opposition, spurns inactions, storms the citadel of its object and, like an avalanche, overwhelms and engulfs all obstacles.
- It is nothing less, nor more, than faith in action.
- Set the germ of enthusiasm afloat in your plant, in your office, or on your farm; carry it in your attitude and manner; it spreads and influences every fiber of your industry before you realize it; it means increase in production and decrease in costs; it means joy and pleasure, and satisfaction to your workers; it means life, real, virile; it means spontaneous, rock-bed results—the vital things that pay big dividends—throughout life.
- Enthusiasm is the great force within us that is perpetually prodding us to do our best.
- Enthusiasm is a power, because it is the instrument by which adversities and failures and temporary defeat may be transmuted into action backed by faith.
- Thought is an expression of energy, and it is precisely as powerful when expressed in a negative form as it is expressed in a positive form. The energy of thought used to express the feeling of great sorrow, or loss, or disappointment, can be transmuted into positive expression and made to serve as an inspiration to noble endeavor. There is but one kind of thought energy, but it can be given many kinds of expression, either negative or positive, or a combination of both. Discuss this.

Some of the Benefits of Controlled Enthusiasm

- Controlled enthusiasm steps up the vibration of thought
- It gives a pleasing, convincing “color” to the tone of the voice
- It definitely takes the drudgery out of labor · It adds to the attractiveness of the personality
- It inspires self-confidence
- It aids in the maintenance of sound health
- Enthusiasm is of major importance in transmuting negative emotion into positive emotion

- It gives the necessary force to one's desires and thereby influences the subconscious section of the mind to act with promptness on those desires · It generates enthusiasm on the part of others · Enthusiasm is the major factor which converts an "order taker" into a first-class salesperson · Enthusiasm is the action factor of thought

Discuss this last statement.

HOW TO DEVELOP THE HABIT OF ENTHUSIASM

- Enthusiasm is an essential factor in effective thinking.
- There are certain steps one may take which will lead to the development of controlled enthusiasm. These steps are:
 - 1 Adopt a Major Purpose and a definite plan for attaining it, and go to work carrying out the plan now, right where you stand.
 - 2 Back that purpose with an obsessional desire. Let the desire become a burning desire.
 - 3 Write out a clear statement of both your Definite Major Purpose and the plan by which you hope to attain it, together with a statement of what you intend to give in return for its realization.
 - 4 Follow the plan through, with persistence based on all the enthusiasm you can generate.
 - 5 Ally yourself with others whose aid you require.
 - 6 Keep as far away as possible from "joy-killers" and confirmed pessimists.
 - 7 Never let a day pass without devoting some time to carrying out your plans.
 - 8 Autosuggestion is a powerful factor in the development of any habit.
- The circumstances of the physical world may be greatly shaped by the way you relate yourself to your mental world.
- Enthusiasm is a great leavening force in your mental world.
- It gives power to your purpose.
- It makes for harmony with your own mind.
- It wakes up the imagination and stirs you to action.
- A man without enthusiasm and a Definite Major Purpose resembles a locomotive with neither steam nor a track on which to run, or a destination toward which to travel . . .
- There are two types of enthusiasm, passive and active.

Discuss these with your class.

ANDREW CARNEGIE'S ANALYSIS OF ENTHUSIASM

- Which of the two types of enthusiasm are regarded as the more beneficial? *Discuss this.*
- Passive enthusiasm always precedes the expression of active enthusiasm, through words and deeds, as one must feel enthusiasm before he or she can express it in any form.

- There are times when the expression of enthusiasm may be detrimental to one's interests, as it may indicate over-eagerness or anxiety, or disclose one's state of mind under circumstances when he or she does not wish it to be known to others.
- It is important that one learn to turn on this enthusiasm and give it any form of expression, at will. In both instances the control is the important thing.
- Discuss the major benefit of enthusiasm.

FACTORS WHICH DESTROY ENTHUSIASM

Influences that discourage enthusiasm are as follows:

- Poverty
- Physical illness
- Failure in business
- Disappointment in affairs of the heart
- Family disputes
- Lack of education
- Lack of opportunity
- Unfriendly criticism
- Old age
- Worry, doubt, and fear
- A negative mental attitude

Enthusiasm is an expression of hope, faith, belief and the will to win, expressed through *Definiteness of Purpose*. Enthusiasm can be developed through action appropriate to its nature, but it cannot be developed by mere wishing or daydreaming. There must be action behind it.

ENTHUSIASM AND THE MASTERMIND ALLIANCE

A Mastermind Alliance Group should consist of men and women with creative vision who can create practical ideas and plan objectives; but it should include, also, sound critics of ideas, the two types of mind working together in a spirit of harmony. Enthusiasm is the first requirement of a master salesperson, but experience has proved that the ablest sales managers are not the greatest enthusiasts.

HUMAN ENGINEERING IN THE HOME

- The economic foundation of the nation centers in business and in industry. The spiritual foundation centers in the home where the character of individuals is shaped and developed.
- This is the story of the childhood of Napoleon Hill and should be carefully explained to the students.
- Hope, enthusiasm and faith are key words because of their close relationship. When they are combined through definiteness of purpose, they give one access to unlimited mind-power. These are the four factors that lead to a burning desire.
- Enthusiasm is seldom found in an ailing body. It thrives best where sound physical health abounds. Sound health begins with the development and maintenance of a “health consciousness,” just as economic success begins with a “prosperity consciousness.”

8. *Enthusiasm Review*

“Controlled enthusiasm alerts the imagination, adds attractiveness to your personality, and inspires your personal initiative and self-confidence.”

- 1 What are some specific ways in which you can generate and express *enthusiasm* in your own field?

- 2 What in your mind is the difference between an ordinary wish or desire and a burning desire?

- 3 What part does the use of *controlled enthusiasm* play in conversation?

- 4 Define the term autosuggestion. What part does it play in the expression of *enthusiasm*?

- 5 What is the relationship between *Applied Faith* and *Enthusiasm*?

6 What are two illustrations of how *enthusiasm* can become a definite disadvantage if it is not controlled or directed?

7 What are some of the benefits of *controlled enthusiasm* and illustrate these with your own experiences.

8 Who are some people that have advanced themselves by the use of *controlled enthusiasm*?

9 In what field?

10 What are the steps you must take to develop *controlled enthusiasm*?

11 What specific ideas have you gained from this principle that you can put into use immediately?

12 Will you?

13 What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

14. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Nine: Self-Discipline

Principle 9: Self-Discipline

To the Instructor:

In presenting this lesson on *Self-Discipline* to your group, you will find that it incorporates the essence of the first five lessons; namely, Definiteness of Purpose, Mastermind Alliance, Applied Faith, Going the Extra Mile, and Pleasing Personality.

IMPORTANT—*This lesson has so much excellent material in it that it is up to you to use illustrations and examples from your own experience and ask the same from your students and their experiences.*

BENEFITS WHICH MASTERY OF THIS PRINCIPLE WILL BRING TO YOU

- Your imagination will become more alert - Your enthusiasm will become keener - Your initiative will become more active - Your self-reliance will become greater - The scope of your vision will be widened - Your problems will melt away - You will look at the world through different eyes - Your personality will become more magnetic - Your hopes and your ambitions will be stronger - Your faith will be more powerful
- There is no single requirement for individual success as important as self-discipline. Self-discipline means taking possession of your own mind.
- You are now at the point where you can tie together the other principles which you have studied and see the relationship which exists between them as the links of a chain.
- One of the most important things to learn about this lesson is, “to know thyself.”
- You are now studying the lesson that has been referred to as the “bottleneck” through which all of your personal powers of success must flow.
- We are going to show you how to release that power in the precise quantities and in the specific directions that will best accomplish your purposes.
- Use the automobile analogy to illustrate this.

- You will agree that if you take possession of your own mind and use it, you can set the price on your services and make life pay you what you ask.
- Self-discipline begins with the mastery of your thoughts. If you do not control your thoughts, you cannot control your deeds. Therefore, in its simplest form, *Self-Discipline* causes you to think first and act afterward. Most people act first and think later, if they think at all.

CONTROL OF THE EMOTIONS

- *Self-Discipline* will give you complete control over the fourteen major emotions:

positive negative

Love Fear Sex Jealousy Hope Hatred Faith Revenge Enthusiasm Greed Loyalty Anger
Desire Superstition

- All of these emotions are states of mind, and are subject to your control and direction. You can see how dangerous the seven negative emotions can be if they are not mastered. The seven positive emotions can be destructive, too, if they are not organized and released under your complete control.
- A driving motive is the real starting point of all achievement. Everything that a man does centers on the major positive motive behind his Definite Major Purpose in life.
- Many people become confused between a real motive and a mere wish. Wishing will not bring success. It assumes obsessional proportions which will induce action. *Discuss this.*

SELF-DISCIPLINE IS A MATTER OF ADOPTING CONSTRUCTIVE HABITS

- What you really are, what you do, either your failures or your successes, are the results of your habits. What a blessing then, that these habits are self-made. They are under your individual control. The most important habits are habits of thought. When you have gained control over your thought habits, you will be a long way on the road to attainment of *Self-Discipline*.
- Definite motives are the beginning of thought habits. *Self-Discipline* without definiteness of motive is impossible, and worthless.

***SELF-DISCIPLINE* MEANS THE COMPLETE MASTERY OF BOTH YOUR THOUGHT HABITS AND YOUR PHYSICAL HABITS**

- This important fact is that *Self-Discipline* calls for a balancing of the emotions of your heart with the reasoning faculty of your head. This means that you must learn to consult both your feelings and your reason in reaching a decision concerning each circumstance of your life.
- Is it wise to control your life altogether with the reasoning faculty, leaving the emotions out of the plan? The answer is emphatically NO! If you destroyed hope and faith, what would there be to live for? If you killed off enthusiasm, loyalty, and the desire for achievement, you would have nothing left but the faculty of reason. The remedy is control and discipline of the emotions not elimination.

***SELF-DISCIPLINE* IS THE TOOL WITH WHICH A MAN MAY HARNESS AND DIRECT HIS INBORN EMOTIONS IN THE DIRECTION OF HIS CHOICE**

You should submit both the negative and positive emotions to the examination of the reasoning faculty before letting them loose. *Self-Discipline* maintains a proper balance between the judgment of the head and the sentiments of the heart.

EMOTION WITHOUT REASON IS MAN'S GREATEST ENEMY

- The Will Power should be the final judge of any particular situation or circumstance, and have the final “say so” as to whether the reason or the emotions should be permitted to exert the greater influence. *Self-Discipline* should include an arrangement by which the ego, or will power, may throw its weight on the side of either. · Both the mind and the heart need a master and they may find such a master in the faculty of the will power.

THE BIG FOUR

Appetite for food and drink, Mental Attitude, The use of time, Definiteness of Purpose:

1. **FOOD**—It is now a well-established fact that eating too much food is about as bad, or perhaps worse, than not eating enough.
 2. **MENTAL ATTITUDE**—A positive mental attitude is the first and greatest of the *Twelve Riches of Life*. There are seven of the twelve that are directly traceable to *Self-Discipline*. They are: 1) Positive Mental Attitude 2) Harmony in human relationships 3) Freedom from fear 4) The hope of achievement 5) The capacity for Faith 6) An open mind on all subjects 7) Sound physical health
 3. **TIME**—The majority of people waste enough time in idle gossip to earn them all the luxuries of life if this time were more wisely used through an organized time budget.
 4. Think this over and resolve that you are going to set up a chart for the use of your twenty-four hours. Ask your class to work on this.
 5. **DEFINITENESS OF PURPOSE**—You have seen that this is the beginning of all achievement when it is related to a strongly compelling motive.
- DRINK**—Drinking weakens your will power, which is one thing that should be strong when emergencies arise.

EXAMPLES OF *SELF-DISCIPLINE*

Illustrate how *self-discipline* made the following great:

- Mahatma Ghandi
- Henry Ford
- John D. Rockefeller
- The banana peddler
- Your beginning

Ask your students how they are beginning to master this problem.

A CHURCH WITH *SELF-DISCIPLINE*

Discuss the meaning of this.

FIRST DRIVING SCHOOL

There are three rules of self-discipline that every driver should follow. This is the first step toward self-discipline on the road.

- 1 Never, under any circumstances, drive a car faster than it will permit you to control the circumstances within the range of vision—on the right, on the left, behind you, ahead of you.
- 2 Never, under any circumstances, get angry with another motorist or have an argument, even in your own mind, no matter what he does wrong.
- 3 Never, under any circumstances, take an avoidable hazard when you are driving on the road. By hazard is meant the chance you take when you try to steal a split-second in making a light or trying to run around a curve where you cannot see ahead.

These are simple rules and yet if you follow these, you will find that most accidents that happen due to these shortcomings will be eliminated.

If you start using *Self-Discipline*, you will help make our highways safer by THAT much.

***SELF-DISCIPLINE* IN POLITICS**

- Illustrations of use of the stamped envelope.
- Other illustrations your students may give.

***SELF-DISCIPLINE* IN MERCHANDISING**

- Ask your students to relate the story of Sears Roebuck and the lady living in Virginia.
- What lesson can be learned from this?

RELATIONSHIPS WITH OTHERS

Illustrations of *Self-Discipline* in your relations to others:

- Chip on the shoulder · Disliking people ·
- Flattery · Complimentary statements

SIX CONTROLLABLE DEPARTMENTS OF THE MIND

- 1 The Ego
- 2 The Faculty of the Emotions
- 3 The Faculty of Reason
- 4 The Faculty of Imagination
- 5 The Conscience
- 6 The Memory

Self-Discipline is the procedure by which one coordinates the six departments of mental government in such a way that none of them gets out of control. This produces harmony in one's mind.

1 The *EGO*—The source of the will power. Always treat it as your most precious possession. Give illustrations about the strength of the ego.

2 The *FACULTY OF THE EMOTIONS*—*Self-Discipline* is the only real solution for such problems, those of the “heart” and of the “head.” *Self-Discipline* makes your mind strong. It enables you to take possession of your own mind and exercise the God given right to control your own mental attitude. You do not have *self-discipline* until you can organize your own mind and keep it clear of all disturbing influences. Discuss this statement.

3 The *FACULTY OF REASON*—It is the judge of the Superior Court that weighs the creations of the imagination, modifies the expression, and ratifies decisions of the conscience. Discuss this faculty

4 The *FACULTY OF IMAGINATION*—This is responsible for all creative effort. Nothing new or different would be conceived if it were not for this faculty. How can this be made strong?

5 The *CONSCIENCE*—This is the monitor tucked away in the mind to check on the moral justice of our thoughts and actions. How can we control our conscience?

6 The *MEMORY*—This is the filing cabinet of the mind, the storehouse of all sensory impressions you have ever received by your conscious mind, and every impression that ever reached you through your subconscious mind from *Infinite Intelligence*. How can you strengthen your memory?

FOUR ELEMENTS WHICH MAY NOT BE CONTROLLED

1 *INFINITE INTELLIGENCE*—This is the source of all thought energy, according to best evidence available. Ask your students how they would define this.

2 The *SUBCONSCIOUS MIND*—This is the part of the mind that is not subject to control by the individual. It is the connecting link between the conscious mind and Infinite Intelligence. No one can discipline it. Ask each person to write out his or her definition of the subconscious mind.

3 The *SIXTH SENSE*—This is the broadcasting and receiving station for messages which travel at vibratory rates above those perceived by the regular senses. Telepathy. What is telepathy?

4 The *FIVE NORMAL SENSES*—sight, smell, taste, hearing, feeling. These senses are easily deceived. Magic, motion pictures, etc. Have your students define these senses.

THE POWER OF THE WILL

- With a determined will power, you can shut the door on any unwanted memories, and you can open the door of opportunity in any direction of your choice.
- The will power is the Supreme Court of the human mind, and it also sometimes implements and carries out decisions. There are no short cuts to the control of this mighty power. That control has a price tag on it, and the price is the understanding and applying of all the principles of this philosophy, unified and directed by *self-discipline*.
- *Definiteness of Purpose* is the starting point of everything that an individual achieves. Will power, under *Self-Discipline*, keeps a person going until his or her purpose is accomplished.

Stories: Principle Nine

Mahatma Gandhi

Ordinarily when you speak of a powerful man, you think of a Henry Ford, John D. Rockefeller, or somebody with money, property, or someone with a large number of people working for or under him. Mr. Gandhi didn't own a house, had no money, and yet he was one of the most powerful men in the world of his time.

That's an astounding statement—until you analyze it and discover the source of Gandhi's power. Here was a man who, over a long period of years, step by step, defeated the British Empire with all its military might and other resources. He wrested freedom for India from the British Empire by using a power the British didn't understand, or chose to ignore. Whatever it was, you see that he must have been dealing with a very great power. These are the five sources of Mr. Gandhi's power:

- 1 *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.
- 2 *Going the Extra Mile*: No one asked Gandhi to spend his life as he did. Nobody paid him to do so. His was not a selfish purpose. He did not think in terms of personal reward. He not only went the extra mile, but many millions of extra miles because he was planning to benefit all the four hundred million people living in India. No wonder he had power!
- 3 *Applied Faith*: This was the third principle Gandhi used to develop his unusual power. He completely cleared his mind of any doubt that he would eventually win the freedom he desired for his people. He kept his mind fixed securely on his *definite major purpose*. This resolute purpose, as well as his persistent action to achieve it, opened his mind to the power of *Infinite Intelligence*, the source of the power of faith.
- 4 *Mastermind Alliance*: Gandhi's *mastermind* was perhaps one of the greatest *mastermind alliances* ever assembled for it consisted of at least two hundred million minds. Many of these may have been lacking in formal education, but each one had the capacity for faith and a burning desire to achieve the goal of freedom toward which Gandhi was leading them. There is no power in the world which could defeat the power generated by such a *mastermind alliance* except a larger *mastermind alliance*.
- 5 *Self-Discipline*: How do you suppose he managed to keep his mind focused on one *definite major purpose* all those years? Obviously he would have had many opportunities to capitalize on his situation or to use his power for his own personal ends. It is quite evident that any man with power such as Gandhi acquired would be tempted, on occasion, to misuse that power. But Gandhi had the *self-discipline* to lead a simple life. He accumulated no personal property, except a goat or two for milking purposes, and a place to sleep. He was an outstanding example of the power of *self-discipline*.

The Banana Peddler

The banana peddler is another example of what the power of *self-discipline* can achieve. We often see a foreigner come to this great country of ours and start out with a basket—just a small hand basket—and a bunch of bananas. He starts peddling them; and if he sells one, he can eat one during the day. If he doesn't sell one, he can't afford to eat one. Eventually, he makes enough to buy a pushcart. On the cart he has oranges, grapes, and pears in addition to bananas. First thing you know, he has a little store in a shack somewhere near a parking lot. Next, he leases the lot and builds a building on it. And before you know it, he buys the lot outright and puts up a modern store in which he does a thriving business. All this is possible because he has *definiteness of purpose, persistence, faith, and self-discipline*, to make what he has fit his needs. When we start from an improved economic level, we have the benefit of this philosophy; but we, too, must pay the price for success.

A Church with *Self-Discipline*

This story concerns a group of Mormons, members of the Church of Jesus Christ of the Latter Day Saints. They were persecuted as much as any religious group in the United States. In fact, they were literally driven out of their homes and off their farms in the state of Illinois by people who didn't like their way of living. So, they loaded all their possessions into wagons and wended their weary way through the great American desert to the state of Utah. When they arrived there, the government sent soldiers to round them up and further annoy them. All this happened more than a hundred years ago.

In Utah they worked hard and made that barren country blossom. They have prospered there, and during the Great Depression the head of the Mormon Church announced that no matter how long the Depression might last or how bad it might become, not one Mormon would have to go on the government dole. Although some Mormons did actually accept government relief, their church had, and still has, a program designed to care for anyone who is in need of help.

The Mormons underwent severe persecution but have made good and now have the respect of thinking people all over the world. They are fine, frugal people and hold no animosity or hatred in their hearts because of what happened to them in their beginning.

***Self-Discipline* in Politics**

During the middle twenties a member of Congress lost his seat when the party changed at the end of his term. He was defeated when he ran for office because he did not know how to discipline his mind and *go the extra mile*. Then he began to practice the following procedure and soon became a well-liked and much respected member of the government.

When anybody wrote him a letter, he paid for the postage stamp on his reply if there could be any question about the matter being personal business. He did not abuse the privilege of the frank for his personal affairs. The people in his district came to know beyond the shadow of a doubt that he was too honest to take advantage of the government even in the matter of a postage stamp, and this had quite an effect on their opinion of this man. It also had quite an effect on the Congressman himself. When you adopt and carry out a specific program of *self-discipline* of the highest order, it will be necessary to discipline yourself as closely while you are on the way up as it is when you get to the top.

***Self-Discipline* in Merchandising**

Many years ago a lady, living in the hill country in Virginia, ordered a great many items from Sears, Roebuck and Company. Among them was a five-pound sack of buckwheat flour. When it arrived, she discovered weevils in it, so she wrote the company a letter. They replied, asking her to return the flour, and promised to refund her money. When the check came, it included not only the price of the flour, but thirteen cents for the postage she had spent returning the defective merchandise.

That thirteen cents was perhaps the most important money Sears Roebuck ever spent on advertising in that section of the country, for the lady became active in the Women's Club and told every woman in the country how honest Sears had been. Is it any wonder that Sears, Roebuck and Company became one of the largest stores in the world? No wonder at all, for the policymakers of Sears realized the value of *dependability*, *self-discipline*, and *going the extra mile*.

9. Self-Discipline Review

“Through self-discipline man can organize all his emotional power and cause it to flow in a highly concentrated stream in the direction of his major definite purpose.”

- 1 Which of the seven positive emotions do you need to emphasize in your daily life?
- 2 Explain the statement: “Self-discipline begins with the mastery of your thoughts.”
- 3 Give an illustration by which you have closed the doors of your mind to past failures and unpleasant experiences by the use of *self-discipline*.
- 4 Explain the relationship between the reason and that of emotion in your actions as a result of coming in contact with a highly controversial issue.
- 5 Give an illustration in which you have acquired the habit of transmuting anger into pleasant thoughts by the practice of *self-discipline*.

- 6 What are some of the important benefits you can gain by the mastery of this principle?
- 7 How did Mahatma Gandhi use the power of *self-discipline* in his passive resistance program for India?
- 8 Give an illustration of where you became more determined to accomplish your objective when the going became hard.
- 9 Where is the subconscious mind located? In a drawing, how would you depict it?
- 10 In what specific ways has this lesson helped you in your . . .
- a. business life
- b. home life?

11. What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Ten: Accurate Thinking

Principle 10: Accurate Thinking

To the Instructor:

In presenting this lesson on *Accurate Thinking* you will find that you are penetrating into the innermost secrets of the *Science of Success*. It is very important that this lesson be presented in a clear, intelligent manner so that the student will understand it.

ACCURATE THINKING

- Here we come to the analysis of the mystery of all mysteries, the power of the human mind.
- This holds the secret to all successes and all failures. It is the most important subject known to us, yet it is the least understood of all subjects.
- The power of thought is the most mysterious and the greatest of all the powers available to man, depending on how it is used.
- Every creation, whether good or bad, is created first in a thought pattern. Thought is the only thing over which we have been given complete privilege of control.
- Use illustrations here to show the danger of thought, as illustrated by Hitler, Mussolini, or any other people you may know who used thought for evil instead of for good.
- **Every person who achieves any form of enduring success above mediocrity must learn the art of thinking accurately.**
- The accurate thinker bases his thinking on two fundamentals: Induction and Deduction.
 - 1 **Induction**—is the process of reasoning from part of a whole.
 - 2 **Deduction**—is the use of inference by which a conclusion necessarily follows from the premises.

Give illustrations of these two types of reasoning.
- The accurate thinker takes **two important steps in making thinking effective**. They are:
 1. Separating facts from fiction, or hearsay evidence.
 2. Separating facts into classes; namely, important and unimportant.
- Opinions—Everyone except the accurate thinker has an overabundance of opinions and usually these are without value. Many of them are dangerous and destructive.

No opinion can be considered safe unless it is based upon known facts, and no one should express an opinion without assurance that it is founded on facts or sound hypotheses of facts.

- The accurate thinker never acts upon free advice without first giving it the closest scrutiny.
- Accurate thinkers permit no one to do their thinking for them.
- The favorite question of an accurate thinker is: “**How do you know?**”
- Discuss the value of these statements:
 - The accurate thinker prays with Faith because he or she has examined the evidence of the existence of a Creator as it has been provided by the system and order of the universe.
 - The accurate thinker knows the fallacy of endeavoring to deceive others with loosely gathered opinions, and makes it his or her business never to self-deceive with such opinions.
- **Some tests made to help you separate facts from opinions.**
- The accurate thinker scrutinizes with great care everything read in books and newspapers, and everything heard and seen on radio and television, never accepting any statement as fact merely because he or she has read it or heard it spoken.
- **The accurate thinker tests the accuracy of information heard and read by these rules:**
 1. Is the writer a recognized authority?
 2. Does the writer have a motive other than imparting accurate information?
 3. Is the writer a professional whose business is that of influencing public opinion?
 4. Is the information based on sound judgment?
 5. Is there a profit interest in the subject in which the author writes?
 6. Can the information be verified from reasonable accessible sources?
 7. Are the statements based on common sense and experience?
- Before the accurate thinker accepts as facts the statements of others, he or she endeavors to ascertain the motive that prompted the statements, knowing that no one does or says anything without a definite motive.
- The accurate thinker learns to use his or her own judgment and to be cautious no matter who may endeavor to influence him or her.
- So-called thinking is nothing but an expression of feeling through the emotions and these are not dependable.
- An accurate thinker submits emotional desires to his or her head for examination before relying upon them as being sound.

Review the seven more commonly expressed emotions and see how they affect the “so-called” thinker.

TWO SOURCES OF THE HABITS OF THOUGHT

· Thought habits are derived from two sources, both of which are hereditary:

- 1 Physical heredity
- 2 Social heredity

Physical heredity—here one inherits something of the nature and character of all of the generations that have preceded. This inheritance is fixed by nature but may be modified or changed. Explain.

Social heredity—here one is influenced by all environmental influences, education, experience, and impulses of thought produced by external stimuli. Explain.

Social heredity influences our thought, that is to say that most of our thinking is made to order by others.

- The accurate thinker accepts no political, religious or other brand of ideas, no matter from what source, unless and until he or she has analyzed them by the rules of accurate thinking. One then accepts or rejects of one’s own free will.
- Accurate thinkers, while in the minority, have always been, and shall always be, the hope of humankind.

HOW WE COME BY OUR “OPINIONS”

Discuss these statements:

- 1 Most political alliances are based on opinions based on relations and associations.
- 2 Most people form the habit of embracing beliefs of those with whom they associate most closely without regard to their soundness.
- 3 Many people come to accept the views and editorials of certain magazines and newspapers if they are constant readers.
- 4 Many people absorb an idea to which they are constantly subjected, whether it is sound or unsound, right or wrong.
- 5 Social heredity—the habit of doing things because they have been done before—stands in the way of sound thinking and causes us to be influenced by opinions.

A common tendency of many people is toward unbelief of everything that they do not understand.

Accurate Thinking: The Basis of Controlled Habits

- The law of social heredity forces upon every living creature the dominating influences of the environment in which it lives.
 - This is a natural law and cannot be modified, changed or circumvented. It can, however, be used to great advantage by combining it with the principle of Controlled Habit.
 - This is where the principle of *accurate thinking* begins, for here we are approaching the analysis of the power of creative thought through which one may translate the impulses of thought into their physical, financial, or spiritual equivalents.
 - Discuss the relationship between a camera and the human brain.
 - The individual through the principle of controlled habit places in his or her conscious mind a clear picture of that which is desired.
 - In planting in the conscious mind a clear picture of what one desires, one must first do four important steps, namely:
 1. Adopt a Definite Major Purpose
 2. Create a practical plan to attain it
 3. Assemble a Mastermind Alliance according to the nature of the purpose
 4. Implement immediate and continuous action in carrying out the adopted plan
- No action will result unless all four steps are taken and persistently carried out to their logical conclusion. This requires controlled habits.
- After one voluntarily proceeds to carry out his or her plans, the law of social heredity fixes one's actions in the form of permanent habits that go to work automatically on their own account.
 - Here is where the subconscious mind takes over the controlled habits and carries them out to their logical conclusion, by whatever practical means may be available.
 - Organized thinking consists of persistent action in applying any combination of the seventeen principles that the object of thinking may require.
 - Ordinary thought is not enough to insure success. One needs to apply eight of the principles of the philosophy, namely:
 1. Definiteness of Purpose
 2. The Mastermind
 3. Personal Initiative
 4. Greater Vision
 5. Self-Discipline
 6. Applied Faith
 7. Pleasing Personality
 8. Going the Extra Mile

- The combined application of these constitutes organized thought of the highest order.
- As a result, your imagination will become keener and more alert. You may work longer hours with less fatigue, you will experience better health, and you will begin to see the world through hope and faith.
- This type of thinking organizes all the faculties of the mind and conditions them for the expression of Faith.

HOW THE MIND OPERATES THROUGH THE BRAIN

- Discuss the comparison between a telephone switchboard and the mechanism of the brain.
- This habit of organized thinking pays off, and there is no limit to the amount it pays save only that which the individual sets up in his or her own mind.
- All achievements whether they are good or bad, great or small, are the results of organized thinking.
- Consider the stories of Isaac Newton, James J. Hill, Russell Conwell, etc.
- Thought is the master of all other forms of energy because it is a form of energy that is mixed with intelligence. It is the source of all riches whether they are material, physical, or spiritual.
- The accurate thinker surrounds himself or herself with a Mastermind Alliance group consisting of:
 1. A spiritual adviser
 2. A financial adviser
 3. A health adviser
 4. An intimate personal adviser

Discuss these advisers with your class.

- What does Andrew Carnegie say about *accurate thinking*?
- An educated person is one who has developed one's mind through a combination of theory and practice so that one can shape any set of circumstances to meet the requirements of needs and desires.
- Skill is developed by coordination of the faculties of the mind and the physical body, but remember that perfection is attained only by controlled habits, based upon physical action.
- **All of the theoretical education a person can acquire in a lifetime cannot take the place of definite, decisive action based upon carefully laid plans directed to the attainment of a definite purpose.** *Discuss this.*

- The way of success is the way of action, based upon organized thinking.

ACTION ACTION ACTION ACTION

But, it must burn into your consciousness. Remember: constructive action must be based on a Positive Mental Attitude.

- **All human achievements begin with thought and end in work!**

Discuss this.

10. Accurate Thinking Review

“The accurate thinker examines the sources of his information, weighs statements for motivations, and tests their reasonableness.”

1. What are the seven rules that an accurate thinker follows to test the accuracy of what he hears or reads?
2. What is the reasoning behind the story of the unknown paper hanger?
3. What is the difference between induction and deduction?
4. Illustrate your answer.

5. How do we form our opinions in the following associations?

a. political alliances

b. business association

c. editorials we read

d. social heredity

6. What is the function of the faculty of reason when making a decision?

7. What four important steps must one take when conveying to the mind a clear picture of that which he desires?

8. An accurate thinker often has a *Mastermind Alliance* group consisting of four advisors. Who are they, what would be their function, and which ones do you have working for you?
9. What are the eight principles that are necessary to acquire the habit of thinking accurately. How does each one fit? Check the one you feel is most closely associated with *accurate thinking*.
10. What is the meaning of the statement "wishes are often fathers to fact"?
11. What important ideas have you gained from this lesson?
12. What key principle or idea did you get from studying this lesson?

13. What does this key principle or idea mean to you?

14. How will you apply this key principle or idea?

15. When will you start applying this key principle or idea?

16. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Eleven: Controlled Attention

Principle 11: Controlled Attention

To the Instructor:

When an individual adopts a Definite Major Purpose as his or her life's work, and begins to carry out that purpose, he or she automatically begins to make use of:

· Controlled Attention · Self-Discipline · Organized Individual Endeavor · Organized Thought · Self-Reliance

It is impossible to imagine anyone mastering and applying the principles of this philosophy with the aid of *Controlled Attention*. Success, in the broader sense, is impossible without it.

CONTROLLED ATTENTION

- The average lifetime is too short to permit any individual to achieve success in any calling without concentrating their efforts behind a Definite Major Purpose.
- An important function of the principle of *Self-Discipline*—perhaps its most important function—is that of aiding an individual in the development and maintenance of habits of thought which enable them to fix their entire attention upon any desired purpose and to hold it there until that purpose has been attained.
- Success in all the higher brackets of individual achievement is attained by the application of thought-power organized and directed to definite ends.
- And power, whether it be thought-power or physical power, is attained by the concentration of energy!
- The greatest form of thought-power is that which is developed by the *Mastermind Alliance*. Here the power of many individual minds is blended upon the attainment of any given objective.
- Scientists concentrate their mind upon the search for the hidden facts.
- Militarists concentrate on organized warfare.
- In business and in industry the principle of concentration is the keynote of success.
- Discuss the illustrations of concentration.

- Concentration of one's major purpose projects a clear picture of that purpose upon the subconscious section of the mind and holds it there until it is taken over by the subconscious and acted upon.

· **You may achieve controlled action by the application of these six factors:**

- 1 Definiteness of Purpose.
- 2 Imagination, through which the object of one's purpose is illuminated and mirrored in the mind so clearly that its nature cannot be mistaken.
- 3 Desire turned on until it becomes a burning desire in a proportion that will not be denied.
- 4 Faith in the ultimate achievement of your purpose.
- 5 The full force of the will power applied continuously in support of Faith.
- 6 The subconscious section of the mind picks up the picture thus conveyed to it, and carries it out to its logical conclusion by whatever practical means may be available.

- Effective concentration requires that one's attention be fully controlled and directed to a definite objective!

- *Controlled Attention* is the highest form of *Self-Discipline*.

- *Controlled Attention* is the act of coordinating all the faculties of the mind.

- *Controlled Attention* is organized mind-power!

- The *Mastermind Alliance* principle, properly applied, provides every individual of the alliance with mind-power equivalent to the sum total of that available to all individuals of the group.

- This is the way the *Mastermind Alliance* principle works. It is the secret of great achievements, whether they be achievements of industry, religion, education, statesmanship, warfare or otherwise. The *Mastermind Alliance* principle is the way to great mind-power—the kind of power required for all great achievements.

WHY DO WE NEED *CONTROLLED ATTENTION*?

- *Controlled Attention* leads to mastery in any type of human endeavor because it enables one to focus the powers of one's mind upon the attainment of a definite objective and to keep it so directed at will.

- Hidden in two words—*Controlled Attention*—is a strange power that will enable you to remove all the self-imposed limitations that most people accept or set up in their own minds—limitations by which some are bound throughout their lives.

- The emotions of fear and faith, for example, are so unfriendly that both cannot possibly occupy the mind of a person at the same time. One or the other must dominate.

- There are definite means by which an individual may determine which of these two emotions shall dominate his or her mind, and one of the more important of these is concentration of endeavor, based upon the principle of *Controlled Attention*. Discuss this.
- As a part of our description, we now call your attention to a law of nature through which like attracts like. It is known as the *Law of Harmonious Attraction*. Through its operation, forces and things which are suited to the needs of one another in the great scheme of like have a natural tendency to get together.
- Peace within your mind is not a matter of luck. It is a priceless possession that can be attained only by *self-discipline* based upon *controlled attention*.
- Let us examine the method by which one may condition one's mind so as to get the fullest benefit from the *Law of Harmonious Attraction*, remembering that this method leads directly to the application of the principle of *Controlled Attention*.

CONTROLLED ATTENTION AND OTHER PRINCIPLES

Definiteness of Purpose

Through the application of this principle, one decides what is desired, creates a plan for attaining it, and then proceeds to concentrate the major portion of thoughts and efforts toward the attainment of that end.

By *Controlled Attention*—and by that method alone—may one impress the nature of one's desires, aims, plans and purposes upon one's subconscious mind, where the *Law of Harmonious Attraction* finds contact with them.

There is no other known method by which one may give orders to one's subconscious mind!

The Mastermind Alliance

Form a *Mastermind Alliance* with others who have the necessary skill, experience and education, and who have been supplied with the necessary motive to help attain the object of their purpose. How does this alliance function?

Applied Faith

The power of faith is combined with the principle of *Controlled Attention*, thereby giving it an irresistible power.

The Habit of Going the Extra Mile

This habit of *Going the Extra Mile* also serves to modify one's mental attitude by making it more positive. How does it do this?

Personal Initiative

Through the application of his *Personal Initiative* an individual organizes plans for the attainment of his or her Definite Major Purpose.

Self-Discipline

Through the application of this principle, all the emotions, both the positive and the negative, are harnessed and brought under complete control. Discuss this.

Creative Vision

By the time the previous six steps have been taken, the faculty of the imagination will have become so keen and alert that it will begin to function automatically.

Accurate Thinking

Long before this point will have been reached, the master of this philosophy will have stopped the habit of “guessing,” and he or she will have formed the habit of building plans based on known facts, or reasonable hypotheses of facts.

Learning from Adversity and Defeat

Defeat will have become nothing but a signal for greater and more determined effort. How can you learn from defeat?

Enthusiasm

This is the action-producing principle of this philosophy that inspires one to move on his or her own *personal initiative*.

Controlled Attention is the medium by which enthusiasm may be organized, controlled and directed to definite ends, at will.

Pleasing Personality

By applying the traits of a *Pleasing Personality*, individuals will have removed much of the opposition of other people and attracted the cooperation of friendly allies, other than those associated with a *Mastermind Alliance* group.

CHARACTERISTICS OF *CONTROLLED ATTENTION*

- Mastery of the principle of *Controlled Attention* is attained by the organization and application of the previously mentioned eleven principles, each of which represents a step in the direction of its development.

- What does Andrew Carnegie say about *Controlled Attention*?
- Students of this philosophy know what they want and have learned to think accurately in procuring it.
- Discuss the following characteristics:
 - Having a Definite Major Purpose in life - Surrounding yourself with trustworthy *Mastermind* allies - Acquiring self-reliance and faith sufficient for every need - Becoming a constructive unit of the great universal way of life - No longer expecting something for nothing - Finding peace and harmony within your own mind - Learning to accept all the circumstances of life and to make the most of them - Acquiring the art of peaceful, friendly negotiation with others in all human relationships - Taking possession of your own mind-power and acquiring the ability to direct that power

CONTROLLED ATTENTION AND AUTOSUGGESTION

- As previously stated, one becomes influenced by, and a part of, the dominating circumstances of daily environment. The medium by which this takes place is known as autosuggestion.
- Autosuggestion records in the memory every thought one expresses, and makes it a part of one's character, whether the thought is positive or negative.
- And this takes place with or without voluntary cooperation of the individual.
- It is by this habit that millions of people condemn themselves eternally to a life of poverty!
- The principle of autosuggestion works in precisely the same manner when one's dominating thoughts are fixed, through *Controlled Attention*. Discuss this.
- The difference between *Controlled Attention* and attention, which is not controlled, is very great. It amounts to the difference between feeding the mind on thought material that will produce that which one desires, and allowing the mind, by neglect, to feed upon thought material that will produce that which one does not desire.
- **The mind never remains inactive, not even during sleep. It works continuously by reacting to the influences that reach it.**
- Autosuggestion is the tool with which we dig a mental path in the brain. *Controlled Attention* is the hand that holds that tool. Habit is the map or blueprint that the mental path follows. An idea or a desire, to become transformed into action, must be held in the conscious mind until habit gives it permanent form. From there on autosuggestion does the rest by transferring the pattern to the subconscious mind, where it is taken over and automatically carried out to its

logical conclusion, by whatever practical means may be available to the individual.

- We know from observation and experience that the following principles may, when they are combined in the mind, produce mind-power bordering upon the miraculous. Discuss these principles.

- A combination of principles is required to produce sufficient power for the solution of practically every human problem. The power comes from the combination, not from any single principle.

- Discuss controlled attention as described by:

- Thomas Edison

- Henry Ford

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- * Look up the lives of the following men and determine how they use controlled attention in their lives:

- Alexander Graham Bell

- John D. Rockefeller-

- James J. Hill

11. Controlled Attention Review

“Concentration is the secret of strength in politics, in war, in trade, in short in all management of human affairs.” -Emerson

- 1 How is this principle related to that of *Definiteness of Purpose* in lesson No.1?
- 2 Name five factors that enter into the principle of concentration and explain
- 3 How is each one you name used?
- 4 What are some of the benefits that you might obtain through concentration on a definite objective? Be specific in your own illustrations.
- 5 How does the habit of concentration influence the results you can obtain in prayer?
- 6 What are the twelve principles you must apply in order to receive the greatest benefits from *Controlled Attention*?

- 7 How does autosuggestion become a vital factor in the principle of Controlled Attention?
- 8 Why is Self-Discipline so important in the principle of concentration?
- 9 How does the Law of Harmonious Attraction benefit you in the principle of Controlled Attention?
- 10 What are some advantages that you may receive by concentrating your mind on one subject at a time?
- 11 What is the most important idea you have gained from this principle and how will you be able to use it in your daily life?

12 What key principle or idea did you get from studying this lesson?

- a. What does this key principle or idea mean to you?
- b. How will you apply this key principle or idea?
- c. When will you start applying this key principle or idea?

13. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Twelve: Teamwork

Principle 12: Teamwork

Explain this principle on the basis that industry, as we know it today, could not carry on its vast operations without *Teamwork*.

- Every industry you can name is manned by a group of people who coordinate their efforts in a spirit of friendliness, all working together for a common benefit. One may operate small individual businesses, but any business that takes on the proportion of an industry must embrace and use the principle of *Teamwork*.
- Therefore, it is important that you stress the fact that industry and *teamwork* are synonymous terms and that a successful industry calls for efficient, harmonious cooperation among those who operate it. The same thing holds true for a home or a school.
- Cooperation, like love and friendship, is something one may get by giving.
- The *Teamwork* we engage in today may make this country more livable for our children and for the children of others who have a right to expect something from us besides a mountain of public debts.
- Our standard of living must be maintained and raised ever higher; our system of free enterprise must be preserved; our form of democracy must be protected; our schools and churches must be given a firm foundation; our sources of financial income must be made secure for the benefit of those who will follow us; just as they have been reserved for us by those who have preceded us.
- And this spirit of unselfish *Teamwork* consists in the fact that it will provide greater benefits for this generation, as well as help the generations that follow.
- Until we become inspired with this broader spirit of *Teamwork*—the spirit, which recognizes the oneness of our people and the fellowship of all people—we shall not be in a position to benefit individually the principle of cooperative effort. Greed and selfishness are not part of this spirit.

