Success
Through the Magic of
Personal Power
Every man who knows how to read has it in his power to magnify himself, to multiply the ways in which he exists, to make his life full, significant and interesting.

—ALDOUS HUXLEY
SUCCESS

Through the Magic of

PERSONAL POWER

BY

VERNON HOWARD

PRENTICE-HALL, INC.

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"Life is a search after power; and this
is an element with which the world is so
saturated . . . that no honest seeker goes unrewarded."

—Ralph Waldo Emerson
Preface

The two absolutely necessary elements for your success of any kind are:
1. Desire
2. Power

As for desire, we all possess it in healthy abundance. You and I want to advance ourselves in whatever areas we fancy and in the shortest time possible. We all wish for more prosperity and prestige in our businesses and professions. As perfectly normal individuals we want greater achievement and satisfaction in affairs of love and sex. Every person hopes to command respect and popularity from those around him. Most importantly, we ask for a future rich in comfort and security.

All of these plus much more can be won by you—if you thoroughly understand the other side of the golden coin—that of Power. If your dreams are to come true, desire must be matched by the enabling energy. Without personal Power a man's wants and needs are painfully elusive, always disappointingly out of reach. The powerless man misses the mark—and consequently misses the pleasures of the luxurious life. Fortunately, no one, including you, need do without any longer. The Power Principles you are about to discover will see to that.

The purpose of this book is to show you how to turn your many rightful desires into possessed treasures.

The means by which you can achieve these miracles is through the discovery and use of your natural talents and skills and energies.

More Power to you! That is what you can expect to receive and actually win.

What, precisely, do we mean by Power?
Take as an example that universally admired character trait
which is called daring. What fantastic worlds open magically before the man who dares! That force alone conquered fame and fortune for men like Andrew Carnegie, Mark Twain, Albert Einstein, Hernando Cortez. As you will see in following pages, the very same daring which won victories in their vastly different areas can guarantee your victory in your particular world.

Ever feel desperate and confused, as if it’s just no use trying any longer? Within this book you will find some amazing ideas about the Power—yes, the Power—of a desperate condition. You will be clearly shown the way to turn confusion itself into a weapon for triumph. Thousands of others have vaulted skyward with this secret force and so can you.

It was the Power of a compelling personality that contributed largely to the world-wide prominence of heroes like Dwight D. Eisenhower and Winston Churchill. Rest assured that you will shortly be learning to use this force for your own prominence and enrichment. A commanding personality holds enchanting authority over people and circumstances. That is a worthwhile reason why you should start right now to build your personality-power.

This is but a small portion of good things to come. Power for wondrous achievement will be a revealed secret, for it flows in abundance through the man or woman who takes but a bit of time to find it.

So ... from this page onward we will venture together toward the prize of more personal Power.

Vernon Howard
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Success
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1.

Your Right to Dynamic Power

Some years ago, on a calm February morning, the 1,600-ton ship Red Rock set sail from Townsville, Australia. Her bow pointed toward the volcanic isle of New Caledonia in the southwest Pacific Ocean. It was apparently to be a routine voyage across the stretch of sea for the purpose of taking on a cargo of nickel ore. Had you stood on the Australian shore to watch the Red Rock disappear over the horizon you would have thought there was nothing unusual.

On the following June 7th a solemn-faced representative of the world-famous insurance firm of Lloyd's of London took the floor to make a grim announcement: The Red Rock was now more than 100 days overdue and must therefore be posted as officially missing. This was but another way of lamentably declaring that the vessel and her crew of 24 were considered lost forever to tragedy and mystery.

Lloyd's announcement was made with considerable reluctance and regret. The decision to declare any ship officially missing was made only when all hope for its safety seemed beyond reason or hope—and there was no reason to consider the Red Rock as anything but hopelessly lost.

She was written off as lost on June 7th.

Five days later she turned up safely and successfully at her intended port.

It was the first and only time in the entire history of Lloyd's of London that a ship officially posted as missing had ever reap-
peared. The *Red Rock* had made the fantastic voyage out of written-off past history back to the present day!

What had happened during that mysterious voyage? The *Red Rock*’s hardy captain stood before a curious and admiring throng to tell a tale of conquest:

"From the very start the winds and currents whipped against us, driving us far off course. That alone was enough to lose us precious weeks of time. But not a man lost heart. No adverse gale could whip those powerful men on deck.

"Then there were the tricky and time-taking tasks of skirting the treacherous reefs of the Coral Sea. That was a challenge all right, but we outwitted the Sea by skilfully doing what we had to do.

"To top it off we sailed straight into the storms of the hurricane season. That left us with the choice of battling our way through or of turning back to Australia. We chose to fight it out. My crew flinched not even once—they heroically took the storms in stride.

"That's how we made it. Even though you gentlemen gave us up as lost. We may have been battling every moment but we never lost heart for a bare instant."

The perfect moral is, of course, don't give up the ship! Regardless of what your ship—your desire—may consist.

There is no need for anyone to consider himself as lost or as hopelessly adrift or as missing out on life's very best. Not as long as he is a perfectly powerful individual. That is exactly what you are, whether you know it or believe it or not.

Power!

Whatever you want, you have the power to attain it. The man or woman who calmly and matter-of-factly accepts this pronouncement at face value will soon find himself working magical accomplishments far beyond that which he previously dreamed possible.

Dr. Gardner Murphy, one of America’s foremost psychologists, declares, "Often in contemplating the amazing range of power set free in a person who is at once liberated from false assumptions, arrogant rigidities, or bland complacency, one is amazed to see how far the untethered mind can roam."

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The fact is, you are ten times more powerful than you think you are!

The above is not merely a catchy sentence intended solely to make you feel good. It happens to be a scientifically-based truth. It should, however, make you feel good, even delightfully excited. By the time you are through with this book I have every confidence that you will have proved for yourself that you actually are a ten-times stronger person who commands himself, who directs and influences people and circumstances, and who builds fabulous fortunes.

Perhaps you say, "I feel that perhaps I could live a more powerful life if only my circumstances were a bit better or if I didn't get discouraged so easily."

I am saying to you, you now possess all the inner power you need for uplifting those poor circumstances; also, there is absolutely nothing in the whole wide world to prevent you from leading a thrilling life of courageous conquest.

Where do you need more power?
To attract more friends?
To experience a richer love life?
To solve nagging problems?
To carry through a self-improvement plan?
To expand your career or business?
To lick failure once and for all?
To free yourself from frustration?
To live an exciting life?
To build more all-around happiness?

For every need in your life you have a power which can satisfy it.

Life is so constituted that every need is matched by a supply.

More power!

Every man instinctively knows his need of it. Feeling confused and trapped, he constantly seeks escape to his rightful freedom.

That freedom can be found in fresh power. Just as new discoveries in rocket fuel may enable man to escape the pressures of gravity, so can your new power-discoveries whisk you above the pressures of earthly existence.

Where do we find our fresh energies? As we shall presently
see, in life itself. It has been with us all the time, awaiting those who dare to employ it.

Life offers to every man, "More power to you."
It is up to you to accept that offer.

**LIFE-POWER IS BOTH GOOD AND NECESSARY**

Some folks hesitate to seize additional strength because they think it wrong or dangerous to be a powerful individual. Somehow they have acquired the false notion that tyranny or dictatorship or cruelty are the outcomes of a powerful personality. These characteristics are not power. They are weaknesses disguised as power.

It is not the strong who are dangerous to the world and to themselves. It is the weak and the inadequate who threaten—and sometimes destroy—mankind's peace and prosperity. As Eric Hoffer states, "Hatred, malice, rudeness, intolerance, and suspicion are the fruits of weakness. The resentment of the weak does not spring from any injustice done to them but from the sense of their inadequacy and impotence."²

Genuine power is always good, beneficial, and necessary. That is just one reason why it is not only your right but your duty to seize every ounce of power available. Actually, there are ten thousand reasons why you should be strong, and not a single reason why you should not be.

There are countless historical examples of famous persons whose personal power not only insured their own success but benefited mankind enormously.

Baron Rothschild, of the financial empire known as the House of Rothschild, started off with the powers of daring enterprise and cool judgment. In time they gave him another power—that of a financial fortune which was to save England from bankruptcy during the Napoleonic era.

Ralph Waldo Emerson's principle power was that of a rebellious spirit. The great liberator of the human mind simply wouldn't stand for the nonsense of his day which sadly claimed man to be a slave to circumstances or to his own negativities. (We shall have

YOUR RIGHT TO DYNAMIC POWER

more to say about this interesting power of rebellion in Chapter 9.) Sometimes a great vision is strength enough. One day a young Frenchman sat in his shipboard cabin studying a map. He was thrilled at the possibility of cutting a canal between the Mediterranean and the Red Sea. The vision persisted until Ferdinand de Lesseps completed one of the greatest and most beneficial engineering feats of all time—the Suez Canal.

YOUR LIMITLESS SOURCES OF FRESH POWER

We want next to discover the sources of a man's strength and to identify clearly the strengths themselves.

Every power you will ever need for any purpose comes from two sources, though these two often overlap and intermingle:

1. From within yourself.
2. From exterior sources.

Your inner resources are those which arise from within your own network, such as thoughts, emotions, physical strength, nervous energy, your senses of sight and hearing. Also included are your powers of speech, your instinct for self-preservation, your urge for sexual fulfillment. All these and many more are wholly natural and healthy elements which we classify as inner powers.

Dr. Fritz Kunkel declares, "Immense hidden powers seem to lurk in the unconscious depths of even the most common man—indeed, of all people without exception. It is these powers . . . that are responsible for all great creative efforts, whether in the form of a new technical invention or a work of art."3

Your exterior forces are widely varied. They include everything beneficial that resides outside of yourself. Here are just a few examples: books, schools, teachers, scientific principles, money, mechanical tools of all kinds, music, electricity, friends, vehicles of transportation, and so on.

"It's astonishing," a man declared to me, "when you look upon these elements as powers for self-betterment. That's exactly what they are. When you realize how well-supplied a man actually is, I don't see how he can fail to achieve anything he wants!"

3 In Search of Maturity (New York: Charles Scribner's Sons, 1943).
No man need at all fail to achieve what he wants—as long as he does realize how extraordinarily powerful he really is at the present moment. His realization is the switch that whirls his personal motors toward generating new energies in his behalf.

Emerson makes it clear, "Life is a search after power; and this is an element with which the world is so saturated—there is no chink or crevice in which it is not lodged—that no honest seeker goes unrewarded."

As you proceed with these pages you will be shown how to locate and employ expertly those particular powers which contribute the most to your special goals.

What, exactly, do we mean by power? For the purposes of this book we define power as any beneficial force. This includes all those we have just discussed, plus many more to be examined later on. Control of your inner forces guarantees mastery of the exterior ones.

Your Power Chart

Skip ahead in your reading to the Power Chart on pages 8-9. Examine it for a moment, then return to this page. This could very well be the most important list you have ever encountered. It is a representative list of the energies which account for every success ever achieved by every man or woman since the beginning of time. This is not a fanciful claim; it is a verifiable fact. Anything that you yourself have ever accomplished up to now may be credited to one or more of these forces.

We will make a serious mistake if we consider this record as only a collection of words. To those who fail, that is what they are and that is what they will remain. To the earnest-minded individual they represent dynamic powers which promote personal greatness. The first attitude one should take is to identify each one of them as a vital force capable of transforming the life of any man who recognizes and uses it as such.

You will shortly be working with these forces for two purposes. The first is to rate the importance of each power as it relates to your present success-program, whatever it may be. For instance if your career is one that seems to call for a maximum of imagi-
native thought, place an X mark after Imagination and under the column headed Maximum. If Imagination plays a lesser role, mark it accordingly.

Once you have gone through the whole list you will have a clear idea as to which of the powers you will need to develop. (They will, of course, consist of those which have been given a rating of either Average or Maximum.) For the time, forget all powers which are rated Minimum. While they are important to any program, we are primarily interested for now in emphasizing the most vital ones.

The second part of your review is to discover just where you now stand in relation to each power which you have rated as either Average or Maximum. For example, if you feel that you are not imaginative enough toward your program, make a check mark (√) after Imagination and under Minimum.

Once more you will do some dismissing. If you find that you are already equal to (or surpassing) a particular power, forget that power for now. What you are trying to discover are those vital forces that need the most attention. (They will, of course, consist of those wherein the X mark falls behind the check mark.) For instance, if Persistence is of Maximum importance to your project, yet you are using it only Minimum or Average, you clearly know that here is where you can get busy.

Too much value cannot be claimed for this self-charting. In itself it is a powerful force for adding clarity, enthusiasm, and accuracy to your forward drive. It could well save you years of fruitless effort and give you attainments you never thought possible.

Pat D., a stock broker friend of mine, eagerly pored over the roll call of his personal powers to see whether or not he just might be losing out somewhere. His frank charting sprang a few surprises. For instance, he checked off Thoroughness as a power of Maximum need but could rate himself only Average when it came to a daily use of that force.

That led Pat to wonder just how and where he was failing in this regard. He had previously considered himself to be a fairly efficient businessman, so where was he falling short?

While thinking it over he ran across a list of thirty prospective clients which he had compiled a couple of weeks previously.
YOUR RIGHT TO DYNAMIC POWER

POWER CHART

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<td>3. Planning</td>
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<td>4. Accuracy</td>
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<td>10. Hope</td>
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<td>20. Responsibility</td>
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<td>21. Faith</td>
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<td>22. Receptivity</td>
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<td>23. Enthusiasm</td>
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<td>24. Concentration</td>
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<td>25. Simplicity</td>
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<td>26. Investigation</td>
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<td>27. Thoroughness</td>
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<td>28. Alertness</td>
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<td>29. Courage</td>
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<td>30. Self-command</td>
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<td>31. Sense of humor</td>
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<td>32. Patience</td>
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<td>33. Attention</td>
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<td>34. Self-interest</td>
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<td>35. Experimentation</td>
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<td>36. Ambition</td>
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<td>37. Cooperation</td>
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<td>38. Cheerfulness</td>
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<td>39. Consistency</td>
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<td>40. Poise</td>
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Twenty-two of them had been contacted with good results, but the other eight remained unreached because at the time of his phone calls they had been absent from their offices or homes.

It suddenly struck Pat that right before his eyes were eight evidences of his lack of Thoroughness. Somehow he had gotten too busy or too forgetful to follow completely through.

He threw his power of Thoroughness into immediate action by constant calls. All eight were finally reached. Thoroughness always pays off in one way or another. In Pat's case it paid off handsomely when one of the prospects gave him a large order for industrial stocks and another asked to get together with Pat to discuss an investment program in general.

Just as the discovery of the Rosetta Stone by Napoleon's soldiers revealed the long-lost secret of Egyptian hieroglyphics, so can you use this chart for uncovering and empowering your own secret strengths.

<table>
<thead>
<tr>
<th>Power</th>
<th>Minimum</th>
<th>Average</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>41. Intuition</td>
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<tr>
<td>42. Fact-finding</td>
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<td>43. Flexibility</td>
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<td>44. Friendliness</td>
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<td>45. Determination</td>
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<td>46. Love</td>
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<td>47. Anticipation</td>
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<td>48. Tact</td>
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<td>49. Peacefulness</td>
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<td>50. Observation</td>
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PRINCIPLES OF POWERFUL LIVING

When I reached the age of 18, I got my first traffic ticket. The man with the badge politely informed me that whenever one comes to a stop sign he is supposed to stop. Within six weeks of the first ticket I got my second. I was pretty discouraged over my failure as an effective driver.

You know how it is at 18; well, I was pretty much the same. I indignantly wondered why the entire police force was out to get
me. My father, who by rare chance happened to be a bit older and wiser, suggested we talk it over.

"Those loony cops ..." I began, thinking it a brilliantly original blame-shifting strategy.

"Son, I'd like to pass on to you a magnificent method for becoming a successful motorist. It's also an absolutely foolproof method for outwitting the law. Interested?"

My young ears picked up. At last I had a sympathetic ally in my battle against police persecution. I asked eagerly, "What is it?"

"It's astonishing," he said. "All you have to do is one simple thing. That simple thing is to go along with the rules of the road."

I blinked a bit as he went on. "Supposing, for example, that you come to a sign reading stop. Now, then, if you actually stop, you won't get tagged; if you don't stop you are sure to be nailed. See? Again supposing that a few blocks later you see a sign informing you that the speed limit is 35 miles per hour. Keep within that limit and they can't lay a hand on you. I tell you, Vernon, this is sheer magic. Successful motoring is a matter of going along with the established rules of the road. Try it. See what happens."

I thought it might be worthwhile to put this radical theory to the test. Deep down inside I grudgingly admitted that there just might be something to it. To my astonishment and delight it proved to be the magnificent method claimed for it. I gratefully completed the next full year with a perfect driving record.

Success or failure along the many highways of life is not too different. Successful folks eagerly go along with power-principles, while the failing ones ignore or scorn them, or perhaps are unaware that they exist for their beneficial progress.

The remainder of this chapter will devote itself to preliminary principles for empowering yourself in general. You might call them:

**SWIFT SYSTEMS FOR SEIZING IMMEDIATE POWER**

Never strain over a difficult situation or a seeming barrier to your goals. Find the proper power and put it to work for you. For every distress or difficulty there is a rescuing force.
Simplify everything! Refuse to clutter yourself with unnecessary complications (especially negative emotions). Shoot directly toward your goal with a well-chosen power. Ignore the so-called entanglements which exist principally in the mind anyway. Proceed simply, directly.

While riding past a medieval castle two young princes spied and fell in love with a princess on the tower above. One of them was so inspired by his passion that for the next 10 years he climbed rugged mountains and battled fiery dragons to win finally the hand of a lady as lovely as the one on the tower. The other prince? He turned at once into the castle grounds to woo and win the inspiring lady herself! Take the direct route to your desire.

Always proceed with the assumption that your selected power is double in potency to your present estimate of it. Then, every time your success proves the validity of your assumption (which it always will prove), again assume that your power is double that of your present estimation. By constantly doubling your assumptions you double your powers.

One of the best forces for getting going is that of curiosity (which we will study in detail later on). Get intensely inquisitive as to how much more you can achieve with your natural forces. Obstacles crumble before the man gripped by a burning curiosity. Nathaniel Hawthorne, the author of several classic American novels, wrote 164 love letters to the lady of his affections. She later turned them over to historians, but not before certain words and phrases were carefully blacked out. Desperate with curiosity, scholars spent years with scientific instruments trying to read beneath the lines—which they eventually did. Their curiosity was rewarded with some sweet and spicy sentiments. Let your inquisitiveness return some rewards, too.

Never believe that power is reserved for a few fortunate ones or that it takes luck to grasp it. We have already amply illustrated the truth that to live at all is to be powerful. That is all one needs to believe and to act upon. The thing that separates a man from his valid vigors is his time-hardened and rigid viewpoints toward power itself. He mistakenly thinks himself too young or too old or that he was born mediocre or that past failures are evidences of present power-poverty. To the extent that you rid yourself of these mere mental contacts with powerlessness—to that
extent you find yourself charged with the strengths you had all along. "If there be a faith that can remove mountains, it is faith in one's own power." (Ehner-Eschenbach)

Don't hesitate to play around with your various energies so as to locate the ones best suited to your present purposes.

One man of my acquaintance felt that his life was pretty much in a dull rut, so he determined to employ the simple power of physical action. He set himself the goal of attending 10 new clubs per month for the next three months. He carried out his plan by noting newspaper announcements of forthcoming meetings of social and recreational groups, of religious and educational societies, of business and financial organizations. Those 30 contacts proved to be an inexhaustible gold mine of new friends, of additional business leads, and, best of all, of delightful times. He told me with a chuckle, "How interesting life becomes when you simply do your part. Every time I walked into one of those meetings I knew I would carry out something beneficial. What a pleasant surprise to discover that just as much as I need people they also need me. You know, the power of mere physical action has magically turned my life from a dull task into an exciting hobby!"

Select a single power which appeals especially to you and accomplish something with it. Achieve anything, no matter how small or insignificant it may be. Carry on with your insignificant successes and you will be surprised at their eventual significance.

This kind of thoroughness results in a chain of achievements. When the explorers Lewis and Clark were exploring the west they came across some bubbling springs which at first glance seemed an unimportant discovery. However, they followed those spring waters downhill to where they ran into a sizeable stream. The stream led them to the Columbia River, which, in turn, flowed into the Pacific Ocean. Likewise, let yourself be led from one discovery to another.

Remember that no man should blame himself for any lack of personal power. All of us have unwittingly fallen prey to shallow and phony doctrines that sadly proclaim helplessness as man's natural state. (It is the helpless themselves who propagate these false notions.) We need not scold ourselves for having innocently
absorbed them along the way, but we can and should take the responsibility for squeezing them out once and for all.

To repeat a previous point, it is supremely important that you recognize the powers listed in this book as powers. For example, enthusiasm is not merely a word, nor is it just a rather desirable character trait. It is a hard-hitting and practical principle upon which all worthwhile achievement is constructed. Cease to identify them as words or descriptions and mark them down for what they actually are—your personal powers that establish your personal success.

**Review Your Dynamic Forces**

1. It is no mere theory that you are right now ten times more powerful than you think you are. It is a provable principle which you will test for yourself as you believe it.
2. The average man's problem is not the creation of more power, but the understanding and employment of that which he already possesses. Science, psychology, philosophy, religion—all agree with this.
3. For every problem or confusion and for every desire or ambition there is an available force waiting for your call.
4. "Force, force, everywhere force; we ourselves a mysterious force in the center of that." (Carlyle)
5. Additional strength is not only your right but your duty toward the best interests of yourself and your family.
6. The rules for dynamic living are easily understood. When you go along with them, all roads lead to power.
7. Assume that your open-minded reading of Chapter 1 has launched you forward with zest. To the degree of your receptivity, you have already launched yourself.
8. Proceed with the principles in these pages with an open mind, with an attitude of daring experimentation.
9. "Man is man, and master of his fate." (Tennyson)
10. When you need a fresh charge of encouragement or stimulation, review your forces listed in the Power Chart.
The famous German philosopher Friedrich Nietzsche once fell in love with a lovely local lady. But because his philosophies didn't cover the art of a decisive proposal of marriage, he sent a friend of his to bend a knee for him. The lovely lady promptly rejected Nietzsche's offer and married his friend instead.

That's an instance of how personal indecision can blow up a man's desires.

One day an American astronomer named Clyde Tombaugh was handed some curious astronomical reckonings which had been drawn up by the noted Percival Lowell of the Lowell Observatory. Tombaugh believed that the charts just might be a clue to an immense astronomical discovery. He decided to use them for probing the heavens for something new. He found something: it turned out to be the ninth planet, Pluto.

That's one way in which personal decision can open new worlds.

There is excellent reason why we have listed decisiveness as one of your first major powers. Decision is the crown that endows your life with kingly supremacy and authority. The masterful monarch is the one who chooses to command absolutely his own power of choice.

"The strongest principle of growth lies in human choice."
(George Eliot)

A moment's reflection proves that your intention always precedes every action in every area of your life. There is no action without there first being a choice, on either the conscious or the
subconscious level. Some of your choices may be more or less trivial, while others are vital to your health or to your finances or to your happiness.

Everything you have ever done and everything you will ever do happens the way it does because of the way you make up your mind.

Not only that, but once you have settled on a certain course it becomes necessary for you to base further decisions upon that original choice. Take, for instance, the man who makes up his mind to sharpen his occupational accuracy. From that definite decision he can confidently proceed to other progressive choices, such as the best way to go about it and where to find assistance. On the other hand, the man who fails to choose accuracy-improvement (which is a negative decision) forces himself into further negative choices, such as turning down opportunities that call for accuracy.

All of us can learn not only to be decisive in the first place but to select those better courses that, in turn, lead to other better courses. Beyond every wise choice are vast areas of opportunity.

The happy fact is, anyone can master the art of prompt and precise decisions—the kind that crash through hesitation and spill on to victory wherever you want it.

We become men of choice by freeing ourselves from hidden, subconscious inhibitions. Indecision is nothing more than a tug of war between a conscious desire to do something and a subconscious fear of acting out that desire.

$50,000 WORTH OF INFORMATION

When you meet a man who turns everything he touches into gold you are likely to figure that he has some special means for doing it. You might attribute it to a genius-like mind or to inside tips or maybe to a favorable nod from the goddess of fate.

Mr. Arnold F. has none of these. Yet he has his finger in a dozen financial pies, including Arizona real estate and the Hawaiian tourist trade. How did he get stuck so nicely? That’s what lots of less prosperous folks would like to know. That’s why he is in
eager demand all over the nation as a public speaker. People who want to get places like to hear him talk. Especially when he talks frankly like this:

"Ladies and gentlemen, the information you are about to receive tonight is worth twenty-five thousand dollars to you. No, I'll take that back. It's worth at least fifty thousand ... if you will take it. That's the minimum value of the principles we are going to take up.

"We are going to find out how to decide our way forward—all the way forward.

"Pardon me for saying so, but some of you have splitting headaches right now from trying to decide between Roquefort and French dressing on your dinner salad. Yet you call yourselves men of decision.

"Some of you are deciding yourself right out of everything you want. The plain fact is, you don't have the nerve to step right up and take what you want. You have the inner conviction that you maybe could achieve ten times as much. But you won't make up your mind to once-and-for-all go ahead.

"You rationalize by saying you'll wait until conditions are brighter.

"Or you think you'd better think it over awhile longer.

"Or you don't think it's been done before.

"Or you say you'd better check with someone.

"Or you're not sure you can follow through.

"Or you just don't know.

"Some of you folks out there have more alibis than a kid caught in the cookie jar.

"Maybe you are asking, 'But isn't it intelligent to wait until I know exactly how things are going to turn out?'

"The answer is, if you have to know exactly where you are going you will never go anywhere. That's the big problem. You want so desperately to be secure and to be protected that you're scared to step off into the adventure of the unknown. Go ahead if you want; be what you call secure. But don't ever expect to advance beyond the petty positions you now occupy. I'm not being insulting; you know I'm telling you the truth.
"Personally, I rather enjoy the idea of not knowing exactly where I am going—that gives me the opportunity for investigation which can lead to improvement. Ladies and gentlemen, if you insist upon safety at every step you might as well close your doors and turn in your business licenses; you have no business owning one anyway.

"Indecision is the mark of a fearful mind.
"You are afraid your choice will be criticized.
"You worry that they won't like you any more.
"You wonder how you'll ever apologize for your mistake.
"You pretend the problem doesn't really exist.
"You timidly wish someone else would shoulder it.
"You think that civilization depends upon your choice.
"You are afraid of what will happen if you do decide and scared to death as to what will happen if you don't.

"If glup was a word in the English language meaning yes and no, some of you would be the world's greatest gluppers.

"I'm not criticizing anyone. We are digging together to get at the bottom of a serious matter.

"I promised you fifty thousand dollars worth of information. Here is another ten thousand dollars worth.

"Don't think so hard.
"Act!
"Don't ask so many fool questions.
"Decide!
"Don't wonder what will happen.
"Let it!
"Don't try to figure it out.
"Let it work itself out!

"Some of you will walk out of here thinking, That was certainly a lively talk. Wish I knew his secrets.'

"Ladies and gentlemen, I am telling you his secrets. You're on the inside at this very minute. Don't just listen—absorb.

"Why not decide right now to revolt against your greatest enemy—indecision. Decide right now that you are tired of getting cheated by maybe. Make up your mind to rebel against the unfairness of later on. Determine that you have been bamboozled for the last time by I'll think it over.
"Anyone in this room can swiftly increase his income by fifty percent or more—if he will really decide to do so. Your wholehearted decision is enough in itself to promote the ways and means. If you don't believe me, try it. You'll be a confirmed believer.

"To repeat, ladies and gentlemen, if you are not making progress you can charge it to a fickle mind. Oh, yes, you may want to, you may hope to, you may even agree to, but let me tell you for sure that if you are not progressing, your want is weak and your hope is half-hearted and your agreement is inconstant.

"There's no sense kidding ourselves. If we're not rocketing skyward it's because we haven't really touched off the fuse of decision.

"I urge you to decide to decide. Decision is power."

WHAT DECISIVENESS WILL DO FOR YOU

Let's look at a few of the rewards you can expect from a made-up mind.

First of all, the man who settles things one way or another is able instantly to turn his full attention and energy toward his next progressive step. Being free from something, he is free toward something new. Indecision is like a merry-go-round in that you spin without getting anywhere. Decisiveness is like a sight-seeing bus in that you are free to travel beyond the previously known places to exciting worlds never explored before. Here is how Dr. Rollo May expresses it: "Freedom is cumulative; one choice made with an element of freedom makes greater freedom possible for the next choice. Each exercise of freedom enlarges the circumference of the circle of one's self."¹


There is nothing like a stout resolution for releasing you from painful confusion. Indecision itself is confusion. The mind that settles for one course or another usually relieves itself to a major degree, often dissolves its confusion completely.
You are already aware, of course, that prompt choices save you time and energy. People who complain of lack of these elements are usually those who waste them by swinging endlessly between their alternative choices.

All-around efficiency will be yours once you know what you want and shoot straight for it. Harry Houdini, for one, determined to become the greatest magician in the world. Once he thoughtfully worked out the mere details of that determination the world agreed that he was the greatest, all right.

The decisive personality wins self-esteem, plus admiration from others. "There is nothing more to be esteemed than a manly firmness and decision of character. I like a person who knows his own mind and sticks to it; who sees at once what is to be done in given circumstances and does it." (William Hazlitt)

An unsettled mind is a jumbled mass of contradictions. The more it tries to figure things out the deeper it sinks into despair.

If you ever find yourself trapped by your own efforts to reason through a problem, it makes sense to stop thinking so hard. The more you struggle against confusion, the more it wraps itself around you. It is a fact that some people think too much for their own good.

A salesman called recently to talk over a problem connected with his career. His goal was well enough defined—he was earning in excess of $150 per week but wished to boost it to at least $200-plus. He remarked that he had carefully studied and applied all the proven techniques for creating customer-interest and for rounding up fresh prospects, yet in spite of all efforts, he just wasn't clicking. Something was lacking, he confessed, but he didn't know what.

During the discussion I discovered that he had been purposely skipping some of the top prospects in town, that is, the larger firms with the bigger buying budgets. I asked him why he was passing them by. He said he wasn't sure, but maybe because of some sort of mental block.

"The fact is, Roy, you haven't been able to definitely decide to contact them. Is that it?"

"I suppose. But I can't seem to inspire myself with those big,
positive thoughts one is supposed to have. You know what they say—
it takes giant confidence to take a giant step. But I just can't force any
certain thoughts, no matter how hard I try."
"Then why waste time trying? If you can't, you can't; that's all
there is to it. But you can make a quiet, unemotional decision to show
them your merchandise. Crashing through to new accounts is a matter
of doing, not thinking."
"Well, yes, when you put it that way." "Why don't you put it that way
just for the fun of it?" We worked out a plan for making and
maintaining decisions. Roy was to take a sheet of paper and write
down the names of the larger companies and accounts he wished to
land. Opposite them he was to list the only pair of choices he could
possibly make—to call or not to call. Finally, he was to check off the
affirmative decisions as final. Once made, there was no possibility for
changing them. The chart looked like this:

<table>
<thead>
<tr>
<th>Company A</th>
<th>Call</th>
<th>Don't call</th>
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</thead>
<tbody>
<tr>
<td>Firm B</td>
<td>Call</td>
<td>Don't call</td>
</tr>
<tr>
<td>Shop C</td>
<td>Call</td>
<td>Don't call</td>
</tr>
<tr>
<td>Store D</td>
<td>Call</td>
<td>Don't call</td>
</tr>
<tr>
<td>Industry E</td>
<td>Call</td>
<td>Don't call</td>
</tr>
</tbody>
</table>

As I examined his chart I asked, "Now that it's done, what else is
there to think about?"
He grinned. "Nothing. It's all settled. Cleared away. There is the
next step, though."
"What's that?"
"Preparing myself so as to make those calls effective. But that's no
problem. All I have to do is get going."
He got! He got on-the-spot orders from two of the firms with two
more as definite possibilities.
That salesman had his own tangible evidence that when thinking
causes confusion it's high time to stop thinking and start deciding.
Non-thinking, when followed up by bold action, can break down all
timid or baffled states of mind. President Andrew Jackson declared,
"Take time to deliberate; but when the time for action arrives, stop
thinking and go in."
It is told that the ancient military genius, Hannibal of Carthage, had a unique method for selecting a self-sufficient soldier for performing a vital task. Hannibal would instruct his aide to send several men into his tent, one by one, to receive orders. On one occasion, as each stood at attention, Hannibal bluntly commanded: 
"Go find out the number of opposing Romans."

The first soldier asked, "What's the best route?"
The second explained, "Sir, that's not my usual duty."
The third wondered, "What maps should I use?"
The fourth inquired, "How much time do I have?"
The fifth snapped, "Yes, sir!" and spinning on his heel, he marched out.

Hannibal didn't have to select the best man. The best man selected himself.

This is more than an historical incident. It is a message of tremendous significance for anyone who wants to build his decision-power, yet who feels the whole thing is too complex.

Please notice that the soldier's choice was in itself quite simple, uncomplicated, easy to make. It did not call for super-intelligence, it did not require sure-skill, it didn't even take what is commonly referred to as courage. (We have here a point so explosive with meaning that it is well worth any time you may take to absorb and understand it thoroughly.) All that was required of that soldier was an easy-going willingness to see what there was in the challenge.

Let's look at it this way: A decision is a calm, definite turn of the mind toward a certain direction. There need be no effort or brainy brilliance involved because decision of itself is not at all concerned with how you are to carry through—you are only agreeing fully that you will proceed along the chosen course. Once you really make this agreement, you will find that the how appears all by itself—because, in case you didn't know it, you are far more resourceful in your depths than you think. Whenever you decide that you are hungry for lunch you never have any trouble reasoning out the means for satisfying yourself. Make a firm re-
solve to satisfy your other hungers and you will shortly be joined by the necessary powers.

Some folks make the mistake of confusing cause with effect. Your decision is the cause that releases the effect, that is, your resources. Know-how and courage appear as a result of a made-up mind. Waiting for courage to make up your mind is a lifetime wait.

If it took courage to build decisiveness, many of us would be sunk. Fortunately, the reverse is true: decision builds courage. Remember that, "A good intention clothes itself with sudden power." (Emerson)

Herbert D., a retail merchant, set himself the worthy goal of building a new home by Christmas, but sometimes worried lest he unwillingly break his word to himself and his family.

I asked him, "Exactly what is worrying you?"

"For one thing, the financing. I'm not quite sure I can swing it over the top."

"Let's revolutionize our thinking toward the problem. Tell me, Herb, what on earth has the financing got to do with your original resolve to have that home? In reality, nothing whatever. Yet you are letting it interfere seriously with that decision. Your basic problem isn't doubtful finances; it's a wobbly mind. I tell you, Herb, if you will flatly refuse to permit anything to shake you from your original decision you will have the money and the house. And you yourself will be the one who makes sure of it. You'll get the money. You'll find the way."

"Looking at it like that makes sense."

"What else bothers you?"

"Well, you know, all the nagging details . . . where to locate the home, the final blueprints, all that. I hope I don't get messed up somewhere."

"Again let me ask, what have those details got to do with your irrevocable resolution to build your new home? All these details that bother you are secondary conditions that you wrongly have placed first. That's what weakens the drive you need for moving in. Your decision to have that home is first. If you will doggedly keep it first you will be amazed at your ready-to-hand strength for punching through those so-called nagging details."
"You are saying that I shouldn't let the mental after-effects of my choice interfere with the choice itself."

"Right. If you were to polish your car you wouldn't let sticky spots hinder your determination to make it shine. Your resolve itself takes care of them."

Herb got his home all right. He informed me, later on, how he had decided himself and his family right through the front door. "One time both my wife and I got panicky at a sudden downturn in my income. It looked like another couple of years in the old shack. My wife sighed that maybe we should wake up from our dream.

"I told her, 'We can't. It's too late.' When she asked what I meant I told her that I'd made the promise to us and there isn't a single thing I can do about it. It's too late to give up. I'm stuck with my decision. The only thing I can do is back it up by raising the money.

"That revolutionary thinking drove me to hound tactfully every one of my customers to buy just a bit more than usual. To my surprise, most of them did just that.

"That's how my home was built. Please make up your mind to come on over next Saturday for a barbecue."

THREE POWERFUL DECISIONS TO MAKE RIGHT NOW

1. Decide that you are more powerful than you think.

There need not be the slightest strain or effort on your part to decide that you possess inner capabilities far beyond those presently experienced. It requires neither powerful faith nor hope; only a quiet acceptance. We don't have to exercise faith or hope toward an established fact, we need merely to act in harmony with it. This kind of healthy attitude is similar to a treasure diver who constantly comes to the surface laden with the treasures hidden in the sea.

No matter how ineffectual an individual may feel himself to be, the opposite fact of his powerfulness remains intact. A man begins to stretch his inner muscles as soon as he realizes that his timid viewpoints toward himself must be discounted in favor of
the fundamental truth underlying his make-up as a man. Dr. Eric Fromm says, "Productiveness is man's ability to use his powers and to realize the potentialities inherent in him ... he can make use of his powers only if he knows what they are, how to use them, and what to use them for."2

Quietly agree that you are stronger than you may think. Now the seed has been well planted. Permit it to grow by itself and it will certainly do so. The best part of all this is that you set everything into motion by your simple selection.

One man relates how he solved the crisis of selecting between his two selves: "I told myself I had but two choices—to be as strong as I actually am or as weak as I feel I am. I had no trouble at all in making the right choice!"

2. **Decide firmly to no longer waste your energies.**

As we all know by experience, mankind is capable of expressing both constructive and destructive power. To the extent that he employs one he prevents the use of the other.

Take the familiar destructive power of worry, perhaps the most wasteful of all forces. The worried mind is incapable of anything constructive. It always breeds after its own kind, hence gives birth to misguided actions, unsatisfactory circumstances, anxious moments, and often resentments and hostilities. Worry wastes with reckless abandon the strengths we need for fortune-hunting.

