



Thinking

INTO CHARACTER

Ed.TiC

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FOR INTERNAL USE AND TEACHING
AT REGENT COLLEGE LONDON ONLY

VOLUME 2



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Thinking

INTO CHARACTER

THE MASTER KEY
A series of lectures by Napoleon Hill



LESSON 1: DEFINITENESS OF PURPOSE

“I will give you the Master Key with which you may open the door to the attainment of your desires, whatever they may be.”

Napoleon Hill

NOTES

He said: "You may get your first clue as to the nature of the great Master Key when I tell you that psychologists have discovered a natural law that is the very foundation of all personal successes. I can describe it to you in one short sentence so you can understand it: Whatever the mind can conceive and believe, the mind can achieve. Isn't that a profound statement. You will notice that it says nothing about the need for education, but simply that whatever your mind can conceive and believe, your mind can achieve."

"If you want evidence that the mind can achieve whatever it can conceive, without the benefit of formal education, you will have to remember that Thomas A Edison conceived the idea of becoming an inventor and lived to become the world's greatest scientist in the field of invention, with only three months of common school education. When I first heard Andrew Carnegie describe this natural law that makes it possible for you and I and everyone else to write his own price tag in life and attain it, I became so enthused over it that I began to search for the power at the back of it. My curiosity led me finally to the discovery of the Master Key, which I shall reveal to you if you are ready to receive it."

Hill talked about how his search led him to the study of the spiritual forces with which all of us are blessed. "It was in this field," he said, "that I came upon something that has enabled me to help millions of people to find their earthly destinies. I want to describe my discovery in the simplest terms possible, because it will reveal to you why it is true that whatever the mind can conceive and believe, the mind can achieve, regardless of how many times you may have failed in the past or how lofty your aims and hopes may be."

He said: "I got my first fleeting glimpse of the profound law that provides the means by which we may choose our own purpose in life, and attain it, while I was being coached by Andrew Carnegie during the organisation of the Science of Success philosophy. I had just finished telling Mr Carnegie that I feared he had chosen the wrong person to give the world the first practical philosophy of personal success, because of my youth, my lack of education and my lack of finances.

At this point, Mr Carnegie delivered a lecture that I shall never forget, because it changed my entire life and paved the way for my helping to change the lives of millions of people, some of them not yet born. 'Let me call your attention to a great power, which is under your control,' said Mr Carnegie. 'A power that is greater than poverty, greater than the lack of education, greater than all of your fears and superstitions combined. It is the power to take possession of your own mind and direct it to whatever ends you may desire.'"

Hill told how Carnegie continued: "This profound power is the gift of the creator, and it must have been considered the greatest of all of his gifts to man, because it is the only thing over which man has the complete and unchallengeable right of control and direction. When you speak of your poverty and lack of education,' Mr Carnegie explained, 'you are simply directing your mind power to attract these undesirable circumstances, because it is true that whatever your mind feeds upon, your mind attracts to you.



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INTO CHARACTER

THE MASTER KEY
A series of lectures by Napoleon Hill



LESSON 2: MASTER MIND PRINCIPLE

“An understandable definition of the Master Mind is this: It consists of two or more people who work in perfect harmony for the attainment of a definite purpose.”

Napoleon Hill

NOTES

He explained: "I wish also to draw your attention to the fact that our great American way of life, and our unmatched system of free enterprise, has been built upon the Master Mind principle. The greatest document ever conceived by the mind of man is a perfect example of the Master Mind principle in action; it is the Declaration of Independence. The best evidence of the importance of maintaining perfect harmony in a Master Mind alliance may be found in the fact that the 56 men who signed the Declaration of Independence knew full well that it might turn out to be either a license of freedom for all mankind or a death warrant that would cause each of the signers to be hanged."

Hill shared several examples of how the Master Mind principle has brought success to people that were well-known at the time. "First," he said, "consider when Kate Smith began her career as a singer. She had difficulty in earning enough from her singing to pay her living expenses, and she perhaps never would have made her singing pay if she had not discovered and applied the Master Mind principle, which gave her access to the Master Key to Success when she formed a Master Mind alliance with Ted Collins. According to a report I saw, Kate Smith earned upwards of \$30 million."



He said: "I remember when Edgar Bergen and that cute little block of wood known as Charlie McCarthy (a ventriloquist and his puppet) used to play anywhere they could get an engagement, and I rather suspect that all they got for their services was a meal. But Edgar Bergen is a smart man in the field of entertainment, so he formed a Master Mind alliance that introduced him and Charlie to millions of people via radio and television, and I suspect he is not concerned about money any longer."

Hill continued: "You may be surprised when I tell you that the great Ford industrial empire started with the formation of a Master Mind alliance between Henry Ford and his wife. At the beginning of his career, Henry Ford was shy and lacking in self-confidence. It was Mrs Ford that inspired Henry Ford with the faith and courage to go ahead with the perfection of his horseless carriage, although his relatives and neighbours generally tried to discourage him from wasting his time with the contraption, as they called it."

NOTES

He went on: "Remember, too, that success in the higher brackets of achievement is something that can be had only by taking others along with you. The best definition of success that I know is this, 'Success is the knowledge with which to get whatever you want from life, without violating the rights of others and by helping others to acquire it.'"

Hill told us that there is a known formula for the attainment of success, and it is as definite and certain as are the rules of mathematics or are the principles of science. He said: "My purpose in these lectures is to bring you that formula in simple terms that you can understand and apply, but I can never give you that for which you are not ready. If you are ready to advance into the higher brackets of success you will recognise this fact by your willingness to accept the simple instructions I shall give you as we go along."

"This thing called success is a very profound and interesting thing because the line of demarcation between success and failure is so slight that it is often hard to tell where one ends and the other begins. For example, in my association with the late Henry Ford, I recognised that he had thousands of people working for him that had much more education than he did, more magnetic personalities, more abilities to make friends and a better chance of succeeding than Mr Ford had when he was working for wages."

"But Mr Ford had one simple quality the others who worked for him did not possess, the same quality I will clearly describe for you in my future lectures. Meanwhile, I will be interested to know if you can describe this one simple quality that Henry Ford possessed that made him the greatest industrialist this nation has ever produced?" In his next lecture, Hill promised to reveal what had helped Henry Ford spread his influence throughout the world and make himself richer than Croesus despite the fact he had only a meagre common school education.

Until then, Hill said, "Please be of good cheer and just remember that your only real limitation is the one you accept and set up in your own mind."





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THE MASTER KEY
A series of lectures by Napoleon Hill



LESSON 3: HABIT OF GOING THE EXTRA MILE

“I’m going to tell you all I know about this magic principle of self-advancement because it is the one rule you must follow if you expect to write your own price tag and to be sure of getting it.”

Napoleon Hill

NOTES

- This habit will help you to excel in your line of work, because each time you render service, you endeavour to do a better job than you did previously.
- If you work for a salary or wages, this habit will give you preference when work is slack and others are laid off.
- It will help you to benefit by the law of contrast, because others around you will not be going the first mile let alone the extra mile.
- Following this habit of doing your very best in all of your efforts, and doing it in a pleasing mental attitude, will improve your personality and make you liked by others.
- It will also help you to develop a keen, alert imagination, because you will be continuously seeking new and better ways of rendering useful service.
- It will inspire you to act on your own personal initiative instead of waiting to be told what to do, a habit that is the first step in leadership in all callings.
- The habit of going the extra mile definitely develops greater self-reliance and gives one more courage to move ahead without the fear of criticism from others.
- One thing it does, which if it benefits you in no other way will justify you in adopting it, is it helps you to master the destructive habit of procrastination, the one habit that heads the list of causes of failure.
- Going the extra mile influences other people to respect your integrity, and inspires them to go out of their way to cooperate with you in a friendly spirit.
- The habit helps you to develop definiteness of purpose, which is the starting point of all personal success. It stops you from drifting through life without knowing what you want or where you are going.
- Here is the grand payoff, which this habit gives you. It provides you with the one and only excuse for asking for a promotion to a better station in life or a higher pay. Obviously if you are doing no more than you are being paid for, then you are receiving pay for all of which you are entitled, and you have not a single excuse for asking for more pay or a better position. You must understand this point and appreciate its significance.
- Last, but not least, the habit of going the extra mile conditions your mind to maintain a Master Mind alliance with others. Every so often I hear people complain that they are not receiving favourable breaks in their relationships with others. I never hear this sort of complaint from any of my students of the Science of Success, or from anyone that has ever read any book that I have written, because all of my students have learned the secret of how to create their own favourable breaks. They do it by following the habit of going the extra mile.”



NOTES

“First,” he said, “start tomorrow in whatever occupation you are engaged to render some form of useful service to someone near you that you are not expected to render, and for which you neither expect nor ask for compensation. Two, render this service in a pleasing mental attitude that will show clearly that you enjoy doing it. Three, follow this practice seven days in succession and then notice what a changed atmosphere you will enjoy in your association with those nearest you.”

He added: “In carrying out these instructions, do not make known your plan to anyone but go ahead and do it in the most natural way possible. By the end of the seventh day you will find yourself so much happier and so much better liked by those around you that you will never desire to give up the habit. Then, you will be within easy reach of the supreme secret of success that comes with the Master Key to Success.”

In his next lecture, Hill promises to introduce the source of a form of power that does not recognise the word impossible and helps you to transmute all failures and defeats and all adversities into assets of great benefit to you.

He finished his third lecture by saying, “May I remind you that if you believe it, you can do it.”





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LESSON 4: DEFINITENESS OF PURPOSE

“Applied faith is a mental attitude we must cultivate and maintain before we can take complete possession of our minds”

Napoleon Hill

NOTES

He described the one thing that represents the main difference between a successful person and a failure, saying that failure to recognise the truth he was about to give is the starting point of most failure.

Hill said: "Successful people in all occupations, and all professions and all callings, have one trait that distinguishes them from the failures. It is their capacity for belief. The failures see the hole in the donut but do not see the donut around the hole. The successes see the hole also but they see the donut around it."

"Thomas A Edison believed that he could perfect an incandescent electric lamp and despite the fact that he failed over ten thousand times before he was crowned with success, he made his belief uncover the secret for which he was searching."

Hill argued that the average person fails because of the lack of capacity for belief. He said: "How many times must you meet with defeat before you give up the ghost and quit? Henry Ford believed that he could build a self-propelled vehicle to take the place of the horse and buggy and, despite the ridicule of friends and neighbours, and the lack of finances, he transmitted his belief into an industrial empire that changed the entire American way of life. Mind you, Ford did this with very little education and no operating capital to begin with."



Hill asked a question of his students that he said may well change their lives. "Do you perhaps have an idea or a plan that would be useful to other people, but you have done nothing about it because you lack the self-confidence to give you a start?," he said. "In other words, you are now where Henry Ford was before he built the first model of his world-famous automobile. Mr Ford broke through that wall of fear that may now be holding you back, and put his idea into operation by making use of the Master Mind principle that I mentioned in our second meeting, through an alliance with his wife. Now the question I wish to ask you is this... why don't you form a Master Mind alliance with someone and begin putting your ideas to work for you?"



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● A burning desire for the things or circumstances you want is the starting point for all applied faith. Be definite, believe and act, and keep on acting if at first you meet with defeat.

● When doubt creeps into your mind, remember that whatsoever a man believeth, that shall he also reap. Remember, faith is not something you get, it is something you already have, but you may be using it in reverse gear by believing in the circumstances and things you do not want; the things you fear. Remember also that faith is guidance only, it is not a power that will bring what you want but a power that can guide you to go after what you want and get it. Remember, too, that your faith is limited only by your own capacity to believe. You can do whatever you make up your mind to do. I believed I could give the world a practical philosophy of success that would free men and women from their fears and limitations. I stood firm with that belief through 20 years of effort, and I saw my belief give freedom to millions of people.”

To finish, Hill paraphrased this great truth by saying, believe and you shall receive. He advised his students to “please remember that your life is exactly what you make it by your own mental attitude.”



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LESSON 5: PLEASING PERSONALITY

**“It is how you display your character to the world
and it is the one thing that distinguishes you from
all other human beings”**

Napoleon Hill

NOTES

When introducing his fifth lecture on the subject of a pleasing personality, Hill said that your personality determines whether people are attracted to you or shy away from you. "It is how you display your character to the world and it is the one thing that distinguishes you from all other human beings," he said. "It is your trademark by which people recognise you, and it is the thing that determines your success or failure in selling yourself through life. Therefore, you should see your personality just as others see it, so you may improve it where it needs improvement."

He told his students that a personality consists of more than 30 different factors, traits and characteristics, but he did not cover all of them, focusing instead on the most important ones. Before describing, he emphasised that every trait that goes into your personality is under your control and you can improve it to be whatever you want it to be.

He began with what he described as the most important trait of your personality, your mental attitude. "This is the trait with which you attract people to you and cause them to like you, or repel them and cause them to dislike you," said Hill. "Your mental attitude must be positive if you attract people to you. How do other people know whether your mental attitude is positive or negative, you may ask? Well, the answer is easy. First of all, other people tune in and pick up your mental attitude via telepathy, without your saying a word or making a move."



He went on: "But there are other ways with which they can tell whether your attitude is positive or negative. You disclose this information by the tone of your voice, whether it is pleasant or harsh; by the expression on your face, whether it is soft and pleasing or harsh and scowling; and by the courtesy and consideration you show other people, or the lack of these. So, there is no escape from revealing to others the exact nature of your personality."

NOTES

The next most important trait of your personality consists of the flexibility of your mental attitude, or your lack of it, he said. If you have flexibility, you adjust yourself to all the circumstances in your relations with others, without losing your composure or allowing yourself to become irritable or angry.

“Just remember,” said Hill, “that if you have flexibility of your mental attitude, it will be impossible for anyone to make you angry or to irritate you without your consent or cooperation. This is worth knowing. You cannot control the actions of other people that might justify you in becoming irritated by them, but you can control your reaction to all such circumstances by exercising your trait of flexibility. You will observe that all people in the higher brackets of success have this flexibility and they do control their reactions to the influences of other people.”

The third most important trait of a pleasing personality is the ability to control and direct your emotional enthusiasm. Hill said: “Enthusiasm is one of the means through which you can give forcefulness to your words, but you must be able to turn it on and off at will, as definitely as you can turn on and off water. Uncontrolled enthusiasm often makes people boresome. It also may open wide the window to one’s mind so that others may enter and influence one in ways one does not wish to be influenced.”

The fourth most important trait of a pleasing personality, he argued, is a sincerity of purpose. The person who is not sincere in all relationships with others is soon detected and rejected, because no one is attracted to the person who first endeavours to deceive others. Sincerity is one quality of character that cannot be successfully faked, not even by the most astute rascal or the most efficient actor, because insincerity carries with it some warning signs that other people recognise. “You have only to go back into your own experience of insincere people to prove the truth of what I have stated,” Hill said.





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LESSON 6: SELF DISCIPLINE

“Self-discipline, therefore, is the means by which the creator provided us with a method of embracing and using the only thing over which we have unchallengeable control, the power of our thoughts.”

Napoleon Hill



NOTES

Self-discipline can give us freedom from the fear of death, the most difficult to master of all of our fears.

“The creator never gives one an asset or benefit without passing along with it the means by which it may be embraced and used. Self-discipline, therefore, is the means by which the creator provided us with a method of embracing and using the only thing over which we have unchallengeable control, the power of our thoughts.”

He concluded this sixth lecture by reminding his students “that the habit of taking the line of least resistance makes all rivers and some men crooked!”



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LESSON 7: POSITIVE MENTAL ATTITUDE

“Remember also that you are the only person that can provide you with a positive mental attitude. What are you going to do about it? On your answer to this question rests your entire future.”

Napoleon Hill

NOTES

- Recognise that every circumstance that influences your life, whether it is a pleasant or unpleasant circumstance, is grist for your mill of life, and so use it to make it pay you dividends in one form or another. Remember, meanwhile, that your strength grows out of your struggles. Follow this instruction and you will soon learn that there is no such thing as an unprofitable experience.
- Look upon your life as a continuous process of education, of learning from all your experiences, good and bad, and be always on the alert for gains of wisdom that come to you a little at a time in both your pleasant and unpleasant experiences.
- Make the world over to fit your own pattern if you choose, but begin with yourself in some sort of self-improvement that will make you more open-minded, patient and generous in your relations with others.
- Express gratitude twice daily for your recognition of the fact that you have been given complete control over your own mind, and ask for guidance in order that you may use this profound gift wisely in all your thoughts and acts.
- Go out of your way daily to comment enthusiastically on the good qualities of those with whom you live and work, but do not mention their negative qualities. Then, observe the benefit to yourself by how quickly others will start to comment on your good qualities.
- Accept all criticism of yourself as an occasion for self-examination to determine how much of it is justified and you will be sure to make startling discoveries about yourself that will help you for the remainder of your life.
- Do not accept from life, or anyone else, anything you do not desire and remember that Mahatma Gandhi proved himself to be more powerful than the great British military forces by this simple method of passive resistance.
- Remember always that there are two kinds of circumstances which cause you to worry: those you can do something about, and those you can do nothing about. Nothing, that is, except to use passive resistance and refuse to permit them to worry you.
- Keep your mind eternally engaged in thinking of that which you desire most, your major purpose in life. So no time will be left for you to waste on thinking of that which you do not want.
- If you should ever be so unfortunate as to feel sorry for yourself, look around until you find someone who is worse off than yourself, and start where you stand to give him help. Make this procedure a habit and you will witness one of the great miracles of life, because that which you do to or for another, you do to or for yourself.

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LESSON 8: ENTHUSIASM

“Someone has said that knowledge is power. That is only a half truth, for knowledge becomes power only when it is put into action for the attainment of a definite objective.”

Napoleon Hill

NOTES

He said he once heard Andrew Carnegie say that if you turn loose one man who thought in terms of intense enthusiasm in an industrial plant employing thousands of people, that man's enthusiasm would very quickly reach and influence every person in the plant. Carnegie had said it made not the slightest difference whether the enthusiasm was negative or positive, constructive or destructive.

Then Mr Carnegie went on to explain that in his selection of employees for promotion for bigger jobs, the first thing he looked for was a man's capacity to express himself in terms of capacity for intense enthusiasm. He said that enthusiasm is one of the most important traits necessary for leadership. The most successful lawyers are not necessarily those that know most about the legal profession, but they are those that know how to influence judges and juries with their belief in their cases and have a great capacity for expressing themselves with enthusiasm.

“When you are introduced to another person you have a marvellous opportunity to sell yourself favourably to that person by the extent of the enthusiasm you express in accepting the introduction. When you shake hands with another person, you also have a fine opportunity to make a favourable impression by the warmth of enthusiasm you put into that handshake. If there is anything which leaves me flat and unfavourably impressed when I am introduced, it is an extended hand that feels like a piece of cold ham and acknowledges the introduction with a cold, canned ‘pleased to meet you’, with no sign of enthusiasm back again.”