HOW *TEAMWORK* BENEFITS INDIVIDUALS WHO LIVE BY IT

Let us now turn our attention to the methods by which successful people have profited by their understanding and application of the principle of *Teamwork*.

- Discuss the story of Hugh Chalmers and the National Cash Register Company or one of your own choosing.
- Ask your students to give similar experiences from their own lives.

ARTHUR BRISBANE AND WILLIAM RANDOLPH HEARST LEARNED THE VALUE OF *TEAMWORK*

Discuss the story of W. R. Hearst and Arthur Brisbane to show how *teamwork* caused a huge empire to be built.

McCORMICK & COMPANY FINDS PROSPERITY THROUGH *TEAMWORK*

- Illustrate the McCormick & Company story showing how *teamwork* paid off.
- The plan under which the management and the associate workers are related in the business is known as the “Multiple Management” plan that is but another way of describing the company’s policy of *teamwork*.
- First of all, the “Multiple Management” plan inspires every individual connected with the company with a Definite Major Purpose, that purpose being a deeply seated desire to contribute to the company’s success.
 - It develops self-reliance through self-expression that is free from all fears - Encourages the development of the spirit of clean sportsmanship - Develops leadership by encouraging the exercise of *personal initiative* - Inspires *teamwork* between all employees and the management - Develops alertness of the mind and keenness of the imagination - Provides an adequate outlet for the expression of individual ambition - Gives everyone a feeling that he or she “belongs,” and no one is left without the means of gaining personal recognition on merit - Inspires loyalty among the employees—loyalty to the company and loyalty to one another— thus labor troubles are an unknown circumstance
 - It gives the company the fullest possible benefit of all talents ingenuity and *creative vision* of every employee, and provides adequate compensation for these talents in proportion to their value

Discipline comes from within the organization, from the individual workers, not merely from the management, and it is self-applied by the employees.

THE RELATIONSHIP BETWEEN *TEAMWORK* AND THE *MASTERMIND*

- *Teamwork* differs from the *Mastermind Alliance* principle in that it is based on the coordination of effort without necessarily embracing the principle of *Definiteness of Purpose* or the principle of harmony—two important essentials of the *Mastermind Alliance*. Discuss this.
- There are two types of *Teamwork*, namely:
 - 1 *Willing Teamwork*, based upon voluntary coordination of effort and free from all forms of force.
 - 2 *Unwilling Teamwork*, based upon fear, force or some form of necessity.
 - 3 The difference between these types of *Teamwork* is so great and so important that it should be emphasized, for it is this difference which determines whether any form of cooperation shall be permanent and constructive or temporary and destructive.
- American democracy is a splendid example of power and riches attained through mutual *Teamwork* by the people.
- The American Way of life is a way of friendly *Teamwork*.
- Under our system of free enterprise we have competition in business and industry and in the professions, but it is a friendly form of competition that is inspired and protected by the noblest form of cooperative government known to civilization—cooperative because it is a government “of the people, for the people, by the people.”

THE AMERICAN SYSTEM OF FREE ENTERPRISE

- Nowhere in the realm of that which we call the American way of life is there to be found a more important factor that known as the American system of free enterprise, upon which all American industry and business are operated.
- The American system of free enterprise provides the greater portion of all wages paid to American craftsmen, both skilled and the unskilled, and provides as well the major portion of the income from all professions and trades.
- Under the American system of free enterprise everyone has the privilege of choosing their own occupation under a system of rewards that limit earning capacity by nothing except individual ability, mental attitude and willingness to *Go the Extra Mile*.
- The American system is so flexible that it encourages individuals who begin as wage earners to promote themselves, through their personal savings and the services they render, into higher income brackets, as owners of a business, or as executives in corporations owned by themselves and others.
- The typical American corporation is a symbol of *Teamwork* of the highest order because here we find both the coordination of individual efforts and a combination of the financial resources of many people, all working together toward the same end; and let it be said that when the workers and the management are left alone to solve their own problems, they usually work together harmoniously and efficiently, as evidenced by the financial success of the average American corporation.

Stories: Principle Twelve

How Teamwork Benefits Individuals Who Live By It

During its early history, the National Cash Register Company found itself in financial difficulties because a negative influence had been set afloat among its salesmen. This had resulted in a steady decline in business throughout the nation. One after another of the company's top salesmen began to show an alarming decline in sales, until the situation became so serious that Hugh Chalmers, Sales Manager, called all of his salesmen in from the field to attend a General Sales Conference at the home office in Toledo, Ohio.

Mr. Chalmers had discovered what had caused the slump in their business, and he recognized that unusual methods would have to be adopted to restore the fighting spirit of his salesmen and to regain their wholehearted cooperation. He also recognized that the company's greatest asset was its sales organization—an asset that could be preserved only by the fullest measure of *teamwork* between the company and its salesmen.

The convention was assembled in a large auditorium where Mr. Chalmers spoke to his men: "Gentlemen, some of our competitors have put on a whispering campaign designed to sow seeds of distrust in your minds and thus prevent you from giving us the loyal cooperation which has made this business successful in the past. One of the falsehoods that has been circulating is that our company is in financial difficulty and may not be able to pull through, that we intend to curtail our sales force and lay off a large portion of our salesmen. Some of you have been influenced by these reports until your sales have dropped alarmingly. I have brought you here for the purpose of giving 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?"

At this point one of the salesmen rose and was recognized by Mr. Chalmers: "My sales have been dropping off because I have a territory which has been hard hit by drought. The merchants are not buying cash registers because their businesses have suffered from this drought. Moreover, our competitors are cutting prices and engaging in business tactics which make it impossible for us to compete with them. And besides all this, the farmers are getting so little for their cotton this year that they are not spending their money.

"Then too," he added, "this is a presidential election year and everyone in my territory is worried about the outcome. Labor Day is only two months off, and no one seems interested in buying anything until after that time."

Now a second man had risen and been recognized by Hugh Chalmers. He launched into a talk, which was infinitely more negative than that of the first speaker. He confirmed everything the first speaker had said, and added to it a tale of woe which left no doubt in the mind of anyone that he believed the company was doomed. And he concluded his remarks by stating that he had been looking for another position. But before he finished, Hugh Chalmers jumped to his feet, held up his hand for silence, and exclaimed:

“Gentlemen, let this convention take a recess of fifteen minutes while I get my shoes shined. But please remain seated.”

The salesmen looked at one another in astonishment, and began to whisper:

“The poor fellow has lost his mind,” said one man.

“You’re telling me!” exclaimed another.

But Chalmers went right ahead with the shine. He placed his chair on top of a table, climbed onto it, and had a small boy shine his shoes. As the boy worked, Chalmers chatted pleasantly with him, paying not the slightest attention to his audience and showing no sign that he was conscious of doing anything unusual. He did not seem the least disturbed.

When the boy had finished, Chalmers straightened himself, looked over the audience, smiled, and then turned to the lad who had done the job and handed him a dime. Next, he announced that the boy was going to make a speech. The boy turned a pair of big brown eyes on Hugh Chalmers and began to protest, “I don’t know how to make no speech!” But Chalmers insisted.

“Sure you can make a speech, and a mighty good one,” he said. “You can make a much better speech than either of the two men we have just heard. Just stand up here on the table with me and I will help you.”

“How old are you?” Chalmers queried.

“I’se goin’ on twelve my next birthday,” the boy replied.

“How long have you been shining shoes in this plant?” was Chalmers’ next question.

“I’ve been here six months,” the boy answered.

“Fine! Now tell us how much you get for shining shoes.”

“I get a nickel,” the boy replied, “but sometimes I get another nickel for tips, like you all give me.”

“Who had your job shining shoes in this plant before you did?” Chalmers asked.

“It was a boy named Tom.”

“And how old was Tom?”

“I hear he was goin’ on eighteen.”

“How did you come to get his job?” Chalmers demanded.

“I hear he couldn’t make a living at a nickel for shining shoes.”

“He couldn’t make a living?” Chalmers exclaimed. “Well, tell us whether or not you are making a living at a nickel a shine.”

“Oh yes sir! I’m doing O.K.”

“That’s fine,” Chalmers responded. “Tell us exactly how much you are making.”

“Well, sir,” the boy replied, “I give my mother \$10 on Saturday night, and I put \$5 in my saving’s bank, and I have \$2 for spending money.”

“That amounts to \$17 a week,” said Chalmers.

“Yes sir, but some weeks I make more than that. I’m saving on the side to buy me a bicycle, but my mother doesn’t know anything about that.”

“Thank you,” replied Chalmers. “You have made a very fine speech. Now hop down and let me finish it for you.”

Turning to his audience, Chalmers explained why he had stopped the meeting to get a shoeshine. “Gentlemen, 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 he has the same job that was formerly held by a boy six years older than himself, doing the same sort of work, charging the same price for his work, and serving the same men and women who work in this plant. The older boy quit the job because he couldn’t make a living from it. This boy not only makes a living for himself and his mother, he is saving money besides. 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 his nickel. Therefore, that is all they did hand him, no tips and no great amount of repeat orders for his services. Of course, he couldn’t make a living although he received a subsidy of \$10 a week from the company. Furthermore . . .”

Mr. Chalmers was interrupted at this point by a salesman who asked permission to speak. Then without waiting for recognition he said:

“I get the point, Mr. Chalmers! Those of us who have been failing in the field have been buying other people’s hard luck stories instead of selling them our cash registers. I know that is what I have been doing. I know also that I have been trying to do a job with a negative mind, and I now realize that this is why my sales have been falling off. I don’t know how the others feel about the matter, but as far as I am concerned, I am going back to my territory and will start working it as I never worked it before, and I can promise you that in the future you will get orders for cash registers from me instead of hard luck stories about business being so poor.”

At this point another salesman jumped from his chair, waved his hands and said, “And that goes for me too, Mr. Chalmers!” That was a signal for the others to follow suit. In a few minutes pandemonium broke out, and everyone seemed to be talking at the same time. The meeting wound up at a banquet that evening after every salesman had promised to go back to his territory with a new spirit of faith.

Harmonious coordination of effort is more important to a good team than individual skill.

The year, which followed, was one of the greatest in the history of the National Cash Register Company. What had happened? A master salesman has shamed a group of men into taking a look at themselves through the eyes of a boy who had been maneuvered into teaching them a lesson. Chalmers’ strategy was worth a thousand pep talks on *teamwork*. The moral it portrayed was so obvious that no one present could overlook it, and not one of them did.

The salesman made more money the following year than they had ever made during any previous year—and with far less effort than they had been exerting to think up alibis to explain their lack of sales. Hugh Chalmers did very well also. At the end of the year he received a bonus check amounting to more than his fixed salary.

Yes, friendly cooperation always pays off, because this sort of *teamwork* provides one with a *positive mental attitude*, which does not recognize obstacles except to use them as steppingstones to opportunity. Hugh Chalmers was recognized throughout the nation as one of the greatest sales managers of his time because he not only maintained a *positive mental attitude* in his relationship with his men, but he influenced them to reciprocate in the same spirit.

Wherever he was known, he was acclaimed as a stickler for *teamwork* between himself and his salesmen. That spirit was absorbed by them, and many who left the company years after this dramatic sales convention made enviable positions for themselves in other fields, some of them becoming heads of their own businesses.

The National Cash Register Company became known as a training ground for master salesmen who profited by becoming willing allies of Hugh Chalmers in the maintenance of the spirit of *teamwork*.

Arthur Brisbane and William Randolph Hearst Learned the Value of Teamwork

Arthur Brisbane was an itinerant newspaperman whose ability was no greater than that of thousands of other newspapermen. He formed a friendly, cooperative alliance with William Randolph Hearst, which lifted each of them to heights of achievement neither would have attained without the cooperation of the other.

Mr. Hearst placed Brisbane’s *To-day* column on the front page of each of his newspapers, thus providing Brisbane with a daily audience of millions of men and women. By skillful maneuvering of public opinion through his column, Mr. Brisbane soon built a following, which gave him widespread influence.

Brisbane's influence, in turn, became valuable to Mr. Hearst in terms of newspaper circulation, and the increased circulation, of course, paid off in terms of valuable advertising space. This *teamwork* between the two eventually became a *mastermind alliance*. Brisbane became the guiding influence for the vast newspaper empire which Mr. Hearst established, and the empire continued to thrive as long as the alliance lasted.

Shortly after Brisbane's death, the newspaper empire was liquidated and a portion of Mr. Hearst's fortune went with it. The cooperative influence of Brisbane was no longer available and the load was too heavy for Mr. Hearst.

McCormick & Company Finds Prosperity through Teamwork

Another example of success founded on *teamwork* is McCormick & Company, manufacturers and importers of teas and spices, in Baltimore, Maryland. The plan under which this management and its employees are related is known as the *multiple management plan*—just another way of saying *teamwork*.

Here is how Robber Littell described this *multiple management plan* in the *Reader's Digest*:

Something that an ambitious and capable young friend of mine said the other day seemed to me a significant criticism of the way too many American businesses are run—all the more significant because it echoed complaints all of us have heard time and again, or perhaps personally felt.

"I have something to give to our company which it does not seem to want," said my friend. "The management is somewhere up in the clouds, and I have no contact with it. At first I tried making suggestions, but soon learned to keep my mouth shut and do as I was told. In frequent speeches to us, the employees, the president—who hardly recognizes me when he sees me in the elevator—asks me to be loyal, as if loyalty were a one-way street. The few raises I've got I've had to beg for, and they were granted grudgingly. But more than money, I want recognition, freedom, and a sense of being really in on the company's affairs. The aloofness of the higher-ups makes a lot of us juniors fall into a don't-care attitude. I think it does the firm more harm than a sit-down strike."

Such a complaint could not be made by the employees of McCormick & Company, for the company, through its *multiple management plan*, has learned how to draw upon hidden resources of energy, initiative and enthusiasm often neglected by centralized management, and has discovered how to enlist the hearts as well as the heads of men who work for it.

For forty-three years this spice, tea, and extract business was run by the founder, a genius by the name of Willoughby M. McCormick. Upon his death in 1932, he was succeeded by his nephew, Charles P. McCormick. Young McCormick, even after seventeen years of apprenticeship, did not feel able to assume a one-man crown. He wanted to share responsibilities with those who could be taught to take it. He felt that independence must be restored to an organization sunk in routine, and that creative imagination should be revived among men who had been saying "yes" to one man's mind so long that they were only half of their own. The company's directors were men of forty-five and over. Their habits of thought were colored by the past. Something more was needed. And so, out of necessity was born the idea of the *multiple management plan*. McCormick picked seventeen younger men from various departments and said to them:

“You are the Junior Board of Directors. You will supplement the Senior Board and feed it with ideas. Elect your own chairman and secretary. Discuss everything that concerns the business. The books are open to you—the minds of your superiors will be wide open to you also. Make any recommendations you like—upon one condition: they must be unanimous.”

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. With a hundred economies here or improvements there, McCormick & Company hardly knew there was a depression. But more important than dollars and cents, the Junior Board was a brilliantly successful experiment in human engineering.

I saw the Junior Board in action—seventeen young men around a long table, each one bursting with ideas for raising the business a notch higher. Some of the ideas were laughingly turned down, others were referred to a subcommittee for further study, and all of them were picked clean of their meat by a gathering of equals.

The atmosphere was free. There was plenty of kidding. But over it all was the shadow of that day, twice a year, when the Junior Board would elect three new members—after dropping the three whom a ballot declared to have been the least efficient.

I saw the factory in action, too. It was a logical outcome of the Junior Board's success. In most factories foremen or supervisors live apart with their machines all day and shake their heads at the mental processes of the front office. But here they met with front office personnel once a week to suggest, to thrash out, and to do their part in running the business; here again were discussion and consent rather than orders and obedience.

Every Saturday the three boards met together. Titles and ranks were forgotten—they meant almost nothing at McCormick's anyway. The healthy give-and-take of these wide-ranging discussions has long since banished logrolling, departmental jealousies, and office politics.

The arithmetic of the *multiple management plan* is simple. Forty heads, if you can get at what's inside of them, are better than one.

And *multiple management plan* doesn't stop with these boards. Formerly, the placing and promotion of new employees was rather hit or miss, and the turnover among them was high. But today every newcomer who shows signs of promise is at once sponsored by a member of the Junior Board whose job is not so much to supervise his work as to give him general advice—if he has the sense to ask for it. After three months, each month under a different sponsor, the protégé is either dropped back into the ranks of plodders or singled out for training and advancement. To ambitious beginners the encouragement is invaluable.

The three boards, working together, have gradually evolved a personnel policy, which puts McCormick & Company in the front rank of enlightened employers. It is one of the few companies I know where getting fired is almost as laborious a process as getting hired. To dismiss a man, the signatures of four of his superiors are necessary. Usually he is called before the Factory Board and allowed to plead his case. 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* is working for McCormick & Company because of the spirit of human understanding and *teamwork* the individual workers have put into it—a spirit that began with the management and was readily embraced by the employees. And obviously this spirit of understanding and *teamwork* is serving to provide sound economy in the management of the company because it recognizes and appropriately rewards merit, down to the humblest employee, and at the same time eliminates the unwilling and the unfit from the organization.

12. Teamwork Review

“Harmonious cooperation is a priceless asset which you can acquire in proportion to your giving.”

- 1 How does the principle of *Teamwork* differ from the *Mastermind Alliance* principle?

- 2 What specific principle was taught by Hugh Chalmers when he related the experiences of his shoe shine boy?

- 3 "Friction in machinery is costly; but friction in human relationships is fatal—both to themselves and their associates." Explain why!

- 4 How did the principle of *Teamwork* express itself between William Randolph Hearst and Arthur Brisbane?

- 5 What are some benefits that were evident in the McCormick Tea Company by the practice of the *multiple management plan*?

- 6 What are some of the results in a business organization when there is no cooperation between management and employees?
- 7 Why is there no happiness and harmony in a family when *teamwork* is lacking?
- 8 What specific principles of the *Science of Success* can be applied to the American system of free enterprise?
- 9 What was the idea behind the establishment of Junior Board of Directors of the McCormick Tea Company?
- 10 Give illustrations and reasons for the use of the two kinds of *teamwork*. Which one can be used more profitably? Why?
- 11 What key principle or idea did you get from studying this lesson?

- a. What does this key principle or idea mean to you?
- b. How will you apply this key principle or idea?
- c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Thirteen: Learning from Adversity and Defeat

Principle 13: Learning from Adversity and Defeat

The central theme of this principle may be stated in one simple sentence:

“Every adversity carries with it the seed of an equivalent or greater benefit.”

Everyone knows that failure and physical pain are parts of nature’s common language in which she speaks to every living creature. And it is worthy of note that the turning point at which one begins to attain success is the higher brackets of achievement, usually is definitely marked by some form of defeat or failure.

Those who have been accepted by the world as “Successful” have undergone defeat comparable with the scope of their success. From this fact it may be safely assumed that defeat should be accepted merely as a testing factor that permits one to discover the source and the nature of one’s inner powers of thought. Defeat is never the same as failure unless and until it has been accepted as such.

The seventeen principles of this philosophy provide the means by which one may cross over from the failure side of the stream to the success side. Every person will find themselves on the negative side of the stream at one time or another—sometimes because of circumstances over which they have no immediate control!

EVIDENCE THAT ADVERSITY MAY BECOME A BLESSING

- Near Fort Atkinson, Wisconsin, a farmer by the name of Milo C. Jones operated a small farm. Although his physical health was good, he seemed unable to make his farm yield more than the bare necessities of life.

Discuss this story and its implications.

- There is no such reality as failure save only that circumstance that is accepted as such. Remember this, you who have been struck down by circumstances that you regard as indicative of failure. Remember that you may be face to face with the needed turning point of your life from which you may change your course, get on a new road, and acquire new courage, new vision and a new will to win.
- In all the history of the struggles and the adversities of mankind there is no evidence to disprove the fact that every adversity, every disappointment, every heartache, carries with it the seed of an equivalent benefit. A great philosopher has truly said: **“God never takes anything away from anyone without replacing it with something better!”**

SOME BENEFITS OF ADVERSITY IN WORLD WAR II

One fact we can all agree upon is this: World War II brought the people of the United States one of the greatest adversities this nation has ever known!

It must follow, therefore, that the seed of an equivalent benefit, growing out of this adversity is also great! Let us examine this seed, or at least that portion of the seed that we can recognize. Discuss the benefits.

THE MAJOR CAUSES OF PERSONAL FAILURE

1. The habit of drifting with circumstances without definite aims or plans
2. Unfavorable physical heredity at birth
3. Meddlesome curiosity in connection with other people's business
4. Lack of a definite major purpose as a lifetime goal
5. Inadequate schooling.
6. Lack of self-discipline
7. Lack of ambition to aim above mediocrity
8. Ill health often due to wrong thinking and improper diet
9. Unfavorable environmental influences during childhood
10. Lack of persistence in following through with one's duties
11. The habit of a negative mental attitude
12. Lack of control over the emotions, both the negative and the positive.
13. The desire for something for nothing.
14. The lack of the habit of reaching decisions promptly and firmly
15. One or more of the seven basic fears
16. The wrong selection of a mate in marriage
17. Over-caution in business and professional relationships.
18. Under-caution in business and professional relationships
19. The wrong choice of associates in one's occupation or calling
20. The wrong selection of a vocation or a total neglect to make a choice of a vocation

21. The lack of concentration of effort - that is divided interests
22. The lack of a budget control over income and expenditures
23. The failure to budget and use time to best advantage
24. The lack of controlled enthusiasm
25. Intolerance
26. Failure to cooperate with others in the spirit of harmony
27. Possession of power or wealthy not based on merit or earned.
28. The lack of the spirit of loyalty to those to whom it is due
29. The habit of forming opinions not based upon known facts
30. Egotism and vanity not under control
31. Lack of vision and imagination
32. Unwillingness to go the extra mile
33. The desire for revenge for real or imaginary grievances
34. The habit of producing alibis instead of satisfactory results
35. The lack of dependability

ONE MAN'S REACTION TO ADVERSITY

One man who lost his entire fortune during the depression that began in 1929 was courageous enough to enumerate the benefits he gained from his loss.

- “Through the loss of material fortune I discovered an intangible fortune of such huge proportion that it cannot be estimated in terms of material things.”
- “The depression which started during the year 1929 was the cause of my greatest defeat; yet it brought about my noblest victory, for it introduced me to a philosophy of life that will take the sting out of all future defeats.”
- “It deprived me of my money and other property, but it taught me that absolute independence is a theory only; that every one is dependent upon others in one way or another, through life, regardless of this material riches.”
- “It taught me the futility of worrying over circumstances beyond one’s control.”
- “That fear can be spread, like an epidemic, by mass thought and talk.”
- “That any circumstances which forces one, or inspires one to use his own Personal Initiative with Definiteness of Purpose is beneficial.”
- “That money and real estate and other material things can become worthless through fear and a negative mental attitude toward the world at large.”
- “That the dominating thoughts of one’s mind have a definite way of clothing themselves in their appropriate physical equivalent, whether the thoughts are positive or negative.”
- “There is no such reality as something for nothing, either in the affairs of men or the realm of natural laws.”
- “That a business conducted under the Golden Rule will survive a depression where those conducted without this principle cannot survive.”
- “That it is more blessed to render useful service, and more profitable than to demand something for nothing through government subsidies or public charity.”
- “That both success and failure originate in the mind, as a result of one’s dominating thoughts.”
- “That a man’s greatest blessing may consist in his greatest sorrow.”
- “That there is one human being on whom one can depend, without disappointment, in time of adversity, and this is one’s self.”

“7 Basic Fears”

by Napoleon Hill

Fear can be both a blessing and a curse, depending upon how and when one yields to it or rejects it.

The fear of failure can attract the causes of failure, and the fear of defeat is an open invitation for defeat. Fear is so powerful that it can do as much damage as its opposite-faith-can do good. As a matter of fact fear is nothing but faith in reverse gear.

There are seven basic fears which hold many people in bondage throughout their lives. No great and enduring success can be achieved by anyone until he has mastered all seven.

Fear of poverty: This fear is harbored by people who allow their minds to dwell on the circumstances and things they do not want. All thoughts have the habit of attracting to one the things one thinks about. This explains why one must condition his mind with a “success consciousness” before he can attract success. The emotions of faith and fear have equal pulling power-one attracts failure and the other attracts success as surely as water runs down hill in response to the law of gravitation.

Fear of criticism: The fear of what “they will say” of one’s ideas or plans keeps millions of people from using their initiative in bringing forth ideas that could make them rich. And fear of criticism causes some minds to close up like clams, thereby depriving individuals of priceless opportunities to improve themselves by discovery of their weaknesses, mistakes, and poor judgment. The successful person invites criticism because he knows that it may reveal to him some advantage he had overlooked, or bring him some opportunity he had not expected.

Fear of ill health: Doctors have a sixty-four dollar word for this fear. It is hypochondria (imaginary illness). Here, the same as in connection with material things of a financial nature, the mind attracts that which it believes in, whether the belief is expressed through fear or by faith. Talking, thinking, and believing one is sick will bring about the effects of illness, and strangely enough, the symptoms appear to be the same as those which accompany real illness.

Fear of the loss of love: This is the fear which causes jealousy. Not infrequently it leads to both temporary and permanent insanity. Whether it is justified or not, jealousy destroys homes, breaks up business and professional relationships, and leads to physical ailments on a scale scarcely equaled by any of the other fears. It has been said that women are more susceptible to the fear of jealousy than men are, due perhaps to their knowledge of the polygamous nature of the male.

Fear of the loss of liberty: Every human being has a deeply seated and inborn desire for freedom, a gift perhaps by the Creator who gave man complete rights to use his mind-power as a means of providing himself with freedom to work out his own earthly destiny. This is the only one of the seven basic fears which is founded upon circumstances over which the individual does not have the power of control. With the world in the state of chaos and frustration existing today there is ample reason to justify one's fear of losing his liberty.

Fear of old age: Just why men and women should curtail their usefulness because of their fear of old age is difficult to define. For it's obvious that the Creator has so wisely provided man with everything he needs, with which to work out his earthly existence, that nothing can be taken away from him without something of equal or greater value becoming available to take its place. As one gives up his youth, its place is filled by wisdom. And history proves that man's greatest achievements take place after he passes the half-century mark. Moreover, age is not accurately measured by the years one has lived, but it is determined by the nature of the thinking he does and his reactions to his experiences.

Fear of death: This is the grandfather of all of the seven basic fears, and the most unnecessary of them all because it is something over which no one has enduring control. One man who mastered this fear explained how he did it this way: "I believed" said he, "that death brings one or the other of two conditions. Either it results in one long, eternal sleep, or it carries us to another world far superior to the one we leave behind, and neither of these possibilities is terrifying."

Source: Success Unlimited. May, 1965, pgs. 8 – 10.

SUMMARY

- The loss of material things—wealth, position, property, or opposition growing out of friction in human relationships, and from within, where one loses contact with the spiritual forces of being, is overcome by discouragement, fear, worry or anxiety, gives up and quits trying.
 - Defeat speaks in a language that people of every tongue understand. - It may have the effect of supplanting vanity and arrogance with humility of the heart. - May cause one to acquire the habit of taking self-inventory. - Lead to the development of a stronger will power. - Break up undesirable relationships with others. - Lead one into the deeper wells of sorrow.
- Success without humility of the heart is apt to prove only temporary and unsatisfying. Evidence of this may be found in most instances where people become suddenly successful without the experience of hardship; struggle and temporary defeat—the great disciplinary forces of mankind.
- Defeat often serves to relieve an individual of conceit, but there is a difference between conceit and self-reliance based upon an honest inventory of one's character. Discuss this.
- If one has genuine self-reliance, one has also sound character, for each evolves from the other, and sound character does not yield to defeat without a fight.
- A person's mental attitude in respect to defeat is the factor of major importance that determines whether they ride with the tides of fortune, on the success side of The River of Life, or are swept to the other side by the circumstances of misfortune.
- A *Positive Mental Attitude* is so important that it not only claimed first position in the list of *Twelve Riches of Life*, but it had to be included as an important part of the lesson on a *Pleasing Personality*, and it has been mentioned in practically every lesson of this course.
- A *Positive Mental Attitude* is an essential part of the *Master Key* itself. It operates by no other type of mental attitude. *Applied Faith* and a *Positive Mental Attitude* are twin brothers.

Stories: Principle Thirteen

Evidence That Adversity May Become A Blessing

Milo C. Jones operated a small farm near Fort Atkinson, Wisconsin. Although his physical health was good, he seemed unable to make his farm yield more than the bare necessities of life. Late in life he suffered a paralytic stroke and was put to bed by relatives who believed him to be a hopeless invalid. For weeks he remained unable to move a single muscle. All he had left was his mind, the one great power he had drawn upon so rarely because he had earned his living by the use of his brawn.

Out of this sheer necessity, he discovered the power of his mind and began to draw upon it! Almost immediately he discovered the seed of equivalent benefit, which was destined to compensate him for his misfortune. He recognized the seed, germinated by application of *Definiteness of Purpose* and the *Mastermind Alliance* principle, and put it to use. That seed consisted of a simple idea . . . an idea which he probably would never have discovered had he not been driven to it by his temporary defeat. After he had thoroughly organized his thinking, he called in the members of his family and revealed the idea to them.

“I can no longer work with my hands,” he began, “so I have decided to work with my mind. The rest of you will have to take the place of my hands. Please plant every acre of our farm you can spare in corn. Then start raising pigs with that corn. Slaughter the pigs while they are young and tender and convert them into sausage. We will call them *Jones Little Pig Sausages* and we will sell them directly to the retail stores all over the country.

The family went to work as directed. In a few years the trade name of *Jones Little Pig Sausages* became a household byword throughout the nation. And the Jones family became wealthier than they had ever dreamed possible. Milo C. Jones lived to see himself possessed of a fortune earned on the same farm which previous to his misfortune had yielded him only a scant living. He had switched from the failure side of the River of Life to the success side of the stream—voluntarily— *by the power of thought*.

13. Learning from Adversity and Defeat Review

“Every defeat, every disappointment and every adversity carry seeds of equivalent benefits.”

- 1 Give three illustrations showing how adversity and defeat proved to be a blessing to those who were affected.
- 2 When you are faced with adversity or defeat, what is the first step you must take in order to find the seed of an equivalent benefit?
- 3 When can adversity or defeat be considered a failure?
- 4 What were some of the benefits derived from 9/11?
- 5 What is meant by the success side of the River of Life and how can this be attained?

- 6 What is the reaction of a person who has a success consciousness to defeat? Please explain.

- 7 In your own words, explain what Emerson means when he defines a fever.

- 8 In what important ways is the United States of America a product of temporary defeat?

- 9 How can a stumbling block be made a steppingstone to success?

- 10 What worthwhile ideas have you gained by studying this lesson?

- 11 What key principle or idea did you get from studying this lesson?

- a. What does this key principle or idea mean to you?
- b. How will you apply this key principle or idea?
- c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Fourteen: Creative Vision

Principle 14: Creative Vision

Creative Vision, expressed by men and women who have been unafraid of criticism, has been responsible for the civilization of today as we know it. It has been responsible for the revelations of scientific inventions. It has evolved the great American way of life, starting with the steamboat age and continuing upward through the railroad age, the electrical age, the airplane age, and finally the age of plastics. From the combination of these developments has come the system of free enterprise, with its miracles of mass production, which have amazed the world.

Creative Vision inspires people to pioneer and to dare to experiment with new ideas in every field of endeavor.

Creative Vision is a quality of the mind belonging only to men and women who follow the habit of *Going the Extra Mile*.

Creative Vision may be an inborn quality of the mind, or it may be an acquired quality, for it may be developed by the free and fearless use of the faculty of the imagination.

THERE ARE TWO TYPES OF IMAGINATION

1. Synthetic imagination, which consists of a combination of previously, recognized ideas, concepts, plans or facts arranged in a new order or put to a new use.
2. Creative imagination, which has its base in the subconscious section of the mind, and serves as the medium by which basically new facts or ideas are revealed through the faculty of the sixth sense.

Examples of Applied Synthetic Imagination

Discuss these life stories with your group. Some Dr. Hill referred in his presentation, others you can look up on-line :

Thomas Edison
Clarence Saunders
Henry Ford
F.W. Woolworth
Frank Vanderlip
Robert LeTourneau
Madame Curie

Examples of *Creative Vision* Applied

- Imagination inspires human endeavor in connection with material things and ideas associated with material things.

Creative Vision extends beyond the interest in material things. It judges the future by the past, and concerns itself with the future more than with the past. Imagination is influenced and controlled by the powers of reason and experience. *Creative Vision* pushes both of these aside and attains its ends by basically new ideas and methods.

Discuss the story of Dr. Elmer R. Gates.

***Creative Vision* is Needed**

There is a need and an opportunity for the profitable application of *Creative Vision* in a great variety of places, if our way of life is to endure. We mention but a few of the more obvious of these:

- Discuss the need for this kind of *Creative Vision* in areas you may find lacking today.
- In the field of radio and television, there is an opportunity for the introduction of programs, which educate as well as entertain.
- There is a need for storybooks for children that will educate as well as entertain.
- There is a great demand for the perfection of safety devices that will lower the death hazards in automobile accidents.
- Small business owners and retail merchants are in need of counsel in order to meet the competition of new and improved methods of merchandising.
- A clever individual with *Creative Vision* may make more money than he or she needs by inventing a system of sewing for children that will teach children the art of sewing as well as serve as entertainment.
- Countries need *Creative Vision* in every field of endeavor. The man or woman who masters this philosophy and learns to apply it will be sure to supply a generous portion of this vision, for which equally generous rewards await them.
- Look up and discuss the story of *Ben Hur* by Lewis Wallace and see how it applies to everyday experiences.
- Wherever men with *Creative Vision* are found, there also may one find progress, prosperity and high standards of living.
- Do your own research and discuss any illustrations of *Creative Vision* used by:

Andrew Carnegie

John Wanamaker

And other modern industrialists and scientists

Stories: Principle Fourteen

Dr. Elmer R. Gates

Dr. Elmer Gates, a contemporary of Thomas A. Edison, lived in Chevy Chase, Maryland. While Mr. Edison had but little formal schooling, Dr. Gates was skilled in many of the sciences and had the benefit of an extensive formal education. He was recognized throughout the world of science as a scientist of the highest caliber, and his scientific inventions, as disclosed by the records of the U.S. Patent Office, outnumbered those of Mr. Edison two to one. He began his career, as did Mr. Edison, by depending at first upon his imagination, and then developed it into *creative vision* through constant application and use.

During the latter portion of his life, Dr. Gates earned his living entirely by the application of his highly developed power of *creative vision*. His method of application is worthy of consideration by the most profound thinkers, because it proves that one may develop the faculty of imagination until it leads to the power of *creative vision*.

Dr. Gates' method of applying *creative vision* could have been called "sitting for ideas." He had a soundproof room in which he did the "sitting." When he wanted a solution to a problem, he went into his room, closed the door, seated himself at a table supplied with pencil and paper, and turned off the lights. He then concentrated his thoughts upon the nature of his problem, and waited for the reception of ideas that he needed for its solution. Sometimes the ideas would immediately begin to flow into his mind. At other times he waited for an hour or more before they began to make their appearance—and on some occasions no ideas came through.

Dr. Gates refined and perfected more than two hundred and fifty patents by this method. These patents covered ideas which inventors, who had less *creative vision* than he, had undertaken to perfect, but on which the other inventors had fallen short of success. He added to their ideas the finishing touches that were needed to give them mechanical perfection.

His method of sitting for ideas was simple. He began by examining the application for the patent until he found its weakness, using his own testing laboratory or that of the US Bureau of Standards. Then he went into his soundproof room with the patent application and the drawings explaining the application, placed them before him on the table, and waited for the unknown quantity to appear. When it did appear, it came in the form of an idea which provided the information he was seeking.

Dr. Gates' skill in the use of *creative vision* was so well known, and so trustworthy, that he was retained by many large industrial corporations for the purpose of helping solve some of their mechanical, economic, and industrial problems. He was paid handsomely for his time. When Dr. Gates was asked to explain the source from which he received his results while sitting for ideas, he gave the following explanation:

"The source of all ideas may be classified under the following headings:

- 1 The knowledge acquired from individual experience, observation, education. The storehouse of the memory.
- 2 The store of knowledge accumulated by others through the same media, which may be contacted through mental telepathy.
- 3 The universal storehouse of *Infinite Intelligence*, wherein is stored all knowledge and all facts, which may be contacted through the subconscious section of the mind.”

“When I sit for ideas, I may tune in to one or all of these sources. If other sources of ideas are available, I do not know what they are.”

Observe that Dr. Gates’ method of sitting for ideas was based upon the application of the *big four* principles of this philosophy, plus a fifth principle, *Creative Vision*.

14. Creative Vision Review

“The imagination is the workshop of the soul wherein are shaped all plans for individual achievement.”

1. What are the two types of imagination and explain the difference between them?
2. Why was the type of imagination used by Thomas A Edison in his invention of the electric light called synthetic?
3. Explain what type of imagination he used in his invention of the talking machine. Why was this type used?
4. When Dr. Elmer Gates "sat" for his ideas, he stated they came from three sources. What are they?
5. What three ideas can you develop that would make this world a better place in which to live?
6. Research and discover what was F. W. Woolworth's idea to create sales? What was the outcome?

7. Use your imagination to develop a practical plan by which the Science of Success course could be distributed more effectively in your community.

8. Which illustrations of *Creative Vision* impressed you most? What is the reason for your answer?

9. How were you inspired to use your imagination while studying this principle? Give a practical illustration.

10. What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

11. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Fifteen: Maintenance of Sound Health

Principle 15: Maintenance of Sound Health

INTRODUCTION

It is very important that when you present this lesson to your students that you adhere to the facts about health and nutrition and not let yourself be influenced by the fads and frauds one reads in references to this topic. If any questions concerning foods or medicine arise, the best way to handle them is to refer them to an authority on the subject. Do not handle them yourself unless you happen to be an approved authority. Be very careful of your statements, as they may cause misunderstandings.

We must always be aware of the fact that we cannot separate the body and the mind because they are considered one. Anything that affects the health and vigor of the mind will also affect the body. In the same manner anything that affects the health of our body will affect the mind. We must keep in mind that we are a mind-body.

THE RHYTHM OF LIFE

Nothing about life is static or unchanging. There seems to be rhythmical or wave-like motion to life. In reviewing our own lives, we must be very careful that we live a rhythmical one following work with play, mental effort with physical effort, eating with fasting, seriousness with humor, sex with sex transmutation, and many others.

Discuss these rhythms and their importance with your group.

THE INFLUENCE OF THE MIND

The proper perspective of this mind-body of ours is that the mind is the higher function of the two, and that the body is an exquisitely functioning machine for carrying the mind about and executing the dictates of this tremendous powerhouse. Yes, a smoothly functioning mind is necessary to a smoothly functioning body. The reverse is not so true.

To realize a smoothly functioning mind, let us reconsider some of the qualities we have found essential to success and happiness, for they are also essential to a sound mind.

- **Essentials of Success and Happiness** - A definite major purpose and a plan for carrying out that purpose keep us from vacillating in our efforts. Think of a situation in which you were part of a smooth, well-organized plan. You were content with the way the situation was handled. You felt at ease and comfortable. Your mind is always most satisfied with the harmony of action shown in a well-organized plan. Anxiety is the feeling you develop in a poorly organized situation. - Probably the most important single quality necessary to sound mental health is a positive mental attitude, and all that this 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 destroy harmony and peace of mind—all the qualities necessary for a positive mental attitude.

- Why is happiness so important to the development of a positive mental attitude?

· **The Force of Fear** - A definite major purpose and a plan for carrying out that purpose keep us from vacillating in our efforts. Think of a situation in which you were part of a smooth, well-organized plan. You were content with the way the situation was handled. You felt at ease and comfortable. Your mind is always most satisfied with the harmony of action shown in a well-organized plan. Anxiety is the feeling you develop in a poorly organized situation.

- The first problem we have is to replace fear with understanding and faith in ourselves. To do this, let us examine the mechanism of fear and its relation to bodily function.
- Frequently, fear is no longer a reaction to a specific danger, but a thoroughly learned habit of response, perhaps learned in early childhood. Although the need of this response has long since been lost, the pattern of thinking may persist, and now is defeating your quest for happiness and effective living. We fear most the unknown. Seek knowledge and understanding of your fear, and it will be replaced by faith. One must cultivate and nurture a positive mental attitude to achieve that smooth, effectively functioning mind-body you are seeking.
- Why must our fears be supplanted with faith?

· **PMA – Positive Mental Attitude**

Emil Coué, the French psychologist, gave the world a very simple but practical formula for the maintenance of health consciousness in one sentence. “Every day in every respect, I am getting better and better.” He recommended that this sentence be repeated many times daily, until the subconscious section of the mind picked it up, accepted it and began to carry it out to its logical conclusion in the form of good health.

· **Eating Habits** - The first series of facts we must understand is the purpose of food. It is to supply the human body with the many and varied nutritional factors necessary for the body to maintain its fourteen hundred systems in good repair and full function. It is not intended to delight the guests, satisfy the social ambitions of the hostess, or lull the boss or the prospective customer into a raise or contract. It certainly was never intended to be a means of discipline or correction. “If you don’t eat your spinach, you can’t have your dessert.”

- Discuss the components of a well balanced diet.