No one will disagree with these remarks, yet some may comment, "I'm certainly in favor of the conquest of worry. That's what I've been wanting for a long time. But how can I maintain my decision not to fret when there seem to be so many contrary forces working against me?"

That's a fair question and, fortunately, no problem at all. The answer is found in your next major decision.

3. **Decide to practice Constructive Self-interest.**

It is of the utmost importance that you ally yourself with Constructive Self-interest.

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It is the only power that counterattacks and puts to rout not only worry but every other force that damages your happiness and prosperity.

Very few understand this restorative force. Those who do become leaders among men.

What is meant by Constructive Self-interest?

Defined in its simplest terms, it means that you wholeheartedly and unashamedly place your own best interests first.

Perhaps you say, "But don't we more or less put ourselves first anyway? In Chapter 1 you yourself pointed out that self-serving power is natural and right."

Please follow carefully: Often when we think we are serving our best interests we are, in fact, doing just the opposite. Genuine self-serving always leads to power and happiness; mistaken self-serving results in confused and empty lives.

Take, again, our example of worry. When you fret constantly over something are you really placing yourself first? Of course not. You are needlessly sacrificing yourself to a negative emotion. People worry because they know no other way to handle a problem. If they were to practice Constructive Self-interest by determinedly placing their peace of mind before the problem, they would witness an amazing solution to the problem itself.

As another example, take the man whose mind is oppressed by remembrances of past "failures." Why, you may ask, would he permit himself to be cruelly dominated by experiences so long gone and removed from his present self? He may submit to them because he thinks it best if he scold himself and hence remove a bit of the guilt feeling. The truth is, he is serving his own self-destruction, not his self-interest.

By an act of Constructive Self-interest he could declare himself utterly free from the past. That valorous act would empower his present in a way he never dreamed possible.

Is it "selfish" to practice Self-interest? It is not. It is exactly the opposite. The more you learn to satisfy yourself the more you automatically contribute to the world around you. Obviously, a mind without worry is the kind that can best help a world that needs so much help.
This power will be examined in greater detail in Chapter 15. But for now, decide to employ it. It's an amazingly unselfish decision.

*Decisive Ideas to Remember*

1. The man who learns to make up his mind becomes a power over people and circumstances.
2. Your prosperous growth can begin with little more than a definite choice of that prosperity and growth. An unwavering intention alone is enough to add all other necessary powers.
3. Don't decide against yourself by choosing to put things off or to wait for a better opportunity.
4. Remember that decision itself is the ready fuse that touches off your skyrocketing flight to new worlds of conquest.
5. If you have to wait until you know exactly where you are going, you will never go anywhere. Columbus didn't know where he was headed but he made some great discoveries.
6. Whenever you are completely lost for a decision, why not decide to go forward?
7. Simplify your intentions by refusing to get involved with all the complexities of how you will carry out your plan. Set your decision in the lead and your own intelligence will follow up with the details.
8. Any time you feel powerless or confused, leap back at once to your original resolve. Simply by holding onto it you effortlessly empower yourself afresh.
9. From this day forward practice Constructive Self-interest.
10. Select techniques from this chapter which offer the most to your particular plan. Use them decisively.
3.

**Power Planning Will Uplift Your Fortunes**

I've never known a man with a positive and persistent plan who didn't eventually get what he wanted.”

That was the key sentence in a speech delivered by one of our United States Congressmen before a local chamber of commerce.

It is also the key to your attainments.

The man with a fixed plan is as well off as the sea-captain in mid-Atlantic—no matter where he wants to go he is already halfway to port.

What is meant by power planning?

I am going to give you a rather unusual definition. I don’t think you will ever forget it. That’s how much it could mean to you.

Power planning means these two essentials:

1. Absolute inflexibility toward the goal itself.
2. Absolute flexibility in attaining that goal.

We need not spend much time with point 1. Obviously a man is not planning adequately unless he has absolutely decided that he is going to have what he wants. No compromise is permissible, no excuses nor rationalizations are acceptable. Nothing at all—especially his own timid self—is going to sway him from his fixed decision to possess that which he wishes. Having made his decision, he sticks with it as if he were unalterably stuck with it.

Moreover, the power-planner possesses a frame of mind that having been once resigned to failure is now equally as resigned
to success. There is simply nothing he can do about it; his fate for achievement is once and for all settled. Just as the sun is surely fixed to rise in the east he is surely scheduled to rise to his scheduled heights.

By the way, why not resign yourself to success? Since you are tired of being resigned to mediocrity. It's a fact that the first plan is just as easy as the second. Especially if you are utterly weary of the second.

Anyway, your goal must be inflexible. Otherwise, it is not a genuine goal, but rather a flighty product of a hopeful but indecisive imagination.

Point 2 is of extraordinary importance to you: Absolute flexibility in attaining your goal.

This means that you will employ every power available as a means for carrying out your program. This means the use of such forces as experimentation, originality, alertness, simplicity, observation, revision, versatility, reasoning, and all the others you possess.

The more of these you throw into the attack, the sooner you capture the castles of your desire; the fewer you use, the later your conquest.

Furthermore, the more skilled you become at shifting from one power to another the better you maintain your maximum speed regardless of conditions. Every plan calls for intelligent shifts in strategy, whether on the battlefield or in politics or in the business office. When George Washington was prevented from using the power of initiative at Valley Forge he wisely chose to ally himself for the time with the power of patience. It wasn't long before he was on the forward march again.

Some people are so mentally and emotionally stiff they wouldn't know a fresh power if it walked up and introduced itself. Others have wisely developed themselves into all-around athletes who can alternately run, jump, vault, or hurdle as the occasion requires.

"To the degree that life is rigidly confined, fixed in pattern, we rate it as lower. To the degree that it is flexible in response, capable of creating new patterns of behavior, we rate it as higher . . . We rate as highest among us the mind that is creative; that
sees possibilities unseen by others; that ventures confidently and effectively into the hitherto unknown. We rate as lowest the mind that is inflexibly repetitive; obtuse to possibilities; confident only in doing today what it did yesterday.\(^1\)

Plan right now to introduce some new powers to your program. For example, if your business requires the use of sound reasoning and careful judgment, add the powers of relaxation and patience. Any plans you now make will work out with twice the satisfaction. This is what must happen, for an invested power always returns a dividend.

If you will continue to be flexible in your means for goal-gaining, a pleasantly surprising thing will happen to you. You will discover that you are ten times more talented than you thought you were. You originally believed that you had to drag laboriously toward your objective—now you know the power of free flight!

**WHAT DO YOU NEED TO PLAN?**

A recent survey of one hundred men and women revealed some interesting information. They were asked to write down a few power-plans which would yield them more happiness and prosperity. Some are listed below. Check off and follow up those which you feel will contribute to your own enrichment. It would be an excellent idea to choose the ones which you feel you need most urgently at the present time. Be sure to draw up a plan of attack which will throw all possible powers into action.

1. A plan for making life adventurous.
2. A plan for improving my environment.
3. A plan for concentrating on my goal.
5. A plan for winning career-promotion.
6. A plan for breaking down barriers.
7. A plan for obtaining all available help.
8. A plan for avoiding unnecessary trouble.

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10. A plan for a satisfying sex life.
11. A plan for increasing my overall power.
13. A plan for firing up my enthusiasm.
15. A plan for licking procrastination.
17. A plan for gathering needed information.
18. A plan for curing unwanted habits.
19. A plan for doing things the easy way.
20. A plan for selling myself to others.
23. A plan for the welfare of my family.
24. A plan for sound and restful sleep.
25. A plan for convincing others.
26. A plan for fully enjoying my work.
27. A plan for maintaining peace of mind.
29. A plan for making the most of my time.
30. A plan for conquering fear.
31. A plan for keeping a sense of humor.
32. A plan for thinking creatively.
33. A plan for maintaining good health.
34. A plan for increasing my income.
35. A plan for mastering my emotions.
36. A plan for simplifying my affairs.
37. A plan for adapting to change.
38. A plan for acting boldly.
39. A plan for finding a better job.
40. A plan for increasing self-confidence.
41. A plan for publicizing myself.
42. A plan for assisting my spouse.
43. A plan for loving and being loved.
44. A plan for making good first-impressions.
45. A plan for becoming a leader.
46. A plan for handling irritations.
47. A plan for making accurate decisions.
48. A plan for attracting whatever I want.
49. A plan for developing my natural talents.
50. A plan for keeping my plans speeding ahead!

POWERS FOR SPEEDING YOUR PLANS FORWARD

At this early stage in your reading you have already made definite progress by:
  Realizing the enormous power at your instant command.
  Clearly deciding upon what you want to win.
  Looking into power-plans of actual conquest.

Your next step is to select a suitable system or technique for carrying your particular plan forward. Here are three representative systems which will always work powerfully in your behalf:

1. Plain old physical action is a time-honored power which you can always count on to add to your fortunes. It's amazing how much can be accomplished simply by moving around to meet new people and to explore uncommon places. The man who is always going places is the man who gets places. Physical aggressiveness is a major support of everything we do—whether it's selling merchandise or carving a career or taking a holiday or making love or money.

   A prominent industrialist was once asked to suggest a way for getting ahead in life, to which he replied, "Place your left foot ahead of your right. Next, place your right foot ahead of the left. Now the left foot ahead once more. Keep doing this until you step up to the opportunity surely ahead."

   Plan a series of forward movements involving physical action. (More about this power in Chapter 6.)

2. Keeping a record with paper and pencil is always a wise and practical system. By checking with it daily you help to direct your attention and alertness where they should be. Keep your record simple. For instance, make a list of every action you think might contribute to your goal. Include those that seem remote or even impossible. At the end of every couple of days check off those you actually carried out, then add others to replace them.
Don't dwell on results; obey your orders to yourself and outcomes will come all by themselves. Some folks like to make a game out of their written records by challenging themselves to carry out at least one progressive action per day.

3. We used to have an instructor who made it a practice to address our class several times during a semester with a message something like this:

"Ladies and gentlemen, whenever you have trouble thinking about a problem, stop thinking about it and start reading. If you feel depressed, read a story about some great historical character who wasn't depressed. Whenever you don't know what to do next, pick up a book about someone who did know. Discouraged? Read. Tired? Read. Confused? Read. You see, ladies and gentlemen, it doesn't take mental brilliance to win out; sometimes all it takes is a pair of properly directed eyes."

It is no exaggeration to say that you can read your way all the way to your goal. I know a fellow whose plan was to build a profit-paying hobby out of his interest in semi-precious stones. From the library he borrowed a couple of books which told him how and where to scour the countryside in search of the garnet, agate, turquoise. He next read his way into a skill in cutting and polishing the stones he picked up. From another book he found out how to market and sell his gems. That man read his way to the profitable hobby he desired.

Is there any reason why you can't go and do likewise?

**PLAN TO HAVE POWER OVER FEAR**

You know how it is at a large, bustling party with everyone buzzing around aimlessly and pleasantly. You find yourself suddenly surrounded by strange faces and just as abruptly off by yourself wondering what on earth you are supposed to do next. Sometimes when you find yourself all alone you just don't bother to do anything; you keep your distance from the buzzing crowd just to see what awful social catastrophe happens to you.

That's the way I felt about it while attending a flashy affair one Saturday night. I had retreated to a distant corner when a
slender lady in a glittering green dress took her place at the other end of the sofa. We nodded to each other, sat in silent enjoyment of the human drama passing before us.

"See the folks out there?" the glittering lady finally said without turning my way.

I nodded. "Having fun, I imagine."

"Every one of them has a plan for getting ahead. Know how many will make it all the way to the top?"

I shook my head. "Maybe fifty per cent."

"Maybe one out of fifty," she replied.

"You think it's that bad?"

"It doesn't have to be," she said, "but that's the way it is. No matter how carefully they plan, regardless of their zeal, most of them won't make it."

I turned her way to ask, "You seem to speak with authority. Are you a career counselor? Maybe a lady psychiatrist?"

She laughed lightly. "Not really. Let's just say I've looked the human scene over fairly well."

"Tell me," I asked, "why their plans will fall through."

"Because they are afraid they will."

"They are afraid they'll fail?"

"That's it. There's no lack of energy or education or brains out there. Most of them have enough drive and ambition. But they are wasting their powers. Because not only are they afraid, but they are scared to admit they're afraid. They're pretending they're going to make it. And scared they won't. That's why they won't."

"If that's the problem, what's the answer?"

"A definite plan to call the bluff on their irrational fears. Without that, the rest of their preparations are useless. The one man in fifty who will really work on the problem of personal fear will be the one you read about in the newspapers."

The party poured our way at this point, interrupting our conversation. Later in the evening I was curious enough to ask a friend the identity of the "mystery woman." He nodded in her direction with considerable respect. "That's Miss L.," he replied (supplying her real name). "Within another year everyone in town will know who she is. In practically no time she has built her
real estate operation from nothing to a million dollar enterprise. How she does it, I don't know."

"I think it may be," I suggested, "because she's not afraid."

Any plans you may have for winning your way must include techniques for conquering fear. No other negative power causes a greater paralysis of a man's persistence and progress. Fear stalks about under many disguises—as shyness, anxiety, discouragement, bitterness, confusion, nervousness, irritability. One man fears loss of a loved one; another is apprehensive lest he make a poor impression on his boss; a third worries over debts.

But, whatever you call it, fear can be chased from your life.

One of the saddest facts of human existence is that so many folks really believe that there is no other way to go through life except through the dark jungles of dread and alarm. There is a sunny way. But we won't find it unless we concede (even just a little bit will do for a starter) that the brighter way does exist. If we think we are forever trapped, we will be; not the slightest doubt about it. Yet if we agree (even just a little bit) that we can break through, there is every likelihood that we can start over to make everything right.

The only reason most people don't rid themselves of their painful timidity is that they don't do something about them. When we want to be entertained we go to a football game or read a book or watch television. If we feel a need for fresh air we go fishing or plan a picnic. When we are hungry we have no problem doing something about that.

But when it comes to shedding ourselves of that annoying and prosperity-preventing emotion called fear we simply stagger aimlessly around without a plan or purpose for dissolving it. Why? For two reasons:

1. We falsely think nothing really can be done about it.
2. We have no clear-cut plan for chasing fear away.

Here is a special plan of attack that works wonders. Take my word for it. Then work with it.

The plan revolves around the element of surprise. What you are going to do is to so surprise your timidity that it runs off scared:
First of all, clearly identify the particular anxiety which bothers you. It could be that you hesitate to speak your mind for fear that others will disapprove. Or maybe you fear to approach a certain individual who could do you some good. Perhaps you procrastinate over writing a necessary letter or making a bold business call on the telephone. Whatever it is, clearly define it in your mind. Don't be afraid to come right out and admit, "I'm afraid to speak my mind," or, "That person scares me."

Next, and here is the climax: you will surprise your fear by doing exactly what you don't usually do. You will speak your mind or approach that person or make that phone call.

However, before you can successfully do that which you don't usually do, you will need to adopt a special frame of mind, which is: Don't prejudge the outcome of your act; that is, assume that you have no idea what will result from the act. Here is why it is essential that you do this: It is your fear of "punishment" or "rejection" or "failure" that prevents you from doing the very thing you fear to do. You think you are going to "get hurt" in some way. As long as you think this you will not be able to perform the needed act. So assume that you haven't the slightest idea as to what will happen (which is a fact. After all, we don't really know, we have only fear-founded opinions—which are so often all wrong.)

Now, while in this "unknowing" state, step right up and do that which you hesitate to do. You cannot possibly fear failure or anything else, because you have no idea at all how things will turn out.

Every time you do what you hesitate to do, you are pulling a stunning surprise on your fear. This unexpected action is the last thing that your fear can stand. By calling its bluff you scare it off!

Some folks find it best to practice this technique with the smaller timidities, then work up to the larger ones.

An advertising man who tried this method reported, "You know, I'm at the point where I like nothing better than to discover something that frightens me—so that I can frighten it! Boy, once I find out what's scaring me, that's the end of that fear."

Courage-building is really lots of fun—when you look at it that way.
How to Guarantee Good Plans

Someone might exclaim, "Sure, I'll go along with the principles of planning. After all, the sensible traveler maps out how and where to step forward. But," he might sadly add, "how can I know whether I'm really speeding along the main highway or whether it's just another one of those bumpy detours? I'm a shade weary of backtracking, of starting all over again and again. Can't I prepare my journey with at least some measure of accuracy?"

If you have ever asked that perfectly sensible question, here are some more signposts that will keep you on the main highway.

Add extra pressure to your plan.

The next time you step out to water your lawn, please notice the elementary principle which proves that the more pressure you force upon the hose the farther leaps the stream. That illustrates why you might exert more pressure on yourself. It's part of the plan used by intelligent men and women who leap far ahead of the commonplace crowd.

The businessman who determinedly sets aside a few moments in the midst of a driving day in order to study and improve his personality is a good example of the man who demands and gets more out of himself. So is the man who forces himself to tackle a new way of doing things as a means of expanding his versatility. In one way or another, all special progress is based on special stress.

Let's make it clear that there need be no nervous strain connected with this as long as you approach it not as a demanding chore but as a stimulating challenge to your powers. Your nature is so constituted that the more you challenge yourself the more your inner resources rise to obey your orders. But first you must shout the command.

If extra pressure should at first cause temporary discomfort you might remember, "One of the first lessons in self-education is that one should welcome the discomfort of pressure because of the opportunities for growth which it is capable of revealing. One
ought not to be sorry for himself but rather glad that some source of
difficulty in one's life may be disclosed by the pressure."

*Make a plan prove itself.*

The story goes that during World War I a young German lieu-
tenant spread out a plan of battle before General von Hindenburg,
saying, "Sir, here is the plan I intend using today in a minor skirmish
against an enemy squad. Will you please advise whether or not it is a
good plan?"

Replied von Hindenburg, "Come back tomorrow and I'll let you
know."

"Tomorrow?" the baffled lieutenant asked. "But by that time the
skirmish will be over."

"Yes," the general agreed. "If you lick the enemy, I'll tell you that
it's good; if you lose, I'll tell you otherwise."

General von Hindenburg was not only teaching that lieutenant a
lesson in self-reliance but was impressing him with the truth that
doing is the best *learning*. Some people hesitate to put their plans to
the practical test for fear they may turn out to be less accurate in
action than on paper. That insures their failure before they even start.
Losing a few skirmishes, if necessary, is the best insurance for
winning battles.

*Plan self-discipline correctly.*

All of us agree that a certain measure of self-discipline is essential
for the completion of our programs. Unfortunately, some people
interpret the term *self-discipline* unfavorably, as if it were a stern
taskmaster forcing us to work when we would rather play. A man
once told me he couldn't stick with his plans for career-advancement
because, "I always want to be doing something other than what I
know I must."

That is an incorrect view of self-discipline. It is not a man's master
but rather his servant. It appears to be a grim dictator only when we
timidly see it as such.

If you sometimes find it difficult to maintain your self-command,
let me pass on a clever psychological trick for restoring your mastery.
It consists of not fighting any feelings of dismay or life-

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2 Fritz Kunkel, M.D., and Roy E. Dickerson, *How Character Develops* (New
York: Charles Scribner's Sons, 1940).
lessness. Go along with the feelings, just as if you don’t care a hoot whether you get anything done or not. Take a casual walk around the block or pour a cup of tea. Surprisingly, this attitude of non-resistance often takes all the fight out of that part of you which wants to slack off. You soon find yourself once more energetically hammering away.

Remind yourself why you should prepare.

Any time you feel yourself slipping away from an organized effort, remind yourself of all the good reasons why you should slip back at once. As examples, you should stick to a basic blueprint because it:

- Concentrates your powers
- Conserves energy
- Builds mental efficiency
- Keeps your purpose clear
- Helps you to master details
- Saves time
- Builds self-discipline
- Keeps you enthusiastic
- Eliminates duplicate effort
- Speeds all-around progress.

Plan to believe in small miracles.

Supposing I told you, quite seriously, that today a tremendous miracle would occur in your life, the miracle being that you would discover diamonds in your own backyard. It might send a surge of excitement through you but it is not at all likely that you would head for your backyard with pick and shovel. It would be just too much to believe, hence too much to act upon. But supposing that instead of that I solemnly prophesied that a small miracle would occur, the small miracle being that you would this day find an extra profit in your plans. That prophecy you would probably accept as both plausible and possible; hence you would be on the lookout for and act toward the realization of that small miracle. In other words, your belief itself would energize your efforts to make that belief come true.

A vital rule of faith-power is this: Believe wholeheartedly in whatever you are presently able to believe in. If you can accept
a small miracle as possible, accept it fully. Don't try to kid yourself into believing in backyard diamonds if such a belief stretches your common sense reasoning. Such a forced "faith" weakens your genuine faith-power.

A wholehearted belief in small miracles paves the way for expanded beliefs, and hence, for expanded miracles. So start wherever you are; believe right now that you can crack those lesser problems connected with your business or personal life.

Try it. You will find that such minor miracles can occur daily. Furthermore, you will become clearly conscious of the part you personally play in bringing them about. This additional faith in yourself as a minor miracle-worker is what builds you into a worker of major miracles.

You don't even have to believe it. Just try it. Then you will believe it!

Your Plans in Summary

1. Do not permit any flexibility toward the goal itself, but allow yourself unlimited flexibility in reaching it.
2. Resign yourself to success, just as if nothing else were possible.
3. Throw as many of your powers as possible into your attack.
4. Search out and concentrate on the particular plan you most urgently need now.
5. Remember, "Good order is the foundation of all good things." (Edmund Burke)
6. Include a systematic campaign against any timidities that threaten your progress.
7. Know that proper planning gives you the power to accurately prophesy your future fortunes.
8. If a technique actually works, double its application; if it fails to yield profit, revise it.
9. Remind yourself of all the beneficial reasons why you should keep your endeavors organized.
10. As a means of promoting major miracles, look out for and work small miracles every day.
4.

The Surprising Power of Self-Command

Seneca, the ancient Roman statesman, made a penetrating point when he exclaimed, "Most powerful is he who has himself in his power."

English essayist William Hazlitt adds his agreement with, "Those who can command themselves can command others."

It's no secret that many folks feel as if they have permanently lost all control of their lives. Looking around at mistakes and sorrows they take them as sure evidence that all is lost, or soon will be. To be sure, there may be some loss of personal control, yet it is necessary to realize that it need be only a passing phase and never a permanent condition.

The fact that something unpleasant or undesirable has happened to us in the past hasn't the slightest connection with another fact, to the effect that what once happened need not continue to happen. Not at all. Not as long as self-command is a ruling principle of life itself. Not as long as we can choose to return ourselves to rightful mastery of our destinations. "Men were born to succeed, not to fail." That's the accurate summary of Henry David Thoreau.

The great challenge we face is our collection of deeply imbedded beliefs which echo mistaken ideas about our positions of power. For one thing, it is wrong for one to think that the limited control he now maintains is all he can ever achieve. Such an idea weakens a man's initiative and imagination toward self-expansion.

Some persons raise questioning eyebrows when informed that control of their personal lives starts with control of their own
minds, yet nothing is quite so evident. No man has yet done anything for good or ill without first thinking about doing it, though he may have been unaware of the subconscious cause of his action. Action starts with thought. Self-command starts with thought-command.

A young man, dissatisfied with his mediocre job, thought himself incapable of getting out and landing a more promising career. Realizing that his block was purely mental, he opened an attack by running constantly through his mind the power-thought, "You just think so." Now, any thought repeated long enough is bound to be accepted by the subconscious mind which, in turn, starts things rolling. That is what happened in this case. He clearly saw that it was his timid thoughts which held him back, not any lack of ability. His revelation put pep into his search for the better position, which, incidentally, turned up much sooner than he had expected. Now, every time he feels as if he has lost his power of self-direction, he triumphantly comes back with, "You just think so!"

Self-leadership is not quite the baffling mystery it seems. It is like a crossword puzzle: if we will only take time to turn the page we will have the offered solution. It is all a matter of finding and applying the correct technique, of matching the overcoming power with the underlying problem.

All of us are capable of ordering ourselves to proceed farther, faster, longer, and all with less strain. It happens as soon as we place our powers under our natural command. Sometimes I illustrate this point during a talk by asking several members of the audience to join me on the platform. Their attention is directed to a cup and saucer, setting alongside each other on a table. In turn, each guest is asked whether he can place the saucer under the cup without touching or moving the cup in any way whatsoever. As they ponder the seemingly impossible problem I asked them to call upon some of their mental powers, such as imagination or careful observation. They are told that it can be done, although the solution may not be exactly what they expect.

Most of them give up after a few moments, but there is often at least one resourceful thinker in the group who hits upon the solution. I ask him to show the rest of us how it is done. He does
so by setting the saucer on the floor, under the table, hence also under the cup!

This stunt helps hammer home the idea that self-command is attained merely by reaching for our ready and waiting self-strengths. "A person under the firm persuasion that he can command resources virtually has them." (Livy)

NEVER COMPROMISE WITH WHAT YOU WANT

Recently I remembered that as children we used to skip down to the corner drug store to buy sticks of licorice root. Those yellow roots from the licorice plant used to go a long way toward satisfying our desire for something chewy and tasty. Just for the fun of it I decided, one day years later, to bring home a few sticks, so I dropped into the local drug store to ask the saleslady, "I'd like some licorice root, please."

She stared at me a bit strangely as she curiously asked, "Licorice root?"

"That's right," I told her. "You know, the actual root they get licorice from. Licorice root."

"How about some licorice bars," she tried. "Or maybe some licorice-flavored drops?"

I firmly stood my ground. "Licorice root"

She skipped over to Mac the druggist. With a bit of apprehension I saw the two of them glancing furtively toward me, just as if I had ordered arsenic. Mac ambled over with his best condescending manner.

"Vern," he smiled, "what is it you want?"

"I want some licorice root. You know, the actual root they get licorice flavoring from."

"How about settling for licorice bars? Very tasty. We also have licorice gum drops."

Courageously I told him, "I want licorice root. The real thing."

"But," he gestured hopelessly, "I don't know where to order it."

"Find out."

"I'm not sure if I can."
"Never mind that. You just get it . . . or I take my toothpaste business elsewhere."

A few days later Mac phoned, "You crazy goof, get yourself on down here. I got it. You and your licorice root. By the way," he laughed, "they're as tasty as heck."

This little story illustrates a mighty truth: *Never compromise with what you really want.*

Some people—in fact, *most* people—compromise themselves right out of their rightful riches.

Mediocre circumstances usually mean that a man has unknowingly compromised with his desired objective.

In some way he has settled for second best, then is dismayed because that's what he has to live with.

When Claude B. and I talked over these ideas he challenged, "Do you think that I *willingly* settle for second best? Not on your life. I'm just human enough to want top quality. But there always seems to be so many circumstances beyond my control. No, I can't see that I deliberately compromise."

"Perhaps not consciously, Claude, but if you'll pardon my bluntness, somewhere deep down inside you are cooperating with mediocrity. If you like, we can explore it together. I have an idea we can change everything."

"That's what I want all right."

"Give me a single instance where all your efforts have failed to make an impression."

"All right. For a long time now I've wanted to get into salesmanship. I've always envied those fellows who swing big commissions in real estate and insurance. I'd like to get started some place but circumstances are against it."

"What's stopping you from plunging in?"

"Well, for one thing, I haven't the time."

"You're compromising. You have your evenings and weekends for at least part-time production. Quit being so busy at being so busy with useless occupations. What else is holding you back?"

"I don't know how to get started."

"You don't have to know. You just start. Try reading a good book on the subject. Answer a salesman-wanted ad in the newspaper. Don't compromise yourself by saying you don't know how to get started. Start anywhere."
"All right, maybe I am excusing myself. But why do I do it? I want to get into selling yet I can't get going. It's a frustrating circumstance, whatever it is."

"Do you want to break into the open badly enough to really hack away?"

"Yes, I really do. I'm tired of mediocrity."

I picked up a pencil, marked off a news item in a newspaper, tossed it into his lap. "Read the marked item."

He studied the column, looking up puzzledly. "This is an announcement of a community class in amateur dramatics. I don't want to be an actor; I want to sell."

"I know. But it's really your somewhat shy personality that's causing you to compromise with your goal. Your real problem is emotional inhibition. In short, you are far more bashful than you think. Lick this personality trait and you'll whip through your circumstances like a rabbit through the woods. Dramatics will help you to loosen up, to take your mind off yourself, give you free self-expression and outgoing energy. Take my word for it. Stick with the class for a few weeks and you'll find yourself a self-confident salesman—the kind that gets out and swings those desired commissions."

"It's not quite the advice I expected," Claude confessed, "but I won't go back on my word. I'll sign up for the class. Out of curiosity if nothing else."

A couple of months later Claude grinned his way back into my office, exclaiming, "I'm not compromising with what I want any more. I'm getting it. Made my first sale last week to the tune of a $50 commission. It looks more like a million. I know I'm on my way."

"You mean circumstances have changed?"

"I mean I've changed circumstances. You know, you were right. That class showed me that I was compromising all along because I was afraid to step right up and take what I wanted. It was a personality problem, all right. But not any more. I feel like a man fresh out of prison. By the way, I intend continuing with that drama class. Who knows," he laughed, "Hollywood may call."
ATTENTION, PLEASE

Your next power for self-command is somewhat like the air we breathe—it is abundant, absolutely essential, and yet so obvious that we rarely consider its necessity.

As an introduction, please join me in an enjoyable experiment which will prove practical as well as interesting.

1. Recall a pleasant recent event. Focus upon it briefly, enjoy it for a moment or two.
2. Dismiss the event and look closely at an article of clothing you are wearing. For a moment or two, study its color and weave.
3. Dismiss the clothing and concentrate your thoughts on some distant scene. Picture in your mind an attractive woods or perhaps a foreign country you would like to visit.
4. Dismiss your mental scene and proceed with your reading.

This experiment has reminded you of one of your most agile and clever powers—that of attention. The first important thing to notice is how easily and authoritatively you shifted from one area of concentration to another. Nothing at all stood in your way; you attended wherever you wished.

This conclusively proves that you do have control over the direction of your thoughts. They are not quite the reckless and unmanageable imps they seem. It's a great day when a man wholly realizes his ability to deposit and maintain in his mind the things he really wants there. Your attention may be agile, but it is also obedient. All it takes is the command from the man who knows that he is in command!

How easily we forget and neglect the power we have over ourselves and our fortunes. This power under present examination is a perfect example of how careless we sometimes get with those natural forces at our ready dictation. Some people yearn all their lives for strengths they have owned all along. Now is the time to claim ownership!

Perhaps you ask, "How vital is this force we call attention?"

Dr. David Seabury, the highly rated and respected psychologist, boldly declares, "One could not overstate what attention refocused could do for a person if consistently, insistently and persistently
carried out. No aberration could remain in control of anyone if this process was earnestly fulfilled. Nor would the supposed external barriers to success, health and happiness long remain as obstacles. Every negative has its positive, every loss a potential gain, every evil a hidden good. Such a statement is not mere optimism but the simple, provable truth. To turn attention to finding and using the good with which to overcome the evil is one of the greatest secrets of true living . . . From doing so we give our human attention a natural basis for fullness and power.\footnote{High Hopes for Low Spirits (Boston: Little, Brown and Company, 1955).}

Not the slightest doubt about it, our habitual attentions mold us into the kind of individuals we are. If we will match the nature of our daily thoughts with our human natures we will always find them similar. Attention is like mental glue in that we get stuck with what we concentrate upon. This can be beneficial or otherwise, depending upon the objects of our mental fixedness.

The man who faithfully focuses on money will surely become wealthy. Yet his focus must be steadfast and sure so as to deny any distractions in the form of worry or impatience. All things—including riches—come to him who attends.

The woman who attends to her affairs with loving words and attitudes cannot fail to attract to herself the love she desires. All she really has to do is to take care she does not slip her attention over the line into criticism or envy of another. Love does not really come to anyone; it returns to anyone who attends to its sowing.

One man is getting places rapidly when he says, "I realize that quiet attention to the business at hand is a power for developing that business in a special way. From this day I am watchful of my mental occupations."

If you think it a good idea to become a genius or to open new worlds for yourself, here is something to consider: "Attention makes the genius; all learning, fancy, and science depend upon it. Newton traced back his discoveries to its unwearied employment. It builds bridges, opens new worlds, and heals diseases; without it, taste is useless, and the beauties of literature are unobserved." (Willmott)

Let's see how this power completely removed a domestic stumbling block.
Mr. and Mrs. J. were really quite fine parents. Of course, they made the wholly normal and human mistakes usually made by those trying earnestly to train their children. They were sometimes too strict and occasionally not strict enough. But they could well be proud of their over-all efforts. Like almost all parents, for every single thing they did wrong, for which they scolded themselves, they accomplished at least one hundred right things for which they modestly forgot to give themselves deserved credit.

Still, they wanted to do even better. It was Mrs. J. who somewhat timidly opened the conversation.

"We heard you speak last night on the power of healthy attentions. Can it help us at home?"

"We'd like to build more affection and harmony into our family atmosphere," added her husband. "We are willing to do whatever is necessary."

"The exact problem," Mrs. J. went on, "seems to be our inability as parents to quickly smooth over those little, every-day disagreements. Somehow we lack adequate self-control when it comes to handling children. We know that it's not their fault; it's just that we let them upset us unnecessarily. That leaves us feeling dissatisfied with ourselves, even sort of guilty."

"All right. Suppose we turn our attention completely to these uncomfortable feelings. As a sound approach, let me suggest that you dare to do something which you haven't done before, which is, stop criticizing yourselves as parents. When you run yourselves down you automatically charge yourselves with all the negative after-effects of such judgment. Self-disapproval always incites further negativities, such as guilt, anxiety, tension, hostility, and feelings of inadequacy. You see, self-condemnation is an attempt on the part of individuals to relieve themselves. We hope that by punishing ourselves through self-disapproval we will feel better. But it never really helps, not in the long run. It only leads to more antagonism toward the self, which, in turn, results in further inadequacy in dealing with the children."

"Then what should replace our self-criticism?"

"Firstly, do not attend to the other extreme which consists of self-justification or self-righteousness. This is also disastrous to understanding the problem."
"Neither condemn nor justify ourselves," repeated Mr. J. "We understand."

"Direct your entire attention toward grasping why you lose control in these little disagreements. To attend to anything else is to not only continue the confusion but to flood it forth even more. Go right ahead and make your daily errors in handling them; don't even try to suppress your anger if that is what you feel—you're not going to succeed in holding it back in the long run anyway. Suppression is an evasion of the issue. Be angry, if you must, but be watchful of why. Mr. J., could it be that you feel threatened by your eldest son's need for expressing his growing adult authority? Mrs. J., do you hound your daughter over her homework because you feel she might disgrace you by flunking school?

'Please don't be offended if we seem to be probing rather personally. Our only motive is to find out. Attend carefully to all this and you may discover something surprising. That surprising thing may be your fear that your children are threatening—in one way or another—your own status. Could that be it? Is that where you should seek for a solution?'

They silently thought it through for a moment. Mrs. J. finally nodded. "I see what you mean. We have been attending to the wrong thing. We should investigate ourselves instead of the disagreements."

"Shift your attention to this one crucial element. Concentrate on your own relation with the problem until you see it clearly. Self-clarity is self-command itself. When you achieve this state, Mr. J., you will no longer feel threatened by your son's reach toward his own individuality, rather, you will be delighted and proud. And perhaps, Mrs. J., you'll no longer tensely wonder about your daughter's intelligence, rather, you will love her exactly as she is; furthermore, you'll be far more helpful to her as you lend a hand with those lessons. When you become self-clear, you won't wonder what to do about any difficult situation; you will know exactly. I invite you to work with it."

Later, when Mr. J. dropped by, I asked, "What happened?"

He replied, "Just what you predicted would happen. We attended to that all right!"
Whatever your problem may be, shift your attention around until it finally fixes itself on the solution that is always there. It is the wise man or woman who is aware that he can promptly refuse to fix on the ineffective and choose instead the constructive.

"In the power of fixing the attention lies the most precious of the intellectual habits." (Hall)

For more power to you, Attention-ize!

**How to Build Patience-Power**

Patience is like a birthday cake, in that it is colorful, practical, and something pleasant to observe.

This power is one of the commanding generals in an individual's army of powers. Declared Benjamin Franklin, "He that can have patience can have what he will." Any man or woman who earnestly desires more courage or insight or cleverness will learn from the power of patience. And the first thing to learn is that it represents mastery, not submission. Patience is a first cousin of those forces we call endurance and persistence. It is also characteristic of all men and women who command admiration and respect.

Patience is composed of so many nourishing ingredients it's a wonder that so many of us overlook it. When we are patient we are also relaxed, and that is always something welcomed. Moreover, this power enables a man to sit calmly at a distance from circumstances that would distress a lesser man; it clears his head, sharpens his awareness of all the opportunities that constantly flash by, teaches him how to snare them. It gave victories to General Grant, music to Irving Berlin, kingdoms to Simon Bolivar.

Impatience? That is obviously a fretful force which destroys self-control. It's so loud we can't hear what we should be thinking. As we all well know.

How do we build patience-power? Take the case of Russell K. who was unhappy because he was impatient. You might call him "trifle-touchy." Far too many things annoyed him. Like failing to get his usual parking space down at the office; like business associates whose ideas often contradicted his own.
Yet, being a nice sort of fellow basically, Russell kept trying to do something about his obvious shortcoming. He tried hard to be calm and easy-going, as a matter of fact he told himself every morning that this day he was going to remain patiently poised. But nothing really changed; he remained as unhappily impatient from one day to the next. He was utterly dismayed to find that he really lacked self-command in this area of his emotions.

"It's peculiar," he remarked, "how a man can so clearly see his problem and yet remain its slave. I know very well how I'm hurting myself and my plans. No one needs to tell me what I'm doing to my nerves. I need someone to tell me what to do about it. If you like, we can talk it over."