Here, Hill gave a brief course in salesmanship, saying that when you meet anyone on whom you wish to make a favourable impression, whether it is a stranger you have not previously met or someone with whom you are already acquainted, you should do these things:

- Turn on your enthusiasm and so modulate your voice with it that you definitely make the other person feel that you are happy to communicate with them.
- When you shake their hand, take a firm grip on it and give it a quick firm squeeze at the end of each word you express in your greetings.
- Then, if you begin the conversation, be sure that you direct it to some subject of interest to the other person.
- Follow through by eagerly asking questions that will keep attention focused on the other person. Then, when you are ready to have the other person hear what you have to say about yourself or your interests or your business, he will have been prepared to listen attentively.

NOTES

Hill suggested that a practical way to begin learning to express yourself with enthusiasm would be to follow the habit of reading aloud for 10 minutes daily, putting all the enthusiasm at your command into your reading. He said people would be surprised in a short while at how much this would help in speaking with enthusiasm in ordinary conversation.

He suggested also that students adopt the habit of practising enthusiasm in conversations with family and business associates. "Incidentally," said Hill, "this habit will make you more popular with those that are close to you. You can enjoy the benefits of enthusiasm if you are interested enough to develop a technique with which to acquire this habit so you will follow it in a natural unaffected tone of voice. If you follow my suggestion that you read for 10 minutes daily as a means of acquiring the habit of enthusiasm, I recommend that you write down a list of 10 subjects, things or circumstances in which you have the keenest interest, and use this list for your practise purposes. You will have no difficulty in reading in a tone of enthusiasm in connection with the things that you like best."

Finally, for those who have not already picked up some useful ideas as to how the habit of enthusiasm can be developed, or what causes one to be enthusiastic, Hill gave one further example: "You perhaps remember when you were courting the person of your choice, or being courted as the case may be, you needed no one to tell you how or why to be enthusiastic. Of course not, because the motive of love or affection took care of this without effort on your part. Just remember that enthusiasm is always easily expressed when one is inspired by a burning desire for something or a motive associated with one's closest interests. Where there is no motive there is apt to be no enthusiasm."

He said: "Remember also that the three basic motives that it has been said practically rule the world are:

- The emotion of love
- The emotion of sex
- The desire for financial gain.

A combination of all three of these motives, it has been claimed, can convert a mediocre person into a genius."

He ended by suggesting that all students try the habit of moving with enthusiasm in all daily work to see how much better you will feel.



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LESSON 9: PERSONAL INITIATIVE

“Personal initiative is the dynamo that starts the faculty of imagination into action, in the process of translating one’s definite major purpose into its physical or financial equivalent. If you aim for success above mediocrity, you will need to learn to act on your own personal initiative, because your Master Key to Success is something you must achieve for yourself without someone telling you what to do or how to do it.”

Napoleon Hill

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At this point, Hill digressed to highlight the fact that a big success is made up of a great number of little circumstances, each of which is so small and seemingly insignificant that most people pass it by as not worthy of notice. "Some may think, for example, that the habit of personal initiative is unimportant," he said, "but we have only to take a look at the record of some of our greatest successes to recognise that personal initiative was an important factor without which they would never have achieved success."

For example, no one told FW Woolworth to start a five-and-ten-cents store, the idea was his own. He acted on his own personal initiative in putting his ideas into action and lived to see it yield him a fortune well above \$100 million.

Hill said: "My distinguished business associate W Clement Stone started his insurance business on his own personal initiative with an operating capital of only \$100, but he followed through on his own personal initiative and made his humble beginning yield an annual gross income of many millions of dollars. It was that same habit of acting on his own personal initiative, of doing the thing he wanted to do, that inspired Mr Stone to join forces with me in taking the Science of Success philosophy to many millions of people across the world and undertaking to help more people find their places in the world than has any other influence during the past 100 years."

The habit of personal initiative, Hill said, was the key trait that helped Henry J Kaiser to build a great industrial empire and raise himself to a higher position in the industrial world. It was this trait of personal initiative that inspired Mr Kaiser to pile up such an enormous record in the building of ships during World War 2, despite the fact that he had never built ships before.

Personal initiative is one quality that inspires one to form friendships and make contact with people who can be of aid in times of need, Hill argued. He pointed to his own personal initiative that influenced Andrew Carnegie to give him an opportunity to organise the Science of Success philosophy.

Hill gives us an outline of the more important attributes of the person who has sufficient personal initiative to give him leadership in his chosen occupation:

- First of all, the person who follows the habit of personal initiative has a definite major purpose in life and a plan for its attainment.
- He has a Master Mind alliance with those whose help is essential in achieving his major purpose.
- He has the necessary persistence and the will to win to carry him along when the going is hard and he meets with obstacles.
- He makes decisions promptly when he has the necessary facts on which to base them, and changes them slowly if at all.



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Thinking

INTO CHARACTER

THE MASTER KEY
A series of lectures by Napoleon Hill



LESSON 10: LEARNING FROM ADVERSITY

“Go back into your past experiences, study each adversity or failure that you may have experienced, and look for that seed of an equivalent benefit you have not before discovered. You may find yourself richer than you believed yourself to be.”

Napoleon Hill

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In his tenth lecture, Napoleon Hill brings us to one of the strangest of the 17 principles of success, which he says is the principle that makes it possible for you to convert into an asset every adversity, every disappointment, every defeat and every failure you meet with from now on and for the remainder of your life. Hill says the principle of learning from adversity makes it possible for you to transmute all your past failures and mistakes into assets that will help you achieve outstanding success in the future.

At the very outset of this lecture, Hill called his students' attention to an important fact that he said might give them immediate possession of the great Master Key to Success, namely that a positive mental attitude is the only means by which you can convert adversities, defeats and failures into assets.

Hill said: "It seems to have been intended that everyone should experience adversities, defeats and failures as if part of nature's method of disciplining people to learn how to take possession of their own minds. But the creator very wisely provided everyone with the means for converting these experiences into benefits of a priceless value, the means being our privilege of maintaining and directing a positive mental attitude."

Despite the benefits that we may get from adversities and unpleasant experiences of every nature, no one desires to meet with these experiences. Hill said: "A failure or defeat is just as unpleasant to me now as it was 30 years ago when I was learning about failures and unpleasant experiences in the great university of hard knocks. Yet, I would be something less than fair with you if I neglected to tell you that my greatest blessings came from my greatest adversities. These blessings never would have been recognised by me if I had not learned the truth that every adversity carries with it the seed of an equivalent benefit, which is the very nub of this lecture with you."

Once you learn that adversities can be made to pay dividends, you will acquire the habit of looking for that seed of equivalent benefit in each such experience with which you meet. Hill went on to give examples that he said prove conclusively that failures, defeats and unpleasant experiences can be converted into stepping stones on which one may rise to great heights of personal achievement.



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His first illustration concerned a man, famous at the time, called Milo C Jones, who Hill recounted had owned a small farm near Fort Atkinson, Wisconsin, on which he made only a fair living until he was stricken down with double paralysis, which deprived him of every force of his body except his brain. Hill said: "In this hour of his greatest adversity, Milo C Jones used his mind, took possession of it for the first time in his life perhaps, and out of that mind came the idea of raising hogs and converting them into Little Pig Sausage. On that same farm where previous to that adversity he made only a mere living, he found the seed of an equivalent benefit that compensated him for the loss of the use of his body and lived to see Little Pig Sausage yield him a huge fortune. Isn't it strange that so often people have to be cut down by failure and defeat before they learn that they have minds capable of mastering all of their problems. Isn't it strange how Milo C Jones did not discover the Little Pig Sausage idea while he had a sound body."

His next illustration is based on an adversity of a man we all know because he was President of the United States and his name was Franklin D Roosevelt, who was stricken in the prime of his life with polio that destroyed the use of his legs. Instead of sitting on a street corner with a tin cup, as many another might have done under similar circumstances, Franklin D Roosevelt transmuted his affliction into a build-up of his self-reliance and lifted himself to the highest position available to mankind anywhere on this earth. He got that position and held it until he passed on; he held it longer than had any previous President.

Hill said: "I tell you with all the enthusiasm at my command that you may find in your adversities the necessary challenge to inspire you on to success such as you would never have known without these experiences."

He added: "I do not suggest that you look for adversities, or expect to meet with them, but if you do so, just remember not to fear them. Instead of brooding over them, as most people do, let me suggest that you be different and convert them into stepping stones on which you may rise to whatever place in life you have set for yourself. May I remind you of the great importance of following a positive mental attitude, because this is the principle you will need most in converting unpleasant experiences into assets."

In his next illustration, Hill referred to an intimate personal experience of his own, which began when his mother passed on. He was eight years of age. He said: "I know that the loss of one's mother at any age usually is regarded as an irreparable loss that offers no possible benefits. But even in the loss of loved ones we may find that there is a seed of an equivalent benefit. I found that seed in one of the most wonderful persons I have ever known, when my father brought home my new mother. It was she that inspired me to prepare myself for the opportunity I was to receive later in life, when I met Andrew Carnegie and received from him the commission to organise the world's practical philosophy for personal success. Had it not been for the loss of my mother, I would not now be having this visit with you and my books would not now be serving to help millions of people throughout the world to find their places in life."



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Hill encouraged his students to remember this about adversities: nothing is ever so bad or so unpleasant that it may not yield some benefit if we keep a positive mental attitude towards the experience and make it a habit to look for that seed of an equivalent benefit. This, of course, involves the application of that important success principle, personal initiative.

He gave another illustration based on the American way of life and all the personal freedoms and opportunities enjoyed under that way of life. He began with the American defeat of the British in 1778, when probably every British citizen believed that the loss of the American colonies was an irreparable loss that offered no possible benefit. "Yet," said Hill, "you and I know that if we had not defeated the British and made ourselves rich and powerful, the British empire probably would have been wiped out in World War 1 or 2. We know also that although the British empire survived those two wars, it was our financial help that saved the British from starvation and bankruptcy. So today, every British citizen should give thanks for the defeat of Lord Cornwallis' army, because that defeat finally became the means of survival of the British empire."

He went on: "You have a responsibility to yourself, your loved ones, your creator, to take possession of your own mind and to direct it to ends of your own choice. This responsibility is yours and no one else can rob you of it or fulfil it for you. You also have a responsibility to your country, which has given you our great American way of life. Our great system of free enterprise, which is so designed as to provide one with every possible motive for taking possession of one's own mind and writing one's own ticket in life. We should remember that our benefits under the American way of life, like every other blessing we have been given at birth, is something we can retain and enjoy only by making the fullest and best use of it. It is definitely a part of the overall plan of the universe to give man the benefit only of those blessings he recognises, embraces and uses constructively."

Hill said: "Tie your arm to your side and take it out of use and nature rebels immediately by causing the arm to atrophy, wither and become useless. Neglect to keep in contact with your friends and to cultivate them and you lose them. Show indifference to the patrons from whom you earn your living, or the employer who pays your wages, and very soon you find yourself without a market for your services. It is an inevitable law of nature that you lose that which you do not use, and of course this applies to the use of your own mind as it does to everything else."

"We who so often boast that we are citizens of the richest, the greatest and the most powerful nation civilisation has yet to produce will do well to remember this law, through which we lose that which we do not properly use."

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Thinking

INTO CHARACTER

THE MASTER KEY
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LESSON 11: CREATIVE VISION

“Imagination is a trait that becomes alert only by constant action based on the success principles I have described in these visits. You are the one who must supply this action.”

Napoleon Hill

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Next, he gave examples of creative imagination:

- Edison's invention of the phonograph was the outgrowth of creative imagination because no part of his invention had ever been known or used previously.
- Señor Marconi's invention of wireless communication was also the outgrowth of creative imagination, because it was based on basically new ideas that had never been used previously. He was the first to discover the means by which the ether could be made to take the place of wires in the transmission of sound.
- Madame Curie's discovery of radium was the outgrowth of creative imagination, because no one before her had ever revealed either the actual existence of radium, or the method by which it could be recovered or refined.
- Wilbur and Orville Wright's perfection of the modern aeroplane was partly the result of creative imagination and partly the result of synthetic imagination, because others previous to their time had discovered some of the ideas they used successfully, but they were the first to coordinate those ideas successfully so that they worked.
- Robert G LeTourneau made effective use of creative imagination by building heavy dirt-removing machinery, which involved ideas never before used, although he was practically unskilled in engineering and had very little schooling of any kind. Hill worked with Mr LeTourneau for a year and a half, during which he saw him in action many times when he was drawing almost entirely upon the fact that he had creative imagination and receiving his ideas from sources outside of his own immediate education or knowledge.





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LESSON 12: ACCURATE THINKING

“Study yourself carefully and you may discover that your own emotions are your greatest handicap in the business of accurate thinking”

Napoleon Hill

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Hill went on: "Now let us turn our attention to the subject of opinion, and see to what extent loose, unsound opinions are mistaken for accurate thinking. To start with, let us recognise the truth that most opinions are without value because they are based on bias, prejudice, intolerance, guesswork, hearsay evidence or out-and-out ignorance. These are harsh words I am using and they represent the source of most of the tragedies of life that people meet with unnecessarily. I would say that of all the tragedies that cause misery and failure, none is more merciless or destructive than those which draw out of the indifference of people who make no attempt to think accurately."

He recalled an experience he had with President Woodrow Wilson while he was working with him during World War 1. Hill asked the President what effect he believed World War 1 would have on civilisation and his reply was brief but it was a masterpiece that you should remember as long as you live. 'I cannot answer your question,' said the President, 'because I have no facts on which to base an opinion.' Hill said: "If you will remember Woodrow Wilson's 15-word speech every time you are about to express an opinion about anything, the chances are you will soon get out of the habit of expressing or even having opinions not based on something more substantial than biases, prejudices or emotional feelings that often serve as polished facts."

You will learn, if you observe carefully, that the more successful a person is, the less he is inclined to express wild unjustified opinions about anything, Hill said. Also, you must have observed already that the drifters who are suffering with frustrations because they recognise they are failures usually have an assortment of opinions on just about anything you can imagine.





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- Remember that anything that exists anywhere throughout the universe is capable of proof, and where no such proof is available it is safer to assume nothing exists.
- One of the great unexplainable miracles is the fact that both truth and falsehood, no matter by what means they may be expressed, carry with them a silent, invisible means of identifying themselves as such. Therefore, remember this truth and begin developing the necessary intuitive faculty to enable you to sense what is false and what is true.
- Follow the habit of asking, 'how do you know?' when anyone makes a statement you cannot identify as truth. Follow this habit faithfully and you will see many persons squirm and turn red in the face when you insist upon a direct reply.

Hill said: "The most accurate thinkers are the scientists, who investigate with open minds and never allow their wishes to become the fathers of facts, but deal with each fact as it is and not as they would like it to be."

Hill concluded with a simple warning. "Study yourself carefully and you may discover that your own emotions are your greatest handicap in the business of accurate thinking," he said. "It is easy for you to believe that which you wish to believe, and unfortunately that is precisely what most people do. This is a method by which many people condemn themselves to eternal failure and defeat, and it is a method that opens wide that sealed envelope that contains a list of penalties they must pay for neglecting to take possession of their minds and use them for constructive ends beneficial for themselves."



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LESSON 13: COSMIC HABIT FORCE

“Remember that your mental attitude is something you control outright and you must use self-discipline until you create a thought pattern or thought habits that keep your mental attitude positive at all times.”

Napoleon Hill

NOTES

Finally, in his last lecture, Hill brings us to the analysis of a law of nature that is the basis of all our habits, both good and bad. This law is a vital part of the 17 success principles because it is the means by which every person can put into operation an irresistible power by which aims and purposes are attained almost automatically by the action of habits.

Hill named this law cosmic habit force, because it is the law that gives definiteness of action to everything that moves throughout the entire universe. It keeps stars and planets in their accustomed places and it fixes the life patterns of every living thing from the smallest insects to the largest animals, excepting only man who has been given the means by which he may use this law to establish his own habits and determine his own desires and movements throughout life.

Hill said: "Cosmic habit force binds every living thing lower in the scale of intelligence than man, with what we call instinct. But man can rise above these fixed patterns by which lower forms of life live and establish his own pattern. This privilege is the only thing over which man has complete power of control and direction, and it is interesting to observe that the creator never gives man any form of riches without sending along with it the means with which man may do whatever he pleases with those riches."

In order that you may get the full benefit of this lecture on cosmic habit force it will be necessary to review what has been said previously in connection with the 12 principles of success already described, particularly the principle of definiteness of purpose. Like every other natural law, cosmic habit force has both a negative and a positive potential application.

The negative application of this law is called hypnotic rhythm, Hill said, which means, among other possible results, it fastens upon individuals that by our neglect to fix our thoughts upon the things we desire in life, and thereby gain the power of cosmic habit force in attaining these desires, the law automatically acts through the negative hypnotic rhythm feature and fixes our mind on the things we do not desire and attracts to us the physical counterpart of these desires. Understand this principle of the law of cosmic habit force and obviously you will have a better conception as to how essential it is to keep your mind occupied with the life pattern and the things and circumstances you desire until this pattern is taken over and made permanent by cosmic habit force.

Cosmic habit force is the watchdog that looks over your shoulder all through life, examines every thought you release and act in which you engage, and forces upon you the penalties or the rewards in those two sealed envelopes I described in the previous visit. When you understand the principle of cosmic habit force it is clear enough that you cannot go through life without using the power of this law to carry out the circumstances and the desires you voluntarily choose, or by your neglect allow the same law to force you to pay the penalties I describe.

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- We sometimes hear people speak of successful men as being 'on the beam' (we might say 'on a roll' today), by which they mean that those who enjoy success have established a success thought pattern in their minds that cosmic habit force has picked up and carried out to its logical conclusion. You are on the beam when you take possession of your mind, direct it to definite ends and a belief in your attainment of those ends, and keep your mind busy in carrying out your purpose instead of allowing it to drift to subjects you wish to avoid. You are on the beam when you can truthfully say I know precisely what I want from life and I have faith I shall get it. You are not on the beam when you have no definite major purpose and you are drifting aimlessly through life. People who are failures are also on the beam, but they are on the negative side of the beam because they have neglected to use those riches that came over with them in that sealed envelope, and they have placed themselves under the influence of hypnotic rhythm, which is the negative incarnation of cosmic habit force.

Hill explained: "There is one word that doctors dread and it is the word fixation, which means that a sick person believes in his sickness as something that cannot be cured. Fixations can become a priceless asset by those that have discovered the great Master Key to Success and have learned how to develop fixations in their minds based on the things they desire most in life.

Cosmic habit force is the power that makes fixations permanent. You should have a definite fixation based on your major purpose in life, but you are the only one who can create this fixation. You can do it by taking possession of your own mind and keeping it directed towards the attainment of your major purpose. If you will do this by following all the instructions I have given you in these visits in a short time you will find yourself on the beam and headed directly towards everything you desire and hope to achieve."

To finish, Hill said: "Remember that your mental attitude is something you control outright and you must use self-discipline until you create a thought pattern or thought habits that keep your mental attitude positive at all times. Your mental attitude is important, because it acts as a magnet that attracts to you everything, every circumstance, that makes you what you are and where you are."

If you wish to keep on a roll that leads to success, be sure you give cosmic habit force a thought pattern based on the things you want most in life and it will do the rest.

Hill ended his final lecture with his favourite expression of gratitude: "I ask not for more riches but more wisdom with which to make wiser use of the riches you gave me at birth, consisting in the power to control and direct my own mind to whatever ends I desire."