· **Proper Nutrition**

- Moderation in all things hold true in our eating habits as with anything else. Perhaps we can get a clearer overall picture of our needs, and thus help to control the great universal problem of the years beyond thirty if we understand what I have jokingly named “the law of the expanding middle.” This is technically called calorie requirements.
- If you find that you cannot control your eating, seek the counsel of a good psychiatrist or psychologist. He can add years to your life by helping you break the habit of over-eating. Buoyancy, increased vitality and happiness are the rewards.
- Discuss physical conditions that may arise because of improper nutrition.

· **Rhythms in Relaxation**

- Relaxation means the complete forgetting of the worries and problems of the day. Yet there is a constant stream of people who need to relax that in effect says, “Doctor, I cannot relax.” Surprising as this seems, this is probably true, since relaxing is a negative quality.
- Periods of relaxation can break the tensions of the day, and be profitable. Some businessmen have a favorite easy chair in their offices, and they meditate in it for five to ten minutes out of every hour. Some salesmen use the time driving between calls, as do some of the doctors. Many brilliant decisions and solutions to problems have come during periods of such relaxation so it is not a waste of time. It is a business asset. A well-disciplined mind works while the physical body sleeps.
- Why is relaxation so important?

· **Sleep**

- This subject needs only a few words. Your body needs time to rebuild and revitalize itself to prepare for the next day. It is sheer stupidity to cut your sleeping time. Somewhere between six and eight hours is all that is required. If you properly train your subconscious mind to work for you, even your sleep period can be a profitable experience. The subconscious mind will go to work to solve problems for you while you sleep. It never goes to sleep. But remember, it can’t work while you dwell on your problems, so concentrate for a period of time—then forget the problem. You may awake with the answer.
- Discuss the use of the subconscious during sleep.

· **Rhythms of Work and Play**

- Work is one of the major blessings of mankind! It is so important that it should be performed as a form of religious exercise. It provides man with the necessities of life, and it affords man with the opportunity to express his creative ability. Who has so short a memory that he cannot recall the headache, backache or vague lassitude that was forgotten in a busy day! And that day passes with startling speed. Is it not you busiest?

- Have you ever thought of what a vast difference there is between what you want and what you actually need for health and happiness?
- We have been steeped in a deadly propaganda campaign since childhood to the effect that work is something to be dreaded. Actually, nothing could be further from the truth. Psychology and our own experience will quickly teach us otherwise. Work is one of the major blessings of mankind, and one of its greatest sources of satisfaction. If this is not true for you, either you are not doing the right kind of work, you are not working in the right environment, or you need psychological counseling.
- But there is something that is worse than being forced to work; it is being forced not to work, as many millions of men learn during periods of physical illness or economic emergencies when there is no work available.
- It should not surprise us that the staff members of a well-known clinic have discovered from their work with thousands of sick people that sound health calls for the expression and balancing of four important factors, namely:
- Work and Play Love and Worship

Discuss the values of these four factors in a well-balanced program of health.

· **Exercise**

- Play can include any of the activities discussed under the heading of relaxation, or any of the activities included under this heading. The point is that if your work patterns are sedentary in nature, your play should include some rather strenuous physical exertion. On the other hand, work that is physical can be beautifully balanced with more sedentary play activities.
- Discuss the value of the story of man who visited his psychiatrist and said, "I'm going to put a bullet through my head."

· **Hypochondria**

- Hypochondria is destructive. Most of us are familiar with this word "hypochondria" which means imaginary illness; but let me add, an illness that eventually becomes real. Its unfortunate victims believe they are ill and feel the need to be ill. And, as you recall from the discussion of the functions of the subconscious mind, "whatever the mind of man can conceive and believe the mind of man can achieve."
- Most illnesses begin with a negative mind.
- The hypochondriac is afraid and need help. Perhaps when he was a little child his parents used to fear to teach him the principles of hygiene. Or perhaps one of the adults in his family was afraid and he copied this fear. Or perhaps he learned to use sickness to avoid an unpleasantness, or as an excuse for failure. This is again a learned response which the boy, now a man, carries on though the need for this response may have long since been lost.
- Why is hypochondria so dangerous?

· **The Absence of a Positive Mental Attitude**

- Negative thinking is destructive. While hypochondria is one type of negative thinking, it is not the only form that is destructive to the mind-body. If we consider any disease and its symptoms as a spectrum, like that of sunlight when the light is broken into its components, from the deep reds throughout the yellows and blues to the deep violets, we can arrange the symptoms and physical effects, the pain, the mental distress that distort the body in a similar long line. Somewhere in the middle of this spectrum of any disease is a small part of the line that really represents the disease. The remainder of the spectrum on both sides of this small area is due to fear, anxiety, negative thinking and maladjustment.
- That which the mind expects and demands the mind has a way of producing and it will bring sickness as readily as it will bring sound health.
- Discuss this last paragraph.

· **The Comfort of Faith**

As we travel our chosen path thorough life, problems and great sinkholes of despair seem to be moved from our paths at the right moment by His loving hand. What at first glance would seem tragedy, most often for us turns out to be shining glory. Faith, hope and love put a twinkle into the eye, a sparkle into the voice and spring into the step that adds beauty, dignity and charm to us poor humans. When I see it, I can really believe that we were made to His image and likeness.

· **The Immortal Quality of Mind**

- The mind, as it exists in this mind-body of ours, is very limited in time and space by its body. As we travel the road of life, we begin to realize this towards the end of the road. We begin to feel a longing to exist in a greater dimension that is permitted by the limitations of the body.
- Why not walk into eternity with the same courage and firm step that you use in the shining moments of this life? Deep faith will help you.

· **Sex and Sublimation**

- Sex desire is a completely natural desire. What is more, it is among the more inspiring and action-producing desires. When driven by their desire, men develop keenness of the imagination, courage, ingenuity in the creation of ways and means to attain definite end, persistence, and creative ability unknown to them from other sources of inspiration.
- When the desire is harnessed and directed to the attainment of definite ends, it often lifts men to heights of achievement that give them the reputation of being geniuses. The emotion of sex contains the secret of great creative ability and creative vision.
- To work for our greatest good, sex and sublimation need to be alternated in a rhythmical pattern, just as do love and worship, work and play.
- Discuss the value of sex sublimation as illustrated here.

· **Seek Health Counsel**

Discuss the meaning of the machine and its value:

Not every doctor will inspire you equally with confidence, or help you to discuss your problems with him, but once you find a doctor who does inspire your confidence, you must let him know that you are eager for more help than a routine physical examination. Have faith in him, get to know him well and ask his advice frequently. Let him help you to get the most out of life. Be quite explicit about the nature of your problem if you can. If a specific area of your body functioning is bothering you, mention that. But if you feel that you need additional direction in healthful living, mention that fact to the person with whom you are talking.

· **Effective Mind Body Stimulants**

- Work is a wonderful opportunity for creative expression. Physical exertion can be like an elixir of the gods adding years to your life and life to your years. Play and relaxation increase your vitality. Meditation can help you sail at breathtaking speed. Music, rhythm, harmony and the surge and ebb of force are a major stimulus to this mind-body of ours.
- Friendship of others can be a great stimulant. There are those who think best by talking problems over with others. Friendship can be a source of new ideas, varied outlooks, and intellectual and moral support. As a source of laughter, it is a potent stress inhibitor. Laughter trickles through the entire body and tickles every cell into renewed vitality.
- *Mastermind Alliances* are powerful mind stimulants. Evidence of this is shown in the fact that there are more successful men in all walks of life who have such an alliance.
- Autosuggestion is the medium through which every individual stimulates his mind continuously. Unfortunately most of the stimuli, which reach the mind of the average person by self-suggestion, are of a negative nature. They consist of thought of the conditions and things which one does not want—fear, worries, hatred, envy, greed and superstition.
- Religion—regardless of its sectarian brand—is a mind stimulant of the highest and noblest order. There are no negative reactions to belief in *Infinite Intelligence* and it is a builder of sound physical health without an equal.
- Eat right, think right, sleep right, and play right, and you can save the doctor's bill for your vacation money.
- How can this mind-body produce the attitude you wish to develop in yourself?

15. *Maintenance of Sound Health Review*

“A sound mind in a sound body is a short but full description of a happy state in this world.”
—John Locke

1 When you review your own life, do you find that you live a rhythmical one? If your answer is yes, tell how; and if your answer is no, why do you not?

2 What are the two most destructive forces in the human mind and what have you done, or what are you doing to overcome them?

3 Why is a *positive mental attitude* so essential for good health?

4 What is Emil Coué’s statement about health and why is it so effective for people who really believe it and use it?

5 What types of foods should a well-balanced diet contain?

- 6 What types of studies are being conducted on food and food groups today? Why are these significant?
- 7 What is your hobby and why is it so important that you have one?
- 8 What are the four important factors around which our lives are centered and why are they so important?
- 9 What is the meaning of the word hypochondria? Give an illustration of it. What are the ten rules to follow to build sound health?
- 10 What key principle or idea did you get from studying this lesson?
- a. What does this key principle or idea mean to you?
- b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

11. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Sixteen: Budgeting Time and Money

Principle 16: Budgeting Time and Money

The time has come for some very plain talk about YOU and YOUR FUTURE!

We have now arrived at the sixteenth gate through which we shall have to pass. It is headed: “Budgeting Time and Money.”

- After we pass through this gate we shall know how to make the most of our time and how to acquire money and make it serve a noble purpose.
- The time is at hand when YOU must take inventory in a searching manner. You must find out WHO you are, WHERE you are going in life, and HOW you are going to get there.
- If you are not where you wish to be, or what you wish to be, there is a definite reason. Let us find out what this reason is, and find out NOW!
- If you do a good job of taking personal inventory, the chances are about a thousand to one, you will discover that you have been a time-waster.
- Are you a success or failure?
 - If you are a failure, no amount of explanation will change the results, for the one thing the world will never forgive is failure. The world wants successes; it worships successes, but it has no time for failure.
 - Success requires neither alibis nor explanations. Failure knocks alibis and explanations into a “cocked hat.” The world has decreed it to be thus.
 - Nothing is ever accomplished by wishing, hoping, or daydreaming. Earnest self-analysis helps one to rise above these.
- What are you going to do with your opportunity? - Success does not require a great amount of knowledge about anything. But it does call for the persistent use of whatever knowledge one may have. - How are you using your time? - How much of it are you wasting, and how are you wasting it? - What are you going to do to stop this waste?

DRIFTERS VS. NON-DRIFTERS

Successful people must know themselves; not as they think they are, but as their habits have made them. Therefore, you are requested to take inventory so that you may discover where and how you are using your time. Broadly speaking, there are two classes of people: the drifters and the non-drifters. Discuss these two terms.

- A non-drifter is a leader in his or her chosen occupation, has a definite plan for its attainment, and is busily engaged in carrying out that plan.
- The non-drifter thinks his or her own thoughts and assumes full responsibility for them.
- The non-drifter is a leader in his chosen occupation. The drifter is a follower.
- The non-drifter expresses action through *Definiteness of Purpose*.
- The non-drifter follows the habit of *Going the Extra Mile* in carrying out his or her purpose.
- The non-drifter moves on his or her own *Personal Initiative*.
- The non-drifter controls all habits of thought and action through the strictest of *Self-Discipline*.
- The non-drifter maintains a *Positive Mental Attitude* and thinks in terms of that which is desired most, not of that which he or she does not desire.
- The non-drifter supports his or her actions with *Applied Faith*.
- The non-drifter is surrounded with a *Mastermind Alliance* group in order that he or she may have the cooperation of others whose knowledge and experience is needed to carry out his or her purpose.
- The non-drifter recognizes weaknesses and finds ways and means of bridging them.
- The non-drifter takes personal inventory in the same manner that a first-class merchant takes inventory of this stock.

WHERE HABITS OF DRIFTING ARE TO BE AVOIDED

Occupation

- One's occupation is the source through which one may promote one's self to economic security and independence.
- Accurate analysis of the non-drifter shows clearly that he or she is engaged in an occupation of his or her own choice. Therefore, the non-drifter is engaged in a work which truly is a labor of love into which he or she willingly projects creative ability, enthusiasm, hopes, and aims.
- The non-drifter looks upon an occupation as a profound opportunity for worship through which is developed strength and growth in spiritual powers, and at the same time provided with economic security.
- The non-drifter does not complain of long hours, but may complain that there are not enough hours in a day to enable him or her to do all that he or she would like to do.

Habits of Thought

- The non-drifter takes full possession of his or her mind, organizes it into definite plans and purposes, and directs it to whatever ends is chosen. The non-drifter keeps his or her mind occupied with the things wished for and devotes no portion of it to things not wished for.

- A Positive Mental Attitude is the first and most important of the *Twelve Riches of Life*, and the drifter cannot attain it. It can be attained by a scrupulous regard for time, through habits of *Self-Discipline*.
- Waste none of your precious time worrying over what others are thinking. The important thing consists in what YOU think and DO! The drifter consumes more time in connection with the affairs of others than spent in improving his or her own circumstances. The non-drifter makes no such mistake. That is why success follows.

Relationships: Business, Professional, and Personal

- Success in the higher brackets of achievement is attained through friendly cooperation in association with people who do not drift. Harmony in human relationships leads to confidence, and confidence leads to friendly cooperation.
- Successful professionals do not waste their valuable time quarreling with one another, but they pool their time, under the *Mastermind Alliance* principle, and direct it to definite ends with telling effect.
- Successful people, choose their daily associates as carefully as they choose their food, and they make sure their environment is harmonious and, therefore, constructive and beneficial to themselves and to others as well.
- Successful people usually seek the company of others who are likewise successful.
- Successful people have another trait, which is worthy of emulation; they make it their business to keep in close contact with business or professional associates at all times. Secretaries, assistants and aides know where to find them every minute of the day, and thus they remain always in touch with responsibilities.
- Time and human relationships are the two most important realities of life!
- Both of these must be properly organized and utilized by the people who wish to succeed. The ones who organize their time efficiently and relate themselves to others harmoniously may have anything desired, provided that they know exactly what they desire and are determined to get it.

Habits of Health

- Here the habit of drifting attains its most tragic proportions, for it is a recognized fact that the average person pays more attention to the care of an automobile than to the care of his or her own health.
- One of the most destructive sins the drifter commits against his or her physical body is the sin of omission, consisting in failure to recognize that a digestive system must be kept clean and active.
- The drifter calls in the doctor after the damage has been done but never takes the time to be checked over by a doctor before becoming ill, and then expects the doctor to cure in a few days the damage that has been done over a period of months or years.
- The drifter is a queer combination of indifference, indecision, confusion, and irregularity of habits of both thoughts and deeds. Therefore, anything can happen, and most things, which he does not desire, do happen because the drifter has no organized plan for avoiding them.

Religion

- Here we find procrastination no less evident than it is in connection with the habits that lead to sound physical health. To most people, religion is something to be embraced and believed in, for the sake of decency, but not necessarily to be lived.
- Religion to the majority of those who embrace it is a theory more than a practice!
- Such an attitude toward religion has no value whatever.
- Discuss the Robert G. Le Tourneau story.
- A person's name on a church membership roll will avail them but little if any benefit unless they "belong" in their own heart and put something into religion besides mere passing belief in its soundness. Religion consists in doing, not alone in believing.

Use of Spare Time

- "Spare time" may be defined as that portion of time that is not devoted to your occupation. The use you make of spare-time is an accurate source of analysis through which your future may be foretold, for this is the period when your thoughts may be controlled and directed to any desired end.
- Spare time is a promotion-time for the person who works for others, for it is during this period that he or she may prepare for greater responsibilities.
- Discuss the Louis Victor Eytinge story.
- Organized use of spare time calls for *self-discipline*, will power and *definiteness of purpose*. Once a man is inspired with a definite purpose he will devote the major portion of this spare time to its attainment.

The Habit of Unbudgeted Spending

- Here is a time killer of the first order. It not only kills time but it leads to penury and want.
- Indiscriminate spending of money is a habit that most people drift into during their youth because of a lack of a system of budgeting.

Family Relationships

- The amount of time wasted through maladjustments in family relationships is appalling. The burden of the sins of this waste rests upon the shoulders of parents for they usually set the example for the entire family.
- The family circle is the place where character is formed, and it should be guarded with profound regard for its responsibilities.
- The family relationship is the most important of all human relationships for its success requires harmony, understanding, sympathy, and friendly cooperation on the part of every member of the family.
- The heads of the family cannot succeed in their chosen occupation unless they have the peace of mind which grows out of harmony in the home. Harmony is the result of careful planning, the budgeting of income and expenditures, and the fixing of family responsibilities for every member of the family.

Accurate Thinking

- Drifters have an opinion on almost every subject, but seldom take the time to procure accurate information concerning the subject.
- Non-drifters have no opinions except those created from carefully gathered facts, or reasonable hypotheses of facts. They are careful not to express an opinion which is not based on known facts.

You and Your Job

The ways in which many workers waste time are too numerous for mention, but here are a few of them:

- 1 First of all, they waste time by the wrong kind of mental attitude toward themselves, toward one another, and toward their supervisors.
- 2 They waste time by rendering a poor quality of service.
- 3 They waste time by rendering an inadequate amount of service.
- 4 They waste time by permitting jealousy and unnecessary friction among themselves.
- 5 They waste time and reduce their value to their employers by carelessness in handling of tools and materials.

Most people would be shocked if they kept an accurate record of the time they waste each day.

The man of decision cannot be stopped! The man of indecision cannot be started!

TAKE INVENTORY OF YOURSELF

And now we bring you to that portion of this philosophy that calls for a careful personal inventory on your part in order to determine how much of your time you are using wisely and beneficially and how much of it you are wasting.

Ask your students to check these with a specific answer:

- Do you have a Definite Major Purpose, and if so, how much of your time are you devoting to attaining that purpose.
- What plan or plans do you have for its attainment?
- Is your specific goal in life obsessional?
- What have you planned to give in return for the realization of the object of your specific goal in life?
- What steps have you taken to associate yourself with others, under the *Mastermind Alliance* principle, for the attainment of your purpose?
- Have you formed the habit of accepting temporary defeat as a challenge to greater effort?
- Which is the stronger, your faith in the attainment of the object of your Specific Goal in Life, or your fear that you may not attain it?
- To which do you devote most of your time—the carrying out of the plan you have adopted for the attainment of your specific goal, or the brooding over the obstacles you may have to overcome to attain it?
- Are you willing to forego personal pleasures temporarily so that you may have more time to devote to the attainment of your specific goal, but are you doing so?
- Do you recognize the truth that you have no assurance of more than one second of time—this very second—in which to live?
- Do you recognize that the present circumstances of your life are the result of the use you have made of your time in the past?
- Do you recognize that your mental attitude, whether it is positive or negative, can be changed at will in one second of time?
- Do you know of any way in which you can be sure of personal success except by the use you make of your time?
- Do you believe you will ever succeed by luck or by some unexpected good fortune, which is not related to your own thoughts and deeds?
- Do you know any person who is apt to inspire you with the necessary *Personal Initiative* to enable you to attain the object of your specific goal unless you take the lead and first inspire yourself?
- When you are overtaken by defeat, do you analyze its cause and determine why it happened, or look for some plausible alibi with which to explain it away?
- Do you believe there is a natural law through the operation of which every individual is forced to benefit or suffer from the results of their own thoughts and deeds?
- Are you accepting a part of the philosophy and rejecting other parts, or are you applying the entire philosophy, according to the instructions given in all of your thoughts and deeds?

HOW YOUR TIME SHOULD BE BUDGETED

- For the average person, the twenty-four hours of the day should be divided as follows:
 - Eight hours for sleep. - Eight hours for work in connection with your occupation. - Eight hours for recreation and spare time.
- There are but few circumstances under which anyone may take liberties with the first eight-hour period which belongs to sleep, for nature has set aside the portion of time for rest and the rebuilding and repair of the physical body, and for other bodily functions which require complete relaxation.
- The second eight hours represents the period which experience has proved to be necessary for work in connection with ones' business, trade or profession.
- The third eight-hour period, known as spare-time holds the secret of all great achievements.
- Successful people recognize the value of spare time and they agree it can be made the most profitable of the three periods of the day.
- Successful people have been wise enough to organize and use their spare time as to make it serve both the purpose of recreation and the development of future opportunities.

Discuss this with your class.

HOW SPARE TIME SHOULD BE BUDGETED

Most successful people budget their spare time and use it as if each passing moment were a precious nuggets of golden opportunity, allotting it in the following manner—one hour for silent meditation during which one reviews, through the faculty of the imagination, the following important subjects:

- The means whereby one's specific goal in life may be attained
- Ways and means of accepting guidance through the power from within
- Self-analysis, for the purpose of suppressing all the negative traits of character
- Ways and means of developing harmony in all human relationships
- Development of the habits of thinking of that which one desires instead of worrying over what one does not desire

The twenty-four hour schedule covers the six working days of the week. The Sabbath should be devoted to:

- Physical and Mental relaxation
- Religious worship and philosophical activities
- Social intercourse designed to improve personal relationships

Now we come to the question which every man should ask himself: “What am I doing with my spare time?” If you are not using this time beneficially you will never become an outstanding success.

BUDGETING INCOME AND EXPENSES

- The habit of saving money should be followed on a percentage basis, by setting aside a definite percentage of all income to be saved. When the savings fund is large enough, it should be put to work in some kind of safe investment where it will begin to multiply itself. It should not be used for current expenses, nor should it be used for emergencies as long as they can be handled by other means.
- A portion of income should be invested in life insurance, especially where one has others depending upon him for an education or livelihood.
- The following items should be carefully budgeted, and the daily, weekly or monthly income should be distributed as follows:
 - Not less than 10% of one's gross income for life insurance - A definite percentage for food, clothing and housing (usually averaging 60% of the gross income) - A definite percentage to be set aside for other investments - Whatever amount remains should go into a checking account for emergencies, recreation and general education

The percentage allotted under each of these four headings must of necessity vary, depending upon circumstances and it will vary according to whether one is married or single.

Discuss this with your class.

- Frugality is one of the essentials of success. The habit of planned savings encourages frugality.
- Everyone is where and what they are because of the habits acquired. The object of budgeting income and expenses is to form the habit of frugality so that one may eventually attain the peace of mind and the freedom and the right to live their own life as they choose.

Stories: Principle Sixteen

Robert G. Le Tourneau's Story

Robert G. LeTourneau was a small garage operator who made an outstanding record in his work. His formal education was limited and his economic status was that of the average drifter. He failed more often than he succeeded in everything he undertook until at long last he got a firm grip on his religion and began to live it. The results were so gratifying and so immediate that he openly declared himself a junior partner of God, and began to budget his time so that a good portion of it was given to the service of his Partner.

His firm grip on his religion gave him *definiteness of purpose* in connection with his financial affairs. Choosing as his definite major purpose in life the building of super-capacity earth moving machinery, he and his Partner went to work to carry out that purpose. The results were astounding. First, his profits were counted in hundreds of dollars and then they were counted in thousands. Finally, they jumped to millions. His operations extended throughout the United States and reached into Australia.

Mr. LeTourneau spent about ninety percent of his time traveling from city to city by plane, spreading the message of *Applied Christianity*.

Louis Victor Eytinge's Story

Louis Victor Eytinge was a roustabout young fellow who had never amounted to anything worthy of mention until he had the good fortune to be sent to prison for a life sentence. Then, for the first time in his life, he began to take inventory of himself. When the job was finished, he discovered that he had nothing whatsoever of value except his spare time. His education was limited and he was suffering from the second stage of tuberculosis. He did not have a friend in the entire world, nor did he have any money to hire a lawyer.

Seizing his opportunity, he began to organize his plans and to put them into action. First, he wrote a letter to the Remington Typewriter Company and asked if they would give him one of their used typewriters, explaining that he wished to learn to write. The company sent him a new typewriter and a letter of congratulations from the president of the company who wished him success. That was the first indication of brotherly love he had experienced in many years, and it inspired him to go to work in earnest.

With the few pennies allowed him by the state for the work he performed in prison, he brought postage stamps and began to write to mail order houses for their literature. When the literature came, he rewrote it, giving it touches which he believed would improve its sales qualities. Then he returned it with the explanation that if his work was acceptable, it might be used for the small fee of \$10. Very soon the \$10 bills began to flow in from many parts of the country. His work gained the attention of an advertising club and finally the advertising fraternity organized a campaign for the purpose of procuring a pardon for Eytinge.

After several years of effort, the pardon was granted. When Eytinge left the prison, he was met at the gate by a prominent advertising man who offered him a job of writing sales literature at a beginning salary of \$10,000 a year. Thus, by the improvement of his spare time, Eytinge not only wrote his way out of a life sentence in prison, but he wrote himself into an opportunity to make a worthwhile, successful life when he was released from prison.

16. Budgeting Time and Money Review

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

- 1 Explain how you budget and use the three eight-hour periods of your day.
- 2 What are eight major sources at which most people form the habit of drifting and check the ones that now apply to you?
- 3 How do you use your leisure or spare time?
- 4 What, in your opinion, is the real difference between a drifter and a non-drifter?
- 5 Have you set up a savings, investment or insurance plan for yourself and/or family and what percentage of your income does this require?

- 6 When you take a personal inventory, what questions do you ask of yourself and how do you answer them?
- 7 Why is it so important that your occupation be a labor of love?
- 8 How does a *positive mental attitude* affect your acceptance of the principle of *budgeting time and money*?
- 9 When is a person considered to be successful?
- 10 What specific ideas have you gained from the study of this principle? List them in the order of their importance to you.

11 What key principle or idea did you get from studying this lesson?

- a. What does this key principle or idea mean to you?
- b. How will you apply this key principle or idea?
- c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Principle Seventeen: Cosmic Habitforce

Principle 17: Cosmic Habitforce

THE LAW WHICH FIXES ALL HABITS

This law, known as *Cosmic Habitforce*, pertains to the universe as a whole and the laws that govern it. It is the law by which the equilibrium of the universe is maintained in orderliness, through established habits. The law forces every living thing and every inert particle of matter to adhere to and follow the vibrations of its environment, including the physical habits and the thought habits of mankind.

SOME HABITS FIXED BY *COSMIC HABITFORCE*

- The stars and the planets, as they are related to one another in the heavens, are governed by *Cosmic Habitforce*.
- The same law which holds our earth in space and relates it to all the other planets in both time and space relates human beings to one another in exact conformity with the nature of their own thoughts!
- You may also see the evidence of *Cosmic Habitforce* in the seasons of the year, as they come and go. We know without doubt that we are going to have spring, summer, fall and winter. They don't always occur in the same intensity or cover the same period of time, but they do come and go, year in and year out, because the law of *Cosmic Habitforce* is arranging and controlling them.
- There isn't anything you can imagine that is not controlled by *Cosmic Habitforce*.
- *Cosmic Habitforce* is the comptroller of all natural laws. It is the great law into which all other natural laws revolve. *Cosmic Habitforce* is *Infinite Intelligence* in operation.
- The thought habits of individuals are automatically fixed and made permanent by *Cosmic Habitforce*, no matter whether they are positive or negative.
- *Cosmic Habitforce* controls all human relationships and determines whether an individual will become a success or failure in his life's work. The explanation is this: Nature uses this law as a medium by which every living thing is forced to take on and become a part of the environment in which it lives and moves daily.
- All of us are ruled by habits. We accept these habits because of repeated thoughts and experiences. Therefore, we can control our earthly destinies to the extent that we control our thoughts.

- *Cosmic Habitforce* works in harmony with all of the known laws of nature, but it is greater than any of these laws because it is the very power by which they operate.
- If your life is not what you want it to be, you will realize that you have drifted into your present condition because you have let the power of *Cosmic Habitforce* carry you on the failure side of the river of thought. Fortunately, however, you will know with equal conviction that you don't have to stay there, because you will have learned how *Definiteness of Purpose*, backed by the irresistible power of this great law, and given time, can sweep you into the positive side of the stream and on to the circumstances you choose.

THE LAW OF *COSMIC HABITFORCE* AS RELATED TO SOUND PHYSICAL HEALTH

- *Cosmic Habitforce* may be of benefit to you in connection with your physical health.
- The law of *Cosmic Habitforce* may be of great benefit when connected with the subject of eating. The mental attitude and the thought patterns established while one is eating, and during the following two or three hours while the food is being broken down by the process of digestion, may determine whether or not the food is suitable for the *maintenance of sound health*.
- There are four vitally important factors that must be recognized in order to maintain sound physical health. These are:

- 1 Work
- 2 Play
- 3 Love
- 4 Worship

Work should be mixed with play. Not at the same time, but there should be alternate periods of work and play. Also, worship must be alternated with or mingled with love, or ill health will occur in some form or another. Discuss these ideas.

THE ECONOMIC APPLICATION OF *COSMIC HABITFORCE*

- Let us start with the most important principle of this philosophy: A specific goal in life.
- There is a method of breaking the hold of *Cosmic Habitforce* on a poverty consciousness and substituting in its place a prosperity consciousness.
- Here are instructions for you who want to adopt and carry out your aims in life:
 - **First**: Write out a complete, clear and definite statement of your specific goal in life, sign it and commit it to memory. Then repeat it orally at least once every day and more often if practical.

- **Second**: Write out a complete plan in which you intend to begin the attainment of the object of your achievements. - .
- . **Third**: Make your plan flexible enough to permit changes at any time you are inspired to do so. - **Fourth**: Keep your goal and your plans for attaining it strictly to yourself except in connection with your mastermind association.
- **Fixations**: It is important to know fixations, as related to the law of *Cosmic Habitforce*. This is what the word fixation means. To a doctor, for example, it may be something to be dreaded, for it connotes a fixed tendency of the mind to cling to the belief that one is suffering from a given form of illness, and all such illness is most difficult to cure.

Discuss fixations concerning: Definiteness of Purpose, Faith, Personal Disturbance, and Enthusiasm.

CONTROL OF YOUR WILL POWER

- **First**: You should actively ally yourself with one or more persons who can help you to attain your specific goal.
- **Second**: Develop a plan. Discuss the faith that can be developed by having a plan.
- **Third**: You must remove yourself from the range of every person and every circumstance that has even a slight tendency to make you feel inferior.
- **Fourth**: You must close the door on any unpleasant experience of the past.
- **Fifth**: You should surround yourself with every possible physical means of impressing your mind with the nature of your purpose in life.
- **Sixth**: In the process of building your ego, be careful to preserve a balance.

There are two great forces that are working in the minds to make us what we are: social and physical heredity.

- **Physical heredity** is the process of Nature through which the sum and substance of all the characteristics and traits and physical aspects of our ancestors down through the ages have been handed on to you. You are unavoidably a product of all your ancestors. Nature has fixed that for you, and you can be thankful if you came here with a sound physical body.
- **Social heredity** consists of every influence with which you will come in contact from the time you reach a state of consciousness until you die. Your mother's and father's influence, your education, the conversations you have listened to, the religious influences, the political ideas, the newspapers and the magazines you have read, the shows you've seen, the radio and television programs you have heard and seen—they have all helped to make you what you are today. They are your social inheritance, and few persons have what it takes to pull away from these and do some independent, accurate thinking for themselves.

A SUMMARY OF *COSMIC HABITFORCE*

There are three principles underlying the voluntary establishment of a habit:

- **Plasticity**, which simply means the power, property or capability of changing or being changed. We are the only creatures that possess this plasticity characteristic, being capable of change, and our plasticity is in our mental faculties.
- **Frequency of Impression**. As we have seen, “repetition is the mother of memory.” It is also the mother of habits. One of the factors affecting the speed with which a habit may be established is how often the impression is made. A thought can be repeated only so many times in a day, for instance; and if a person is at work, the circumstances may prevent thinking of the particular habit he or she wishes to establish, and then the matter of personal initiative comes in, too.
- **Intensity of Impression**. Here is another variable in the process of establishing a habit-pattern. If an idea is impressed upon the mind, backed with all the emotion you are capable of—the obsessional desire—it will naturally have a greater impression impact than if you simply express an idle wish, even though the words applied are identical.

It is significant that while *Cosmic Habitforce* permits no variation in the operation of the material universe, its influence on our thought-habits may be determined by ourselves through voluntary choice of thoughts. We alone may pattern our own thoughts, and the *Cosmic Habitforce* will give them permanent fixation, through habit.

Here, then, is the focal point at which you may take possession of your own mind by the simple process of focusing your mind upon those thoughts which you wish to become fixed thought-habits. Here, too, is the explanation of the remarkable results made possible through *Definiteness of Purpose*, first it is clear that any fixed purpose becomes a definite part of one’s thought-habits and, as such, is carried out to its climax through the fixation of those habits.

Cosmic Habitforce, acting through the subconscious mind, picks up one’s mental attitude and translates it into the material equivalent, by employing normal natural laws and principles, and primarily by inspiring the individual with a plan by which to accomplish his or her purposes. *Cosmic Habitforce* is always and everywhere at work, translating one’s mental attitude into its material equivalent.

17. Cosmic Habitforce Review

“Cosmic habitforce maintains the entire universe in orderliness through established habits.”

1. Give a brief description of your interpretation of *Cosmic Habitforce*.
2. How can the law of *Cosmic Habitforce* help you attain an objective you have set for yourself?
3. What is your idea of a fixation? How can a fixation be helpful to you?
4. What does the author mean when he uses the terms physical heredity and social heredity?
5. How can you relate the law of *Cosmic Habitforce* to your own physical health?

7. How can you tell the difference between an ordinary desire and a burning desire?

8. Explain what is meant by "First you get a habit, then it gets you."

9. Relate a story that illustrates the principle of *Cosmic Habitforce* in action.

10. What habits have you changed since beginning this course?

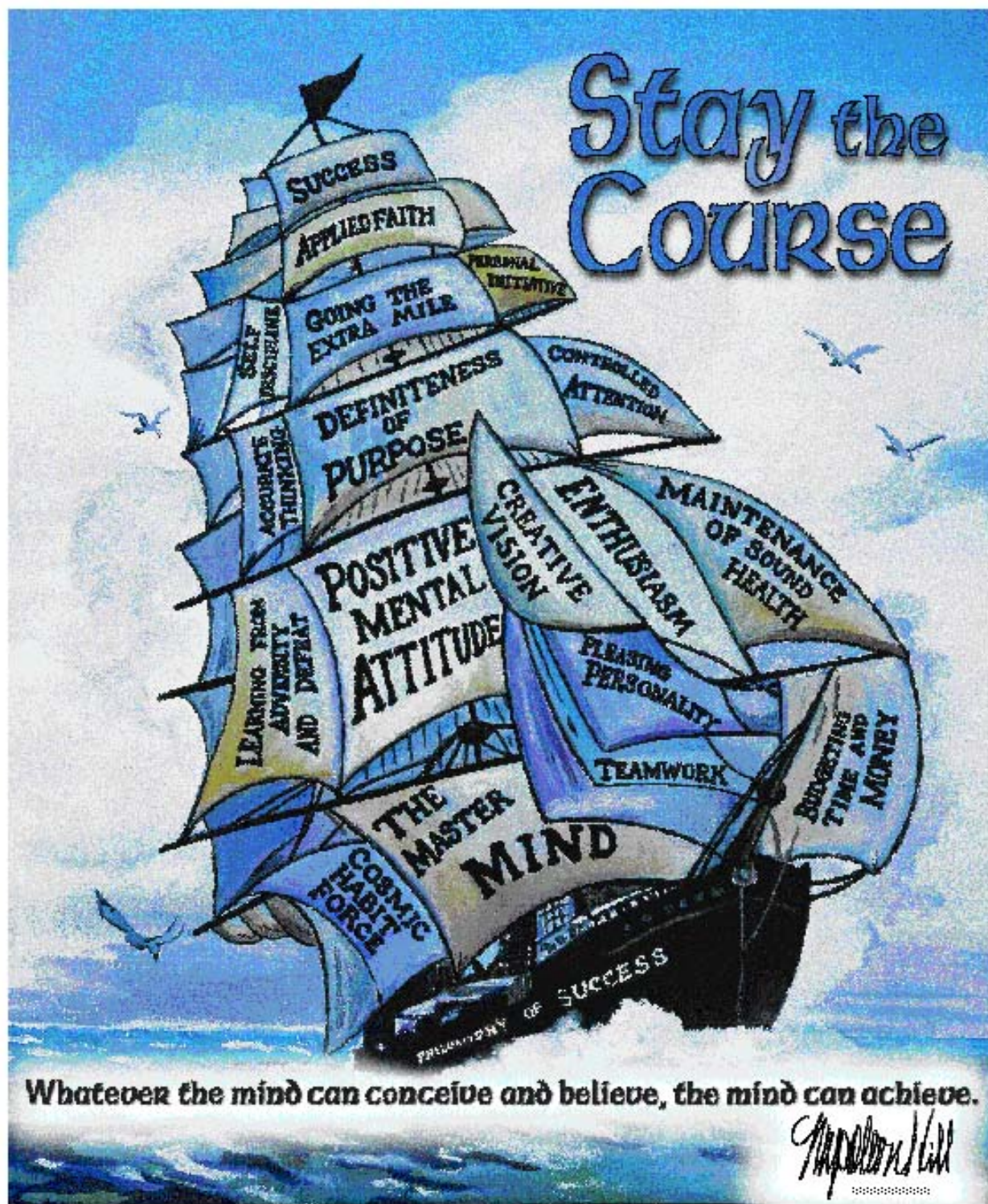
11. What key principle or idea did you get from studying this lesson?

a. What does this key principle or idea mean to you?

b. How will you apply this key principle or idea?

c. When will you start applying this key principle or idea?

12. What will you do now that you wouldn't have done had you not studied this lesson?



Appendix

Instructor's Guide: Model Lesson Plan

Seven Steps of Successful Instruction

by Madeline Hunter

Use for Group Work Preparation

- 1 Anticipatory Set (What you intend to do to focus the students.)
- 2 Objective or Purpose (Why it is relevant to the student.)
- 3 Input (Information needed to accomplish the objective.)
- 4 Modeling (Show the student how to do it.)
- 5 Check for Understanding (Test the student's understanding of the information.)
- 6 Guide Practice (Have the students practice with you, checking his/her own work as you simultaneously check it on the spot too.)
- 7 Independent Practice (This is homework or practice the students complete by themselves.)

This form will need to be printed to be completed.

A System of Self-Management

Instructor's Guide
Suggested Outline for Effective Teaching

MODEL

Date/Time	Instructor	Subject	Comments
		Pre-meeting Arrangements	1. Taped, peppy music playing 2. Check special materials needed for the day's session 3. If using AV equipment, inspect needs before using 4. Welcome and meet participants 5. Use self-motivation posters if possible, and place them on the walls in the room prior to the session
		First session and All succeeding sessions	1. Taped, peppy music playing 2. Use warm-up . . . Create excitement, enthusiasm – Have fun! Include the essentials of a good warm-up: • Self-stimulators • Songs • Physical action • Vocal participation • Positive suggestion 3. Welcome group 4. Open comments • Emphasize the theme of the course "PMA Science of Success" • Review purpose and objectives for each session; i.e., 17 Success Principles • Condition for Action...importance of the program
		Each participant introduces Self	Call on each participant to give a brief introduction of him/her self.

A System of Self-Management

Instructor's Guide

Suggested Outline for Effective Teaching

MODEL

Date/Time	Instructor	Subject	Comments
		Good News	1. Condition for Good News • How to give – what, why, how and who • How to listen – look for principles, ideas and techniques
		R2A2	Hold R2A2 Session following the Good News Recognize: What is it? Relate: What does it mean to me? Assimilate: How will I use it? Apply: When will I use it?
		Condition and set Theme for each session	1. Major conditioning for the Session: ➢ Definitions of the "key words" of the principle ➢ Burden of learning and applying of the principles is on the participant • Take good (ACTION) notes • Establish specific objectives for each session (instructor and participant) • R2A2 Sessions
		Review and Condition for each succeeding Success principle	
		Close meeting	1. Close on a high note 2. Close with self-stimulators 3. Peppy music playing

A System of Self-Management

Instructor's Guide
Suggested Outline for Effective Teaching

This form will need to be printed to be completed.

Date/Time	Instructor	Subject	Comments

A System of Self-Management
Instructor's Guide
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Date/Time	Instructor	Subject	Comments

Appendix 2

Articles and Readings with Principles

Principle 1: Definiteness of Purpose

The Mathematics of High Achievement

Begin with a dream Divide the problems and conquer them one by one. Multiply the exciting possibilities in your mind. Subtract all negative thoughts and get started. Add enthusiasm. Your answer will be the attainment of your goal.

Principle 2: Mastermind Alliance

Forming and Maintaining a *Mastermind Alliance* Group

by Napoleon Hill

Instructions

FIRST

- “ The first step is to adopt a Definite Purpose as an objective to be attained by the alliance, choosing individual members whose education, experience and influence are such as to make them of the greatest value in achieving that purpose.
- “ There isn't any use in forming a *Mastermind Alliance* just to have someone with whom to chat. It will soon play out if you don't have a strong motive behind it, and it's up to you to plant that motive in the minds of the group members.
- “ Your allies for this group should be chosen for their ability to help you get to where you are going. Do not choose people simply because you know them and like them. I have found out by experience that merely because you like a person is no reason whatsoever to have him as a member of your economic *Mastermind Alliance*. It is all right to have such a person in your social or purely personal alliance, where his contribution may simply be this very friendship you appreciate.
- “ You should make a careful analysis of your purpose and list the items you will need for its attainment and then systematically go about supplying the links with which to forge the chain. Each member of the alliance should make some definite, distinctive, unique contribution to the over-all picture.
- “ In making your selection of allies for this economic group, you may have to be a little "cold blooded" at first. It is no easy job to select the right members. You may have to choose and eliminate until you get the right ones. This is costly in time and money. You should be guided in your choice by the things you need which you do not already have. If it is money you need to finance the deal, you must find a person who has the money to invest. No matter what nice people you know who would like to work with you, if they do not have any money, they cannot really make the particular contribution to the alliance you need. No—you must find a person with the money and cultivate his willingness to cooperate by showing him the opportunities to make a profit from the investment.
- “ Of course, you don't take the first person who answers the major requirement unless he also possesses the other necessary attributes. The qualifications of membership in a *Mastermind Alliance* are very exacting. Consider each candidate for membership in the light of his ability, his personality, and his willingness to cooperate with you. I cannot overemphasize the necessity for harmony, if it is going to be a successful organization.