"Have you tried working it out with what you thought was a positive plan? I mean, have you tried forcing yourself to calm down?"

"Yes, I've done everything possible. Really I have. It works for awhile, for a few hours, then comes the next explosion. I don't really get anywhere with the basic problem of impatience."

I pointed out that his previous approach—which he mistakenly thought was positive in nature—was the very problem itself. He was seeing himself as he thought he should be, rather than as he actually was—which was what prevented him from accurate action upon his impatience.

"All right," I replied, "let's talk it over. Let me suggest that we forget for the time that which you want to be—a patient man. Instead, let's see what you now are—an impatient sort of fellow. Let's tackle the present reality, rather than the future ideal. Only then can we make headway. Now, then, you are impatient. This is what you want to overcome. Right?"

"Correct. But how can I succeed in this when it's against all my natural inclinations? You should see the snarls I have to unravel all day long. As I said, I try to be easy-going and all that but when it comes to the test I fall apart."

"This may at first sound strange, Russ, but there is one way and one way only to dissolve your impatience once and for all. That way is to be impatient, openly and honestly, without trying to be its opposite. You can't try to be patient; you can only be whatever you actually are at the moment. It is your attempt to be other than what you actually are which prevents you from under-
standing your problem, which in turn, prevents transformation.

"Your effort to act patient when your very nature is impatient is really your whole problem. You see, your very effort to be patient is in itself an evasion of the underlying problem. Hence, you can't see or tackle it correctly."

"I've never heard it put quite like that before. Maybe you'd better go over it again. I'll try to follow."

"Don't try to be patient, don't hope that you'll remain relaxed, don't force self-control. Instead, go right ahead and act out the impatience which you feel—you're going to act it out sooner or later anyway, you know. But from this day on, do this one different thing: Observe your touchiness as it happens, get acquainted with it, notice its ways, watch yourself as you fume and fret. I'll tell you something: If you will simply go ahead and act out the impatience you really feel—while studying it—a remarkable change will take place all by itself. True, this takes extra courage, Russ, for few of us dare to act the way we feel. For the sake of impressing ourselves or others we pretend we are other than what we are, and that is what prevents changing what we are. So don't cover it up or get mad at it or pretend it isn't there; get it out into the open where you can come to grips with it."

"I'm fascinated," he commented, "by the idea that it's my very attempt to be easy-going that prevents it."

"Put it this way: Impatience can never be anything but exactly what it is—impatience. It can't be worked into its opposite. Your fundamental problem is impatience. By trying to be patient, you are moving away from the condition, evading it, pretending it isn't there. When you have a business problem you don't ignore it or imagine it doesn't exist; you face it squarely. Do likewise in this situation."

"I see what you mean. I've been going at it the wrong way. It's the real that counts, not the ideal. All right. I'll be impatient while keeping a sharp eye on its movements. Yes, I can see how this could lead to change-through-understanding. At least I'm aware of the futility of trying to evade the issue."

Russ changed all right. He became quite a new man at home as well as down at the office. He was no longer triffe-touchy. He was patient—and grateful.

William James, America's pioneer psychologist, used to urge
his inquirers to act as they felt, and never mind trying to be better or nicer or kinder. He explained that to be better or nicer or kinder one must first be honest with what he is, even if it means a bit of painful self-examination. He further pointed out that natural self-expression, plus watchfulness of whatever may be natural for the time, changes things in the personality. Among other benefits it makes impatient people patient and nice people nicer.

**Ten Steps to Self-Leadership**

1. Take stock of your present control over yourself, then take it for granted that you can increase it enormously. (It's pure fact.)
2. Mark well that self-command is your natural birthright which need not be surrendered to anyone or anything.
3. Any time a thought whispers, "It's beyond your power," whisper back, "You just think so." Do this even if for the time it doesn't make sense. In time it will make perfect sense.
4. Don't compromise with what you want. Plan, act, make mistakes, revise, relax . . . but if you really want it, don't settle for less than it.
5. If you are not succeeding in some task, ask yourself just where you may be surrendering your self-authority over that task. Seek out the cause, locate and discharge it at once.
6. As for your power of attention, you should pay attention because it pays!
7. Practice fixing your attention wholeheartedly on a single project for a few hours. Watch what happens as a result of applying this power alone.
8. Habitually give yourself the commands that you know are necessary to your progress. In time, self-command will become a habit that carries you easily forward.
9. "If knowledge is power, patience is powerful." (Hall) As old-fashioned a virtue as patience may be, it is your forceful fashioner of fresh strength.
10. Remember that self-commanding people always have the best time of it under all circumstances.
The Power to Create New Ideas

If we can find out just what kind of a mind gushes forth with sparkling ideas, we will know how to release them in overflowing abundance from our mental wells.

A group of university professors recently got together to study the lives of more than 100 history-producers, including such giants of achievement as Albert Einstein, Napoleon, Mark Twain, Winston Churchill, Louis Pasteur, Charles Dickens, Patrick Henry, Ludwig van Beethoven, Julius Caesar, Ferdinand Magellan. Dozens of fields of endeavor were included in the study, among them the worlds of science, politics, warfare, finance, literature, music, art.

The object of the survey was to analyze the dominant attitudes and actions of these men and to find out what creative minds have in common. The investigators were certain that somewhere inside these men there were extraordinary forces at work that turned them into the bountiful producers that they were.

The investigators were right. While differing widely in times and temperaments, the subjects possessed certain basic similarities, or rather, call them basic powers.

Here are some of the special faculties possessed by these men of active ideas. Please notice that you already possess each one of them to some degree or other. Your next logical step is to enlarge them so that they may expand your own worlds of conquest.

*Creative people are constant attackers.* They never stop wrestling with a good idea. They may rest for a spell, or they may tackle it from a revised viewpoint, or they may kick it around for
awhile just to see what happens, but they never allow it to fade away. This reminds me of an acquaintance who had an idea for turning his mechanically inclined mind into a profitable hobby. Out in his garage, during the evenings, he attacked the idea of building small, one-cylinder automobiles for boys. In turn, he assaulted the problem of cost, of labor time, and of marketing the finished product. His investigations brought him into contact with a regular manufacturer who at once offered him a contract for one phase of the operation, that of adapting the motors to the frames. His garage is now a small but profitable factory that turns out ready-to-install motors.

They believe in the power of their ideas. They stoutly insist that their ideas are going to take them some place—and it is this very insistence that charges their efforts with winning power. "Ideas go booming through the world louder than cannon. Thoughts are mightier than armies. Principles have achieved more victories than horsemen and chariots." (W. M. Paxton)

They sometimes work quietly alone. Not that they are antisocial, indeed, many are enormously popular leaders of political parties, financial institutions or social and military organizations; but they frequently take time out from the hustle and bustle to quietly nurture their ideas into full bloom. Their private planning is the forerunner of their public acclaim. Henry David Thoreau's peaceful time at Walden Pond is a classic example of strength through solitude. When not out defeating enemy armies, Stonewall Jackson used to slip away from the Confederate camp for a few moments of inspiration and restoration at some quiet country chapel. "There are latent creative powers which wait to move forward to their work when freed . . . creative powers which spring into being when once the narrow, nervous, preoccupied world of waking activity steps aside in favor of a quiet integration of all that one has experienced; when one is willing to let the mind leave harbor and travel fearlessly over an ocean of new experiences."¹ So declares Dr. Gardner Murphy.

They know how to exploit every condition. These creators have a vision that is unable to recognize such things as hopeless conditions or wrong times. Any time or any situation is ripe and ready

for their powerful onslaught. They have a talent for doing something with everything. The geographic conditions were unfavorable for George W. Goethals, but that had nothing to do with his success in engineering the Panama Canal. The climatic and military times were hazardous for General Eisenhower, nevertheless, he planned and commanded the successful invasion of Nazi Europe. These men permitted the very condition itself to suggest ideas for turning it into a winning effort.

_Idea-men are careful observers._ I’m thinking of a hardware retailer who has a great system for finding new ideas which help to move merchandise off his shelves and into his customer’s homes. When returning from lunch he leisurely strolls along the boulevard to inspect the shops of his fellow businessmen. One day he spots a good idea for a window display, the next day he picks up a hint for advertising cards, the third day he gets an idea for rearranging his stock. Not every idea proves practical but over a period of weeks a number of them pay off.

This represents one of those oh-so-simple ways to gather fresh ideas, yet how many actually do it? Simple observation is simply great. “It is the close observation of little things which is the secret of success in business, in art, in science, and in every pursuit of life.” (Samuel Smiles)

_Men of ideas dare to rebel against conformity._ They sometimes clash with public opinion, yet are unafraid of scorn or criticism. They prefer to stand alone with their original programs, rather than go along with the conventional crowd. Study the actions of any great man and you will find that he was a challenger. Pasteur defied the medical hypocrisy of his day; Henry David Thoreau dared to stand up for his right to think for himself; Richard Wagner’s violent musical compositions offended the tender-eared theater critics. All were attacked as rebels, but were later honored as men of great ideas.

_Idea-men practice thought-stretching._ This means that they plunge beyond their first ideas about anything to see what lies in the distance. They force an idea to go beyond its first chapter until it tells the full story. As a practical example, a man owned a narrow strip of property on the fringes of his town’s business district. His first thought was to get rid of it at any price, in as-
much as it was too small to contain a rental unit of any kind. But on second thought he considered the idea of buying and wrecking the rickety house adjoining his lot. His figuring proved it to be financially sound, so he went ahead. When sold, the two lots together turned him a tidy profit.

*They understand their own resistance to new ideas.* Perhaps this was the most significant of all discoveries made by those college professors. They found that the creative person is pretty much aware of his own inclinations to resist new ways of doing things. He realizes that his old, stilted thinking habits do their best to shy away from anything boldly different. This awareness is the very weapon one can use to break through to original ideas. The best reason for trying something new is because it *is* new and therefore loaded with new possibilities!

**THE PECULIAR POWER OF DESPERATION**

Recently I called at the plush office of the president of a high-powered accounting firm to discuss a business matter. It was about mid-afternoon, and time for a coffee break, so the executive sent for some cups and cakes. As they arrived he laughed and told me, "I know what you're up to, so we might as well relax about it. I think you want to pump me for some good ideas. Okay, I'm your man. What do you want to know?"

"How do you get fresh ideas?" I asked. "Every successful man has his own ways and means of snaring them, otherwise he wouldn't be so successful. What is your special secret?"

He shrugged. "That's easy. I get desperate."

"Desperate? What does that mean?"

"Originality," he explained. "is often the product of desperate circumstances. You know how resourceful you get when it's a case of sink or swim. I've discovered that it quite often pays to plunge headlong into a circumstance where you have to make it—or else. When you are forced to create, you always do. I'll show you what I mean. A number of years ago when I had a one-man office, a young college graduate dropped in to ask for a job. I
needed an assistant, all right, but I wasn't sure whether I could afford to pay his salary; that's how close it was in those days.

"But I also faced the fact that I had better start growing right now if I was to get anywhere. So I took him on, not without a few jitters I'll admit, but I was somewhat settled by knowing that at least I was stretching out toward a larger share of business."

"That desperate situation drove me on to seek out new—and preferably larger—accounts. I just had to have them—or else. Boy, did I find them! For instance, knowing I had to broaden my circle of contacts, I took a course in public speaking. I worked so hard at it that it wasn't too long before I was invited to address local clubs and business organizations. That one idea alone brought me into contact with enough extra business that not only paid my assistant's salary but left me with considerable over and above. Since then I have never ceased to set up desperate circumstances which force me to spark off with new ideas. You see," he concluded, "it's better to make your circumstances creatively desperate than to let circumstances drive you to destructive desperation."

Which makes a lot of sense.

An American named Walter Hunt found himself under the pressure of owing a $15 debt to a draftsman. In order to discharge his obligation he started twisting a piece of wire into various shapes, hoping desperately he could create something of cash value out of it. He twisted that wire in just the right way to form the first safety pin. Hunt was one of those inventors who, along with Edison and Franklin, proved that once you dig up a single good idea the chances are you will start a gusher. Hunt plunged on to invent a sewing machine, industrial machinery, new types of firearms, and even a pair of tricky shoes with which you could walk up walls! Hunt's mind spilled ideas out so fast that he hardly had time to patent them properly. And it all started from constructively-directed desperation.

This may seem like a strange type of power to you, but it certainly has a way of jolting a man out of the rut. And if it does that, it's good. "There is nothing so elastic as the human mind. Like imprisoned steam, the more it is pressed the more it rises
to resist the pressure. The more we are obliged to do, the more we are able to accomplish." (Edwards)

Let's turn to a pressure-system for sharpening your own ideas.

Continually practice the technique which might be called, "What would I do if . . . ?" Here are examples covering both business and personal affairs:

"What would I do if my career-advancement depended utterly upon the acquisition of more skill?"

"What would I do if my health definitely required that I learn to relax?"

"What would I do if my expenses made it wholly essential that I add $5,000 per year to my yearly income?"

"What would I do if my popularity demanded that I acquire a greater skill for smooth human relations?"

"What would I do if the only solution to my business problem was to add at least three new accounts per week?"

Far more than you realize, your mind is loaded with ideas and talents and energies for clearing the road, yet, you may need to jolt them loose. By placing yourself in an assumed state of desperation you are driven toward practical means for rescuing yourself. By all means get desperate in this creative manner and you will save yourself the unhappy kind.

YOUR POWER OF CREATIVE CURIOSITY

Curiosity is one of the most propelling powers you possess. The more you have of it the more you learn; the more you learn the more productive you are. We are speaking of Creative Curiosity which might be defined as the art of pursuit for practical purposes. Creative Curiosity always adds something to your personality or to your peace of mind or maybe even to your bank account.

"Of all the faculties of the human mind, curiosity is that which is the most fruitful or the most barren in effective results, according as it is well or poorly directed." (Palmieri)

I am reminded of a department-store manager who directed his curiosity wisely. He had been assigned the task of building up the sales personalities of his fourth-floor staff, about 30 employees in number.
After studying the situation for a few days he became intensely interested in the fact that a certain Miss C. and a certain Mr. J. consistently rated 30 per cent above the staff average in weekly sales. His curiosity was further aroused when he recalled that both Miss C. and Mr. J. were relative newcomers to the sales staff. Yet they were outselling everyone. The manager wondered how come? What personality traits were turning the trick for them?

This aroused curiosity impelled him to study the couple as they went about their business during the next several days. At first there didn't seem to be too much difference in the way they handled customers, but the manager was convinced there had to be something special somewhere.

Gradually, the differences between the couple and their fellow employees began to reveal themselves. The manager made some notes:

**Miss C.**

A pleasant eagerness characterizes her selling personality. She moves quickly, gracefully. Her own enthusiasm over our merchandise seems to excite customers into buying.

She tactfully directs customers toward making up their minds. She understands the problem some folks have in selecting goods.

No customer leaves her counter without being shown alternate items. A good percentage who refuse the original item purchase something else.

She projects warmth toward the public with her cheery voice and pleasant facial expressions. This may not be unique in itself, yet many of her co-workers fall in this regard.

**Mr. J.**

He has the habit of giving customers a slight wave of his hand as they approach. This gay and informal greeting seems to break down customer shyness.

His over-all manner indicates that he expects patrons to buy. He seems to take the viewpoint that that’s why they came into the store in the first place. His expectation turns shoppers into buyers.

One of his principal appeals is simple, sincere, almost boyish charm. This gives customers a relaxed confidence in him.

He gives the impression that something important is under way.
This indicates his belief in the importance of both the customer and the merchandise. Patrons respond brightly to this.

The manager's curiosity was more than satisfied. Altogether he discovered a total of two dozen superior sales-trait s. Mimeographed copies of the 24 techniques were distributed throughout the department. In a short time the staff average rose a rewarding 7 per cent and continued to mount.

That alert manager proved the power of Creative Curiosity. He also proved Samuel Johnson's declaration, "Curiosity is one of the permanent and certain characteristics of a vigorous intellect."

How can you empower yourself with Creative Curiosity? That is our next order of business.

First of all, let's realize that mere wonderment is not the same thing as the intense interest that we need. When a person half-heartedly wonders about something, he lacks that self-drive that urges him to personally search beneath the surface of things. Back in the last century millions of Americans wondered if it were possible to link the United States to Europe by means of an undersea cable. Cyrus W. Field did more than wonder—he was on fire to find out for himself. His curiosity, plus a dash of daring, gave him the honor of laying the first Atlantic cable.

That curious word why will stimulate new ideas, so keep it active in your mind. For instance, ask why your competitor is getting more profit out of his business or why your neighbor is getting more fun out of life. There is a reason why, but we must discover it for ourselves. Every time you ask why, stick with it until you know why. Do this one thing and all by itself it will change everything in your life. That's a fact. And there's no good reason why you shouldn't.

Creative Curiosity releases a full flow of fresh ideas when we start from mental scratch. Always approach a challenging program or problem as if you had no ideas at all toward it. This will free you from old-fashioned, out-of-date thinking patterns. Whenever you are trying to create something original, be suspicious of ideas that come too quickly or that seem familiar. It is likely that they are mere echoes from the past—and hence inadequate for your present purposes. Don't ask yourself, "How have I been do-
ing this?" but rather, "How haven't I been doing this?" That's what you want—new ways you haven't tried before.

Finally, experiment with each new idea until you can form some kind of definite conclusion about it. To illustrate: at one time I was spending a few days at a popular mountain resort which included a cafe, souvenir shop, and a special attraction called the Watchtower. The Watchtower was a tall structure, somewhat resembling a lighthouse, from which you could enjoy the vast expanse of the valley below. It was well worth the climb up the spiral staircase to view grandly green nature.

One evening a few of us were chatting informally in the lounge when I found myself seated next to the owner of the place. He brought up the subject of his Watchtower, commenting somewhat regretfully that it wasn't proving to be quite the attraction he had hoped it would be.

"If you like," I volunteered, "I think I can give you a good idea."
"If you do, I'll make it worth your while. What's your suggestion?"
I nodded to the tower's 25 cent admission sign. "See that?"
"You mean the 25 cents? What about it?"
"Reduce it to 10 cents."
"A dime? That would cut things by more than half."
"Yes, and I suspect you'll have five times as many tourists willing to pay. Look, try putting yourself into the minds of your guests. Picture an average man and wife coming in here with their three children. The kids spot the tower and go after dad to let them scamper on up. Dad glances at the admission charge and groans. He's already spent five or six dollars for the meal and here's another dollar and a quarter out of his dwindling vacation money. He can't afford it, yet he feels like a heel for denying the youngsters. So he gathers them up and gets out of here as gracefully as he can. The whole family loses extra fun and you lose your revenue. Cut it to a dime. Dad can easily afford that. Experiment with it. See what happens."

He changed the sign as suggested. The very first day he drew in more cash than the two previous days put together. He agreed it was a great idea.
That's just one way in which curious experimentation proves profitable.

YOUR KEY TO CONSTANT CREATIVITY

David D., a sales-manager, opened the discussion by remarking that for years he had studied the art of creative thought. From all angles he had gone into the subject, calling upon the aid of psychology, metaphysics, religion, science, and personal experience. Without doubt he had attained considerable mastery, as proved by his own rise to a large measure of power and prestige in his profession.

He outlined a few of the idea-producing techniques which had worked for him: Sometimes he exerted such persistent pressure on a problem that it cracked wide open before his eyes. On other occasions he sat back and relaxed, thus enabling his quiet mind to receive unexpected answers as if from the atmosphere itself. Another useful means was his experimentation with plans previously used by others.

"I am wondering," he said, "if all these valuable techniques possess a common foundation. You know what I mean; does creativity have a basic springboard? Let me ask if it's possible to settle for a simple, concise definition of it? How about suggesting a key word that describes the basic creative process?"

"It would certainly help to reduce creativity to a single term," I agreed. "Let's play with it a bit. Go ahead; start the ball rolling."

"How about defining it as inner energy?"

"Yes, ideas are born of energy all right. That's getting close, but perhaps we can find another term."

"I suppose it could be described as the fruits of an educated mind, of collected knowledge."

"No doubt but that facts and figures sometimes have a hand in the creative process. Any other suggestions?"

"Well, I guess we could say that creativity is based on a constructive use of the imagination. That's where I find some of my
best ideas. But what do you think about it? What is your key
description?"

"How about thinking of the creative process as a matter of release"
"Release? That's an interesting term. How does it apply?"

At this point, you, the reader, might find it interesting to follow
along personally with the further pointers covered in the discussion.
To do so, take a look about your home or office and see if you can
find a photograph of a large dam, perhaps that of Hoover Dam on the
Nevada-Arizona border, or perhaps the Grand Coulee in the state of
Washington. Actually do this, if at all possible, for it plays a practical
part in our objective.

Spread the picture before you and take a good look. You see a
massive structure of cement and steel, carefully constructed with
great engineering skill. It is a mighty and magnificent thing to behold.

But there is much more to it than size and shape. There is its
purpose. Without this final feature it would be a meaningless mass.

As you continue to scan the dam, think of its practical services, its
varied purposes. For one, it produces electrical power. It also supplies
irrigation to the surrounding lands. Flood control is another of its
features. Finally, it provides recreation for fishermen, bathers,
boaters.

All these values are offsprings from the main idea of the dam
itself. Its whole purpose, when you come right down to it, is to
release, not to block, but to loose itself for whatever beneficial
services desired.

This illustrates the way you should constantly picture your mind,
that is, as a powerful structure capable of gathering, controlling, and
finally releasing its creative forces in your behalf.

That is the way a man should picture himself, but, unfortunately, it
is not the one that lots of folks hold in mind. Those who find
themselves operating at lower-levels of productivity are mistakenly
dominated by ideas of blockage; they fretfully concern themselves
with holding their own when they could just as well release their
own.

In the first few pages of this chapter we examined the kind of mind
capable of gushing forth with sparkling ideas. It is equally
important that we look at the other side of things, I mean, the kind of mind that blocks itself. Check to see if you hold any of the following ideas about your creative capability:

- It is more or less blocked.
- It cannot concentrate on achievement.
- It is strangled by confusion.
- It is worn out.
- It has reached its limits.

If you are entertaining any such ideas toward your creative self you should ring down the curtain on that kind of entertainment right now. It was a poor show, anyway. Rewrite the script as you know it should be and you will have happy endings to all your real-life dramas.

If, as Shakespeare wrote, "Thought is free," so is the man who makes his thoughts.

As a practical follow-up, keep this key word *release* in front of you constantly. Once imbedded deeply in consciousness it works wonders in selling more goods or in planning new programs or in making the most of an opportunity. As with the dam, your creative power is in self-release. "Freedom is that faculty which enlarges the usefulness of all other faculties." (Kant)

*Ideas Worth Remembering*

1. All the ideas you need for conquest or correction already exist. Patient persistence digs them out.
2. Fruitful thoughts can sometimes be forced into revealing themselves; at other times they invite themselves into a relaxed mind. Use whichever method seems best at the time.
3. If you cannot find any ideas at all for tackling a program, proceed boldly without them. That is one way to build self-inspiration.
4. Dare often to think and plan independently of traditional methods.
5. Practice thought-stretching.
6. Never resist a new idea merely because of its unfamiliarity. Explore all new suggestions, opinions, viewpoints. "Nothing has
such power to broaden the mind as the ability to investigate systematically and truly all that comes under your observation in life."

(Marcus Aurelius)

7. See if you can place yourself in situations where you are forced to consider afresh. When properly handled, a "desperate" situation explodes ideas like a volcano.

8. Creative Curiosity is irresistible power.

9. Reverse all opinions that you can’t think up fresh ways of doing things.

10. Remember that the all-essential element for creativity is the release of your deeper thoughts and feelings. Repeat to yourself, "Release . . . release . . . release. . . ." Bit by bit your inner powers will flow more freely and fully.
Powers That Turn Actions Into Rewards

Hernando Cortez found himself in a most perilous position after starting on his march toward Mexico City, the capital of a land of strange idols and fabulous treasures.

Cortez glanced around the heathen temple where he and his small army had settled for the night. His 400 Spanish soldiers slept restlessly.

The next morning, peering through a crack in the wall, Cortez saw the temple surrounded by 40,000 fierce natives from the nearby town of Tlascala. In hand for instant action they swung knotty clubs, huge swords, bows and arrows, slings and stones.

Cortez calmly considered the situation—his 400 against their 40,000.

He decided that there could be only one logical solution: Attack. Aggression. Action. He launched the attack.

All that day the Spanish weapons assaulted the 40,000 surrounding savages. Cortez made the rounds of the walls to make sure that every shaft of his crossbowmen counted for something.

The focused fury was too much for the Tlascalans who withdrew in disorder. They were so impressed by the leadership of the Spanish general that a few hours later they sent ambassadors to him with offers of peace. Cortez accepted. He and his soldiers were welcomed with gay festivities as they marched down the open avenues of Tlascala.

Cortez and his army continued the march toward Mexico City.
Arriving at the outskirts to the city of Cholula, he was greeted with friendship by the city officials. As soon as the welcoming ceremonies were concluded, the officials retreated toward Cholula with curious smiles playing about their lips.

Presently, one of the Spanish scouts returned to Cortez with the information, "There are two roads to Cholula. One of them has been blocked with huge log piles, the other is apparently clear."

Cortez thoughtfully considered the alternatives for a moment, then snapped the order, "Clear the logs. That's the action we'll take. Keep away from the other road."

As the logs were hauled aside, a lieutenant approached the Spanish general with, "A wise decision, sir. The other road was marked with deep pits planted with upright spears."

The sudden appearance of the Spanish army on the cleared road so shocked the Cholulans that their further resistance collapsed.

At last Cortez triumphantly entered Mexico City to be greeted as a god by the Aztec emperor Montezuma. But all at once news reached Cortez of treachery from another quarter. His former friend, Governor Velasques of Cuba, was sending an army of 1400 men to arrest and return him in chains.

Cortez, with his usual audacious action, set out immediately with a force of 250 soldiers to attack the enemy army of 1400 men. The usual boldness claimed the usual victory. The surprised invaders laid down their arms in surrender.

Cortez returned to Mexico City to complete the action that conquered the Aztec empire.

Regardless of the rightness or wrongness of the Spanish invasion of Mexico, Hernando Cortez is at least a good example of the kind of courageous action that conquers kingdoms, carves careers and finds fortunes.

ALL ABOUT ACTION

Action is the power, the one and only power, the all-essential power that turns you into the overwhelming success you want to be.
Without action, nothing is accomplished. You can think positive and cheery thoughts for a lifetime, yet if they are not accompanied by positive action, that lifetime will be barren. You can map out great plans for winning your goals, yet if they are not personally activated you have planned in vain.

With action, all things are possible for you.

Providing it is the right kind of action.

By the right kind we mean this: The forward movement of your total personality—including your physical movements, your speech, your ideas, your feelings, your desires, and everything else that makes you the powerful person you really are.

Some people imitate successful actions while thinking failure. They fail.

Others talk accomplishment, but fail to follow up with definite plans. They also drop out of the race.

A few others—and you can include yourself among them—throw everything they have into the battle. They are the ones who are applauded as the winners.

Why do some men's actions produce their sought-after wealth, while the acts of others return nothing but one frustration after another? To discover this, we need a clear definition of genuine action, the kind that satisfies. Check along with the following points and see how well your activities qualify.

The man of action is a finisher.

This means he keeps working along a particular line until he comes up with something definite. He stoutly pursues a trail until it proves itself to be either true or false. Every conclusion, regardless of its nature, builds his stockpile of wisdom-for-accurate-action.

The explorers Marquette and Joliet were finishers. When they had exhausted every false lead they became the discoverors of the waterway leading from the St. Lawrence to the Gulf of Mexico. That waterway was the Mississippi River.

Finishers figure it doesn't make much sense to stop halfway up the mountainside. They want to claim what awaits them on the other side.
One of the great secrets of successful action is to ask oneself, "What would I do if there were nothing in my way?"

Fact: Any man can be ten times more triumphant if he realizes wholeheartedly that almost all his so-called obstacles are mental or emotional only.

Conclusion: If a man will take the mental and emotional attitude that there is really nothing in his way, he will eventually prove it with ten times his usual success!

He knows that action of itself clears uncertainty.

If an uncertain mind prevents your expansion, the winning experience of Roger D. will help you. Objected Roger, "How can I act confidently when I can't be sure of my plan? Next to my gas station is an empty lot that I'd like to fill with used cars. I think I might be able to establish a lively second business, but I don't know. . . maybe I'd better think it through awhile longer."

"How long have you been in the thinking stage?"

"Almost two years."

"There is one way and one way only to clear yourself. Get actively engaged in the plan. Your planning may prepare the way for accurate action, but action likewise contributes to accurate thinking."

A week later Roger put up a sign and some banners, then set out five used cars in view of the passing public. Within a few days he sold two of them to teen-agers from the nearby high school and one to a local citizen who needed a second car for his growing family.

Roger happily discovered what anyone can find out: Action—even uncertain action—builds certainty. We will have more to say about this matter of uncertainty in Chapter 11.

The aggressive man never holds his strength in reserve.

It is astonishing how many men and women hold back their powers for a better time or a brighter opportunity. Every man knows he can achieve much more than he actually does achieve, but he is always thinking, "Just wait until the right break comes
along—then watch me fly into action!” He remains, of course, perpetually grounded.

The man of genuine action hurls every ounce of energy into right now and at this condition. That is also, by the way, the way he develops more energy.

The man of action translates thought into forward movement.

Think for a moment of something you would like to have or of the person you would like to be. Ask yourself what you have done within the last few days or weeks to match the thought with an action that can make it come true. Does the desire stand alone or is it accompanied by a forward movement of some kind?

Make every desire a signal for practical action. When you wish, also plunge! If you yearn, also strike! "Be great in act, as you have been in thought." (Shakespeare)

He acts without concern for possible error.

The fact is, most of us don't worry about a mistake itself; what really bothers us is the possibility that we will appear foolish to others or to ourselves. All of us realize that errors are helpful lessons; the problem is, we feel that we just can't stand being proved wrong once again. Yet, "Better that we should err in action than wholly refuse to perform." (Simms)

The courageous man is he who is willing—even eager—to expose himself to big mistakes. He would rather be in error today than remain mistaken all his life. Rudolf C. Diesel made so many mistakes of a mechanical nature that he finally came up with the engine that bears his name.

He has the habit of doing exactly what he doesn't feel like doing.

A man who has established a chain of doughnut shops throughout his city explains it like this: "I always try to find out just what negative idea tells me not to go ahead with an obviously good plan—then I act just the opposite to the negative suggestion. If I feel like procrastinating, I tackle the thing at once. If my feelings tell me to be scared of taking hold of a new project, I grab it for all I'm worth. Some of my best triumphs come from reversing negative feelings."
YOUR RIGHT TO ACT POWERFULLY

Somewhere you are denying yourself your right to act powerfully. There are hundreds of rewarding acts which you are repressing because you think they are not socially acceptable or not your privilege or perhaps not possible.

It is not only your right but your duty toward yourself to fulfil your basic needs and wants. Powerless people are that way because they have unknowingly violated their own rights. Needless to add, such people are the unhappy ones, torn one way and then the next, confused, desperate, pained . . . and searching miserably for the relief they never find.

Yet there is something they can do. As we shall see.

To repeat, in some place and in some way you have been denying yourself the freedom of thought, spirit, and spontaneity that belongs to you. The responsibility for such enslavement lies at the door of misguided and misinformed so-called experts who once told you what you had to do and who you had to be.

No one is altogether responsible for any life-imprisonment he may now experience. But everyone is responsible for freeing himself—which can be quite a delightful task at that. If you can get past your conditioned self to find your real self, you will be forever grateful to yourself for having acted your way to freedom.

"Many individuals do not seem to realize that they can develop the ability and freedom to choose their actions. They often consider that heredity determines their behavior. Choice is equally available . . ." So state the authors of Discovering Ourselves.

It is your absolute right to:
1. Act without fear of social disapproval.
2. Act according to self-interest.
3. Act against domination by others.
4. Act out sexual desires appropriately.
5. Act without a false sense of duty.

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6. Act affectionately.
7. Act without embarrassment or shame.
9. Act out the right to be wealthy.
10. Act without self-condemnation.
11. Act lazily at times without feeling guilty.
12. Act without fear of punishment from anyone.
15. Act without anxiety over outcomes.
17. Act undignified when feeling the urge.
18. Act in error for the sake of learning.
19. Act pleased with yourself.
20. Act indifferently toward traditional beliefs.
21. Act against unsatisfactory conditions.
22. Act to choose or refuse your own friends.
23. Act according to your own intelligence.
25. Act to maintain your reasonable rights.
26. Act as best you know how, without apology.
27. Act without regret of past mistakes.
28. Act without interference from others.
30. Act with refusal when wanting to refuse.
32. Act playfully.
33. Act with sorrow but not self-pity.
34. Act boldly toward ambitions.
35. Act indifferently to shallow social demands.
36. Act without shyness.
37. Act free from threat or pressure.
38. Act in your own time.
40. Act tenderly.
41. Act to change environment.
42. Act without apology for sexual passions.
43. Act with self-approval.
44. Act for the sheer fun of it.
45. Act to relieve loneliness.
46. Act out your love.
47. Act to fulfill your inner yearnings.
48. Act as if it really isn’t so important.
49. Act hopefully.
50. Act with full confidence in something better.

Now that you have read these acts of freedom—or call them powerful exercises—you can make an interesting and highly profitable experiment. Read the list once more while checking off those that ring a bell. You will find that certain ones stir you up on the inside, perhaps arousing feelings of hope or relief or agreement or delight. Please take special notice of these, for there is a reason why they impressed you so forcibly. It is highly significant that they mean something to you. They are indications as to where you might take specific action.

Whenever Floyd C. tried to steal a moment or two away from the mad rush down at the office, he felt vaguely uncomfortable. In fact, he felt so nervous about it that he had no choice but to obey the inner compulsion that told him to get back to work. Once back at his pile of papers he didn't feel guilty any more, but he did wonder how soon the frantic pace would burn him out.

Floyd needed to claim his right listed at point 11: Act lazily at times without feeling guilty. How completely wrong we are about feeling that so many of the things we do are wrong! We attribute our uneasiness to the voice of conscience when it is really nothing more than the lingering whispers of people who once told us that we had to be efficient but who didn't know enough to add that efficiency is the child of a relaxed mind.

"It doesn't make sense," Floyd indignantly complained. "If I drove my employees the way I drive myself, they'd rise up in revolt."
"Why don't you revolt?"
"In what way?"

"Act against those hoaxing feelings of guilt. They are, after all, only a conditioned habit. You don't have to stand for them. You only think you do."
"How do I revolt?"

"First of all, by not identifying your rest periods as idleness—which is what you are subconsciously doing. Consider them as moments of earned restoration—which is what they really are. Next, deliberately defy the urge that tugs you back to your desk. Just stand there and refuse to go. That will eventually break the grip of the urge. The compulsion and guilt will disappear and you'll feel wonderfully refreshed when you finally do return, of your own accord, to your office."

That's what he did and that's what happened.

**WHAT DON'T YOU KNOW?**

At one time I went along with a business associate who was taking a special class in commercial psychology. My friend and his classmates reasoned that inasmuch as their business was with people they had better make people their business.

The instructor was a practical-minded, big and rugged man's man who knew his way around. One evening, after a few sessions had passed, he stepped behind his desk with a determined look on his face.

"Ladies and gentlemen," he announced, "the time has come for you to find out what you have found out. In other words," he grinned, "a test. If it will help to ease your mounting anxiety," he added, "we'll call it an oral review. Ready to go?"

Nodding to one of the men down front, the manager of a local supermarket, the teacher asked, "Mr. Gray, what do you know about the psychological term displacement? What does it mean and how can it help you down among your groceries?"

Mr. Gray wasn't caught short on that one. He replied, "Displacement means that we find a substitute for the thing we are really angry with, like slamming the door because it wouldn't do to slam the boss. By realizing this human trait I can deal more patiently with the irritable type of shopper. If it helps the little lady to kick me instead of her husband, that's perfectly okay with me."

The next question was directed to Mr. Morris who supervised
about 20 office employees. "Mr. Morris, a lady with excellent qualifications comes in to apply for a job. During the interview she makes several strong assertions to the effect that she is a very frank person who believes in speaking her mind. She asserts that this independence of hers qualifies her as a rugged individualist and hence as a capable and efficient employee. Would you hire her? What would you think?"

"I might add her to the staff but I'd wonder why she tried so hard to impress me with her independence. Sounds as if she's trying to defend her real feelings of inadequacy. A self-defensive lady like that could be a disturbing note in our office harmony."

The instructor grinned mischievously as he asked a salesman from the local automobile agency, "Mr. Holt, suppose a luscious blonde slinks up beside a shiny convertible with a plea in her eyes and a $10 bill in her hand. What would you say?"

"Sold for $10!" shouted the wide-awake Mr. Holt.

That, of course, broke up the show for the moment. Then we got back to business.

"That, ladies and gentlemen, was the easy part of our quiz session. It's relatively simple to come to a class like this and gather hints and suggestions that will help you in your business affairs. That's good. The more gems you can gather the more sparkle you will put into your actions. But these sessions will soon be over, so you will need a technique, for keeping yourself activated from day to day.

"So here's the key question I'd like you to take home with you. Ask yourself, 'What don't I know that I should?' You already know what you already know, so you need not bother any more with it. The idea is to go about your business with the self-challenge, 'What don't I know that I should get busy on?' You might call this the power of negative thinking."

Going to the blackboard the instructor wrote out the heading, WHAT DON'T I KNOW THAT I SHOULD? He then asked the class to contribute ideas. Here are a few of them:

"How to profit by studying my competition."
"A system for eliminating wasted time."
"How to advertise more skillfully."
"A technique for remembering my customers' names."
"Ideas for building more aggressiveness."
"How to keep calm under pressure."
"A good means for overcoming procrastination."
"How to put others at ease."
"Ways to win cooperation from others."
"Fresh plans for commercial advancement."