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Thinking
INTO CHARACTER

THINK AND GROW RICH
by Napoleon Hill



THINK AND GROW RICH
BY NAPOLEON HILL

“The truth is that the human mind is as real an organism as any muscle in the body but far greater in potential power and like muscle fibre it can be strengthened to lead on to unimagined conquests”

NOTES

INTRODUCTION

The purpose of this lesson is to share with you about one of the most amazing book ever written: Think and Grow Rich by Napoleon Hill.

Without question, this single book has had a greater influence on the lives and accomplishments and fortunes of more individuals than any other work of its kind.

Regent Hill University, yet to be named in UK, the creation is inspired by this philosophy and we will educate our students to understand this philosophy.

All over the free world there are literally thousands of successful men and women of all kinds of work who are where they are today because they once picked up and read Think and Grow Rich and they'll be quick to tell you so.

I first discovered this remarkable book in the fall of 2015 introduced to me by Bob Proctor in United States. It was an enormous help to me. It helped me decide once and for all how I was to accomplish my goal; it unified my thinking and gave me a straight clear road to the point I had decided to reach.

Now, what's the secret of this amazing book? Why has this book, out of all the thousands of business books, remained the one towering giant? I think to understand this, you have to know Napoleon Hill.

He was certainly not the first man to be appalled at the poverty and seemingly endless struggle and lack of direction that he saw as a boy and young man, nor was he the first to write on the subject, but he developed two highly unique abilities seldom found in one human being.

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His second important ability was the skill of writing about his findings in such a way that it was instantly understood intellectually, but what is perhaps even more important for this particular subject, was that it was understood emotionally as well. When the last page of Think and Grow Rich was read the hand which put the book down on the table or the e-book it was a different hand.

The man or woman who then stood and walked out into the world was a different, changed human being. The suffocating and tangling webs of self-imposed frustration and indirection had fallen away. Now the way was clear.

The man or woman was now the possessor of the unique unseen talent of turning goals into reality, thoughts into things. So-called fate of the idle effects of exterior circumstances were no longer in command.

He who had been a passenger was now suddenly the captain. To begin we have to understand the simple truth, the principle of philosophy which lies as the supporting structure of this work. Unless whatever it is you build is based on truth, you will end with the entire structure fallen and scattered. It simply cannot stand. It cannot withstand the test of time.

The reason Think and Grow Rich has withstood the test of time is that it rests on the broad, clean foundation on which may also be found every accomplishment of humans. The clear unchallengeable fact that everything begins with an idea.

A philosophy based on the fact that success of every kind begins with the state of mind that one may start with nothing but thoughts, ideas and organised plans.

Thoughts are things. Incredibly powerful things when mixed with definiteness of purpose, persistence and a burning desire for their translation into material objects or success, success being whatever it is you happen to want. Wise men and women have been saying this for centuries.

“The truth is that the human mind is as real an organism as any muscle in the body but far greater in potential power and like muscle fibre it can be strengthened to lead on to unimagined conquests.”

So, this then is the truth on which Think and Grow Rich is based. If you know what you want, and if you want it strongly enough to muster the kind of persistence that simply cannot be stopped you will most certainly achieve it. By controlling your mind, you can control your destiny here on Earth.



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DESIRE

Here is the starting point for all achievement: the first step toward achieving our goals. But it's right here that we so often run into a stumbling block. A person will say, "I know what I desire but can I get it?" We'll get into this business of doubt later but once and for all let's clear up this point.

This point about whether or not you can accomplish that which you desire with all your heart. I think it's best expressed by Emerson who wrote, "There is nothing capricious in nature and the implanting of a desire indicates that its gratification is in the constitution of the creature that feels it." In other words, you would not have the desire unless you were capable of its achievement.

Each of us has a built-in governor and our desires are modified by our abilities and leanings. Whatever it is that you desire with all your heart understand once and for all that it can and should be yours.

In Think and Grow Rich Napoleon Hill cites example after example of why your burning desire is nothing more than an accurate picture of what you will one day become so I hear from this: establishing in your mind that what you desire more than anything else, "By annihilating the desires you annihilate the mind."

Every human without patience has within him or her has no principle of action, no motive to act. A good way to determine whether or not you really have a burning desire is to examine the way you go after it. If you go after that which you think you desire tentatively, timidly, in an attempt to play it safe, you don't have a burning desire at all. You can't get to be the best if you keep one foot on first.

But if you're willing to burn your bridges behind you and say once and for all, "This is what I will do and I will never retreat, I'll never go back," then you have the sort of desire, that kind of desire that can only end in success.

It takes that kind of result to be able to keep picking you up after those falls you're bound to take. The only people who don't make mistakes are those who never try anything. The timid creatures in the lagoon who never venture into the broad deep sea beyond.

Well these principles will work for anything you may want, a more harmonious home life, and a more successful career.

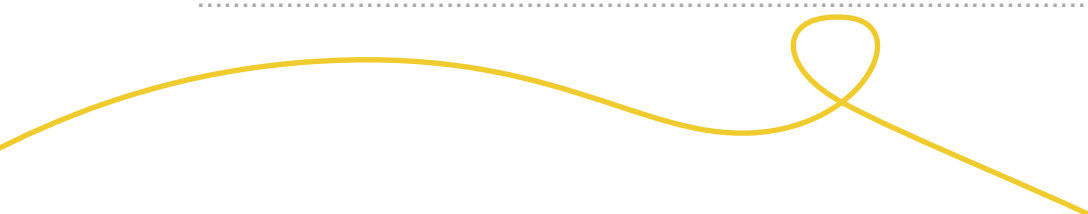
"Through some strange and powerful principles of mental chemistry, which he has never divulged, nature wraps up in the impulse of strong desire, that something which recognises no such word as impossible and accepts no such reality as failure."

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FAITH

You never would have even thought of your main desire unless faith were tugging at your mind and if you find it difficult at times to have faith in yourself you can be certain that you can have faith in these principles. Napoleon Hill writes, "Faith is a state of mind which may be induced or created by affirmation or repeated instructions to the sub-conscious mind through the principle of conscious, auto-suggestion."

Conscious auto-suggestion simply mean a suggestion by yourself to yourself, just as an autobiography is a biography written by the person it's about. By getting a mental image of yourself already having accomplished your main desire over and over again you will master the faith you need. Faith is vital to accomplishment. Have faith and you can accomplish that which you seek for you would have never decided upon it unless it was meant for you to accomplish.

In this lesson on faith Napoleon Hill gives us a self-comfort formula. First, I know that I have the ability to achieve the object of my definite purpose therefore I demand of myself persistent continuous action toward its attainment and I here now promise to render such actions.

Second, I realise that the dominant thoughts of my mind will eventually reproduce themselves in outward physical actions and gradually transform themselves into physical reality. Therefore I will concentrate my thoughts for 30 minutes daily upon the task of thinking of the person I intend to become. Thereby creating in my mind a clear mental picture of that person.

Third, I know through the principle of auto-suggestion that any desire that I persistently hold in my mind will eventually seek expression through some practical means of attaining the object back of it. Therefore I will devote 10 minutes daily to demanding of myself the development of self-confidence.

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AUTO SUGGESTION

This lesson of the book tells us how, through repeated suggestion, the sub conscious mind can be put to work for us. It is the ability to concentrate your mind on your burning desire until your subconscious mind accepts it as fact and begins to devise ways to bring it about. Here is where hunches come from. Sudden flashes of thought or inspiration.

First, go into some quiet spot, perhaps in bed at night, close your eyes and repeat aloud so you may hear your own words the written statement of a careful affirmation of whatever your goal happens to be.

If it is a financial goal, then have an exact details of the goal, the time limit for its accumulation and a description of the service or merchandise you intend to give in return for the financial gain. As you carry out these instructions see yourself already in possession of your goal.

In return for this financial gain I will give the most efficient services of which I'm capable rendering the fullest possible quantity and the best possible quality of service in the capacity in the salesman of - and here describe the product or service you intend to sell or whatever it is you do for a living.

It goes on: I believe that I will have this wealth in my possession. My faith is so strong that I can now see this wealth before my eyes. It is now within transfer to me at the time and in the proportion that I deliver the service I intend to render in return for it. I am awaiting a plan by which to accumulate this wealth and I will follow this plan when it is received.

Second, repeat this programme night and morning until you can see in your imagination the desired goal you intend to achieve.

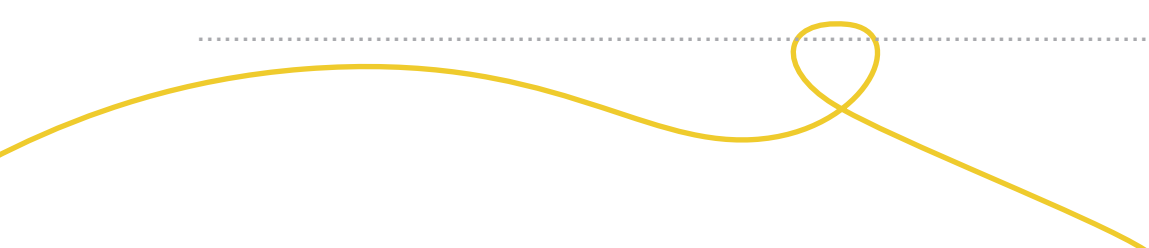
Third, place a written statement on your phone or computer where you can see it night and morning and read it just before retiring and upon arising until it's been memorized. As you carry out these instructions you are applying the principle of auto-suggestion.

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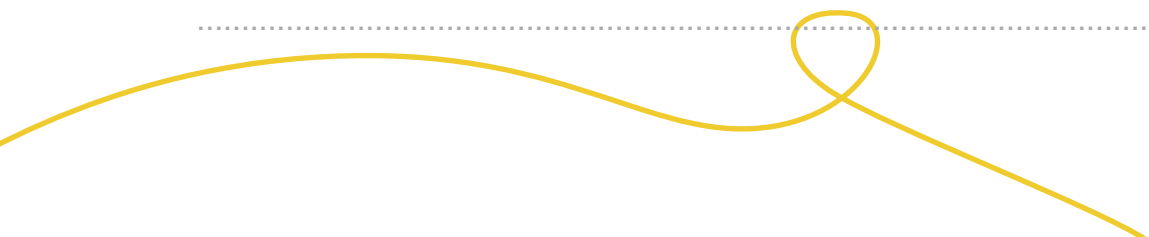
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IMAGINATION

The imagination is the workshop where all plans are created by humans. The impulse, the desire is given shape, form and action through the aid of the imaginative faculty of the mind. It has been said that humans can create anything they can imagine. As Napoleon Hill says and teaches, "Whatever the mind of man or women can conceive and believe, it can achieve."

Men and women's only limitation within reason lies in his or her development and use of his or her imagination and subsequent motivation to action. The great leaders of business, industry, finance and the great artists, poets, musicians and writers became great because they developed the power of self-motivation.

As you go about your daily work think constantly of ways in which it could be done better, more efficiently. Think of the changes that are inevitable. Can they be made now? And if you feel limited remember the words of the late Frank Lloyd Wright. "The human race built most nobly when limitations were greatest. And therefore, when most was required of the imagination in order to build at all. Limitations seem to have always been the best friends of architecture."

As you build your future from this point onward don't concern yourself with limitations but remember that they may be your best friends since they require imagination if we're to rise above them. And as Beecher said

"The soul without imagination is what an observatory would be without a telescope"

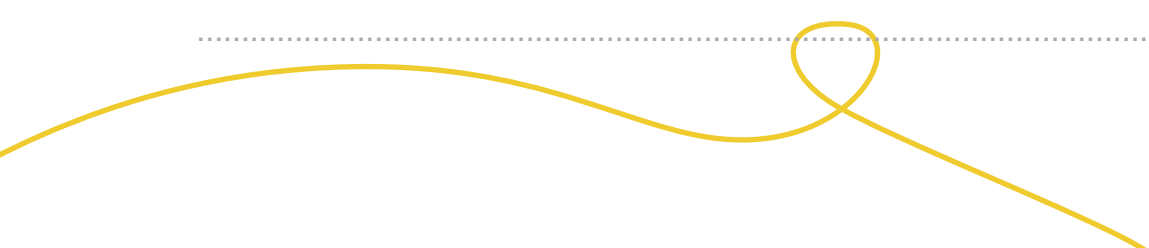
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DECISION

The mastery of procrastination. To quote: accurate analysis of over 25,000 men and women who had experienced failure disclosed the fact that lack of decision was near the head of the list of nearly 30 major causes of failure. This is no mere statement of a theory. It is a fact.

Procrastination, the opposite of decision, is a common enemy that every man or women must conquer. Analysis of several hundred people who had accumulated fortunes disclosed the fact that every one of them had the habit of reaching decisions promptly and changing these decisions slowly if and when they were changed.

People who fail to accumulate fortune without exception have the habit of reaching decisions, if at all, very slowly, and of changing these decisions quickly and often. A definite objective makes reaching prompt decisions that much easier.

Napoleon Hill gives many examples, one of which is the example of Henry Ford. One of his most outstanding qualities was his habit of reaching decisions quickly and definitely and changing them slowly.

When you make up your mind, stay with it. The majority of people who fail to make the grade are generally easily influenced by the opinions of others. They are easily swayed. They permit the newspapers and their gossiping neighbours to do their thinking for them. Opinions are the cheapest commodities on earth. Keep your own counsel when you begin the put into practice the principles we are describing here.

By reaching your own decisions and following them take no-one into your counsel except the members of your mastermind group and be very careful in your selection of this group that you choose only those who will be in complete sympathy and harmony with your purpose.

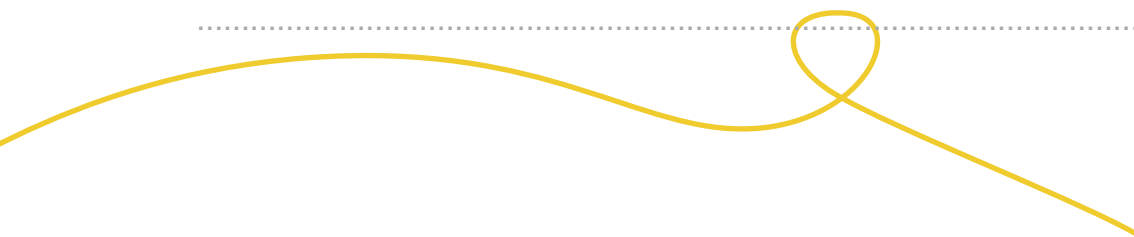
Close friends and relatives who are not meaning to do so often handicap one through opinions and sometimes through ridicule. Thousands of men and women carry inferiority complexes with them all through life because some ignorant but well-meaning person destroyed their confidence through opinions or ridicule. If a decision is worth anything at all, it's worth sticking to until it's been completely worked.

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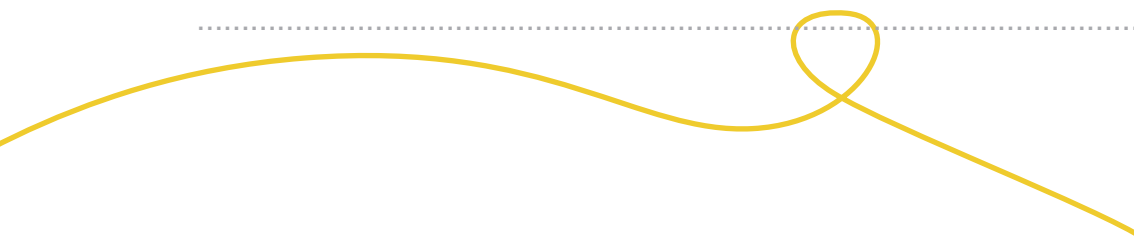
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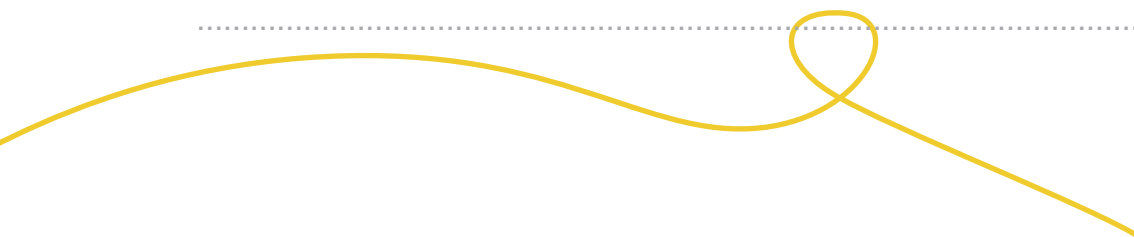
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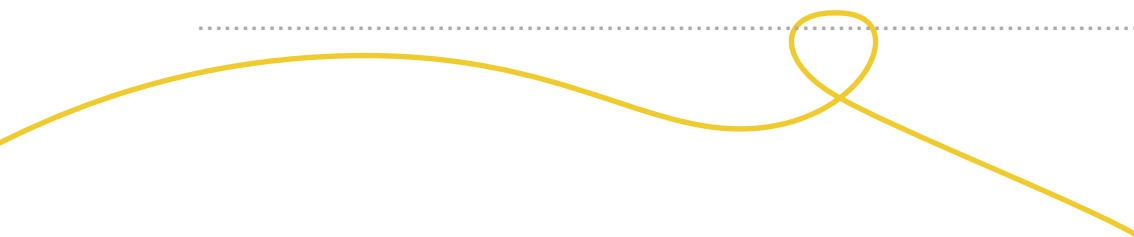
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SUB-CONSCIOUS MIND

The sub-conscious mind consists of a field of consciousness in which every impulse of thought that reaches the objective mind through any of the five senses is classified and recorded and from which thoughts may be recalled or withdrawn as letters may be taken from a filing cabinet.

It receives and files sense impressions or thoughts, regardless of their nature. You may voluntarily plant in your subconscious mind any plan, thought or purpose which you desire to translate into its physical or monetary equivalent. The subconscious acts first on the dominating desires which have been mixed with emotional feeling such as faith and gratitude.

Your sub-conscious mind works night and day through a method of procedure unknown to humans. The sub-conscious mind draws upon the forces of infinite intelligence for the power with which it voluntarily transmutes one's desires into their physical form making use always of the most practical media by which this may be accomplished.

You cannot entirely control your subconscious mind but you can voluntarily hand over to it any plan, desire or purpose which you wish transformed in a concrete form.

No-one knows very much about what we call the sub-conscious or unconscious mind. We do know that it is incalculably powerful and can solve our problems if we go about using it the right way and the best way is to hold in your conscious mind as often as possible a clearer picture of yourself already having accomplished your goal.

You know what you want, define it clearly and then project it on the motion picture screen of your mind. Hold it, see yourself doing the things and having the things you'll have when your objective will have been reached. Do this as often as possible as you go about your daily work and particularly at night just before you go to sleep and the first thing upon arising. As you do this, your subconscious will begin to lead you in the most logical ways toward your objective.

Don't fight it; follow our sudden hunches, the ideas that come into your mind, knowing that it's your subconscious trying to get through to your conscious mind. If you keep at this, you'll be amazed and delighted at the wonderful ideas that just seem to come from nowhere. In the next principle we'll talk some more about this sixth sense that seems to control the lives of the great men and women but it comes from a systematic triggering of the sub-conscious mind.