SECOND

- “ Determine what appropriate benefit each member may receive in return for his cooperation in the alliance. At this point, review the nine-basic motives which I termed the alphabet of success. Base your appeals for cooperation on one or more of these motives. I can tell you ahead of time which motive will have the greatest appeal and I'll bet you can guess it yourself.
- “ You are right! It's the desire for material wealth, or profit. If you make a profit, be willing to divide it with those who help you. Be not only fair, but generous with them, and the more generous you are with them, the more help you will get from them. Remember the principle of *Going the Extra Mile*. What a pity that not all businessmen know about that! One of my purposes in life is to see that they learn about it.

THIRD

- “ Establish a definite place where the members of the alliance will meet, have a definite plan, and arrange a definite time for the mutual discussion of the plan. You will recall the importance of a plan in connection with your Definite Major Purpose. Well, this is the time and place to reveal that plan to those who are your friends and harmonious associates who will have a community of interest in the success of the venture. You may think your plan is very good, but before you get through discussing it with your allies, you will undoubtedly modify it until you hit upon the perfect plan.
- “ When you have established rapport between your mind and the minds of others in your *Mastermind Alliance*, you will find that ideas will flow into the minds of each of the members and likewise into your own mind. When the *Mastermind Alliance* is in effect, it produces ideas that would not come to your mind alone. I have had that experience many times when sitting in on the many groups of which I am a member on a consulting basis.
- “ The Round Table discussion will be the place where everyone meets, and where each member may speak with confidence. They all see what's on the table. You have no secrets in such a group, which results from the care with which you select members.
- “ It is important that frequent and regular contacts be made between the members. Indefiniteness on this point, or utter neglect, will bring defeat. You must keep in almost continuous contact with the other minds of the group if you are to get the full benefit of them. Meetings should be scheduled often, and telephone numbers exchanged, so that it is possible within a few minutes to discuss any sudden development with the group.

FOURTH

- “ It is the burden of the leader of the alliance to see that harmony among all the members is maintained and that action is continuous in the pursuance of the Definite Major Objective. Action or work is the connecting link between desire, plan, and fulfillment.

FIFTH

- “ The watchword of the alliance should be *Definiteness of Purpose*, Positiveness of Plan, backed by continuous perfect harmony. The major strength of such an alliance consists in the perfect blending of the mind of all members. Jealousy, envy or friction, as well as lagging of interest on the part of any member, will bring defeat unless he is removed at once.

SIXTH

- “ The number of Individuals in an alliance should be governed entirely by the nature and magnitude of the purpose to be attained. If you are going after a purpose comparable to that of Mr. Edison's you will require a large number of persons with special talents and training. A lesser undertaking will call for a correspondingly smaller group. In general, it is better to have as few members as possible, because it will be that much easier to maintain harmony among them. Quite often a man will need only a really cooperative alliance with his wife in order to achieve the purpose he feels inspired to achieve.
- “ If a man cannot find that harmony which I have mentioned as being desirable between man and wife, it is possible for a man to form a purely economic alliance with a woman other than a wife.

Principle 3: Applied Faith

AFFIRMATION GUIDELINES

Everything you want or need is trying to happen to you—and it will **BEGIN** happening to you the moment you learn to say “**YES!**” to things and conditions that have not yet become reality.

Affirmations are vehicles you can use to help you arrive at a “**YES!**” position in your life.

Technically, an “affirmation” is merely a positive declaration (usually aloud) that a fact or idea is so. You can use that concept to influence your own thoughts and feelings and, therefore ... your life.

You can “affirm” the existence of positive qualities about yourself and positive facts about your life—despite possible evidence to the contrary.

Affirmations have the power to bring about dramatic changes in your life. But you must **BELIEVE** that affirmations work.

As a valuable tool in **The Transforming System**©, affirmations:

- Represent the truth of your inner Higher Being (so they aren’t necessarily statements of outer “fact” at a given moment).
- Inspire and motivate you when stated (and repeated) with the same intensity of feeling you would have if you **knew** the affirmation were true.

Follow these guidelines to create affirmations of your own:

- Be personal. Use “I,” “me,” “my,” or your first name. *“I am a master goal achiever.”*
- Be positive. *“I am intelligent and have a keen, sharp mind.”*
- Use the present tense. *“I radiate warmth and friendliness to all people I meet.”*
- Phrase your affirmation as if it is already accomplished. *“I am my perfect weight.”*
- Change yourself (not the other person). *“I am an effective parent.”*
- Do not compare yourself with anyone. *“I am an excellent, successful salesman.”*
- Use action words. *“I take charge of my thoughts and feelings at all times.”*
- Be realistic, but stretch.

AFFIRMATIONS OF MY NEW SELF

- I am a beautiful person.
- I have attractive physical features and a trim, healthy look.
- Self-confidence is evident in my walk, my posture, my voice—in all that I do.
- God speaks to, touches and heals people through me.
- I am a beautiful, pleasant, confident person; I am free from sharp words and negative emotions.
- I love mornings, I love afternoons, I love evenings ... I love being alive.
- I live in the now. I eagerly examine each “next moment,” enjoying each unfolding event.
- I accomplish all I want to do today with love and enthusiasm.
- I vividly visualize myself as the person I want to be and see myself enthusiastically achieving goals.
- I like people and people like me! The warmth and friendship I radiate to everyone comes back to me in the most unexpected and joyous ways.
- I am in the business of going the extra mile.
- I do everything with a positive mental attitude and a pleasing personality.
- I willingly and gladly look for opportunities to serve people without expecting anything in return.
- Ideas are now coming to me that will help me achieve my goals.
- I gratefully accept them and put them into practice now.
- I spend my money wisely and with maturity.
- I like money; I use it constructively and creatively.
- I release money with joy and it returns to me a thousandfold.
- In an adversity I look for the seed of an equivalent benefit and I persistently strive toward my goal, thankful for the lessons I am learning.
- I take responsibility for my thoughts and feelings at all times. I have an alert, positive mental attitude; I consistently think and act in the direction of my goals and my higher good.

Source: Jack Boland, *Master Mind Goal Achiever's Journal* (1991), pp. 174-75.

I am a human
being, not
a human doing

I live my
life in my
own way

My destiny
is mine
to control

I only
allow that
which is good
into my life

My soul
guides me
in the right
direction

I answer
to myself and
no one else

You can't go around being
what everyone wants you to
be, living your life through
other people's rules, and
expect to be happy and
have inner peace.

Don't equate your
self-worth with how
well you do things in life.
You aren't what you do.
If you are what you do,
then when you don't . . .
you aren't.

No one can depress you.
No one can make you anxious.
No one can hurt your feelings.
No one can make you anything
other than what you
allow inside.

When you acquire
enough inner peace
and feel really positive
about yourself, it's
almost impossible for you
to be controlled and
manipulated by
anybody else.

The person looking back
at you in the mirror is the
one you have to answer to
every day.

Your soul
—that inner quiet space—
is yours to consult.
It will always guide you
in the right direction.

I love
myself—body,
mind, and soul

I align myself
with people
who support
my growth

I treasure
all of the
experiences I've
had in my life

I create
my reality
with my
thoughts

I release
all feelings
of worry
and guilt

I work on
my problems,
and then I
release them

If you meet someone
whose soul is not aligned
with yours, send them
love and move along.

When you are at peace
with yourself and love
yourself, it is virtually
impossible to be
self-destructive.

YOU create your
thoughts, your thoughts
create your intentions,
and your intentions
create your reality.

Each experience in
your life was absolutely
necessary in order to have
gotten you to the next
place, and the next,
up until this
very moment.

Anything that
bothers you is only
a problem within.
Only **you** can experience it,
and only **you** can correct it.

Throughout life,
the two most futile
emotions are guilt for
what **has** been done, and
worry about what
might be done.

I look for the
meaning of
life within
MYSELF

What other
people think
of me is none
of my business

I trust the
perfection of
the Universe

I release
the need to
determine how
things "should" be

I forgive
everyone,
including
MYSELF

My mind
is at peace

One of the highest places you can get to is to be independent of the good opinions of other people.

If you want to find a deeper meaning in your life, you can't find it in the opinions or the beliefs that have been handed to you. You have to go to that place within yourself.

If you are suffering in your life right now, I can guarantee that this condition is tied up with some kind of attachment to how things should be going.

Send out love and harmony, put your mind and body in a peaceful place, and then allow the universe to work in the perfect way that it knows how.

A mind at peace, a mind focused on not harming others, is stronger than any physical force in the universe.

Forgiveness is the most powerful thing you can do for yourself on the spiritual path.

I AM a
worthwhile
human being

My positive
thoughts
create a
positive life

I am patient
and loving with
my fearful
thoughts

True happiness
resides
within me

I meditate
every day to
nurture
my soul

I appreciate
all that I am
and all that
I have

You can reshape your thinking so that you never have to think in negatives again. You and only you choose your thoughts.

You are always a valuable, worthwhile human being—not because anybody else says so, not because you're making lots of money—but because you decide to know it.

Most people are searching for happiness outside of themselves. That's a fundamental mistake. Happiness is something that you are and it comes from the way that you think.

Be patient and loving with every fearful thought. Practice observing your fears as a witness, and you'll see them dissolve.

Stop focusing on what you do not have, and shift your consciousness to an appreciation for all that you are and all that you do have.

Meditation gives you the opportunity to come to know your invisible self. It shatters the illusion of your separateness.

The loving, innocent
world of animals
serves as a good
example for me

The more you stop to
observe animals and learn
from them, the more
healthy and peaceful your
life will be.

Principle 4: Going the Extra Mile

$$\text{Formula: } Q^1 + Q^2 + \text{MA} = C$$

Quality of service rendered

+

Quantity of service rendered

+

Mental **A**ttitude in which it is rendered

=

Compensation and amount of space occupied in the world

The Habit of Going the Extra Mile

by Napoleon Hill

An important principle of success in all walks of life and in all occupations is a willingness to Go the Extra Mile, which means the rendering of more and better service than that for which one is paid and giving it in a positive mental attitude. Search wherever you will for a single sound argument against this principle and you will not find it, nor will you find a single instance of enduring success which was not attained in part by its application. The principle is not the creation of man. It is a part of Nature's handiwork, for it is obvious that every living creature below the intelligence of man is forced to apply the principle in order to survive.

Man may disregard the principle if he chooses, but he cannot do so and at the same time enjoy the fruits of enduring success. The advantages of the habit of Going the Extra Mile are definite and understandable. Let us examine some of them and be convinced:

- The habit brings the individual to the favorable attention of those who can and will provide opportunities for self-advancement.
- It tends to make one indispensable, in many different human relationships, and it therefore enables him to command more than average compensation for personal services.
- It leads to mental growth and to physical skill and perfection in many forms of endeavor, thereby adding to one's earning capacity.
- It protects one against the loss of employment when employment is scarce, and places him in a position to command the choicest of jobs.
- It enables one to profit by the law of contrast since the majority of people do not practice the habit.
- It leads to the development of a positive, pleasing mental attitude, which is essential for enduring success.
- It tends to develop a keen, alert imagination because it is a habit which inspires one continuously to seek new and better ways of rendering service.
- It develops the important quality of personal initiative.
- It develops self-reliance and courage.
- It serves to build the confidence of others in one's integrity.
- It aids the mastery of the destructive habit of procrastination.
- It develops definiteness of purpose, insuring one against the common habit of aimlessness.

There is still another and a greater reason for following the habit of Going the Extra Mile. It gives one the only logical reason for asking for increased compensation.

If a man performs no more service than that for which he is being paid, then obviously he is receiving all the pay to which he is entitled.

He must render as much service as that for which he is being paid, in order to hold his job, or to maintain his source of income regardless of how he earns it.

But he has the privilege always of rendering an overplus of service as a means of accumulating a reserve credit of goodwill, and to provide a just reason for demanding more pay, a better position, or both.

Every position based upon a salary or wages provides one with an opportunity to advance himself by the application of this principle, and it is important to note that the American system of free enterprise is operated on the basis of providing every worker in industry with a proper incentive to apply the principle.

Any practice or philosophy which deprives a man of the privilege of Going the Extra Mile is unsound and doomed to failure, for it is obvious that this principle is the steppingstone of major importance by which an individual may receive compensation for extraordinary skill, experience and education; and it is the one principle which provides the way of self-determination, regardless of what occupation, profession or calling the individual may be engaged in.

In America, anyone may earn a living without the habit of Going the Extra Mile. And many do just that, but economic security and the luxuries available under the great American way of life are available only to the individual who makes this principle a part of his philosophy of life and lives by it as a matter of daily habit.

Every known rule of logic and common sense forces one to accept this as true. And even a cursory analysis of men in the higher brackets of success will prove that it is true.

It is a well known fact that Andrew Carnegie developed more successful leaders of industry than has any other great American industrialist. Most of them came up from the ranks of ordinary day laborers, and many of them accumulated personal fortunes of vast amounts, more than they could have acquired without the guidance of Mr. Carnegie.

The first test that Mr. Carnegie applied to any worker whom he desired to promote was that of determining to what extent the worker was willing to go the extra mile.

It was this test that led him to the discovery of Charles M. Schwab. When Mr. Schwab first came to Mr. Carnegie's attention, he was working as a day laborer in one of the steel master's plants. Close observation revealed that Mr. Schwab always performed more and better service than that for which he was paid. Moreover, he performed it in a pleasing mental attitude which made him popular among his fellow workers.

He was promoted from one job to another until at long last he was made President of the great United States Steel Corporation at a salary of \$75,000 a year!—1901.

Not through all the ingenuity of man or all the schemes that men resort to in order to get something for nothing, could Charles M. Schwab, the day laborer, have earned as much as \$75,000 during his entire lifetime if he had not willingly adopted and followed the habit of Going the Extra Mile.

On some occasions Mr. Carnegie not only paid Mr. Schwab's salary, which was generous enough, but he gave him as much as \$1,000,000 as a bonus in addition to his regular salary.

When Mr. Carnegie was asked why he gave Mr. Schwab a bonus so much greater than his salary, he replied in words that every worker, regardless of his job or wages, might well ponder. "I gave him his salary for the work he actually performed," said Mr. Carnegie, "and the bonus for his willingness to go the extra mile, thus setting a fine example for his fellow workers."

Think of that! A yearly salary of \$75,000 paid to a man who started as a day laborer and a bonus of more than ten times that amount for a good disposition expressed by a willingness to do more than that for he was paid.

Verily it pays to go the extra mile, for every time an individual does so, he places someone else under obligation to him.

No one is compelled to follow the habit of Going the Extra Mile, and seldom is anyone ever requested to render more service than that for which he is paid. Therefore, if the habit is followed, it must be adopted on one's own initiative.

But, the Constitution of the United States guarantees every man this privilege, and the American system provides rewards and bonuses for those who follow this habit, and makes it impossible for a man to adopt the habit without receiving appropriate compensation.

The compensation may come in many different forms. Increased pay is a certainty. Voluntary promotions are inevitable. Favorable working conditions and pleasant human relationships are sure. And these lead to economic security which a man may attain on his own merits.

There is still another benefit to be gained by the man who follows the habit of Going the Extra Mile : It keeps him on good terms with his own conscience and serves as a stimulant to his own soul! Therefore, it is a builder of sound character which has no equal in any other human habit.

You who have young boys and girls growing into adulthood might well remember this for their sake! Teach a child the benefits of rendering more service and better service than that which is customary, and you will have made contributions of character to that child which will serve him or her all through life.

The philosophy of Andrew Carnegie is essentially a philosophy of economics. But it is more than that! It is also a philosophy of ethics in human relationships. It leads to harmony and understanding and sympathy for the weak and the unfortunate. It teaches one how to become his brother's keeper and at the same time rewards him for so doing.

Let us now observe that the admonition to render more service and better service than that for which one is paid, is paradoxical because it is impossible for anyone to render such service without receiving appropriate compensation. The compensation may come in many forms and from many different sources, some of them strange and unexpected sources, but come it will.

The worker who renders this type of service may not always receive appropriate compensation from the person to whom he renders the service, but this habit will attract to him many opportunities for self-advancement, among them new and more favorable sources of employment. Thus, his pay will come to him indirectly.

Ralph Waldo Emerson had this truth in mind when he said (in his essay on “Compensation”): “If you serve an ungrateful master, serve him the more. Put God in your debt. Every stroke shall be repaid. The longer the payment is withheld, the better for you; for compound interest on compound interest is the rate and usage of this exchequer.”

Speaking once more in terms that seem paradoxical, be reminded that the most profitable time a man devotes to labor is that for which he receives no direct or immediate financial compensation. For, it must be remembered that there are two forms of compensation available to the man who works for wages. One is the wages he receives in money. The other is the skill he attains from his experiences; a form of compensation which often exceeds monetary remuneration, for skill and experience are the worker’s most important stock in trade through which he may promote himself to higher pay and greater responsibilities.

The attitude of the man who follows the habit of Going the Extra Mile is this: He recognizes the truth that he is receiving pay for schooling himself for a better position and greater pay!

This is an asset of which no worker can be cheated, no matter how selfish or greedy his immediate employer may be. It is the “compound interest on compound interest” which Emerson mentioned.

It was this very asset which enabled Charles M. Schwab to climb, step by step, from the lowly beginning as a day laborer to the highest position his employer had to offer; and it was this asset as well which brought Mr. Schwab a bonus of more than ten times the amount of his salary.

The million dollar bonus which Mr. Schwab received was his payoff for having put his best efforts into every job he performed—a circumstance, let us remember, which he controlled entirely. And it was a circumstance that could not have happened if he had not followed the habit of Going the Extra Mile.

Mr. Carnegie had but little, if anything, to do with the circumstance. It was entirely out of his hands. Let us be generous by assuming that Mr. Carnegie paid off because he knew Mr. Schwab had earned the additional pay which had not been promised him. But the actual fact may be that he paid off rather than lose so valuable a man.

And here let us note that the man who follows the habit of Going the Extra Mile thereby places the purchaser of his services under a double obligation to pay a just compensation; one being an obligation based upon his sense of fairness, the other based on his sense of fear of losing a valuable man.

Thus we see that no matter how we view the principle of Going the Extra Mile, we come always to the same answer, that it pays “compound interest” to all who follow the habit.

No one ever does anything voluntarily without a motive. Let us see if we can reveal a sound motive that will justify the habit of Going the Extra Mile by observing a few who have been inspired by it.

Many years ago an elderly lady was strolling through a Pittsburgh Department Store, obviously killing time. She passed counter after counter without anyone paying any attention to her. All of the clerks had spotted her as an idle “looker” who had no intention of buying. They made it a point of looking in another direction when she stopped at their counters.

What costly business this neglect turned out to be!

Finally the lady came to a counter that was attended by a young clerk who bowed politely and asked if he might serve her.

“No,” she replied, “I am just killing time, waiting for the rain to stop so I can go home.”

“Very well, Madam,” the young man smiled, “may I bring out a chair for you?” And he brought it without waiting for her answer. After the rain slackened, the young man took the old lady by the arm, escorted her to the street and bade her good-bye. As she left, she asked him for his card.

Several months later the owner of the store received a letter asking that this young man be sent to Scotland to take an order for the furnishings of a home. The owner of the store wrote back that he was sorry, but the young man did not work in the house furnishings department. However, he explained that he would be glad to send an “experienced man” to do the job.

Back came a reply that no one would do except this particular young man. The letters were signed by Andrew Carnegie, and the “house” he wanted furnished was Skibo Castle in Scotland. The elderly lady was Mr. Carnegie’s mother. The young man was sent to Scotland. He received an order for several hundred thousand dollars worth of household furnishings. He later became the owner of half interest in the store.

Verily it pays to go the extra mile.

Over forty years ago a young salesman in a hardware store observed that the store had a lot of odds and ends which were out of date and not selling. Having time on his hands, he rigged up a special table in the middle of the store. He loaded it with some of this unsaleable merchandise, marking it at the bargain price of a dime an article. To his surprise and that of the owner of the store, the gadgets sold like hot cakes.

Out of that experience grew the great F. W. Woolworth Five and Ten Cent chain store system. The young man who stumbled upon the idea by going the extra mile was Frank W. Woolworth.

That idea yielded him a fortune estimated at more than \$50,000,000. Moreover, the same idea made several other persons rich, and applications of the idea are at the heart of many of the more profitable merchandising systems in America.

No one told young Woolworth to exercise his right to personal initiative. No one paid him for doing so; yet his action led to ever-increasing returns for his efforts. Once he put the idea into practice, increasing returns nearly ran him down.

There is something about this habit of doing more than one is paid for which works in one's behalf even while he sleeps. Once it begins to work, it piles up riches so fast that it seems like queer magic which, like Aladdin's Lamp, draws to one's aid an army of genii which come laden with bags of gold.

Some thirty years ago, Charles M. Schwab's private railroad car was switched onto the siding at his steel plant in Pennsylvania. It was a cold, frosty morning. As he alighted from the car, he was met by a young man with a stenographer's notebook in his hands who hurriedly explained that he was a stenographer in the general office of the steel company, and that he had come down to meet the car to see if Mr. Schwab needed any letters written, or any telegrams sent.

"Who asked you to meet me?" Mr. Schwab queried, "No one," the young man replied. "I saw the telegram coming through announcing your arrival, so I came down to meet you, hoping I might be of some service."

Think of that! He came down hoping he might be able to find something to do for which he was not paid. And he came on his own initiative without being told.

Mr. Schwab thanked him politely for his thoughtfulness, but said he had no need for a stenographer at the moment. After carefully noting the young man's name, he sent the lad back to his work.

That night, when the private car was hitched to the night train for its return to New York City, it carried the young stenographer. He had been assigned, at Mr. Schwab's request, for service in New York as one of the steel magnate's assistants. The lad's name was Williams. He remained in Mr. Schwab's service for several years, during which opportunity after opportunity for promotion came to him unsolicited.

It is peculiar how opportunities have a way of trailing the people who make it their business to go the extra mile, but they do very definitely. Finally, an opportunity came to young Williams which he could not ignore. He was made president and a large stockholder in one of the largest drug concerns in the United States—a job which yielded him a fortune far greater than his needs.

This incident is clear evidence of what can happen, and what has been happening all down through the years under the American way of life.

Here is the appropriate place to remind you of an important thing about the habit of Going the Extra Mile by doing more than one is paid for. It is the strange influence which it has on the man who does it. The greatest benefit from this habit does not come to those to whom the service is rendered. It comes to the one who renders the service, in the form of a changed "mental attitude," which gives him more influence with other people, more self-reliance, greater initiative, more enthusiasm, more vision and definiteness of purpose. All of these are qualities of successful achievement.

“Do the thing and you shall have the power,” said Emerson. Ah, yes the power! What can a man do in our world without power? But it must be the type of power which attracts other people instead of repelling them. It must be a form of power which gains momentum from the law of increasing returns, through the operation of which one’s acts and deeds come back to him greatly multiplied.

You who work for wages should learn more about this sowing and reaping business. Then you would understand why no man can go on forever sowing the seed of inadequate service and reaping a harvest of full grown pay. You would know that there must come a halt to the habit of demanding a full day’s pay for a poor day’s work.

And you who do not work for wages, but who wish to get more of the better things of life! Let us have a word with you. Why do you not become wise and start getting what you wish the easy and sure way? Yes, there is an easy and a sure way to promote one’s self into whatever he wants from life, and its secret becomes known to every person who makes it his business to go the extra mile. The secret can be uncovered in no other manner, for it is wrapped up in that extra mile.

The pot of gold at the “end of the rainbow” is not a mere fairy tale! The end of that extra mile is the spot where the rainbow ends, and that is where the pot of gold is hidden.

Few people ever catch up with the “end of the rainbow.” When one gets to where he thought the rainbow ended, he finds it is still far in the distance. The trouble with most of us is that we do not know how to follow rainbows. Those who know the secret know that the end of the rainbow can be reached only by Going the Extra Mile.

Late one afternoon, some forty-five years ago, William C. Durant, the founder of General Motors, walked into his bank after banking hours, and asked for some favor which in the ordinary course of business should have been requested during banking hours.

The man who granted the favor was Carol Downes, an under official of the bank. He not only served Mr. Durant with efficiency, but he went the Extra Mile and added courtesy to the service. He made Mr. Durant feel that it was a real pleasure to serve him. The incident seemed trivial, and of itself it was of little importance. Unknown to Mr. Downes, this courtesy was destined to have repercussions of a far-reaching nature.

The next day Mr. Durant asked Downes to come to his office. That visit led to the offer of a position which Downes accepted. He was given a desk in a general office where nearly a hundred other people worked, and he was notified that the office hours were from 8:30 a.m. to 5:30 p.m. His beginning salary was modest.

At the end of the first day, when the gong rang announcing the close of the day’s work, Downes noticed that everyone grabbed his hat and coat and made a rush for the door. He sat still, waiting for the others to leave the office. After they had gone, he remained at his desk, pondering in his own mind the cause of the great haste everyone had shown to get away on the very second of quitting time.

Fifteen minutes later Mr. Durant opened the door of his private office, saw Downes still at his desk, and asked him whether he understood that he was privileged to stop work at 5:30.

“Oh yes,” Downes replied, “but I did not wish to be run over in the rush.” Then he asked if he could be of any service to Mr. Durant. He was told he might find a pencil for the motor magnate. He got the pencil, ran it through the pencil sharpener and took it to Mr. Durant. Mr. Durant thanked him and said “good night.”

The next day at quitting time Downes remained at his desk again after the “rush” was over. This time he waited with purpose aforethought. In a little while Mr. Durant came out of his private office and asked again if Downes did not understand that 5:30 was the time for closing.

“Yes,” Downes smiled. “I understand it is quitting time for the others, but I have heard no one say that I have to leave the office when the day is officially closed, so I choose to remain here with the hope that I might be of some slight service to you.”

“What an unusual hope,” Durant exclaimed. “Where did you get the idea?”

“I got it from the scene I witness here at closing time every day,” Downes replied. Mr. Durant grunted some reply which Downes did not hear distinctly and returned to his office.

From then on Downes always remained at his desk after closing time until he saw Mr. Durant leave for the day. He was not paid to remain overtime. No one told him to do it. No one promised him anything for remaining, and as far as the casual observer might know, he was wasting his time.

Several months later Downes was called into Mr. Durant’s office and was informed that he had been chosen to go out to a new plant that had been purchased recently to supervise the installation of the plant machinery. Imagine that! A former bank official becoming a machinery expert in a few months!

Without quibbling, Downes accepted the assignment and went on his way. He did not say, “Why, Mr. Durant, I know nothing about the installation of machinery.” He did not say, “That’s not my job,” or “I’m not paid to install machinery.” No, he went to work and did what was requested of him. Moreover, he went at the job with a pleasant “mental attitude.”

Three months later the job was completed. It was done so well that Mr. Durant called Downes into his office and asked him where he learned about machinery. “Oh,” Downes explained, “I never learned, Mr. Durant. I merely looked around, found men who knew how to get the job done, put them to work, and they did it.

“Splendid!” Mr. Durant exclaimed, “There are two types of men who are valuable. One is the fellow who can do something and do it well, without complaining that he is being overworked. The other is the fellow who can get other people to do things well, without complaining. You are both types wrapped into one package.”

Downes thanked him for the compliment and turned to go.

“Wait a moment,” Durant requested. “I forgot to tell you that you are the new manager of the plant you have installed, and your starting salary is \$50,000 a year.”

The following ten years of association with Mr. Durant was worth between ten and twelve million dollars to Carol Downes. He became an intimate advisor of the motor king and made himself rich as a result.

There is nothing very dramatic about the story of Carol Downes. The main trouble with so many of us is that we see men who have “arrived” and we weigh them in the hour of their triumph without taking the trouble to find out how or why they “arrived.”

The incidents mentioned occurred during the day’s business, without even a passing notice by the average person who worked along with Downes. And we doubt not that many of these fellow workers envied him because they believed he had been favored by Mr. Durant, through some sort of pull or luck, or whatever it is that men who do not succeed use as an excuse to explain their own lack of progress.

Well, to be candid, Downes did have an inside “pull” with Mr. Durant!

He created that “pull” on his own initiative.

He created it by going the extra mile in a matter as trivial as that of placing a new point on a pencil when nothing was requested except a plain pencil.

He created it by remaining at his desk, “with the hope” that he might be of service to his employer after the “rush” was over at 5:30 each evening.

He created it by using his right of personal initiative by finding men who understood how to install machinery instead of asking Durant where or how to find such men.

Trace down these incidents step by step and you will find that Downes’ success was due solely to his own initiative. Moreover, the story consists of a series of little tasks well performed, in the right “mental attitude.”

Perhaps there were a hundred other men working for Mr. Durant who could have done as well as Downes, but the trouble with them was that they were searching for the “end of the rainbow” by running away from it in the 5:30 rush each afternoon.

Many years afterwards a friend asked Carol Downes how he got his opportunity with Mr. Durant. “Oh,” he modestly replied, “I just made it my business to get in his way, so he could see me. When he looked around, wanting some little service, he called on me because I was the only one in sight. In time he got into the habit of calling on me.”

There you have it! Mr. Durant “got into the habit” of calling on Downes. Moreover, he found that Downes could and would assume responsibilities by going the extra mile.

What a pity that all of the American people do not catch something of this spirit of assuming greater responsibilities. What a pity that more of us do not begin speaking more of our “privileges” under the American way of life, and less of the lack of opportunities in America.

Is there a man living in America today who would seriously claim that Carol Downes would have been better off if he had been forced, by law, to join the mad rush and quit his work at 5:30 in the afternoon? If he had done so, he would have received the standard wages for the sort of work he performed, but nothing more. Why should he have received more?

His destiny was in his own hands. It was wrapped up in this one lone privilege of every American citizen: the right of personal initiative through the exercise of which he made it a habit always to go the extra mile. That tells the whole story. There is no other secret to Downes’ success. He admits it, and everyone familiar with the circumstances of his promotion from poverty to riches knows it.

There is one thing no one seems to know: Why are there so few men who, like Carol Downes, discover the power implicit in doing more than one is paid for?

The whole world is clamoring for such men. They are needed and wanted in every walk of life. American industry has always had princely berths for men who can and will assume responsibilities and who get the job done in the right “mental attitude,” by Going the Extra Mile.

Andrew Carnegie lifted no fewer than forty such men from the lowly station of day laborers to millionaires. He understood the value of men who were willing to go the extra mile. Whenever he found such a man, he brought “his find” into the inner circle of his business and gave him an opportunity to earn “all he was worth.”

People do things or refrain from doing them because of a motive. The soundest of motives for the habit of Going the Extra Mile is the fact that it yields enduring dividends, in ways too numerous to mention, to all who follow the habit.

No one has ever been known to achieve permanent success without doing more than he was paid for. The practice has its counterpart in the laws of nature. It has back of it an impressive array of evidence as to its soundness. It is based on common sense and justice.

The best of all methods of testing the soundness of this principle is that of putting it to work as a part of one’s daily habits. Some truths we can learn only through our own experience.

Americans want greater individual shares of the vast resources of this country. That is a healthy desire. The wealth is here in abundance, but let us get our wealth by giving something of value in return for it.

We know the rules by which success is attained. Let us appropriate these rules and use them intelligently, thereby acquiring the personal riches we demand, and adding to the wealth of the nation as well.

“ Principle 5: Pleasing Personality

The Thirty Traits of a Pleasing Personality: A Self-Test

Rate yourself fairly and honestly on the following list of personality traits. Then, during the coming weeks, months and years, keep coming back to it, retesting and checking up on yourself to make sure that you are staying “on the success beam.”

Have someone who knows you well check over your ratings because it is very difficult for anyone to fully recognize their own faults. Most people are inclined to overrate their merits. If you are in the business of selling or dealing with the public, you should give yourself a re-check rating on these personality traits once a month. Always give yourself a careful examination on all ratings of C and D, as these indicate the areas in which you should work on improving yourself.

A+ Perfect (very rare) **A** Good (above average) **B** Fair (average) **C** Poor (below average)

D Unsatisfactory

- _____ A positive mental attitude
- _____ Flexibility
- _____ Sincerity of purpose
- _____ Promptness of decisions
- _____ Courtesy on all occasions
- _____ A pleasant tone of voice
- _____ The habit of smiling when speaking
- _____ A pleasant facial expression
- _____ Tactfulness in speech
- _____ Tolerance with all people
- _____ Frankness in manner and speech
- _____ A keen sense of humor
- _____ Faith in infinite intelligence
- _____ A keen sense of justice
- _____ Appropriateness of words
- _____ Control of emotional feelings
- _____ Alertness of interest
- _____ Effective speech
- _____ Versatility in general

- _____ A fondness for people
- _____ Control of temper at will
- _____ Hope and ambition for success
- _____ Temperance in all habits
- _____ Patience
- _____ Humility of the heart
- _____ Appropriateness of clothing
- _____ Good showmanship
- _____ Clean sportsmanship
- _____ The ability to shake hands gracefully
- _____ Personal magnetism

Principle 6: Personal Initiative

The Major Attributes of Personal Initiative: A Self-Test

Personal Initiative heads the list of qualities a successful leader must possess. How do you rate yourself on the following characteristics?

A+ Perfect (very rare) **A** Good (above average) **B** Fair (average) **C** Poor (below average) **D** Unsatisfactory

_____ The adoption of a Definite Major Purpose

_____ An adequate motive to inspire continuous action in pursuit of the object of one's Definite Major Purpose

_____ A *Mastermind Alliance* through which the power essential for the attainment of one's

Definite Major Purpose may be acquired

_____ Self-reliance in proportion to the scope and object of one's Definite Major Purpose

_____ *Self-Discipline* sufficient to insure mastery of the head and heart and to sustain one's motives until they have been realized

_____ Persistence, based on the will to win

_____ A well-developed imagination, controlled and directed

_____ The habit of reaching definite and prompt decisions

_____ The habit of basing all opinions on known facts instead of relying on guesswork

_____ The ability to generate *enthusiasm* at will

_____ A keen sense of justice under all circumstances

_____ Tolerance and open-mindedness

_____ The habit of Going the Extra Mile

- _____ Tactfulness and a keen sense of diplomacy
- _____ The habit of listening much and talking only when necessary
- _____ A well-developed sense of observation of details, large and small
- _____ The capacity for Applied Faith
- _____ The capacity to withstand criticism without resentment
- _____ Temperance in eating, drinking, and social habits
- _____ Loyalty to all to whom loyalty is due
- _____ Frankness and openness in dealing with others
- _____ Familiarity with the nine basic motives that inspire all human action
- _____ An attractiveness of personality to induce cooperation
- _____ The capacity to concentrate one's full attention upon one task at a time
- _____ The habit of learning from your mistakes
- _____ Willingness to accept responsibility for the mistakes of one's subordinates
- _____ The habit of recognizing the merits and abilities of others
- _____ Applying the Golden Rule to all human relationships
- _____ A positive mental attitude at all times
- _____ The habit of assuming full responsibility for any job or task undertaken
- _____ The habit of keeping the mind occupied with that which one desires and not with that which one does not desire

Principle 6: Personal Initiative

The Things That Haven't Been Done Before

The things that haven't been done before, Those are the things to try;
Columbus dreamed of an unknown shore At the rim of the far-flung sky,
And his heart was bold and his faith was strong As he ventured in dangers new,
And he paid no heed to the jeering throng Or the fears of the doubting crew.

The many will follow the beaten track With guideposts on the way,
They live and have lived for ages back With a chart for every day.
Someone has told them it's safe to go On the road he has traveled o'er, And all that they ever strive to know
Are the things that were known before.

A few strike out, without map or chart, Where never a man has been,
From the beaten paths they draw apart To see what no man has seen,
There are deeds they hunger alone to do; Though battered and bruised and sore,
They blaze the path for the many, who Do nothing not done before.

The things that haven't been done before Are the tasks worth while to-day;
Are you one of the flock that follows, or Are you one that shall lead the way? Are you one of the timid souls that quail
At the jeers of a doubting crew,
Or dare you, whether you win or fail, Strike out for a goal that's new?

—Edgar A. Guest

Principle 7: Positive Mental Attitude

All You Really Need to know You Can Learn from Noah's Ark

Believe in God. If He tells you that you can do something, you can!

Stay fit.

You never know when you're going to be asked to do something really big!

Plan

Ahead. It wasn't raining when Noah built the Ark.

Treasure

your family. They are the ones who will always stick by you.

■ **Endurance, not speed, is the important thing.**

The cheetahs were on board, but so were the snails.

Look over your options and choose wisely. Occasionally you can fight, sometimes you can flee, but other times it's best to go with the flow.

■ **Be kind to everyone.** Never forget that we're all in the same boat.

■ **Don't flirt with danger.** Stay below deck when storms arise.

■ **Trust that a divine power will help you.**

Remember, the Ark was built by amateurs and the Titanic by professionals.

■ **Believe in yourself.** Don't listen to critics telling you it can't be done.

Be punctual. You don't want to miss the boat.

Take care of minor problems before they become major.

The woodpeckers inside the boat can be a greater threat than the flood outside.

■ **Look on the bright side.**

No matter how gray the world seems at times, there's always a rainbow just ahead



*The Woodpecker
might have to go!*

—Catholic Forester

ATTITUDE

The longer I live, the more I realize the impact of attitude on life.

Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than successes, than what other people think or say or do. It is more important than appearance, giftedness or skill. It will make or break a company . . . a church . . . a home.

The remarkable thing is we have a choice every day regarding the attitude we will embrace for that day. We cannot change our past . . . we cannot change the fact that people will act in a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have, and that is our attitude . . . I am convinced that life is 10% what happens to me and 90% how I react to it.

And so it is with you . . . we are in charge of our Attitudes.

—Charles Swindoll

Principle 7: Positive Mental Attitude

15 Steps toward Developing a Positive Mental Attitude

- 1 Recognize the privilege of taking possession of your own mind as being the one and only thing over which you have complete control.
- 2 Recognize, and prove to your own satisfaction, the truth that every adversity carries with it the seed of an equivalent benefit.
- 3 Learn to close the door behind you on all the failures and unpleasant circumstances you may have experienced in the past.
- 4 Begin to put into action that magic success principle, the habit of Going the Extra Mile.
- 5 Select a pace-maker and emulate him or her in every possible way.
- 6 Determine how much material riches you require, set up a plan for acquiring it, then place a stop-gap on your ambitions to be richer by adopting the principle of *Not Too Much, Not Too Little* by which you guide your future ambitions for material things.
- 7 Form the habit of daily saying or doing something that will make others feel better.
- 8 Convince yourself that ultimately nothing matters as far as you, personally, are concerned, giving yourself immunity against all causes of worry. Please keep in mind the fact that I am here giving you instructions on how to condition your mind so it will express a Positive Mental Attitude automatically, at all times.
- 9 Find out what you like best to do; discover a Labor of Love and do it with all your heart and soul, even if it is only a hobby.
- 10 Communicate with anyone whom you know you have unjustly offended, by word or deed, offer adequate apologies and ask forgiveness.
- 11 Remember, always, that no one can hurt your feelings or make you angry or frighten you without your full cooperation and consent.
- 12 Learn the art of mastering your emotions by exercising them under stipulated conditions of your own making through the principle of Diversion of Transmutation.
- 13 Discover that self-pity is an insidious destroyer of self-reliance and recognize that the one person on whom you can and should depend at all times is yourself.
- 14 Remember, as long as anyone can hurt your feelings for any cause, or make you angry against your will, there are weak spots in your mental equipment that need mending before you can express yourself through a Positive Mental Attitude.
- 15 For the habit of tolerance and keep an open mind on all subjects, toward people of all races and creeds, and learn to like people just as they are instead of demanding of them to be as you wish them to be. You have to live with people, therefore learn to like people and eventually you will recognize that Love and Affection constitute the finest of medicines

for both your Body and your Soul. Love changes the entire chemistry of the body and conditions it for the expression of a Positive Mental Attitude. And Love also extends the space one may occupy in the hearts of others. Important, also, is the fact that Love is free and the best way to receive it is by giving it.

Keep your mind on the things you want and off the things you don't want.

Remember the old French proverb: "Be very careful what you set your heart on, for you will surely achieve it."

Success attracts more success while failure attracts more failure.

There are two things that Nature definitely discourages and severely penalizes:

1. A vacuum (emptiness)
2. Idleness (lack of action)

Risks

To laugh is to risk appearing the fool. To weep is to risk appearing sentimental. To reach out for another is to risk involvement. To expose feelings is to risk exposing your true self. To place your ideas, your dreams before a crowd is to risk their loss. To love is to risk not being loved in return. To live is to risk dying. To hope is to risk despair. To try is to risk failure. But risks must be taken because the greatest hazard in life is to risk nothing. The person who risks nothing does nothing, has nothing and is nothing. They may avoid suffering and sorrow but they cannot learn, feel, change, grow, or live. Chained by their certitudes they are a slave; they have forfeited their freedom. Only a person who risks is free.

—Anonymous

Three Magical Steps to Risk Management

- **First**—Analyze the risky situation and determine the worst thing that could happen if you did not succeed.
- **Second**—After determining the worst possible outcome, ask yourself if you could live with it if it happened.
- **Third**—If the answer to question two is “yes,” then you have reconciled yourself to this worst possible outcome and you can stop worrying. You can now proceed to analyze the situation critically and act appropriately. **OR**
Alternate Third—If the answer to question two is “no,” then you should not take the risk. It simply is not worth the price to be paid or you are not really prepared to pay it.

Once you are resigned to accepting the worst possible case, then you are willing to live with it. Recognizing that the activity is worth the risk, you then can proceed worry free. Now your energies are focused totally on the issue itself thereby increasing the chances that the worst won’t happen.