That evening was by far the most profitable of all. Those men and women charged back to their offices and shops with a lively desire to turn the unknown into the profitable known. It was the kind of a challenge that appealed to their sense of adventure.

To focus only on the known is mere repetition.
To challenge the unknown is one type of genuine action.
Activate yourself anew by asking yourself what you don't know that you should!

THE PECULIAR POWER OF INDIFFERENCE

One of New York's most prominent industrialists once made the rather curious remark, "Show me a man who acts indifferently toward results and I'll show you a man who gets them."

Perhaps this sounds like a contradictory idea, yet it contains a secret of extraordinary significance to you.

Your mastery of this power-for-action is sufficient all by itself to insure your flourishing fortunes.

Here is the point: You should, of course, know what you want from your actions, but once you know you should shove it into the background in order to concentrate all your forces on the ways and means.

Put it this way: The man of dedicated action can absolutely afford to be indifferent to results. He knows he is going to win out because his right actions inevitably lead to victory. When I drop off a letter at the post office I can forget it, I can totally unconcern myself with its fate. Because I have properly set it in motion I know it will successfully reach its destination. For me to have any attitude but indifference would be unwise, unnecessary, and exhausting.

The danger in a man dwelling too much on results is that he
will unknowingly mistake his thinking about them for action toward them. He will mistakenly believe he is approaching his goal, when in truth he is only observing it from a distance. This mistake is much more commonplace than supposed, even with those who have already attained a measure of success.

A pole vaulter might stand at the far end of the runway to gaze at the elevated bar, but that standing and gazing would not lift him over it. Neither would it count for anything were he merely to picture himself as vaulting over or even to encourage himself in the possibility. Looking and thinking are necessary first steps—but running and vaulting are the necessities that actually put him over.

As someone once expressed it, "Ideas without action make as much sense as thinking about dinner but never approaching the table."

Constantly ask yourself, "What aggressive action is now needed in this situation?" Suspend your thinking and your hoping and even your planning long enough to challenge yourself with, "What aggressive action is now needed in this plan?" Keep asking until you hit upon the answer that inspires you to get up and go.

Quite a few folks mistake the urge to act for the act itself. And that's quite a mistake.

If you want to test yourself, look to see if you are making some physical movement toward your goal. A mental forward movement is almost always accompanied by physical action of some kind. For instance, a salesman who determines to promote more sales will certainly act out that determination with more contacts, more calls, more demonstrations of his product.

Our pole vaulter can—and should—cease to think about what he is going to do in order to throw everything he has into how he will do it. Since he clearly knows what he wants, he can relax that section of his mind. His concerns are with his techniques for gripping the pole and for sprinting down the runway and for the climactic act of vaulting. If his techniques are right, he can be completely indifferent as to results; he can be confident that sooner or later he will soar over the top.

As was pointed out, this special kind of indifference is a peculiarly effective power. Actually, it is a form of confidence. Notice
that whenever you are indifferent toward anything you have no fear of it? Your lack of fear is, of course, a type of courage. And where there is courage there is princely performance.

Besides, this unique kind of indifference-based-in-confidence sweeps away the tensions and worries so common to the man who intensely concerns himself with outcomes.

The French writer and genius, Marcel Proust, who is unanimously rated as one of the most penetrating thinkers of the century, makes this profound statement, "Our good fortune accrues to us when we have grown indifferent to it."  

Perhaps this explains why good things so magically come our way when we least strain after them, when we least expect them.

For action that draws good fortune toward you, add the power of indifference-to-results. It is one of the least realized and yet one of the most magnetic forces you possess.

**Review Your Actions**

1. Act as if there is nothing in your way and you will find it amazingly so. Mere fancy talk? Not at all. I challenge you to see for yourself.
2. If you are uncertain about a particular plan, act your way toward clarification. By mixing actively with your plan you unmix your mind.
3. "It is praiseworthy even to attempt a great action." (La Rochefoucauld)
4. Never hold your energies in reserve. Use all you have in total effort. The next effort will be even more energetic. Energy builds energy.
5. Get and keep your plans out in the open. No matter how well an actor has mastered the art of dramatics he will get neither praise nor purse until he performs before the public which gives them.
6. Act out your rightful rights!
7. Remember that physical movement is almost always neces-

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sary to genuine progress. Physical activity and mental spryness are perfect partners.

8. "A bold onset is half the battle." (Garibaldi)

9. Give considerable attention to the peculiar power of indifference. This special variety of it is secret strength to all who employ it.

10. Print the letters A A A on your desk or other prominent place. That's your reminder of *Audacious Action Always*. 
7.

The Power to Build a Strong Personality

In this chapter we are going to approach personality development from a somewhat different angle than usually offered. The purpose is to make sure that you understand the secret fundamentals which empower your personality anew. Some of your usual ideas may have to go overboard and, I think, that is where you will gladly toss them once you understand. . . .

Every now and then you run across a movie or television drama with a plot something like this: On stage is a line of dancing girls, whirling about in lively and lovely chorus. In the wings, watching them, is the stage manager and a peppy press agent.

The stage manager sadly shakes his head as he looks up and down the spritely line. "Poor kids!" he sympathizes. "Frantically dancing their hearts out. And for what? For fickle fate to touch them with stardom. What chance have they got? About the same chance I've got for winning a beauty contest. Poor kids!"

As the press agent thoughtfully gazes toward the girls, the stage manager continues: "Personality! That's what they need for hitting it big! Take any one of them out there. If she had half the sparkle in her personality that she has in her twinkling toes, she'd have Broadway at her feet. If only she had been born with some personality-power. But as I say . . . poor kid!"

At this point the press agent snaps his fingers, jerks out his wallet, waves a $20 bill at the stage manager, challenges, "Match this with one of your own and I'll prove something to you."
"Prove what?" asks the astonished manager.
"That," shouts the agent as he jabs a forefinger stageward, "that I can take any girl you name and make her an overnight star. I'll give her a personality. Go ahead, Mac, choose anyone you like."
"You're on!" the manager snaps up the challenge. Closing his eyes he stabs a finger toward the girls. "That one! The seventh girl in line. Go ahead. Prove it. Make her a star!"

You know the rest of the story. The press agent takes the girl in hand, gives her the new personality that soon thrusts her into stardom. What puts her over is the agent's colossal confidence in the girl's potentialities. He has an initiative and drive that refuses to accept the girl as commonplace. He sees her as a hidden star; one who needs only to bring her twinkling personality out into the open.

This little story is not fiction. Not really. In one way or another it happens every day.

Anyone who wants to lift his personality out of the commonplace chorus and into individual stardom can certainly do so. It is done, you might say, by appointing yourself your own press agent. Your first wise act should be the acceptance of your own inner personality-power. The authors of How Character Develops draw this description of the real man: "At the heart of this personality is the Self—the essential core of every individual—the genuine I. This Self is rich in potentialities, with vast and un-guessed possibilities of being creative, productive, courageous, loving and sensible."

Someone might remark, "Yes, I can see where a bright personality is important if you want to make the grade in Hollywood, but I'm a practical-minded businessman far removed from that kind of dreamy world. I deal with such down-to-earth items as ledgers and contracts and profit-margins. That doesn't take personality; it takes hard-headed efficiency."

Yes. Partly. But add this idea also: "The human element is the heart of any business, and personality is the heart of the human

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element. Costs, sales, profits or losses reflect the success or failure of interactions between personalities.\(^2\)

An adequate, outgoing personality plays a major role not only in a man's practical business world but it affects profoundly every area of endeavor. We carry our personalities—for good or ill—into the home; they influence our standing in the community; they determine our degree of success wherever we want success.

Perhaps you wonder why we repeat so obvious a truth. Surely we all recognize the importance of personal charm. Yet I wonder how easily we overlook this very obvious factor. Think over some of your contacts with merchants or business associates or friends and no doubt you can pick out instances where they failed to exert a strong personality-influence upon you. It is just possible that we, too, fail more than we realize.

Let's summarize by remembering that a powerful personality is all-vital in all things. Let's also remember that we need it not only for winning our way through the world of people and events but for winning more inward peace and satisfaction.

Now that we are firmly impressed with the need, let's take up the means to do it. It is here that you might find it astonishingly profitable to revise some of your ideas toward personality development.

THE HEART OF THE MATTER

At heart, every man and woman possesses a personality consisting of just about everything he or she wants it to be. It is poised and pleasant. It commands people and events. It is cheerful, relaxed, and unworried. The fact that you have ever experienced these happy conditions at any time in the past is evidence that they are part of the real you. Then why, you may ask, do we usually experience them spasmodically, instead of as a constant way of living?

The answer was touched upon in Chapter 5 in the discussion of release. The secret of constant personality-power lies in the free release of our better, brighter, basic selves.

And what prevents release? Mostly, the frights and confusions and mistaken notions about ourselves which we have picked up along the way. Psychologists call it negative conditionings; in other words, we have learned wrongly. The bully is a good example of the man who mistakenly thinks that force and threat are indications of a strong personality. Those he bullies don't agree.

Also, we think mistakenly when we think that what we do is the same thing as what we are. Take such "doings" as acting courteously and smiling pleasantly. Now these are mechanical motions which anyone can perform, yet they do not necessarily indicate a genuinely courteous personality. Underneath the outer courtesy may be something else not quite so nice, perhaps suppressed bitterness and resentment. Such outer acts may be well-intentioned enough (and they are the best a confused man may be capable of), but they lack persistence. Such a mechanical person loses his courtesy when his desires are thwarted or when the pressure is on. He is often touchy, easily offended.

Let me add that I am not against acts of courtesy, whatever they may be, nor am I suspicious of people who smile—indeed, the world could do with more of these pleasantries. It is simply that we are here delving much deeper into the subject, exploring beyond the surface—for good purpose.

We become genuinely powerful personalities by discovering the kind of a person we subconsciously think we are—and then by honestly and calmly facing that person, even if we find him a bit shocking to our pride. "Never lose sight of this important truth, that no one can be truly great until he has gained a knowledge of himself, a knowledge which can only be acquired by occasional retirement." (Zimmermann) Some of the beliefs which we must retire from is that we know all there is to know, and, most importantly, that we really do know ourselves as fully as we should.

Then, and only then, do we experience that naturally spontaneous release of our better selves. Then, and only then, can we be easily poised and commonly courteous. Then, others sense, feel and recognize and appreciate us as a real personality—not perfect, perhaps, but attractively genuine. We don't really attract others with mechanical smiles; they easily see through them be-
cause they so easily see through their own. Mechanical people are
clops and bores as personalities, and the harder they try the harder
they flop.

Three points to review:
1. Everyone possesses genuine powers of attraction, though
they are unreleased because one substitutes false powers (forced
smiles and pleasantries, for example).
2. The man who does not grasp the fact that he is basically
a rather nice person in spite of it all may at times act pleasantly,
but he can't keep it up for long, nor does he really enjoy his pleas
antness, for he feels himself to be a sham, an actor, with memo
rized lines.
3. As a man examines and faces the basic facts about his
mechanized personality, he sees the false as the false. This revela
tion leads to a discovery of and the release of his spontaneous
qualities. He need not calculate in terms of "Now I must smile"
or "This is the time to act courteously." Being free, he naturally
acts in a free expression of his genuinely pleasant self. His good
ness is released as naturally as the bud releases the flower.

Leon H. was one of those who was dissatisfied enoug
h to pursue the above ideas all the way. He said  he was beginning
to see the light but would appreciate some extra illumination. Let's
call his case:

HOW TO BE ATTRACTIVE WITHOUT HALF TRYING

As Leon sat down he twisted his face in painful puzzlement, yet it
was a sincerely inquiring sort of expression. After the usual
greetings, he got a few years of frustration off his chest.

"Really, now, what about this business of a winning personality?
Some seem to have it and some don't. I may be one of those left out.
What's the matter with me? I do everything the personality experts
advise, but it's no go. No one can say I don't try."

"Your problem may be in the very trying. You are trying too
hard."

"What do you mean by that?"

"If I may, let me ask you something. Your desire to attract ad-
mirers is almost a frantic matter with you, isn't it? I mean, you
strain at it constantly. You have a desperate need to surround yourself with people; you think that they will give you a feeling of belonging, a sense of importance."

"Well . . . yes. To be honest with you, I can't stand too much loneliness. I guess I'm somewhat obsessed with the need to feel needed. Aren't most of us that way? Yes, of course, I'm searching almost frantically for someone to fill the emptiness."

"So you never miss a chance to join the gang down at the club or church. You smile a lot, shake hands and slap backs, make lots of friendly phone calls and all that. Is that what you do as a means of winning admiration and respect?"

"That's a fair description. But it seems so endless. I'm never satisfied. I'm driven on and on, even though I know painfully that nothing will come of it. The sad part of it is, I'm always the one who has to make the approach. For a change, I wish someone would come up and spontaneously slap me on the back. I'm tired of giving; I want to take a bit, too."

"Your present means for attracting admiration are not working out—is that right?"

"Correct. I don't mind admitting I'm fed up. It doesn't pay off."

"Then why don't you give up trying so hard? Instead of working at impressing others with your friendliness, why not sit back and let them try to impress you?"

He quickly laughed, then shook his head. "I don't know . . . ."

"Why not? That's what you want, isn't it?"

"Yes, but . . . ."

"Let me tell you why you hesitate to try it. You are afraid that it will backfire on you, that you'll lose the few friends you now have. You think the only miserable thing to do is to keep on with your forced show of affability, of being the good sport, of grandly marching around as old reliable Leon. You, Leon, are sacrificing your genuinely attractive personality to a phony show. You aren't your real, natural, honest-to-goodness self. Underneath it all, you know it as well as I."

He frowned. "You mean I'm not my real self when I act out the good old sport? Come to think of it, you've hit the mark. I don't like to think of myself as an actor, but I guess it's true."
"Notice yourself, Leon, whenever you are with a group of people. Notice your role-playing. Everything you do is calculated to make a good impression. Sometimes you assume pleasantness, sometimes you show great concern over another's problem—all depending upon the stage of the moment. You smile a lot. You agree with the opinions of those you want to impress—or disagree just to show how independent you are. You say what you know the other fellow wants to hear. You are not being your real self, you are acting out a dramatic role in the hope of applause. All this is not a personal criticism, Leon, it's meant only as a factual observation of the condition. Please take it that way and we'll really get somewhere."

"A bit hard on the vanity," he chuckled, "but also a relief to get it out into the open. Call it a confession. Makes me feel better. So ... what else?"

"Don't try so hard to please people. This doesn't at all mean you have to be impolite; it means that you should act the way you naturally feel, not the way you have been told is the mark of an attractive personality. You must be emotionally honest. Don't smile quite so much or quite so broadly; a smile is a pleasant sight, but it also can be the defense mechanism of a frightened person. Be independent, but don't try to prove your independence, for that indicates its very lack. Don't concern yourself with what people think of you; they aren't thinking of you nearly as much as you think they are; they are thinking of themselves, just as you are. Cut out the stage acting, the prepared lines. If you feel embarrassed during a lull in a conversation, be embarrassed and don't say something just to cover the embarrassment. Act normally, even if that normalcy consists of appearing dull or stupid. Don't try to be clever—be real; that's clever. Don't be nice to people just so they'll be nice to you in return. By doing so you sell yourself too cheaply and they know it and they won't be nice to you."

Leon grinned. "If I do that I won't have a friend left in the world."

"That's what you think. You don't know human behavior. It's a peculiarity of human nature that we have the most respect for those who need us the least. We are attracted to the non-dependent man because we recognize his non-dependency as inner power. We
feel secure by having him around. Incidentally, women know this better than men; if you want to attract a woman don't fawn all over her; she won't respect you."

"The secret seems to be a quiet sort of self-confidence. If my personality is strongly self-sufficient I won't have to work so hard at attracting others."

"Self-sufficiency is the main attraction. Another principle is this: The casual individual is ten times as appealing as the man who strives desperately to influence others. That's because his casualness is a lack of fear—and lack of fear is a type of quiet courage which wins people and prosperity."

"It's still a bit mysterious," said Leon, "but I can't afford to miss it. I'll work with it as I go along. I have a strange feeling that something exciting will happen."

"Just don't strain at making it happen. Let it happen. Be observant, watchful, and above all, absolutely honest with yourself."

Shortly after our conversation Leon took an overseas post, so I never learned exactly what did happen, but I do know that it had to be something good, because that's always the way it is when one stops desperately striving to be attractive and permits the release of the real self that makes him naturally so.

Leon's problem is common enough to all of us. Because of mistaken notions we get empty results. But if you are sincerely interested in developing the kind of personality that attracts effortlessly, here is one way to get started:

Make a list of 12 or 15 folks with whom you are at least moderately acquainted and whom you would like to attract. Next, do nothing at all toward attracting them; do the opposite of what you usually do, that is, don't phone, don't call in person, don't write. Be silent. Simply go about your business and enjoy life without their company. If the very thought of doing this pains you, then that is the very best indication that that is what you need to do. You can't establish something new without discarding the old, even if it means a few initial periods of discomfort.

In a few days or weeks you may hear from some of these folks. When they ask where you've been, tell them you've been busy living. Neither apologize nor explain your absence. Be friendly and independent.
As far as these callers are concerned, your friendships are now on an even basis; they are on a mutually beneficial basis of give and take. Keep them that way. Give a little, take a little.

Some of the others on your list will not call back. Cross them off your list. Not because you must conclude that they are unfriendly to you, but because the relation is not on a mutual—and hence healthy—foundation. We should never engage in one-sided (and hence painful) relationships. We should never force a friendship in any way, even under the guise that we are naturally friendly souls who just love flitting around making people happy. (We don't really do it for their benefit anyway; we do it for our own.) What we often call friendliness on our part is also a need on our part to be liked. When we seek in desperation we never find. We find only when we seek properly, that is, with a personality that is so self-sufficient that it need not search around for evidence that it is likeable. If you will work first at discovering your own genuine worthiness you will then have additional evidence of it from others, for they will be attracted to you. Value yourself realistically and you will be valued by others automatically. Gold glitters because it is gold.

Once a friendship develops mutually, you may then take your share of the initiative and responsibility for keeping it warm. But if it fails to unfold on a reciprocal basis, leave it alone.

All this is the way toward new self-confidence and self-command. As these powers take over, your genuinely powerful personality makes its highly attractive appearance. This is one of those immensely valuable lessons of life that really cannot be taught to us by another. Another can show us how to proceed, but we win the secret for ourselves through personal experiment. Your eventual prize is well worth your participation.

PEACE, POWER, AND PERSONALITY

Some of you may not wish the kind of an aggressive personality required by a master salesman or merchant; perhaps you wish simply to have the kind which enables you to live with a bit more peace and poise within your own special areas.
Is a peaceful personality reserved for a few fortunate, or is it available to all? Let's find out.

The primary power necessary is that of self-understanding. Human nature is much like an automobile: unless we know something about its mechanics we cannot make it operate smoothly and efficiently.

How are we to know whether or not we have a workable grasp of our complex inner processes? Well, if pain or perplexity exists in our relations with the world we may be sure of some lack of insight. It does no good to blame the outer world; the perplexity is within us, therefore that is what we must probe. If we suffer in any way at all, then we do not understand our personalities as we should. Our self-distress is perfect evidence of our lack of self-perception.

To honestly concede that we are often strangers to ourselves is supreme intelligence as well as a sure-cure. This sometimes takes a revision of our self-pictures and a jolt to our prides, but the end product is a peaceful personality.

The man who makes headway is the one who takes time to find out what kind of a person he thinks he is. He should examine his reasons for clinging so fiercely to his various beliefs; why he feels it necessary to defend himself so constantly; why he likes this man and dislikes that one; why he is angry, frightened, downcast, or even elated.

We take another fine step toward self-knowledge by ceasing to identify ourselves as a particular kind of a person, such as good or bad, religious or non-religious, generous or selfish. If we have preconceived beliefs as to what we are, we can never discover who we really are. What is needed is not a rigid belief, but a desire to find out. Fixed self-identification is often an ego-protecting device which makes self-discovery impossible.

Moreover, self-knowledge requires that whenever we deceive ourselves, whenever we hide behind rationalizations or excuses, we become aware that we are doing just that. Yet this must be done without condemning or justifying ourselves. When we observe children playing a game of lions and tigers we neither condemn nor approve; we merely observe that it is all a game. This is the approach we must adopt; we must realize that we are playing
games with ourselves while neither scolding nor justifying. Emotional judgments like these prevent self-understanding.

A lack of insight invariably leads to an unrealistic self-image. The term explains itself: it is the imaginative picture we have set up by ourselves of ourselves. A self-image is often idealistic in nature, for who among us wants to think that we are anything but kindly, heroic, modest, brilliant? This idealism is an attempt of our tricky minds to shield us from seeing what may be disturbingly true about our actions.

If you ask what all this has to do with peace, power, and personality, the answer is everything, as we shall presently see.

Now, then, an unrealistic self-image is quite a fragile thing. It's terribly sensitive to attack by reality. For instance, if I picture myself as a courageous extrovert and you point out to me that it's all a sham and a shield for my actual fear, I am going to get upset or maybe even mad—you have smeared my beloved self-identification. But what would happen if I openly, honestly, unemotionally admit that deep down inside I am dreadfully frightened? Well, when you called me shy, I'd have no distress whatever because there is no gap between what I know I am and your accurate description of me. No false self-image equals no personality conflict. Additionally, by not pretending that I am an extrovert I have taken the first sensible step toward adjustment and conquest.

As another illustration, an acquaintance of mine whom we'll call Roy was a man who used to fancy himself as the ideal husband and father, his family's all-important source of wisdom and comfort. Whenever anyone in the family smeared this concept by declining his wisdom, he angrily blew up or sullenly withdrew in wounded pride. The result, of course, was frequent domestic disorder. He finally took pains to inquire, "Granting that this adopted self-image of mine is behind the turmoil, what am I to do about it? I'm human enough to resist self-facing. The last thing I want to do is admit I may be less than the ideal man."

He was advised, "Try self-awareness in place of that idealism. This means that you are not to try to be anything but what you really feel yourself to be at an given moment. For instance, if you happen to feel unwise in a family matter that calls for wisdom, be unwise: don't try to prove how clever you are. The act of being honestly unwise—and clearly recognizing this state—is fantastic.
wisdom in itself. It means you are finding the real you. And in the real you is all the wisdom you will ever need to get along quite powerfully in your home and down at the office. Besides, you won't get mad nearly so much.”

Roy reflected, "Strange, but the very image of wisdom I try to hold is the very thing that makes me quite foolish. If I can free myself from this pride-prompted picture I can also be free of its distress. I may not be one hundred percent clear on this but I'm getting close."

He was getting close all right—to peace, power, and a far superior personality.

Please review this summary:
1. When a person is distressed because he believes himself to be inferior, stupid, unpopular, and so on—
2. He attempts to "protect" himself by setting up an opposite kind of a self-picture; that is, he fancies himself as superior, brilliant, popular, which leads to—
3. Agonizing conflict between the inferior self he believes himself to be and the ideal self he wants to be, which—
4. Forces him into the impossible position of defending the idealistic (yet non-existent) self-picture, which consequently . . .
5. Brings him into sensitive conflict with everyone and every thing which exposes his idealistic self; that is, he encounters the truth-that-hurts; however—
6. Were he to openly and unemotionally remain in his believed state of inferiority, stupidity, unpopularity, without pretending to be otherwise, he would eventually discover—
7. That he is as intelligent and as popular as he needs to be; consequently—
8. He is free from his conflict and confusion, and finally—
9. He sees that he was really quite a powerful personality all along; all it needed was release.

**Personality Pointers in Review**

1. Remind yourself of the values found in a strong personality. Remember the vital role it plays in everything you do.
2. Know that any man can remake himself. To do this he needs
to understand and accept the fact that all the personality-power he needs is now a part of his present nature. It may be unexpressed, unreleased, but it is there and always has been there.

3. Do not think of personality in terms of mechanical actions. A man is attractive because of what he is, not because of what he does. By discovering the bright person that he actually is, he then spontaneously and effortlessly acts out his brightness.

4. Striving to be attractive by performing attractive acts misses the point entirely. Not only that but it's so endless and so tiring. Genuine attractiveness is an effortless expression of your true personality.

5. Don't work so hard at impressing others, for this often indicates a lack of confidence in your powers for impressing them. For a change, relax and let others work at impressing you. This gradually leads toward greater confidence in—and a fuller expression of—your impressive self. Hang on to this principle and in time you will know its secret power.

6. Self-sufficiency is one of your main attractions, as well as a foundation for winning confidence and respect from others.

7. Work at seeing yourself as you do see yourself, not as you wish to see yourself. See yourself as faulty, if that's the way you are, but don't condemn yourself for being that way. That is a primary rule for releasing yourself as you wish to be. We must see ourselves as we see ourselves if we are to eventually see something better.

8. Be ruthlessly honest with yourself as you tackle personality-change. Nothing, absolutely nothing, is more necessary than this. Here is where a great many folks drop by the wayside.

9. It is better to be a real person than a clever one. Interestingly enough, the real person is clever.

10. For full release of your inner potentialities, study and experiment with the nine points listed before this summary. Any time you spend grasping these ideas will pay off in the form of a million-dollar personality.
Chapter 4, entitled *The Surprising Power of Self-Command*, is logically placed ahead of this chapter because "Those who can command themselves can command others."

The golden rule for exerting constructive authority and influence over others is first to exert authority and influence over ourselves.

Where, then, can we start empowering ourselves so as to finally exert mutually beneficial influences? The best beginning is that of a sound and workable knowledge of human nature. Every man must become at least an amateur psychologist if he is to prosper professionally. Just as we must master the alphabet before we can spell out words successfully, so must we master the make-up of other people before we can spell them out as friends or partners or assistants.

There is the anecdote of the Professor of English who solemnly warned his college class, "Poor grammar is something up with which I will not put." Of course, no genuine professor would say it in such a way, but at least it illustrates that we must lead correctly if we want others to follow us confidently.

So that we may lead properly, let's see what we as people can find out about ourselves as people.

I am thinking of a man who has just about everything one could ask for in the way of wealthy, heathy, happy living. He lives in a luxurious country home surrounded by his own private hunting
grounds of woods and sparkling streams. When not outdoors enjoying his private paradise he spends a few hours each day in his second-story den which overlooks his estate. From this informal office he pulls the strings that animate his world-wide investments and enterprises.

Because of his statewide prominence his estate is frequently the target of inquiring reporters from magazines and newspapers. One of the interviews brought forth the following observations which are well worth the examination of anyone who wishes to have more and be more.

"The first order of business for any man who wants to rise to full stature in the business and social world is to find out how human nature operates. And I mean really find out. Almost everyone likes to consider himself an excellent judge of human nature, but the sad truth is that almost everyone woefully lacks even the barest understanding. The average man has a distorted view of other people because he tends to see them the way he wants or needs to see them. A realistic knowledge of deeper human motives, desires, and passions is the surest road to success I know. After all, everything you do is directly or indirectly concerned with other people. No matter who you are or where you want to succeed, knowing people is the secret."

He went on: "I'll show you what I mean. As a young and inexperienced salesman I once called on a new prospect who welcomed me and my products with open arms. He seemed not only willing but quite eager to order dozens of items from my line of merchandise. Thinking I had the deal sewed up I wandered from my sales-presentation to exchange a few pleasantries unrelated to the business at hand. To my sudden shock he cancelled the order just as quickly as he had previously agreed to it. That day I learned to spot the on-again-off-again type of personality. Had I known something about his impulsive type I would have closed the order at the very start and made a quick exit. I never made that mistake again. That's just one small instance of where knowing the personality led to selling the customer."

Our speaker then went on to outline his specific plan in this regard. Early in his career he had made it his business to dig up every possible particle of information relating to human behavior.
It became his hobby—an interesting and highly practical one at that. He would faithfully set aside two or three evenings each week to absorb the findings of those scholars and scientists who had spent their lives studying human ways. He collected a library devoted to the wisdom of such penetrating thinkers as Socrates, Shakespeare, George Bernard Shaw, Voltaire, Oscar Wilde, William James, Marcel Proust, Thomas Carlyle, Henry David Thoreau, Victor Hugo.

"Not that I was what you'd call an intellectual or anything like that," he explained, "but because it made perfect sense to gather expert information from the experts themselves."

His studies proceeded with simple orderliness. He systematically jotted down those penetrating observations which revealed the inner workings of minds and emotions. There were lots of surprises, a few chuckles, and a treasure chest of gems. The best of them were catalogued and added to his private scrapbook for periodic review. Examples:

Thinking

"It is the hardest thing in the world to be a good thinker without being a good self-examiner." (Shaftesbury)

"There is no thought in any mind, but it quickly tends to convert itself into a power, and organizes a huge instrumentality of means." (Emerson)

"There is a wide difference between the original thinker and the merely learned man." (Schopenhauer)

Women

"If thou wouldst please the ladies, thou must endeavor to make them pleased with themselves." (Fuller)

"Women wish to be loved without a why or a wherefore; not because they are pretty, or good, or well-bred, or graceful, or intelligent, but because they are themselves." (Amiel)

"To a woman of spirit, the most intolerable of all grievances is a restraint on the liberty of the tongue." (Junius)

Love

"Love is of all stimulants the most powerful." (Edwards)
"Love and you shall be loved." (Emerson) "It is possible that a man can be so changed by love that one could not recognize him to be the same person." (Terence)

**Children**

"Nothing has a better effect on children than praise." (Sidney) "Do not try to produce an ideal child; it would have no fitness in this world." (Spencer)

"The first duty toward children is to make them happy." (Buxton)

Any man planning a career in medicine or law would certainly empower himself with a thorough knowledge of the basic principles relating to that career. Likewise, if our careers in human relations are to be effective they must be founded upon a solid grasp of people-principles. There is no such thing as knowing too much about those interesting topics called men and women.

So be sure to plan to understand people. Then, whatever your other plans may be, you can be sure that they will be intelligent, workable, and gainful. We will constantly touch upon this power in later pages.

**RING THOSE BELLS**

Now that we have at least a primary understanding of what we must do, we can step up to the next position of authority. It consists of effective communication with those whom we wish to influence. This is commonly called "Hitting them where they live," and that is really the objective of the man who wishes to sell more merchandise or to advertise himself in a favorable manner or who wants to turn an enemy into an ally or who desires that another accept his point of view.

How do we accomplish this? How do we hit them where they really live?

Out in Hollywood you will find a theatrical agent whose name is linked with top actors and actresses in show business. Along the wall of his office is a table. On that table is a single item. Sus-
pended from its framework is a shining silver bell, about a foot high.

Were you to compliment him on the decorative beauty of that bell he would tell you that it supplies a service far beyond that of eye-appeal. Were you to ask him what he meant by that he would explain, something like this:

"Every day ambitious men and women come in here to request my assistance in crashing through to success in the entertainment world. There are aspiring dancers, singers, comedians, cowboys, leading men and women, a bit of everything. Fine, sincere people, all of them. Lots of them are what you might call borderline cases; I mean, they have plenty of natural talent, but somehow they lack that authoritative personality that a top performer must have. By that word authoritative, I mean that they need to know how to command their audiences; that is, direct their viewers toward emotional responses of laughter or suspense or sympathy.

"I don't have time to personally coach every applicant, so I make use of that bell over there. I point out that the people they wish to entertain are made up of hundreds of bells of emotion, of feeling, of desire. If they can learn how to ring those bells they will have the sure secret of communication—and hence success.

"Why do people attend a theater or watch television? To be entertained, yes, but by what means are they entertained? I'll tell you: By accurately striking one or more of those inner bells. I tell my applicants to go out and learn to ring bells. Anyone can master the formal techniques of drama, but it's the bell ringers who make the grade. An audience is magically drawn to the performer who can become intimate with them in a kindly and helpful way. You see, at heart, we are all basically lonely people. We welcome eagerly anyone who can draw us out of our silent selves into the world of fresh feeling and experiences.

"Some of my applicants think it through until they get the idea. Those are the ones who learn to hold authority over their audiences. They are also the triumphant ones who get their names on studio contracts."

As that agent points out, inside every human being there hang hundreds of bells of emotion—those of faith and fear, of optimism and hopelessness, of sexual desires and of humor, of acquisitive-
ness, of wanting to be liked and noticed and appreciated. Most people dimly realize that their inner feelings are largely motionless. In this suspended state they call themselves frustrated, or at least half-alive. They yearn desperately for someone to come along and release them. They want to feel something, they crave to respond with life, with the spontaneous outer expression of what they inwardly harbor.

If you want authority and influence, become a bell ringer. It is not difficult at all, really. Just ring those very same bells that you yourself want to hear. For instance:

When you modestly tell the boys down at the office how you swung that big business deal you immediately ring their bells of curiosity. If you go on from there to show them how they can duplicate your feat, you will hear their bells of gratitude ringing all over the place. You, in return, have their respect as an authority, which, of course, you have rightfully earned.

If you gaily pat your son on the shoulder as you pass him in the front yard, you will ring a bell that needs constant ringing. He won't consciously hear it because he's much too busy playing with his toys; nevertheless he will feel on the inside that he means something to you. You have favorably influenced your son in a way that he will never forget. Twenty years later he will still enjoy that pat, for it will have established him with a healthy feeling of self-worth.

Should someone come to you with a troubled mind and you invite, "Tell me about it," you are helping him to relieve uncomfortable pressures. You are just the mature authority he has been trying to find. He will like what—and whom—he finds.

Maybe you smilingly inform someone how you once worried yourself sick over losing your job, but later found that it was the very thing that led to a ten-times-better position. His relief will clang out with, "That's encouraging. Maybe that's how it will turn out for me." He will listen eagerly to whatever else you have to say.

Tell a woman, "You know, you're just about the nicest thing that could happen to a man," and you know very well you have rung a feminine bell.

Finally, and most importantly, if you have the courage to be
as openly faulty as you inwardly know you are, you will ring bells in
everyone who wishes he were also courageous enough to be as
openly faulty as he inwardly knows he is. The man who is natural
enough to be sometimes openly foolish is really inwardly wise.
People will be attracted to him, for they are secretly desirous of
duplicating the same kind of honesty.

All of us, without exception, wish sometimes we didn't have to be
so wise. When you are unwise sometimes you are helpfully showing
them how they can also be unwise without loss of their self-esteem.
They think, "He isn't so smart yet I like him lots. Maybe if I didn't
pretend to be so smart I would also be liked lots." Once the lesson
penetrates, they will remember who gave them so much wisdom.

To further impress yourself with the power of this idea, recall
several folks to whom you attribute authority and influence. You will
discover that they are bell-ringers in one way or another. Perhaps he's
the business tycoon whose success excites your own ambitions.
Maybe he's the clergyman who supplies your need for comfort or
peace of mind. It could be a friend whose phone call thrills you into
thinking, "Someone wants me." Perhaps it's an employer who rings
the bell of self-approval by complimenting your task well done.

All these are fine examples of Emerson's law of mutual com-
pensation. As you set up responses in others, the powerful vibrations
return to ring your own bells to advantage.

In summary:

1. People are influenced by what you say and do to the extent
that your sayings and doings mean something to them personally.
This is not selfishness on their part, but natural self-interest, which
is quite another thing.

2. All powerful communication must take the above into ac-
count. If you want people to go your way you must show them
why it is to their advantage to do so. Otherwise they won't go, no
matter how cleverly you try to persuade them.

3. Your persuasions must be based on inner bells already estab-
lished within those whom you wish to reach. There is no problem
here, for we want essentially the same things, from love to money.
Your task is not to set up the bells but to start them ringing with sympathetic vibrations.

4. "You persuade a man only insofar as you can talk his language by speech, gesture, tonality, order, image, attitude, idea, identifying your ways with his."¹

A PAIR OF PERSONALITIES

Over the years I have made an informal study of folks whose professions required an understanding of the human mind. I refer to such men as lawyers, accountants, salesmen, merchants, teachers, clergymen, doctors, community leaders. Their success-level is almost always matched by their ability to grasp the principles we have been discussing. I want to tell you about two of them.

I once attended a luncheon at which the guest speaker was a no-more-than-average businessman. His talk was technically perfect, that is, he opened with an anecdote, went on to the body of his message which supplied us with some helpful commercial information, finally ended with a brief review. As I said before, he had everything down just right as far as technique was concerned.

As I looked around I saw that there was just one thing wrong with his perfectly prepared speech. It had put everyone to sleep! That man had failed to release our emotions. He had given us nothing to feel, nothing to get excited about. Consequently, he exerted little authority or influence over us. Had he applied some of the pointers in the previous pages he would have been more than average in his commercial endeavors. He also would have kept us awake!

Then there is quite another personality called Max. Max is one of those bubbling fellows who sells himself to everyone he meets. He has a magical knack for knowing just what is going on in the mind of the other fellow. He is an expert at filling the emotional needs of the tired waitress or the elderly pensioner or the spritely high school sophomore. And more than one pretty young thing

with blonde hair and blue eyes has cast her interest in his direction. In other words, Max has so mastered our foregoing principles that he easily sells himself wherever he goes.

Now, Max is a hard-headed, fact-minded investment counsellor. His brain is jammed with a billion dollars worth of practical knowledge. Knowing this, you would think that whenever Max lectures on investments that he would hit hard on such topics as stocks and bonds, land values, capital and labor. He does. But he also does something else. That something else is his secret power.

Let's take it from Max in his own words:

"On any typical evening, there I am, seated on the platform, waiting to be introduced. I let my eyes wander over the audience. What do I see? Well, back there in the third row sits a young man wearing a somewhat soiled leather jacket. I suspect that this young fellow has just rushed here from his job down at the garage. It's probably his first venture into the world of investment. Good for him. He'll need some gentle encouragement as well as factual counsel. That's what I'll give him.

"The next row back I observe a man in his fifties wearing the most expensive suit in the room. Has rather sad eyes. Already I know him as the prosperous but lonely type. He's not here principally to learn to earn some more money; he's more or less hungry for the company of fellow human beings—though he may not be consciously aware of his real reason for being here. The best thing I can do for that man is to glance his way occasionally, shoot him a friendly smile.