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The lives of the great men and women which seem miraculous to the average person are nothing more than the fulfilment of their burning desires through the power of their subconscious minds.

Time means nothing to your sub-conscious. A man or a woman can work steadily at his or her job for forty years and not accomplish as much as is possible in three or four years in the proper working of this principle. Your sub-conscious mind cannot remain idle; if you fail to plant desires in your sub-conscious mind it will feed upon the thoughts which reach it as a result of your neglect.

Remember that you're living daily in the midst of all manner of thought impulses which are reaching your sub-conscious mind without your knowledge. Some of these impulses are negative; some are positive.

You are now engaged in trying to help shut off the flow of negative impulses and to aid in subconsciously influencing your sub-conscious mind through positive impulses of desire. When you achieve this you will possess the key which unlocks the door to your sub-conscious mind.

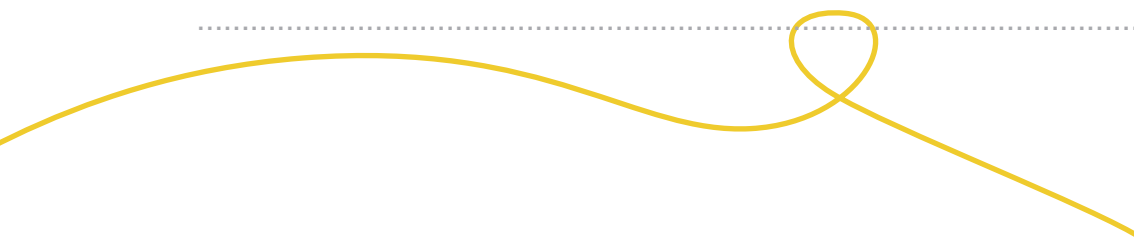
Every human who observes vigilantly and resolves steadfastly grows unconsciously into genius." The key word there is unconsciously. Know what you want; decide once and for all that it will be yours, remain steadfast on course propelled by faith and your sub-conscious or unconscious mind will do the rest.





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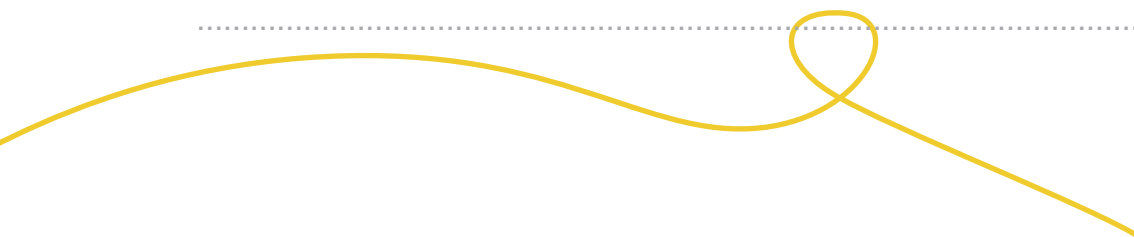
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REGENT ETHOS OF SUCCESS:

The same principles which has bought happiness, peace of mind and financial success to countless thousands of people who have read and studied these principles of Think and Grow Rich.

The same principles which have made master salesmen out of ordinary order takers and the same secret which has brought friendship, love and marriage to men and women who have come under the spell of the thirteen principles.

You desire the better things in life or you wouldn't be listening to this lesson and subscribed to Thinking into Character. Come with me then and I'll help you chart your course so you may acquire whatever it is that you desire most in life by following Thinking into Character.

Condition your own subconscious mind to work for you while you are asleep as well as when you are awake.

Before you go to sleep, after hearing the lesson, type a clear statement of what you wish to accomplish the following day in your handheld device and request your sub-conscious mind to work during the night and provide you with the plan you will need to achieve your purpose.

Form a personal mastermind group of two or more people who are closely associated with you. They can be members of your family, your business or professional associates or people who study or work.

Beginning now follow the habit of rendering more service and better service than that which is expected of you. Do it in a pleasing, positive mental attitude. This will make friends for you, it will increase the value of your services, and it will attract opportunities by which you may get from life whatever it is that you most desire.

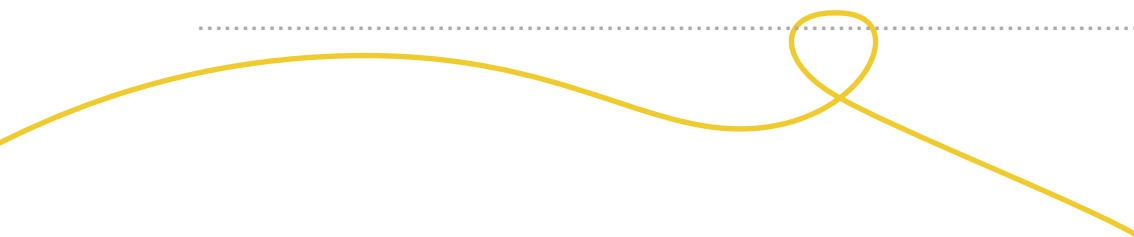
Your big opportunity may be right where you are now. Follow these instructions faithfully and it will reveal itself to you. "Don't search for opportunity in the distance but recognise it and embrace it right where you are."

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Thinking

INTO CHARACTER

PSYCHO-CYBERNETICS

A series of lectures by Dr Maxwell Maltz



PSYCHO-CYBERNETICS

“Ideas, I find, come most readily when you are doing something that keeps the mind alert without putting too much strain upon it – shaving, driving a car, sawing a plank or fishing or hunting for instance, or engaging with some friend in stimulating conversation. Some of my best ideas came from information picked up casually and entirely unrelated to my work.”

Lenox Riley Lohr



NOTES

SERVO-MECHANISMS

Servo-mechanisms are divided into two general types, one where the target, goal or answer is known and the objective is to reach it or accomplish it, and two where the target or answer is not known and the objective is to discover or locate it. The human brain and nervous system operate in both ways.

An example of the first type is the self-guided torpedo, or the interceptor missile. The target or goal is known – an enemy ship or plane – and the objective is to reach it. Such machines must know the target they are shooting for. They must have some sort of propulsion system that propels them forward in the general direction of the target. They must be equipped with sense organs: radar, sonar, heat receptors etc, that bring information from the target. These sense organs keep the machine informed when it is on the correct course with positive feedback, and when it commits an error and gets off course, negative feedback.

The machine does not react or respond to positive feedback; it is doing the correct thing already and just keeps on doing what it is doing. There must be a corrective device, however, that responds to negative feedback. When negative feedback informs the mechanism that it is off the beam, for example too far to the right, the corrective mechanism automatically causes the rudder to move so that it will steer the machine back to the left. If it over-corrects and hits too far to the left, this mistake is made known through negative feedback and the corrective device moves the rudder so it steers the machine back to the right.

The torpedo accomplishes its goal by going forward, making errors and continually correcting them. By a series of zigzags, it literally gropes its way to the goal. Dr Norbert Weiner, who pioneered the development of goal-seeking mechanisms in World War II, believes that something very similar to the foregoing happens in the human nervous system whenever you perform any purposeful activity, even in such a simple goal-seeking activity as picking up a pencil from a table. We are able to accomplish the goal of picking up the pencil because of an automatic mechanism; not by will or conscious thinking alone. All that the conscious thought does is select the goal, trigger it into action by desire and feed information to the automatic mechanism so that your hand automatically continually corrects its course.

In the first place, said Dr Weiner, only an anatomist would know all the muscles involved in picking up the pencil, and if you knew, you would not consciously say to oneself, 'I must contract my shoulder muscles to elevate my arm. Now I must contract my triceps to extend my arm,' etc. You just go ahead and pick up the pencil and are not conscious of issuing orders to individual muscles, nor of computing just how much contraction is needed.

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When you select the goal and trigger it into action, an automatic mechanism takes over. First of all, you have picked up a pencil or performed similar movements before, so your automatic mechanism has learned something of the correct response needed. Next, your automatic mechanism uses feedback data furnished to the brain by your eyes, which tell it the degree to which the pencil is not picked up. This feedback data allows the automatic mechanism to continually correct the motion of your hand until it is steered to the pencil.

Picking up a pencil probably isn't very exciting, but it should be, because the little process just described that we use to pick up a pencil or perform any number of routine, unchallenging tasks is exactly the same process we can use to achieve much more complex and seemingly challenging goals. What's exciting is that you own the process and use it constantly. No new goal-achieving capabilities are needed, and none are lacking. In other words, if you can pick up a pencil, you can speak confidently and persuasively to large audiences, or write compelling advertising, or start a business or play golf or... You name it, you already own the process.

In a baby, just learning to use its muscles, the correction of the hand in reaching for a rattle is very obvious. The baby has little stored information to draw upon. Its hand zigzags back and forth and gropes obviously as it reaches and as learning takes place. Correction becomes more and more refined. We see this in a person just learning to drive a car, who over-corrects and zigzags back and forth across the street. Once, however, a correct and successful response has been accomplished it is remembered for future use. The automatic mechanism then duplicates this successful response on future trials. It has learned how to respond successfully. It remembers its successes, forgets its failures, and repeats the successful action as a habit.

This is why the most adept, successful achievers in different fields appear to be succeeding so effortlessly. Top-performing sales people respond to prospects' objections or concerns without missing a beat, saying just the right thing at just the right time. Their responses have become habits, instinctive in a way. You already have reached this point with any number of things you do well. This fact that you have done so guarantees that you can do so again for any other purpose you choose. That is how your brain finds answers to problems.

Let's return to our examination of the process. Now let us suppose that the room is dark so you cannot see the pencil. You know or hope there's the pencil on the table along with a variety of other objects. Instinctively, your hand begins to grope back and forth, performing zigzag motions, or scanning, rejecting one object after another until the pencil is found and recognised. This is an example of the second type of servo-mechanism: recalling a name temporarily forgotten is another example. A scanner in your brains roves through your stored memories until the correct name is recognised.



NOTES

An electronic brain solves problems in much the same way. First, a great deal of data must be fed into the machine. This stored or recorded information is the machine's memory. A problem is posed to the machine. It scans back through its memory until it locates the only answer that is consistent with, and meets all the conditions of, the problem. Problem and answer together constitute a whole situation or structure. When part of the situation or structure – the problem – is given to the machine, it locates the only missing parts, or the right-sized brick so to speak, to complete the structure.

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You are familiar with this on search engines on the internet, and search functions within computer software. The earliest versions of these in computers were relatively slow, awkward and inefficient. Today's versions are lightning-fast by comparison but still very limited in scope and power if compared to the equivalent search engine in your own mind. People who become very committed practitioners of psycho-cybernetics get very, very good at using their internal search engine. Many writers and speakers tell me, for example, of giving their subconscious instructions about their need for a good anecdote, story, joke or forgotten details of a story for a writing task or speech, then taking a nap, to awake with exactly the material they wanted on their minds.

The final word on imagination practice. It doesn't matter what religious, spiritual or philosophical viewpoint you come from. It doesn't matter how you describe it: imagination practice, visualisation, mental picturing or, using my terminology, theatre of your mind. What's important is that you do it. If you apply a target to apply this to and give it a solid honest 21-day trial you will be so gratified with the results that you will certainly choose to continue using this tool for the rest of your life, and benefit enormously by doing so, just as countless athletes, entertainers, doctors, lawyers, business leaders and others have before you.

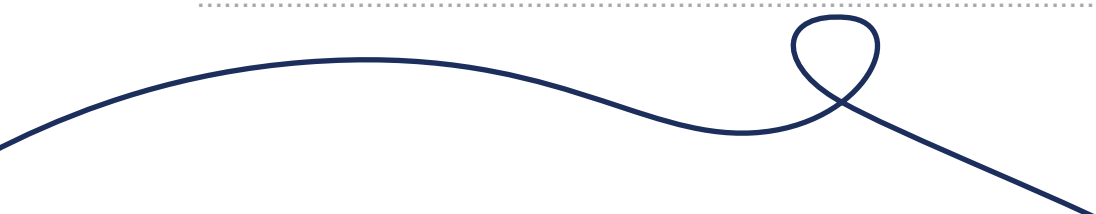
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THE SECRET OF CREATIVE THINKING AND CREATIVE DOING

Proof of the fact that what we are saying is true can be seen in the experience of writers, inventors and other creative workers. Invariably, they tell us that creative ideas are not consciously thought out by conscious thinking, but come automatically, spontaneously and somewhat like a bolt out of the blue when the conscious mind has let go of the problem and is engaged in thinking about something else.

These creative ideas do not come willy-nilly without some preliminary practised thought about the problem. All the evidence points to the conclusion that in order to receive an inspiration or a hunch, a person must first of all be intensely interested in solving a particular problem or securing an answer. He or she must think about it consciously, gather all the information available on the subject, consider all the possible courses of action and, above all, there must be a burning desire to solve the problem.

Having defined the problem, having seen in the imagination the desired end result, having secured all the information and facts, then additional struggling, fretting and worrying over it does not help but seems to hinder the solution.

In his classic bestselling book, Think and Grow Rich, Napoleon Hill tells of being put under pressure by his publisher to come up with an appropriate title for the book in just 24 hours. Such a title idea had been alluding Hill for months while he completed and submitted his manuscript. At D-Day, his editor told him he had only 24 hours to come up with a good idea or the book would go to press with the editor's best idea, a title of 'Use Your Noodle To Get The Boodle'

Hill protested the outrageous hype and tabloid nature of the title, saying it would ruin him, that he'd never be taken seriously. "Twenty-four hours," his publisher said. That is stress. Briefly, Hill tried to consciously create the title but soon gave up, as he had been trying for months with no success. He decided instead to turn the whole matter over to his subconscious and let whatever would be, be. Then he awoke from a nap with the title. On close examination, we can easily see that all his automatic success mechanism did was rewrite the bad title, Noodle is think, Boodle is rich.

I believe every author has had this experience. Some of us have gone out of our way to have it deliberately and repeatedly, often letting whole lessons or lectures be written for us by our servo-mechanisms while we nap or play with our grandchildren, or sit in a boat, fishbowl in hand. The editor of this programme, the President of the Psycho-Cybernetic Foundation, Dan Kennedy, has written nine books and numerous articles, writes a monthly newsletter, creates dozens of audio cassette programmes and is a busy advertising copywriter as well. He has made a point of mastering the application of psycho-cybernetics for this purpose, so that he can go to sleep at night then awake and instantly sit at his computer keyboard and pour out the writing work that has been done for him as he slept.

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While others tell of writing being enormously stressful and difficult, for him it is virtually free of stress. Dan Kennedy says he was first inspired to attempt this by my writing about Bertrand Russell's experience in the original edition of this book.

In *The Conquest of Happiness*, Bertrand said, "I have found, for example, that if I have to write on some rather difficult topic, the best plan is to think about it with very great intensity – the greatest intensity of which I am capable – for a few hours or days, and at the end of that time give order, so to speak, that the work is to proceed underground. After some months I return consciously to the topic and find that the work has been done. Before I had discovered this technique I used to spend the intervening months worrying because I was making no progress. I arrived at the solution no sooner for this worry and the intervening months were wasted, whereas now I can devote them to other pursuits."

What works for writers can work for you. The delegation of creation is problem-solving, they are one and the same for the servo-mechanism, with a universally applicable process. Lenox Riley Lohr, once President of the National Broadcasting Company, wrote an article published in the March 1940 issue of *American* magazine titled *Anyone Can Be An Idea Man*. In it, he told how ideas that had helped him in business came to him. He said: "Ideas, I find, come most readily when you are doing something that keeps the mind alert without putting too much strain upon it – shaving, driving a car, sawing a plank or fishing or hunting for instance, or engaging with some friend in stimulating conversation. Some of my best ideas came from information picked up casually and entirely unrelated to my work."

Dr C. G. Suits, once Chief of Research at General Electric, said that nearly all the discoveries in research laboratories came as hunches during a period of relaxation, following a period of intensive thinking and fact gathering. In other words, when the stress of trying to force the answer through conscious thought is turned off, the servo-mechanism is liberated to function as an automatic success mechanism and often does just that.

You are a creative worker. The mistake we make is assuming that this process of unconscious cerebration is reserved for authors, artists, inventors and other so-called creative workers. We are all creative workers, whether we are cooks working in a kitchen, school teachers, students, sales professionals or entrepreneurs. We all have the same success mechanism within us, and it will work in solving personal problems, running a business or selling goods, just as it will in writing a story or inventing a product.



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FACT VS OPINION

Many times we create confusion when we add our own opinion to facts and come up with the wrong conclusion. Fact, a husband cracks his knuckle. Opinion, the wife concludes he does that because he thinks it will annoy her. Fact, the husband sucks his teeth after eating. Opinion, the wife concludes that if he had any regard for her he would improve his manners. Fact, two friends are whispering when you walk up and suddenly stop talking and look somewhat embarrassed. Opinion, they must have been gossiping about you.

The wife, if able to understand that her husband's annoying mannerisms are not deliberate and wilful acts on his part for the purpose of annoying her, is able to stop reacting as if she had been personally insulted, is able to pause, analyse the situation and select an appropriate even productive response.

Be willing to see the truth. Often we colour incoming sensory data by our own fears, anxieties or desires. But to deal effectively with our environment we must be willing to acknowledge the truth about it. Only when we understand what it is can we respond appropriately. We must be willing to see the truth and accept it good or bad. Bertrand Russell said one reason Hitler lost World War II was that he did not fully understand the situation. Bearers of bad news were punished. Soon, no one dared to tell him the truth. Not knowing the truth, he could not act appropriately. We can be glad this occurred.

The shoot-the-messenger mentality has doomed any number of military leaders, business leaders, coaches and parents. It has been widely reported that Saddam Hussein practised this, with much the same result as Hitler. Literally shooting bearers of bad news is horrific enough, but the crime of shooting ourselves rather than rationally dealing with accurate information is arguably worse. We do not like to admit to ourselves our errors, mistakes or shortcomings. Nor do we like to admit we have been in the wrong. We do not like to acknowledge the situation is other than we would like it to be, so we kid ourselves, and because we will not see the truth, we cannot act appropriately.

Someone has said that it is a good exercise to daily admit one painful fact about ourselves to ourselves. The success-type personality not only does not cheat and lie to other people, he learns to be honest with himself. What we call sincerity is itself based on self-understanding and self-honesty, for you cannot be sincere when you lie to yourself by rationalising or telling yourself rational lies.

You can do this if you accept yet another fundamental premise of psycho-cybernetics, to safeguard and strengthen your self-image. You are not your mistake. Your tortured backswing and wicked slice does not make you a disgrace to the game of golf, let alone a bad, inept or unsuccessful person, it is only a mechanical or methodological mistake that can be corrected.

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A top corporate CEO once told me, "I have become very famous thanks to several very notable astute decisions, but I have made a number of incredibly bad ones too. I am not my best or worst decision, I am a successful, capable executive who makes his fair share of blunders and that is all there is to it."

When you thoroughly accept that you are not your mistakes, you are free to acknowledge them, learn from them, set them aside and move on from them without being mired in them.

Here's a prescription to help you along. Look for and seek out true information concerning yourself, your problem, other people or the situation, whether it is good news or bad news. Adopt the motto: "It doesn't matter who's right, but what's right." An automatic guidance system corrects its course from negative feedback data. It acknowledges errors in order to correct them and stay on course. So must you. Admit your mistakes and errors, but don't pine over them. Correct them, and go forward. In dealing with other people, try to see the situation from their point of view as well as your own.