Principle 7: Positive Mental Attitude

 **99 ways to say ... You're on the right track now!**

You're doing a good job now. You did a lot of work today. Now you've figured it out. That's **RIGHT!** Now you have the hang of it. That's the way! **You're really going to town!** You're doing fine. Now you have it! Nice going. That's coming along nicely. That's Great! You did it that time! **GREAT! FANTASTIC! TERRIFIC! TREMENDOUS!** You out-did yourself today. How did you do that? That's better. **EXCELLENT!** I'm very proud of how hard you try. Good job! That's the best you've ever done. Good going. Keep it up! That's really nice. **WOW!** I appreciate your help! Much better! Good for you! That's much better! **Good thinking!** Exactly right! **SUPER! Nice going.** You make it look easy. I've never seen anyone do it better. You're doing much better today. Way to go! Not bad. Superb! You're getting better every day. **WONDERFUL!** I knew you could do it. Keep working on it, you're getting better. You're doing beautifully. You're really working hard today. That's the way to do it! Keep on trying! You're the best! Nothing can stop you now! You're very good at that. You certainly did well today. **I'm very proud of you.** You're learning fast. You've just about got it. That's good. I'm happy to see you working like that. **I'm proud of the way you worked today.** That's the right way to do it. You're really learning a lot. That's better than ever. That's quite an improvement. That kind of work makes me very happy. **MARVELOUS! That deserves a high five. PERFECT! AWESOME! FINE!** You've got your brain in gear today. That's **IT!** You figured it out fast! You remembered! You're really improving. I think you've got it now. Well, look at you go! You got that down pat. Good work! Outstanding! I like that. **Couldn't have done it better myself.** Now that's what I call a fine job. You did that very well. **Congratulations!** That was first class work.

RIGHT ON! SENSATIONAL! That's the best ever. Good remembering. You haven't missed a thing. It is a pleasure to teach you when you work like that. You really made my job fun.

Congratulations... you got (number of behaviors) right! You've just about mastered that! One more time and you'll have it. You must have been practicing! **What's it all add up to? "I LOVE YOU"...** it's the thought behind all the words

...I LOVE YOU!



BE A WINNER

The winner is always a part of the answer; The loser is always part of the problem; The winner always has a problem; The loser always has an excuse; The winner says, "Let me do it for you"; The loser says, "That's not my job"; The winner sees an answer for every problem; The loser sees a problem for every answer; The winner sees a green near every sand trap; The loser sees two or three sand traps near every green; The winner says, "It may be difficult, but it is possible"; The loser says, "It may be possible, but too difficult".

BE A WINNER!

“ Principle 7: Positive Mental Attitude

Test Yourself

Look at each word in the list below. Note carefully whether your initial reaction to each word is negative or positive. Next to the word, jot down the

letter “N” for negative or “P” for positive.

_____ Love _____ Crag _____ Money _____ Automobile _____ Food _____ Sex
_____ Dark _____ Book _____ Rest _____ Law _____ Water _____ Letter
_____ Garden _____ Maid _____ Boss _____ Home _____ Guests _____ Health
_____ Animal _____ Father _____ Clothing _____ Music _____ Children _____
Write _____ Tests _____

Principle 8: Enthusiasm

A Challenge to Life

by Napoleon Hill

LIFE, you can't subdue me because I refuse to take your discipline too seriously.

When you try to hurt me I laugh, and laughter knows no pain. I appropriate your joys wherever I find them. Your sorrows neither discourage nor frighten me, for there is laughter in my soul.

Temporary defeat does not make me sad. I simply set music to the words of defeat and turn it into a song. Your tears are not for me! I like laughter much better, and, because I like it, I use it as a substitute for grief and sorrow and pain and disappointment.

Life, you are a fickle trickster. Don't deny it.

You slipped the emotion of love into my heart so you might use it as a thorn with which to prick my soul, but I learned to dodge your trap—with laughter. You try to lure me with the desire for gold, but I have fooled you by following the trail which leads to knowledge instead.

You induce me to build beautiful friendships, then convert my friends into enemies so you may harden my heart, but I side-step your fickleness by laughing off your attempt and selecting new friends in my own way.

You cause men to cheat me at trade so I will become distrustful, but I win again because I possess one precious asset which no man can steal—IT IS THE POWER TO THINK MY OWN THOUGHTS AND TO BE MYSELF.

You threaten me with death, but to me death is nothing worse than a long, peaceful sleep, and sleep is the sweetest of human experiences—excepting laughter.

You build the fire of hope in my breast, then sprinkle water on the flames, but I go you one better by rekindling the fire, and I laugh at you once more.

Life, you are licked as far as I am concerned because you have nothing with which to lure me away from laughter, and you are powerless to scare me into submission.

To a life of laughter, then, I raise my cup of cheer!

Principle 9: Self-Discipline

Can't

Can't is the worst word that's written or spoken; Doing more harm here than slander and lies; On it is many
a strong spirit broken, And with it many a good purpose dies. It springs from the lips of the thoughtless
each morning And robs us of courage we need through the day: It rings in our ears like a timely-sent warning
And laughs when we falter and fall by the way.

Can't is the father of feeble endeavor, The parent of terror and half-hearted work; It weakens the
efforts of artisans clever, And makes of the toiler an indolent shirk. It poisons the soul of the man
with a vision, It stifles in infancy many a plan; It greets honest toiling with open derision And
mocks at the hopes and the dreams of a man.

Can't is a word none should speak without blushing; To utter it should be a symbol of shame; Ambition
and courage it daily is crushing; It blights a man's purpose and shortens his aim. Despise it with all of
your hatred of error; Refuse it the lodgment it seeks in your brain; Arm against it as a creature of terror,
And all that you dream of you some day shall gain.

Can't is the word that is foe to ambition, An enemy ambushed to shatter your will; Its prey is forever the
man with a mission And bows but to courage and patience and skill. Hate it, with hatred that's deep and
undying, For once it is welcomed 'twill break any man; Whatever the goal you are seeking, keep trying
And answer this demon by saying: "I can."

—Edgar A. Guest

The Authorities Aren't Always Right (Or, Remember Galileo)

While it is important to let go of righteousness and become open to the beliefs and ideas of others, it is equally important to remember that just because someone speaks from a position of authority it doesn't mean he or she is right. If you have a belief that sings clearly in your heart, based on evidence that seems obvious to you, remember Galileo, and don't wait for the authorities to tell you you are right.

About Galileo: Roughly four hundred years ago he came to the conclusion that the earth was round and moved around the sun. This was considered heresy because common knowledge supposed that the earth was flat and that the sun and stars all moved around the earth. So Galileo was banned from teaching and taken to jail. But even as he walked out of the hearing where the judge and jury found him guilty, he muttered to himself that the earth did move around the sun.

If we look historically at medical practices, attitudes toward sex, nutrition information, school rules, religious beliefs, and all institutions, we will see that beliefs and habits change. Remember: George Washington bled to death from the common medical practice of bleeding people when they were sick with the flu; parents were told to feed babies only every four hours; until the 1980s, people who believed nutrition was linked to health were considered weird, and now most magazines routinely run articles on diets for good health. *So remember, what you are told is good for you may have more to do with customs and politics than a heartfelt interest in your wellbeing. Think for yourself.*

I have long believed in using all forms of natural healing whenever possible. When I had breast cancer a few years ago, I had extensive Reiki healing before, during, and after my surgery (*Reiki* means “life force energy” and is a method of channeling a high vibration of light energy into the body, which ignites one's natural healing power). I had spoken to my surgeon about it. After coming out of the anesthetic, the surgeon came in and asked if I had had a shot for pain. I said, “No, I wasn't having much pain due to the Reiki, and she said, “You'll have more pain tomorrow.” The next day the doctor and nurse were amazed that I could lift my arm straight up and reach around my back and button a blouse. But when I tried to explain how Reiki healing helped me, their eyes glazed over. When people are trained to believe in one discipline, it's as if channels in the brain that might consider alternatives get blocked off.

So did I stop doing Reiki healing? Of course not. I continue to quietly mention it to people because every now and then someone's eyes light up and they are interested in learning more. And that's wonderful because I'm hoping one day that anyone having surgery or illness could have Reiki or some form of channeled healing to ease the pain and speed the recovery.

Even in the face of the “latest research,” the doctor’s orders, the philosophy of your religion, ask yourself: What do I believe? What makes sense? What works? *And then try it out.* And be willing to change your conclusions when you have evidence that suggests differently. Let your body, mind, and spirit be your guide. But don’t expect the experts to hear you or agree with you if you disagree with their rules. The Galileo syndrome is still alive and well. The other fascinating part of this saga is that it took the Catholic Church four hundred years to pardon Galileo. (Mind you—they didn’t apologize, they only pardoned him. I think they should have sent flowers to his grave.)

The morals of this story:

- Don’t wait for someone’s permission to believe yourself
- Check out all belief systems in the context of politics, religion, and custom.
- When you are handed a rule, ask yourself, Who benefits by this rule?
- Don’t do anything that doesn’t feel right or insults your soul.
- Remember Galileo.

Source: Charlotte Davis Kasl, Ph.D. ***Finding Joy: 101 Ways to Free Your Spirit and Dance with life*** (New York: HarperCollins Publishers, 1994), pp. 33-35.

Principle 10: Accurate Thinking

Super Charge Your Brain

Sharper focus, smarter decisions, peak performance by Timothy Gower

YOU KNOW THE FEELING. It's that rare state when it seems you can do no wrong. Maybe you're playing tennis and every shot is landing right where you aim it. Or perhaps solutions to those gnarly work problems are coming to you so easily that you wonder why they seemed insurmountable before.

For most of us, these moments of vision and high performance are too rare. Why is it that sometimes you fire on all cylinders and at other times you can't even start the engine? The answer may be this: You're at your best when you get your mind out of the way.

Take Tom Amberry. When most basketball players step up to the free-throw line, they think about one thing—sinking a basket. Not Amberry. Each morning, the retired podiatrist, 80, shoots free throws at a gym near his home in Sea Beach, Calif., and often sinks 500 in a row. But instead of worrying about whether the ball will go through the hoop, Amberry shifts his attention. He checks to be sure his shoulders and feet are properly lined up. Then he bounces the ball exactly three times, never taking his eyes off the ball's black inflation hole. He makes sure his fingers line up on the ball the same way before each shot. Finally, Ambers looks at the basket and shoots. Some days he simply can't miss. On November 15, 1993, he tossed in 2,750 consecutive free throws.

Amberry teaches pro basketball players how to shoot free throws and has produced an instructional book and video. The key, he says, is to become mentally absorbed in a physical routine, which clears the head of negative ideas, such as missing the shot. "You can't have an extraneous thought in your mind when you make that free throw," says Amberry.

Refocusing the mind to eliminate the buzz and the static of everyday thought, according to a new book by Herbert Benson, MD, has powers beyond the basketball court. Benson is perhaps most well known as the author of the 1975 bestseller *The Relaxation Response*, which taught millions of readers that practicing a simple form of meditation can lower blood pressure and reduce the risk or lessen the symptoms of many other physical maladies.

Now Benson is applying the relaxation response to help people reach peak performance in various forms—from creative insights, to lower golf handicaps, to spiritual enlightenment. In his new book, *The Breakout Principle*, written with William Proctor, Benson describes a simple technique he claims alters brain chemistry to produce that elusive state sometimes called "the zone," where ideas rush forth and answers to thorny questions emerge from the subconscious. The key lies in giving one's ragged psyche a time-out.

“Everyday thought really drives you up a wall,” says Benson, 68, seated in his office at the Mind/Body Medical Institute in Boston, which he founded in 1988. What’s bugging you? Your job? Your daughter’s new boyfriend with the tattoos and pierced larynx? Obsessing over worries leads to stress, which clouds judgment and holds us back, says Benson. He insists that stepping away from problems creates changes in the central nervous system that produce calm and clarity. “After struggling through those worries,” he says, “the best thing to do is back off and often you’ll have an insight.”

Of course, some people seem to know intuitively that the best way to cope with a problem can be to walk away from it. Artist and graphic designer Lisa Gizara, 43, was struggling to come up with a fresh advertising idea for one of her clients, a computer company. So she took her terrier, Elsie Mae, for a stroll on the beach near her home in Ventura, California. As they tromped across the sand, suddenly a phrase popped into Gizara’s head: “Get connected.” She took a few more steps, and saw an image: Michelangelo’s “Creation of Adam,” which features the famous detail of God’s and Adam’s fingers nearly touching—that is, connecting. “I felt blessed and taken care of,” recalls Gizara, “like someone sent the solution to the problem from a higher place.”

According to Benson, it’s brain chemistry, not happenstance, that creates this now-I-get-it state we all crave. Benson believes that when you “break the train of everyday thought”—a phrase he repeats like a mantra—your body increases production of a gas molecule called nitric oxide (not to be confused with nitrous oxide, or laughing gas). Scientists once thought nitric oxide, or NO, was merely a toxin. It’s a component of cigarette smoke, for example. But in the late 1980s researchers learned that the gas is made in the human body and plays a role in a range of physiological processes, such as controlling blood pressure.

Benson says that the scientific evidence—from his lab and others—suggests that when NO is released in the brain, it produces “puffs of insight.” It not only counteracts the effects of the potentially damaging stress hormones released when we feel anxious but, Benson says, NO increases the output of neurotransmitters, including dopamine and endorphins, which promote a sense of well-being. Benson believes it’s possible to set off the peak experiences he calls “breakouts” by learning to trigger the release of NO.

Other scientists aren’t convinced. “Whether you can put NO at the center of the picture and say that it participates in counteracting stress, and say it’s more important than many other molecules that have been shown to be involved in stress response, about that I would be skeptical,” says neurobiologist Grigori Enikolopov, of Cold Spring Harbor Laboratory, an independent research and educational facility in New York. Benson concedes that proving his theories is a challenge, in part because measuring NO levels in humans is “devilishly difficult.”

But Benson has grown accustomed to skepticism about his work. Trained as a cardiologist at Harvard Medical School, Benson began in the 1960s to study how stress affects physical well-being—then considered a radical idea. Many of his colleagues told him he was wasting his time and would ruin his career.

But Benson went on to become a pioneer in the now-flourishing field known as mind-body medicine, which explores how our thoughts and feelings contribute to disease. Internist Larry Dossey, author of *Healing Words*, says Benson’s research, and his standing as an eminent doctor, jump-started serious study in mind-body medicine. Now more than half of U.S. medical schools teach the relaxation response. “Herb has the satisfaction of now being able to say, ‘I told you so,’” says Dossey.

In *The Relaxation Response*, Benson helped patients reduce blood pressure, control pain and speed healing through a basic form of meditation meant to quiet the mind and shut down the body's fight-or-flight reaction: Sit comfortably, breathe through your nose, and every time you exhale silently say the word *one* to yourself. If other thoughts intrude, gently disregard them and resume your focus.

As the years passed, Benson discovered that there is more than one way to evoke that calm, and the process may have applications beyond the clinic. "People from various disciplines— theology, business, athletics—were all saying, You know, we do something like the relaxation response to break the train of everyday thought and we get better results."

Benson believes that making time to elicit the relaxation response, through meditation or whatever quiets your mind, clears away the intellectual static or emotional baggage that blocks creative thinking or even obvious solutions.

Consider Charlene Abrams, who spent every free evening in the summer of 1994 on the front step of her home in St. Louis, spinning yarn. She would sit in the night air for hours, slowly rocking the treadle of a spinning wheel with her feet and guiding the fibers with sweeping motions of her arm. To the soundtrack of cicadas and the wind in the leaves, Abrams repeated the motions, over and over, until her brain and body went on autopilot. "It's a very Zen kind of thing. You get into this almost altered state," says Abrams, 43, a software engineer. "Sitting there spinning, my mind wanders and goes wherever it needs to go."

After months of spinning, Abrams arrived at the solution to a serious problem: She had to leave her husband. Her marriage had been deteriorating for years, but she felt paralyzed to act because she became too upset every time she thought about her situation. Yet, somehow, when she quit thinking about it and focused on making yarn, the answer came to her. Spinning, she says, "gave me distance from the extremes that I was feeling. It was like a layer of insulation. My fears didn't quite touch me." That sense of perspective gave Abrams the objectivity to realize her marriage was beyond hope. She filed for divorce that August.

Benson argues that engaging in any "trigger" that forces you to quit thinking about your troubles can lead to bold insights, bright ideas and better performance. If you don't want to meditate or spin yarn, try praying. Listen to Bach, Bonnie Raitt or Ozzy Osbourne—whatever music you find absorbing. Take a long shower or shave. Sit in a calming architectural space. Go for a stroll in the woods. Have dinner in a quiet restaurant, alone or with a friend. Even chores such as raking leaves or folding laundry can serve as breakout triggers, says Benson.

Hearing stories such as Abrams's clearly pleases Benson, since they confirm his belief that we all possess the inner wisdom that "backing off" can not only heal our bodies, but free our minds to focus on what matters most.

“Throughout my entire scientific and medical career, I don’t think I’ve discovered anything original,” Benson says. “What I have been able to do with my colleagues is to give a scientific basis to inherent human qualities that we’ve had for millennia.” Benson may or may not have come up with a scientific explanation for a common human experience. But it’s hard to dispute that sometimes the best way to get a grip on life is to just let go.

Source: Timothy Gower, Reader’s Digest (September 2003), pp. 108-113.

Seven Rules for Accurate Thinking by Napoleon Hill

- 1 Never accept opinion as facts
- 2 Avoid following free advice
- 3 Don't trust information given in a discourteous or slanderous spirit
- 4 In asking for information, do not disclose what you wish the information to be
- 5 Anything which exists anywhere in the universe is capable of proof
- 6 Begin developing your intuitive faculty which enables you to sense what is false and what is true
- 7 Follow the habit of asking, "How do you know?"

Principle 10: Accurate Thinking

A mother, passing by her daughter's bedroom, was astonished to see the bed was nicely made and everything was picked up. Then she saw an envelope propped up prominently on the center of the bed. It was addressed "Mom." With the worst premonition, she opened the envelope and read the letter with trembling hands:

Dear Mom:

It is with regret and sorrow that I'm writing you. I eloped with my new boyfriend because I wanted to avoid a scene with Dad and you.

I've been finding real passion with John and he is so nice—even with all his piercing, tattoos, beard, and his motorcycle clothes. But it's not only the passion, Mom, I'm pregnant and John said that we will be very happy.

He already owns a trailer in the woods and has a stack of firewood for the whole winter. He wants to have many more children with me and that's now one of my dreams too.

John taught me that marijuana doesn't really hurt anyone and we'll be growing it for us and trading it with his friends for all the cocaine and ecstasy we want.

In the meantime, we'll pray that science will find a cure for AIDS so John can get better; he sure deserves it! Don't worry Mom, I'm 15 years old now and I know how to take care of myself. Someday I'm sure we'll be back to visit so you can get to know your grandchildren.

Your daughter,

Judith

P.S. Mom, none of the above is true. I'm over at the neighbor's house. I just wanted to remind you that there are worse things in life than my report card that's in my desk center drawer. I love you! Call when it's safe for me to come home.

Principle 11: Controlled Attention

My Daily Creed

1 I know that I have the ability to achieve the object of my definite major purpose in life: Therefore, I DEMAND of myself persistent, continuous action toward its attainment, and I here and now promise to render such action.

2 I realize the dominating thoughts of my mind will eventually reproduce themselves in outward, physical action, and gradually transform themselves into physical reality: Therefore, I will concentrate my thoughts for thirty minutes daily upon the task of thinking of the person I intend to become, thereby creating in my mind a clear mental picture of that person.

3 I know that through the principle of auto-suggestion, any desire I persistently hold in my mind will eventually seek expression through some practical means of attaining the object back of it: Therefore, I will devote ten minutes daily to demanding of myself the development of unconditional self-reliance.

4 I have clearly written down a description of my definite chief aim in life, and I will never stop trying until I shall have developed sufficient self-reliance for its attainment in full.

5 I fully realize that no wealth or position of benefit can long endure unless built upon truth and justice: Therefore, I will engage in no transaction, in no human relationship, which does not benefit all whom it affects. I will succeed by attracting to myself the forces I wish to use and the cooperation of other people. I will induce others to serve me because of my willingness to serve others. I will cause others to believe in me because I will believe in them and in myself.

6 I will sign my name to this formula, commit it to memory, and repeat it aloud at least once daily, with full faith that it will gradually influence my thoughts and actions, so that I will become self-reliant and successful.

Countersigned: Signed:

A handwritten signature in cursive script, appearing to read "Napoleon Hill", is written over the "Signed:" portion of the text.

Principle 12: Teamwork

Teamwork is beneficial because it . . .

- Inspires every individual connected with the organization with a Definite Major Purpose: a deeply seated desire to contribute to the organization's success
- Develops self-reliance through self-expression that is free from all fears
- Encourages the development of the spirit of clean sportsmanship inside and outside of the business
- Develops leadership by encouraging the exercise of *Personal Initiative* and willingness to assume personal responsibility
- Inspires *Teamwork* between employees and the management, eliminating entirely the usual tendency of people to "pass the buck" and dodge individual responsibility
- Develops an alert mind and a keen imagination
- Provides an adequate outlet for the expression of individual ambition on a basis that is highly beneficial to each individual associated with the company
- Gives everyone a feeling that he or she "belongs" and no one is left without the means of gaining personal recognition on merit
- Inspires loyalty among the employees, loyalty to the company and loyalty to one another, thus labor troubles are an unknown circumstance
- Gives the company the fullest possible benefit of all talents, ingenuity, and *Creative Vision* of every employee, and provides adequate compensation for these talents in proportion to their value

Teamwork produces power, but whether the power is temporary or permanent depends upon the motive that inspired the cooperation. If the motive is one that inspires people to cooperate willingly, the power produced by this sort of *Teamwork* will endure as long as that spirit of willingness prevails. If the motive is one that forces people to cooperate, by fear or any other negative cause, the power produced will be temporary. Great physical power can be produced by coordination of the efforts of individuals, but the endurance of that power, its quality, scope, and strength, are derived from that intangible something known as the "spirit" in which people work together for the attainment of a common end. Where the spirit of *Teamwork* is willing, voluntary and free, it leads to the attainment of a power that is very great and enduring.

Teamwork differs from the *Mastermind Alliance* . . .

- *Teamwork* (cooperation) is based on the coordination of effort.
- The *Mastermind Alliance* principle is based on personal relationships with several people who have your direct purposes and goals in mind.

◆ Principle 12: Teamwork

Principle 12: Teamwork

What Is Orange

Orange is a tiger lily, A carrot, A feather from A parrot, A flame,
The wildest color You can name.

Orange is a happy day Saying good-by In a sunset that Shocks the
sky.

Orange is brave Orange is bold It's bittersweet And
marigold.

Orange is zip Orange is dash The brightest stripe In a Roman
sash.

Orange is an orange Also a mango Orange is music Of the
tango.

Orange is the fur Of the fiery fox, The brightest crayon In the box.

And in the fall When the leaves are turning Orange is the smell Of bonfire
burning...

Source: Mary O'Neill, *Hailstones and Halibut Bones*

Principle 12: Teamwork

There's something special that happens when people work well together.

A certain quality that you can see and feel—an energy that ripples through the group, making each member feel important and cared for.

When people work well together, they create products and provide services that they can be proud of.

Teamwork doesn't happen by accident. It requires effort and commitment, a willingness to accept the uniqueness of others; an appreciation of diversity.

Teamwork flourishes when members communicate feelings and resolve conflict.

And the work group grows when each member is able to contribute, to participate in decisions that affect them.

Initiative, contribution, mutual respect, and above all, trust forms the bond of a healthy work group.

What is a trusting relationship? According to one writer, it is the knowledge that you will not deliberately or accidentally, consciously or unconsciously—take unfair advantage of me.

It means that I can put my situation at the moment, my status and self-esteem in this group, our relationship, my job, my career, even my life in your hands with complete confidence.

The best teams are also clear on their goals and how each person contributes to reaching them. As Mary Shelley said almost two hundred years ago, "Nothing contributes so much to tranquilize the mind as a steady purpose—a point on which the soul may fix its intellectual eye."

There is something special that happens when people work well together. A synergy that multiplies effort, that enhances contributions, and that brings out the best in each of us. And . . . the best in each of us enriches all of us.

None of us is as smart as all of us together.

—Author Unknown

Principle 13: Learning from Adversity and Defeat

TRANSFORMATION

Nobody said it was easy. Whether you're reinventing yourself as a size 10, a marathon runner, or a high-functional ball of fire, the road to change is rough. This month we salute the thousands of women who took *O*'s health-living challenge a year ago (a dozen inspiring stories coming up), encourage those who slipped (we have smart strategies to get you back on track), and recognize that change takes many forms (a pack of terrific writers share their pivotal moments). But first: Martha Beck guides you from emotional soup to (seemingly) overnight sensation.

I USED TO THINK I KNEW HOW some caterpillars become butterflies. I assumed they weave cocoons, then sit inside growing six long legs, four wings, and so on. I figured if I were to cup open a cocoon, I'd find a butterfly-ish caterpillar, or a caterpillar-ish butterfly, depending on how far things had progressed. I was wrong. In fact, the first thing caterpillars do in their cocoons is shed their skin, leaving a soft, rubbery chrysalis. If you were to look inside the cocoon early on, you'd find nothing but a puddle of glop. But in that glop are certain cells, called imago cells, that contain the DNA-coded instructions for turning bug soup into a delicate, winged creature, the angel of the dead caterpillar.

If you've ever been through a major life transition, this may sound familiar. Humans do it, too—not physically but psychologically. All of us will experience metamorphosis several times during our lives, exchanging one identity for another. You've probably already changed from baby to child to adolescent to adult—these are obvious, well-recognized stages in the life cycle. But even after you're all grown up, your identity isn't fixed. You may change marital status, become a parent, switch careers, get sick, win the lottery.

Any transition serious enough to alter your definition of self will require not just small adjustments in your way of living and thinking but a full-on metamorphosis. I don't know if this is emotionally stressful for caterpillars, but for humans it can be hell on wheels. The best way to minimize trauma is to understand the process.

The Phases of Human Metamorphosis

Psychological metamorphosis has four phases. You'll go through these phases, more or less in order, after any major change catalyst (falling in love or breaking up, getting or losing a job, having children or emptying the nest, etc.). The strategies for dealing with change depend on the phase you're experiencing.

Phase One: Dissolving

The first phase of change is the scariest, especially because we aren't taught to expect it. It's the time when we lose our identity and are left temporarily formless: person soup. Most people fight like crazy to keep their identities from dissolving. "This is just a blip," we tell ourselves when circumstances rock our world. "I'm the same person, and my life will go back to being the way it was."

Sometimes this is true. But in other cases, when real metamorphosis has begun, we run into a welter of "dissolving" experiences. We may feel that everything is falling apart, that we're losing everyone and everything. Dissolving feels like death, because it is—it's the demise of the person you've been. I don't care if you're Jane Q. Normal or Wonder Woman; this is scary. But you'll get through it. You won't have a choice.

Many so-called primitive cultures have rituals designed to teach the art of dissolution. Participants' faces may be obscured with paint or ash, their names taken away; they may be sent to spend time in uncharted wilderness or dark, womblike enclosures from which they will be "reborn" once they've figured out who they are. By forcing people into a contrived Phase One, the elders teach youngsters how dissolution feels, so they won't freak out when they experience it in the real world. We don't have such traditions, so when we're dissolving we may get hysterical, fight our feelings, try to recapture our former lives, or jump immediately toward some new status quo ("rebound romance" is a classic example). All these measures actually slow down Phase One and make it more painful. The following strategies work better:

- In Phase One, live one day (or ten minutes) at a time. Instead of dwelling on hopes and fears about an unknowable future, focus your attention on whatever is happening right now.
- "Cocoon" by carrying for yourself in physical, immediate ways. Wrap yourself in a blanket, make yourself a cup of hot tea, attend an exercise class, whatever feels comforting.
- Talk to others who have gone through a metamorphosis. If you don't have a wise relative or friend, a therapist can be a source of reassurance.
- Let yourself grieve. Even if you are leaving an unpleasant situation (a bad marriage, a job you didn't like), you'll probably go through the normal human response to any loss: the emotional roller coaster called the grieving process. You'll cycle through denial, anger, sadness, and acceptance many times. Just experiencing these feelings will help them pass more quickly.

If you think this sounds frustratingly passive, you're right. Dissolving isn't something you do; it's something that happens to you. The closest you'll come to controlling it is relaxing and trusting the process.

Phase Two: Imagining

For those of us who have just a few tiny control issues, Phase Two is as welcome as rain after drought. This is when the part of you that knows your destiny, the imago in your psyche, will begin giving you instructions about how to reorganize the remnants of your old identity into something altogether different.

The word *imago* is the root of the word *image*. You'll know you're beginning Phase Two when your mind's eye starts seeing images of the life you are about to create. These can't be forced—like dissolving, they happen to you—and they are never what you expected. You're becoming a new person, and you'll develop traits and interests your old self didn't have. You may feel compelled to change your hairstyle or wardrobe, or redecorate your living space. The old order simply seems wrong, and you'll begin reordering your outer situation to reflect your inner rebirth.

Here are some ways you may want to respond when you begin spontaneously imagining the future:

- Cut out magazine pictures you find appealing or interesting. Glue them onto a piece of butcher paper. The resulting collage will be an illustration of the life you're trying to create.
- Let yourself daydream. Your job is to try out imaginary scenarios until you have a clear picture of your goals and desires. You'll save a lot of time, effort, and grief by giving yourself time to do this in your head before you attempt it in the real world.

Phase Two is all about images: making them up, making them clear, making them possible. Moving through this stage, you'll start to feel an impulse to go from dreaming (imagining possibilities) to scheming (planning to bring your visitor to fruition). Write down both dreams and schemes, then gather information about how you might create them.

Phase Three: Re-forming

As your dreams become schemes, you'll begin itching to make them come true. This signals Phase Three, the implementation stage of the change process. Phase Three is when you stop fantasizing about selling your art and start submitting work to galleries, or go beyond ogling a friend's brother to having her set you up on a date. You'll feel motivated to do real, physical things to build a new life. And then . . . (drum roll, please) . . . you'll fail. Repeatedly.

I've gone through Phase Three many times and watched hundreds of clients do the same. I've never seen a significant scheme succeed on the first try. Re-forming your life, like anything new, complex, and important, inevitably brings up problems you didn't expect. That's why, in contrast to the starry eyes that are so useful in Phase Two, Phase Three demands the ingenuity of Thomas Edison and the tenacity of a pit bull. So:

- Expect things to go wrong. Many of my clients have an early failure and consider this a sign that "it just wasn't meant to be." This is a useful philosophy if you want to spend your life as a person soup. To become all that you can be, you must keep working toward your dreams even when your initial efforts are unsuccessful.
- Be willing to start over. Every time your plans fail, you'll briefly return to Phase One, feeling lost and confused. This is an opportunity to release some of the illusions that created hitches in your plan.
- Revisit Phase Two, adjusting your dreams and schemes to include the truths you've learned from your experimentation.
- Persist. Keep debugging and reimplementing your new-and-improved plans until they work. If you've followed all the steps above, they eventually will.

Phase Four: Flying

Phase Three is like crawling out of your cocoon and waiting for your crumpled, soggy wings to dry and expand. Phase Four is the payoff, the time when your new identity is fully formed and able to fly. The following strategies—which can help you optimize this delightful situation—are about fine-tuning, not drastic transformation.

- Enjoy! You've just negotiated a scary and dramatic transformation, and you deserve to savor your new identity. Spend time every day focusing on gratitude for your success.
- Make small improvements. Find little ways to make your new life a bit less stressful, a bit more pleasurable.
- Know that another change is just around the bend. There's no way to predict how long you'll stay in Phase Four; maybe days, maybe decades. Don't attribute your happiness to your new identity; security lies in knowing how to deal with metamorphosis, whenever it occurs.

THE BUDDHIST NUN PEMA CHÖDRÖN once told a mentor that she was upset because she was changing jobs and moving, and that she had trouble with transition. “He looked at me sort of blankly,” Chödrön writes, “and said, ‘We are always in transition If you can just relax with that, you’ll have no problem.’” This is true for all of us. Accept the process of metamorphosis: At times you may feel it’s the end of the world. Just remember that what the caterpillar calls the end of the world, the master calls a butterfly.

Source: The Oprah Magazine, January 2004, pp. 139-40, 170-71.

Principle 14: Creative Vision

How High is Your C.Q.?: A Self-Test

Take the following self-test to check your Creativity Quotient:

3 Always **2** Sometimes **1** Once in a while **0** Never

- _____ Are you curious? Are you interested in other people's opinions, problems from other departments, customer feedback?
- _____ Are you a "creative opportunist"? Do you find opportunities for solving problems, creating wants, filling needs?
- _____ Are you a strategist? Do you spend time redefining your goals, revising plans to reach them or creatively using organizational changes to correct your own course?
- _____ Are you a challenger? Do you examine assumptions, biases, or preconceived beliefs for loopholes and opportunities?
- _____ Are you a trend spotter? Do you actively monitor change in your field such as technology, government regulations, or new management strategies to spot opportunities early?
- _____ Are you a connector or adaptor? Do you keep your eyes peeled for concepts you can borrow from one field to apply to another?
- _____ Are you a risk taker? Are you willing to develop and experiment with ideas of your own?
- _____ How's your intuition? Do you rely on your hunches and insights?
- _____ Are you a simplifier? Can you reduce complex decisions to a few simple questions by seeing the "big picture"?
- _____ Are you an "idea seller"? Can you promote and gather support for your ideas?

- _____ Are you a visionary? Do you think farther ahead than most of your colleagues? Do you think long term? Do you share your vision with others?
- _____ Are you resourceful? Do you dig out research and information to support your ideas?
- _____ Are you supportive of the creative ideas from your peers and subordinates? Do you welcome “better ideas” from others?
- _____ Are you an innovative networker? Do you have colleagues with whom you share creative ideas for feedback and support?
- _____ Are you a futurist? Do you attend lectures or read books about the “cutting edge” in your field? Are you fascinated by the future?
- _____ Do you believe you are creative? Do you have faith in your good ideas?

_____ **SCORE**

– 48 This shows you have a very high creativity quotient. You will find creative ways to put the techniques in this book to use! 36 – 40 This shows you’re mentally ready to explore more of your creativity and should do very well using the techniques and exercises presented 30 – 39 This indicates that you have yet to discover your true creative capacity. By practicing some of the ideas in the book you should be greatly encouraged by the positive results. 29 – 0 You don’t know yet how creative you can be!

Source: Taken from *Creativity in Business: A Practical Guide for Creative Thinking* by Carol Kinsey Goman, Ph.D. (1989).

Principle 14: Creative Vision

How Intuitive Are You? A Self-Test

Answer the following questions by indicating **YES** (agree) or **NO** (disagree) with each statement:

_____ I believe in ESP (extra sensory perception).

_____ I have had occasions where I knew exactly what was going to happen beforehand.

_____ I trust my instincts when I meet someone for the first time.

_____ I often have flashes of insight about an important project.

_____ Many of my best decisions were made by “going with my gut feeling.”

_____ I can often sense a problem before anyone tells me there is one.

_____ I have days when I do well just because I feel especially lucky.

_____ I have had what others would call a psychic experience.

_____ Sometimes I am able to dream the answer to a problem.

_____ If all the data supported one opinion and my intuition led me strongly to a conflicting decision, I would follow my intuition.

YES scores of 5 or more indicate a high reliance on intuition **NO** scores of 5 or more show a low reliance on intuition

Source: Taken from Creativity in Business: A Practical Guide for Creative Thinking by Carol Kinsey Goman, Ph.D. (1989).

Principle 15: Maintenance of Sound Health

Laughter: Great Medicine with No Bad Side Effects

Although no one has yet devised a calorie-count for laughter, scientific studies have verified that laughter is exercise; it increases the heart rate and stimulates circulation, works the diaphragm, abdominal wall and other muscle systems to some degree and increases production of the hormones that trigger the release of endorphins—the body’s natural pain killers.

Just as important, laughter—and its subtle companion, humor—can provide psychological relief from tension, anxiety, anger, hostility and emotional pain.

“Laughter is like a pressure valve for stress, whether it’s work, in a social situation or a health-care setting,” says Alison Crane, executive director of the American Association for Therapeutic Humor.

In one hospital study of the effects of humor in health care, nurses reported that humor helped patients adjust to hospitalization, dispel anger and aggression and cope with anxiety and stress.

And it can be a powerful, if not well understood, tool for managing pain. Whether laughter alters blood chemistry to reduce pain, or simply dominates the nerve pathways which otherwise would transmit the pain message to the brain, it has been known to help some chronic pain sufferers cope more successfully.

Perhaps the most dramatic example of laughter as the best medicine remains that of Norman Cousins, author of “Anatomy of an Illness.” In his book, Cousins chronicles his use of laughter as a health regimen and credits it with helping him overcome a degenerative spinal disease from which he had been told he had a 1-in-500 chance of full recovery. Among his observations: ten minutes of “belly laughing” allowed him to sleep without pain for two hours.

While scientists search for clues to the physiological mysteries of laughter, humor is gaining a reputation as the all-natural, do-it-yourself wonder drug. And so far it appears that all the side effects are good.

Source: *Health Decisions*, Newsletter published by Saint Margaret Mercy Healthcare Centers, Spring 1995.

Laughter

New scientific evidence is continually popping up to confirm the widely held conviction that ample doses of laughter can do some very nice things for the human body.

Let's suppose you're watching the incredible facial contortions and sidesplitting antics on an old "I Love Lucy" re-run.

If you're like uncountable others, you're howling with glee.

But that's only the beginning.

With every belly laugh, your metabolism gets frisky. Your muscles get a good workout and friendly neurochemicals dance the polka in your bloodstream. Your diaphragm, thorax, lungs and even liver get a first-class massage.

It's been showing time and time again that a good hearty laugh can help dispel depression, perk up the circulatory and respiratory systems and give a good swift kick to stress and tension.

Even chronic pain, say researchers, can be affected and eased by a megadose of laughter, which triggers the release of endorphins, the body's very own pain relievers.

Further research has prompted the theory that laughter increases the flow of an antibody that can combat upper respiratory illness, and that recovery from certain other ailments can be stimulated by the medicinal miracle called the laugh.

The French philosopher Sebastian Chamfort didn't know it at the time, but he was so right more than two centuries ago when he wrote:

"The most completely lost of all days is that on which one has not laughed."

So if humor and laughter are good for us—think of the damage negative thoughts and comments can cause.

—Sokol Minnesota *Posel*, Czech Catholic Union

“ Principle 15: Maintenance of Sound Health



What are Labyrinths?

The labyrinth is for those on a spiritual journey, for anyone seeking healing of one sort or another, for people in transition, meaning purpose understanding, and peace.

The most ancient and universal labyrinths fall into the Classical variety, which usually have seven paths but can have three, eleven, fifteen or more circuits, or paths.

The most famous labyrinth of historical times is the one laid in the floor of Chartres Cathedral just west of Paris, France. Built around 1220, countless pilgrims have walked this design as a spiritual meditation.

St. Gregory's Labyrinth is modeled after the Chartres design, having eleven concentric circles surrounding a rosette center. You too may rediscover a long-forgotten mystical tradition.

You are invited to walk our Labyrinth. It is unicursal : there is a single path into and out of the center. Unlike a maze, a labyrinth presents no dead ends or false turns.

Walking the Labyrinth

There is no wrong way to walk a labyrinth. You may intentionally choose an attitude. Make it serious, prayerful or playful—play music or sing, pray aloud, walk alone or with others, notice the sky, listen to the sounds. Most of all—be mindful of your experience.

Walking a labyrinth is a chance to take “time out” from our busy lives, leading to discovery, peacefulness,

and insight. One approach to the walk itself may consist of threefold paths:

Purgation. From the entrance to the center is the path of “letting go.” There is a release and an emptying of worries and concerns.

Illumination. At the center of the labyrinth is insight charity, wisdom, and focus. It is here that you are, in a receptive, prayerful, meditative state.

Integration. The path is that of becoming grounded and gaining insight. Returning to the world, but returning transformed by the experience. Taking what was received with you into your everyday world.

History of the Labyrinth

Labyrinths are an archetype, a divine imprint found in all religious traditions in various forms around the world. From ancient times, the labyrinth has been used to enhance the practices of walking-meditation and prayer. Labyrinths have been known to the human race for over 4000 years. Remains of the first known labyrinth have been found on the island of Crete. The earliest Christian labyrinth was most likely that found in the 4th century Basilica of Reparatus, Orleansville in Algeria. Labyrinths flourished throughout the 11th and 12th centuries in both France and Italy.

It is believed that during the Middle Ages, the cathedral with labyrinths in Europe were designated as pilgrimage centers for those who wished to go to the Holy Land. Because of the great danger in traveling to Jerusalem at that time, as well as the cost, people who desired to make the sacrificial act of pilgrimage would walk in one of these cathedrals.

More recent information asserts that labyrinths were used as a place to re-enact through dance and song Christ's Easter victories over death and hell.

“ Principle 15: Maintenance of Sound Health

Quotations

by Mark Twain

- Often it does seem a pity that Noah and his party did not miss the boat. · Often a hen who has merely laid an egg cackles as if she has laid an asteroid. · It is better to keep your mouth shut and appear stupid than to open it and remove all doubt. · It is noble to be good; it is still nobler to teach others to be good—and less trouble. · Let your secret sympathies and your compassion be always with the underdog in the fight— this is magnanimity; but bet on the other one—that is business.
- Good friends, good books and a sleepy conscience: this is the ideal life.
- Denial ain't just a river in Egypt. Under certain circumstances, profanity provides a relief denied even to prayer.
- Go to Heaven for the climate, Hell for the company.
- Sacred cows make the best hamburger.
- To cease smoking is the easiest thing I ever did. I ought to know, I've done it a thousand times.
- When I was a boy of 14, my father was so ignorant I could hardly stand to have the old man around. But when I got to be 21, I was astonished at how much the old man had learned in seven years.
- Always do right. This will gratify some people and astonish the rest.
- A banker is a fellow who lends you his umbrella when the sun is shining, but wants it back the minute it begins to rain.
- Always acknowledge a fault. This will throw those in authority off their guard and give you an opportunity to commit more.
- Be careful about reading health books. You may die of a misprint.
- Clothes make the man. Naked people have little or no influence on society.
- Few things are harder to put up with up than the annoyance of a good example.
- The report of my death was an exaggeration.