"Off to the left I see a rather attractive lady in her fifties. She nervously twists the lecture schedule around her fingers. Perhaps she's a widow with a bit of extra cash she'd like to invest. No doubt this whole thing is somewhat frightening to her. I must make sure that I put her at ease from the very start. She'll get more from the lecture if she's relaxed."

Max's insight is his power. He wisely realizes, "If one wishes to understand any person, he must get beyond the overt or apparent behavior to the motive or the meaning that lies behind it."

No wonder Max is an authority constantly in demand. People not

\footnote{Camilla M. Anderson, Beyond Freud (New York: Harper and Brothers, 1957).}
only give him top rating as a business counsellor but consider him to be a kindly gentleman. And that he is.

Which of the above two personalities do you prefer for yourself? If it's the influential kind, you know what to do.

**Special Tips for More Authority and Influence**

Here are 16 power-packed gems of information that can save you years of fumbling around in your interpersonal relations. They represent top techniques that guarantee top success. Become an expert in their application and you cannot help but influence people and change circumstances to your liking.

1. Bear in mind that everything we do is done with an expectation of reward; perhaps applause, maybe money, often love and security, sometimes escape from sorrow, but whatever, self-interest is always foremost. This is not a cynical observation on human nature, but rather an easily-observed principle which every effective leader knows and works with.

2. Whenever you wish to exert influence over a group or an individual, start out by asking yourself, "How can I make them willing to follow my lead?" If you will search out this single aspect long enough to find an answer you will have the power you wish.

3. Remember that many people usually believe what they want to believe in preference to the facts of the matter. Another way of putting it is that people accept as true whatever their psychological make-up impels them to accept. Facts cannot penetrate a mind which, for one personal reason or another, needs to believe in fancy. When dealing with such people, try to find an emotional appeal which they can accept, then gently lead them on from there to the facts.

4. An appeal to human emotion is a legitimate and useful aid to authority and influence. People follow the man who inspires their feelings. Once you have done so, channel their enthusiasm toward the program at hand.

5. Don't expect us human beings to always act logically. We don't. There was the man who sat in the cafe and dropped six
lumps of sugar into his cup of coffee. Without stirring the sugar he began to drink. When the curious waitress asked him why he didn’t stir the sugar, he replied, "Who likes it sweet?"

6. When inviting cooperation from others, there is magic in starting out with, "Before we work together on this new project, let me assure you that as far as I’m concerned there are no such things as mistakes. Let’s just go along and see what happens." This at once relieves fear of criticism and disapproval, which, in turn, enables others to proceed with relaxed efficiency.

7. "It is the man who is cool and collected—who is master of his countenance, of his voice, of his actions, of his gestures, of every part of his play—who can work upon others at his pleasure." (Diderot)

8. If you want genuine authority, start by building a genuinely authoritative personality. A weak personality may manage to snatch control of a situation, but it won’t keep it for long. Control of others comes as a natural consequence of personal strength. George Washington didn’t become a powerful personality because he won the war; he won the war because he was a powerful personality. Inner strength comes first, all else follows. This is one of the most difficult lessons we have to learn, but once we do so it makes all the difference in our world.

9. Honest self-expression gets you off on the right foot. Most people are afraid to reveal their inner desires, consequently they never satisfy them. Come out with what you want. Don’t do things for the sole sake of appearing nice or polite or well-bred. If the hostess asks you if you want another piece of strawberry pie, and you really want another piece of strawberry pie, for heaven’s sake, reply: "Yes, thank you, I’ll take up your offer." This sort of honest self-release has tremendous appeal. The man sitting next to you wishes he had your forthrightness as well as your strawberry pie. He may even follow your lead.

10. We all need to feel needed. There is no more painful thought than that one is unwanted and unnecessary. That’s why it’s good not only to do things for others but to let them do things for you. Let their contributions be according to their ability and willingness.

11. Keep your group reminded of the purpose of the project
you are working upon. Every time you say, "Here is our procedure," add, "Here is where our procedures will take us." The visualizing of the finished task promotes energy and enthusiasm.

12. If there is one power that distinguishes the leader from the follower it is that of responsibility. The man who rises to authority does so by taking responsibility for a new project, then personally shouldering its weighty problems, and seeing it through to a successful conclusion. If a man wants to know how qualified he is for more authority and influence, he should inquire into his willingness to take additional responsibility.

13. It is encouraging to know that the development of a single leadership-power inevitably leads to another. Because of this, it is an excellent idea to concentrate on a single power until it starts a chain reaction. For instance, the man who practices decisiveness down at the office can expect to shoot ahead on rocket stages something like this: decisiveness—>planning->action->daring->persistence->enthusiasm—>creativity—>accuracy.

14. One of the first preparations an effective leader must make is to deal tactfully with resentment and even open hostility from those he wishes to guide. A follower can both desire and resent authority pretty much at the same time. The mature leader must not take such resentments personally; he should see them as an attempt on the part of the follower to work something out of his system. A converted "enemy" often becomes a most loyal ally.

15. Don't overlook the quiet approach toward those whom you want to sway. There is power all right in sometimes taking bold command, but on many occasions the velvety touch proves stronger. "The great mind knows the power of gentleness." (Browning)

16. As soon as you think you've learned all there is to know about authority and influence, start learning all over again! That's how a professional leader gets that way.

Summary of Your Aids to Authority

1. Find out how human nature operates. A grasp of deep-down motives and actions helps to exert beneficial authority.
2. Develop a definite plan for gaining insight into human behavior. Follow it through and you will earn definite benefits.

3. Being authoritative is not the same thing as being perfect. Great leaders attain their positions by stepping upward upon their own faults and blunders.

4. Ring those bells. If you want to know what they are, they are the very same ones you want to hear—laughter, love, gratitude, gentleness. Ring them in another and you also hear them yourself.

5. The expert leader enlivens and releases suppressed emotions. For instance, communicate a portion of your courage to others and you help them to express their own courage. This is the leadership they like.

6. Realize that an expectation-of-reward is paramount in those with whom you associate. Lead them toward their trophies and they will gladly follow.

7. A first principle in guiding others is the reduction of anxiety. A new or altered project often arouses apprehension. Your own calm confidence contributes much to their ease and hence to their efficiency.

8. Command of others starts with self-control. When we have worked earnestly with ourselves, others will notice and appreciate it soon enough.

9. Permit others to feel needed and necessary. It releases an amazing amount of their energy and cooperation. Besides, they are needed.

10. Take on additional responsibility, even if at first you don't feel capable. Stick through the trial period and you will handle it beautifully. Now take on some more.
9.

**Mental Powers You Can Use Right Now**

The story goes about the traveling salesman who was sitting in the hotel lobby when a lovely-looking blonde sat down next to him and began sobbing softly.

He patted her arm and comforted, "Come now, you're much too pretty to weep like that."

When she continued to cry, he gently dabbed his handkerchief to her eyes and added, "There, now, isn't that much better?"

After sympathetically drying a few more tears he asked desperately, "Isn't there anything I can do to comfort you?"

"I don't know," she sobbed, "but please keep trying."

Which introduces us to one of those dynamic powers that can make a man a winner when all else fails.

It is worth more than a dozen college degrees. It is a Niagara Falls of power. Nothing can stand in its way.

I refer to that old-fashioned mental quality which is called persistence. Or constancy. Or tenacity or endurance.

As a matter of fact, genius itself has been defined as, "The art of doing what you can't do long enough until you can do it."

Persistence is one of the most universally admired qualities in mankind. Do you know why? Because it is really as rare as summer snow. The unhappy fact is, most people do not persist in their pursuit of prosperity. Therefore they respect the man who day after day hammers away on his plans until they form the shape of success.
"I hold a doctrine... that with ordinary talent and extraordinary perseverance, all things are attainable." (Buxton) That's power-thinking at its mightiest!

How is your persistence? You can judge quite easily. Think of some of the things you wanted to have and of a few of the heights you wanted to attain a year ago. How many have become a part of you, or, at least, are within sight?

The other evening I watched a young child attempting to build a tower of blocks. It was probably one of his first tries at such a major project, for his mind and his fingers moved awkwardly, haphazardly. His hands couldn't quite grasp exactly how to build, yet he had a clear idea of what he wanted from his efforts. As the blocks tumbled off time and time again he unconcernedly grasped them again to set them back in place as best he could. His corrections of the wobbly structure were often worse than the original placements, which caused still more blocks to thud to the floor. But finally, he had a standing tower six blocks tall.

Perhaps the most significant feature of his effort was the way he persisted in spite of his own awkwardness, and especially the way he carried on without regard for the fact that he was apparently getting nowhere. He didn't know that those tumbling blocks were supposed to indicate "failure"!

Actually, that child's triumph was assured from the very start. His endurance alone supplied everything else necessary to complete that tower. It maintained his confidence, taught his fingers, sustained his patience, and energized his desire to achieve.

That's really what perseverance is—the act of placing one block on top of another, not perfectly, not with exact skill, not with total mental clarity, not even with complete confidence that it can be done. It consists of a series of quiet placements that will always develop definite form within a reasonable time.

"Few things are impossible in themselves: it is the tenacity to bring them off that we lack, not the power." (La Rochefoucauld)

Happily, persistence is one of the easiest of all powers to develop to full strength. It responds quite willingly to the man or woman who woos it.

Before we supply a wooing technique, I want to tell you something about the psychology of sticking-to-it. You see, we persist in
a program only when we have a fairly strong expectation of reward. The greater the expectation the greater the persistence. A weak anticipation results in ineffective application. Therefore it is important that we develop some sort of faith in the possibilities of profit.

If we really believe that our persistence will pay off, we will have no problem going all the way in our efforts. The jolly truth is, you can believe that your endurance will reward you. It always does, in one way or another.

The following chart will guide you in building persistence-through-anticipation. Review the 15 examples, then fill in the blank spaces for yourself.

<table>
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<tr>
<th>If I persist in:</th>
<th>I can confidently expect:</th>
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<tr>
<td>Improving my speaking voice</td>
<td>Greater personal attractiveness</td>
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<td>Studying my job Understanding human nature</td>
<td>Promotion, salary increase</td>
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<td>Solving personal problems</td>
<td>Power and influence</td>
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<td>Developing my imagination</td>
<td>Less complicated life</td>
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<td>Open-mindedness</td>
<td>Fresh ideas and plans</td>
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<td>Appreciation of others</td>
<td>A flow of fresh information</td>
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<td>Practicing self-expression A</td>
<td>Their appreciation of me</td>
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<td>Reading program Tackling &quot;impossible&quot; tasks</td>
<td>Release of nervous tension</td>
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<td>Adding extra effort Conquering timidity</td>
<td>Practical knowledge</td>
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<td>Shedding time-wasting habits</td>
<td>&quot;Impossible&quot; achievements</td>
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<td>Building home-harmony</td>
<td>Extra benefits</td>
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<td>Analyzing my shortcomings</td>
<td>A commanding personality</td>
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THE POWER OF SELF-DIRECTED EMOTION

As we all know from experience, our emotions and our states of feeling are tremendous energizers. When they consist of joy, enthusiasm, affection, or confidence they carry us forward toward our objectives. Yet, as we have seen, the negative emotions are also powerful. Witness the power of bitterness to weaken a man's creativity or the way in which fear prevents a man from seeing the opportunities which constantly surround him.

How can we make sure of controlling our emotions? Here are three special things you should know about your all-powerful feelings. Learn them well and you will take full command.

1. The only way to overcome an undesirable emotion is to attack it vigorously with a desirable one.
2. A stronger emotion will always overcome a weaker one.
3. You can learn to call up automatically those needed emotions which free you from unwanted ones.

This power of self-direction is so tremendous that I want to make sure that you grasp the idea entirely. Here are several illustrations which help to clarify things.

Let's say, for instance, that you feel lifeless toward your career or profession or job, yet you wish to feel zestful and exhilarated because you know that these powers lead to advancement. The thing to do is to direct a feeling of utter resentment against your lifelessness. You do resent those costly feelings—so openly and aggressively resent them. Make yourself frankly conscious that you are tired of being tired, then follow it up with the stout stand that you are not going to put up with apathy any longer. If per-
sisted in, you will feel a gratifying stirring of the liveliness that you want and need.

Take an instance wherein you are dismayed over the quality or quantity of the work you are producing. Instead of giving in to the feeling, get indignant toward it. (No sensible man permits anyone else to discourage him, so why should you permit yourself to do so?) Don't get indignant toward your work, but rather toward your own dismay toward it. I recall one retail merchant who was discouraged over the fact that his competitor down the street was drawing twice the customers. He decided to get fighting mad, not at his competitor, but at his own discouraged feelings, for they alone were responsible for his second-best position. His fighting spirit drove him to planning a series of eye-catching advertisements that drew him abreast of and finally ahead of his competitor. He counterattacked the undesirable emotion of dismay by directing a stronger emotion—that of constructive indignation—against it.

Take still another instance: the problem of indecision, which we covered in detail in Chapter 2. Indecision always involves two or more emotions which tug in conflicting directions. The more equal the strength of the contrary feelings the greater the struggle. If your desire to work just about equals your desire to play you will hang between the two. If you wish to take another cut of chocolate cake at the same time that you want to cut calories you are torn within. Most indecisions can be resolved by the method described. Call upon a stronger emotion outside the area of your immediate crisis. For example, you can flare up against indecision itself; don't stand for the way it pains you; refuse to go along with it. You will be surprised to find that this self-induced feeling of rebellion will turn you into a more decisive person. Strangely enough, it makes little difference whether you decide to take the cake or leave it alone. Command your decision by doing one or the other without hesitation and without regret. In time, you will be able to easily decide to take or refuse the cake. Personal decisiveness is far more powerful than an impersonal cut of cake.

This principle of employing an alternate and superior emotion can also help you to break through the emotion of fear.
Many years ago when I was fresh out of high school, I successfully applied for work at a local department store. The manager told me, "You have your choice of two positions. You can work in the storeroom as a stock clerk or take over one of our counters as a junior salesman. As a salesman you will earn the higher salary. Which do you think you'd like to try?"

Being a pretty timid lad in those days I chose to play it safe back among the crates and boxes. I had always been a bit frightened at the prospect of facing strangers, much less trying to sell them merchandise.

But the longer I worked back there the more I resented the way another young man was getting all the gold and glory from that salesman's spot. The truth was, of course, I had no one to blame but myself—which stirred up a spate of rebellion against my own timidity. When I got furious enough about it, I turned some tough talk toward myself: "Look. You can either stay scared all your life or you can do something about it right now. Make up your mind. Don't sit there and feel sorry for yourself. Make your decision right now."

I made the clear-cut decision to ask for the next opening out there among all those frightening customers. It turned out, incidentally, that they weren't such dragons after all.

No one need be an earthquake on legs. Not as long as he knows how to rebel against fear.

This leads us to examine that familiar condition known as nervousness. This feeling can cause intense pain; indeed, it is one of the most terrifying of all negative emotions.

It need not terrify you or master you. Not at all.

What do most folks do when nervous? Not knowing what to do, they usually do nothing—except shake. So their shakiness swells.

If you will rebel, really rebel against jittery feelings you will banish them from your life in an amazing—and most gratifying—manner.

Please consider carefully:

Nervousness exists in the first place because of a lack of healthy rebellion against those things which you should rebel against. That's one way of saying that raw nerves are a product of frozen, inhibited emotions. Social conformists are usually the most jittery
people around. Perfectionists and strict rule-observers are not far behind. Fancy mannered gentlemen and socially correct ladies are nerve-wracked by the roles they play. Being "proper" when they really want to be "improper," they make the best customers for magazines and news stories about "improper" people whom they secretly admire. Reformers and moralists are among the most nervous people on earth. Their only release in not being able to live as they feel is to preach against the very feelings they feel. This is the closest association with honest emotionalism they dare make.

Good, healthy rebellion against nervousness consists in being who you are and what you are without hiding anything. Don't be nice to people so that they will think you are nice. It is nicer to be a real person than a nice person. Express what you really feel instead of what is expected of you. Don't smile to conceal anger or hurt. We are advocating emotional honesty above all. It starts with healthy rebellion against emotional dishonesty.

Dr. Robert Lindner declares, "Man is a rebel. He is committed by his biology not to conform, and herein lies the paramount reason for the awful tension he experiences today in relation to Society. Unlike other creatures of earth, man cannot submit, cannot surrender his birthright of protest, for rebellion is one of his essential dimensions. He cannot deny it and remain man. In order to live he must rebel.

". . . It requires that men themselves awaken to the knowledge, first, that rebellion is native in them and that there exist positive ways of protest which await discovery.

". . . By taking it, man can find the future of which he dreams, the future in which he will achieve his far, high, and unforeseeable goals . . ."¹

Rebellion of this sort can overhaul the entire personality and set you free from your negative self. Honest rebellion against unnatural conformity makes a man far healthier, wealthier, and wiser than he ever thought possible.

Finally, remember: Those who revolt against suppression of their real selves eventually discover that what they themselves

originally thought to be anti-social behavior is, in truth, the very thing that makes them not merely socially acceptable but eagerly sought-after. For every news column devoted to a "good" man, there are ten listing the exploits of a "daring" man, even if that daring one be socially incorrect. This is not to say that we approve of "sin" so much; it's just that we admire (secretly) the man who is real enough to be a "sinner."

Honest emotion is a power by itself to remake anyone's life. We become real through rebellion against the painful unreal.

"THE INCREDIBLE POWER"

Here is something intriguing: Did you ever consider the idea that every outstanding man or woman is an exaggerated person? By this we mean that the effective leader or the prominent personality is merely more of a leader or personality.

Every one of us can lead to some degree or other; likewise, all of us possess definite qualities of personal attractiveness, but the man at the top is where he is because he possesses extraordinary degrees of these qualities. He is, in short, a magnified person, or call him an exaggerated man.

How did he gain his prominence? How did he land on top? How did he go about exaggerating the average amount of success? What is the secret of his personal power?

That is what we are about to discover.

I would like to introduce you to a mental force which you may not have previously considered as a power.

That power is the ability of your mind to expand itself, to exaggerate itself intentionally so as to stretch you beyond your present state.

Psychologists call this feature of the mind overlearning. All of us practice overlearning whenever we want to improve our skills and talents. A miler on a track team will practice sprinting at twice the speed he will eventually use during a mile run. He does this in order to build a naturally faster mile pace. By overlearning —by exaggerating—his speed, he increases it.

This force for self-betterment has never been given the promi-
nence it deserves, although it was once described to me by a prominent industrialist as "the incredible power." That's what it can be to you, personally, once you understand the fundamentals for operating it. That is what we will take up next.

The thing you should do is to deliberately exaggerate your present self. For instance:

If you are a salesman, concentrate for a full week on a single area of your selling strategy, for example, the finding of new prospects. Work with exaggerated energy on this phase alone. Exhaust every possibility. Overlearn this one department of your strategy and you may be surprised at your additional mastery as well as your additional customers.

Perhaps you'd like to be a more skilled conversationalist. Take a single friend or member of the family and deliberately exaggerate all the established rules that govern good conversation; for example, that of listening attentively. Do far more listening than talking. Then, when you carry this overlearning into your business or social world, it will fall naturally into place.

If you are a homemaker desiring more creativity in the kitchen, set aside the cookbook and make up your own special recipe. Stretch your imagination so as to create a delicacy that's a bit daring and unique. Force yourself to exaggerate the talent you already have. It will never again shrink back to its original plane.

Perhaps you like to read self-improvement books. Good. The next time you go through one, overlearn its pointers by marking oil the passages you think most helpful. Review them not once, not twice, but so many times you couldn't forget if you wanted to. By overdoing the review, you automatically empower yourself with the offered pointers.

Perhaps you are a businessman desirous of upgrading your gross sales to $50,000 per month. In this case, set a goal of $60,000. By exaggerating your goal you stretch your powers for attainment.

Wish to develop a more charming personality? We know the powers that contribute to it—cheerfulness, tact, cooperation, poise, patience. Develop these qualities to a greater extent. The more development the more charm.

The next time you watch a TV drama notice that the characters
MENTAL POWERS YOU CAN USE RIGHT NOW

are exaggerated somewhat beyond real life. The western hero isn't just a capable sort of fellow—why, he captures the whole gang of rustlers practically single-handed. As for the heroine, she is not merely a likeable young thing; she's beautiful, enticing, altogether everything that a completely captivating woman should be. One reason for this magnification is that you can clearly identify them for what they are supposed to be. Your own exaggerated use of your inner powers will give you a clearer idea of the superior kind of person you really are.

To carry this illustration a bit farther, if you were to enroll in a course of dramatics, one of your first instructions would be to exaggerate the role you are playing, that is, when you smile, smile broadly, when in a hurry, rush madly, when angry, boil over. In other words, release yourself wholeheartedly.

If all were to be summed up, self-expression is the whole answer to more power in your life. The unhappy fact is, most people have inhibited their natural powers to a dreadful degree. Their creativity is frozen by unnecessary fears. Their individuality is suppressed by social demands for conformity. Their spontaneous joys are all but crushed by trying to be the kind of a person they mistakenly think they should be.

They have underestimated themselves for so long and with such intensity that they have come to believe their low self-evaluation is the real picture of themselves. They suffer far more than their neighbors know.

The way to full self-release is to exaggerate in the opposite direction—upward.

"That's what I want, all right," commented David J., a civil service employee, "a system for reversing myself. I'm all too painfully aware that I'm running on half my cylinders. How can I attain full power? Where does this force you spoke of—exaggeration—apply in my case?"

"You are already on your way by realizing your need. Next, start thinking in magnified power-terms. For instance, what power do you feel you need in particular?"

"Well, I could certainly use more of a forward drive. My initiative isn't all it should be. I have evidence of that—my stagnant income level."
"What power would be an exaggeration of initiative?"

"Oh ... I guess aggressiveness. Yes, that's several steps above mere initiative."

"Then start thinking of everything you do in terms of daring aggressiveness. Forget initiative; it's far too mild. You don't want a flame, you want a blazing fire. Exaggerate everything. Don't settle for mediocrity when it comes to using your inner strengths."

"But I don't think it's in my nature to be boldly aggressive— as much as I'd like it. I've always been pretty much of a timid conservative—to my regret."

"That's why you're going to think and act like a radical for a while. In order to hit the moon you will aim for a star. At first it may seem all very strange and out of place to you. That's perfectly natural. Don't be afraid of it, rather, get excited. Stay on the offensive. Be excessive. Act extravagantly. Overreach yourself. Actually, it's lots of fun."

I have seldom witnessed a more richly radical transformation in a man. In one instance David ran across an opportunity to purchase (at a more than reasonable price) a home that had been moved to make way for a new state highway. Normally, he wouldn't have had the initiative even to investigate the possibilities of profit. But by exaggerating his initiative until it turned into active aggressiveness, he accomplished a small miracle: Within three days he had found a lot exactly suited for the home and within ten days the house was settled in its new location, ready to be offered for sale. His cash profit totalled $1400 and his experience many thousands more. The exaggerated David J. was well on his way to an extravagantly prosperous future.

**Power-Pointers From This Chapter**

1. Take a fresh look at your power of persistence, for it is frequently overlooked as a source for success. It is also a universally admired quality.

2. "The conditions of conquest are always easy. We have but to toil awhile, endure awhile, believe always, and never turn back." (Simms)
3. Never forget the magnetic power of endurance. As it goes along it attracts other forces, including self-confidence, skill, accuracy, and creativity. You can prove this for yourself by putting it to work for you.

4. Remember that few things are really impossible as far as your personal attainment is concerned. We make the mistake of agreeing that a goal may be possible for the other fellow, but, strangely enough, do not grant ourselves the same possibility. Agree that your goal is also your personal property.

5. Constantly remind yourself of the rich rewards that are now coming your way. Of course they are now coming—for your set-in-motion-powers are seeing to it.

6. For every negative power that holds you back you have a stronger one that releases and whisks you forward. Practice calling upon your alternate powers.

7. There comes the time when every man must firmly rebel against the shallow demands of society and become his honest, independent, natural, powerful self. The sooner that time comes the better.

8. Resolve that you will indignantely rebel against your own timidity. We meekly submit to it because we mistakenly think that that's the way it has to be. It's not the way it has to be. Don't tolerate your own timidity and it flees soon enough.

9. Apply the power of exaggeration to your efforts. Overreach yourself, act extravagantly, apply more energy than you think necessary for the occasion. There is incredible power for expansion in this technique.

10. "Great thoughts reduced to practice become great acts."
(Hazlitt)
10.

**Have More Power Through Enthusiasm**

Right now, as you read these lines, you possess enough energy and enthusiasm for leaping ahead all the way.

No, that is an understatement. You possess *far more* enthusiasm than you need. It is so great a power within you that it strains constantly for release toward constructivity.

Perhaps you challenge, "Proof, please."

That's a fair enough request. All I ask is that you follow along with a receptive mind.

A month or so ago I shared the lecture platform with a real estate investor who specializes in buying up vacant lots around town. Described briefly, his operation consists of tracking down and buying up the smaller parcels of property which are often overlooked by the larger offices. While cruising around he makes note of likely-looking lots, then hunts down their owners to discuss possible purchase. As an expert on odd-shaped and out-of-the-ordinary properties he knows bargains when he sees them. Some of his acquisitions he holds for growth-value, while others are resold promptly and profitably.

As he outlined his methods that evening you could hear murmurs of alert enthusiasm rising from the audience. It seemed as if everyone was straining to rush out and succeed similarly.

As he concluded his talk, one of the ladies down front curiously asked, "Aren't you afraid of the competition you'll get by giving away your secrets? You know you've got us shaking with enthusiasm."
He laughed quietly and asked in reply, "How many of you will still be on fire by tomorrow morning? I wonder. Let me say that you are not only welcome to my secrets but please feel free to call at my office for further help. No charge; glad to help."

He later told me that out of that audience of 80 men and women not more than three took advantage of his generous offer. Out of that three I don't know whether any of them pursued that opportunity all the way to the winning wire.

Enthusiasm? Those 80 persons were ablaze with it—for about as long as the 30 minutes of the lecture. Seventy-seven of them had lost their glow by the next morning. Why? Explained as simply as possible, in the interval between night and next morning they permitted contrary emotions to water and quench the fire. They surrendered themselves to such anti-energizers as hesitation and irresolution.

There is no such thing as a lack of enthusiasm in anyone. If you are alive at all, you already have plenty of it in one form or another.

Do you desire anything? If so, you are enthusiastic, for desire is a type of enthusiasm.

Ever feel jittery? That, you should realize, is merely an energy that doesn't know where to go.

Are you anticipating a more prosperous future? Behind that anticipation is an eagerness for success. "Anticipation leads the way to victory, and is the spur to conquest." (Chamfort)

No, it is not enthusiasm that the average man or woman needs. So what is the problem, what do we need? Principally, these two elements:

1. Direction
2. Constancy

It's not exactly a new idea that we should direct our efforts constantly toward our target, but many of us need assistance in getting down to business in this respect. One way to do it is to throw into the battle some of those other forces you have at your ready command. You can decide upon your objective, you can certainly plan it out, you can create fresh ideas, and there are always audacious actions ready to go.

Wayne J. felt that his enthusiasm needed more of these ele-
ments, that is, if he was to put more life into his cash register. Wayne’s problem was a lot like one with which we are all familiar. You know how it goes: while wanting to get ahead he was more or less just barely getting by. To be sure, his enthusiasms spurted up every so often, only to vanish as mysteriously as a magician’s rabbit.

One morning Wayne wandered about his gift-and-novelty shop looking for something that needed his directed enthusiasm. When he came to a new item, some dwarf orange trees, he paused to consider. Here were citrus plants similar in detail to full-grown trees found in Florida or California groves, having fragrant blossoms and real fruit. Additionally, they had the advantage of being pint-size, making them a colorful addition to any living room. Yet, Wayne pondered, they were not selling up to expectations. Maybe, he reasoned, all they needed was a self-directed selling campaign. He decided to act.

His first step was to anticipate the somewhat substantial profit the trees would bring. That alone generated some fresh energies.

He next employed the power of concentrated effort. Fifteen of the interesting little trees were displayed on a table near the entrance where coming and going customers just had to notice them. Into the front window went a single tree surrounded by catchy slogans: HERE’S YOUR INDOOR ORCHARD! and BE THE FIRSTEST WITH THE SMALLEST! Additionally, his sales clerks (wearing brightly colored pictures of oranges on their jackets) were requested to play up the little trees in a big way.

It wasn’t long before his customers became orange-tree conscious, for who could resist all that enthusiasm? Within a few days Wayne not only cleared out his entire stock on hand but had to triple his supply to meet the demand.

Look around for something which needs your directed enthusiasm, then throw all your powers into it. That’s the way to constant success.

A SPECIAL SYSTEM FOR SOARING SPIRITS

In the next few paragraphs we will take up a technique that can—when understood and applied—make it practically impos-
sible for dismay or lifelessness to rob you of your forward drive. A man could uplift everything by applying it whenever his ambitions hit a snag or when things seem to move too slowly. In seven words, here it is:

**Impersonalize the problem, then personalize the solution.**

Here are examples of how you would impersonalize a discouraging or difficult situation:

"There were no profitable results."
"The time was wasted."
"It is not progressing as it should."
"The approach was wrong."
"That particular plan didn't work."

By taking viewpoints like these you have, for the time, impersonalized the situations, much as if they belonged to someone else. You are standing at a distance, viewing the matters objectively, without emotional involvement. You are seeing them directly.

Now let's see how this device promotes self-command and hence enlarges enthusiasm.

In the first place it frees you from blaming yourself and for identifying yourself as ineffective—which are major contributors, as you can see, to low spirits. Any time you run yourself down because something goes wrong you lose your perspective on the problem and therefore your ability to solve it. People are unaware of the extent to which they dampen their spirits through self-condemnation, for it is usually a subconscious process. When a man reacts to a problem with self-blame he makes it impossible for him to assume the kind of self-responsibility that can rework and brighten it.

Secondly, impersonalization frees you from mistakenly believing that the difficulty lies beyond your power to solve it. You are identifying a failure, perhaps, but not yourself as a failure. Between these two identifications lies all the difference in the world. As the idea builds in your consciousness that a failure does not make you a failure, you see more and more that you can actually do something with that so-called failure, that you are really in command of it after all. In this new understanding your enthusiasm for uplifting things is practically boundless.
Now that you have first impersonalized the situation by viewing it at a distance from your emotions, you next want to walk right up to it with all the self-responsibility at your command. Here are examples of your personal attitudes:

"I can work out profitable results."
"My time will no longer be wasted."
"I will make the progress I want."
"My approach will be revised."
"I can make a new plan that works."

Perhaps we can illustrate this technique. Some years ago I joined a group of friends to charter an ocean-going fishing boat. As we sailed away from the wharf we were an enthusiastic bunch of fishermen, all of us hoping for a rich catch. The captain was equally exhilarated; he exclaimed that the barracuda had been biting like mad. The boat halted at a likely-looking spot where we let down our lines. Well, after the first hour we had no more than a three-pound halibut and a mackerel or two. Those puny results dampened the spirits of most of the fishermen, but not that of the captain. Remark ing something like "It's not too hot so far but I'll bet I can warm things up," he told us to pull in our lines while he steered the boat to another spot. Two miles farther out we let down our lines for another try. We were soon hauling in enough barracuda for a banquet. And with shouting enthusiasm!

Notice that the captain first impersonalized the situation. He didn't wander around blaming himself for the scant catch; he merely observed it. With that clear-headed observation he was then able to act with the self-responsibility that changed things from poor to rich.

Employ this powerful technique whenever something gets you down. Impersonalize the problem, then personalize the solution. It has a way of insuring a rich catch.

**The Psychology of Enthusiasm**

Let's next explore a psychological aspect of this business of enthusiasm.

There is nothing in the whole wide world that crushes a man's forward drive more than the feeling that he is "not supposed" to
have what he wants. I can almost guarantee that deep down in your subconscious mind you have at least several mistaken ideas that you are not entitled to have what you really want to have.

These enthusiasm-dampeners are the left-over drippings of human wet blankets who once suggested that there is something wrong with going after the very best in life.

Don't believe it. People who do believe it are those who themselves have failed to attain what they really want. Their failure loves company.

A woman once wailed to me, "I don't believe we have a right to be happy in such a miserable world. We should suffer meekly along with it." That woman suffered from some mistaken notions.

A man who failed in his attempt to go into business for himself wrote to complain, "I guess I'll have to accept my destiny as one of the poor ones. It was meant that way." It wasn't meant that way, but because he believed it he made it so.

Psychologists tell us that feelings of personal unworthiness are dreadful destroyers of energy and purposefulness. Camilla M. Anderson, M.D., expresses it this way: "People feel guilty at the thought of placing their center in themselves. "That would be selfish!' or "That would be self centered!' And so, in order to keep from feeling guilt, people continue to live confused, resentful, and unfulfilled lives. They live with the false assumption that their own best interests are opposite to the best interests of society."¹

Any spiritless person who listens carefully to himself will hear inner whisperings like these:

"But isn't it morally wrong to be wealthy?"

"I'm not worthy of such a fine woman."

"My past misdeeds disqualify me from a better future."

"I don't deserve a job promotion."

"My misery is just what I deserve."

No, you don't hear them making such remarks openly; as a matter of fact they quite often say just the opposite—which is the clue to what they inwardly believe.

We fail to get what we ought to have because we have so many phony notions as to what we deserve.

If we subconsciously believe that we deserve poverty and unhappiness, that's what we'll get, all right. Our erroneous attitudes will see to that.

But if you will quietly take the stand that you rightly deserve the very best, that is what will sooner or later come your way. Why? Because the stout stand of "I deserve" looses a thrust of enthusiasm-power that drives you home.

Tell yourself that you do deserve what you want.
And that you are capable of achieving it.
And that you will no longer listen to contrary suggestions.
Do this much and your new enthusiasm will practically do the rest.

George T. was one of those fellows who hadn't the slightest idea why he was on fire one minute and ice cold the next. But he was painfully aware that his alternately hot-and-cold spirit was a miserable way to get done what should get done. And, as a rule, it didn't get done, at least not to his satisfaction.

George was in conflict with himself because he consciously wanted something that he subconsciously believed he shouldn't have. Quite logically, his inner civil war was devastating to his plans and energies.

What George wanted was worthy enough. He wanted to be a more likeable person. He rightly reasoned that a more pleasurable personality would add more profit financially, socially, and elsewhere.

"Nothing wrong with that," I told him. "So why not enthusiastically plan a program for building a more attractive self? There are dozens of things you can do ... improve your vocabulary, become a bit more thoughtful of others . . . hundreds of angles are at your command."

"I know. That's not the problem. The thing that fouls me up is my inconsistency. I flirt around with my plans but rarely see them all the way through. Odd isn't it? I want desperately to be a finer person, but I can't keep myself on the track. Is everyone as self-contradictory as I?"

"Lots of folks are. But there is a way out. Let's examine the ground. What is happening, George, is that you are harboring a fixed idea as to your station in life. I mean, you think that your
present personality is all that you are entitled to. By thinking this, you have no heart for self-improvement. You inwardly groan 'What's the use of trying to be more than I really am? I'm stuck with the personality I was born with.' That's what really keeps you dragging."

"That could be so. I've always felt somewhat inferior. What's to be done?"

What's to be done? George's question wasn't really very difficult. There is a way to get over any feelings of unworthiness which may deprive one of a life of zest and conquest.

That way is to go after your desires, anyway. Even while feeling unworthy; even while thinking you don't deserve them; even as you believe you are not entitled to them.

Do this, and when you finally attain your desires you will find that you really deserved them all along. Every rich or happy man I've ever known fully believed that he deserved them.

It is always the have-nots who pretend they are not interested in success. If they'd stop pretending they'd start succeeding.

George began to think that perhaps he not only deserved a more attractive personality but he thought maybe he deserved some extra effort from himself in attaining it. That's what gave him the new enthusiasm that built a new George. He kept on working with himself and that, really, was all that was needed.

INSPIRING PLANS

Cicero, the Roman statesman and orator, proclaimed, "All great men are in some degree inspired." Now there may be a few people among us who can sit around and wait for inspiration to strike, but lots of others would rather have direct access to that power. It seems to me much better to cause inspiration to strike at will, rather than wait and wonder if it's going to show up at all. Inspiration is best under a man's instant command. And that's the way it can be. If you, too, prefer ready-made enthusiasm, let's see what can be done.

Any faint spark of inspiration should be encouraged immediately. Don't let it start fading or it will surely keep fading. Fan
the spark at once with some appropriate action, or even with in-
appropriate action. The idea is to do something, *do anything*, with it. This will surely make it glow, and finally burst into the guiding light you need.

One afternoon a young American was sitting outdoors watching a 
pair of birds dancing on an overhead branch. Obeying his sudden 
creative impulse he began to sketch them. For the next several weeks 
he continued, rather inexpertly at first, to draw and record the 
activities of birdland. He finally got so inspired by his nature-sketches 
that he gave up his business to spend his full time out in the fresh 
fields and woods. One day his lifelike and colorful drawings caught 
the eye of one of Napoleon's relatives who encouraged the artist to 
publish them. When John James Audubon did so he became famous 
the world over for his literary creation entitled *Birds of America*. 
Everything happened by fanning that first spark. "Enthusiasm begets 
enthusiasm." (Longfellow) That is your first clue for dynamic self-
inspiration.

I don't recall his name, but a member of the United States Olympic 
Team was interviewed a short time ago on a televised athletic 
program. He was asked how he overcame any discouragement that 
might arise in the face of tough competition. He said, "I keep my 
want before my discouragement. That sets me straight right now."

When you stop to think about it, that idea is loaded with personal 
power. Psychologists tell us that our *wants* are just about the most 
powerful forces we possess. When a desire is directed down a straight 
line, it easily knocks aside all barriers and difficulties.

Enthusiasm and desire are cooperative powers. Any time you lack 
the enthusiasm, remind yourself of the desire, and you will have the 
enthusiasm. Don't make the mistake, as many do, of reminding 
yourself of all the reasons why you can't have what you want, but 
drill yourself in the want alone.