NOTES

COURAGE

Having a goal and understanding the situation are not enough, you must have the courage to act, because only by action can goals, desires and beliefs be translated into reality. Admiral William F. Halsey's personal motto was a quotation from Nelson: "No captain can do very wrong if he places his ship alongside that of an enemy."

"The best defence is a strong offence is a military principle," said Halsey, "but its application is wider than war. All problems, personal, national or combat, become smaller if you don't dodge them but confront them."

How can you live more courageously? That's a question ably answered by psycho-cybernetics. When you systematically strengthen your self-image, and understand that you are not your mistake, you find it infinitely easier to take risks without undue worry about what others will think or temporarily appearing foolish if you stumble.

How can you be more assertive and forceful in advocating your ideas in the workplace? How can you more thoughtfully and assertively ask for the order at the conclusion of a sales presentation? How can you take to the dance floor even if you've too long believed you have two left feet? How can you embark on an entirely new career or advocacy late in life when, axiomatically, it's tough for an old dog to learn new tricks? How do you bounce back from severe adversity? These are all examples of living courageously, and they all require a bullet-proof self-image that can stand up under pressure.

Why not bet on yourself? Nothing in this world is ever certain or guaranteed. Often the difference between a successful person and a failure is not one's better abilities or ideas but the courage one has to bet on ideas, to take a calculated risk and to act.

We often think of courage in terms of heroic deeds on the battlefield, in a shipwreck or during a crisis, but everyday living requires courage too. Standing still, failing to act, causes people who are faced with a problem to become nervous, to feel stymied or trapped, and it can bring on a host of physical symptoms. I tell such people, study the situation thoroughly, go over in your imagination the various courses of action possible for you, and the consequences that can and may follow from each course. Pick out the course that gives the most promise and go ahead. If we wait until we are absolutely sure before we act, we will never do anything.

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Any time you act you can be wrong; any decision you make can turn out to be the wrong one. But we must not let this deter us from going after the goal we want. You must daily have the courage to risk making mistakes, risk failure, risk being humiliated. A step in the wrong direction is better than staying on the spot all your life. Once you are moving forward you can correct your course as you go. Your automatic guidance system cannot guide you when you're stalled, standing still. Lee Iacocca, the American automobile executive, said that decisiveness is the number one characteristic he looked for in key people to surround himself with and depend on. General Norman Schwarzkopf has said that leadership requires making decisions.

Most leaders agree that success comes from decisiveness and course correction, not long delays and procrastination to attempt making only flawless choices. Few successes are achieved via a straight line from point A to point B, from idea to fruition. Most successes are achieved in a zigzag manner.

Here's a prescription to help you along: Be willing to make a few mistakes, to suffer a little pain to get what you want. Don't sell yourself short. "Most people," said General R. E. Chambers, once chief of the Army Psychiatry and Neurology Consultant Division, "don't know how brave they really are. In fact, many potential heroes, both men and women, live out their lives in self-doubt. If they only knew they had these deep resources, it would help give them the self-reliance to meet most problems, even a big crisis."

You have got the resources, but you never know you've got them until you act and give them a chance to work for you. Another helpful suggestion is to practise acting boldly and with courage in regard to little things. Do not wait until you can be a big hero in some dire crisis; daily living also requires courage. By practising courage in little things, we develop the power and talent to act courageously in more important matters.





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SUCCESS THROUGH THE PROCESS OF ELIMINATION

I have enjoyed reading Arthur Conan Doyle's tales of the great detective Sherlock Holmes' exploits. Holmes' trusty helpmate Dr Watson, a man of many fine qualities but woefully little imagination, is frequently befuddled and amazed as Holmes disappears into his own imagination and emerges with the solution to the most mystifying of crimes.

In his imagination, Holmes engages in the pedantic, dogged process of elimination, ultimately arriving at the one best conclusion he cannot eliminate. Then that becomes his target, engaging all of the powers of his automatic success mechanism in uncovering the clues, facts and evidence that prove it true. That is, he arrives at the target. A lesser detective would, instead, remain mired in the massive difficulty of the task and the confusing, even conflicting, testimonies, thus engaging his automatic failure mechanism instead of his automatic success mechanism.

It is also worth noting that Holmes is willing to be wrong, and when his first attempts at, and proclamations of, deductions prove far off course, he does not collapse in embarrassment or humiliation, or give control over to frustration or aggression. Nor does he retreat into isolation. He virtually shrugs off his mistakes and quickly refocuses, zigging and zagging his way towards his ultimate objective.

Thomas Edison's wife once observed that, "Mr Edison worked endlessly on a problem, using the method of elimination. If a person asked him if was discouraged because so many attempts proved unavailing, he would say, 'No, I'm not discouraged, because every wrong attempt discarded is another step forward'"

If outcomes were pre-ordained and certain, no one would play a game, nor would thousands of spectators tune into television to watch games contested. We must learn to embrace the short-term uncertainties of the game, while staying connected to the targets we choose, and trusting that we will achieve our overriding objective, albeit by zigging and zagging rather than a straight line. Reassure yourself that you are not your mistakes, so that you can freely acknowledge them, extract whatever useful information can be found in them, correct course and continue moving forward.

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STUTTERING AS A DEMONSTRATION OF INHIBITION

Stuttering offers a good illustration of how excessive negative feedback brings on inhibition and interferes with appropriate response. While most of us are not consciously aware of the fact, when we talk we receive negative feedback data through our ears by listening to, or monitoring, our own voice. This is the reason that totally deaf individuals seldom speak well; they have no way of knowing whether their voice is coming out as a shriek, a scream or an unintelligible mumble. This is also the reason that persons born deaf cannot learn to talk at all, except with special tutoring.

If you sing, perhaps you have been surprised to find that you could not sing on key, or in harmony with others, while suffering temporary deafness or partial deafness because of a cold. Thus, negative feedback itself is no bar or handicap to speech. On the contrary, it enables us to speak and speak correctly. Voice teachers advise that we record our own voices on a tape recorder and listen to them as a method of improving tone, enunciation etc. By doing this, we become aware of errors in speech that we had not noticed before, we are able to see clearly what we are doing wrong, and we can make correction.

However, if negative feedback is to be effective in helping us talk better, it should be more or less automatic or sub-conscious; it should occur spontaneously, or while we are talking; and response to feedback should not be so sensitive as to result in inhibition. If we are constantly over-critical of our speech or if we are too careful in trying to avoid errors in advance, rather than reacting spontaneously, stuttering is likely to result. If a stutterer's excessive criticism can be toned down, or if it can be made spontaneous rather than anticipatory, improvement in speech will be immediate.

Video tape has provided an extremely valuable feedback tool for people seeking to improve their communication effectiveness. Chiropractors and dentists role-play their case presentations to patients on video, with consultants acting as the sceptical patient and then studying the video replay. Sales professionals do the same; speakers, seminar leaders, politicians and their speech coaches make similar use of it. Golfers' swings can be better analysed, and golfers better coached, by video taping the swing. Football players study film. This is extremely valuable only to the person with a sufficiently healthy self-image not to obsess over every mistake and flaw observed and able to focus on course correction through observation.

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What many people and coaches do not understand about such feedback, about capturing performance on tape for careful observation and analysis, is that it is equally important and often more useful to identify, focus on and imprint the positives rather than the negatives. Care must be taken not to over-emphasise a flaw in performance to such a degree that it becomes mistakenly received by the servo-mechanism as the target. You might think of this in the context of the old mind trick. Tell people to close their eyes for 60 seconds and think of anything but a dancing pink elephant in red boxer shorts on roller skates. Invariably, what mental picture dominates? Be careful you do not manufacture pink elephants for yourself, or permit coaches to do it for you.

Conscious self-criticism makes you do worse. This has been proved by Dr E. Colin Cherry of London, England, writing in the British scientific journal Nature. Dr Cherry stated his belief that stuttering was caused by excessive monitoring. To test his theory, he equipped 25 severe stutterers with earphones through which a loud tone drowned out the sound of their own voices. When asked to read aloud from a prepared text under these conditions, which eliminated self-criticism, the improvement was remarkable.

Another group of severe stutterers was trained in shadow talk, to follow as closely as possible and attempt to talk with a person reading from a text, or a voice on radio or TV. After brief practice, the stutterers learned to shadow talk easily, and most of them were able to talk normally and correctly under these conditions, which obviated advance criticism and literally forced them to speak spontaneously, or to synchronise speaking and correcting. Additional practice in shadow talk enabled the stutterers to learn how to speak correctly at all times, proving to the self-image that the previously believed truth – I am a stutterer – was incorrect.

When excessive negative feedback self-criticism was eliminated, inhibition disappeared and performance improved. When there was no time for worry or too much carefulness in advance, expression immediately improved. This gives us a valuable clue as to how we may disinhibit or release a locked-up personality and improve performance in other areas.





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HOW THE DALE CARNEGIE PROGRAMME, TOASTMASTERS INTERNATIONAL AND NETWORK MARKETING (OR MLM COMPANIES) PROVIDE JUST THE RIGHT BALANCE OF COURSE CORRECTION AND FEEDBACK

Countless business leaders have graduated from the Dale Carnegie Programme, notably Lee Iacocca, who in turn has encouraged thousands to enrol. Many top professional speakers as well as countless sales professionals, executives, pastors and community leaders have gone from awkward, nervous, inhibited stumbling speakers to confident and persuasive speakers through participation in Toastmasters.

It is almost the norm in the world of network marketing for the inhibited person who believes and insists that she can't sell and can't speak in front of a group, to flower and bloom and metamorphose into a dynamic, convincing sales person, and to become such a ham on stage it is hard to prize the microphone from her fingers.

Why and how does this happen with such consistency and frequency in these environments? The individuals' experiences in these environments provide what you might call gentle course correction feedback, so that the individuals have a safe, encouraging opportunity to test and challenge their limiting beliefs and to let their suppressed personality come out into the light, little by little; to discover their true self, ultimately showing proof of their greater abilities to their self-image. Thus moving that little dotted line of self-imposed limit and giving themselves more room for creative self-expression.

In these environments, individuals are more cajoled than forced into self-expression. Then they are applauded and congratulated, often for each small step forward, each small victory. Course correction feedback is well-balanced with recognition of positive aspects of performance. There is never a band of jackals at persons when they err saying, 'I told you so, you can't do this.' To the contrary, even those who go on stage and stumble, forget their place or flush beet red will get applause and encouragement. In this safe environment, they can risk improvement rather than choose isolation. More often than not, they quickly discover that their 'I can't' beliefs are merely self-imposed limits, not actual limits. Such a discovery can have extraordinary results.

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DON'T TAKE COUNSEL OF YOUR FEARS

General George Patton, the hell-for-leather old blood and guts general of World War II fame, was once asked if he ever experienced fear before a battle. Yes, he said, he often experienced fear just before an important engagement and sometimes during a battle. But, he added: "I never take counsel of my fears."

"I never take counsel of my fears."

If you have experienced negative failure feelings, fear and anxiety, before an important undertaking – as everyone does from time to time – it should not be taken as a sure sign that you will fail. It all depends on how you react to them and what attitude you take towards them. If you listen to them, obey them and take counsel of them, you will probably perform badly. But this need not be true.

First of all, it is important to understand that failure feelings – fear, anxiety, lack of self-confidence – do not spring from a heavenly oracle. They are not written in the stars and they are not holy gospel. Nor are they intimations of a set and decided fate that means that failure is decreed and decided. They originate from your own mind. They are indicative only of attitudes of minds within you, not of external facts that are rigged against you. They mean only that you are underestimating your own abilities, over-estimating and exaggerating the nature of the difficulty before you, and that you are reactivating memories of past failure rather than memories of past successes. That is all that they mean. And all that they signify. They do not pertain to, or represent the truth, about future events but only your own mental attitude about the future event.

Knowing this, you are free to accept or reject these negative failure feelings. To obey them and take counsel of them, or to ignore their advice and go ahead. Moreover, you are in a position to use them for your own benefit.

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OVERCOME EVIL WITH GOOD

Feelings cannot be directly controlled by willpower, they cannot be voluntarily made to order or turned on and off like a tap. If they cannot be commanded, however, they can be wooed. If they cannot be controlled by a direct act of will, they can be controlled indirectly. A bad feeling is not dispelled by conscious effort or willpower. It can be dispelled, however, by another feeling.

If we cannot drive out a negative feeling by making a frontal assault on it, we can accomplish the same result by substituting a positive feeling. Remember that feeling follows imagery. Feeling coincides with, and is appropriate to, what our nervous system accepts as real or the truth about environment. Whenever we find ourselves experiencing undesirable feelings, we should not concentrate on the undesirable feeling, even to the extent of driving it out.

Instead, we should immediately concentrate on positive imagery, on filling the mind with wholesome, positive images, imaginations and memories. If we do this, the negative feelings take care of themselves, they simply evaporate. We develop new feeling tones appropriate to the new imagery. If, on the other hand, we concentrate only on driving out or attacking worry thoughts, we necessarily must concentrate on negatives. And even if we are successful at driving out one worry thought, a new one or even several new ones are likely to rush in since the general mental atmosphere is still negative.

Jesus warned us about sweeping the mind clean of one demon only to have seven new ones move in if we left the house empty. He also advised us not to resist evil but to overcome evil with good. The substitution method of curing worry. Dr Matthew Chappell, a modern psychologist, recommends exactly the same thing in his book, How to Control Worry. We are worriers because we practise worrying until we become adept at it, says Dr Chappell.

We habitually indulge in negative imagery out of the past and in anticipating the future. This worry creates tension, the worrier then makes an effort to stop worrying and is caught in a vicious cycle. Effort increases tension, tension provides a worrying atmosphere. The only cure for worry, he says, is to make a habit of immediately substituting pleasant wholesome mental images for unpleasant mental worry images.

Each time you find yourself worrying, use this as a signal to immediately fill the mind with pleasant mental pictures out of the past or in anticipating pleasant future experiences. In time, worry will defeat itself, because it becomes a stimulus for practising anti-worrying. The worrier's job, says Dr Chappell, is not to overcome some particular source of worry, but to change mental habits. As long as the mind is set or geared in a passive, defeatist, I-hope-nothing-happens sort of attitude, there will always be something to worry about.

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Thinking

INTO CHARACTER

NAPOLEON HILL'S KEYS TO SUCCESS The 17 Principles of Personal Achievement



PREFACE

The title Napoleon Hill's Keys to Success should get one's attention-if how to be successful happens to be of interest to the reader.

The principles of success that are described in Keys to Success are not only written about, but also explained so the reader can understand and apply the principles in their lives.

Hill's books are sold worldwide and are more popular than ever because of the principles of success and their universal appeal.

You have the same book in your hands that has been used in major universities and is still being taught today as a three-hour college course.

Napoleon Hill was born in the rugged mountains of Southwest Virginia in 1883, into what Hill described as "for three generations ... his people had been born, lived, struggled ignorance, illiteracy and poverty, and died without having been outside the mountains of that section. They made their living from the soil. Whatever money they procured was from the sale of com converted into moonshine. There were no railroads, telephones, electric lights, or pass able public highways."

Hill's mother died when he was only nine years old, which could have added to his chances of ever being successful, but his father married a young widow who was educated. Hill described her as a blessing. His stepmother was a constant source of encouragement. She helped Napoleon obtain a type writer, and he was writing stories by the age of fourteen.

Like millions of other Americans born into modest or impoverished means, Hill was destined to admire the likes of Thomas Edison, Andrew Carnegie, Henry Ford, and many other self-made men with passion that bordered on worship. Today, a very similar situation exists where the rich and famous are treated as gods. Like millions of other Americans, Hill would be consumed with interest about people who succeed where others fail, why, and how to structure his own life to take place among the rich and powerful. Hill would dream of meeting these giants, impressing them, and harvesting the wisdom that produced their incredible accomplishments.

But unlike most of those other millions of admirers and wanderers, Napoleon Hill was destined to fulfill his dreams. Not only did Hill meet and impress America's greatest achievers of his day, but he would spend his entire adult hood studying and learning their secrets to success and communicating them to the world.



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INTO CHARACTER

NAPOLEON HILL'S KEYS TO SUCCESS The 17 Principles of Personal Achievement



INTRODUCTION

You can achieve success in anything you do, and this book will show you how to do it.

Napoleon Hill's *Keys to Success* is the most practical and revealing examination of the Seventeen Principles of Success that Napoleon Hill ever wrote. These seventeen principles are the essence of the action and attitudes of everyone who has ever had a lasting accomplishment. If you make them your actions and attitudes, you will realize every one of your worthwhile goals.

THE WORK OF A LIFETIME

Andrew Carnegie, the founder of a steel corporation that later helped form U.S. Steel and a great philanthropist, charged the young Napoleon Hill with what was to be his life's work: the assembling and analyzing of the qualities that had allowed the great figures of the early United States to achieve their lasting success. Armed only with introductions from Carnegie and a fierce determination, Hill set out to interview more than five hundred of these titans and distill their philosophies into a logical framework.

From men such as Henry Ford, Thomas Edison, Woodrow Wilson, and later Franklin Roosevelt, Hill gained invaluable insights. He also learned about the limitations each faced: He found Ford personally insufferable; he encountered and understood Edison's struggles with near deafness; and though he worked hard for FDR during the Great Depression to combat the national malaise, he disagreed strongly with many of the President's programs.



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Hill believed they placed too little emphasis on individual effort and lured Americans into relying on others, instead of on themselves. But by observing, working, and talking with these people, Hill learned priceless lessons that were much greater than the sum of his subjects' accomplishments.

Though Hill had already published a number of books which revealed his findings in broad detail and enjoyed commercial success, his crowning achievement was the publication of the all-time best-selling business inspirational book *Think and Grow Rich* in 1937.

This clear, concise elucidation of the way to success was an immediate sensation. It lays out the techniques of personal achievement in everyday language, full of examples and exhortations. More than fifty years later, supported by the work of the Napoleon Hill Foundation, Napoleon Hill's masterwork still finds thousands of new admirers every year, people whose lives are infinitely changed for the better.

Hill continued to refine his philosophy, sharpening his focus as his wisdom grew and as he met even more people whose lives had been built on the ideas he had outlined. The major outlet for his new knowledge was a veritable whirl wind of speeches, lectures, and articles he prepared over the next thirty years. He spent his life spreading the gospel of success as directly and as personally as he could.

Unfortunately so much of the additional intelligence that Napoleon Hill developed was not published in book form. While he persisted in speaking all through his vigorous retirement, the hundreds of thousands of people who discovered *Think and Grow Rich* after Hill's death in 1970 have not had the advantage of his guidance on the many more practical points he pursued after the book was written.

With this in mind, the trustees of the Napoleon Hill Foundation directed that the key elements of Hill's later inspiration be set forth in this book.

A NEW WORK

Napoleon Hill's Keys to Success gives you direct, simple, even brilliant advice on implementing the Seventeen Principles of Success, the major idea behind *Think and Grow Rich* and the focus of Hill's lifetime of study. With it you will see how to focus your ideas and enthusiasm into a coherent, comprehensive plan for prosperity.