- There are several good protections against temptation, but the surest is cowardice.
- The rule is perfect: in all matters of opinion our adversaries are insane.
- Familiarity breeds contempt—and children.
- Never put off until tomorrow what you can do the day after tomorrow.
- Water in moderation cannot hurt anybody.
- I have never let my schooling interfere with my education.
- I thoroughly disapprove of duels. If a man should challenge me, I would take him kindly and forgivingly by the hand and lead him to a quiet place and kill him.
- I don't give a damn for a man who can only spell a word one way.
- I am opposed to millionaires, but it would be dangerous to offer me the position.
- Whenever you find yourself on the side of the many, it is time to reform.
- By trying we can easily learn to endure adversity. Another man's, I mean.
- It takes your enemy and your friend, working together to hurt you: the one to slander you, and the other to get the news to you.
- Get your facts first, and then you can distort them as much as you please.
- Honesty is the best policy, where there is money in it.
- Humor is the great thing, the saving thing. The minute it come up, all our irritations and resentments slip away, and a sunny spirit takes its place.

RAINSTICKS

Rainsticks have become a very popular novelty musical instrument in the last 30 years. Stories concerning the origin of the rainstick are numerous. Some say that the instrument was invented by the Aztecs, and that it later spread throughout Central and South America. This is probably not the case, since rainsticks are not found archaeologically or in Spanish accounts. Furthermore, the Aztec Empire (destroyed by the Spanish in 1521) was short-lived and came late in the history of the Americas. It is more likely, as reported by some musicians from Mexico who recall the event, that the rainstick was introduced into popular Mexican music (notably in the area around Cuernavaca) sometime in the 1960s.

Other claims for the origin of the rainstick say that the Diaguita Indians of Chile used the instrument to bring rain. Certainly the Diaguita, farmers who live in the Atacama Desert area of northern Chile and Argentina, need precipitation, since their area is some of the driest in the world. Many of the rainsticks purchased today are made by the Diaguita who use the dead stalks of a cactus to make the instruments. Thorns from the plant are pressed into the dead wood. It is the pebbles hitting against these thorns as they fall down the tube that create the rain-like sound. Early accounts of the Diaguita people, however, do not list the rainstick in their material culture inventory.

It seems more likely that the origins of the rainstick as a musical instrument is the stick or tubular rattle.

Researchers at the turn of the century describe tubular rattles very similar to the rainstick which were made and used by the Cuna of Panama; the Colorado of Ecuador; the Macushí, Uachmiri, and Yauapery of northern Amazonia; and the Huichol of northern Mexico. There are also wooden stick rattles filled with seeds or pebbles found archaeologically along the coast of Peru, but it is not clear whether these date from the Inca period or earlier (6000 B.C. - A.D. 1500).

The historic tubular rattles are made of either whole reeds (such as bamboo) or plaited reed strips. Closed on both ends and filled with pebbles or hard seeds, they have palm needles stuck into the walls of the tube so that the sound is "very like the patter of rain." In the Huichol examples, the septa or interior membranes at the joints of the bamboo are pierced, creating the same effect. The Huichol use the tubular rattle in ceremonies associated with rain, it is reported, but no Huichol tubular rattles have been collected.

There is some speculation that the thorns or needles piercing the tubular rattle is an idea introduced by enslaved African peoples. Tubular rattles, pierced with iron nails, are common in West Africa, especially among the Togo and Pangwe (the sources of many of the slaves of the Americas). As early as 1619, 50% of the 60,000 inhabitants of Lima, Peru, were enslaved people from West Africa. It is likely that the indigenous peoples of South America, especially the hunters-gatherers of the upper Amazon and the farmers of northern Chile and Argentina, would have come in contact with the slaves beginning around 1537 because of trade routes running through these areas. The indigenous people could easily have adopted the idea of piercing the tubular rattle with thorns to create a new sound and instrument. Four hundred years of use in South America could easily have obscured the origin of the instrument.

Some scholars and Mexican musicians suggest that the rainstick was introduced into popular music in that country from South America. Some say the popularity of Andean music, which uses the rainstick, fostered its adoption. Other people suggest that the ecology movement to save the Amazon rainforests, which began in the 1960s, brought the rainstick forward as a symbol for the rainforest. Whatever the case, the rainstick has become a popular musical instrument and has been adopted by many musicians around the world.

Shared by Gina Laczko, Heard Museum <http://www.heard.org> Rainstick sound courtesy of <http://larkinam.com/> [Messages Home Native Villages Home Page](#)

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Principle 16: Budgeting Time and Money

The Whistle

by Benjamin Franklin

When I was a child of seven years old, my friends, on a holiday, filled my pocket with coppers. I went directly to a shop where they sold toys for children; and, being charmed with the sound of a whistle, that I met by the way in the hands of another boy, I voluntarily offered and gave all my money for one. I then came home and went whistling all over the house, much pleased with my whistle, but disturbing all the family. My brothers, and sisters, and cousins, understanding the bargain I had made, told me I had given four times as much for it as it was worth; put me in mind what good things I might have bought with the rest of the money; and laughed at me so much for my folly, that I cried with vexation; and the reflection gave me more chagrin that the whistle gave me pleasure.

The however was afterwards of use to me, the impression continuing on my mind; so that often, when I was tempted to buy some unnecessary thing, I said to myself, Don't give too much for the whistle; and I saved my money.

As I grew up, came into the world, and observed the actions of men, I thought I met with many, very many, who gave too much for his whistle.

When I saw one too ambitious of court favour, sacrificing his time in attendance on levees, his repose, his liberty, his virtue, and perhaps his friends, to attain it, I have said to myself, This man gives too much for his whistle.

When I saw another fond of popularity, constantly employing himself in political bustles, neglecting his own affairs, and ruining them by that neglect, He pays, indeed, said I, too much for his whistle.

If I knew a miser, who gave up every kind of comfortable living, all the pleasures of doing good for others, all the esteem of his fellow-citizens, and the joys of benevolent friendship, for the sake of accumulating wealth, Poor man, said I, you pay too much for your whistle.

When I met with a man of pleasure, sacrificing every laudable improvement of the mind, or of his fortune, to mere corporeal sensations, and ruining his health in their pursuit Mistaken Man, said I, you are providing pain for yourself, instead of pleasure; you gave too much for you whistle.

When I see a beautiful, sweet-tempered girl married to an ill-natured brute of a husband, What a pity, say I, that she should pay so much for a whistle!

In short, I conceive that great part of the miseries of mankind are brought upon them by the false estimates they have made of the value of things, and by their giving too much for their whistles . . .

◆ Principle 17: Cosmic Habitforce

Dear God

What is it that makes people want to point fingers and blame?

Did I hear you say, “Let them off the hook”?

I am distracted today. I want to point fingers and blame. I want to say, “If only they [would do what I want], then I . . .” The truth is that I want my life to change, but it’s hard to put my shoulder to the wheel to do it. For one thing, I picture change in such wholesale, terrifying ways that I leap back from the cliff, yelping, “I can’t do that!” meaning I can’t move to France to get peace and quiet. (No, but I could unplug my phone.) Or about exercise: “I don’t have time to train for a marathon!” No, but I could walk on a treadmill for fifteen or twenty minutes, or get off a stop early on the subway and walk a few blocks, or—here’s a really terrible idea—put on some old Beatles or Motown and dance for ten minutes *in the privacy of my own home*.

I could do a lot of things—small things—that I don’t do because I think in such grandiose terms that I scare myself out of doing anything. I think, *I should get a masters degree*, not, *A little rug would help in front of the sink*. Not, *I could get a gizmo to hold all the shower stuff that keeps falling into the tub*.

The point is, I think I am catching on to the fact that if I keep focusing on how you—and all my global neighbors—are botching up the world, well, then I don’t need to get a bookcase or fix the shower curtain do I? If I am always focused on the Big Picture, I don’t see the ways to husband my little part of it, do I?

Oh, you are sneaky, God. Or maybe you have mastered the art I am talking about. Maybe your eye is on the sparrow so you don’t have to look at the big picture, either. Maybe one little bit, one short day at a time, this world is beautiful and doable after all.

Source: Julia Cameron, *Prayers from a Nonbeliever*

(New York: Penguin Putnam, Inc., 2003), pp. 67-69.

“ Principle 17: Cosmic Habitforce

Dream Diary

Before you go to bed at night, give yourself the positive suggestion that you will remember what you dream that night.

Keep a pad of paper or a dream journal and a pen by your bed so you can record your dreams as soon as you wake up.

Get as much sleep as you need.

In the morning, before you open your eyes or move around, think about the dream images that were with you upon waking. Fix on a key image or replay the dream in your mind, going through it from beginning to end, noting important details. Then write it down. If you're pressed for time, just record a key image or summary of a scene. Later, when you have the time, you can go back and fill in the rest of your dream notes.

Were there any details in the dream that seemed to be emphasized? Something that was so nonsensical it stood out? Sometimes these are the most important details—the key that unlocks the dream's meaning.

Date of dream: _____

Description of dream events:

Settings where the dream occurred: _____

People who appeared in the dream: _____

Important details: _____

Nonsensical elements or events: _____

Emotions I felt from the dream upon awakening

Transformations: _____

Possible symbols or wordplay: _____

Recent waking concerns: _____

Possible dream meanings: _____

Gratitude Prayer

I give thanks daily, not for mere riches, but for wisdom with which to recognize, embrace, and properly use the great abundance of riches I now have at my command. I have no enemies because I injure no man for any cause, but I try to benefit all with whom I come in contact, by teaching them the way to enduring riches. I have more material wealth than I need because I am free from greed and covet only the material things I can use while I live.

Appendix 3

Quotations on the 17 Principles

“Principle 1: Definiteness of Purpose

- Winning is not everything . . . —Vince Lombardi
- The purpose of human life is to serve, and to show compassion and the will to help others. —Albert Schweitzer
- To see things in a seed . . . That is vision. —Unknown
- Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world. —Joel Barker
- You can have anything you want—if you want it badly enough. You can be anything you want to be, do anything you set out to accomplish if you hold to that desire with singleness of purpose. —William Adams
- Ambition is the seed from which all growth of nobleness proceeds. —Ralph Waldo Emerson
- In order to succeed, your desire for success should be greater than your fear of failure. —Bill Cosby
- Great minds have purposes; others have wishes. —Washington Irving
- More men failed through lack of purpose than lack of interest. —Billy Sunday
- When you decide what you want, the ‘How-to-do-it’ will emerge. —Mike Murdock
- Having an aim is the key to achieving your best. —Henry J. Kaiser

“Principle 2: Mastermind Alliance

- No matter what accomplishment you make . . . Somebody helps you. —Althea Gibson
- Coming together is the beginning. Keeping together is progress. Working together is success. —Henry Ford (1863-1947) America automobile manufacturer
- Build for your team a feeling of oneness, of dependence on one another and of strength to be derived by unity. —Vincent Thomas Lombardi (American football coach)
- Friendship is 1 mind in 2 bodies. —Mencius
- A man's growth is seen in the successive choirs of his friends. —Ralph Waldo Emerson
- One's friends are that part of the human race which one can be human. —Albert Schweitzer
- When you pick a partner, make sure that you are both going in the same direction. —Daniel Webster
- Attract others who are able to help you achieve your goals. —Anonymous
- Recognize the power of the team; no one succeeds alone. —Carley Fiorina

“Principle 3: Applied Faith

- I have learned that success is to be measured not so much by the position that one has reached in life as by the obstacles which one has overcome while trying to succeed. —Booker T. Washington
- Do not let what you cannot do interfere with what you can do. —John Wooden
- Believe you are defeated, Believe it long enough, And it is likely to become a fact. —Norman Vincent Peale
- The special secret of making dreams come true is summarized in four C's. Curiosity Confidence Courage Constancy and the greatest of these is Confidence. —Unknown
- Faith is to believe what you do not see; the reward of this faith is to see what you believe. —Saint Augustine (1354-1430), Christian church father, philosopher, bishop
- Every tomorrow has two handles. We can take hold of it with the handle of anxiety or the handle of faith. —Henry Ward Beecher (1813-87), American clergyman
- To conquer fear is the beginning of wisdom. —Bertrand Russell
- Do the thing we fear and death of fear is certain. —Ralph Waldo Emerson

- Faith is kept alive in us, and gathers strength, more from practice than from speculation. —Joseph Addison
- Faith is not a pill you take but a muscle you use. Faith is when your hands and legs keep on working when your head and others say it can't be done. —Anonymous
- Think like a man of action and act like a man of faith. —John Mason
- Faith is to believe what we do not see; and the reward of this faith is to see what we believe. —St Augustine

“Principle 4: Going the Extra Mile

- Do a little more each day than you think you possibly can. —Lowell Thomas
- Nothing is as hard as it looks, everything is more rewarding than you expect; and if anything can go right, it will and at the best possible moment. —Maxwell’s Law
- The only certain means is to render more and better service than is expected of you, no matter what your task may be. —Og Mandino “The Greatest Salesman in the World”
- Courtesies of a small and trivial character are the ones which strike deepest in the gratefully and appreciating heart.
- —Henry Clay (1777-1852), American politician
- The man who can drive himself further once the effort gets painful is the man who will win. —Roger Bannister
- The last dejected effort often becomes the winning stroke. —W. J. Cameron
- Whatever your work is, dignify it with your best thought and effort. —Esther Baldwin York
- Success is not achieved by working until the whistle sounds at the end of the day but by working even though the whistle has sounded at the end of the day. —Roderickvan Murchison
- No one ever attains very eminent success by simply doing what is required of him; it is the amount and excellence of what is over and above the required, that determines the greatness of ultimate distinction. —Choles Kendall Adams)
- The only kind of luck that any man is justified in banking on is hard work, which is made up of sacrifice, persistence of effort, and dogged determination. —J.C. Penney

“Principle 5: Pleasing Personality

- Keep your face to the sunshine and you cannot see the shadow. —Helen Keller
- I don't know what your destiny will be . . . But one thing I know . . . The only one among you who will be really happy . . . Are those who will have sought and found how to serve. —Dr. Albert Schweitzer
- A smile is a silent laugh. A grin is a smile to yourself that shows. A chuckle is a small laugh, sometimes real, sometimes not. A snicker is a wicked chuckle. A chortle is an old-time, deep-down laugh. And a laugh is the music of happiness. —Unknown
- Pleasure lies in being, not becoming. —St. Thomas Aquinas
- The most important single ingredient in the formula of success is knowing how to get along with people. —Theodore Roosevelt (1858-1919), 26th U.S. President
- One of the most effectual ways of pleasing and of making one's self loved is to be cheerful; job softens more hearts than tears do. —Mme. de Sartory
- Work joyfully and peacefully, knowing that right thoughts and right efforts will inevitably bring about right results. —James Lane Allen
- Most people would rather be certain they're miserable, than risk being happy. —Robert Newton Anthony
- Laugh and the world laughs with you. Snore and you sleep alone. —Anthony Burgess
- Men have yet to learn the value of human personality. Race, color, religion and sex are not important, it is human personality that should come first. —John R. Van Sickle
- An appealing personality is not like cosmetics used on the face. It is expressed through the body, the mind, the heart and the spirit. —Edith Johnson

“Principle 6: Personal Initiative

- If you don't ask, you don't get. —Mahatma Gandhi (Mohandas Karamchand Gandhi)
- You can have everything you want if you help enough other people get what they want. —Zig Ziglar
- The only man who never makes a mistake is the man who never does anything. —Theodore Roosevelt (1858-1919)
- Either you run the day or the day runs you. —Jim Rohn
- What really distinguishes this generation in all countries from earlier generations . . . is its determination to act, its job in action, the assurance of being able to change things by one's own efforts. —Hannah Arendt
- Ninety-nine percent of the failures come from people who have the habit of making excuses. —George Washington
- A desire to be in charge of our own lives, a need for control, is born in each of us. It is essential to our mental health, and our success, that we take control. —Robert F. Bennett
- Initiative consists of doing the right thing without being told. —Irving Mack
- Initiative is to success what a lighted match is to a candle. —Orlando S. Battista

“Principle 7: Positive Mental Attitude

- All our dreams come true, if we have the courage to pursue them. —Walt Disney
- Your attitude determines your attention.
- Your action determines your accomplishment. —John C. Maxwell
- Others can stop you temporarily, but you’re the only one who can do it permanently. —John C. Maxwell
- Nothing can stop the man with the right mental attitude from achieving his goal;
- nothing on earth can help the man with the wrong mental attitude. —W. W. Ziege
- Work joyfully and peacefully, knowing that right thoughts and right efforts will inevitably bring about right results. —James Lane Allen (1849-1923), American novelist
- A strong positive attitude will create more miracles than any wonder drug. —Patricia Neal
- A man is not old, until regret takes the place of dreams. —John Barrymore
- Man needs, for his happiness, not only the enjoyment of this or that, but hope and enterprise and change. —Bertrand Russell
- If you don’t like something, change it. If you can’t change it, change your attitude. Don’t complain. —Maya Angelou
- With a good attitude, we can turn negative experiences into positive lessons. —Charles F. Luce
- Stop thinking in terms of limitations and start thinking in terms of possibilities. —Terry Joseph
- We think what we get, we reap what we sow. It is impossible to sow corn and get a crop of wheat, we entirely disregard this law when it comes to mental sowing. —Orison Swett Marden

“Principle 8: Enthusiasm

- Football games are generally won by the boys with the greatest desire. —Paul ‘Bear’ Bryant
- Aim for the highest. —Andrew Carnegie
- He who possesses the source of enthusiasm will achieve great things. —I Ching
- Years wrinkle the skin, but to give up enthusiasm wrinkles the soul. —Samuel Ullman
- A mediocre idea that generates enthusiasm will go further than a great idea that inspires no one.—Mary Kay Ash (b.1915), founder of “Mary Kay Cosmetics, Inc.”
- Flaming enthusiasm, backed up by horse sense and persistence, is the quality that
- most frequently makes for success. —Dale Carnegie
- The longer I live, the more I am certain that the great difference between the great and the insignificant, is energy—invincible determination—a purpose once fixed, and then death or victory. —Sir Thomas Bowell Buxton
- Enthusiasm is the greatest asset in the world. It beats money and power and
- influence. It is no more or less than faith in action. —Henry Chester
- There is real magic in enthusiasm. It spells the difference between mediocrity and
- accomplishment. —Norman Vincent Peale
- The worst bankrupt in the world is the man who has lost his enthusiasm. Let a man lose everything else in the world but his enthusiasm and he will come through again to success. —H.W. Arnold

“Principle 9: Self-Discipline

- Anyone who stops learning is old, whether at twenty or eighty.
- Anyone who keeps learning stays young. —Henry Ford
- Maintaining the right attitude is easier than regaining the right attitude. —Unknown

- It's easy to have faith in yourself and have discipline when you're a winner, when you're number one. What you've got to have is faith and discipline when you're not yet a winner.

- —Vincent Thomas Lombardi, American football coach

- Discipline is the bridge between goals and accomplishment. —Jim Rohn
- Life without adventure is likely to be unsatisfying, but a life in which adventure is allowed to take whatever form it will is sure to be short. —Bertrand Russell
- Right discipline consists, not in external compulsion, but in the habits of mind which lead spontaneously to desirable rather than undesirable activities. —Bertrand Russell
- Only the man who can impose discipline on himself is fit to discipline others or can impose discipline to others. —William Feather
- Discipline is the foundation upon which success is built. Lack of discipline inevitably leads to failure. —Jim Rohn
- Man must be disciplined, for he is by nature raw and wild. —Immanuel Kant

“Principle 10: Accurate Thinking

- Life is like baseball, it's 95% mental and the other half is physical. —Yogi Berra
- Success is where preparation and opportunity meet. —Bobby Unser
- The road to success is not doing 1 thing 100% better . . . but doing 100 things 1% better. —Unknown
- Far and away the best prize that life has to offer is the chance to work hard at work worth doing. —Theodore Roosevelt (1858-1919), 26th U.S. President
- I'm not sure I want popular opinion on my side—I've noticed those with the most opinions often have the fewest facts.” —Bethania McKenstry
- Many people would sooner die than think, in fact, they do so. —Bertrand Russell
- Common sense in an uncommon degree is what the world calls wisdom. —Samuel Taylor Coleridge
- You can tell whether a man is clever by his answers. You can tell whether a man is wise by his questions. —Mahfouz Naguib
- Thinking is hard work. —Thomas Edison
- The prime condition for success, the great secret: concentrate your energy, thought, and capital exclusively upon the business in which you are engaged . . . I tell you put all the eggs in one basket, and then watch that basket.” —Andrew Carnegie

“Principle 11: Controlled Attention

- It’s not hard to make decisions when you know what your values are. —Roy Disney
- Concentration is my motto. First honesty, then industry, then concentration. —Dale Carnegie
- It is wise to direct your anger towards problems—not people; to focus your energies on answers—not excuses. —William Arthur Ward
- I never could have done what I have done without the habits of punctuality, order, and diligence, without the determination to concentrate myself on one subject at a time . . .
- —Charles Dickens (1812-1870), English novelist
- Concentration is the secret of strengths in politics, in war, in trade, in short in all management of human affairs. —Ralph Waldo Emerson
- My thoughts before a big race are usually pretty simple. I tell myself, “Get out of the blocks, run your race, stay relaxed. Channel all your energy and focus.” —Carl Lewis
- When you focus most of your time and energy doing the things you are truly brilliant at, you eventually reap big rewards. —Jack Canfield
- When you focus most of your time and energy doing the things you are truly brilliant at, you eventually reap big rewards. —Jack Canfield

“Principle 12: Teamwork

- Coming together is a beginning; keeping together is progress; working together is success. —Henry Ford
- One arrow can easily break; ten arrows do not easily break. —Japanese Proverb
- There is no such thing as a “self-made” man. We are made up of thousands of others. —George Burton Adams (1851-1925), American historian
- The achievements of an organization are the results of the combined effort of each individual. —Vincent Thomas Lombardi (1913-70), American football coach
- People who work together will win, whether it be against complex football defenses, or the problems of modern society. —Vincent Thomas Lombardi
- Never forget that life can only be nobly inspired and rightly lived if you take it bravely and gallantly, as a splendid adventure in which you are setting out into an unknown country, to meet many a job, to find many a comrade, to win and lost many a battle. —Annie Beasant
- No man will make a great leader who wants to do it all himself, or to get all the credit for doing it. —Andrew Carnegie
- Together everyone achieves more. —Anonymous
- Getting along with others is the essence of getting ahead, success being linked with cooperation. —William Feather

“Principle 13: Learning from Adversity and Defeat

- It’s not whether you get knocked down, it’s whether you get up. —Vince Lombardi
- The successful man will profit from his mistakes and try again in a different way. —Dale Carnegie
- Even a mistake may turn out to be the one thing necessary to a worthwhile achievement. —Henry Ford
- What looks like a loss may be the very event which is subsequently responsible for helping to produce the major achievement of your life. —Sully D. Blotnick Writer, Author
- When written in Chinese, the word “crisis” is composed of two characters—one
- represents danger, and the other represents opportunity. —Saul David Alinsky
- I can accept failure, but I cannot accept not trying. —Michael Jordan
- A successful man is the one who can lay a firm foundation with the bricks others have
- thrown at him. —David Brinkley
- Success is going from failure to failure without a loss of enthusiasm. —Winston Churchill
- Failure is success, if we can learn from it. —Malcolm S. Forbes
- Failure is the opportunity to begin again, more intelligently. —Henry Ford
- Success is the result of perfection, hard work, learning from failure, loyalty and persistence. —Colin Powell
- What is defeat? Nothing but education; nothing but the first step to something better. —Wendell Phillips

“Principle 14: Creative Vision

- Imagination is more important than knowledge. —Albert Einstein
- Creating is finding new things . . . or expressing old truths in new ways. —Roger Vol Oech
- If you can dream it, you can do it. —Walt Disney
- The well of creativity never runs dry . . . as long as you got to it. —Dr. Orval C. Butcher
- Happiness is not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort. —Franklin Roosevelt (1882-1945), 32nd U.S. President
- All prosperity begins in the mind and is dependent only on the full use of our creative imagination. —Ruth Ross
- Do not fear to be eccentric in opinion, for every opinion now accepted was once eccentric. —Bertrand Russell
- The man who has no imagination has no wings. —Mohammad Ali
- Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity. —George S. Patton
- One must not lose desires. They are mighty stimulants to creativeness, to love, and to long life. —Alexander A. Bogomoletz
- Creative thinking is today’s most prized, profit producing possession for any individual, corporation or country. It has the capacity to change you, your business, your country and the world. —Wendell Phillips
- Creative thinking is today’s most prized, profit-producing possession for any individual, corporation or country. It has the capacity to change you, your business or country. It has capacity to change you, your business and the world. —Robert P. Crawford

“Principle 15: Maintenance of Sound Health

- Health, happiness, and prosperity are primarily mental. —Marian Ramsay
- Our greatest happiness does not depend on the condition of life in which chance has placed us, but is always the result of a good conscience, good health, occupation and freedom in all just pursuits. —Thomas Jefferson
- To keep the body in good health is a duty . . . otherwise we shall not be able to keep our mind strong and clear. —Buddha (Siddhartha Gautama) Founder of Buddhism
- A man too busy to take care of his health is like a mechanic too busy to take care of his tools. —Spanish Proverb
- Hallow the body as a temple to comeliness and sanctify the heart as a sacrifice to love. —Kahli Gibran
- Sports do not build character. They reveal it. —Heywood Broun
- Protect your health. Without it you face a serious handicap for success and happiness. —Harry F. Banks
- The secret of health for both, body and mind, is not to mourn the past, not to worry about the future, not to anticipate trouble, but to live in the present moment wisely and earnestly. —Buddha
- The only way for a rich man to be healthy is by exercise and abstinence, to live as if he were poor. —William J. Temple

“Principle 16: Budgeting Time and Money

- The bigger we get . . . the smaller we have to think. Customers still walk in one at a time. —Sam Walton
- Remember that time is money. —Benjamin Franklin
- An inch of gold cannot purchase an inch of time. —Chinese Proverb
- What a folly to dread the thought of throwing away life at once, and yet have no regard to throwing it away by parcels and piecemeal. —John Howe
- Money is like manure. You have to spread it around or it smells. —John Paul Getty
- Time is what we want most, but what we use worst. —William Penn
- It is good to have money and the things that money can buy, but it's good, too, to check up once in a while and make sure you haven't lost the things that money can't buy. —George Horace Lorimer (1867-1937), Writer, editor
- A man in debt is so far a slave. —Ralph Waldo Emerson
- So much of our time is spent in preparation, so much in routine and so much in retrospect, that the amount of each person's genius is confined. —Ralph Waldo Emerson
- Let him who would enjoy the future waste none of the present. —Roger Babson
- You may delay, but time will not. —Benjamin Franklin
- Time is the scarcest resource, and unless it is managed, nothing else can be managed. —Peter Drucker
- Time is a depleting resource that waits for no man. You either use it productively or lose it. —Anonymous
- Time is everything. Anything you want, anything you accomplish—pleasure, success, fortune—is measured in time. —Joyce C. Hall

“Principle 17: Cosmic Habitforce

- Whether you think you can or think you can't . . . you are right. —Henry Ford
- We attract what we expect; We reflect what we desire; We become what we respect; We mirror what we admire. —Unknown
- You make a living from what you get . . . but you make a life from what you give. —Unknown
- Thoughts lead on to purposes; purposes go forth in action; actions form habits; habits decide character; and character fixes our destiny. —Tryon Edwards (1809-94), Writer, Author
- Do something everyday that you don't want to do; this is the golden rule for acquiring the habit of doing your duty without pain. —Mark Twain (1835-1910), Author, humorist
- Try not to become a man of success, but rather try to become a man of value. —Albert Einstein
- Our lives don't really belong to us, you see, they belong to the world, and in spite of our efforts to make sense of it, the world is a place beyond our understanding. —Paul Auster
- For it is in giving that we receive. —St. Francis of Assisi
- Commit the Golden Rule to memory—not commit it to life. —Edwin Markham
- What this power is, I cannot say. All I know is that it exists . . . and it becomes available only when you are in that state of mind in which you know EXACTLY what you want . . . and are fully determined not to quit until you get it. —Alexander Graham Bell
- Slowly and painfully man is learning that he must do to others what he would have them do to him. —Anthony Eden

Appendix 4

Suggested Songs for the 17 Principles

Overture

I Can Change the World – Eric Clapton

1. Definiteness of Purpose

Any Dream Will Do – Nigel Wright (Joseph) *I Believe I Can Fly* – C R. Kelley

2. Mastermind

You Got A Friend – Carole King *Hero* – Mariah Carey

3. Applied Faith

Running on Faith – Eric Clapton *Acuna Matata* – Lion King

4. Going the Extra Mile

On Eagles Wings – Church Hymn *She's Some Kinda Wonderful* – Grand Funk

Somewhere Over The Rainbow – Judy Garland

5. Pleasing Personality

Unforgettable – Nat King Cole *The Way You Do The Things You Do*
– Smokey Robinson & The Imperials

6. Personal Initiative

Man in the Mirror – Michael Jackson

7. PMA

It's A Wonderful World – Louis Armstrong *Minuet* – J. S. Bach (instrumental–Lover's Concerto)

8. Enthusiasm

I Believe In Music – Mac Davis *The Entertainer* – Scott Joplin

9. Self-Discipline

Sesame Street The Impossible Dream – Man of La Mancha

10. Accurate Thinking

Think – Aretha Franklin *I Can See Clearly Now* – Jimmy Cliff/Anne Murray

11. Controlled Attention

Time in a Bottle – Jim Croce

12. Teamwork

Lean on Me – Bill Withers *Get By With A Little Help from my Friends* – Beatles

13. Adversity & Defeat

The Rose – Bette Midler *Amazing Grace* – Aretha Franklin

14. Creative Vision

Wind Beneath My Wings – Bette Midler

15. Maintenance of Sound Health

Joy to the World – Three Dog Night

Key Largo (Bermuda, Bahamas, Come on...)–Beach Boys

16. Budgeting Time and Money

Money – Pink Floyd

17. Cosmic Habitforce

Everything Is Beautiful – Ray Stevens *How Great Thou Art* – Elvis Presley

Finale

We Are the World – Michael Jackson

I Have a Dream

I have a dream, a song to sing To help me cope with anything If you see the wonder of a fairy tale You can take the future even if you fail I believe in angels Something good in everything I see I believe in angels When I know the time is right for me I'll cross the stream - I have a dream

I have a dream, a fantasy To help me through reality And my destination makes it worth the while Pushing through the darkness still another mile I believe in angels Something good in everything I see I believe in angels When I know the time is right for me I'll cross the stream - I have a dream I'll cross the stream - I have a dream

I have a dream, a song to sing To help me cope with anything If you see the wonder of a fairy tale You can take the future even if you fail I believe in angels Something good in everything I see I believe in angels When I know the time is right for me I'll cross the stream - I have a dream I'll cross the stream - I have a dream

Any Dream Will Do

I closed my eyes, drew back the curtain To see for certain what I thought I knew Far far away,
someone was weeping But the world was sleeping Any dream will do

I wore my coat, with golden lining Bright colours shining, wonderful and new And in the east, the dawn
was breaking And the world was waking Any dream will do

A crash of drums A flash of light My golden coat flew out of sight

The colours faded into darkness I was left alone

May I return to the beginning The light is dimming, and the dream is too The world and I, we are still
waiting Still hesitating, any dream will do Still hesitating, any dream will do Full Company

May I return to the beginning The light is dimming, and the dream is too The world and I, we are still
waiting Still hesitating, any dream will do

AC-CENT-TCHU-ATE THE POSITIVE (Mister In-Between)

(Johnny Mercer / Harold Arlen)

You've got to accentuate the positive Eliminate the negative Latch on to the affirmative Don't mess with Mister In-Between

You've got to spread joy up to the maximum Bring gloom down to the minimum Have faith or pandemonium Liable to walk upon the scene

(To illustrate his last remark Jonah in the whale, Noah in the ark What did they do Just when everything looked so dark)

Man, they said we better Accentuate the positive Eliminate the negative Latch on to the affirmative Don't mess with Mister In-Between No, do not mess with Mister In-Between Do you hear me, hmm?

(Oh, listen to me children and-a you will hear About the eliminatin' of the negative And the accent on the positive) And gather 'round me children if you're willin' And sit tight while I start reviewin' The attitude of doin' right

(You've gotta accentuate the positive Eliminate the negative Latch on to the affirmative Don't mess with Mister In-Between)

You've got to spread joy (up to the maximum) Bring gloom (down) down to the minimum
Otherwise (otherwise) pandemonium Liable to walk upon the scene

To illustrate (well illustrate) my last remark (you got the floor) Jonah in the whale,
Noah in the ark What did they say (what did they say) Say when everything looked
so dark

Man, they said we better Accentuate the positive Eliminate
the negative Latch on to the affirmative Don't mess with
Mister In-Between No! Don't mess with Mister In-Between

Source: Accentuate the Positive was written for Bing's 1944 film, *Here Come the Waves*. The song was recorded for commercial release by Bing and the Andrews Sisters on Dec. 8, 1944. Although Bing's recording stayed on the pop charts for 9 weeks in 1945, reaching as high as number 2, it was eclipsed by Johnny Mercer's own version that topped the charts for 2 weeks in January. The song was nominated for an Academy Award in 1945

Grandfather's Clock

My grandfather's clock was too large for the shelf So it stood ninety years on the floor. It was taller by half than the old man himself. Though it weighed not a penny weight more. It was bought on the morn
Of the day that he was born And was always his treasure and pride. But it stopped, short, never to go again When the old man died.

Chorus Ninety years without slumbering. Tick tock, tick tock. His life seconds numbering. Tick tock, tick tock. It stopped short, never to go again When the old man died.

In watching its pendulum swing to and fro Many hours he spent while a boy. And in childhood and manhood the clock seemed to know And to share both his grief and his joy. For it struck twenty-four when he entered at the door With a blooming and beautiful bride. But it stopped, short, never to go again When the old man died.

Chorus It rang an alarm in the dead of the night, An alarm that for years had been dumb. And we knew that his spirit was planning for flight, That his hour of departure had come. Still the clock kept the time with a soft and muffled chime, And we silently stood by its side. But it stopped, short, never to go again When the old man died.

Chorus

Appendix 5

Suggested Films for the 17 Principles

Appendix 6: Suggested Films for the Principles

Overview

Heidi

1. Definiteness of Purpose

Men of Honor

2. Mastermind

Seabiscuit

3. Applied Faith

Field of Dreams

4. Going the Extra Mile

Miracle Worker

5. Pleasing Personality

The Nutty Professor

6. Personal Initiative

Scrooge

7. PMA

Remember the Titans

8. Enthusiasm

The Blues Brothers

9. Self-Discipline

Karate Kid

10. Accurate Thinking

Star Trek/Sherlock H.

11. Controlled Attention

The Matrix

12. Teamwork

As Good As It Gets

13. Adversity & Defeat

Goodwill Hunting

14. Creative Vision

2001: A Space Odyssey

15. Maintenance of Sound Health

Patch Adams

16. Budgeting Time and Money

Baby Boom

17. Cosmic Habitforce

Star Wars

Finale

Wizard of Oz

Appendix 6

Suggested Children's Stories for the 17 Principles

Overview

1. Definiteness of Purpose

Follow the Moon – Sarah Weeks

2. Mastermind

The Little Red Hen – Adaptation by Margaret Ann Hughes and Ken Forsse

3. Applied Faith

The Trellis and the Seed – Jan Karon *The Carrot Seed* – Ruth Krauss

4. Going the Extra Mile

The Giving Tree – Shel Silverstein

5. Pleasing Personality

Treasures of the Heart – Alice Ann Miller *Buttons* – Tom Robinson

6. Personal Initiative

Jam and Jelly by Holly & Nellie
– Gloria Whelan

7. Positive Mental Attitude

The Little Engine that Could – Watty Piper

8. Enthusiasm

How I Became a Pirate – Melinda Long

9. Self-Discipline

The Dance – Richard Paul Evans

10. Accurate Thinking

The Keeper of Wisdom – Laura Berkeley

11. Controlled Attention

The Three Questions – Jon J. Muth

12. Teamwork

Stone Soup – Jon J. Muth

13. Adversity and Defeat

Terrible, Horrible, No Good, Very Bad Day

– Judith Viorst *The Blue Spruce* – Mario Cuomo

14. Creative Vision

Where the Wild Things Are – Maurice Sendak

15. Maintenance of Sound Health

What's Happening to Grandpa? – Maria Shriver

16. Budgeting Time and Money

What Time Is It, Mr. Crocodile – Judy Sierra

17. Cosmic Habitforce

You Are Special – Max Lucado

Finale

Appendix 7

Ralph Waldo Emerson's Essay on "Compensation"

Appendix 7: Essay on “Compensation”

Compensation

by Ralph Waldo Emerson

The wings of Time are black and white, Pied with morning and with night. Mountain tall and ocean deep. In changing moon, in tidal wave, Glows the feud of Want and Have. Gauge of more and less through space Electric star and pencil plays. The lonely Earth amid the balls That hurry through the eternal halls, A makeweight flying to the void, Supplemental asteroid, Or compensatory spark, Shoots across the neutral Dark. Man's the elm, and Wealth the vine, Stanch and strong the tendrils twine: Though the frail ringlets thee deceive, None from its stock that vine can reave. Fear not, then, thou child infirm, There's no god dare wrong a worm. Laurel crowns cleave to deserts And power to him who power exerts; Hast not thy share? On winged feet, Lo! it rushes thee to meet; And all that Nature made thy own, Floating in air or pent in stone, Will rive the hills and swim the sea And, like thy shadow, follow thee.

EVER SINCE I WAS A BOY, I have wished to write a discourse on Compensation: for it seemed to me when very young, that on this subject life was ahead of theology, and the people knew more than the preachers taught. The documents, too, from which the doctrine is to be drawn, charmed my fancy by their endless variety, and lay always before me, even in sleep; for they are the tools in our hands, the bread in our basket, the transactions of the street, the farm, and the dwelling-house, greetings, relations, debts and credits, the influence of character, the nature and endowment of all men. It seemed to me, also, that in it might be shown men a ray of divinity, the present action of the soul of this world, clean from all vestige of tradition, and so the heart of man might be bathed by an inundation of eternal love, conversing with that which he knows was always and always must be, because it really is now. It appeared, moreover, that if this doctrine could be stated in terms with any resemblance to those bright intuitions in which this truth is sometimes revealed to us, it would be a star in many dark hours and crooked passages in our journey that would not suffer us to lose our way.

I WAS LATELY CONFIRMED in these desires by hearing a sermon at church. The preacher, a man esteemed for his orthodoxy, unfolded in the ordinary manner the doctrine of the Last Judgment. He assumed that judgment is not executed in this world; that the wicked are successful; that the good are miserable; and then urged from reason and from Scripture a compensation to be made to both parties in the next life. No offence appeared to be taken by the congregation at this doctrine. As far as I could observe, when the meeting broke up, they separated without remark on the sermon.

YET WHAT WAS THE IMPORT of this teaching? What did the preacher mean by saying that the good are miserable in the present life? Was it that houses and lands, offices, wine, horses, dress, luxury, are had by unprincipled men, whilst the saints are poor and despised; and that a compensation is to be made to these last hereafter, by giving them the like gratifications another day, — bank-stock and doubloons, venison and champagne? This must be the compensation intended; for what else? Is it that they are to have leave to pray and praise? To love and serve men? Why, that they can do now. The legitimate inference the disciple would draw was, — 'We are to have such a good time as the sinners have now'; or, to push it to its extreme import—'You sin now, we shall sin by and by; we would sin now, if we could; not being successful, we expect our revenge to-morrow.'

THE FALLACY LAY in the immense concession that the bad are successful, that justice is not done now. The blindness of the preacher consisted in deferring to the base estimate of the market of what constitutes a manly success, instead of confronting and convicting the world from the truth; announcing the presence of the soul; the omnipotence of the will; and so establishing the standard of good and ill, of success and falsehood.

I FIND A SIMILAR BASE TONE in the popular religious works of the day and the same doctrines assumed by the literary men when occasionally they treat the related topics. I think that our popular theology has gained in decorum, and not in principle, over the superstitions it has displaced. But men are better than this theology. Their daily life gives it the lie. Every ingenuous and aspiring soul leaves the doctrine behind him in his own experience, and all men feel sometimes the falsehood which they cannot demonstrate. For men are wiser than they know. That which they hear in schools and pulpits without afterthought, if said in conversation, would probably be questioned in silence. If a man dogmatizes in a mixed company on Providence and the divine laws, he is answered by a silence which conveys well enough to an observer the dissatisfaction of the hearer, but his incapacity to make his own statement.

I SHALL ATTEMPT in this and the following chapter to record some facts that indicate the path of the law of Compensation, happy beyond my expectation if I shall truly draw the smallest arc of this circle.

POLARITY, or action and reaction, we meet in every part of nature; in darkness and light; in heat and cold; in the ebb and flow of waters; in male and female; in the inspiration and expiration of plants and animals; in the equation of quantity and quality in the fluids of the animal body; in the systole and diastole of the heart; in the undulations of fluids, and of sound; in the centrifugal and centripetal gravity; in electricity, galvanism, and chemical affinity. Superinduce magnetism at one end of a needle; the opposite magnetism takes place at the other end. If the south attracts, the north repels. To empty here, you must condense there. An inevitable dualism bisects nature, so that each thing is a half, and suggests another thing to make it whole; as, spirit, matter; man, woman; odd, even; subjective, objective; in, out; upper, under; motion, rest; yea, nay.

WHILST THE WORLD IS THUS DUAL, so is every one of its parts. The entire system of things gets represented in every particle. There is somewhat that resembles the ebb and flow of the sea, day and night, man and woman, in a single needle of the pine, in a kernel of corn, in each individual of every animal tribe. The reaction, so grand in the elements, is repeated within these small boundaries. For example, in the animal kingdom the physiologist has observed that no creatures are favorites, but a certain compensation balances every gift and every defect. A surplusage given to one part is paid out of a reduction from another part of the same creature. If the head and neck are enlarged, the trunk and extremities are cut short.