During the war in the Pacific, General Douglas MacArthur's 
military desire was to reach the Japanese home islands. Between his 
American troops and his objective were dozens of enemy-held 
outpost islands. General MacArthur's strategy toward these obstacles 
boiled down to two words: "Skip them." Consequently,
these outposts were by-passed and left to wither in their own isolation. MacArthur was too wise to bother with obstacles that could very well be ignored. He placed his objective before the objections. That is what carried his American forces to Japan's doorstep. Your second clue: Place your want before everything else and all so-called obstacles will wither in their own isolation.

A mild desire toward a goal can be heightened by exploring thoroughly its various facets. Familiarity breeds zeal. Take the goal of financial fullness. If you want to arouse your zest toward more of this, let me suggest that you become increasingly familiar with financial facts and philosophies. I used to conduct a class in which I required each member to memorize 14 basic concepts covering business and finance. As an admission ticket, each student had to recite at least one of them. Here are those 14 concepts as recorded by noted men of history. Being prosperous individuals themselves, their punchy pointers are well worth your memorization. Your familiarity will breed properly directed zeal.

*Intense desire:* "Do you wish to become rich? You may become rich, that is, if you desire it in no half way, but thoroughly." (Robertson)

*Wealth's rapid increase:* "Remember that money is of a prolific, generating nature. Money can beget money, and its offspring can beget more, and so on. The more there is of it, the more it produces at every turning, so that the profits rise quicker and quicker." (Franklin)

*It must not be scorned:* "The philosophy which affects to teach us a contempt of money does not run very deep." (Taylor)

*What to do with money:* "Make all you can . . . give all you can." (Wesley)

*Average capacity:* "Success in business is seldom owing to uncommon talents . . . but to the greatest degree of commonplace capacity." (Hazlitt)

*What is required:* "It requires a great deal of boldness and a great deal of caution to make a great fortune." (Baron Rothschild)

*How it is created:* "All wealth is the product of labor." (Locke)

*Its pleasure:* "Riches, rightly used, breed delight." (Plautus)

*Its spiritual value:* "By doing good with his money, a man
stamps the image of God upon it, and makes it pass for the merchandise of heaven." (Rutledge)

*How clarity helps:* "The most important part of every business is to know what ought to be done." (Columella)

*Its laws:* "Money is ... in its effects and laws, as beautiful as roses." (Emerson)

*An instrument:* "Riches are not an end of life, but an instrument of life." (Beecher)

*A worthwhile endeavor:* "Men are seldom more innocently employed than when they are honestly making money." (Johnson)

*Practical advice:* "It is expedient to have an acquaintance with those who have looked into the world; who know men, understand business, and can give you good intelligence and good advice when they are wanted." (Home)

Your third step toward creative enthusiasm consists in daily association with your goal. If you want commercial success, familiarity with the principles of money-making will surely make you familiar with the item itself.

**Inspire Yourself**

1. You presently possess all the natural energy you need for winning your way. It is a power that cannot possibly be destroyed. There is really no such thing as an unenthusiastic man.

2. Whenever you think of the power of enthusiasm, add a few thoughts about *direction* and *constancy*. Those are the elements that turn you toward luxury-living.

3. Put your power of anticipation to work. By eagerly anticipating a richer tomorrow you empower yourself today.

4. For speedier progress, impersonalize a problem, next, personalize the solution. After viewing and considering it from a distance, walk up to it and take personal action.

5. Declare your right to live enthusiastically. Openly want what you know you inwardly desire.

6. Encourage immediately the slightest stirring of eagerness. Push it forward, act it out, express it fully, do something with it. Shortly it will double its strength and your capacity.
7. Keep your desire before everything else. Let it lead the parade.
8. Practice the clever strategy of by-passing seeming enemies. It beats fighting them!
9. Acquaint yourself with all the details of your goal. Cold facts have a way of warming up your energies.
10. Again and again return to the principle, "Enthusiasm is the element of success in everything." (Doane)
11.

Power to Get More Done in Less Time

We are going to win some excitement as well as some useful information from this chapter because the topic of time itself is loaded with more thrilling possibilities than you may presently realize. "Time is the nurser and breeder of all good." (Shakespeare)

All of us are aware to some extent or other of the value of time. The businessman knows that by adding extra minutes to his day he also adds extra income. The busy homemaker wants her time spent in shopping and cooking to show good results by the end of the day. The student strives to make the most of his study time.

Yet a mere awareness of the values found in our minutes and days is not enough. We must learn to control efficiently their passage; we need to convert time power into life power.

Philip H. was one of those who well knew the importance of controlled time. But he didn't know how to maintain his mastery. Philip was a banking officer who had set aside a portion of his home as an importing office. His project was the importation of exotic foods and spices from South America for wholesale distribution in the United States. His plan was basically sound and he was off to a fine start, yet he had a serious problem which he explained like this:

"If I just had more power over my spare time I know I could make a huge success of this enterprise. But I just can't seem to stick to my schedule. I rush home from the bank all excited, ready to throw every minute into progressive action. Then, almost always, something happens; not to my schedule but to me. I run
into a tough problem or a confusing circumstance and bang—I'm
grained of all enthusiasm. The rest of the evening is spent in half-
hearted passes. What's wrong? Why can't I stick to my schedule
through thick and thin?"

Philip's problem is typical of that faced by many. Any of us can
take paper and pencil and set down a schedule for getting this or that
done within this or that period of time. That's the easy part. But we
often reach a crisis as soon as we have done so. That is the critical
time area which we will explore and master in these pages.

Quite frankly, it is a waste of time to show a man how to control
his time by using such mechanical devices as timeta bles and work-
schedules---unless we also supply him with a mental drive for seeing
them through. Few of us stick long or faithfully to a printed time
schedule unless were are properly motivated to do so. We may toy
around with our time-budget as a matter of drudging  duty, but unless
there is clear control of our mental attitudes there will be neither
persistence nor progress.

Here is where we run into an amazing secret, which is: Time is
largely a mental concept. To a degree unrealized by most people,
hours and days are what our thoughts make them. Time is won or lost
according to our attitudes and beliefs and viewpoints toward it.
Therefore, rich attitudes enrich everything we do, for all is done
within time. ¹

The clock on the wall tries to exert power over a man's time: for
example, if you work from 8 A.M. to 4 P.M. the clock says you have
done eight hours of work. Yet as far as productivity is concerned, you
may have done far more or much less. The human mind is not bound
by the clock—though it often thinks it is. A flexible mind can leap
time barriers. Once we grasp this secret we can turn a single clock
hour into productivity worth several hours.

To repeat, time is what we make it. And we make it either our
servant or master according to our mental and emotional attitudes
toward it. Evidence that this is true? Well, let's consider a pair of
salesmen of equal experience and who have equal opportunities in
their respective territories. Both have, say, six hours per day

for making their calls and landing their orders. Yet when they report back to the office in the afternoons Mr. A usually averages $25 worth of commissions per day while Mr. B consistently brings in about $40. Since everything else is more or less equal, there must be some logical explanation for the difference. By digging deeply enough we would surely find that it lies largely in subconscious time-attitudes.

The $25 per day salesman may be his own worst enemy by holding a viewpoint something like this: "I can't really schedule my time with top efficiency. For one thing, I'm at the mercy of unexpected delays. That purchasing agent over on the West Side always keeps me waiting in the lobby. Then there's that plastics company executive who forces me to listen to his drawn-out account of his vacation in Mexico. Those things throw me out of the driver's seat as far as my time is concerned."

Yet the time-wise $40 per day hustler may see it like this: "Unexpected delays? Simple. I expect them, plan for them, find ways to reduce them to a bare minimum. I'll find a way to get into that front office sooner and I'll tactfully carry that eager executive back from Mexico to the business on hand. It's my time. In one way or another I'll make it mine.

As a powerful thought at this point, remember that we win happier times by building happier attitudes toward time itself. That's how we can stick firmly to our schedules and thus uplift our fortunes magically.

**WHAT'S THE REAL REASON?**

Confused attitudes contribute perhaps as high as 90 per cent to loss of time that could otherwise be spent in getting somewhere. The mind is a tricky rascal at times. That is why self-command in this area is so necessary. We can regain our rightful mastery over time by being ruthlessly honest with ourselves. What we must do is to explore frankly some of the reasons why we think we don't have the time we need.

We can't win more time unless we first expose and rout those mental imps that slyly rob us of our hours and days.
Wilbur A. was one of those men who was permitting himself to be robbed of a deserved pleasure in life. Wilbur, a lonely widower, told me he wanted desperately to find time for meeting some eligible ladies around town, the object being pleasurable companionship or perhaps even marriage. He then went on to lament that his longing was thwarted by a lack of time to look around.

"You know how it is," he complained. "I pound away at the office until six or later every day. By the time I get home I'm good only for the easy chair and newspaper. And the weekends are always demanding something or other, like stocking the pantry and fixing things around the yard. As much as I'd like to get out and meet a winsome woman, the clock works against me."

"Who," I bluntly came back, "are you trying to kid?"

He frowned indignantly. "What do you mean? I gave you the facts."

"Wilbur, you faker, you gave me an alibi. I wasn't born yesterday. Come on, what's the real reason you don't have time for a bit of the pleasant pursuit?"

"I told you. I just can't find the time. You're hard to convince."

"No, I'm just not gullible enough to take you at your word. You can kid yourself if you want, but you won't land a lassie that way. Go ahead, rationalize yourself out of the companionship you want, but don't complain to me."

"What are you suggesting?"

"That you wouldn't know what to do with a woman if you had one."

He drew a deep breath, grinned. "I thought it was my well-concealed secret. How did you know?"

"Because I know that time and confidence can win you just about anything you want. As for the time, you already have plenty—if you'll just take it. As for the lady, she's already waiting and willing. The next time you walk down the street, take a good look. It may startle you to discover that approximately half the world is of the feminine variety. If you had a bit more confidence in yourself, you'd find both the time and the maiden."

"Well, maybe . . . ."

"You are using lack of time as an alibi for your lack of know-how. Stop excusing yourself and the know-how develops. When
you want to find time to fill a business need you always find it, don't you? Of course you do; every time, for you have confidence that that time will be profitably spent. Why not take the same attitude toward your present desire?"

"You make me feel uncomfortable. But I admit you hit me where I live. Guess I'm a faker all right."

Wilbur must have worked with that shocking bit of self-exposure for he later mailed me a photograph taken in a cafe. His companion at the table was an attractive lady about his own age. On the back he had scribbled, "Having a wonderful time!"

This light-hearted story illustrates a more serious truth, which is:

As we free our minds from fear-founded excuses we automatically find all the time we need for finding whatever we need. Notice for yourself that whenever you are confident toward any program you always find plenty of time for its development. You may not succeed the very next day, and you may have to revise your plans occasionally, but persistence-in-time conquers all, whether it be a career or a companion. The moral is: Don't waste time with mere mental excuses and you will have some powerful times.

To grasp this fully, we must realize that time-wasting attitudes are often subconscious. We are not consciously aware that they exist in the first place, consequently we are also unaware of how much they trick us. It is the clear recognition of them that finally loosens and dislodges them from our life. So let's go on to practical plans for bringing them to the surface of our thinking. The objective of the plans we are about to discuss is not to try to add more than 24 hours to the clock (for this is a fixed, man-made measurement) but to recognize and release our mental blocks. This will really give us every one of those 24 hours.

Here is a check list of time-thieves. Consider each one carefully. If you are in earnest about getting more done in less time, you will want to face frankly the possibility that here are areas where you can take some audacious action.

1. Lack of self-confidence toward your goal: Wilbur's situation is a good example. Do some personal research. Maybe the real reason is a lack of self-command, rather than a lack of time. (Use the techniques in Chapter 4.)
2. Playing around the edges: An acquaintance of mine is an expert on lost gold mines of the early west. For years he has been planning to write books and newspaper articles on the subject. Such articles could be highly interesting to the reading public as well as profitable to the author, yet he is forever toying around with his notes and maps instead of getting them down in manuscript form. In other words, he is merely playing around the edges of his plan instead of plunging ahead with it. Ask yourself if this is where you may be losing time.

3. Permitting a contrary desire to weaken your principal purpose: A typical cross-purpose is that of wanting to feel "safe" at the very same time that you also want to make pioneering progress. Pioneers who end up in the promised land are willing to risk some degree of so-called insecurity. It is encouraging to know that once we go ahead and risk so-called insecurity it turns out to be quite another thing, namely, courage. (To help you keep your principal purpose in the lead, refer back to some of the forces presented in Chapter 6 which keep you actionized.)

4. Indecision: No question at all but that here is a mental attitude that runs off with our time. (Apply the suggestions of Chapter 2.)

5. Thinking of what you've missed, rather than what you could have: Unfortunately, some folks use the emotion of regret to excuse themselves from making today count for something. A man told me, "A couple of years ago I turned down an offer for partnership in a company that is now a mint. That took all the heart out of my ambitions." That man is so strangled by unnecessary regret of the past that he can't act adequately toward all the new opportunities that offer themselves every day. A clear appraisal of our past errors is one thing, but any kind of regret is regrettable.

6. Failure to think in terms of personal participation in prosperity: Every minute spent in wondering whether there is enough prosperity to go around is a thoroughly wasted 60 seconds. Some people declare that they believe in prosperity all right, but sub consciously they think that it's always for the other fellow. They must begin to think in terms of personal participation. A young man just out of a state university told me, "I'm procrastinating over opening my own office because I'm not sure if there's enough
business to go around." I handed him the Los Angeles telephone directory which lists over 2200 pages of prosperous offices and firms. "Take a look," I invited. "Where do you think those people would be if they had your attitude?" That gave him a powerful start toward thinking in terms of personal prosperity. That's one way in which you also can win the day.

SUCCESS THROUGH SUBTRACTION

I used to get together with the manager of a chain of resort-motels, a man who had learned a few things while coming up the hard way. Sometimes we'd combine business with pleasure by talking things over while lounging beside the swimming pool of one of his establishments. On one occasion he made a curious remark that caught my attention. He said:

"Success through subtraction. That's what ambitious people should learn. I wish I had caught onto it long before I did."

"Don't you mean addition?" I asked. "After all, we all need to add more knowledge and skill and accuracy to our performances."

"No. I mean subtraction. That's the short-cut to those other necessary powers."

"You seem to be suggesting something quite profound. Let's have the details."

"There's nothing really profound about it; at least not once you get the point. Take as a simple illustration the businessman who wastes his time and energies worrying over future business conditions—and there are plenty of such worriers. That man destroys his creativity daily. No wonder he doesn't speed toward a prosperous future. Get the idea? That man needs to subtract his pointless concern with tomorrow."

"Yes, that's logical."

"Take another for-instance. I know a man whose income would enable him to set aside a few dollars every week for investments. Does he? Not on your life. You know why?—because he doesn't think anything can come from it. Isn't that a great reason! Why, if he had but planned even a conservative investment program he
Would today be moderately prosperous if not outright wealthy. I know that for a fact, because I know what my few dollars did for me. That man still has plenty of time, but first he must knock off some of his ruinous notions. That's what I mean by success through subtraction."

What unprofitable notions can you deduct? Could it be that you are wrongly thinking that:

- Time is beyond your control?
- Your efforts will be fruitless?
- An uncertain future makes careful planning useless?
- Past failures hinder present opportunities?
- Hoping and waiting is effort enough?

Let's take this attitude of uncertainty. It throws a lot of people off schedule. Yet you can deduct it from the minus column and make it a plus factor. Contrary to what some folks believe, uncertainty can be one of your most powerful time-savers and energy-builders. Have you ever noticed the strange attraction found in things that seem doubtful, that appear out of your present reach? Their very uncertainty is a spirited challenge. Notice how eagerly you watch a football game when the issue is in doubt, and how quickly your interest lags when the game is lopsided and easily predictable. So be grateful for unpredictability; it keeps you alert.

Furthermore, have you ever considered the certain fact that all new conquests must begin uncertainly? Therefore, if you are uncertain, I am glad, for you have already taken the first step toward fresh victory, as did a few other folks of whom you may have heard:

Charles Dickens didn't have the slightest assurance that anyone would read his books, yet he went right ahead and wrote them anyway. Countless millions have read them since.

There was nothing definite about Einstein's Theory of Relativity when it first came under his observation and investigation. It's pretty definite now.

Andrew Carnegie could not have retired with a fortune of $250,000,000 had he demanded a sure return on his first investments. Unpredictability was no barrier; it was all part of the interesting game.
Here is what Dr. Erich Fromm has to say: "Man must accept the responsibility for himself and the fact that only by using his own powers can he give meaning to his life. But meaning does not imply certainty; indeed, the quest for certainty blocks the search for meaning. Uncertainty is the very condition to impel a man to unfold his powers."\(^2\)

That is but one instance of how you can subtract a mental attitude toward time and thereby add a victory in time. Any alert person can duplicate this sort of success every day.

Whenever anyone tells me they just can't deduct wasteful actions and attitudes I have a standard reply which helps them quite a lot. The latest one was Lucille G. who made it quite clear that there was no possible way for her to find more time for fun and leisure.

"Easiest thing in the world," I told her. "Insist upon it."

"How can I insist upon more time when there's only so many hours per day?"

"Deduct something. Cut out some of those things which you think are so all-fired important."

"But they are important."

"Cut them out anyway."

"I can't."

"Cut them out anyway."

"I don't see how it's possible."

"Cut them out anyway."

She decided to try cutting them out anyway, thus making two surprising discoveries: 1. The deducted items weren't nearly so essential as previously believed. 2. She had three times as much time as before.

Summary: Cut them out anyway.

AN UNDERVALUED POWER

For many years historians and statesmen puzzled over the speedy rise of Adolf Hitler to dictatorial power in Nazi Germany. His ascension from the beer cellars of Bavaria to the Chancellery

in Berlin was a remarkable historical feat of achievement in such a relatively brief period of time. His powerful gift of persuasive oratory accounted in part, as did the poverty and confusion of the German nation after defeat in World War I. But what else?

A careful study of Hitler's character brought to light an uncommon power. Unfortunately he chose to direct it destructively, yet we can employ the very same force for beneficial service. All by itself it can add extra hours to days and more days to months for anyone who includes it in his plans.

Hitler's time-saving trait was simply to brush aside everything except the objective. All impossibilities were entirely and completely beside the point. Difficulties were mere mental states.

When Nazi engineers gravely informed Hitler of the impossibility of constructing new military highways by the end of the year he would snap, "That has nothing to do with my plan. Finish them by December."

If a general complained that a lack of raw materials prevented the assembling of Tiger tanks, the dictator would retort, "The problem exists only in your mind. Get the materials."

When a party leader complained of lack of funds for propaganda purposes, Hitler would rasp, "Don't waste my time with nonsense. There is a way to get the money and I expect you to find it."

And always the highways would be built, the raw materials located, the funds raised.

In other words, everything was reduced to the bare conclusion —a highway or raw materials or funds. There was no time or patience or consideration for anything else. Hitler himself gave away his secret when he boasted, "I have the rare ability to get to the heart of things, uncluttered by excuses and timidities. That's how I get things done that frighten or discourage other men. When most people face a challenge the first things that come to mind are objections; as for me, the first and only things I know are objectives."

Let's call this the power of simplification, for that's what it really is. William Wordsworth exclaimed, "How many undervalue the power of simplicity!"
Longfellow penned, "In character, in manners, in style, in all things, the supreme excellence is simplicity."

Lionel G., a distributor of frozen foods, was possessed by an ambition to double the size of his factory within a certain prescribed time limit. Crammed conditions within his present building were costing too much time and output. His planned program had developed to the point where he had purchased a new factory site on the outskirts of town. His sales and accounting offices were in agreement that a five per cent increase in efficiency would secure the necessary means for erecting a modern plant within the year.

Lionel believed that the power of simplification could give them that new factory. So he added some extra plans.

The first thing he did was to display a colorful model of the proposed factory in the lobby where it would be seen by all. At its base he placed a slogan reading LET'S SIMPLY BUILD IT!

That proved to be a powerful persuader to management and employees alike. Everyone liked the idea of a fine, modern plant with more space and pleasanter atmosphere. Besides, a larger factory meant a greater opportunity for job-promotion and salary increase. The plan was an honest and powerful appeal to self-interest—why not share the company's progress and prosperity?

Next, there was instituted a concentrated program for simplification and efficiency. In one instance the sales-manager huddled with his route-salesmen with the object of reducing the number of calls on some of the retail accounts. As a result, a total of 53 customers were cut from three times per week to twice weekly without loss to customer service but with several days recovered in delivery time.

And so the program of reducing every operation to the simpler way surged through the plant, saving minutes here and a few hours there. And that, in brief, was how the new plant was realized. You might say it was simply built.

Ask yourself, "What am I doing or thinking or planning that is entirely beside the point? Where is a lack of directness—of simplification—wasting precious time that otherwise would contribute to my goals?"

Could it be a mental attitude that concentrates on objections instead of objectives?
Maybe you are making a task unnecessarily complex by not tackling it with a clearly planned program.

Observe your daily movements. How many can be eliminated without loss of efficiency? Be ruthless with your time and you will be surprised at the number of hours you can reclaim each month.

One man had a policy of inquiring into his day, "What am I doing that isn't doing anything for me?" By taking time to find out he simplifies his work, reduces his temper, and empowers his earning capacities. Can you think of any reason why anyone else can't simply do likewise?

This power is a great time-saver because it so easily solves various problems that might otherwise nag our attentions and drain our energies. By approaching any problem with an uncluttered mind you may well be astonished at the ease with which it solves itself.

Experiment with the simple approach. Select some problem you may have concerning your commercial business or perhaps one connected with your personal affairs. Approach it, as best you can, with an uninvolved heart and mind. Verbalize something like this: "I definitely have a problem. Now, then, what can be done? Well, I can face it squarely, honestly, bravely. Even if it pains or confuses or angers me, my own best interests require that I stand still and take a good, long, quiet look at the matter. This is certainly the simple, direct, intelligent approach that will lead to genuinely powerful action."

A psychological golden rule which promotes greater efficiency (as well as health and happiness) is: Protect your real interests, not your ego. People frequently fail because they have no clear idea as to what they really want. And if one day they do tell themselves what they want, the next day it is not the same thing. What all of us really want is efficient health and happiness, not ego-protection.

Be simple in all things. Then you will have what you really want, including more time to be successful in all things.

Review Your Time Power

1. "He who gains time gains everything." (Disraeli)
2. Realize that time is largely a psychological factor. We need
not try to add more clock hours to the day; we need the addition of commanding attitudes toward time.

3. Don't believe yourself to be at the mercy of flying time. Your mind is its master—once you realize it.

4. You win astonishing ease and efficiency by applying the principles of psychological time. That is really what makes your planned time-schedules run smoothly.

5. Find out if you harbor any subconscious thoughts that tell you that you haven't enough time. Exit the false thoughts, enter the time.

6. Think in terms of personal participation with your desired fortunes.

7. Subtract time-wasting attitudes and actions. Even if you don't think it possible to deduct some of your motions, cut them out anyway.

8. "One always has enough time, if one will apply it well." (Goethe)

9. March directly toward your objective, just as if difficulties exist only in the mind. More often than not, they do.

10. Simplify everything. Once you have done so, simplify once more!
12.

**Scientific Powers That Serve Your Every Need**

Some folks like to plunge headlong into a project, fully confident that action itself will turn the trick.

Others prefer to speed toward their objectives with reliance upon their intuition or their faith or their enthusiasm.

There is yet a third group of ambitious men and women who are scientific-minded. They like to have their facts down in black and white before lifting a finger. They want every possible gold-mining tool on hand before they start digging. If this is how you feel about it, this chapter is especially for you. Yet it also is just about perfect for others who wish to expand their powers of action and intuition.

We are becoming increasingly aware that we live in a highly scientific world, which is the best reason in the world for allying ourselves with it.

What do we mean by science? Professor Thomas Huxley, the noted English biologist, offers this excellent explanation: "Science is, I believe, nothing but trained and organized commonsense."

Or pick up any good dictionary and you will run into a definition like this: "Science is a knowledge of facts, fundamentals, and principles, organized and classified for practical purposes."

There is also a third definition, perhaps the most attractive of all: "Science is the highly intelligent art of doing things the easy way."

It's heartening to realize that science is not really the complex
or baffling thing some folks believe. Anyone can organize their plans. All can train themselves. No one need be without those facts and fundamentals that turn molehills of effort into mountains of achievement.

Failure to take advantage of established principles can result in distressing consequences. Here is the story of a man who wanted so desperately to succeed that he closed his eyes to the facts and fundamentals.

Some years ago a geologist from the University of Würzburg in Germany, Professor Johann Beringer, was delightfully startled by some odd-looking objects he had dug up. The objects bore sketches of the sun and moon and were inscribed with words from an ancient language.

Believing that he had made the fossil-find of the ages, the eager Professor Beringer wrote an elaborate report of his discovery. He made sure that his skillful role in the proceedings was well reported. After distributing the publication to various centers of learning, he gleefully sat back to await world-wide applause.

While waiting, he decided to dig a few more pits in the hope of making another great discovery. Sure enough, his shovel unearthed another curious object. Turning it over in his hands, he discovered something more than curious; it was downright shocking. On the supposed fossil was printed the professor's own name! His next sad discovery was that the whole thing was a gigantic hoax. The "fossils" had been planted by some of his mischievous students. That unscientific-minded professor spent the next several years trying to round up and destroy his report.

The moral is: Save yourself frustrating efforts and shocking results by adopting the scientific-minded attitude. That professor wished he had done so. It would have saved so much.

Let's arrive at a clear definition of this wonder-working scientific-mindedness. When taken apart and analyzed it consists of nothing more or less than a mature eagerness to take orders from life itself. Want success in everything you do? Then place yourself under the wise command of life itself, for as Bayard Taylor points out, "Life lives only in success." Life will teach us everything we need to know, if only we will pause long enough to listen. Really listen.
We have seen previously that we must command our various life-powers. The reverse is equally true: We must permit ourselves to be commanded by life-power; that is, we need to obey those principles which are established for the very purpose of our success. "We master nature by being obedient to it." That's the scholarly conclusion of scientist Francis Bacon.

This kind of receptivity does not lower your self-respect or make you a submissive slave, but rather bestows upon you the final secrets of power and mastery. To illustrate, when you submit yourself to the principles of mathematics you instantly become the master of those very mathematics. You are then empowered to add or subtract or multiply wherever it is beneficial to do so. Submission of this sort is quite the opposite of weakness; it is the mark of maturity. The man who refuses to take orders from mathematical principles is the submissive slave who gets whipped by his problems.

If you are wisely willing to take orders from the Headmaster called Life you will discover yourself with majestic mastery. That's what we mean by the scientific-minded attitude, which, to repeat, is the way to get things done easily and efficiently.

During army days we used to have a commanding officer, a man of about 60, who was a first-class scientist of this kind. In private life he was a richly successful businessman and in military life a highly respected officer. During informal hours around the barracks we would gather around with soda pop and sandwiches while he passed on his practical philosophies:

"If any of you fellows are interested in building a career for yourself, in or out of the army, let me pass on a few suggestions from my own experience. Start off by ranking yourself as a lowly private. The private has the most advantageous position of anyone. All he has to do is sit back and take the orders which are worth a fortune to him. So take orders from your sergeant. Drain him of everything he knows. Do whatever you are told and learn something from it.

"Do this and pretty soon you'll be a sergeant yourself.

"Now you have the opportunity to listen to the lieutenant who knows more than you do. Perfect! Obey his commands. Go all the
way with them. Exhaust his knowledge. Be smart enough to be dumb.

"After awhile you'll be so smart you'll be promoted to a lieutenancy.

"When your captain comes around, study him. Find out what makes him a captain. Don't be stupidly envious, be intelligently watchful. While carrying out his commands try to discover whether you could have given better ones. Let his experience be your best teacher.

"That is how you become a captain yourself.

"Now you are ready to take advance orders from the general. Here is your big opportunity. Carry out his orders while observing whether they are good, bad, or so-so. Don't argue, don't insist you know better. Place your advancement before your vanity.

"That's the way to end up as Commander-in-Chief."

The only real difference between the privates and the generals in life is that the generals strategically locate themselves in positions where power enters them from all directions. Just as a television set attracts signals from the atmosphere and converts them into light and motion, so does life-power become their power for illumination and energy.

The only limit to a man's power is that which he himself places upon it. If you are not attracting and winning to the extent you would like, you should realize at once that all this can be magically changed. If you are concerned enough with your own welfare to take orders eagerly from wherever they may come, you will—paradoxically as it may seem—find yourself in the masterful position of issuing orders that are instantly obeyed. That, really, is how a man comes to command his circumstances and his fortunes.

At this point we reach two major conclusions. The first is the ease with which all things eventually open to the man who persistently knocks until he gets an answer. Luther Burbank, starting with nothing more than a scientifically inquiring mind, was acclaimed as the botanical genius of the ages. By constantly taking orders from nature herself, he learned the secret of spineless cactus for feeding cattle in desert regions, plus fresh varieties of the potato, walnut, apple, quince, peach, plum.
Secondly, it is interesting to note how all our discussions of power lead us back to the scientific fundamentals upon which all kinds of worthy success are founded. In this case we come face to face with that old-fashioned and admirable virtue of humility, about which John Ruskin wrote, "I believe the first test of a truly great man is his humility." As additional incentive toward the cultivation of this quality, Sir Benjamin Brodie declares, "Humility leads to the highest distinction, because it leads to self-improvement."

**THE SCIENCE OF USING READY SUPPLIES**

Perhaps one of the strangest and most contradictory features of human nature is our failure to use those power-supplies readily available. We are much like the group of thirsty castaways who were adrift at sea for several days. During the night one of them was accidentally splashed on the face by a wave. To his astonishment he tasted fresh and pure water. They found they had been floating in the outlet of a large river.

Dr. Erich Fromm has this to say concerning man and his available energies: "He has no other way to be one with the world and at the same time to feel one with himself, to be related to others and to retain his integrity as a unique entity, but by making productive use of his powers. If he fails to do so, he can not achieve inner harmony and integration; he is torn and split, driven to escape from himself, from the feeling of powerlessness, boredom and impotence which are the necessary results of his failure. Man, being alive, can not help wishing to live and the only way he can succeed in the act of living is to use his powers, to spend that which he has."

This brings up some curious questions:

- Why don't we take advantage of ready help?
- Why not do things the easy way?
- Why don't we simplify our tasks with science-power?

---

1 Man For Himself.
Why not live lightly?

Some of the reasons we fail to avail ourselves of science-power are:

Because we are too little acquainted with them.
Because we fail to employ them fully. Because we hesitate to try a new approach. Because we don't believe they can help.

The easiest way to clear up our hesitations and doubts is to examine the hundreds of ways we already use science-power in our every-day endeavors. For example:

To maintain or improve our health we call upon the science of medicine.
When we wish to improve our conversational skill we call upon the science of semantics, of words.
If we want to elevate our financial rating we study the principles of economics.
To increase our happinesses we obey the scientific rules governing constructive thinking.

What bountiful blessings would flow our way if we were to acquaint and ally ourselves fully with these powers!

Thus far we have been probing the values of scientific-mindedness. Next let's turn to the established sciences themselves. What are they and how can they help? Many come to mind immediately:

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All these and dozens more are properly classified as sciences for the purposes of this chapter—because we are going to find out how to employ them in practical ways. They are our tools-on-hand for carving out of life whatever we wish. In one way or another they can contribute mightily to our advancement.

Chris and Connie were husband and wife who thought it about time they placed at least one vital phase of their lives on a systematic basis. What they wanted and needed was a more relaxed
approach to everything that came their way. They rightly reasoned that they could do a much better job down at their real estate office as well as in their home if they could somehow reduce the nervous tension surrounding their efforts.

Like many folks they had gone on for years hoping that some day things would loosen up to where they could enjoy life as well as live it. But nothing ever really changed; there were always those nagging frustrations and emotional upsets.

They intelligently decided to stop hoping and start doing. The scientific way.

"Where," Chris asked his wife one evening, "should we begin?"

"By exploring all the possibilities," replied Connie. "The more resources we can throw into our peace-program the more we can insure our success. Let's discuss every scientific means possible; later we can choose and discard as seems best. All right? To begin with, we could consider some of the principles of philosophy. Everyone needs a relaxed and philosophic outlook on life. Couldn't we smooth things out by not taking things so seriously? Personally, I know that nine-tenths of the things that upset me seem so trivial a few days later. Remember how cross I got last week when the children had that big fight over doing the dishes? Now, it seems almost funny. Thank heavens we have perfectly normal children. That's what I mean by an easy-going outlook. Let's include it."

"Fine," Chris responded. "What's next?"

"Well, there's the science of mathematics, but for the life of me I can't see how such impersonal things as numbers and figures can contribute to personal peace."

"I can think of at least one way," Chris replied brightly. "Back in business college we had a session on the law of mathematical probabilities. You know how it works. If you contact 100 new customers you will definitely land a certain percentage of them. The more you contact the more the law works in your favor. I guess we can relax down at the office by relying on that principle to expand steadily our operations. Funny, but I feel better already, just by thinking about it. Who would have thought of mathematics as a power for relaxation!"
Suggested Connie: "How about the element of time? Could that be directed toward restfulness? It seems we're always rushing somewhere to get things done. Does it have to be that way? How about freeing ourselves from time-tension? You know, I have an idea that a change of attitude toward time can give us the time of our lives."

"I agree," said Chris. "I once read in a book that a raging rush is nothing more than an acquired habit which can be broken by anyone. The writer said we should throw the powerful emotion of refusal at it; once and for all refuse to go along with the mad pace any longer. Get indignant at all the hustle and bustle. Say no and mean no. He said that an indignant refusal cracks the whip over the habit and in time it will slink away. In its place you will have a great feeling of relief. Not only that but it actually gives a man more time and efficiency. A rested man has extra energy which enables him to get twice as much done in half the time."

"I'm wondering," pondered Connie, "about photography. That could certainly be classified as a practical invention of science. Remember how it used to be your hobby before you got so tied up at the office? Neither of us was so tense in those days. What about it? Got an idea?"

Chris thoughtfully considered for a moment, then nodded enthusiastically, "A great one. Remember those old photographs I used to collect? I mean the ones showing the town 50 and 60 years ago. Main Street had exactly nine buildings in those days. Look at it now. Tell you what. Let's dig those pictures out of the attic and display them in the office window. Lots of passing folks will be interested in seeing how their community has grown. That will give both of us a dash of relaxation. Fun, too."

"Not bad for promoting business, either. It proves the town is still going places. Should attract some investors."

This pair of intelligent investigators proved personally that alert thinking is all it really takes to make science your powerful servant. It can promote not only a relaxed mind but financial gain, emotional security, sound health, and everything else a man needs for the good life.

Moreover, science-power is not something a man needs to create;
he need only apply already-established principles. What remarkable things a man could achieve if he would only place his plans at the disposal of universal forces!

Take the principles of successful authorship. They were known for hundreds of years before Lew Wallace used them to write his classic novel *Ben-Hur*.

The roads to financial empires were clearly marked long before men like John D. Rockefeller and Andrew Carnegie set off on their journeys.

Because military science was already set down in black and white for anyone to use, it was successfully applied by men like Napoleon, Robert E. Lee, Paul von Hindenburg, the Duke of Wellington, Dwight D. Eisenhower.

Because the art of musical composition had long ago been systematized, it laid the foundation for the fame of Johann Strauss, Irving Berlin, Franz Schubert, Johann Bach, Stephen Foster, Victor Herbert.

All these towering figures were scientists in their own ways. History may identify them as soldiers or industrialists yet they were first of all men who intelligently tackled their tasks with the aid of science-power.

How far could you go with a similar approach? The best way to find out is to go ahead and find out!

**A Scientific Explanation of Success**

Have you ever noticed:

That the wealthy man tends to increase his financial standing, while the money-less man often remains pretty much in the financial basement?

That healthy folks have a way of retaining their vitalities, while sick people tend to go from one ache to another?

That a charming person constantly builds his attractiveness, while an unpleasant person seems to become even more so?

What we are pointing out is this: Whatever condition a person finds himself in, that is the very condition he can expect to re-experience time and time again—unless something happens that
changes things. Human beings are more or less consistent in their behavior. Few folks are fabulously rich one day and broke the next, neither do people as a rule swing violently between health and sickness or love and hate or happiness and misery. A fairly consistent state is maintained, *though this state is gradually growing better or worse*.

Why does wealth build more wealth?
Why do we grow either happier or unhappier?
Why do some people fail time after time?
Why does the success habit cling to some people?
There are clear, concise, scientific answers which we will now explore.

One of Sir Isaac Newton's classic laws governing motion is this:

*Any object will continue to move in a straight line unless compelled to change direction by some external push or pull.*

This is not only a rule of physics but a universal principle governing all human affairs. Let's rephrase Newton's law as it applies to human activity:

*Any person will continue to move along his usual course unless he compels himself to change direction by some self-promoted push or pull.*

Perhaps you noticed that there is one notable difference in this law of motion as it applies to physics and its relation to human affairs. It is this: It is not some external force that changes human direction, but rather an internal push or pull; in other words, the powers that change a man's fortunes are within the man himself. The happy fact is, every one of your desires for uplift is backed up by a power that can make those desires come true.

We previously pointed out that any individual tends to remain consistently rich or poor, happy or unhappy, and so on. Also, he continues to develop his original state for better or for worse. It all depends upon the kind of inner powers he continues to employ.

The following graph represents the way in which one man employs positive powers to maintain his upward climb, while his neighbor needlessly continues to roll downhill by using negative forces:
Here is really the clearest explanation possible as to why one individual mounts continually toward more success while another trudges wearily on toward increasing failure. You could study for a lifetime and not discover a simpler or more scientific explanation for the daily conditions we experience.