The techniques for applying the seventeen principles, the methods by which you can develop them, and the practical insight into their influence on your life all are here just as Napoleon Hill laid them out.



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The text of the book is Hill's own, compiled from manuscripts, lectures, and college course materials he wrote. The only addition to Hill's work is the inclusion of some contemporary examples of the seventeen principles in action. Because Hill's wisdom was so universal and enduring, the benefits of following his advice are just as easily demonstrated in your lifetime as they were in Hill's. The hazards of ignoring the seventeen principles are also still all too easy to see. They're included, too.

Napoleon Hill's Keys to Success then, is vintage Napoleon Hill, direct, straight-talking advice in the manner of the back woods Virginia boy who became a confidant of Presidents and the prophet of a uniquely American philosophy of achievement.

It will offer you lucid instruction, keen insight, and a host of opportunities to improve your situation and become a better, more valuable person as you do so. As you read, keep ever in your mind Napoleon Hill's fundamental maxim, the keystone of all his thought, and you will experience the rewards of success as surely as millions have before you:

**"Whatever your mind can conceive and believe,
your mind can achieve"**

W. Clement Stone

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NAPOLEON HILL'S KEYS TO SUCCESS

The 17 Principles of Personal Achievement



LESSON 1: DEVELOP DEFINITENESS OF PURPOSE

NOTES

● **DECISION-MAKING CAPABILITY**

Successful people make decisions quickly (as soon as all the facts are available) and firmly. Unsuccessful people make decisions slowly, and they change them often. Remember that ninety-eight out of a hundred people never make up their mind about their major purpose in life; they simply can't make a decision and stick to it.

● **COOPERATION**

Definiteness of purpose develops confidence in your own integrity and character, which attracts favorable attention from others and inspires their cooperation.

Those ninety-eight folks who can't determine their major goal will be inspired by one who can. And those few who, like you, have embarked on their journey, will recognize and want to aid a fellow traveller.

● **FAITH**

The greatest benefit of definiteness of purpose is that it opens your mind to the quality known as faith. It makes your mind positive and frees it from the limitations of doubt, discouragement, indecision, and procrastination.

These limitations are some of the greatest roadblocks you will face. Later lessons will specifically address overcoming them, but possessing faith in yourself and in the fact that the universe is constructed to allow you to achieve your greatest potential will help you-starting now.

● **SUCCESS CONSCIOUSNESS**

Closely related to faith is success consciousness. Your mind becomes sold on success and refuses to accept the possibility of failure.

A young man lived in Salt Lake City many years ago. He was industrious, thrifty, and much admired. Then he did something which convinced his friends he had taken leave of his senses: He withdrew all his money from the bank, went to an automobile show in New York, and returned with a new car. Worse, as soon as he got home, he put that car in his garage, jacked it up, and proceeded to take it apart, piece by piece. After examining every piece, he put the car back together again. The folks who were watching him thought he was just plain wacky. They were further convinced he was mad when he began the process again, and again and again.

That man was Walter P. Chrysler, whose innovations revolutionized the automobile industry. There aren't any major corporations or skyscrapers named for his Salt Lake City neighbors, who lacked the insight to see the method in his madness. They had never heard of definiteness of purpose, and they couldn't recognize how success consciousness destines a person for success.



NOTES

THE POWER OF THE SUBCONSCIOUS

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

The only thing over which you have complete right of control at all times is your mental attitude. "Right of control" means that you can control it; it does not mean that you do control it. You must learn to exercise this right as a matter of habit.

The conscious mind is where reasoning and thinking occur. It analyzes information and data, and it acts as a guardian of the doorway to the subconscious. The conscious mind develops as a result of experience. The subconscious mind does not think, reason, or deliberate. It acts instinctively in response to basic emotions. The differences in people are due to the ways they have trained their conscious minds; subconsciously we all are very much alike.

The subconscious can be compared with a car, while the conscious mind can be considered the driver. The power is in the car, not the driver. The driver must learn to release and direct that power.

The subconscious mind receives any image that is transferred to it by the conscious mind under strong emotion. Think of the pair as a camera: The conscious mind acts as a lens, concentrating the image of your desires and bringing them to a point on the film of the subconscious. Getting good pictures with this camera is the same as it is with any other: The focus must be sharp, there must be good exposure, and the timing must be right.

Correct focus requires a clear definition of purpose. The composition of the photo must be made with care and precision; you decide what to include in the frame. The proper timing is determined by the intensity of your desire at the moment of exposure. Experienced photographers rarely take just one shot of an important image; they work at it again and again until they get the photo they want.

This sort of repeated exposure of the subconscious to the image of your desire is crucial. You must work at the process repeatedly until you have transferred the exact image you want into your subconscious mind.

Don't be afraid of working yourself up into a highly emotional state when you are impressing images upon your subconscious. When your purpose is a worthy one, you don't need to fear this type of autosuggestion. The intensity with which you impress your subconscious with a picture of your plan directly affects the speed with which the subconscious will go to work to attract the picture's physical counterpart by inspiring you to take the right steps.

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PUTTING DEFINITENESS OF PURPOSE TO WORK

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 Making your subconscious work for you is only the first of many steps. You will not succeed if you cannot convince other people to cooperate with you and if you do not live in accordance with strict standards. Those standards form the remainder of this book.

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 But let's assume you have developed the necessary definiteness of purpose. You are now likely to ask an obvious question: Where do I get the resources to implement my plan?

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 The first step from poverty to riches is the most difficult. The key is to realize that all the riches and all the material goods that you acquire through your own efforts begin with your having a clear, concise picture of what you seek. When that picture grows to be an obsession with you, you will find that your every action leads you toward its acquisition.

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 Andrew Carnegie's life again provides an excellent example. Once he knew he wanted to make steel, he fed that desire until it was the driving force in his life. He then turned to a friend, similarly broke but smart enough to recognize that value of his idea. Because he was impressed by the power of Carnegie's obsession, the friend joined forces with Carnegie. Their combined enthusiasm was sufficient to convince two others.

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 These four people became the nucleus of Carnegie's empire. They formed a mastermind group, the subject of the next lesson. Together they were able to find the capital necessary to pursue Carnegie's obsession, and each of them made a vast fortune as a result.



NOTES

CREATING A PLAN

No one gets something for nothing. People who have money to give will expect to receive something in return: a product, a service, an increase in their own capital. You will not be successful overnight; in fact, you will not be successful until you have returned to everyone who has aided you everything that he or she is due. Your definite major purpose must include provisions for doing this.

You may be nodding your head in agreement with this and deciding you will surely make this happen. But unless you have an extraordinarily disciplined mind, it is not enough to envision this part and every other part of your plan. You must write them down.

Writing out your definite major purpose forces you to be specific about it. It reminds you of its strengths and will expose its weaknesses. If you cannot put what it is you are going to do into words, it's probably because you are not as sure about it as you think.

Once you have written your plan, read it aloud to yourself at least once every day. This fuels your obsession and reinforces its nature in your mind. When you face a choice about how to proceed, having your written definite major purpose to read will clarify your goals and make sure that you continue to progress toward them.

Even better, once you have assembled your mastermind group, you ensure that everyone stays focused on the same ends by use of a written plan. No single mind is complete; no one person can answer every question. But two or more minds, united behind a definite major purpose and working in harmony to achieve it, will accomplish great things.

There are numerous examples of this power. Christ himself made an alliance with his disciples to carry out his work. The plan was his own, but it survived betrayal and his absence to achieve a success beyond human comprehension.





NOTES

SUCCESS IS A WORTHY GOAL

Striving for success has its detractors. Some people will argue that those who acquire wealth do so at the expense of the people who work for them. But if you are going to achieve success, you will do so only by extraordinary effort, effort that most people are not willing to make.

People seldom profit by having money unless they earn it. How many times have you read about lottery winners who find themselves bankrupt only a few years after their wind falls? Or about heirs to great fortunes, reared in atmospheres of indulgence, who fall prey to addictions like alcohol or gambling?

The value of the wealth that comes with success is that it carries with it the lessons you have learned in acquiring it. You will learn in achieving wealth that success comes about only because you are willing to assume great responsibility and to deliver unfailingly goods and services which are truly valuable.

Most people would not choose to be as dedicated to a definite major purpose as you must be. If you were to accumulate a fortune and then offer it to them on the condition that they behave exactly as you have done, most would not accept the responsibility. But some would.

It is the people who would make such a choice who will be most helpful to you. They can offer you aid of untold value, far above and beyond the efforts of those who are easily contented. They will become indispensable to you by their willingness to assume responsibility and relieve you of some of the load you are carrying. You must be willing to reward them generously for their efforts. People like this learn that they set their own salaries by the quality of their work. Everyone, in fact, does the same. A person's salary is determined by the sort of service he or she renders-the quantity and quality of that service, plus the mental attitude under which it is rendered.

If millions of people are struggling to get by on the salaries they earn, it is because their highest aim is only to hold the jobs that they currently have. They are where they are, and they are making what they make, solely because of the limitations they have set up in their own minds.

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CREATING OPPORTUNITY

There is a theory which pops up again and again that the opportunities for success are fewer now than they were in the past, that our nation has reached the plateau of its success, that the world is dominated by people who already have money, and that success is a finite realm already filled to capacity.

This is nothing more than a theory. There is no scarcity of opportunity. There is only a shortage of imagination. Count less people gain new wealth every year, whether the economy is prospering or ailing. The only limits they recognize are those within their own minds. Anyone who cries "no opportunity" is simply issuing an alibi for his or her own unwillingness to assume responsibility and use imagination. Offering a useful good or service is just as valuable now as it ever was, and new areas in which to do so open up every day.

Consider Home Depot which stood the idea of the corner hardware store on its head by offering a huge selection of items at low prices. Bed, Bath and Beyond has done the same thing in its market. Robert Johnson founded Black Entertainment Television, targeting a market that the major networks only served part of the time. All these were unusual ideas in their time. Yet they have been enormously successful in areas no one would have imagined a decade before.

There's a story about a congressman around the turn of the century who wanted to introduce a bill to close the Patent Office on the ground that there was nothing else to be patented; everything worthwhile had already been invented! If you laugh at that idea, then laugh again at anyone who tells you that the days of opportunity are over.





NOTES

The pursuit of opportunity has given this country its strength. If you lose yourself in an obsessional desire to make yourself useful to others, you will find yourself through the recognition of the good you are doing. If you forget that you must make yourself useful to others, you will stray from the path to success, no matter how long you have already walked it.

Consider for a moment those great blue-chip companies, such as IBM, which have learned such a lesson at their peril. For years IBM made itself indispensable to business operators, large and small, by producing high-quality machines to run their offices. Then IBM turned its eyes only to making big, powerful computers, while its customers were looking for small, personal units for each employee. Profits plum meted, employees were laid off for the first time in company history, and IBM was faced with completely remaking itself in an industry it had once dominated.

What IBM lost was the desire for knowledge and the willingness to earn it. Its people had stopped wondering what it was their customers wanted, and they didn't bother to find out. Dozens of smaller computer manufacturers possessed of that quality stepped in and made fortunes. Write that quality into your definite major purpose, and never overlook its value.

Your achievements-like a company's-correspond unerringly to the philosophy with which you relate to others. If you follow through on your willingness to deliver something useful in return for what you seek, the world will be compelled to reward you on your own terms. Recognition of this fact is at the heart of what has made America great.

Our most precious natural resource is not our mineral de posits or our beautiful forests. It is the mental attitude and the imagination of the people of every generation who have mixed experience with education to deliver goods and services that improve the lives of both Americans and people around the world. Our real wealth is the intangible power of thought.

This is why definiteness of purpose heads the list of the seventeen principles you must master to achieve success. No one can be successful without first knowing what it is he or she wants. If this principle is to have any value to you, you must follow it as a daily habit.

If you still think that luck is a key to success, then you have missed the point of this lesson. Some people do fall into opportunity, but they usually fall back out again. And if they do manage to retain their good fortune, it is only be cause they have worked just as hard to keep it as you must to acquire yours. And that calls for definiteness of purpose.

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INTO CHARACTER

NAPOLEON HILL'S KEYS TO SUCCESS The 17 Principles of Personal Achievement



LESSON 2: ESTABLISH A MASTERMIND ALLIANCE



NOTES

A mastermind alliance is built of two or more minds working actively together in perfect harmony toward a common definite object.

The mastermind principle lets you appropriate and use the full strength of the experience, training, and knowledge of other people just as if they were your own. You can overcome almost any obstacle you face, no matter what your own education or talents, if you use the mastermind principle effectively.

No one has ever attained outstanding success in anything without applying the mastermind principle. No one mind is complete by itself. All truly great minds have been reinforced through contact with others that allowed them to grow and expand.

FORMING A MASTERMIND ALLIANCE

For a model of a mastermind alliance at work, consider a train crew. The conductor (you) can take the train to its destination only because all the other members of the train crew recognize and respect his (your) authority. What would happen if the conductor failed to signal the engineer that it was time to start? Passengers would abandon the train and find some other way to get where they wanted to go. If the engineer didn't bother to heed the signals along the track, the resulting crash could cost lives.

For your mastermind alliance to function properly, you must give clear, unmistakable signals to your crew. They, in turn, need to be willing to cooperate fully with you. There are four simple steps to making sure this is the case.

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You must keep any thoughts of discord out of your alliance. There must be a complete meeting of the minds, with out any reservations on the part of any member. Personal ambitions must be subordinate to the fulfillment and successful achievement of the definite purpose of the alliance. This includes your own.

Being clear about your alliance's purpose will give you a basis for judging someone's ability to work in harmony with it.

You may still have to make adjustments in the alliance's composition, but there are also steps you must take to build that harmony.

● STEP THREE: DETERMINE YOUR REWARDS

Clearly determined rewards for participation in your mastermind alliance are an important factor in its harmony. Determine at the outset what rewards you are offering in return for the work of others, and there will be little room for later recriminations.

There are ten basic motives toward action that can be the basis of these rewards:

1. Self-preservation
2. Love
3. Fear
4. Sex
5. Desire for life after death
6. Freedom for mind and body
7. Anger
8. Hate
9. Desire for recognition and self-expression
10. Wealth

Wealth will obviously have the greatest appeal for members of your commercial enterprise, but remember that other motives can play an important role. Recognition and self expression are just as important as money to many people. Be aware that some of these motives-anger, hate, fear-can twist the minds of your team if you rely upon them.

Your best motivator, wealth, must be willingly, fairly, and generously divided among your team. The more generous you are, the more help you will get. Another of the principles of success is the habit of going the extra mile (see Lesson 5). It will serve you well if you incorporate it into your alliance from the beginning.



NOTES

MAINTAINING YOUR ALLIANCE

The harmony of your alliance is built upon the mutual agreement on your definite purpose. But like any construction, it must be preserved with diligent work. That work will be your task as its leader.

Your attention should focus on four areas.

● CONFIDENCE

Confidence is reliance or trust based on proved fidelity, which means faithfulness to duty and loyalty to obligations. As the leader of the alliance you must inspire confidence in your members by your dedication to your definite major purpose. You must also insist within the group on confidentiality; often it is harmful for members to discuss the purpose of the alliance outside the group. Some people can give away a secret without a moment's thought; you don't need them in your mastermind alliance.

● UNDERSTANDING

All members of the group must possess a complete knowledge and comprehension of the nature, significance, and implication of a situation or proposition that the group faces. You may employ specialists to heighten your understanding of various fields, but every person involved must be able to deal with the core issues of every decision. And before a decision is made, each member of your group must be convinced that it is a good decision, one which he or she can support wholeheartedly.

● FAIRNESS AND JUSTICE

When you form your mastermind alliance, each member must agree at the outset on the contribution each will make toward your enterprise. Everyone should also be agreed on the division of benefits and profits. Everyone must deal with everyone else on completely ethical terms. No member of the alliance should seek unfair advantage at the expense of others. Otherwise dissension will arise and completely destroy the association.

● COURAGE

Your alliance must meet danger and difficulties with firmness, resolution, and valor. The courage to do so comes from self-confidence and a well-developed success consciousness. The courage of two separate individuals is nothing compared with that of a united team, just as the power of a single battery is less than that of a group of batteries. This is another excellent example of the power a mastermind alliance derives from its harmony. The more the minds that are linked together, the greater the power harnessed, and the more the resistance that can be overcome.

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NOTES

FORM A MASTERMIND ALLIANCE WITH YOURSELF

A woman came to see me once and began to tell me all her difficulties. Her sight was almost gone, and she had given up on doctors, who she said were quacks. She had lost most of her money investing in movies, her husband was a philanderer, her mother had died after a long and awful illness, and her relatives were a plague. Her bitter catalog of woes went on and on, and if I hadn't felt sorry for her, I wouldn't have listened to them, she was so full of self-pity. Apparently not one good or constructive thing had passed her way in twenty years.

"Mr. Hill," she asked me, "why do all these things happen to me?"

I did not want to be harsh with her, but somehow I had to get her to face facts. I said, "Frankly, with your negative attitude it's a wonder that you are able to do anything at all. I'm not a bit surprised that your family bothers you or that your husband runs around. I'm amazed he hasn't left home!"

"What can I do to stop him?"

"You can't do anything for him now," I told her, "but you can do something for yourself. You've been thinking about your losses to the exclusion of everything else. The more you concentrate on them, the more you attract other losses. Stop thinking about them, make up your mind that you are going to benefit by your experience, and then adopt a definite plan for regaining your sight. Dwell upon the idea that your eyes will get better. Decide that you will seek medical help, and believe that it will work. If you can change your attitude to ward yourself, your husband will see something to excite his interest in you again. Your relatives will stop seeing you as a doormat. I can't tell you any more than that now. When you manage to put yourself into a more positive frame of mind, come see me again. Before I do anything for you, you must do something for yourself."

I tell this story because I want to say the same thing to you. Whatever personal obstacles you face, you must start getting to know that side of your personality that knows no obstacles, that recognizes no defeats. Cultivate a friendship with the "other" you, so that no matter what you are doing, you are allied with someone who shares your goals. All the philosophy and advice in this book about persuading and motivating others will be much more useful to you if you practice it on yourself.

If you have convinced yourself that you need and deserve a ten-thousand-dollar loan, you won't just walk into a bank and ask for it. You will cultivate the friendship and appreciation of the loan officer. You will present her with a list of the possibilities for the project you have in mind, you will outline your solid plans for repayment, and you will do it with infectious confidence. You will succeed.

You will begin to take charge of the efforts of others only when you take complete charge of the power of your own mind.



NOTES

CULTIVATE MASTERMIND ALLIANCES WHEREVER YOU CAN

Once you recognize the benefits of mastermind alliances, you will understand that they can serve you in many areas.

You can-and must-make progress on many fronts to achieve personal success.

● IN YOUR MARRIAGE

A mastermind alliance with the person you love most deeply is of untold importance. If you are married and have not built your relationship on the principles of harmony that are crucial to any alliance, you may have some reselling to do with your spouse. Set aside some time every day to talk about what you want to achieve and how you are going about it. Rely on your definiteness of purpose to build your persuasive abilities, to convince your partner of the benefits of the work you are doing. It is very unlikely that your plan will not affect your husband or wife in some significant way, and you absolutely must not drag your partner unwillingly into an adventure.