THE THEORY OF THE MECHANIC FORCES is another example. What we gain in power is lost in time and the converse. The periodic or compensating errors of the planets is another instance. The influences of climate and soil in political history are another. The cold climate invigorates. The barren soil does not breed fevers, crocodiles, tigers, or scorpions.

THE SAME DUALISM UNDERLIES the nature and condition of man. Every excess causes a defect, every defect an excess. Every sweet hath its sour, every evil its good. Every faculty which is a receiver of pleasure has an equal penalty put on its abuse. It is to answer for its moderation with its life. For every grain of wit there is a grain of folly. For every thing you have missed, you have gained something else; and for every thing you gain, you lose something. If riches increase, they are increased that use them. If the gatherer gathers too much, nature takes out of the man what she puts into his chest; swells the estate, but kills the owner. Nature hates monopolies and exceptions. The waves of the sea do not more speedily seek a level from their loftiest tossing than the varieties of condition tend to equalize themselves. There is always some leveling circumstance that puts down the overbearing, the strong, the rich, the fortunate, substantially on the same ground with all others. Is a man too strong and fierce for society, and by temper and position a bad citizen—a morose ruffian, with a dash of the pirate in him?—Nature sends him a troop of pretty sons and daughters who are getting along in the dame's classes at the village school, and love and fear for them smooths his grim scowl to courtesy. Thus, she contrives to intenerate the granite and felspar, takes the boar out and puts the lamb in and keeps her balance true.

THE FARMER IMAGINES power and place are fine things. But the President has paid dear for his White House. It has commonly cost him all his peace, and the best of his manly attributes. To preserve for a short time so conspicuous an appearance before the world, he is

content to eat dust before the real masters who stand erect behind the throne. Or, do men desire the more substantial and permanent grandeur of genius? Neither has this an immunity. He who by force of will or of thought is great, and overlooks thousands, has the charges of that eminence. With every influx of light comes new danger. Has he light? he must bear witness to the light, and always outrun that sympathy which gives him such keen satisfaction, by his fidelity to new revelations of the incessant soul. He must hate father and mother, wife and child. Has he all that the world loves and admires and covets?—he must cast behind him their admiration, and afflict them by faithfulness to his truth, and become a byword and a hissing.

THIS LAW WRITES the laws of cities and nations. It is in vain to build or plot or combine against it. Things refuse to be mismanaged long. *Res nolunt diu male administrari*. Though no checks to a new evil appear, the checks exist, and will appear. If the government is cruel, the governor's life is not safe. If you tax too high, the revenue will yield nothing. If you make the criminal code sanguinary, juries will not convict. If the law is too mild, private vengeance comes in. If the government is a terrific democracy, the pressure is resisted by an overcharge of energy in the citizen, and life glows with a fiercer flame. The true life and satisfactions of man seem to elude the utmost rigors or felicities of condition, and to establish themselves with great indifferency under all varieties of circumstances. Under all governments the influence of character remains the same—in Turkey and in New England about alike. Under the primeval despots of Egypt, history honestly confesses that man must have been as free as culture could make him.

THESE APPEARANCES INDICATE the fact that the universe is represented in every one of its particles. Every thing in nature contains all the powers of nature. Every thing is made of one hidden stuff; as the naturalist sees one type under every metamorphosis, and regards a horse as a running man, a fish as a swimming man, a bird as a flying man, a tree as a rooted man. Each new form repeats not only the main character of the type, but part for part all the details, all the aims, furtherances, hindrances, energies, and whole system of every other. Every occupation, trade, art, transaction, is a compend of the world, and a correlative of every other. Each one is an entire emblem of human life; of its good and ill, its trials, its enemies, its course and its end. And each one must somehow accommodate the whole man and recite all his destiny.

THE WORLD GLOBES ITSELF in a drop of dew. The microscope cannot find the animalcule which is less perfect for being little. Eyes, ears, taste, smell, motion, resistance, appetite, and organs of reproduction that take hold on eternity—all find room to consist in the small creature. So do we put our life into every act. The true doctrine of omnipresence is that God reappears with all his parts in every moss and cobweb. The value of the universe contrives to throw itself into every point. If the good is there, so is the evil; if the affinity, so the repulsion; if the force, so the limitation.

THUS IS THE UNIVERSE ALIVE. All things are moral. That soul which within us is a sentiment, outside of us is a law. We feel its inspiration; but there in history we can see its fatal strength. "It is in the world, and the world was made by it." Justice is not postponed. A perfect equity adjusts its balance in all parts of life. *Oi chusoi Dios aei eniptousi*—The dice of God are always loaded. The world looks like a multiplication table, or a mathematical equation, which, turn it how you will, balances itself. Take what figure you will, its exact value, nor more nor less, still returns to you. Every secret is told, every crime is punished, every virtue rewarded, every wrong redressed, in silence and certainty. What we call retribution is the universal necessity by which the whole appears wherever a part appears. If you see smoke, there must be fire. If you see a hand or a limb, you know that the trunk to which it belongs is there behind.

EVERY ACT REWARDS ITSELF, or in other words, integrates itself, in a twofold manner; first, in the thing, or in real nature; and secondly, in the circumstance, or in apparent nature. Men call the circumstance the retribution. The causal retribution is in the thing, and is seen by the soul. The retribution in the circumstance is seen by the understanding; it is inseparable from the thing, but is often spread over a long time and so does not become distinct until after many years. The specific stripes may follow late after the offence, but they follow because they accompany it. Crime and punishment grow out of one stem. Punishment is a fruit that unsuspected ripens within the flower of the pleasure which concealed it. Cause and effect, means and ends, seed and fruit, cannot be severed; for the effect already blooms in the cause, the end preëxists in the means, the fruit in the seed.

WHILST THUS THE WORLD WILL BE WHOLE and refuses to be disparted, we seek to act partially, to sunder, to appropriate; for example—to gratify the senses, we sever the pleasure of the senses from the needs of the character. The ingenuity of man has always been dedicated to the solution of one problem—how to detach the sensual sweet, the sensual strong, the sensual bright, etc., from the moral sweet, the moral deep, the moral fair; that is, again, to contrive to cut clean off this upper surface so thin as to leave it bottomless; to get a one end, without an other end. The soul says, ‘Eat’; the body would feast. The soul says, ‘The man and woman shall be one flesh and one soul’; the body would join the flesh only. The soul says, ‘Have dominion over all things to the ends of virtue’; the body would have the power over things to its own ends.

THE SOUL STRIVES AMAIN TO LIVE and work through all things. It would be the only fact. All things shall be added unto it—power, pleasure, knowledge, beauty. The particular man aims to be somebody; to set up for himself; to truck and higgler for a private good; and, in particulars, to ride that he may ride; to dress that he may be dressed; to eat that he may eat; and to govern that he may be seen. Men seek to be great; they would have offices, wealth, power, and fame. They think that to be great is to possess one side of Nature—the sweet, without the other side,—the bitter.

THIS DIVIDING AND DETACHING is steadily counteracted. Up to this day, it must be owned, no projector has had the smallest success. The parted water reunites behind our hand. Pleasure is taken out of pleasant things, profit out of profitable things, power out of strong things, as soon as we seek to separate them from the whole. We can no more halve things and get the sensual good, by itself, than we can get an inside that shall have no outside, or a light without a shadow. "Drive out Nature with a fork, she comes running back."

LIFE INVESTS ITSELF with inevitable conditions, which the unwise seek to dodge, which one and another brags that he does not know, that they do not touch him; but the brag is on his lips, the conditions are in his soul. If he escapes them in one part, they attack him in another more vital part. If he has escaped them in form, and in the appearance, it is because he has resisted his life, and fled from himself, and the retribution is so much death. So signal is the failure of all attempts to make this separation of the good from the bad, that the experiment would not be tried—since to try it is to be mad—but for the circumstance that when the disease began in the will, of rebellion and separation, the intellect is at once infected, so that the man ceases to see God whole in each object, but is able to see the sensual allurements of an object and not see the sensual hurt; he sees the mermaid's head but not the dragon's tail; and thinks he can cut off that which he would have from that which he would not have. "How secret art thou who dwellest in the highest heavens in silence, O thou only great God, sprinkling with an unwearied Providence certain penal blindness upon such as have unbridled desires!"

THE HUMAN SOUL IS TRUE to these facts in the painting of fable, of history, of law, of proverbs, of conversation. It finds a tongue in literature unawares. Thus the Greeks called Jupiter, Supreme Mind; but having traditionally ascribed to him many base actions, they involuntarily made amends to reason by tying up the hands of so bad a god. He is made as helpless as a king of England. Prometheus knows one secret which Jove must bargain for; Minerva, another. He cannot get his own thunders; Minerva keeps the key of them:—

"Of all the gods, I only know the keys That ope the solid doors within whose vaults His thunders sleep."

A PLAIN CONFESSION of the in-working of the All and of its moral aim. The Indian mythology ends in the same ethics; and it would seem impossible for any fable to be invented and get any currency which was not moral. Aurora forgot to ask youth for her lover, and though Tithonus is immortal, he is old. Achilles is not quite invulnerable; the sacred waters did not wash the heel by which Thetis held him. Siegfried, in the Nibelungen, is not quite immortal, for a leaf fell on his back whilst he was bathing in the dragon's blood, and that spot which it covered is mortal. And so it must be. There is a crack in every thing God has made. It would seem there is always this vindictive circumstance stealing in at unawares even into the wild poesy in which the human fancy attempted to make bold holiday and to shake itself free of the old laws—this back-stroke, this kick of the gun, certifying that the law is fatal; that in nature nothing can be given, all things are sold.

THIS IS THAT ANCIENT DOCTRINE of Nemesis, who keeps watch in the universe and lets no offence go unchastised. The Furies, they said, are attendants on justice, and if the sun in heaven should transgress his path, they would punish him. The poets related that stone walls and iron swords and leathern thongs had an occult sympathy with the wrongs of their owners; that the belt which Ajax gave Hector dragged the Trojan hero over the field at the wheels of the car of Achilles, and the sword which Hector gave Ajax was that on whose point Ajax fell. They recorded that when the Thasians erected a statue to Theagenes, a victor in the games, one of his rivals went to it by night and endeavored to throw it down by repeated blows, until at last he moved it from its pedestal and was crushed to death beneath its fall.

THIS VOICE OF FABLE has in it somewhat divine. It came from thought above the will of the writer. That is the best part of each writer which has nothing private in it; that which he does not know; that which flowed out of his constitution and not from his too active invention; that which in the study of a single artist you might not easily find, but in the study of many you would abstract as the spirit of them all. Phidias it is not, but the work of man in that early Hellenic world that I would know. The name and circumstance of Phidias, however convenient for history, embarrass when we come to the highest criticism. We are to see that which man was tending to do in a given period, and was hindered, or, if you will, modified in doing, by the interfering volitions of Phidias, of Dante, of Shakespeare, the organ whereby man at the moment wrought.

STILL MORE STRIKING is the expression of this fact in the proverbs of all nations, which are always the literature of reason, or the statements of an absolute truth without qualification. Proverbs, like the sacred books of each nation, are the sanctuary of the intuitions. That which the droning world, chained to appearances, will not allow the realist to say in his own words, it will suffer him to say in proverbs without contradiction. And this law of laws which the pulpit, the senate, and the college deny, is hourly preached in all markets and workshops by flights of proverbs, whose teaching is as true and as omnipresent as that of birds and flies.

ALL THINGS ARE DOUBLE, one against another. —Tit for tat; an eye for an eye; a tooth for a tooth; blood for blood; measure for measure; love for love.—Give, and it shall be given you.—He that watereth shall be watered himself.—What will you have? quoth God; pay for it and take it.—Nothing venture, nothing have.—Thou shalt be paid exactly for what thou hast done, no more, no less.—Who doth not work shall not eat.—Harm watch, harm catch.—Curses always recoil on the head of him who imprecates them.—If you put a chain around the neck of a slave, the other end fastens itself around your own.—Bad counsel confounds the adviser.—The Devil is an ass.

IT IS THUS WRITTEN, because it is thus in life. Our action is overmastered and characterized above our will by the law of nature. We aim at a petty end quite aside from the public good, but our act arranges itself by irresistible magnetism in a line with the poles of the world.

A MAN CANNOT SPEAK but he judges himself. With his will, or against his will, he draws his portrait to the eye of his companions by every word. Every opinion reacts on him who utters it. It is a thread-ball thrown at a mark, but the other end remains in the thrower's bag. Or, rather, it is a harpoon hurled at the whale, unwinding, as it flies, a coil of cord in the boat, and, if the harpoon is not good, or not well thrown, it will go nigh to cut the steersman in twain or to sink the boat.

YOU CANNOT DO WRONG without suffering wrong. "No man had ever a point of pride that was not injurious to him," said Burke. The exclusive in fashionable life does not see that he excludes himself from enjoyment, in the attempt to appropriate it. The exclusionist in religion does not see that he shuts the door of heaven on himself, in striving to shut out others. Treat men as pawns and ninepins and you shall suffer as well as they. If you leave out their heart, you shall lose your own. The senses would make things of all persons; of women, of children, of the poor. The vulgar proverb, "I will get it from his purse or get it from his skin," is sound philosophy.

ALL INFRACTIONS OF LOVE AND EQUITY in our social relations are speedily punished. They are punished by fear. Whilst I stand in simple relations to my fellow-man, I have no displeasure in meeting him. We meet as water meets water, or as two currents of air mix, with perfect diffusion and interpenetration of nature. But as soon as there is any departure from simplicity and attempt at halfness, or good for me that is not good for him, my neighbor feels the wrong; he shrinks from me as far as I have shrunk from him; his eyes no longer seek mine; there is war between us; there is hate in him and fear in me.

ALL THE OLD ABUSES in society, universal and particular, all unjust accumulations of property and power, are avenged in the same manner. Fear is an instructor of great sagacity and the herald of all revolutions. One thing he teaches, that there is rottenness where he appears. He is a carrion crow, and though you see not well what he hovers for, there is death somewhere. Our property is timid, our laws are timid, our cultivated classes are timid. Fear for ages has boded and mowed and gibbered over government and property. That obscene bird is not there for nothing. He indicates great wrongs which must be revised.

OF THE LIKE NATURE is that expectation of change which instantly follows the suspension of our voluntary activity. The terror of cloudless noon, the emerald of Polycrates, the awe of prosperity, the instinct which leads every generous soul to impose on itself tasks of a noble asceticism and vicarious virtue, are the tremblings of the balance of justice through the heart and mind of man.

EXPERIENCED MEN OF THE WORLD know very well that it is best to pay scot and lot as they go along, and that a man often pays dear for a small frugality. The borrower runs in his own debt. Has a man gained any thing who has received a hundred favors and rendered none? Has he gained by borrowing, through indolence or cunning, his neighbor's wares, or horses, or money? There arises on the deed the instant acknowledgment of benefit on the one part and of debt on the other; that is, of superiority and inferiority. The transaction remains in the memory of himself and his neighbor; and every new transaction alters, according to its nature their relation to each other. He may soon come to see that he had better have broken his own bones than to have ridden in his neighbor's coach, and that "the highest price he can pay for a thing is to ask for it."

A WISE MAN will extend this lesson to all parts of life, and know that it is the part of prudence to face every claimant and pay every just demand on your time, your talents, or your heart. Always pay; for, first or last, you must pay your entire debt. Persons and events may stand for a time between you and justice, but it is only a postponement. You must pay at last your own debt. If you are wise, you will dread a prosperity which only loads you with more. Benefit is the end of nature. But for every benefit which you receive, a tax is levied. He is great who confers the most benefits. He is base—and that is the one base thing in the universe—to receive favors and render none. In the order of nature we cannot render benefits to those from whom we receive them, or only seldom. But the benefit we receive must be rendered again, line for line, deed for deed, cent for cent, to somebody. Beware of too much good staying in your hand. It will fast corrupt and worm worms. Pay it away quickly in some sort.

LABOR IS WATCHED OVER by the same pitiless laws. Cheapest, say the prudent, is the dearest labor. What we buy in a broom, a mat, a wagon, a knife, is some application of good sense to a common want. It is best to pay in your land a skilful gardener, or to buy good sense applied to gardening; in your sailor, good sense applied to navigation; in the house, good sense applied to cooking, sewing, serving; in your agent, good sense applied to accounts and affairs. So do you multiply your presence, or spread yourself throughout your estate. But because of the dual constitution of things, in labor as in life there can be no cheating. The thief steals from himself. The swindler swindles himself. For the real price of labor is knowledge and virtue, whereof wealth and credit are signs. These signs, like paper money, may be counterfeited or stolen, but that which they represent, namely, knowledge and virtue, cannot be counterfeited or stolen. These ends of labor cannot be answered but by real exertions of the mind, and in obedience to pure motives. The cheat, the defaulter, the gambler, cannot extort the knowledge of material and moral nature which his honest care and pains yield to the operative. The law of nature is, "Do the thing, and you shall have the power"; but they who do not do the thing have not the power.

HUMAN LABOR, through all its forms, from the sharpening of a stake to the construction of a city or an epic, is one immense illustration of the perfect compensation of the universe. The absolute balance of Give and Take, the doctrine that every thing has its price—and if that price is not paid, not that thing but something else is obtained, and that it is impossible to get any thing without its price—is not less sublime in the columns of a ledger than in the budgets of states, in the laws of light and darkness, in all the action and reaction of nature. I cannot doubt that the high laws which each man sees implicated in those processes with which he is conversant, the stern ethics which sparkle on his chisel-edge, which are measured out by his plumb and foot-rule, which stand as manifest in the footing of the shop-bill as in the history of a state—do recommend to him his trade, and though seldom named, exalt his business to his imagination.

THE LEAGUE BETWEEN VIRTUE AND NATURE engages all things to assume a hostile front to vice. The beautiful laws and substances of the world persecute and whip the traitor. He finds that things are arranged for truth and benefit, but there is no den in the wide world to hide a rogue. Commit a crime, and the earth is made of glass. Commit a crime, and it seems as if a coat of snow fell on the ground, such as reveals in the woods the track of every partridge and fox and squirrel and mole. You cannot recall the spoken word, you cannot wipe out the foot-track, you cannot draw up the ladder, so as to leave no inlet or clew. Some damning circumstance always transpires. The laws and substances of nature—water, snow, wind, gravitation—become penalties to the thief.

ON THE OTHER HAND, the law holds with equal sureness for all right action. Love, and you shall be loved. All love is mathematically just, as much as the two sides of an algebraic equation. The good man has absolute good, which like fire turns every thing to its own nature, so that you cannot do him any harm; but as the royal armies sent against Napoleon, when he approached, cast down their colors and from enemies became friends, so disasters of all kinds, as sickness, offence, poverty, prove benefactors:—

"Winds blow and waters roll Strength to the brave, and power and deity, Yet in themselves are nothing."

THE GOOD ARE BEFRIENDED even by weakness and defect. As no man had ever a point of pride that was not injurious to him, so no man had ever a defect that was not somewhere made useful to him. The stag in the fable admired his horns and blamed his feet, but when the hunter came, his feet saved him, and afterwards, caught in the thicket, his horns destroyed him. Every man in his lifetime needs to thank his faults. As no man thoroughly understands a truth until he has contended against it, so no man has a thorough acquaintance with the hindrances or talents of men, until he has suffered from the one and seen the triumph of the other over his own want of the same. Has he a defect of temper that unfits him to live in society? Thereby he is driven to entertain himself alone, and acquire habits of self-help; and thus, like the wounded oyster, he mends his shell with pearl.

OUR STRENGTH GROWS OUT OF OUR WEAKNESS. The indignation which arms itself with secret forces does not awaken until we are pricked and stung and sorely assailed. A great man is always willing to be little. Whilst 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; learns his ignorance; is cured of the insanity of conceit; has got moderation and real skill. The wise man throws himself on the side of his assailants. It is more his interest than it is theirs to find his weak point. The wound cicatrizes and falls off from him like a dead skin, and when they would triumph, lo! he has passed on invulnerable. Blame is safer than praise. I hate to be defended in a newspaper. As long as all that is said is said against me, I feel a certain assurance of success. But as soon as honeyed words of praise are spoken for me, I feel as one that lies unprotected before his enemies. In general, every evil to which we do not succumb is a benefactor. As the Sandwich Islander believes that the strength and valor of the enemy he kills passes into himself, so we gain the strength of the temptation we resist.

THE SAME GUARDS WHICH PROTECT US from disaster, defect, and enmity, defend us, if we will, from selfishness and fraud. Bolts and bars are not the best of our institutions, nor is shrewdness in trade a mark of wisdom. Men suffer all their life long under the foolish superstition that they can be cheated. But it is as impossible for a man to be cheated by any one but himself, as for a thing to be and not to be at the same time. There is a third silent party to all our bargains. The nature and soul of things takes on itself the guaranty of the fulfilment of every contract, so that honest service cannot come to loss. If you serve an ungrateful master, serve him the more. Put God in your debt. Every stroke shall be repaid. The longer the payment is withheld, the better for you; for compound interest on compound interest is the rate and usage of this exchequer.

THE HISTORY OF PERSECUTION is a history of endeavors to cheat nature, to make water run up hill, to twist a rope of sand. It makes no difference whether the actors be many or one, a tyrant or a mob. A mob is a society of bodies voluntarily bereaving themselves of reason and traversing its work. The mob is man voluntarily descending to the nature of the beast. Its fit hour of activity is night. Its actions are insane like its whole constitution. It persecutes a principle; it would whip a right; it would tar and feather justice, by inflicting fire and outrage upon the houses and persons of those who have these. It resembles the prank of boys, who run with fire-engines to put out the ruddy aurora streaming to the stars. The inviolate spirit turns their spite against the wrongdoers. The martyr cannot be dishonored. Every lash inflicted is a tongue of fame; every prison a more illustrious abode; every burned book or house enlightens the world; every suppressed or expunged word reverberates through the earth from side to side. Hours of sanity and consideration are always arriving to communities, as to individuals, when the truth is seen and the martyrs are justified.

THUS DO ALL THINGS PREACH the indifferency of circumstances. The man is all. Every thing has two sides, a good and an evil. Every advantage has its tax. I learn to be content. But the doctrine of compensation is not the doctrine of indifferency. The thoughtless say, on hearing these representations—What boots it to do well? There is one event to good and evil; if I gain any good, I must pay for it; if I lose any good, I gain some other; all actions are indifferent.

THERE IS A DEEPER FACT IN THE SOUL than compensation, to wit, its own nature. The soul is not a compensation, but a life. The soul is. Under all this running sea of circumstance, whose waters ebb and flow with perfect balance, lies the aboriginal abyss of real Being. Essence, or God, is not a relation, or a part, but the whole. Being is the vast affirmative, excluding negation, self-balanced, and swallowing up all relations, parts, and times within itself. Nature, truth, virtue, are the influx from thence. Vice is the absence or departure of the same. Nothing, Falsehood, may indeed stand as the great Night or shade on which, as a background, the living universe paints itself forth, but no fact is begotten by it; it cannot work, for it is not. It cannot work any good; it cannot work any harm. It is harm inasmuch as it is worse not to be than to be.

WE FEEL DEFRAUDED of the retribution due to evil acts, because the criminal adheres to his vice and contumacy and does not come to a crisis or judgment anywhere in visible nature. There is no stunning confutation of his nonsense before men and angels. Has he therefore outwitted the law? Inasmuch as he carries the malignity and the lie with him, he so far deceases from nature. In some manner there will be a demonstration of the wrong to the understanding also; but, should we not see it, this deadly deduction makes square the eternal account.

NEITHER CAN IT BE SAID, on the other hand, that the gain of rectitude must be bought by any loss. There is no penalty to virtue; no penalty to wisdom; they are proper additions of being. In a virtuous action, I properly am; in a virtuous act, I add to the world; I plant into deserts conquered from Chaos and Nothing and see the darkness receding on the limits of the horizon. There can be no excess to love, none to knowledge, none to beauty, when these attributes are considered in the purest sense. The soul refuses limits, and always affirms an Optimism, never a Pessimism.

MAN'S LIFE IS A PROGRESS, and not a station. His instinct is trust. Our instinct uses "more" and "less" in application to man, of the presence of the soul, and not of its absence; the brave man is greater than the coward; the true, the benevolent, the wise, is more a man and not less, than the fool and knave. There is no tax on the good of virtue, for that is the incoming of God Himself, or absolute existence, without any comparative. Material good has its tax, and if it came without desert or sweat, has no root in me, and the next wind will blow it away. But all the good of nature is the soul's, and may be had if paid for in nature's lawful coin, that is, by labor which the heart and the head allow. I no longer wish to meet a good I do not earn, for example, to find a pot of buried gold, knowing that it brings with it new burdens. I do not wish more external goods—neither possessions, nor honors, nor powers, nor persons. The gain is apparent; the tax is certain. But there is no tax on the knowledge that the compensation exists and that it is not desirable to dig up treasure. Herein I rejoice with a serene eternal peace. I contract the boundaries of possible mischief. I learn the wisdom of St. Bernard—"Nothing can work damage on me except myself; the harm that I sustain I carry about with me, and never am a real sufferer but by my own fault."

IN THE NATURE OF THE SOUL is the compensation for the inequalities of condition. The radical tragedy of nature seems to be the distinction of More and Less. How can Less not feel the pain; how not feel indignation or malevolence towards More? Look at those who have less faculty, and one feels sad and knows not well what to make of it. He almost shuns their eye; he fears they will upbraid God. What should they do? It seems a great injustice. But see the facts nearly and these mountainous inequalities vanish. Love reduces them as the sun melts the iceberg in the sea. The heart and soul of all men being one, this bitterness of His and Mine ceases. His is mine. I am my brother, and my brother is me. If I feel overshadowed and outdone by great neighbors, I can yet love; I can still receive; and he that loveth maketh his own the grandeur he loves. Thereby I make the discovery that my brother is my guardian, acting for me with the friendliest designs, and the estate I so admired and envied is my own. It is the nature of the soul to appropriate all things. Jesus and Shakespeare are fragments of the soul, and by love I conquer and incorporate them in my own conscious domain. His virtue—is not that mine? His wit—if it cannot be made mine, it is not wit.

SUCH ALSO IS THE NATURAL HISTORY of calamity. The changes which break up at short intervals the prosperity of men are advertisements of a nature whose law is growth. Every soul is by this intrinsic necessity quitting its whole system of things, its friends and home and laws and faith, as the shellfish crawls out of its beautiful but stony case, because it no longer admits of its growth, and slowly forms a new house. In proportion to the vigor of the individual, these revolutions are frequent, until in some happier mind they are incessant and all worldly relations hang very loosely about him, becoming as it were, a transparent fluid membrane through which the living form is seen, and not, as in most men, an indurated heterogeneous fabric of many dates, and of no settled character in which the man is imprisoned. Then there can be enlargement, and the man of today scarcely recognizes the man of yesterday. And such should be the outward biography of man in time, a putting off of dead circumstances day by day, as he renews his raiment day by day. But to us, in our lapsed estate, resting, not advancing, resisting, not cooperating with the divine expansion, this growth comes by shocks.

WE CANNOT PART WITH OUR FRIENDS. We cannot let our angels go. We do not see that they only go out, that archangels may come in. We are idolaters of the old. We do not believe in the riches of the soul, in its proper eternity and omnipresence. We do not believe there is any force in today to rival or recreate that beautiful yesterday. We linger in the ruins of the old tent where once we had bread and shelter and organs, nor believe that the spirit can feed, cover, and nerve us again. We cannot again find aught so dear, so sweet, so graceful. But we sit and weep in vain. The voice of the Almighty saith, 'Up and onward for evermore!' We cannot stay amid the ruins. Neither will we rely on the new; and so we walk ever with reverted eyes, like those monsters who look backwards.

AND YET THE COMPENSATIONS of calamity are made apparent to the understanding also, after long intervals of time. A fever, a mutilation, a cruel disappointment, a loss of wealth, a loss of friends, seems at the moment unpaid loss, and unpayable. But the sure years reveal the deep remedial force that underlies all facts. The death of a dear friend, wife, 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, and 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 the 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 banian of the forest, yielding shade and fruit to wide neighborhoods of men.

Appendix 8

Quick Review of the 17 Principles

Principle 1: Definiteness of Purpose

It is not possible to overestimate the power of an idea. Ideas are what truly make the world go 'round. They are the only assets which have no fixed values; i.e., their potential is limitless. And ideas are the beginning of all achievements. Remember this crucial thought:

Definiteness of Purpose is the starting point of all achievement.

You should have one high, desirable, outstanding goal and keep it ever before you. You can have many goals that are nonconflicting, which help you to reach your major definite goal. It is advisable to have immediate, intermediate and distant objectives. When you set a definite major goal, you are apt to recognize that which will help you achieve it. You and you alone can decide what it is you desire most from life, or what should be your major purpose. You must also decide whether the price of your success is worth what you will have to pay for it.

- Determine or fix in your mind exactly what you desire. · Evaluate and determine exactly what you will give in return. · Set a definite date as to exactly when you intend to possess it. · Identify your desire with a definite plan for carrying out and achieving your objective. Put your plan into ACTION at once.
- Let me re-emphasize these points: Clearly define your plan for achievement. Write out clearly and concisely EXACTLY what your Definite Major Purpose is, EXACTLY when you want to achieve it and EXACTLY what you intend to give in return for the realization of your purpose.
- Make your plan flexible, so as to permit changes. Your Definite Major Purpose, if it really is that, will not change until it is fulfilled, but the plan for achieving that purpose may change many times.
- Each and every day, morning and evening, read your written statement aloud. As you read—see, feel and BELIEVE yourself already in possession of your objective.
- Engage in personal inspection with regularity to determine whether you are on the right track and headed in the right direction so that you don't deviate from the path that leads to the achievement of your objective.
- To guarantee success: engage daily in study, thinking and planning time regarding yourself, your family and how you can achieve your definite goals.

Successful people move on their own initiative, but they know where they are going before they start.

Principle 2: Mastermind Alliance

The *Mastermind Alliance* principle is the “hub” or “axis” of this entire philosophy. This principle consists of an alliance of two or more minds working in perfect harmony for the attainment of a definite objective. This principle makes it possible for you, through association with others, to acquire and utilize the knowledge and experience needed for the attainment of any desired goal in life.

Your *Mastermind Alliance* can be created by surrounding yourself or aligning yourself with the advice, counsel and personal cooperation of several people who are willing to lend you their whole-hearted aid for the attainment of your objective in the spirit of perfect harmony.

You can create a *Mastermind Alliance* with your spouse, your manager, a friend, a co-worker and many others. Once a *Mastermind Alliance* is formed, the group as a whole must become and remain active. The group must move in a definite plan, at a definite time, towards a definite common objective. Indecision, inactivity or delay will destroy the usefulness of the alliance. There must be a complete meeting of the minds without reservations on the part of any member.

You can have several *Mastermind Alliances*, each with different objectives. For example, you may have an alliance with your spouse to reach your family objective; an alliance with your banker or investment counselor or attorney for your financial objective; an alliance with your minister or clergy for your spiritual objective, just to name a few.

No man can become a permanent success without taking others along with him.

Principle 3: Applied Faith

I use the word “Applied” in conjunction with the word “Faith” to distinguish it unmistakably from any sort of religious connotation. The FAITH I am talking about is APPLIED to the achievement of a Definite Major Purpose in life.

If you would have faith, keep your mind on that which you want and off that which you do not want. Faith is a state of mind which you may develop by conditioning your mind to receive Infinite Intelligence. *Applied Faith* is adapting the power received from Infinite Intelligence to a Definite Major Purpose.

Applied Faith is the dynamo of the entire philosophy because it will give you the power to put the philosophy into action. Faith is a state of mind through which your Aims, Desires, Plans and Purposes may be translated into their physical or financial equivalent. Applied Faith means ACTION—specifically, the habit of applying your faith under any and all circumstances. It is faith in your God, yourself, your fellowmen and the unlimited opportunities that are available to you.

- Faith without ACTION is dead.
- Faith is the art of BELIEVING BY DOING.
- Faith comes as a result of persistent ACTION.
- Fear and doubt is faith in reverse gear.
- Faith, in its positive application, is the key which will give one direct communication with Infinite Intelligence.

Applied Faith is belief in an objective or purpose backed by unqualified activity. When you pray, make an expression of gratitude and thanksgiving for the blessings you have already received. Then, ask the Good Lord for His help. Affirm the objects of your desires through prayer each morning and night. Inspire your imagination to see yourself already in possession of them and ACT precisely as if you were already in the physical possession of them. The possession of anything first takes place mentally, by imagining it in your mind’s eye.

You can do it if you believe you can.

Principle 4: Going the Extra Mile

It is inevitable that every seed of useful service you sow will multiply itself and come back to you in overwhelming abundance. If you immediately start rendering more and better service than that for which you are presently paid, and do it with a positive mental attitude, I promise you will be rewarded in several different ways:

1. You will sooner or later receive compensation far exceeding the actual value of the service you render.
2. In addition to this material gain, you will exhibit greater strength of character in other ways.
3. You will experience the thrill of new and stronger convictions of courage and self-reliance; new surges of the “self-starting” power of personal initiative; and an energizing influx of vital enthusiasm.
4. You will find that there is a permanent market for your services and you will not be “out of a job.”

The principle manifests itself in two important laws. One is the Law of Compensation and the other is the Law of Increasing Returns. These unvarying laws always reward intelligent effort, rendered in the attitude of faith and rendered instinctively, without regards to the limits of immediate compensation.

The only formula in this philosophy is the $Q^1 + Q^2 + MA = C$ **Formula**. These are the initial letters of the following equation: The Quality of service rendered, + the Quantity of service rendered, + the Mental Attitude in which it is rendered, = your Compensation in the world and the amount of space you will occupy in the hearts of your fellowmen.

The most successful people are those who serve the greatest number of people.

Principle 5: Pleasing Personality

Personality is the sum total of one's mental, spiritual and physical traits and habits which distinguishes one person from all others. This factor, more than all others, determines whether one is liked or disliked.

The financial value of personality may be reckoned accurately by observing that those who have negative personalities seldom are found in positions of responsibility, or in positions of the higher income brackets, while those with a pleasing personality have little difficulty in selling themselves successfully in all of their relationships with others.

Your personality is your greatest asset or your greatest liability, for it embraces everything that you control: mind, body and soul. A person's personality is the person himself or herself. It shapes the nature of your thoughts, your deeds, your relationships with others and establishes the boundaries of the space you occupy in the world.

It is imperative that you develop the habit of being sensitive to your own reactions to individuals, circumstances and events; and to the reactions of individuals and groups to what you say, think or do.

It is essential that you develop A Pleasing Personality—pleasing to yourself and others.

Principle 6: Personal Initiative

There are two types of people who never amount to anything: one is the person who never does anything except that which he is told to do; the other is the person who never does anything more than what he is told to do.

Personal Initiative bears the same relationship to an individual that a starter motor bears to an automobile. *Personal Initiative* is the power that starts all ACTION. It is the power that inspires the completion of that which one begins. Personal Initiative is the human dynamo that starts the faculty of the imagination into ACTION, in the process of translating one's Definite Major Purpose into its physical or financial equivalent.

It is in fact—SELF-MOTIVATION. Motivation is that which induces action or determines choice. It is that which provides a motive. A motive is that inner urge only within the individual which incites you to ACTION, such as an idea, an emotion, desire or impulse. It is a hope or other force which starts in an attempt to produce specific results. When you know principles that can motivate you, you will then know principles that can motivate others.

Personal Initiative is also the quality that creates a major purpose, as well as all minor purposes. *Personal Initiative* reveals favorable opportunities for self-advancement and inspires one to embrace them and to make the most of them. It gives one an unquenchable thirst for knowledge, new ideas and better ways of doing things. It is the twin brother of the principle of *Going the Extra Mile*.

Today's employer usually is yesterday's employee who found opportunity waiting for him at the end of the second mile.

Principle 7: Positive Mental Attitude

This principle presents the way that this entire philosophy can best be assimilated and put to practical use. **You cannot get the most out of the other 16 principles without understanding and applying this principle.**

- A *Positive Mental Attitude* is the RIGHT, HONEST, CONSTRUCTIVE THOUGHT, ACTION or REACTION to any person, situation or set of circumstances, which does not violate the laws of God or the rights of your fellow humans.
- A *Positive Mental Attitude* allows you to build on hope and overcome the attitudes of despair and discouragement.
- A *Positive Mental Attitude* gives you the mental power, the feeling, the confidence to actually do anything you make up your mind to do.
- A *Positive Mental Attitude* is commonly referred to as the “I CAN . . . I WILL” attitude, applicable to all challenging circumstances in your life.

You create and maintain a *Positive Mental Attitude* through your own willpower, based on motives of your own adoption. To develop a *Positive Mental Attitude*, strive to understand and apply the Golden Rule. Be considerate and sensitive to the reaction of others. Be sensitive to your own reactions by controlling your emotional responses to environmental influences. Believe that any goal can be achieved. And, develop what are understood to be right habits of Thought and Action.

A *Positive Mental Attitude* is the catalyst necessary for achieving worthwhile success. Achievement is attained through some combination of a *Positive Mental Attitude*, *Definiteness of Purpose*, and one or more of the other 16 success principles.

***Keep your mind on the things you want and off the things you don't want.
Remember the old proverb: “Be very careful what you set your heart on,
for you will surely achieve it.”***

Principle 8: Enthusiasm

Enthusiasm is one of the greatest assets of humankind. It tramples over prejudice and opposition, spurns inaction, storms the citadel of its object and, like an avalanche, overwhelms and engulfs all obstacles.

It is nothing less nor more than faith in action.

A person without *Enthusiasm* is like a watch without a mainspring. Father John O'Brien, Research Professor of Theology at the University of Notre Dame, says, "The first ingredient which I believe is absolutely necessary for a successful, efficient and competent individual is Enthusiasm." He also said, "Enthusiasm comes from the Greek words that let you look into the root of this word—into its basic, fundamental, original meaning. The first is 'Theos,' which means God. The other two words are 'En-Tae,' so that in the early usage of this term by the ancient Greeks, it literally meant '*God within you.*'" Further: "No battle of any importance can be won without Enthusiasm."

To become enthusiastic for achieving a desirable goal, keep your mind on your goal day after day. The more worthy and desirable your objectives, the more dedicated and enthusiastic you will become. Understand and act on William James' statement: "The emotions are not always immediately subject to reason but *they are always immediately subject to action.*"

Enthusiasm is an expression of hope, faith, belief and the will to win, expressed through Definiteness of Purpose. It can be developed through action appropriate to its nature but it cannot be developed by mere wishing or daydreaming. There must be ACTION behind it. Real *Enthusiasm* comes from within. *Enthusiasm* is like getting water from a well. First you have to prime the pump, but soon the water flows and flows. Be enthusiastic about everything and anything you know or do. *Enthusiasm* can be generated naturally from one's thoughts, feelings and emotions but, more importantly, it can be generated at will.

To be enthusiastic – act enthusiastically!

Principle 9: Self-Discipline

There is no single requirement for individual success as important as *Self-Discipline*: taking possession of your own mind. You will find that this principle incorporates the essence of the first five principles; namely, *Definiteness of Purpose*, *Mastermind Alliance*, *Applied Faith*, *Going the Extra Mile* and a *Pleasing Personality*.

Self-Discipline enables you to develop control over yourself. *Self-Discipline* begins with mastery of your thoughts, what you really are and what you really do. Either your failures or your successes are the results of habits. We are creatures of habit but, because we are a mind with a body, we can change our habits.

Self-Discipline is perhaps the most important function in aiding an individual in the development and maintenance of habits of thought which enable you to fix your entire attention upon any desired purpose and to hold it there until that purpose has been attained.

If you do not control your thoughts, you do not control your deeds. Think first and act afterwards. *Self-Discipline* is the principle by which you may voluntarily shape the patterns of your thoughts to harmonize with your goals and purposes.

***Direct your thoughts,
Control your emotions
and ordain your destiny.***

Principle 10: Accurate Thinking

We now come to the analysis of the mystery of all mysteries, the power of the human mind. This holds the secret to all successes and all failures. It is the most important subject known to humankind, yet it is the least understood of all subjects.

The power of thought is the most mysterious and the greatest of all the powers available to people. It is also the most dangerous or the most beneficial power, depending on how it is used.

Every creation of man, whether good or bad, is created first in a thought pattern. Thought is the only thing over which man has been given complete privilege of control. Accurate Thinking is based on two major fundamentals:

· Inductive Reasoning: based on the assumption of unknown facts or hypotheses · Deductive Reasoning: based on known facts, or what are believed to be facts

Accurate Thinking and common sense are in part the result of experiences. You can learn from your own experiences as well as those of others when you learn how to recognize, relate, assimilate and apply principles in order to achieve your goals.

The accurate thinker takes two important steps in making his thinking effective. They are:

1. Separating facts from fiction or hearsay evidence
2. Separating facts into classes, important and unimportant

Others' opinions can be dangerous and destructive. Make sure your opinions are not someone else's prejudices. The accurate thinker uses his own judgment and is cautious, no matter who may endeavor to influence him. The accurate thinker never acts upon free advice without first giving it the closest scrutiny.

Truth will be truth, regardless of a closed mind, ignorance or the refusal to believe.

Principle 11: Controlled Attention

It is impossible to imagine anyone mastering and applying the principles of this philosophy without *Controlled Attention*. Success, in the broader sense, cannot be achieved without it. Success, in all the higher brackets of individual achievement, is attained by the application of thought power organized and directed to definite ends. And power, whether it be thought power or physical power, is attained by the concentration of energy!

· *Controlled Attention* is organized mind power. · *Controlled Attention* is the highest form of self-discipline. · *Controlled Attention* is the act of coordinating all the faculties of the mind and directing their combined power to a given end or definite objective. · *Controlled Attention* is an act that can be obtained only by the strictest sort of self-discipline.

It is obvious, therefore, that when you voluntarily fix your attention upon a definite major purpose of a positive nature and force your mind through your daily habits of thought to dwell on the subject, you condition your subconscious mind to act on that purpose. *Controlled Attention*, when it is focused upon the object of your definite major purpose, is a medium by which you make positive application of the principle of suggestion.