Incidentally, a man once told me, "I used to think of such things as self-reliance and persistence as pleasant little character traits which one should teach to his growing children, but as much too elementary for me personally. Now I'm much wiser. Far from being mere teachings, they are dynamic forces which will always carry a man toward the richer life. Old stuff? Not at all. New power!"

The best motivation you can find for employing only your upward powers is the deep realization of what they can do for you. It's also not a bad idea to remember how the downward forces will get and keep you down.

After a talk before a woman's club, one of the ladies eloquently thanked me for clarifying the above item, then waxed enthusiastic: "From now on, it's Sir Isaac Newton for me!"

When I asked her why she had made the decision, she held her left arm at a downward slant and her right arm at an upward slope, then laughingly explained, "Because I want less of this and more of that!"

Which is good enough reason for anyone.
Some persons complain that one darn thing leads to another. That's right. It does. The man who permits himself to stumble downhill can expect to get continuously bounced from one rock to another.

But one good thing leads to another, too. Start out by ordering a first-class dinner and you can rightly expect to be served delicious dishes with every course. Again, because of the laws of human motion.

Nothing in life is static. Change is necessary and healthy. Everything obeys the law of movement. Our environments shift toward either increasing comfort or more dissatisfaction. Our minds grow toward either greater clarification or deeper confusion. Our careers advance or regress.

It all depends, as we have previously seen, on our choice of powers. Anyone, including you, can choose to change directions any time he pleases. With astonishing ease.

Paul H. realized that he had been stumbling downhill for some time in his relations with people. He just wasn't getting along as smoothly as he wanted. Office irritations and domestic scenes were mounting. Sociability and good-will seemed to slip through his fingers at every grasp. Everything was mounting in confusion. He felt somewhat helpless in the face of it.

Yet he wasn't completely powerless. As a matter of fact, he possessed one of the most enriching powers of all for slanting himself skyward—that of honestly and openly facing the problem. As he sat before his counselor he reviewed how one darn thing led to another.

"I'm mixed up when it comes to understanding human nature. That leads me toward dealing with people impulsively, and quite often mistakenly. And that leads to irritation for both of us. So I worry. So I'm nervous. So I can't sleep nights. That's the way it inevitably goes. How do I change directions?"

Paul was invited to examine the principle: *Any person will continue to move along his usual course unless he compels himself to change direction by some self-promoted push or pull.*
The counselor probed a bit to find out if Paul possessed some special kind of character trait that could help loose a fresh flow of power in his interpersonal relations. It turned out that Paul, like many of us, was a mystery fan. He liked reading detective stories, he enjoyed solving crossword puzzles and magazine quizzes.

"How about having some fun with your problem?" suggested his advisor. "You like to solve mysteries. Why not employ your power of logical deduction? It will certainly be the fun-filled way of clearing up the puzzle."

During the following days Paul made a series of scientific deductions:

1. My interpersonal relations are unsatisfactory.
2. Yet they need not continue downhill.
3. I have personal power to change directions.
4. I’ll try to understand people better.

Gradually, a series of direction-changers leaped into his mind; for instance:

1. "Whenever people are unreasonably stubborn, never try to force them to go your way. That only reinforces their resistance. Let them go their way. They will be so surprised at your nonchalance that they will return to find out why. Now you can talk reasonably."
2. "Never expect another to live up to your particular idea of the right thing to do. He won’t. He has his own conditioned convictions as to what is right and wrong. These are what he must obey in order to feel loyal to himself. Allow another to be true to his own values and interpersonal conflict ceases."
3. "Above all, people admire strength and deplore weakness. People easily recognize weakness in another, for they already recognize it in themselves. If you wish to attract them, don’t imitate their own weaknesses of conformity, complaint, shallowness, dependency, etc. People want you to be stronger than they are. Fill this need and you maturely command both them and your self."

By applying these principles, Paul personally proved Thomas Huxley’s definition, "Science is, I believe, nothing but trained and organized commonsense."
He also happily proved that one good relationship in the world of people can lead to another.
When Paul changed directions so did everyone else.

Serve Yourself With Science-Power

1. Decide to accomplish things the easy way—with the sure aid of science-power.
2. Accept as a fact that "life lives only in success." This includes your life.
3. Place yourself at the disposal of all available knowledge and information. Remember that the commanded soon becomes the commander.
4. "Every addition to true knowledge is an addition to human power." (Horace Mann)
5. Select those branches of science which seem to offer special value in your particular case. Employ them fully.
6. Remember that the man we acclaim as a genius is first of all a scientific-minded individual.
7. Know that all personal improvement results from an alliance with the established principles of improvement.
9. From now on, determine to let one good thing lead to another.
10. Experiment scientifically until you personally prove that practical application leads to practical results.
13.

Forces That Make You Make More Money

All of us realize that money-making is not the central purpose of life, yet it is an absolute necessity as well as a pretty wonderful convenience. Financial fullness enables us to provide better for the needs of those who depend upon us, also, it is man's right to surround himself with as many luxuries and comforts as possible.

With these ideas in mind, let's find out how anyone can easily do more to easily make more. We begin with:

The Fantastic Force of Operation Opposite

You are about to profit from a prosperity-plan whose simplicity will leave you delighted, whose possibilities leave you eager, and whose outcome may well leave you with an incoming fortune!

You think I've gone wild over the idea? I have. I've personally proven its extraordinary power dozens of times in situations which seemed no more than ordinary; and so have thousands of men and women who have consciously or unconsciously put it to the test. You also may hail it as a miraculous means for financial fullness if you will but put it into earnest practice. I call it: Operation Opposite. Let's see it in action in a real-life drama.

The business affairs of young Phineas T. Barnum, an up-and-coming showman, had reached the point where something drastic had to be done. True, his American Museum in New York City
was collecting the crowds with its oddities and curiosities, among them General Tom Thumb, the two-foot midget. But Barnum was still, in his own words, "At the foot of fortune's ladder." He needed a special attraction of some kind that would lift him skyward. So he started glancing around for something—within his circle of talents yet more daring, more contrasting, and hence more profitable.

His search turned toward Europe where a young coloratura soprano was being applauded as the sweetest songbird of all time. Called Jenny Lind and hailed as the Swedish Nightingale, she so enchanted Hans Christian Andersen that he wrote of her, "No books, no men, have had a more ennobling influence upon me than Jenny Lind."

Barnum's quick mind leaped like an acrobat. Jenny Lind! A voice! Ah, here was something with dramatic possibilities—in the hands of the right man. Barnum cheerfully decided he was the right man. His agent contacted Jenny who offered to tour America for $1,000 per concert plus the right to sing for charity as often as she liked. Barnum considered—briefly—and signed.

The new challenge exploded the showman's already-torrid talents for extravagant publicity; no longer was he confined to the four walls of his 25-cent museum. America itself was his target—and paying customer. His build-up of Miss Lind succeeded so sensationally that 30,000 thrilled Americans were on hand to cheer her incoming ship—she who had yet to sing them a note!

Came Jenny Lind's first concert, and Barnum's last doubt disappeared. The Swedish Nightingale enticed America to her feet. Henry Wadsworth Longfellow came to visit and praise. Jenny and Barnum spent an evening at the White House as guests of President Fillmore. A Pittsburgh woman named her twins Jenny Lind and P. T. Barnum.

Barnum's clear share from 93 concerts came in the neighborhood of $185,000, which was a somewhat richer neighborhood than that of the 25-cent museum. Nightly Barnum beamed over the packed houses to conclude happily that fortune is well within the hands of any enterprising man. He may not have termed it as an Operation Opposite but he did demonstrate it as one.

Do you see the basic idea? Simply this: If what you are now
planning and now doing is not adding dollars to your bank account then you must subtract it from your schedule and strike out in an opposite direction. The logic here is irrefutable. Since what you are now doing is more-or-less ineffective, then it is surely something in the reverse direction—that is, something you are not now doing—that will turn the trick.

As a perfect example of how non-reversal of habitual actions cause failure, take the basic merchandising idea of buying low and selling high. Now you'd say that every wise businessman surely does this. Yet speaking of the principle in connection with stock investments, Harold B. Gruver writes: "Perhaps this sounds too simple. Actually, it is a method that is utilized by very few. Human nature being what it is, it is natural to rush to buy when everyone else is buying and to sell when everyone else is selling."

Look at any successful businessman and you must find that he is proceeding in reverse fashion from the failure. To repeat, this is so obvious a truth it is usually overlooked.

Now then, you are clearly aware of your present techniques, are you not? I mean by this your mental outlooks and your emotional moods and your physical actions; that is, you know that you are doing business according to your particular nature. So at once you see clearly what must be done to turn yourself toward overwhelming victory. What must be done is to apply Operation Opposite to the various departments of your personality. For instance, could it be that your plans to increase your dollar value to your company are irregular and unsystematic? Then it's perfect logic to assume that constancy and organization will raise you high above the average.

There is an Operation Opposite for every one of those ineffective actions which may pin you down. The beauty is that you can pick out a reverse direction just as easily as you pick up a book, and speaking of books, search your dictionary for words that mean the direct opposite of whatever hampers your present endeavors. You'll find hundreds of ways to put the operation into full time play, for example, the reverse of frozen thinking would be free expression of your innermost ideas—certainly a power...

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that wins the day in many a situation that calls for creativity. You see, most of our obstacles are caused by a lack of identification of those very obstacles. This technique shows you exactly where you can go in reverse in order to really go forward!

Perhaps you will take up the challenge as did one fellow whom we'll call Walter. He had a small insurance agency that remained small in spite of his ambition. All his efforts were commonplace, as feeble as a pussycat's punch.

Operation Opposite was his bugle call to battle. Remaining at his desk one night he intelligently realized that reverse actions were his answer, even if they seemed impractical—and especially if they were of an appealing nature but which caused him to hesitate. Two of his present conditions and their opposites were: 1. A misunderstanding of customer motivation and its opposite of a knowledge of human nature. 2. A small advertising budget and its reverse of expanded publicity.

Let's see how both of these paid off. Walter determined to investigate the secrets of human buying-behavior, to find out what motivated folks who sought insurance. He rightly reasoned that this alone would empower him to sway more sales. One of the secrets, discovered in a psychology book, was that most people are not really interested in the fine details of a policy; indeed, even to discuss them causes distress and embarrassment, for most folks have difficult following along, especially since they are already tense over the decision to buy or not. Walter saw that he should emphasize in glowing and sincere terms the over-all feelings of security and comfort found in the policy. Here was something everyone understands, for security is a basic human need.

You can see how Walter became a far more serviceable salesman. His customer's appreciation helped to turn the line of his sales-chart from horizontal to vertical.

Step 2 of Operation Opposite concerned his advertising. Reasoning that limited publicity marked him as a small office, he boldly purchased the whole back page of a paperback business directory covering his community. So every time a resident picked it up to phone a druggist or plumber he caught sight of Walter. A fair percentage phoned him also.

If someone says that placing a full page ad wasn't a particularly
daring or original idea, I want to emphatically point out that it was as far as Walter was personally concerned. He had at least made the break-through toward expansion, and who knows how far he’ll go from there? In itself the ad was commonplace, but how many devices which are commonplace to the $50,000-a-year men who would be considered daring to you? That's the point to grasp.

Whatever your present business or wherever you plan a new venture you can expect miracles from Operation Opposite. It's all a matter of reversing results by reversing the causes of those results. How easily success appears to the man who personally proves an already-proven technique!

A NEW KIND OF ENTHUSIASM THAT LASTS

In Chapter 10 we covered some of the areas where enthusiasm can help, but let's relate it specifically to your financial planning.

I've lost count of the number of business people who have said to me, "Mr. Howard, I know that I've got to maintain a fiery enthusiasm if I'm to increase my income, but to be perfectly honest, I just can't keep it up. I may start off in the morning like a blazing arrow but just let a deal or two fall through and my spirits fall with them. How can I keep on fire all day long?"

Enthusiasm is certainly a power that helps you to make more money in the form of sales commissions, wages, business fees, extra bonuses. No one questions that. The vital question is: How do we acquire a steady enthusiasm that simply cannot be drenched by disappointing events?

The answer is found in a rather deep exploration of the whole business of enthusiasm. I want you to think carefully along with me in this regard, for we are about to discover a psychological principle of startling significance.

Tell me, what do you do about it when you feel discouraged or unenthusiastic? Most of us try to induce a better feeling by pumping the mind with optimistic ideas. Now this may give a temporary lift to our spirits but the fragile feeling is soon smashed once more by the grim reality of another financial setback. So we're
right back where we started, perhaps even more discouraged than before.

Supposing that some morning you determine to start off with a bang, so you charge yourself with enthusiasm, race down to your job while telling yourself, "Today I'm going to sell at least three extra refrigerators," or whatever else represents extra income. But then, supposing, the day turned out no better than before. What is your natural reaction? Quite logically you are going to frown, "Bunk. Nothing came of my eagerness. It doesn't really pay off. Why try?" Now you are really in for a spell of inaction that certainly won't woo wampum.

Look carefully and you will see that this is what always happens whenever results turn out differently from what your forced enthusiasm hoped they would be. Dismay and lifelessness are sure consequences when the self-created ideal meets the real. This kind of coldly calculated eagerness is like a balloon—it may go up but something's sure to puncture it.

Now that we've exposed this deceptive lady who masks herself as enthusiasm, how can we build the genuine article which serves us with quiet and persistent power?

We can practice what I like to call Alert Nonchalance, which in spite of the seeming contradiction of terms is one of the greatest powers you possess for making money or anything else. Alert Nonchalance means that you attend to your business with a mind alert to opportunity yet entirely unconcerned with results. It means a mental and emotional state that is relaxed and hence creative. "Power is so characteristically calm that calmness in itself has the aspect of power." (Bulwer-Lytton)

If you wonder how you can be nonchalant and enthusiastic at the same time, I say that it is only when you are both of these that you possess that special force which impels you toward your financial fortunes. Too many people picture enthusiasm as all bounce and noise when in truth it is a quietly modest force that reveals itself not in outward show but in solid productivity.

Please think of some successful operation outside your job, for instance, driving your car. When you get behind the wheel, you don't think, "I'd better charge myself with some confident thoughts about my driving, otherwise I might not make it to the market."
Of course you don't. Your Alert Nonchalance is your inner power for skillful driving. *You are quietly enthusiastic without even thinking about it.* If you *did* have to charge yourself with enthusiasm the very act itself would indicate not enthusiasm but quite another thing—nervousness—which might well make you a poor driver.

No, genuine enthusiasm cannot always be forced into existence, but it can often be invited by a quiet mind. "Enthusiasm is inward; mere excitement, outward." (Sterling)

Kenneth, a real estate broker, had this to say to me one morning as we had breakfast together: "My office represents about one-fiftieth of the total real estate firms in the area, yet records show that we snare about one-tenth of total monthly sales. All because of this thing you call Alert Nonchalance. My casual ways save me from emotional knots after a deal falls through or when sales move slowly. Since I never demand that things happen exactly like this or that, I just get discouraged—and that's why I have more creative enthusiasm than all my competitors put together.

"My associates and I have an office procedure that would shock most sales-experts. We deliberately set out to get—no, not sales—but as many no-sales we can get per day! We can do this because we are emotionally prepared to meet them with utter nonchalance. It's like this: Say a customer comes in requesting a home with plenty of seclusion. Well, we canvass as many not-for-sale homes of this type as we can. We're turned down maybe 49 times, but you know, quite often we catch that fiftieth fellow just when he wants to sell out and move. We've got so much resourceful enthusiasm that we reverse the whole strategy, that is, we go after the no-sales. The sales? They nonchalantly come our way!" (By the way, reader, note the Operation Opposite here.)

Perhaps you now see that forced enthusiasms are mere cover-ups for subconscious doubts and timidities and therefore easy prey to financial rebuffs. But Alert Nonchalance is quite a superior attitude which cannot be discouraged because it contains no fear-of-failure. Notice that you are never afraid of anything toward which you are nonchalant; you possess quiet confidence in relation to it. So practice A. N. in all your business ventures and let yourself in on a delightful surprise.
When you come right down to it, there is plainly just one basic power-principle that governs all your money-making activities. It determines whether your selling or investing or laboring shall return rich or poor profit.

Roger W. Babson, who is perhaps the greatest financial expert of the century, supplies a clue to this power by pointing out, "Business conditions depend chiefly on what men do. What men do depends on what they believe and think; I mean that men act according to their real beliefs and valuations—not necessarily according to what they say they believe and think."

What we subconsciously believe and think about money has everything—actually everything—to do with our financial position. No man ever made or lost a dollar without first making or losing it mentally. This is a forthright principle of finance that you and I prove to ourselves with every money-making venture. It works for our gain or loss whether or not we are aware of its existence, yet our awareness can turn it into a power for prosperity.

Recently I had proceeded to this point in an informal lecture when a determined-looking gentleman in the audience raised his arm to remark, "Mr. Howard, please pardon the interruption but I'm afraid you'll talk so long you won't tell us exactly what we should believe about money. So if you don't mind . . ."

As soon as the laughs died down I plunged immediately into the psychology of money-making. This also is a fine idea for this section. There are books galore that supply adequate information on the mechanics of salesmanship and job-efficiency and the like, so we won't repeat them here. We need to profitably explore the very heart of the matter, which is, your beliefs about the art of making money come true.

I suggested to that eager gentleman, as I now suggest to you, that the beliefs you should adopt are those that you would have if money were now yours in abundance.

Why is it essential that we do this? It's obvious that if you presently believe that money is hard to come by, that it takes  

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lucky breaks, that the competition is killing, you have at once choked off the very forces of imagination and resourcefulness that you need. It’s a psychological law that a thought produces a similar act. As a young salesman I used to think it hard to land new accounts for my pie-and-cake route so I sorrowfully let it go at that for a few months. But getting tired of the assumption I decided to believe that I had 10 new markets on my string. Acting upon that new belief I went ahead and solicited as many markets as it took to turn that assumption into a fact. That new belief was my driving energy that gave me not 10 new accounts but 23—I was too eager to stop at 10.

Please take careful note of this significant idea: If you had actually earned a large sum of money you would have learned a few things in the process, wouldn't you? In other words, you would believe in money-making principles somewhat different from the old ones. So if you can find out what these enriching mental viewpoints are right now—before learning the hard way—you have slashed wasteful trial-and-error to a bare minimum.

So supposing that you now had wealth in abundance—what would you have learned in the process of acquisition, I mean, what would be your personally proven beliefs? You would:

1. Believe that one must take utterly realistic attitudes toward money—which is not the same thing as grim attitudes. This means that we should see things as they are, not as our hopes fancifully shape them. Money is like love—nice to dream about but much better to really possess.

2. Believe that you presently possess all powers necessary for attaining wealth, though some of them may need to be awakened, expanded, directed. "Man was born to be rich, or inevitably grows rich by the use of his faculties . . . Property is an intellectual production. The game requires coolness, right reasoning, promptness and patience in the players." (Emerson)

3. Believe that financial errors show you what not to do, consequently, by being willing to make enough of them you are left with clear ideas of what to do. A man of my acquaintance wanted to own his own bustling grocery market. Through a series of mistakes he learned a few things, such as: Don't expect all your friends to become loyal customers. Don't locate where population growth is limited. Don't understock for the sake of a tight budget.
(customers don’t want the last can of corn; they’re impressed by towering stacks.) He made so many of the right kind of mistakes that he now owns a healthy young chain of supermarkets.

4. Believe that not only is wealth plentiful in general but that it is specifically and personally available. You would believe this if you were wealthy, so start personalizing money right now, regardless of how things seem.

5. Believe in the Law of Investment and Return. This means that the quality and quantity of your Investment determines the character of the Return. An investment could be a better cup of coffee if you run a cafe or a quicker cup of coffee if you serve diners in that cafe. Investment is any service you can give which another wants and appreciates.

6. Believe that simplicity, open-mindedness, tact, cooperation and consideration are wealthy characteristics that have a way of enticing material wealth.

7. Believe that anxiety, cynicism, impatience, dejection and fickleness are poor enough habits to keep anyone poor.

8. Believe that opportunities need only to be recognized, not desperately searched for. (They are, incidentally, recognized quite easily by those who have a clear picture of money-making laws.)

One evening a group of businessmen, including myself, gathered to glean a few gems from an elderly, highly-respected clergyman who knew just as much about the financial world as he did about spiritual realms. Going to the blackboard he printed:

Magnificent Opportunities Now Easily Yield.

He set down the chalk with the twinkling remark, "I'm not sure if that's grammatically correct but I'm certain it spells out money."

9. Believe that a clear appraisal of yourself is a tremendous help in selecting your special enterprise. Sir Isaac Newton didn't think himself cut out to be a farmer, so he went on to startle the world with his scientific discoveries.

10. Believe that anyone can make money—more, faster, surer—by believing the preceding nine practical principles.

THE MAGIC OF DYNAMIC DUPLICATION

Consider this remarkably heartening fact: All great fortunes, all cash-creating ideas, in fact, every dollar being earned at this
very moment results from Dynamic Duplication; in other words, by repeating something previously done by someone else. No money-making plans are entirely original; all are variations or modernizations of time-tested methods. To even mention such profitable agencies as entertainment, salesmanship, building, hauling, and so on is to stamp them as old reliables.

The Duplication is your framework. Your special covering of that framework is what makes it Dynamic—hence profitable.

You don’t have to try to think up fanciful ways to flirt with fortune. Your best bet is to settle for an already-successful formula and study it, pull it apart, talk it over with experts, spend every spare moment kicking it around.

I recall one man of artistic inclination who used to enjoy poking around ceramics shops in his spare time. He had a keen interest in claywork, such as jars, vases, wall mottos. His enthusiasm reached the point where he started dabbling around on his own, turning out small models for home decoration. Being practical as well as artistic, he began wondering about something. Could this ancient art be adapted to modern merchandising? Maybe. Could be. But how? He had the Duplication but what about the Dynamic part? What special effect, what fresh appeal? An unusual shape or size didn’t seem to be the answer. And the cost of raw materials denied the advantage of a lower price than usual. What? How?

One evening his wife chuckled as she passed through his workshop. Seems a botched clay figure turned out to resemble a grinning, mischievous-looking, little imp. He was about to rub the grin off its face when he remembered that chuckle. Maybe others would chuckle, too. He decided to find out if claywork could be commercially funny.

He deliberately botched a few more mischievous imps and set them out to grin at passersby. They grinned back. Lots of them were eager to pay for the privilege of carrying home their chuckles. Our man now chuckles at the ease with which he turned an old art into new cash.

Even the Dynamic part of your program need not be entirely original. Sometimes it is quite enough to duplicate the good job done by another. Yet I can never get over how many otherwise alert people fail to profit by the knowledge and experience of those whose success proves their reliability. An athletic coach once
phoned to inform me eagerly that he was going to write a book on the subject of track and field athletics. "Fine," I told him. "There's a need for up-to-date instruction on the subject." I then started to suggest that he visit the library to get ideas for his writing style, but he cut me short with, "No need for that. I've been coaching long enough to know what to do."

A few weeks later he called back with the sheepish apology, "What a mess. I see what you mean by observing the experts. I won't make that mistake twice." That open-minded coach will collect book royalties all right.

The beauty of Dynamic Duplication is that it is applicable to any financial venture, whether that means your fresh start or an addition to your established business.

To summarize, all fortunes are made by reproducing basic formulas that made previous fortunes. And these formulas are available to all who earnestly observe. Baron Rothschild chose to repeat the principles of investment, Mark Twain mastered the art of authorship, Henry Ford learned how to produce low-cost automobiles. And for every Rothschild or Ford with their millions there is a Smith or Jones with their tens of thousands.

The enormous possibilities of Dynamic Duplication are frequently overlooked because of the complexities of the human mind; we think we have to do things the hard way—which is the only thing, really, that makes things hard.

"Whenever you see a man who is successful in society, try to discover what makes him pleasing, and if possible adopt his system." (Lord Beaconsfield)

**Profitable Pointers**

1. Whatever your other plans, be sure to add Operation Opposite to them.

2. Because of its very obviousness, some folks overlook completely the principle of reversed-results through reversed-actions. Don't.

3. Make yourself clearly aware of your present techniques.
Next, question them. Finally, make whatever reversals seem needed.

4. Put it down that Operation Opposite is not a mere theory to entertain in your mind. It is a practical principle that is to be proved by forthright application.

5. Practice Alert Nonchalance as a means for building more enthusiasm and confidence.

6. Remember that money-making starts within your mind; it cannot possibly start anywhere else. Employ those mental attitudes you would have if financial fullness were now yours.

7. "Do not wait for extraordinary circumstances to do good actions; try to use ordinary situations." (Ritcher)

8. Stimulate your power of Dynamic Duplication by covering its principles once a day for at least 10 days. By the end of that time things should start buzzing, first within your own mental motors, then outwardly in your material world.

9. It is worth literally tens of thousands of dollars to you to search out the basic procedures of men who have already attained financial fullness. Exhaust completely their special methods, even if they presently seem inapplicable to your plan. Remember, what is wanted is not the exact imitation of another, but a general application of principles that may well cover your specific case.

10. Whenever you don't know what to do next, return at once to the fundamentals of this chapter. Sensible and clever Benjamin Franklin concludes the matter with, "The way to wealth is as plain as the road to market."
14.

Your Winning Weapons Over Failure

A friend of mine who confesses to a generally unsuccessful life asked to read the manuscript of this book before it was sent to the publisher. He explained that he liked to be the first with the latest.

"Here's the latest," I told him as I extended a portion of this chapter.

His eyes brightened eagerly. "Will it show me how to get rich? What's it all about?"

"It's about failure."

He gulped, squinted painfully. "Failure? Wow! I've had enough of that. I want something to help me shoot ahead."

"Then this is just what you desperately need. Let me suggest that you see what happens by concentrating on your non-success. I guarantee you that some surprising rewards will come your way."

He shook his head doubtfully. "I need convincing. Why should I attend to non-success when it's achievement I want?"

"Because it's one of the best ways of guaranteeing achievement. It's in the exploration of failure itself that we learn how to dissolve it. After all, Jim, your problem is failure, not success. If you were successful you would have no problem at all—isn't that a fact?"

"Never thought of it that way."

"When something goes wrong with your television set you don't try to find out what's right; you probe what's wrong. Only then, obviously, can you intelligently correct things."
"Yes, but I'm not a television set; I'm human ... I think." "Tell me, Jim, why are you seeking success in the first place?" "Because I don't have it, because I don't know what it is." "That's right. So if you don't know what success is, how in the world would you recognize it if you came upon it? The truth is, you wouldn't. The only thing a failure-conscious mind can recognize is what it can recognize, that is, failure." "So what do I do?"

"You do the thing which will give you a vision of success. You proceed from the known—your failure—to the unknown—your success. Going from the known to the unknown is a basic principle in education of any sort—science, music, farming."

Jim nodded. "Yes, that makes sense. Since failure is my present experience that is really the only place where I can start. Why didn't someone tell me this before?"

"Unfortunately, lots of success-experts are unaware of this fundamental truth. When you are unsuccessful they tell you to concentrate altogether on becoming successful. Might as well tell a goat to concentrate on becoming a deer. The condition that actually exists is what needs first attention, not what should exist."

Jim extended his hand. "I'm hooked. May I have the manuscript?"

A POWERFUL PRINCIPLE FOR OUTWITTING FAILURE

When the French army at Austerlitz faced a fierce attack by enemy troops, one of Napoleon's generals timidly suggested that they withdraw to distant safety. Replied Napoleon, "Sir, I intend to have victory. Where can I win it except where the enemy himself is located?"

That's what we must do as clear-thinking men and women—meet failure on its own grounds where it can be successfully understood and defeated.

Think this one over: For a man to search altogether for success implies that he already knows exactly what it is, yet he does not know what it is. If he actually knew complete success he would not continue to seek it! Picture yourself as searching around your
home for something while not knowing what that something is, and you have an idea of how his kind of search often defeats itself.

No, we must also attend to whatever condition we now experience if we are to go on to victorious experiences. If a man's condition is failure or partial failure, then that is what he must study. Any other course leads to delusion, plus endless frustration. Success is what remains after failure has been removed through understanding, just as we taste the sweetness of the coconut by first removing the hard outer shell. "It is a mistake to suppose that men succeed through success; they much oftener succeed through failure." (Samuel Smiles)

Incidentally, my friend Jim was one of the delighted ones. He came back a couple of weeks later with the cheery remark, "You know, Vern, we've got something terrific here. A bit startling at first, but what a revelation. Somehow I've always known that the right approach to a problem guarantees a right result. I see the folly of trying to achieve success without an adequate understanding of failure. You have no idea how clear I am already. Thanks a million."

I now want to pass on to you a power-principle that is capable of crashing through failure wherever it may exist. I will go so far as to state that it is sure-fire to the man or woman who goes along with it to the best of his ability. At first it may appear a bit unusual to you, but please stand by for fine results. That principle is: Be willing to risk failure to a greater extent than now. Here is the all-vital meaning:

When we say you must be willing to risk even more failure we mean you must deliberately expose yourself to new experiences where more failure is distinctly possible but also where success is also possible!

Commander Robert Peary was willing to fail as often as necessary in order to gain the experience that eventually led him to planting the flag of the United States over the North Pole. His exposure to failure was an absolute requirement for success. It's all the same whether you want the North Pole or a million dollars or your name in lights.

The failure is a non-exposed person. Because he fears that his efforts will be in vain he dares not expose himself to new areas of
experience. This lack of experiencing is the thing which prevents his
growth into eventual triumph.

Where, then, can we expose ourselves if we are to crash through?

For one thing, we must dare to enter into new emotional experi-
ences, especially those that we feel inwardly but hesitate to express
outwardly. Some folks are about as emotionally expressive as a totem
pole and equally dull. Notice that the people whom you consider non-
productive are usually one-track when it comes to exposing and
expressing their feelings? You can take almost any failure and
characterize him with a single word which describes his dominant
mood, such as "Bitter" or "Withdrawn" or "Critical."

What such folks need—as indeed all of us need—is a flooding
release of all our natural feelings. What a contradiction it is that the
man who wants love is unwilling to offer his own love. The rule is:
The more suppression of natural feeling the more failure in every area
where that feeling should normally play a contributing role. The man
who cannot expose his own natural enthusiasm is going to find
himself frustrated in his relations with people, with his environment,
with his career, with everything he does, because enthusiasm is a
necessary power in all these areas.

Sooner or later every man makes his choice between living in non-
expressed "safety" or in out-in-the-open "danger." The first man is a
failure, the second a success, and incidentally, the kind of a man you
and I admire.

THE POWER OF INTELLIGENT FAILURE

To repeat, there is one sure-fire system for breaking the habit of
failure.

That system is to be willing to fail at first, if necessary. If you are
shielding yourself from it in any department of living, you cannot
succeed in that department. But if you are willing to go ahead and
blunder with a grin, to be rebuffed and disappointed, to be knocked
down, to have your feelings hurt, that very willingness will guarantee
your eventual success.
Here is how the writers of *The Mind Alive* see it: "Emotional resilience in a person is a sign of that person's having within himself emotional resources that are more than barely enough to get by with. Such an individual is like the man with talents to spare: He can afford to invest his interest, energy, and affection in the world around him; for even if he suffers a rebuff here and a loss there, he can still dig down into himself and find resources with which to stage a comeback. He has accordingly an access to the riches of human experience that is denied the emotionally impoverished person. Being able to afford failure, he can constantly replenish his resources and add to them, as well as use them, so that life becomes richer and richer the longer he lives."

Example 1:

If you want to make money by investing in the stock market or in real estate, you must go ahead with your plans while understanding that you might lose a little before you make a lot. Your losses are your first profitable investment, for you are learning how not to lose the same way the second time. "Every failure is a step to success; every detection of what is false directs us toward what is true; every trial exhausts some tempting form of error." (Whewell)

Example 2:

If you wish success in finding a marriage partner you must proceed in your search with the calm expectation that your first efforts may get you nothing. Yet, the more you accept the risk of getting nothing the more you multiply your chances of eventual acceptance.

A young man once complained to me that he was afraid to ask a girl for a date because, as he put it, "I'm afraid of getting turned down." Which is just about the most illogical reason he could have given.

"Dan," I offered by way of suggestion, "the only way in the world you will ever get over your fear of being rejected is to

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place yourself deliberately in as many situations as possible where you just may get turned down. Be turned down, let them decline, stand right there and calmly face each No, and I don’t think so, and Some other time, and Sorry, but I’m not interested.

"You do this and in time you will find a complete change of attitude in yourself in regard to getting the brush-off. By hearing no enough times it will eventually lose its meaning to you; it will make so little difference to you that you’ll boldly march out and ask 100 girls for a date. If 99 of them decline—which they won’t—you’ll still have one fine lady who accepts your invitation to dinner."

Example 3:

Everett L., who practiced law in a modest sized town, had some friends who believed that he was the forthright kind of man they would like as their representative in the City Council. Everett was civic-minded enough to believe he could do some good as a city official; besides, there was nothing he liked better than a new challenge. So he offered himself as a candidate.

Everett campaigned. The citizens voted. Everett lost. He placed third among the field of five candidates. But everyone complimented him on being such a successful failure on his first voyage toward the port of public office.

Everett kept busy with things he liked best. Like winning cases in court. Like planning and promoting community progress. More and more often his name appeared in the newspaper as the man who got things done.

When the next election rolled around Everett’s friends saw to it that he once more crouched on the starting line. Citizens again voted. Everett again trailed. But there were twice as many votes this time. Lots of people had appreciatively identified him as the man who was rolling up some good results around town.

A few months later an unexpected vacancy occurred in the council chambers. It necessitated the temporary appointment of a good man. Everett’s friends went around suggesting that Everett was a good man, so into the city hall went Everett.

On the third election he was overwhelmingly elected to a full term. Largely because he had been willing to fail a few times.
If political prominence is your goal, a few lickings at the polls may be your best means for becoming President. That's the way Lincoln did it.

There isn't much doubt but that most of us realize the power of intelligent failure, for we know by experience and experiment that it was the very means we used for attaining our present positions. But not all of us are quite so willing to expand our defeats as a means of broadening our victories. Somehow, the thought of associating with failure frightens some people. It will help in this regard if we forget the word failure altogether and replace it with the phrase progressive experimentation. Ralph Waldo Emerson, who knew a few things about achievement, proclaimed, "All life is experiment. The more experiments you make the better."

Forty Policies That Insure Against Failure

Just as there are insurance policies that protect us from loss of money or property, there are policies that amply shield a man from failure wherever he desires to succeed. You may not be able to purchase them from your regular agent but they are available nevertheless. They are as close as a man's willingness to sign up. Their values are limitless. Adopt the following 40 policies and you are fully insured.

1. Persist until something happens.
2. Give up unworkable methods.
3. Throw more personal power into action.
4. Waste no time on trivialities.
5. Stay clear of negative people.
6. Prove things for yourself.
7. Calmly evaluate criticism.
8. Correct and forget errors promptly.
9. Cease to blame anyone for anything.
10. Don't judge by appearances.
13. Develop more insight into yourself.
15. Rebel against failure itself.
16. Get excited over plans.
17. Keep experimenting with success.
18. Take drastic action if necessary.
19. Like yourself.
20. Place progress before pride.
21. Don’t wait for things to happen—make them.
22. Put adventure into your money-making plans.
23. Keep collecting fresh information.
24. Study any failure carefully.
25. Take additional responsibility.
26. Ask questions, ask more questions.
27. Never limit your possibilities.
28. Dare to work alone.
29. Promise yourself success.
30. Be fact-minded and fancy-hearted.
31. Know what you want.
32. Be patient when you are misunderstood.
33. Demand that failure explain itself to you.
34. Get out of your own way.
35. Slow down in order to speed up.
36. Expose yourself to unfamiliar experiences.
37. Risk failure for the sake of success.
38. Make or remake clear plans.
39. Keep choosing to succeed.
40. Take time to think clearly.

YOUR SURPASSING POWER

A woman once wrote me as follows:

Thank you for your fine book which I enjoyed very much. However, I don’t agree when you advise us to face life realistically, rather than idealistically. You see, I prefer to dream my castles into existence.
To which I replied:

*Thank you for your fine letter which I enjoyed very much. However, I don't agree when you advise me to face life idealistically, rather than realistically. You see, I wonder how many castles you actually possess.*

She wrote back:

*Thank you for your fine reply which I enjoyed but not very much. You see, I actually possess no castles at all!*

At least she had a delightfully humble sense of humor!

Whenever our careers or loves or happiness fail to finish as well-shaped as desired, it is quite likely we have mixed in the harmful ingredients of fanciful thinking where the recipe called for facts. Unrealistic attitudes and convictions take an amazing number of shapes, sometimes as wishful thinking or hoping for lucky breaks or expecting another to do what it is both our power and responsibility to do.

We are well on our way toward correction and contentment in every department of living when we take a clear steadfast look at things as they are in truth, not merely as we expect or hope or want them to be.

We are not, of course, greatly alarmed over those pleasant little flights of fancy that sometimes make life more interesting or bearable for the moment. Most of us like to escape in imagination to a cool, tropical isle in the South Pacific, especially when the day's heat and pressure mount upon us. There is nothing wrong with that. However, we must be concerned lest we go tropical so often and so long that we interfere seriously with the here-and-now development of ourselves as forceful and happy human beings.

A sense of reality, of squarely facing facts as they are, is magnificent power for you. *It is the only power which can be used to change the realities of poverty and inferiority to the realities of wealth and superiority.*

Goethe, the German dramatist and scientist, jubilantly declared, "Reality surpasses imagination; and we see, breathing, brightening, and moving before our eyes sights dearer to our hearts than any we ever beheld in the land of sleep."
How can we start using this surpassing power? A student once requested some sort of a technique to help him remember the value of fact-founded thinking. I handed him a slip of paper on which was spelled HAPINESS and asked, "Is there anything there that makes you uncomfortable?"

"Yes," he said, "the spelling is wrong."
"Can you correct it by pretending that it's right?"
"No."
"Can it be improved by covering it with a sheet of paper?"
"No; it would still be incorrect."
"Would it help to go around trying to convince yourself and others that it's spelled right?"