If you have embarked on your mission and the time comes that you are thinking of marriage, you must be very frank with your intended life partner about what you are doing and how you will do it. Build your mastermind alliance into your marriage from the start, and it will steady and support you through the darkest moments.

Indeed, your whole family should be incorporated into a mastermind alliance: your children, your parents, your siblings-anyone on whom you rely or who relies on you. Lack of harmony at home can easily spill over elsewhere; a united family is a great team.

● IN YOUR EDUCATION

No one's education is ever complete. You may rely on the specialized knowledge of others, but you should also learn from every possible source.

In this case your mastermind alliance is with the entire sum of human knowledge. You are united in the goal of increasing your understanding, and books, magazines, lectures, audio cassettes all are your allies. Make it a habit to read daily, not just newspapers, which merely keep you current, but materials which expand your mind; they will put you ahead.

The key to a mastermind alliance is the harmony of its members. You have to work constantly to strengthen the harmony of your many alliances. A crucial aspect of this effort is your ability to inspire harmony, which hinges strongly on the next principle we will explore: developing an attractive personality.

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Thinking

INTO CHARACTER

NAPOLEON HILL'S KEYS TO SUCCESS The 17 Principles of Personal Achievement



LESSON 3: ASSEMBLE AN ATTRACTIVE PERSONALITY

NOTES

In contrast, a positive mental attitude opens doors and allows you to display your skills and ambitions. Imagine that lawyer presenting her case with confidence, gaining the ear of judge and jury because she is distinctively self-assured. Wouldn't you rather be treated by a physician who sets you at ease, answers your questions plainly, and demonstrates a knowledge of his field?

Building a positive mental attitude is part of the other aspects of an attractive personality. As you read on, you'll see how understanding and applying each of these points reinforces your PMA.

FLEXIBILITY

Being able to adapt yourself quickly to changing circumstances and emergencies without panic or loss of temper is a significant skill as you struggle toward success. Having a flexible disposition means you must be like a chameleon, quickly harmonizing with your environment.

This does not mean shedding your principles or altering your goals. A chameleon is still a chameleon regardless of whether it is brown or green. Flexibility means recognizing that your own mental attitude toward a situation determines if it is a disaster or a boon. If your product fails the first time out, is that good or bad? If you have flexibility, it's great. You have the opportunity to recognize flaws, to improve your product or its marketing early in the game. And because you have PMA as well, you are in an even better position to seize that opportunity.

Flexibility also means that in every negotiation you understand that the other party's needs and demands are ways in which you can better render the service you are offering in exchange. If someone needs your product a week before you have planned to deliver, you can recognize that he or she will not be the only client to make such a demand. Here, then, is your opportunity to discover how you can produce faster and better.





NOTES

SINCERITY OF PURPOSE

There is no substitute for real commitment to your definite major purpose. Sincerity of purpose-or its lack-writes it self so indelibly into your words and deeds that anyone can recognize it. Insincerity is evident in your _expressions, in your trend of conversation, in everything you do; no amount of acting skill can disguise it.

The yes-man is a universal object of derision precisely be cause everyone recognizes his insincerity. But if you are possessed of real sincerity of purpose, it will be just as visible. Andrew Carnegie told me once how he called a new employee into his office to issue a directive. The man listened, then looked him squarely in the eyes, and with a good natured smile said, "All right, chief, you are the boss, but I'm going to tell you that your request is going to cost you money because you haven't investigated this matter as closely as I have."

Something about his assured manner, with no hint of in subordination, convinced Carnegie to delay his decision and investigate further. He discovered that he had been wrong and his new employee was right. That man was Charles M. Schwab, who eventually brokered the deal between Carnegie and J.P. Morgan that founded U.S. Steel. Schwab then went on to start up the mammoth Bethlehem Steel. He began his rise to prominence on the simple basis of his sincerity of purpose in everything he did.

Be sincere first of all with yourself, and you will steadily grow in self-reliance.

If you have sincerity of purpose, it will strengthen every one of the other aspects of your pleasing personality. What better compass could you have at a moment you must demonstrate flexibility than a true and lasting dedication to your definite major purpose?

PROMPTNESS OF DECISION

Dillydallying does not inspire popularity. In this fast moving world, those who do not move quickly cannot keep up with the parade.

Successful people reach decisions definitely and quickly, and they become annoyed and are inconvenienced by others who do not. Prompt decision making is a habit, and it is sup ported by your positive mental attitude, which gives you confidence.

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NOTES

In contrast, a positive mental attitude opens doors and allows you to display your skills and ambitions. Imagine that lawyer presenting her case with confidence, gaining the ear of judge and jury because she is distinctively self-assured. Wouldn't you rather be treated by a physician who sets you at ease, answers your questions plainly, and demonstrates a knowledge of his field?

Building a positive mental attitude is part of the other aspects of an attractive personality. As you read on, you'll see how understanding and applying each of these points reinforces your PMA.

COURTESY

The cheapest and most profitable quality in the world is courtesy. It is absolutely free, save for the moments it takes to express it. Unfortunately, today it is also scarce, thus all the more valued when displayed.

Courtesy is nothing more than the habit of respecting other people's feelings under all circumstances, the habit of going out of one's way to help the less fortunate, the habit of controlling selfishness in all forms. Do not mistake high flown manners for courtesy. Using the correct fork at dinner will do nothing to appease the company president whom you insult by dominating the conversation.

Courtesy demonstrates the self-awareness born of your positive mental attitude and projects the worthiness of your goals and proposals.





NOTES

- 17. Rebuking people who disagree with them
- 18. Commenting on people's disabilities
- 19. Correcting subordinates and colleagues in the presence of others
- 20. Complaining when requests for favors are refused
- 21. Presuming upon friendship in asking for favors
- 22. Using profane or offensive language
- 23. Expressing dislikes at a drop of a hat
- 24. Dwelling on ills or misfortunes
- 25. Complaining about politics or religion
- 26. Displaying general overfamiliarity

These faults seem small to you, consider how quickly they compound one another. Would you want to be associated with someone who displayed just three of them regularly? They reveal a lack of perception and careful consideration that undermines one's confidence in another's mental powers. Anyone who desires an attractive personality will avoid them all.





NOTES

TONE OF VOICE

Speech is the method we use most often to express our personality. Controlling the tone of your voice so that it carries meaning beyond mere words is invaluable. You can say the same sentence in different tones of voice and convey very different things. "I need that shipment by Tuesday" can be pronounced with full confidence, letting your supplier know that your request is something you have every reason to expect as a normal part of your relationship. Say it anxiously, and you may find you've given him the idea that you're in a bind and perhaps he can demand a higher price. Say it angrily, and you can undo years of a good partnership.

Practice controlling your tone of voice, listening to the way you sound. When you speak confidently, your PMA and sincerity of purpose should show through.

THE HABIT OF SMILING

Don't underestimate the importance of a frequent and sincere smile in making your personality appealing to others-or its effect on yourself. Try smiling the next time you're angry. This simple action is calming, and it's a reminder of the positive focus you want in your mental attitude. A smiling face defeats the cruelest of antagonists, for it is difficult to argue with someone who smiles while speaking.

Practice smiling in front of a mirror, preferably while working on voice control. The two aspects are related, both in the way others will perceive you and in their effect on your own actions.

FACIAL EXPRESSION

Here is another facet of an attractive personality that goes together with your tone of voice and your smile. You can tell a great deal about what is going on in people's minds by the expressions on their faces. Each of us makes judgments on this basis all the time; master salespeople are particularly good judges. The more you learn to be aware of and in control of your facial expressions, the better you will be able to interpret the expressions of others. And since you'll already be in front of the mirror to practice your tone of voice and smile, you'll have the perfect opportunity to develop this aspect as well.

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NOTES

TOLERANCE

Tolerance is the disposition to be patient and fair toward those whose opinions, practices, and beliefs differ from yours.

Holding your mind open to new ideas and new information is not simply a way to make yourself more pleasing to be around. Though it is closely related to tact as a social skill, tolerance makes you better able to identify and seize advantages. You may not make every new idea you encounter your own, but you will examine and try to understand it.

Intolerance brings a host of disadvantages:

1. It makes enemies of those who would like to be friends.
2. It stops the growth of the mind by limiting the search for knowledge.
3. It discourages imagination.
4. It prohibits self-discipline.
5. It prevents accuracy in thinking and reasoning.

The more intolerant you are, the more you close yourself off to the diversity of the world and to the power of the spiritual side of the mind, which can flourish only when it is ready to accept new ideas.

FRANKNESS OF MANNER AND SPEECH

Everyone resents people who use subterfuge instead of dealing frankly with associates. People who are so slippery that they cannot be pinned down to direct, clear-cut statements cannot be depended on.

The problem with these people is not that they lie outright but that they do what amounts to the same thing: They deliberately withhold facts from those who have a right to know them. This is base dishonesty, which undermines the soundest characters. Truly sound characters have the courage to speak and deal directly with people, and they follow this habit consistently, even though it may at times be to their disadvantage.

If you read about some of the earlier aspects and assumed that they could be used to engage in deceitful schemes, you are vastly mistaken. Without true frankness none of your other skills will be successful. If you have to resort to trickery, what kind of confidence do you have in your definite major purpose and what kind of attitude are you approaching it with?



NOTES

A KEEN SENSE OF HUMOR

A well-developed sense of humor aids you in becoming flexible and adaptable to the varying circumstances of life. It allows you to relax and remain human in the midst of pressure, instead of becoming cool and distant or angry and bitter. It keeps you from taking life too seriously.

People who cannot laugh when laughter is exactly what is called for are denying themselves a wonderful mental tonic. If you discover some flaw in your product or plan, recognizing the comedy of the situation allows you to back up and start again. Otherwise you will be trapped in your frustrations.

And a sense of humor makes the simple act of smiling so much easier and does wonders for your PMA.

FAITH IN INFINITE INTELLIGENCE

Faith is woven into every principle of the philosophy of achievement; faith is the essence of every great achievement, no matter what its nature or purpose. Neglecting your faith while carrying out your definite major purpose would be like trying to study astronomy without referring to the stars. Faith is so important that it is actually one of the other Seventeen Principles of Success and will be covered in more detail in the following lesson.

Faith in Infinite Intelligence inspires faith in other human beings as well. Confidence begets confidence. Those who have faith in Infinite Intelligence, faith in themselves, and faith in others inspire others to have faith in them.

The greatest outlet for the expression of initiative, imagination, enthusiasm, self-reliance, and definiteness of purpose, is faith. The human mind is an intricate machine designed to accomplish things. The power that operates this machine comes from outside the mind, and faith is the master gate through which we gain full and free access to that tremendous power.

The mechanism which opens that gate is desire or motive. There is no other way to open the gate. It is opened by degrees, which are dependent on the intensity of those same motives and desires. Only a burning desire will open the gate to its fullest.

A burning desire is accompanied by deep emotional feeling. Sheerly logical motives do not open the gate as widely as those which spring from the heart.

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NOTES

Faith wipes out obstructions like intolerance by freeing your mind of human limitations. For what is intolerance but a closed mind? Just as darkness is dispelled by a simple light, so intolerance is eliminated by opening the mind to the influx of power that gives the brain the vision to encompass all of life's realities instead of just a few of them.

Faith provides us with the widest perspective on the world about us and the people who live in it. That perspective paves the way for a better understanding of all human relationships; thus faith supports all the traits of an attractive personality.

It also give us the power to see past worldly obstacles, to envision new solutions and new ideas on our paths to individual achievement. As one man has aptly stated, "Where faith is the guide, the individual cannot lose his way."

The power of faith is inexhaustible. It is the ultimate renewable resource, a reflection of the Creator's desire that we use it in every way possible.

Faith's power is easily attained by any person. No fee must be paid. It is simply appropriated through the desire for its use.

The only things over which you have complete control are your thoughts. The only real privacy you have is in your mind. It is there that you can make full and complete use of the power of faith to remove limitations from your mind.





NOTES

A KEEN SENSE OF JUSTICE

Unless you deal justly with others, you cannot hope either to cultivate an attractive personality or to succeed in your definite major purpose. The essential component of a keen sense of justice is a dedication to intentional honesty.

Many people are honest for the sake of expediency, but this kind of honesty is so flexible that it can be contorted to serve in any situation which furthers their interests. By cultivating frankness of speech, you are already taking an important step in practicing intentional honesty; you must adhere to that honesty so closely that you practice it under any circumstance, whether or not it promises you any immediate gain.

Even if a keen sense of justice prevents you from seizing every opportunity, it carries with it a host of practical benefits:

1. It establishes the basis of confidence, without which you cannot have an attractive personality.
2. It builds a fundamentally sincere and sound character, which by itself is a powerfully attractive trait.
3. It not only attracts people but offers opportunities for real and lasting personal gain.
4. It builds your sense of self-reliance and self-respect.
5. It strengthens your relationship with your conscience and thus allows you to act more promptly since your motives and desires are clearer.
6. It attracts worthwhile friends and discourages your enemies.
7. It opens your mind to faith.
8. It protects you from destructive controversies. Consider how often people of prominence are laid low by relations of impropriety.
9. It inspires you to move toward your definite major purpose with greater personal initiative.

A keen sense of justice is not merely a tool for gaining material rewards. It enhances every human relationship. It discourages avarice and selfishness and gives you a much better understanding of your rights, privileges, and responsibilities. With it, every aspect of an attractive personality grows stronger.

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NOTES

THE APPROPRIATE USE OF WORDS

People who achieve success do it by careful and attentive effort. Your use of language must reflect this quality just as astutely as any marketing plan.

Do not make it a habit to litter your speech with curses, obscenities, or casual misusage. Instead work to make sure that you use words with precision and that they have the force and power to convey your meaning with all the clarity you desire.

If you are unsure of your language skills, you can improve them by reading. One man I knew read the dictionary for half an hour every day. Yes, he actually read the entries. I never heard him speak badly, and I was always impressed by the distinct messages he conveyed.

If this approach strikes you as too academic, consider the wide variety of self-improvement books and tapes which offer programs for vocabulary expansion. You cannot lose by increasing your mastery of language. Doing this will also rid your speech of cliches and other overused words which make your conversation leaden and induce sleep-not excitement-when you talk.

This skill is so important because people make many assumptions about you based on the way you speak and write. If your conversations and letters are direct, clear, and easily comprehended, all the other aspects of your attractive personality will be revealed much sooner and in much better light. And without the deft use of language, the harmony of a mastermind group will be disrupted by confusion over goals and the means for obtaining them.

EFFECTIVE SPEECH

There is more to effective speech than the vital aspect of appropriate word choice. Combining frankness, word choice, and other aspects of a pleasing personality will make you a powerful communicator able to speak with conviction and persuasion, whether you are addressing a convention, a roundtable, or one person.

Dramatic, inspiring speech has had incredible influence on the course of civilization. The destiny of nations has been changed and defined by the power of those who know how to speak effectively, and those people have earned a permanent place in history. Your ambition may not be so grand though why shouldn't it?



NOTES

To master dramatic technique, you must learn to speak forcefully in ordinary conversation. If you practice putting the necessary feeling behind every word you utter in every conversation you have, you will be much more effective in formal presentations.

No amount of dramatic technique, however, will bring an audience back from the dead. There's an adage: "Know what you wish to say, say it with all the feeling you command, and then sit down!" The last two words are the key here. Remember to keep your speeches short; as soon as you have conveyed your point, stop. Long-winded speakers tax the alertness of their audiences and show no respect for their time. They fail to persuade anyone.

You will fail just as surely if you do not focus your speech in a way that is applicable to your listeners. Do not use jargon or technical phrases with people who are new to your service or product. Remember that examples and illustrations add drama to your speech, and make your message hit close to home. If you are presenting a new computer system to a business that has never even used computers before, and you ramble on about LANs and Pentium chips, you will soon face a roomful of sleepwalkers. Tell them instead how you can link their employees together, how quickly information can be shared, and how fast and efficiently your technology will allow them to work, and you will face a roomful of people eager to do business with you.

As you speak, make good use of gestures. Avoid running your hands through your hair or shoving them in your pockets. Watch public speakers at every opportunity to learn how they employ their hands for emphasis, and practice this in front of a mirror, just as you practice your smile and facial expressions.

The effort you have devoted to controlling your tone of voice will pay off handsomely in your public speaking. You will convey enthusiasm, confidence, and importance through your tone of voice. Enthusiasm is the core element of any speech, for it underlies your ability to bring all the above aspects of good public speaking into a harmonious whole. It is very hard for listeners not to be affected by genuine enthusiasm; it is contagious. If you have sincerity and true confidence in your definite major purpose, you will have no trouble giving demonstrable feeling to what you are saying, and that is the essence of effective speaking.

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NOTES

EMOTIONAL CONTROL

Much of what we do is directed by our feelings. Since our feelings can lift us to great achievements or hurl us down to defeat, we owe it to ourselves to understand and control them. The first step is to identify the feelings which motivate us. There are seven negative emotions and seven positive.

The seven negative emotions are:

1. Fear (discussed in the next lesson)
2. Hatred
3. Anger
4. Greed
5. Jealousy
6. Revenge
7. Superstition

The seven positive emotions are:

1. Love
2. Sex
3. Hope
4. Faith
5. Sympathy
6. Optimism
7. Loyalty

These fourteen emotions are the letters of the alphabet with which you will write your plan for success or failure.

They can be combined meaningfully or chaotically. Each emotion is related to mental attitude, and that is why I have placed so much stress on the character of one's mental attitude. These emotions are nothing but reflections of your mental attitude, which you can organize, guide, and completely command. To do so, you must take control of your mind. You must always be alert to the emotions which are present there, and embrace or reject them on the basis of their contribution to your mental attitude. Optimism will increase your confidence and flexibility; hatred will undermine your tolerance and keen sense of justice. If you do not take this control, you are condemning yourself to an entire life buffeted by the winds of emotional whim.

If you find yourself struggling to gain this control, compile a chart on which you note every day the number of times you experience and act on an emotion. Make a note of circumstances which inspire the emotions. This will give you tremendous insight into the frequency and power of your emotions. Once you know which forces trigger your emotions, you can act to eliminate them or to seek them out and use them.



NOTES

Building your desire for success into a burning obsession and embarking on your definite major purpose are the cornerstones of your efforts to gain emotional control. Each strengthens the other, and progress with one will mean progress everywhere.

ALERTNESS OF INTEREST

You must be able to fix your interest on any person, place, or thing and hold it there for as long as the situation requires. If you cannot, the other aspects of your attractive personality will be useless. You can pay other people no greater compliment than to concentrate your attention on them when they want it. Listening well is an even greater accomplishment than speaking well.

If your interest is focused, you will gain the greatest possible advantage from any encounter. If you fidget with something in your pocket, look at your watch, or frequently glance away, you will insult the person who is speaking with you. Not only will you miss the importance of what you are being told, but the other person will instantly recognize your uninterest and begin to withdraw from the conversation.

Failure to notice the details of our own actions and of the happenings around us is an all too common weakness. Did you miss that moment of hesitation before your prospect agreed to your proposal? Recognizing it could lead you to discover some better way to offer your service. You might realize that some other service, the kind of service that your prospect would gladly renew each year on the briefest, friendliest contact, would actually be more worthwhile. In stead you might be faced with the difficult task of continually persuading someone of the dubious value of your efforts.