The mind never remains inactive, not even during sleep. It works continuously by reactions to the influences which reach it. The objective of *Controlled Attention* is that of keeping your mind busy with thought material which may be helpful in attaining the object of your desire.

Controlled Attention is self-mastery of the highest order, for it is an accepted fact that the person who controls his own mind may control everything else.

Keep your mind on the things you want and off the things you don't want!

Principle 12: Teamwork

Teamwork, like love and friendship, is something one may get by giving. The principle of Teamwork applies to achievement in every aspect of human endeavor: personal, home, school, government and certainly business.

Teamwork is a willing coordination of effort to achieve a specific objective. When the spirit of Teamwork is willing, voluntary and free, it leads to the attainment of power which is very great and enduring.

Teamwork is a system which coordinates all the team players' resources and talents and automatically discourages dishonesty and unfairness, while it adequately compensates the individuals who serve honestly and unselfishly.

Teamwork differs from the *Mastermind Alliance* principle in that it is based on the coordination of effort without necessarily embracing the principle of *Definiteness of Purpose* or the principle of harmony, two important essentials of the *Mastermind Alliance*.

Teamwork produces power, but whether the power is temporary or permanent depends upon the motive that inspired the teamwork. If the motive is one that inspires people to cooperate willingly, the power produced by this sort of teamwork will endure as long as that spirit of willingness prevails.

Teamwork builds individuals and businesses and provides unlimited opportunity for all. Cooperation is sharing a part of what you have—a part that is good— with others. That which you share will multiply; that which you withhold will diminish.

Harmonious cooperation is a priceless asset which you can acquire in proportion to your giving.

Principle 13: Learning from Adversity and Defeat

The central theme of this principle may be stated in one simple sentence: Every adversity carries with it the seeds of an equivalent or a greater benefit.

Defeat may be a stepping stone or a stumbling block, according to your mental attitude and how you relate to yourself.

A secondary theme of this principle may be stated thus: Defeat is never the same as failure unless and until it has been accepted as such.

Your attitude toward defeat is the primary factor which determines whether you ride with tides of fortune or misfortune. The person with a positive attitude reacts to defeat in the spirit of determination not to accept it. The person with a negative attitude reacts to defeat in the spirit of hopeless acceptance.

Everyone knows that failure and physical pain are parts of Nature's common language in which she speaks to all people and every living creature. It is also worthy of note that the turning point at which one begins to attain success in the higher brackets of achievement is usually definitely marked by some form of defeat or failure.

Those who have been accepted by the world as "successful" have undergone defeat comparable with the scope of their success. From this fact it may be safely assumed that defeat should be accepted merely as a testing factor which permits one to discover the source and the nature of his inner powers of thought. The worst thing that happens to you may be the best thing that can happen to you—if you don't let it get the best of you.

REMEMBER: every defeat, every disappointment and every adversity carries with it the seed of an equivalent or greater benefit.

Principle 14: Creative Vision (Imagination)

Your greatest gift is your thinking mind—it analyzes, compares, chooses, creates, visualizes, foresees and generates ideas.

· Imagination is your mind's exercise, challenge and adventure · Imagination is the key to all of a person's achievements · Imagination is the mainspring of all human endeavor · Imagination is the secret door to the soul of a person

Imagination inspires human endeavor in connection with materials things and ideas associated with materials things. It is the part of the human mind where old ideas and established facts may be reassembled into new combinations and put to new uses. It is a constructive or creative faculty embracing poetic, artistic, philosophic, scientific and ethical thought.

Creative Vision may be an inborn quality of the mind or an acquired quality, for it may be developed by the free and fearless use of the faculty of imagination. *Creative Vision* extends beyond the interest in material things. It judges the future by the past and concerns itself with the future more than with the past. Imagination is influenced and controlled by the powers of reason and experience. *Creative Vision* pushes both of these aside and attains its ends by basically new ideas and methods.

Creative Vision is definitely and closely related to that state of mind known as faith. Those who have demonstrated the greatest amount of *Creative Vision* are known to have been men and women with a great capacity for faith. This is understandable when we recognize that faith is the means of approach to Infinite Intelligence and the source of all knowledge and all facts. One of the ways to increase your flow of ideas is by developing the habit of taking study time, thinking time and planning time.

***The imagination is the workshop of the soul
wherein are shaped all plans
for individual achievement.***

Principle 15: Maintenance of Sound Health

Author's note:

This is not a treatise on disease or the treatment of diseases. These are matters that concern your doctor. The author's doctorates are in the fields of Philosophy, Humanities and Law—not the healing sciences. The purpose of this principle is to alert your mind to a sound health consciousness. Therefore, always consult with your physician before beginning any program of diet, exercise or medication.

You are a mind with a body. Inasmuch as your brain controls your body, recognize that sound physical health demands a positive mental attitude—a health consciousness. Establish sound, well-balanced health habits in work, play, rest, nourishment and study. To maintain a health consciousness, think in terms of good physical health, not in terms of illness or disease. Remember that what your mind focuses upon, your mind brings into existence, whether it be financial success or physical health.

To maintain a positive attitude for the development and maintenance of a sound health consciousness, keep your mind free of negative thoughts and influences through self-discipline, and create and maintain a well-balanced life. Follow work with play, mental effort with physical effort, seriousness with humor, and you will be on the road to sound health and happiness.

A sound mind and a sound body—good health and longer life—are attainable if you will put a positive mental attitude to work for you.

“A sound mind in a sound body, is a short but full description of a happy state in this world.”

—John Locke

Principle 16: Budgeting Time and Money

Are you a success or a failure? If you are a failure, no amount of explanation will change the results, for the one thing the world will never forgive is failure. The world wants successes, it worships successes, but it has no time for failure. Success requires no alibis or explanations. If you are not where you wish to be, or what you wish to be, there is a definite reason. And if you do a good job of taking personal inventory, the chances are very high that you will discover that you have been a time-waster.

How you divide and utilize your priceless seconds, minutes, hours, days, months and years will largely determine your success or lack thereof. How are you using your time? How much of it are you wasting, and how are you wasting it? What are you going to do to stop this waste? The only way you can save time is to spend it with wisdom.

Nothing is ever accomplished by wishing, hoping or daydreaming. Success does not require a great amount of knowledge about anything. But it does call for the persistent use of whatever knowledge one may have.

Successful people must know themselves. Not as they think they are, but as their habits have made them. Intelligently balance your use of time and resources, both business and personal. Take inventory of yourself and your activities so that you may discover where and how you are spending your time and your money. Engage in time for study, thinking and planning.

Ten percent of all you earn is yours to keep and invest. Like any good business, budget your money. Use your time wisely towards attainment of your objectives. Develop a plan for the use of your income for expenses, savings and investments.

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

Principle 17: Cosmic Habitforce

Cosmic Habitforce pertains to the entire universe and is the law by which the equilibrium of the universe is maintained through established patterns or habits. It is the law which forces every living creature and every particle of matter to come under the dominating influence of its environment, including the physical habits and thought habits of humankind.

Cosmic Habitforces are the powers you apply when you use universal laws or principles. *Cosmic Habitforces* are employed when you use your mind powers, whether they pertain to your conscious or subconscious mind. That is how you think and grow richer or achieve anything in life you desire that doesn't violate the laws of God or the rights of your fellow human beings.

We are all ruled by habits. Our habits are fastened upon us by repeated thoughts and experiences. You have complete right of control over your thoughts. We create patterns of thought by repeating certain ideas or behaviors until the Law of *Cosmic Habitforce* takes over those patterns and makes them more or less permanent unless or until you consciously rearrange them.

Habits—you have them—some good, perhaps others bad. Many of your habits you are aware of, but some that are undesirable, you are blinded to. Each begins in your mind consciously or subconsciously. And each can be developed, or neutralized and changed at will, through the proper use of your mind powers.

You are ruled by your habits. It takes a habit to replace a habit. Develop positive habits that will be in harmony with the achievement of your definite purpose or goal. **Sow an act and you reap a habit—sow a habit and you reap a character—sow a character and you reap a destiny!**

You are where you are and what you are because of your established habits and thoughts and deeds.

Appendix 9

Science of Success Quizzes

CONFIDENTIAL

Principle 1: Definiteness of Purpose

Fill in the Blanks

- 1 *Definiteness of Purpose* is the _____ of all achievement.
- 2 _____ are the only asset which have no fixed values.
- 3 This course has been organized for the purpose of inducing a flow of _____ through your _____.
- 4 The starting point of all personal achievement is the adoption of a definite, major purpose and a definite _____ for its attainment.
- 5 Successful people make decisions _____.
- 6 The greatest of all benefits of *Definiteness of Purpose* is that it opens the way for the full exercise of the state of mind known as _____.
- 7 The greatest of all motives is _____.
- 8 True happiness is not found in the possession of things, but in the privilege of _____ through the use of material things.
- 9 You should _____ out a definite, clear, concise plan by which you intend to achieve your definite major purpose.
- 10 Whatever the mind can conceive and believe, it can _____.

True or False

- _____ 11. The lack of *Definiteness of Purpose* is a stumbling block for 98 out of every 100 persons.
- _____ 12. *Definiteness of Purpose* is in no way related to the *Budgeting of Time and Money*.
- _____ 13. *Definiteness of Purpose* inspires the cooperation of others.
- _____ 14. There is great truth in the statement, "Success requires no explanation; failure permits no alibis."
- _____ 15. All individual achievements are the result of a motive, or combination of motives.
- _____ 16. The emotion of fear is one of the nine basic motives.
- _____ 17. Love is a psychic force related to the spiritual side of man.
- _____ 18. You can succeed without the cooperation of others.
- _____ 19. There is such a thing as something for nothing.
- _____ 20. In formulating your plan there should be flexibility so as to permit change.

Essay

21. *Definiteness of Purpose* has been called the “starting point of all achievement.” Explain why this is true.

22. What are the advantages of writing out a definite, clear, concise plan by which you intend to achieve your definite major purpose? (Answer in your own words, expressing your opinion.)

23. List and briefly explain the 8 advantages which result from developing *Definiteness of Purpose*.

24. Give your definition of “Success.”

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 2: Mastermind Alliance

Fill in the Blanks

- 1 The *Mastermind Alliance* principle consists of an alliance of two or more minds working in perfect _____ for the attainment of a definite objective.
- 2 There must be a _____ meeting of the minds without reservation on the part of any member.
- 3 Confidence is reliance or assurance based on _____.
- 4 Every mind is equipped to both send and receive _____ vibrations.
- 5 Nature's building blocks are available to man in the form of energy known as
"_____".
- 6 Never, under any circumstances, try to operate a *Mastermind Alliance* while you are _____.
- 7 Success and Failure are in your own _____.
- 8 Man's greatest *Mastermind Alliance* is that with the _____ he loves.
- 9 The first step in forming and maintaining a *Mastermind Alliance* is to adopt a definite _____ as an objective to be attained by the alliance.
- 10 The number of individuals in an alliance should be governed entirely by the nature and magnitude of the _____ to be obtained.

True or False

- _____ 11. All truly great minds have been reinforced through contacts with other minds.
- _____ 12. In the *Mastermind Alliance* each member subordinates his own personal ambitions to the fulfillment and successful achievement of the definite purpose of the alliance.
- _____ 13. The purpose of the alliance can be discussed with anyone who cares to listen.
- _____ 14. One man with a negative attitude can influence others in an organization without every saying a word.
- _____ 15. States of mind are not contagious.
- _____ 16. Your mental attitude, while important, never speaks louder than your words.
- _____ 17. The spirit of romance is a great driving force.
- _____ 18. In forming a *Mastermind Alliance*, it is all right to choose people simply because you know them and like them.
- _____ 19. Each member in the alliance should make some contribution to the group.
- _____ 20. Success is the power to get whatever one desires in life without violating the rights of others.

Essay

21. Explain just how you would go about forming a *Mastermind Alliance*.

22. Why is harmony a necessary ingredient in the truly effective *Mastermind Alliance*?

23. List and briefly discuss the importance of the four elements upon which the kind of harmony present in the *Mastermind Alliance* is founded.

24. Give an example of just how you have been influenced by the attitude of another person. Also, give an example in which you have, through your attitude, influenced another person.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 3: Applied Faith

Fill in the Blanks

- 1 Faith is a state of _____.
- 2 No one may ever reach the state of mind called faith without a positive, definite belief in a _____.
- 3 *Applied Faith* is adapting the power received from Infinite Intelligence to a definite major _____.
- 4 One of the purposes of man's existence here on earth seems to be to act as the receiver and distributor of the _____ of Infinite Intelligence.
- 5 The creative force of the universe functions through your _____ when you establish a definite purpose and apply your faith to its fulfillment.
- 6 A person, not less than _____ hour out of twenty-four, should be set aside for deep, serious thought about one's relationship with Infinite Intelligence.
- 7 The worst enemy of mankind is _____.
- 8 The first step in conditioning your mind for faith is to give your mind a mental _____.
- 9 Faith and _____ cannot exist in the heart at the same time.
- 10 Faith can exist only so long as it is being _____.

True or False

- _____ 11. Faith consists in mainly believing facts.
- _____ 12. Faith is an active state of mind.
- _____ 13. There is no relationship between the subconscious mind and Infinite Intelligence.
- _____ 14. Infinite Intelligence recognizes no limitations except those we impose upon ourselves.
- _____ 15. Faith comes as a result of putting persistent action behind *Definiteness of Purpose*.
- _____ 16. Prayers should reflect gratitude for the blessings already received.

_____ 17. Infinite Intelligence prefers to work against natural laws.

_____ 18. If you would have faith, keep your mind on that which you want and off that which you do not want.

_____ 19. The worst enemy of mankind is faith.

_____ 20. The successful man is guided by Infinite Intelligence.

Essay

1. How do you define faith?

2. What is meant by Infinite Intelligence?

23. How is Applied Faith related to Definiteness of Purpose?

5. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

“Principle 4: Going the Extra Mile

Fill in the Blanks

- 1 One of the most classic expressions of the principle of *Going the Extra Mile* appears in the “Essay on Compensation” by _____.
- 2 Mankind is dependent upon the operation of the law of _____ and the law of increasing _____.
- 3 Everywhere and in everything may be seen the law of action and _____ in operation.
- 4 Everything has its opposite _____ in something else.
- 5 Until a man begins to render _____ service than that for which he is paid, he is already receiving full pay for what he does.
- 6 *Going the Extra Mile* aids one in overcoming the destructive habit of _____.
- 7 $Q + Q$ _____ = Compensation Formula.
- 8 One should immediately begin rendering more and _____ service than that for which one is presently being paid.
1. You will sooner or later receive compensation for _____ the actual value of the service you render.
2. Whatsoever a man soweth, that shall he also _____.

True or False

- _____ 11. For the man willing to go the extra mile there is a permanent market for his services. _____ 12. The principle of *Going the Extra Mile* was observed and commented upon hundreds of years before the dawn of the Christian era. _____ 13. The successful person waits until someone (his wife, boss, a friend) has asked him to go the extra mile. _____ 14. A positive mental attitude is not related to the principle of *Going the Extra Mile*.

- _____ 15. Mother Nature seldom goes the extra mile.
- _____ 16. In the illustration of the farmer, he receives in return for his efforts exactly the same as that which he has done. If he plants one seed of corn, he receives one ear of corn.
- _____ 17. The habit of doing more than you are paid for causes you to benefit by the law of compensation.
- _____ 18. You should make yourself so useful that it would be extremely difficult, if not absolutely impossible, to replace you.
- _____ 19. *Going the Extra Mile* definitely gives you greater confidence in yourself and puts you on a better basis with your own conscience.
- _____ 20. *Going the Extra Mile* helps you develop *Definiteness of Purpose*.

Essay

21. Explain what is meant by the “ $Q + Q + MA = C$ ” formula?

22. Give your definition of the “Law of Increasing Returns.”

23. Give your definition of the “Law of Compensation.”

24. State your definition of the principle of *Going the Extra Mile*. Give an example of how you have applied this principle in your present occupation.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

“Principle 5: Pleasing Personality

Fill in the Blanks

1. Personality is the sum total of one's mental, spiritual, and physical traits and habits which _____ him from all others.
2. _____ consists of the habit of adapting one's self to quickly changing circumstances without losing the sense of composure.
3. Be sincere first of all with _____.
4. The _____ is by far the medium by which one expresses his personality most often.
5. _____ consists of doing and saying the right thing at the right time.
6. _____ consists of an open mind on all subjects toward all people at all times.
7. Perhaps the greatest injury an uncontrolled temper may do is that which often results from an uncontrolled _____.
8. Sex emotion is the power behind all _____ vision.
9. A man's _____ is his greatest asset of his greatest liability.
10. Patience is required if one is to avoid the destructive effects of _____ in human relationships.

True or False

_____ 11. A positive mental attitude is not one of the traits of a *Pleasing Personality*.

_____ 12. The thirty traits of a *Pleasing Personality* are within the reach of the humblest person.

_____ 13. Self-analysis begins with strict self-discipline.

_____ 14. No satisfactory substitute has been found for that trait called sincerity.

_____ 15. Courtesy is the habit of rendering useful service without the expectation of

_____ 15. Courtesy is the habit of rendering useful service without the expectation of direct

reward, the habit of respecting other people's feelings under all circumstances.

_____ 16. Men of sound character seldom have the courage to deal directly and openly with others.

_____ 17. Justice refers to intentional honesty.

_____ 18. It is a greater accomplishment being an able speaker rather than an attentive listener.

_____ 19. A person should dress in such a way as to call attention to his clothes rather than himself.

_____ 20. Clean sportsmanship inspires people to cooperate in a friendly manner.

Essay

21. What reasons would you give for a positive mental attitude heading the list of traits of a pleasing personality?

22. Briefly describe what the author means by "Flexibility of Mind" and give an example of its application by you

(a) in the home, and

(b) in your work.

23. Give an example of how a “pleasing tone of voice” has helped you

(a) in the home, and

(b) in your work.

24. The author stated, “A man’s personality is his greatest asset or his greatest liability.” Do you agree with this statement? If so, support your answer by stating your opinion.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 6: Personal Initiative

Fill in the Blanks

1. *Personal Initiative* bears the same relationship to an individual that a _____ bears to an automobile.
2. *Personal Initiative* inspires the _____ of that which one begins.
3. *Personal Initiative* is the twin brother of the principle of _____.
4. The most common cause of failure is the habit of drifting through life without a _____.
5. The most difficult part of any task is that of making a _____ at performing it.
6. *Personal Initiative* is born of _____.
7. No one ever does anything voluntarily without an _____.
8. The better portion of all practical education comes from human _____.
9. The three most impelling of all motives which inspire men to move on their personal initiative are the motives of _____, _____, _____.
10. Everything a man needs comes to him when he is ready to _____.

True or False

- _____ 11. The fellow who never does anything except that which he is told usually never amounts to anything.
- _____ 12. Personal Initiative reveals favorable opportunities for self-advancement.
- _____ 13. Personal Initiative is a prominent quality of all successful leadership in every field of endeavor.
- _____ 14. A man must move on his own Personal Initiative for no one can move for him.
- _____ 15. A definite major purpose is unnecessary in developing Personal Initiative.
- _____ 16. All successful men follow the habit of acting on their own Personal Initiative.
- _____ 17. The motive of fear is the best reason for developing *Personal Initiative*..
- _____ 18. True education comes entirely from academic sources.
- _____ 19. The word educate means to draw out, to develop from within.
- _____ 20. You must see yourself vividly as a self-starter.

Essay

21. Explain the statement that *Personal Initiative* is the twin brother of the principle of *Going the Extra Mile*. Support your explanation with an example.

22. What does the author mean when he says that the seventeen principles of this philosophy are related to one another, as are the links of a chain?

23. Give one example of how you can make friends by applying the habit of acting on your own *Personal Initiative*.

24. Explain how you plan to develop your own *Personal Initiative*. Outline the steps you plan to take to accomplish this.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 7: Positive Mental Attitude

Fill in the Blanks

1. Success attracts more success while failure attracts more _____.
2. Nature discourages _____ and penalizes it wherever it exists.
3. A *Positive Mental Attitude* is a _____ for all who make life pay off in their own terms.
4. _____ changes the entire chemistry of the body.
5. The best way to receive love is by _____ it.
6. You should acquire an enduring _____ in your own ability to become free and self-determining.
7. A healthy laugh is a means of transmuting _____ into a harmless emotion.
8. Life should be looked upon as a continuous process of _____ from experiences.
9. Peace of mind can be attained only by a _____ mental attitude.
10. Peace of mind, like everything else, has a _____ one must pay.

True or False

- _____ 11. Every man receives, at birth, a positive mental attitude which can never be lost.
- _____ 12. Nature discourages a vacuum.
- _____ 13. A man is always penalized for idleness.
- _____ 14. A man is permitted to fix his mind upon whatever he desires.
- _____ 15. Failure attracts success.
- _____ 16. A man should learn how to close the doors to all the failures and unpleasant circumstances experienced in the past.
- _____ 17. Concentrate your mind on the "can do" portion of all tasks you undertake.
- _____ 18. Prayer brings the best results when the one who is doing the praying has sufficient faith to see himself already in possession of that for which he prays.
- _____ 19. One should get before giving.
- _____ 20. Poverty should be seen as a disease to be conquered and transmuted into desirable assets.

Essay

21. Give your definition of a *Positive Mental Attitude*.

22. What are some of the advantages of developing a healthy laugh? How has the ability to laugh helped you in the past?

23. What is the relationship between believing and a *Positive Mental Attitude*?

24. How do you plan to go about developing a *Positive Mental Attitude*? How will you apply this to your occupation?

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 8: Enthusiasm Fill in the Blanks

1. *Enthusiasm* comes from the Greek words meaning in and _____.
2. *Enthusiasm* comes from _____, although it radiates outwardly in the expression of the voice and one's countenance.
3. Inspired feeling is oftentimes confused with _____ feeling.
4. *Enthusiasm* causes one to glow, and this radiant feeling is _____.
5. Faith and _____ rightly combined remove mountainous barriers and achieve the unheard of and miraculous.
6. *Enthusiasm* bears the same relationship to a human being that _____ bears to a steam boiler.
7. *Enthusiasm* is the offspring of _____.
8. Thought is an expression of _____.
9. *Enthusiasm* is the action factor of _____.
10. *Enthusiasm* makes for harmony within one's own _____.

True or False

- _____ 11. There is no difference between inspired feeling and animated feeling.
- _____ 12. Inspired feeling cannot be turned off and on at will.
- _____ 13. Every successful person must have Enthusiasm.
- _____ 14. Enthusiasm concentrates the power of the mind.
- _____ 15. Enthusiasm is a power.
- _____ 16. Thought energy can be given many kinds of expression.
- _____ 17. Controlled Enthusiasm steps up the vibration of thought.
- _____ 18. Enthusiasm does not affect the spoken word.
- _____ 19. Enthusiasm is an essential factor in effective thinking
- _____ 20. Enthusiasm gives power to one's purpose.

Essay

21. Explain the difference between "Inspired Feeling" and "Animated Feeling."

22. Give some reason as to why Henry Chester would say that “Enthusiasm is one of the greatest assets of man.”

23. What are some of the positive benefits which come through “Inspired Feeling”?

24. Give an example of how Enthusiasm has helped you in your occupation.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 9: Self-Discipline

Fill in the Blanks

1. There is no single requirement for individual success as important as _____.
2. *Self-Discipline* means taking possession of your own _____.
3. Through *Self-Discipline* the power made available by each of the other principles of this philosophy becomes _____ and ready for practical application.
4. *Self-Discipline* begins with the mastery of _____.
5. Most people act first and think _____.
6. A driving _____ is the real starting point of all achievement.
7. The _____ provide the driving power, the action force, which enables a man to put the head decisions into operation.
8. The _____ power should be the final judge of any particular situation or circumstance.
9. Both the head and the heart need a master and they may find such a master in the faculty of the _____.
10. The seat of the will power is the _____.

True or False

- _____ 11. *Self-Discipline* means that you permit others to control your life.
- _____ 12. A “think tank” is an office computer.
- _____ 13. *Self-Discipline* begins with the mastery of one’s emotions.
- _____ 14. The seven positive emotions can, under certain circumstances, be destructive.
- _____ 15. *Self-Discipline* is a matter of adopting constructive habits.
- _____ 16. *Self-Discipline* calls for a balancing of the emotions of your heart with the reasoning faculty of your head.
- _____ 17. The emotions are the well-springs of man’s greatest power.
- _____ 18. A Positive Mental Attitude is the first and the greatest of the Twelve Riches of Life.
- _____ 19. The faculty of the imagination provides man with the possibility of creating ideas and plans and methods for attaining desired ends.
- _____ 20. The faculty of reason is where one may weigh, estimate and properly evaluate the products of the imagination and emotions.

Essay

21. Give your definition of *Self-Discipline*.

22. Describe the faculty of imagination and illustrate by example just how you have used this faculty in your occupation.

23. Explain the statement that “*Self-Discipline* begins with the mastery of thought.”

24. Outline the steps you plan to take in developing within you greater self-discipline.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 10: Accurate Thinking

Fill in the Blanks

1. The mind is eternally at work, it is never _____.
2. The _____ is the greatest of all the assets available to mankind.
3. The power of _____ is the most dangerous, or the most beneficial power available to man.
4. Every creation of man, whether it be good or bad, is created first in a _____ pattern.
5. _____ Reasoning is based on known facts.
6. _____ Reasoning is based on the assumption of unknown facts.
7. The accurate thinker is the master of his own _____.
8. Through the principle of controlled _____ a man places in his conscious mind a clear picture of that which he desires.
9. The accurate thinker separates facts from _____.
10. Most so-called thinking is nothing but an expression of _____.

True or False

- _____ 11. The “mystery of all mysteries” is the power of the human mind.
- _____ 12. Science has revealed everything there is to know about the power of the human mind.
- _____ 13. The accurate thinker deals only with feelings.
- _____ 14. Most people are very accurate thinkers.
- _____ 15. The seven Robber Barons were once a notorious street gang.
- _____ 16. Social heredity consists of all environmental influences.
- _____ 17. All voluntary habits can be controlled.
- _____ 18. Accurate thinking organizes all the faculties of the mind and conditions them for the expression of faith.
- _____ 19 The accurate thinker is impressed by hear-say evidence.
- _____ 20. The power of thought can be used for good or evil.

Essay

21. Why do you believe the power of the human mind has been called the “mystery of all mysteries”? State your own opinion.

22. What is the difference between Inductive Reasoning and Deductive Reasoning?

23. Explain the difference between Physical heredity and Social heredity. Which do you think plays a greater role in determining what happens to a man?

24. What are some of the characteristics of the accurate thinker? What steps does he take in solving problems?

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 11: Controlled Attention

Fill in the Blanks

1. Success in all the higher brackets of individual achievement is attained by the application of _____.
2. Power is attained by the _____ of energy.
3. *Controlled Attention* leads to mastery in any type of human endeavor, because it enables one to focus the powers of his mind upon the attainment of a definite _____ and to keep it so directed at will.
4. The law expresses in like attracting like is called the law of harmonious _____.
5. Great achievements come from minds which are at peace with _____.
6. *Controlled Attention* is something vastly different from _____ interest.
7. Suggestions one makes to one's self take place through the medium called _____.
8. The mind never remains _____, not even during sleep.
9. An idea, or a desire, to become transformed into action, must be held in the conscious mind until _____ gives it permanent form.
10. One begins the act of controlled attention by knowing precisely what he desires to _____ by it.

Answer True or False

- _____ 11. All Concentration on one's major purpose projects a vague picture of that purpose upon the subconscious section of the mind.
- _____ 12. Definiteness of Purpose is the starting point of all achievement.
- _____ 13. Controlled Attention is self-mastery of the highest order.
- _____ 14. The law of harmonious reaction attraction is a man-made law.
- _____ 15. Peace within one's mind is a matter of luck.
- _____ 16. In Controlled Attention one saturates his mind with the desire he seeks to attain.
- _____ 17. A man is seldom influenced by his environment.
- _____ 18. The successful person takes charge of his mind.
- _____ 19. Psychologists do not believe in autosuggestion.
- _____ 20. Controlled Attention is a medium by which one makes positive application of the principle of autosuggestion.

Essay

21. What did Harriet Beecher Stowe have to say about Controlled Attention?

22. Give an example which shows that you understand the principle of autosuggestion.

23. Explain the statement, “Autosuggestion is a tool with which we dig a mental path in the brain.”

24. Outline the steps you plan to take to develop within yourself greater controlled attention. How will you relate this to your occupation?

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 12: Teamwork

Fill in the Blanks

1. Cooperation is something one may get by _____.
2. Cooperation is based on the principle of _____ work.
3. You should learn to cooperate in a spirit of _____.
4. Wherever the spirit of teamwork is the dominating influence in business or industry, success is _____.
5. The “M _____ M _____” plan is descriptive of a company’s policy of *Teamwork*.
6. “Multiple Management” develops self-reliance through self-_____.
7. McCormick picked seventeen younger men from various departments and said to them: “You are the _____ board of directors.”
8. Most men will work harder for personal recognition and a word of commendation where it is deserved than they will for _____ alone.
9. *Teamwork* differs from the _____ principle in that it is based on the coordination of effort without necessarily embracing the principle of *Definiteness of Purpose* or the principle of harmony.
10. *Teamwork* produces power, but the question as to whether the power is temporary or permanent depends upon the _____ that inspired cooperation.

True or False

- _____ 11. You don’t need the cooperation of other people to be successful.
- _____ 12. Harmony in Human Relationships is one of the Twelve Riches of Life.
- _____ 13. Fear is one of the Twelve Riches of Life because it scares a man into being successful.

- _____ 14. Successes in the higher brackets of achievement are due to some form of teamwork between men and women.
- _____ 15. The Multiple Management Plan provided every employee of the company with a definite motive for doing his best under all circumstances.
- _____ 16. The Multiple Management Plan inspired loyalty among the employees.
- _____ 17. Too often men lose their individuality in the crowd.
- _____ 18. Men often are forced to cooperate in carrying out a given plan or purpose, sometimes by economic necessity, sometimes by fear.
- _____ 19. If the motive used to get people to cooperate is one that forces cooperation be it fear, or any other negative cause, the power produced will be temporary.
- _____ 20. Unwilling teamwork is based upon voluntary coordination of effort and free from all forms of force.

Essay

21. How does Teamwork differ from the Mastermind Alliance principle?
22. From a local newspaper or weekly magazine, give an example of forced cooperation.
23. From a local newspaper or weekly magazine, give an example of friendly cooperation.

24. In order to achieve your Major Definiteness of Purpose, in what areas of human relationship do you propose to seek greater friendly cooperation.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 13: Learning from Adversity and Defeat

Fill in the Blanks

1. Every adversity carries with it the seed of an equivalent or a _____ benefit.
2. Emerson said, "Our strength grows out of our _____."
3. Defeat is never the same as failure unless and until it has been _____ as such.
4. The man who "fails and still fights on" usually uncovers a source of creative vision which enables him to convert temporary defeat into permanent _____.
5. Defeat often serves to relieve a man of his _____.
6. The circumstances of life are such that everyone must undergo a certain amount of _____ defeat.
7. Nature looks with disfavor on the endeavor to obtain something for _____.
8. Defeat may have the effect of supplanting vanity and arrogance with _____ of heart, thereby paving the way for the formation of more harmonious human relationships.
9. Defeat may lead to the development of a stronger _____ power.
10. If a man has genuine self-reliance he has also sound _____.

True or False

- _____ 11. Defeat is always permanent.
- _____ 12. Failure and pain are parts of Nature's common language.
- _____ 13. Defeat can be a turning point which ultimately brings one to the point of greater accomplishment.
- _____ 14. A great man is never willing to be little.
- _____ 15. The "River of Life" is imaginary.
- _____ 16. There is no such thing as failure until it is accepted as such.
- _____ 17. There are often compensating benefits, sometimes unseen, within failure and defeat.
- _____ 18. The person who can go through defeat which crushes the finer emotions and still avoid having his inner soul smothered by the experience, may become a master in his chosen field of endeavor.
- _____ 19. Defeat should be accepted as an urge to greater and better planned action.
- _____ 20. There are times when a man should be thankful for the lessons he has learned from defeat.

Essay

21. Explain the author's discourse on the "River of Life" which he likened to the "Wheel on which the affairs of men revolve," as stated by Croesus.

22. Give your opinion concerning the validity of the author's statement that "Every adversity carries with it the seed of an equivalent or a greater benefit."

23. Explain the difference between defeat and failure.

24. Give an example of just how you have benefited from adversity in the past.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

Principle 14: Creative Vision

Fill in the Blanks

1. Imagination is the key to all of man's _____.
2. Imagination is frequently referred to as creative _____.
3. Imagination is seated in the _____ of man.
4. Two things essential to the development of *Creative Vision* are a sincere willingness to work and a definite _____ which is sufficient to inspire willingness to go the extra mile in a positive mental attitude.
5. It does not matter so much as to where a man begins, it is more important to know where he is _____.
6. Power based upon _____ is essential for enduring success.
7. Creative Imagination has its base in the _____ section of the mind.
8. *Creative Vision* is definitely and closely related to that state of mind known as _____.
9. *Creative Vision*, expressed by men and women who have been unafraid of _____, has been responsible for the civilization of today as we know it.
10. *Creative Vision* is needed as a _____ force in one's life.

True or False

- _____ 11. Imagination fails to recognize limitations, handicaps and opposition.
- _____ 12. Imagination is the mainspring of all human endeavor.
- _____ 13. Genius is the product of *Creative Vision*.
- _____ 14. The man who is blessed with *Creative Vision* knows where he is going.
- _____ 15. *Creative Vision* is a gift everyone receives at birth.
- _____ 16. *Creative Vision* is a quality of mind belonging only to men and women who follow the habit of *Going the Extra Mile*.
- _____ 17. During the "silent hour" a person should watch a television show or read a book.
- _____ 18. The "silent hour" is a time for friends to sit together quietly and meditate upon their desires.
- _____ 19. The successful person makes up his mind quickly, and never changes it.
- _____ 20. There are no men with *Creative Vision* in the United States at the present time.

Essay

21. Explain what the author refers to as the “silent hour.”

22. Explain the difference between “Synthetic Imagination” and “Creative Imagination.”

23. How is Creative Vision related to that state of mind known as Faith?

24. From your experiences give an account of a person (you or an associate) who utilized Creative Imagination. Give a brief sketch of this accomplishment.

25. What is the most important insight you have gained through studying this lesson? How will you apply it to your life?

◆ Principle 15: Maintenance of Sound Health

Fill in the Blanks

1. The physical body is a _____ which the Creator provided to serve as a dwelling place for the mind.
2. The mind and the _____ are so closely related that whatever one does affects the other.
3. Sound health begins with a sound health _____.
4. Banish worry and fear by maintaining your _____ Mental Attitude.
5. Good posture contributes to _____ health.
6. Avoid fatigue, it is a _____.
7. Concerning sleep, the _____ out of twenty-four rule applies best to adults between the ages of 21-50.
8. One should never eat while angry, frightened, or _____.
9. The _____ is the storehouse of all knowledge.
10. "Day by day, in every way, I am getting _____ and _____."

True or False

- _____ 11. The physical body is practically self-maintaining.
- _____ 12. The mind and the body relationship has nothing to do with good health.
- _____ 13. To maintain a health consciousness, one must think in terms of sound health, not in terms of illness and disease.
- _____ 14. Fear and worry should have no place in your life.
- _____ 15. Maintaining a positive mental attitude produces a healthful influence.
- _____ 16. One should practice the art of relaxation at least one hour per day.
- _____ 17. Sleep is only a waste of time.
- _____ 18. The habit of fasting is completely useless.

_____ 19. The best rule in eating is simply eat what you want and as much as you want.

_____ 20. Good posture is needed only so one can develop a fine figure.

Essay

21. How do you see the mind and body being closely related? Give an example as to how what one does affects the other.

22. How is a *Positive Mental Attitude* related to sound physical health?

23. Describe just how you practice the art of relaxation.

24. What kind of habits characterize the man who has developed eating habits which contribute to sound physical health?

25. What is the most important insight you have gained through studying this lesson?
How will you apply it to your life?

◆ Principle 16: Budgeting Time and Money

Fill in the Blanks

1. The world wants successes, but it has no time for _____.
2. _____ is ever accomplished by merely wishing, hoping, or day-dreaming.
3. Everything worth having has a definite _____.
4. Success does not require a great amount of knowledge about anything, but it does call for the _____ use of whatever knowledge one may have.
5. Successful men know themselves, not as they think they are, but as their _____ have made them.
6. A _____ does no real thinking, but he accepts the thoughts, ideas and opinions of others and acts upon them as if they were his own.
7. That portion of one's time not devoted to one's occupation is known as _____ time.
8. Most people drift into the habit of _____ instead of gathering, organizing and classifying facts upon which to build plans and reach decisions.
9. The only way you can save time is to spend it with _____.
10. _____ favors only those who kill of procrastination and move toward the attainment of some preconceived objective with *Definiteness of Purpose*.

True or False

- _____ 11. Alibis will not bring you what you desire of life.
- _____ 12. It is a good idea to try to explain away one's failures.
- _____ 13. A non-drifter is a person who has a definite major purpose.
- _____ 14. The drifter follows the line of least resistance.
- _____ 15. A man's occupation is the source of his economic opportunity.
- _____ 16. Harmony in human relationships ultimately leads to friendly cooperation.

- _____ 17. The amount of time wasted through maladjustment in family relationships is appalling.
- _____ 18. The habit of saving money should be followed on a percentage basis.
- _____ 19. Time is a master worker, healing the wounds of defeat and disappointment.
- _____ 20. Every man should sit down and have a heart to heart talk with himself.

Essay

21. Outline an hour by hour scheduling of what you consider to be a typical work-day for you. After completing this, evaluate yourself in terms of how you use and waste your time.
22. Assuming that there are moments when you do waste time, what are you going to do to stop this waste?

23. How does the “drifter” differ from the “non-drifter.”
24. Why should a person save a specific percentage of his income? In your own words, give as many reasons as you can for such a course of action.
25. What is the most important insight you have gained through studying this lesson?
How will you apply it to your life?

◆ Principle 17: Cosmic Habitforce

Fill in the Blanks

1. The law by which you acquire habits is known as _____.
2. *Cosmic Habitforce* pertains to the _____ as a whole.
3. The law of *Cosmic Habitforce* forces upon every living creature the dominating _____ of its environment.
4. *Cosmic Habitforce* is _____ in operation.
5. You should write out a complete, clear and definite _____ of your major purpose in life.
6. You should write out a clear, definite _____ by which you intend to begin the attainment of the object of your definite major purpose.
7. You should make your plan _____ enough to permit changes at any time you are inspired to do so.
8. Both _____ and _____ heredity are under the direction of *Cosmic Habitforce*.
9. _____ means the power, property or capability of changing or being changed.
10. The nucleus of this entire Philosophy of Success lies in _____.

True or False

- _____ 11. The thought habits of individuals are automatically fixed and made permanent by *Cosmic Habitforce*, no matter whether they are negative or positive.
- _____ 12. Negative thought habits attract to their Creator physical manifestations corresponding to their nature.
- _____ 13. You create patterns of thought by repeating certain ideas or behavior.
- _____ 14. A negative mind leads to the development of what is known as a health consciousness.

23. What is meant by “Plasticity”? How is this principle related to the voluntary establishment of a habit?

24. How is *Cosmic Habitforce* related to the principle of *Definiteness of Purpose*?

25. What is the most important insight you have gained through studying this lesson?
How will you apply it to your life?

◆ FINAL PAPER: 9-step checklist

As we near the end of our course, our final paper is due. The assignment is to write your definite major goal in life, and how you plan to achieve it, following the format below. There are nine steps followed by your personalized action plan. You should respond to each of these steps. Establish a month-by-month time limit over the next year—beginning now—and sign and date it! Paper should be approximately 3-4 pages in length, single spaced.

- Step 1:** Determine your goal in life or your ambition, and then picture it in your mind so intensely that it becomes a part of your subconscious mind. Write this goal down now in Step 1.
- Step 2:** Get all the information you can about this goal, the requirements for it, and the possible compensation in happiness, contentment, and economic security. Tell me about your findings in Step 2.
- Step 3:** Analyze all these facts and organize them into an order of accomplishment. This is a “to do” list. Let’s order by weeks, or months, over the course of a year for a major goal.
- Step 4:** Set definite time for the accomplishment of your goal. Add beginning and ending dates to each of your weekly/monthly goals.
- Step 5:** TAKE IMMEDIATE ACTION TO PUT THESE PLANS INTO EFFECT. DO IT TODAY! List the immediate action that you have taken to put these plans into immediate effect.
- Step 6:** Be persistent in your plans. Don’t let obstacles stand in your way. List some of the obstacles that you believe will hinder your progress, and then work to remove those obstacles either through a positive mental attitude or through specific removal.
- Step 7:** Concentrate on a single step at a time to achieve your goal. You must walk before you can run. List the single steps that you will take this month toward the achievement of your definite major purpose.
- Step 8:** Check yourself at intervals to see whether you are on the way, and adjust your plans as required by any circumstances over which you have no control. List signposts that will tell you that you are traveling in the right direction.
- Step 9:** Put this whole plan on paper, and make planning a habit. Do not just say you will succeed. Don’t wish that you could succeed. Don’t just expect the counsel of the successful. Act upon your plan yourself.

Your personal ACTION PLAN FOR SUCCESS

1. Write down a clear, concise statement for the major goal in life that you sincerely desire to achieve and how you intend to accomplish it.
2. Name the time limit for its accomplishment—month by month.
3. List what you intend to give in return for reaching that goal (whether it's service or another consideration).
4. Describe clearly your plan, including your intermediate goals.

Date the plan. Sign the plan.

That's it!!!!!!!

FOR MORE HELPFUL IDEAS ON HOW TO LIVE THE
LIFE YOU DESIRE, VISIT greatlifementors.com.