"Of course not. The fact is, it's incorrect. None of those things would do any good."

"What would correct it?"

"By frankly observing that it is incorrect. Then, and only then, could I properly deal with it. If I pretend that the mistake doesn't exist, I certainly can't act intelligently toward it. Seeing it as wrong is the only sensible way to make it right."

Here are some additional clues for putting this power on the side of your efforts:

Realistic thinking may be defined as the highly intelligent art of facing conditions as they are, not as we are. You can enjoy bread and butter thoroughly if you are not wishing they were cake and ice cream.

It is when we recognize and accept things as they are that we empower ourselves to transform them. If you are dining upon bread and butter while pretending they are cake and ice cream you won't know cake and ice cream when they are eventually set before you. The fanciful ideal robs a man of the ability to recognize and enjoy the real.

By the way, all these ideas are not airy philosophies; they are down-to-earth principles for your practical application.

When you expect the ideal and get the real you are going to be frustrated. When you expect the real and get either the real or the ideal you will be happy. There are therefore two commonsense reasons for realism and none whatever for idealism. If a man fancifully thinks that every women he meets should fall madly in
love with him there are going to be some sad after-reflections on his part. But if he thinks that every once in awhile there will come along some woman foolish enough to fall madly in love with him there should be enough satisfaction in that to keep him going until the next gullible woman comes along.

Reality bothers most of us to some extent or other, but its disturbance ceases the moment we stop resisting it. For instance, if a man fails to achieve his objective yet accepts the bare, unemotionalized fact that he has fallen short, he will not be bothered very much by the bare fact itself. And now that he is free from emotional involvements with the fact, he is its master and sooner or later he will succeed. No man who calmly and cheerfully and honestly accepts the unemotionalized fact of his present shortcoming ever remains in a second-best position. Hence, happily, the greater recognition and acceptance of a shortcoming the greater our power for dismissing it.

Conflicting and uncontrolled emotions are a chief enemy of realistic—and hence constructive—living. That is why the ideas in Chapter 4, covering self-command, should be thoroughly absorbed by anyone who wishes to turn everyday opportunities into everyday triumphs.

The wise man rejects the temporary comfort dished out by fancy so that he may have the permanent power bestowed upon him by reality.

In the words of George T., now a veteran jewelry salesman, here is a perfect example of how fact-minded thinking can lower the pulse-pressure and raise the spirits:

"As a young businessman just out of college my first assignment was to solicit memberships in a newly organized country club. My first contacts were usually made by telephone, so on that first week on the job I made dozens of calls to likely prospects. In a number of cases the prospect wasn't in or was too busy to talk for the moment, but a number of them promised faithfully to call back at their first opportunity. Like the freshman I was, I confidently waited . . . waited . . . and waited.

"The longer I lingered near the phone the madder I got. More than 70 per cent of the promises never came through. My youthful
optimism turned sour. No doubt about it; the public was deceitful, unfaithful, rude, and just about everything else wicked.

"It took a bit of fact-facing, but that was what did it. I faced the truth that I was in the wrong: my expectations just weren't in line with the conditions as they actually were. If those 70 per cent didn't want to call me back they just weren't going to call me back and that was that. Why, I asked myself, shouldn't I quietly and unemotionally realize that that's the way things were and let it go at that?

"That realistic appraisal was the first of two great experiences that changed the course of my life.

"The second realization was this: Now that I clearly saw things as they were, I was freely empowered to alter them to my liking. That's exactly what I did. Instead of indignantly waiting any longer I went after those prospects again and again until I had signed up the majority of them.

"I think back to that experience whenever things aren't turning out the way I think they should. It reminds me wonderfully that the only way to really get things done is to tackle them realistically."

Which, we might add, is a wonderfully practical reminder for any man or woman who wants to get more done in less time . . . and also in the easy way.

Be fact-minded and fancy-hearted and you will succeed in everything you do.

**Weapons for Winning Your Way**

1. Be brave enough to examine carefully any failure you may have experienced. If you will really do this, while setting aside all self-protective attitudes, you will never again fail in that regard.

2. Deliberately and constantly and cheerfully expose yourself to the possibility of failure and something magical happens: Before your very eyes it turns to success. If he only knew it, every man is a magician.

3. There is no such thing as final failure until you identify it
as such. A train passing through a dark tunnel is still passing forward. Remain on board and let it carry you through.

4. You’ll be charged with immense power by thinking of failure as an absolute requirement for success! Now you have at once destroyed your fear of failure. You have also turned what you previously called failure into your best friend.

5. Don’t hesitate to cast aside traditional rules and regulations that prove personally unprofitable. Jules Verne found nothing of value in the rigid rules of the day for successful authorship, so he ignored them to go on to write the fabulously popular Around the World in Eighty Days and Twenty Thousand Leagues Under the Sea.

6. Never meekly submit to defeat of any kind. Insist that it account to you. In doing this you will discover that defeat itself weakly submits to you.

7. Seek out experiences and positions that require more responsibility than you now shoulder. Responsibility and position are equal.

8. It’s strange how people place a limit on their success but never on their failure. Reverse your thinking here and you reverse your status. A man who thinks he can’t do this only thinks he can’t. Do it by doing it.

9. Realistic thinking is one of the greatest contributors to your desired fancies. By starting with the real you build the ideal.

10. “The best way to come to truth being to examine things as really they are, and not to conclude they are, as we fancy of ourselves, or have been taught by others to imagine.” That is the advice given by practical psychologist John Locke to those who want more power over more things.
15.

Have Total Power Over Circumstances

A man named Johann Maelzel once toured the United States with a mechanical chess player which he called the Terrible Turk. The Turk was a large wooden figure in Oriental attire which sat before a table with a built-in chess board. To those who doubted the Turk's ability to out-play a human being, Maelzel unlocked the front of the figure to reveal a complicated mass of wheels and levers. After carefully observing the magnificent machinery, the sceptics were convinced of the mechanical man's ability to think in chess terms.

After reminding spectators that the Terrible Turk had beaten such notable opponents as Napoleon, Benjamin Franklin, and Catherine the Great, Maelzel invited members of the audience to match their skill against the mechanical champion. The offer was accepted by chess experts and amateurs alike.

As soon as a challenger had seated himself and made his move, the Turk's machinery grinded noisily; his left arm moved slowly toward the board; a chess piece was lifted and lowered to a selected position. It usually wasn't long before the challenger bowed in defeat before the frozen-faced Turk.

Wherever he was exhibited the mechanical chess champion became the talk of the town and the wonder of the scientific-minded. Here indeed was a mechanical marvel—a machine that could out-think and out-play human beings at their own game.

However, in Richmond, Virginia, there lived an American writer who wondered if circumstances might not be somewhat
HAVE TOTAL POWER OVER CIRCUMSTANCES

different than they seemed. The writer was Edgar Allan Poe, the father of the modern detective story. Poe noticed that Maelzel was always accompanied by an assistant named William Schlumberger. It seemed strange to Poe that while Schlumberger helped to prepare the Turk for exhibition he was never around during the show itself.

The investigation of Poe and other curious-minded citizens revealed the true circumstances of the exhibit. In a secret compartment, well-concealed behind the wheels and levers, huddled the short and wiry Schlumberger. From his cramped quarters this chess-expert manipulated the Turk's left arm with winning skill.

This anecdote serves as a spotlight for a pair of life-empowering principles we need to grasp:

1. Circumstances are not always what they seem. What a man thinks they are is quite often not what they really are. We must not mistake our viewpoint toward a condition for the condition itself. Prove this with an experiment: Think of some goal which you have now attained, such as the mastery of a skill or the advanced position you occupy in your career. Now recall your viewpoint toward this goal before you attained it. At that time you may have considered it an improbable or impossible dream. Yet, in truth, it was neither of these; it was simply a fortune yet to appear. Remember this whenever you feel discouraged over your progress.

2. If you will suspend your viewpoints long enough to impartially investigate a disturbing condition, you will sooner or later see it as it really is. Together with your realistic knowledge goes power for realistic actions that alter circumstances for your benefit. As a remarkable illustration of this, an acquaintance of mine inherited a small business that was in the final stages of bankruptcy. Some wise liquidating on his part actually left him with a small profit. Seeing that there was success even in failure he now enjoys considerable prosperity in buying up and liquidating bankrupt businesses.

Power over circumstances comes to the man who takes nothing for granted, who looks beyond the openly apparent to the hidden possibilities. Dr. Rollo May states, "Through his power to survey
his life, man can transcend the immediate events which determine him.\textsuperscript{1}

\textbf{IF YOU REALLY WANT CHANGE YOU CAN HAVE IT}

The chat with Harry L. had reached the relaxed point where I felt I could speak freely with him without offending his sensitivities too much.

"Harry, let me suggest that those circumstances about which you complain are exactly that you want them to be. You really prefer your inferior conditions—that's why they are what they are."

His face strained with painful astonishment. "What? I want this mess of mine? Wow! Where did you pick up that?"

"Name a typical condition you'd like elevated from the basement."

"For one, I want to be wanted a bit more. You know, a word of praise or a pat on the back now and then. Are you telling me that I don't want that? I tell you I really do, in fact, desperately."

"You want more appreciation. Fine. All of us do. So let's peer on the inside and see things as they actually are. From what you've told me you tend to be a bit domineering in your dealings with people, you usually insist on having things pretty much your own way. Please don't resent this; it's not intended as a criticism; only as an observation of the prevailing state. Aren't you somewhat overbearing?"

"Maybe, but that's because I'm a selfsure individual. I don't let people push me around."

"Your attitude may indicate insecurity rather than strength, but we'll skip that point for now. You concede that you think it best to insistently shove your way through? All right. That means that you want domination and appreciation both at the same time. But the two don't—they can't—go together. The significant point is that you want domination more than appreciation—that's why you practice it. You want to be wanted but you want less to give up the cause of your rejection. The only possible conclusion is

\textsuperscript{1}Men's Search For Himself (New York: W. W. Norton and Company, Inc., 1953).
that you don't want to be wanted badly enough. Is that a fair
observation?"

"My pride doesn't want to admit it, but there's no escape. I think I
understand. I've got to want, wholeheartedly, appreciation more than
I want my domineering ways. It's a shock, but thanks."

"Name another circumstance—of any nature—that you'd like
altered."

Harry hesitated, then shrugged with a grin. "Okay, I'll come right
out with it. My doctor tells me I'll live longer if I shed thirty of my
excess pounds. Believe me, I'd give almost anything if I could turn
the trick. Please don't advise me to use will power. I haven't any."

"You want to nibble more than you want to slenderize? Is that
correct?"

"I guess I can't argue with that. Of the two choices I'm following
the one I want most. Now that I'm aware of the inside condition, how
can I alter it?"

"That calls for a lengthier discussion than we have time for right
now, but we can at least get you started. At what times do you find
yourself munching more than you know you really need for
maintaining your body-strength?"

"Whenever I'm hungry. But that's just the trouble—I
always seem
to be starved."

"Let's see. Are you sure that you are hungry quite so often? Or
could it be a mere desire to engage in pantry-pleasantries? Food is
fun, you know."

"But I must be hungry. I feel it."

"Let me suggest you investigate this hunger of yours. Sometime
tomorrow do this: When you feel the desire to grab a snack, hold off
for a few minutes, just long enough to consciously direct your mind
toward the feeling. If you are watchful you will probably discover
that it isn't a physical urge but rather a mental one. You're bored or
tired or unhappy so you snack for relief. Could that be possible?"

"You are saying that I have a psychological hunger rather than a
physical one. Is that the point?"

"If I insisted upon it you might resist. You'd rather not believe it
because it would destroy your pat little excuse for snatching the
snack. Insist yourself upon looking into the process. That's the only way you'll answer to your own satisfaction."

"Come to think of it," Harry reflected, "that must be the answer; otherwise I wouldn't carry around unnecessary poundage. Yes, you're right; I want the pantry more than I want a slender figure. I'll investigate as you advise. It could well reduce the weighty circumstance."

"Don't fight the habit as you have previously done; you'll lose every time. If you simply must snack, then go right ahead and enjoy it but watch carefully the urge itself. If you will really follow through with this you'll find no effort involved in giving up excess calories. As a matter of fact, they will give you up. Really. An awareness of the tricks our feelings play on us is the power that puts you in command of any given circumstance. You'll be gratefully free."

The power-packed way to alter any inferior condition—whether a personal or one dealing with exterior states—is to discover clearly the dominant want and then subject all contrary desires to it. We must learn to place the top-interest at the top and then ruthlessly toss out all else that thwarts its realization.

Mr. T. explained that his chief desire was to become a more self-reliant and decisive individual, inasmuch as these traits were essential to his profession. We worked on the problem until he discovered that his contrary want was a subconscious desire to avoid increased responsibility. He saw clearly that the attainment of the first depended upon his dismissal of the second. That insight alone provided astonishing power. He gladly gave up his fear of responsibility in favor of his dominant want. His professional power tripled.

Mr. Y. was well aware of the damaging effects of negative emotions upon his health. His doctor had pointed out that such destructive forces as anger and resentment could possibly lead to serious breakdown in his organs and tissues. By reminding himself of his dominant want—a sound body—he found it increasingly easier to take things easier whenever a crisis arose down at the office or around the home. Remarkable improvement took place in his over-all feeling of well-being.

We have such peculiarly timid notions toward our basic wants
and desires. We somehow think it "selfish" or "wrong" to stand up and declare, "This is what I want. All else must give way before it."

By our very natures we are dedicated first of all to ourselves. It is our duty to let nothing stand in the way of our growth toward greater strength and in understanding of our true powers. Every great man or woman who has beneficially served mankind was empowered to do so by his own matured self. Only as we dedicate ourselves to "self-first" are our lives instilled with the power that blesses both ourselves and those around us.

Immediate and amazing transformation occurs in the circumstances of the individual who dares to become so constructively "selfish" that he permits nothing—especially his own prides, passions, and conditioned concepts—to stand in the way of what he knows is best for himself.

**Put Yourself on Your Side**

Do you recall the classic adventure tale *The Count of Monte Cristo*? A portion of the plot of this masterful story, penned by Alexandre Dumas, goes like this: Edmond Dantes, a young French sailor, is arrested and convicted of treason on false charges brought against him by scheming government officials. He is sentenced to imprisonment at the miserable Chateau d'If located on an island in the Mediterranean Sea.

Years pass and Dantes' shock turns to bitterness, and his bitterness to intense hatred. Every day his furious mind hatches a fresh plan for striking back. His mind and spirit are utterly dominated by one thought—revenge.

Edmond is so paralyzed by anger that he is unable to practice Constructive Self-interest. He is unable to think clearly toward a practical plan for escape. Consequently he is stuck with his miserable circumstances.

One day Dantes makes communication with the prisoner in the next cell. The fellow prisoner turns out to be a kindly old clergyman who also is the innocent victim of malicious plotters. Dantes softens somewhat under the gentle influence of his new friend.
Finally, the aging clergyman reveals to Edmond a fabulous secret. Buried on the island of Monte Cristo is an immense treasure. The entire fortune is his—Edmond's—if and when he escapes the Chateau d'If.

Perhaps it is the promise of a positive reward—not the negative desire for revenge—that spurs Edmond's zeal for escape. For the first time he settles down to a really practical plan for winning his freedom. In order to have total power over his circumstances he places his wisdom before his anger.

He hits upon the plan of sewing himself inside a large sack which is to be tossed into the sea. The plan works. Edmond is plunged deep into the cold waters, cuts himself loose while still underwater, breaks to the surface. He is sighted by a passing ship where he is hauled to the deck—and to freedom. That was the end of the prisoner Edmond Dantes and the beginning of the wealthy and powerful Count of Monte Cristo.

What has this to do with your desire to have total power over your circumstances? You'll have a fabulous treasure of your own as you find out.

The point to grasp is this: Like Dantes, you must learn to put yourself on your own side. You must be so interested in scoring your victory that you set aside everything else, especially your own negative emotions. Only when Dantes concentrated fully on the task at hand was he able to do what could be done. By exchanging wasteful emotionalism for clear thinking he found himself focussing on the only essential—a plan for freedom.

Put it this way: We must stop fighting ourselves if we are to tackle successfully the condition.

Put yourself on your side.

William James, plus a host of other psychologists and philosophers, urge us never to sacrifice ourselves to our negative emotions. That is what empowers a man to change a circumstance from what it is to what he wants it to be.

A realistic condition can never be altered if we attack it with such unrealistic tools as resentment, bitterness, or brooding spirits. Many a man remains a prisoner of confining conditions because he fails to recognize himself as his own jailer! His bars are made of negative attitudes.
Any man can escape any desperate condition—providing he allies and keeps himself allied with his efforts.

Though he wasn't aware of it, Jerome K. was a one-man civil war. The conflicting emotions that raged within him matched the fury of Gettysburg. He was the target for his own sniping, and the wounds were plenty and painful. Because he was so anxiously battling himself he won very few victories in his daily life.

"There's really nothing the matter with you," I was able to assure him, "except that you are needlessly wasting your powers in this ceaseless civil war of yours. No wonder your circumstances look like a battlefield."

"What do you mean? I like to consider myself pretty much in command of things."

"In some respects perhaps you are. But if you will become fully aware of your inner conflicts you can triple your powers of command."

"That I'd like. Tell me more."

"Do you ever feel cheated by life? You know what I mean; do you feel that you deserve more for your efforts?"

"Yes, sometimes. I suppose that's common to most of us."

"It is. But tell me, is this feeling one that is likely to work for you or would it tend to weaken your creative efforts?"

"No doubt it's a weakener."

"Of course. It throws you into conflict with the spirited part of you that wants to dash out for the treasure hunt. Also, what about the attitude of hopelessness? Ever feel hopeless; as if it's no use?"

"Many a time."

"Is it a helpful or a harmful attitude?"

"I see what you mean."

"Whether you know it or not, you need not waste yourself with civil war. You can put a stop to it merely by becoming aware that you actually are in charge. Even when you don't feel that you are you still are."

"I have an idea," Jerome mused, "that I'm getting the idea. I'm going to watch for these negative invaders. I'm going to rout them once and for all."

People think that life is much too complex to figure out. It really isn't that way unless we carelessly make it that way. Start
right now to figure things out by putting yourself on your own side. Don't put up at all with anti-self forces.

Here is one good way to line yourself up with yourself: Write down a dozen or more mental attitudes that you very well know are destructive in their effects. Identify them as fear, anxiety, suspicion, inflexibility, annoyance, moodiness, and so on.

Now realize that every time you permit one of them to enter your life you are declaring war against yourself. The awareness that that is what you are doing will give you amazing power over them. They will gradually surrender their hold and you will win the final victory.

**SHOULD YOU DO SOMETHING DRASTIC?**

It is quite possible you should do something drastic.

Not something pointless or unreasonable but something extremely decisive.

If we want drastic change in our affairs, how can we achieve them without drastic action? You know the logical answer to that.

A Frenchman named Jacques Montgolfier found himself in difficult circumstances because his fellow citizens refused to believe his claim that it was possible for man to float through the air. He performed quite a drastic action for those days by exploring the sky in a hot-air balloon. The practical demonstration changed circumstances quickly enough; everyone wanted to go up!

One day a young Englishman sat in his office in India where he served as a newspaperman. As he looked around he was filled with total dissatisfaction with his indefinite success as a journalist. He resolved to change things. His first drastic action consisted of returning to his English homeland. His second drastic action took place when he rented a small room where he set himself up as a teller of trumpeting tales. Those extreme decisions resulted in a world-famous author: Rudyard Kipling.

Evelyn B. complained that her environments were dull and noisy. She was frankly sick of the same old places and faces. She felt that her health as well as her peace of mind depended upon her breakthrough to a refreshing atmosphere.
She asked, "How can I crash through these surrounding circumstances?"

"You might start by rephrasing your statement."

"In what way?"

"Your circumstances don't really surround you, rather, you surround yourself with them. I want to point out, if I may, that you are altogether responsible for whatever shape you find yourself in. Circumstances can't form themselves; it takes someone to shape them. That someone is you. I believe you are aware of that."

"Maybe. But look at my job. I'm an office worker and a good one. But I just can't get used to four walls. I'd like to get outdoors more. I have a country heart and a city desk. My problem is that I don't know what to do with these conflicting conditions."

"If you will permit yourself to realize it, you have enough power right now to change things as you wish."

"Such as?"

"Such as leg-power. If I weren't happy in my work I'd get right up on my legs and march out the front door."

She shook her head doubtfully. "I don't know about that..."

"I know. You don't want to gamble on losing what little you have. If you would do some power-planning you could leave with full confidence of knowing just where you are going. Let me suggest that you set aside several evenings for the sole purpose of mapping out a change in circumstances. If you sincerely want to alter things you should have no objection to that sensibly drastic action."

We discussed for awhile some of the ideas found in Chapters 2 and 3. Evelyn agreed that she could do with an extra portion of both decisiveness and power-planning. She went away inspired with her possibilities for a fresh life.

Some time later I received a letter from Evelyn bearing the postmark of one of our national parks. It read like the declaration of independence:

"Know what? No more water coolers. Waterfalls! Splashy and sparkling. I'm as bouncy as a bird among the trees and bees. As a result of our chat I investigated employment opportunities in the great outdoors. (Why didn't I think of that before?) Anyway, my drastic action put me in touch with a tourist lodge that needed
someone to handle office details. Thanks for showing me how to refresh my circumstances."

That's the kind of sensible drastic action Evelyn took. Upon closer examination you may find that it was not much more than a firm resolve to do something about her confining circumstances.

Ask yourself, "What would represent drastic action for me?"

What's your answer?

And what are you going to do about it?

**MAYBE YOU SHOULD REDUCE IT TO SIZE**

There are countless circumstances in our lives which should be relegated to the realm of the trivial, rather than tackled directly. We have all glanced back at some of yesterday's events and wondered how in the world they managed to bother us so much. If we can consider them as trivial as they really are at the time of their occurrence we can save ourselves the majority of our aches and pains.

As one man remarked, "Life may be serious but not *that* much." Without doubt most of the things which distress us are so unimportant that a cheerful "So what?" is the power for peace.

Track back most of our unhappy circumstances and we are sure to find some connection with our efforts to maintain our self-esteem. A spouse who has to prove his authority in the home with heavy-handed methods is sure to bring about rebellious circumstances. His self-esteem would be better served by light-hearted methods which invite cooperative conditions. Or take the man who may lose a few dollars in an unwise business investment. Perhaps the circumstance itself cannot be altered, but if he does not take his loss as an indication of stupidity or inferiority he will peacefully see it as trivial as it really is in the over-all game of life. Besides, he knows very well that another and wiser investment may well restore his financial shape.

Of course, there is the wrong way to minimize a troublesome circumstance, like the husband who, after a quarrel, approached his wife with, "Dear, after thinking it over I see how ridiculous our argument was; especially your side of it."
In Chapter 9 we found out that the deliberate calling-up of a stronger emotion can cancel out the effects of a weaker, undesirable one. Not only that but by maintaining positive feelings as we go along we can prevent negative ones from getting at us in the first place.

One of the most serviceable emotion-powers you can ever call upon is that of light-mindedness, or call it the non-serious approach. If anything can reduce mountains of everyday distress to molehills of triviality, it is a light heart that refuses to see everything as a personal threat or loss. Joseph Addison's magnificent counsel should be memorized by everyone: "We are growing serious, and, let me tell you, that's a very next step to being dull."

One afternoon I picked up my office telephone to hear a lady's voice inquire, "Is this the beauty shop?" I informed her that she must have dialed incorrectly, to which she hastily apologized and hung up. The next day came the same inquiry from the same voice. Again, I advised her that she had my office confused with her beauty shop. Once more she offered an embarrassed apology.

Now here was a circumstance which just could become annoying if she were to continue making the wrong connection, so I decided to evaluate it properly. I thought it a lively idea to humor the condition were it to happen again.

Sure enough, a day later the same voice, now a bit frightened and hesitant, inquired, "Is this ... is this the beauty shop? I'd like to make an appointment for my hair, please."

"Ah, madam!" I boomed in my best professional tone. "Exactly what service would you like?"

"I think a shampoo and rinse. Maybe a trim."

"Fine, madam," I cheerfully enthused, "let me write that down... shampoo, rinse, and trim. There! Be assured, madam, we'll have you looking like a million!"

She asked, "What time shall I come in?"

I assumed a low, serious tone of voice. "Before we get into that, I feel there is something dreadfully important I should inform you of. The truth is, madam, I'm afraid I cannot guarantee satisfactory service."

Her reply was a puzzled and troubled, "Oh?"

"You see, madam," I explained, "this will be my first attempt
at dressing madam's hair." I had to finish with a laugh, "But maybe that's because we have that little old wrong number again."

She burst out laughing. That trivial approach not only sprinkled some fun onto the event, but apparently helped her to finally make her correct connection.

It's not necessary to turn everything into a comedy scene like this, yet there is great power-for-peace in reducing the seeming-tremendous to its actual triviality. "Cheerfulness sharpens the edge and removes the rust from the mind. A joyous heart supplies oil to our inward machinery, and makes the whole of our powers work with ease and efficiency; hence it is of the utmost importance that we maintain a contented, cheerful, genial disposition." (Aughey)

**Step This Way to Superior Circumstances**

1. Examine carefully every condition or circumstance. Try to see it as it actually is, not merely as it appears to be. Look for hidden secrets, but especially for veiled opportunities.

2. As encouragement for going ahead and changing things, recall previous benefits which have resulted from a new plan of action.

3. Always remember: If you really want total power over circumstances you can have it.

4. Determine that nothing—absolutely nothing—will stand in the way of your dominant desire. This magically dissolves any seeming-obstacles.

5. "Circumstances! I make circumstances!" (Napoleon)

6. Never accept or agree with any emotion that obviously works against your best interests. Chase it off as often as it appears on the scene and it will soon cease to come around.

7. Find something that represents drastic action as far as you are concerned. Act it out and you can't fail to achieve drastic success!

8. Remember that circumstances do not really surround us; we surround ourselves with whatever states we find ourselves in. This
being so, we can choose superior states any time we actively care to do so.

9. Never identify yourself with an inferior condition. No matter how poor your position may be, you are rich.

10. Reduce a troublesome condition to its proper size before acting upon it.
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Easy Ways to Attract Whatever You Want

No doubt you have known someone who inspired you to think, "It's interesting how everything seems to float his way. No matter where he goes or what he does he magically attracts good fortune." And maybe you have added, "I wonder how he got that way."

In this section you will find out not only how he does it but you will discover how you can go and do likewise. Sound like magic? It is. All I know is that anyone can attract ten times the quantity and quality of good things—if he will search out the secret. That would be magic enough, wouldn't it?

The power that effortlessly conveys a profusion of prosperity your way is that of receptivity.

By receptivity we mean an openness to all the good fortunes that can certainly come your way—if you will but let them.

Want opportunities for increasing your earning capacity? You and I know very well that they exist at this very moment. If you didn't believe that you wouldn't even try to make more money.

Good fortune in the form of fresh, creative ideas? If you have ever had a single good idea, there is an avalanche of hundreds more awaiting your reception.

Advancement in your career? Every day thousands of men and women are shifting upward.

No, we need not at all concern ourselves with the availability of the thousand-and-one gold medals of life. But we must take note of ways and means for personalizing them.

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We need to discover the secret of receptivity.
Everyone rightly prefers to attract what they want the easy way. Yet almost everyone does it the hard way—if they do it at all.
They lack the power of receptivity.
As contradictory as it seems, we ourselves close the door to the very treasures we seek.
Perhaps you challenge, "Wait a minute. Why would anyone deliberately build a wall between himself and greener pastures?"
The answer is, because we do not realize that we are doing just that.
As an example, take Charles B., one of those harsh, critical souls. His greatest delight is to find something to ridicule or someone to blame. Charles is, of course, attempting to relieve his own self-scorn by transferring it to another. He is so busy dishing out criticism (again, a vain attempt to maintain his ego) that he has no capacity for receiving friendliness or affection from another. Just as a baseball player cannot pitch and catch at the same time, people like Charles are so frantically tossing things that they just can't catch anything good.
That's just one illustration of non-receptivity. You can probably think of many more.
How about the woman who avoids men because she fears she's going to get hurt? Her suspicious attitude will surely keep away some pretty nice men who wouldn't harm her for the world.
Then there is the businessman who rationalizes his errors instead of learning from them. By closing his mind he closes out valuable knowledge that could prevent repetition of errors.
The constantly angry or subconsciously resentful person is closed to prosperity. These emotions are dark clouds that hide his desired sunshine.
On the brighter side, there is Wally: an open vessel. Wally has learned quite a few things about this powerful philosophy of receptivity.
He knows that he has his choice between ego-protection and self-fulfillment. He wisely chooses the latter.
He knows that a closed mind keeps one frightened, touchy, tense, impoverished, stunted, but that an open mind induces a fresh flow of rewarding experiences.
He knows that you can't withdraw into a shell and expect to enjoy the sea.

He knows that you must have courage enough to stand up and take a few blows if you are ever to win the contest.

He knows as an innermost conviction that you really do get what you give. Being a sensible sort of fellow who wants to get good things, he gives in kind.

A psychologist would call Wally a mature person. A clergyman would identify him as a particularly heaven-blessed individual. His friends would call him lucky. Wally would see himself as a man with commonsense enough to be receptive to all his surrounding prosperities.

What, then, should you and I be totally receptive to? Obviously, to whatever we want.

So, what must we do to get this way?

The most important thing to do is to ask just what might be standing in our way. A short search will disclose that the barriers are within us and within us alone. If each one of us will honestly and earnestly search them out, we will find them out. That should make us well-pleased, for we can now employ a positive power for routing them.

That is what will make us receptive to those very prosperities we want to receive.

I would say that perhaps one person in a hundred will have the constructive self-interest that impels him to experiment with this power. Make that one person you, so that you may easily attract whatever you want. "What this comes down to is the fact that if we want to help insure, in ourselves or anyone else, a lifelong vitality of mind and spirit, we do well to think in terms of building a sound capacity to receive."

As a practical follow-up to this idea, let's go on to:

THE MAGIC OF MEETING

A few weeks ago I sat in the office of the president of an increasingly prosperous savings and loan company. After chatting about life in general and success in particular he offered this interesting comment:

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Harry and Bonaro Overstreet, The Mind Alive.
"Power to attract success is largely a matter of contacts."
"By that," I replied, "I suppose you mean getting to see the right people at the best time."
"No, not exactly; because we never know in advance just who are the right people and what is the best time. We get off on the wrong foot if we have preconceived notions about that. We shouldn't evaluate things until they prove themselves one way or another."
"What, exactly, do you mean by contact?"
"Nothing at all profound or complicated. You know how it goes. You meet a girl at a party, have a good time waltzing around the floor with her in your arms, maybe even marry her. Contact started all that. You get hired at your job by contacting a certain firm; your physical and spiritual healths are influenced by the particular doctor or church you contact. To a remarkable degree, life is what our contacts make it. I wonder why so many folks overlook its promising power?"
"So, if success depends upon contact, non-contact must be responsible for failure."
"In plenty of instances you can trace it back to that. Many a merchant goes out of business because he's out of touch with sound business practices. Others drag along because of faulty connections with customers or suppliers or advertisers. It's too bad they don't track the problem back to its source."
"Get in touch with success," I commented. "That's a lively idea."
"Achievement of some sort usually appears whenever two things meet. Like gasoline and fire. Like man and woman. What a great argument for getting mixed up!"

The fabulous King Midas could turn everything he touched into gold. Here are 10 contact-ideas for adding a touch of gold to your plans.

1. Clarify exactly what you want out of your contacts—perhaps information, friendship, financial increase, encouragement, inspiration, or whatever. Clarity here will guide you more accurately toward the right sources of supply.
2. Never try to predict the value of a planned contact. If you underestimate it you may fail to work it for full worth; if you
overvalue it you may be disappointed. Let the contact speak for itself.

3. Remember the surprise value of getting in touch with new people and places. Think back to some unexpected delights that occurred when you met a particular person or went to a certain place. Constant contact guarantees constant surprise.

4. Bear in mind that one good contact often leads to another. Start a chain reaction!

5. How about reviving some old contacts that might prove profitable once more? A real estate broker once dedicated six consecutive evenings to the re-establishment of relations with past clients. Those six evenings returned commissions totalling $2,300.

6. Keep lots of new contacts swirling about all at once. Don’t wait for one of them to prove or disprove itself before starting another. Keep them in all stages of development. During one period of his career Thomas Edison had 45 different inventions under way at the same time. That's one of the reasons the U.S. Patent Office granted him a total of 1,093 patents.

7. Remember the bright possibilities of meeting just the right person whom you need and who also needs you. One day an Englishman named William S. Gilbert met a fellow countryman named Arthur S. Sullivan. The union of Gilbert's lyrics with Sullivan's music resulted in world-wide acclaim for both when they produced the operettas *H.M.S. Pinafore* and *The Mikado*.

8. As a weekly reminder, print the word CONTACT in large letters on the Monday squares of your calendar. See if it doesn't inspire your entire week!

9. Bear in mind that successful meetings take place when you make the first movement toward your desired contact. Don't wait for them to come to you. When you want dinner you go toward the table.

10. Adopt as your battle-cry, "Failure crumbles before constant contact." It does.

I am thinking of a gentleman who once had his full share of failure, both as an advertising man and as a normally functioning human being. He was earnest enough to think things through until he discovered what he likes to call "the magic of meeting." Today, were you to approach him with your business or personal
problems it is quite likely he would answer you out of his own triumphant experiences:

"Where are new opportunities?"
"In new associations."
"I want a less confusing existence."
"Detach yourself from confusing contacts."
"I'd like more popularity."
"Mix more."
"How can I duplicate another's success?"
"Join him. Ask him."
"I want emotional refreshment."
"Contact something refreshing."
"I'd like to meet someone who will like me."
"No problem. Meet someone who will."
"My environments are depressing."
"Why stick around them?"
"How can I build elevating powers?"
"Connect yourself with them."

Are these oversimplifications? Not on your life. But they are simple truths. "The greatest truths are the simplest." (Ballou)

Be simple-minded enough to believe in contact-power, then act out your belief. You'll be delighted you did.

**THE POWER OF THOUGHT**

What do you think?

Do you really think it possible for a man's mind to attract happiness and prosperity, to entice love from some and respect from all?

Well, there are plenty of folks who have clearly demonstrated that it can be done. Their own possessions of prosperity and love prove that there is such a thing as a marvelously magnetic mind. Such folks have taken that wise old Roman statesman, Seneca, at his word when he wrote, "The mind is the master of every kind of fortune . . . it is the mind that makes us rich and happy."

No, there is no doubt but that thought-power is the master director of our fortunes. We have already proved this for ourselves, at least to some degree. Think of anything you possess and trace
it all the way back and you will find that it started with a single thought. That thought may have projected itself as an intense desire to own a new automobile, or perhaps a bright idea for increasing your income, or maybe an inspirational thought that cheered your spirits, but the thought was the beginning that led to the rewarding end.

Recall the powers we have covered in these pages, such as courage and flexibility. What are they but states of mind?

It is apparent, then, that we can do more and have more and be more by giving more thought to thought itself. And the first thought we want is that we are going to change our thinking. That, whether a man thinks so or not, is the way to change inferior conditions to superior ones. Changed thoughts do change a man for the better.

The man or woman who continues to muddle along does so because of repetitious thoughts. He thinks the same on Tuesday as he did on Monday, hence repeats Monday's misfortunes. True, he may be employing some of his other powers, such as action or planning, but if they are based on old and tired ideas they will produce old and tired results. Just as a fixed recipe for a cake must produce a certain kind of cake, so must a fixed thinking-recipe produce a certain kind of result.

"Human thought! That is where the real source of power—social, economic, industrial, and individual—lies! And you should know how to use this power."2 So let's find out how one can change his mind so that it truly becomes "master over every kind of fortune."

1. Whenever your actions are confused and non-productive, halt for a while to suspend all your thoughts toward the matter. It could possibly be that you are not coming out right because you are not thinking right. Suspend your actions long enough to examine your thinking processes. "I do not understand? I pause; I examine." (Montaigne) "The chief good is the suspension of the judgment, which tranquility of mind follows like its shadow." (Diogenes) This is altered thinking at its best, for it first induces mental clarity and then accurate action.

2. We have already covered the power of concentration in these

pages, but let's see how it can change and uplift our minds. Take a specific attitude which you suspect may be inadequate or perhaps even damaging to your progress. Concentrate on it alone for several days; work at reversing it. Throw all your energies into a gigantic offensive. A salesman thought that a blunder on his part had cost him a customer's good-will, so he slacked off in his effort to sell him. But he reversed this attitude by rethinking thus: "A dash of extra good-will on my part can restore the situation." By acting out that fresh attitude he made that account better than ever.

3. When distressed over something, instead of thinking of how unhappy you are, reverse the process by thinking of how unhappy you are not. This is an amazingly beneficial technique, once you get the hang of it. Few of us are really as unhappy as we think we are. By thinking of how unhappy you are not, you let loose a flow of cheery remembrances of all the joyous feelings you actually possess. Try this sort of backward-thinking for yourself; see if it doesn't change things instantly.

4. We must always bear in mind the difference between genuine thought-power and pseudo thought-power. A person who has been severely hurt by life often mistakes the one for the other. Knowing how he has been hurt, he uses the same weapon for hurting another; for instance, a man thinking himself scorned by others will try to restore his self-esteem by scorning others, not realizing that he is destroying himself in the process. Such a one could change things magically by practicing the genuine power of Constructive Self-interest. That will give him genuine power as well as its accompanying peace of mind.

5. Finally, remember that mind-changing is your best guarantee of progress in all areas where you want to succeed. The mind free from its stilted negativities is a marvelous magnet indeed. A happy mind alone is enough to raise a man far beyond himself. A woman once remarked to Benjamin Franklin, "Sir, I observe how your success attracts your happiness," to which that wise American replied, "Rather, please, observe how my happiness attracts my success."