An alert interest in the people with whom you work is important as well. You can perceive the reasons for their success or the basis of their failures. In your mastermind group it is vital that you be aware of any changes in the situation of any contributor that might affect his or her advice.

Your memory will also be enhanced by an alert interest. If you note something clearly to begin with, it remains fixed in your mind. This is an especially practical tool in your relationship with other people. If you can recall the specifics of your conversations-even the small details of another person's life-it shows the strength of your interest in him or her. Everyone has been embarrassed by being introduced to someone for a second time, while that person shows no sign of recognition. If you show people that you remember them favorably, they will always be pleased to encounter you.

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NOTES

VERSATILITY

No matter how much you know about the field of your endeavor, unless you can display a general interest in the world at large, no one is going to find you attractive. You and your associates may thrive on speaking for hours with out end about the work you are doing, but you will be as unwelcome as a dentist among other people in a candy shop. Keep yourself acquainted with the issues of the day, and maintain a few pursuits other than your business. They will broaden your character and deepen your knowledge of your self as well. If you understand yourself, you will be better able to understand others, and they will appreciate you more for it.

FONDNESS FOR PEOPLE

Just as a dog can sense those who do or do not like dogs, people recognize very quickly whether they are dealing with someone who likes other people. They resent those people with a natural dislike for their fellows, and they are attracted to those who possess genuine enthusiasm.

Even if you think you can cloak your dislike with appealing mannerisms, others will sense your lack of human affection. Guard your thoughts against uncharitable impulses, and pay particular attention to your temper. Temper is nothing but uncontrolled emotion, and when your emotions are out of control, you may suddenly say and do things which will cause you and others great injury. A person with an uncontrolled temper has a tongue that is mounted on ball bearings and swings widely and freely, with an edge as sharp as a razor blade.

Impatience with others is a visible expression of selfishness and lack of self-discipline. So, too, is a constant display of defeatism. You do no one any favors by harping on your recent misfortunes or your feelings of aimlessness. People will forgive those who aim high and miss; a person who not only lacks the get-go to make an effort but reminds others of it endlessly shows no fondness for the humor of other people. Show an alert interest, tolerance, and respect for others, and they will instinctively do the same for you.





NOTES

HUMILITY

Arrogance, vanity, and egotism are never found in some one with an attractive personality. Don't mistake humility for timidity; true humility is a recognition that even the greatest folk are, in the scheme of human existence, only fragments of the whole. Recognize that the blessings you have are a gift to be used for the common good, not topics for every conversation.

If you struggle with this issue, tum to your alert interest in others to keep you focused on topics other than yourself. As your faith grows, so will your recognition of the importance of the greater world and its value. People who are strong in faith are always humble of heart, and these qualities are al ways much admired.

EFFECTIVE SHOWMANSHIP

This is the result of the proper blend of many aspects of an attractive personality: facial expression, tone of voice, appropriate word choice, effective speech, emotional control, courtesy, versatility, mental attitude, sense of humor, and tactfulness. Together they allow you to gain favorable attention whenever necessary.

Showmanship does not imply grandstanding, clowning around, wisecracking, or gossiping. These qualities certainly grab attention, but they are tiresome and often dangerous. Effective, positive use of the traits which combine to form good showmanship will serve you well whether you are dealing with one person or a thousand.

CLEAN SPORTSMANSHIP

Win without boasting, lose without squealing, and others will soon respect you. Athletics can make this a habit in many people, but even if you have never set foot on a play ing field or a court, you can inspire others to cooperate with you if they know that at the end of the game your presence will not be unbearable.

Your outside interests are a good place to cultivate this trait. Flexibility, tact, and humility will aid you in its display. Let your manner always be friendly, no matter what the out come, and people will be glad to have worked with you.

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NOTES

A GOOD HANDSHAKE

'This is a simple skill, really, but it is invaluable at first impression and every time a contact is renewed. Make your grasp firm and friendly, not crushing. You want to establish enthusiasm and cooperation, not competition. A limp hand shake will display disdain or weakness.

Coordinate your handshake with a greeting, and grip the other person's hand for emphasis on key phrases. Maintain your grip as long as you speak your greeting in order to strengthen the impression you are making.

Be direct and assertive in your greeting, and people will associate those qualities with the whole of your personality.

PERSONAL MAGNETISM

'This last trait is a polite way to describe sexual energy. Of all the aspects of an attractive personality, this is the only one which is innate and cannot truly be developed by personal effort. You have what you are born with, and you cannot increase it, but you can use it.

Sexual energy is a driving, universal force. If you project it, it will aid you only if you use it properly. Proper use does not mean the physical seduction of your associates and business prospects. That way lies chaos, and such behavior is hardly consistent with other aspects of an attractive personality, such as honesty.

Rather you should channel its energy into your efforts, making them, not your body, the source of appeal to others. Use your sexual energy to build your enthusiasm, to display your genuine fondness for people, to burnish your style and tone of voice. Your gesture and posture, too, will reflect this quality.

Sexual energy is a powerful factor in an appealing personality, but it will help you only if you have refined every other trait will instinctively do the same for you.

Clearly all the aspects of an attractive personality rely upon and augment one another. Some-like a good hand shake-can be learned quickly, others require habitual effort on your part.

Analyze your personality carefully and honestly to make sure that it embraces no displeasing traits. Even your best friends will not tell you of those aspects of your personality which may be attracting misery, opposition, and defeat. The time you devote to this analysis will pay enormous dividends, for it will not only give you a true measure of your self but enable you to analyze and understand others.

Never make the mistake of thinking that you have done all the work you can do toward generating an attractive personality. Its standards-like its rewards-are always improving.



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Thinking

INTO CHARACTER

NAPOLEON HILL'S KEYS TO SUCCESS The 17 Principles of Personal Achievement



LESSON 4: USE APPLIED FAITH



NOTES

Faith is your awareness of, belief in, and harmonizing with the universal powers. You should not simply have faith; you must use it.

No doubt you have heard and read numerous definitions of faith, many of which involve religious convictions. For the purpose of this lesson, your own spiritual beliefs are not important, except that you will learn to put them-and much more-into daily practice.

Faith is a state of mind. For it to be useful to you in achieving lasting success, it must be an active not a passive, faith. Active faith is the process of relating yourself to the vital forces of the world, which I call Infinite Intelligence.

UNDERSTANDING INFINITE INTELLIGENCE

It is impossible to have active, applied faith without a positive, definite belief in a supreme being. There are many approaches to gaining such a belief. Observation, experimentation, feeling, prayer, meditation, and thought all are legitimate paths.

You learn things by seeing their effects or by accepting the statements of people you trust. In your search for knowledge about Infinite Intelligence, you may search within the external universe or within yourself.

● THE EXTERNAL WORLD

Thinking people have always seen evidence of Infinite Intelligence in the external world. Every process of nature is orderly. The sun does not rise in the east today and the west tomorrow. Natural law endures and obtains everywhere. Such order, such continuing adherence to law, clearly implies intelligent planning and definiteness of purpose, ample evidence of Infinite Intelligence. As Tennyson wrote, "The sun, the moon, the stars, the seas, the hills and the plains./ Are not these, O Soul, the Vision of Him who reigns?"

Look at the wristwatch on your arm. You know that your watch did not come into existence without the aid of organized intelligence, and you know that in this case the particular intelligence was a human one. You know equally well that this human intelligence did not originate in that single mind but that it was merely an instrument expressing the force of the natural order of the universe.

You could take that watch apart, put the pieces in a hat, and shake them about. Never in a million years would they, or could they, reassemble themselves into the smoothly functioning machine called a watch. That process requires deliberate, organized intelligence with a definite plan. Like a watch, the universe simply could not exist as it does without being the product of an Infinite Intelligence.

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● THE INTERNAL WORLD

You have many senses which allow you to evaluate the external world: touch, sight, hearing, taste, smell. But you also have senses which put you in touch with another reality. The beauty of a mastermind alliance is that it puts you in touch with the creative power of others, connecting mind to mind, opening the subconscious of each member to the power of Infinite Intelligence.

Your conscience is a tool which puts you in touch with these forces. Similarly, when you engage in prayer, you explore this internal world. The power of these experiences have shaped human history again and again; the still, small voice that whispered to Saul of Tarsus changed the shape and direction of Christianity. The spiritual convictions that drove Mahatma Gandhi affected not only India but the approach to social and political changes across the globe.

This ability of the human mind to discover, embrace, and disseminate fundamental ideas and concepts is further proof of our ability to enter into a definite, positive relationship with Infinite Intelligence. You can enter this relationship and adapt it to your purposes in life. This is accomplished by applied faith.

OVERCOMING DISBELIEF

Remember, faith is a state of mind which develops by conditioning your mind to receive Infinite Intelligence. Applied faith is the adaptation of the power of Infinite Intelligence to your definite major purpose. Applied faith is the dynamo of the science of personal achievement, the source of the energy to put your thoughts into action.

In faith, you temporarily relax your own reason and will power and open your mind completely to the inflow of Infinite Intelligence. The lesson on definiteness of purpose teaches that your mind is the only thing over which you have the right of complete control. You must control your mind so that it is regularly open to the power of Infinite Intelligence.

Whatever your mind can conceive and believe, it can achieve. Therefore, do not allow self-imposed limitations and restrictions to block the flow of Infinite Intelligence. As sun light passing through a prism is broken up into its component rays, so Infinite Intelligence, passing through your mind, is broken up into a variety of forms. The belief that you cannot succeed, that you are not worthy, that others stand in your way, that some things cannot be done: each of these will act as an imperfection in the prism of your mind, distorting and scattering the power of Infinite Intelligence. And if you close the window of your mind to the power of Infinite Intelligence through disbelief, you will never experience its benefits.



NOTES

OVERCOMING FEAR

An important part of opening your mind to faith is ridding your mind of the fears which limit your belief. There are seven basic fears. Nearly everyone suffers from at least one; some of us must conquer them all. Here are the seven fears, how you can recognize their presence in your life, and how you can banish them.

● THE FIRST FEAR: POVERTY

This is the most destructive of the seven basic fears, and the hardest to master, because it brings so much suffering and misery. Much of the fear of poverty comes from our bitter experiences in dealing with others who have proved untrustworthy and willing to exploit us for their own benefit. If you resent poverty and are determined to be rid of it, analyze yourself fully for signs of this fear. Then fasten your mind on substitutes for the negative habits which this fear inspires.

Lack of ambition. Do you accept whatever life hands out without challenging it? Are you mentally and physically lazy? Then adopt a positive, driving ambition to vanquish this symptom of the fear of poverty.

Failure to make your own decisions. Do others determine everything that happens in your life? Do not surrender the most precious gift of your Creator! Make your own decisions and become self-determining.

Making excuses for your failures. Do you offer alibis for your lack of achievements? Do you envy and criticize the success of others? Accept that only you are responsible for what happens to you.

A negative mental attitude. This is the greatest limitation the fear of poverty imposes, and it can encompass all the others. Discard pessimism, expect that things will go your way, and act accordingly. Do not put things off, avoid responsibility, or live beyond your means. Instead work to make your life better, and it will be.

Developing definiteness of purpose is the first step toward replacing a negative mental attitude with a positive one. Find out what you want, and look for it all the time. Demand much! Set a high goal, believe that you will attain it with the aid of Infinite Intelligence, and you will leave the fear of poverty far behind.



NOTES

● THE SECOND FEAR: CRITICISM

Fear of criticism can affect you in ways both trivial and serious. It can lead you to buy the latest fashions, the fanciest cars, the most sophisticated stereo audio systems because you fear being left behind the times, out of step with what "everyone" is doing. More insidiously, it can prevent you from presenting and acting on ideas that are revolutionary, ideas that would give you independence. It robs you of your individuality and your faith in yourself.

Following are the most obvious symptoms of a fear of criticism and the steps you can take to eliminate them.

Keeping up with the Joneses. Trying to maintain the front of being the most current, most affluent person on the block can cripple you, both financially and emotionally. Buy what you need, and put your fiscal and mental resources to work else where.

Bragging about your achievements. You do this to cover up feelings of inferiority. You imitate success rather than attain it. It's fine if your definite major purpose includes community recognition, but if you gain a false recognition, you will be constantly haunted by the prospect of exposure as a fraud. Take pride in what you have actually accomplished, and remember that there will soon come a time when your real achievements will stand for themselves.

Being easily embarrassed. This causes you to be unable to make firm decisions, to fear meeting people, and to lack self confidence. Determine that whatever you do in pursuit of an honorable definite purpose is worthy. Remember how the neighbors laughed at Walter P. Chrysler-and how short and hollow that laughter was.

Fear of criticism is a common fear. If you let it, it will sap your initiative and imagination. But for every step you take away from it, it will take two steps away from you; once you begin your journey, it will grow easier by the day.

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● THE THIRD FEAR: ILL HEALTH

This fear is closely related to a later one, the fear of death, but it is much more dependent on habits for its growth. You may very well have acquired it simply by growing up around others who shared it. It, too, can prevent you from taking risks, and its simple presence can actually bring about the very situation you so fear.

Remember that whatever your mind can conceive and believe, it can achieve. This works just as effectively in creating illness as in maintaining health. Norman Cousins effectively demonstrated the power of laughter in healing the sick himself included. You want the power of your mind focused on maintaining your health, but certain habits demonstrate your enslavement to the fear of ill health. You must break them.

The drugstore habit. Do you run to the pharmacist every time some new cure-all is advertised? Have you consumed mountains of garlic, ginseng, and oat bran? Taking care of yourself is important, but looking to pills diverts your attention from recognizing that your own mental attitude toward your health is the most important factor in your good health. The habit of self-pity. Do the slightest pains and discomforts keep you in bed? Is some condition your excuse for not acting? Dwell on that condition, surrender to it, and you are finished. It is an obstacle to be overcome, and it may take effort to overcome it. But every skill you develop in overcoming your condition will serve you throughout your plan for achieving success.

The habit of substance abuse. It may be drink, it may be drugs, but it's there only to cover up your fear of some mental or physical pain. You must seek out the source of that pain and address it. This process will take time, but every step of progress you make on that path will not only bring progress in overcoming your other fears but also free your time, money, and energy for achieving success.

Overcoming your fear of ill health can bring you wonder fully concrete results in so many ways. You, your family, your friends, and your ambitions will all be better off.





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● THE FOURTH FEAR: LOSS OF LOVE

I knew a man once who lost everything he had-money, social position, the love of his family-when it was discovered that for years he had been cheating his business partners and evading taxes. His only explanation was that he had lavished all his ill-gotten gains upon his wife, out of fear that otherwise he would be unable to hold on to her affections.

The bitterest irony was that since he had so long focused all his efforts on the single aim of satisfying her every want, his wife had come to see him only in that light. As soon as he was no longer able to provide for her, she left him. Once she had truly loved him, but out of fear he had cultivated only one aspect of the relationship, and her affections naturally withered. What had he offered her to love but his money?

The fear of the loss of love is so intimate and so easily understood that it isn't necessary to elaborate on its symptoms. Simply cultivate your relationships with a positive mental attitude, give them your all, and instead of being a source of fear to you, they will be a bastion of strength and courage.

● THE FIFTH FEAR: OLD AGE

The fear of old age causes you to slow down and develop a feeling of inferiority. Whether you're thirty, forty, sixty, or seventy, you become convinced that you have let opportunity slip by and that your best years are behind you.

Nothing could be further from the truth. Every moment of your life that has passed by has taught you invaluable lessons that you can apply today. You should have a positive appreciation for the wisdom and understanding you have gained. Most of the great achievements in human history have come from people who have blown out more than a few birthday candles.

The best way to confront this fear is to jump on it with both feet and laugh about it. Whenever you have a birthday, subtract a year from your age instead of adding one. Don't make the mistake of trying to act like a teenager, adopting the dress and speech you see on TV; that will only make you feel and look foolish. And don't ever say to yourself, "If only I were younger, I would do" something that you know you must.

There was a time when every morning as I arose, I saw Father Time sneaking up alongside me. At first I was terrified. But one day I looked him in the eye and shouted, "Get out of here, old man, and stay out! I don't need you! Get out!" Try this yourself whenever the idea occurs that you are too old to do something, and you will find that this response is quickly retrieved from your subconscious, ready to defend you whenever the fear of old age threatens.

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● **THE SIXTH FEAR: LOSS OF LIBERTY**

No matter where you live, in any country, the fear of the loss of freedom is present. For those suffering in police states rather than enjoying the liberty that Americans possess, the fear is great. But many other forces can work to limit your freedom—the political ambitions of your neighbors, the demands of your daily life—and this fear can paralyze you and distract you from your definite major purpose.

The only way to fight this fear is to take an active role in defending the institutions that preserve your liberty. The rights we enjoy in this country were won through bitter years of struggle, and they can be maintained only by constant vigilance. You must be aware of the struggles that are taking place, you must take an active role in them, and you must also be sure that you are doing nothing that encroaches upon the liberties of others. If you become a tyrant in the pursuit of your definite major purpose, seeking to dominate your family, your mastermind alliance, and your employees, you will be rolling back the cause of freedom just as certainly as does any revolutionary extremist. You cannot be free of this fear yourself if you are not in harmony with the very forces of liberty which make your own success possible.

● **THE SEVENTH FEAR: DEATH**

This fear is the grandfather of all others. It is very difficult to whip because it is so universal in our society, and because it is constantly reinforced on a daily basis.

There is no escape from death, and no matter what faiths we have, death is an unknown, for we have never experienced it. Complete, absolute answers about its nature are impossible, and it is human nature to fear anything we do not understand.

The truth is, fear of death can stop you in your tracks much sooner than the actual event. Overwhelmed by the possibility of the end of your existence, you may feel that action is futile and effort is meaningless. This ignores the fundamental fact that every moment of your life is valuable, that the world rolls on about you, and that your own actions can have a positive effect far beyond your own situation. Even if death comes for you in the next instant, life will not stop for those you love and those you do not even know. You have a obligation to act for the common good.

I can tell you how I have succeeded in quieting this fear. I have looked at life and death and the nature of the world. I have recognized that only two conclusions are possible: Death is either one long, eternal sleep or an experience on some plane far better than we have here on earth. Either way there is nothing to fear because it is inevitable.



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Recognizing this allows you to write off the fear of death. You don't discuss it; you don't think about it. You simply realize that at one time or another you will face it, and there will be nothing you can do about it. So you accept this fact, for only a simple-minded person worries about something over which he or she has no control.

REPLACING FEAR WITH HOPE

The fundamental lesson in dealing with the fear of death is learning to set it aside. This should be your goal with each of the fears, for whatever you fear will follow you around like a puppy. Your mind attracts anything it dwells upon. Most people go through life thinking about the things they don't want to happen, and they probably experience every one of them.

Wouldn't it be a better idea, then, to refuse to think about the things you don't want and to feed your mind with pictures of the things you do want? There is nothing more important than learning the art of keeping your mind focused upon the things, conditions, and circumstances you really want. This is the greatest application of applied faith you can make. When your mind has definiteness of purpose, you are in a condition to start having faith. And when you have faith, you can call upon Infinite Intelligence to apply it.

Faith exists only so long as it is used. You cannot develop muscles by not using them; you cannot increase your capital by not investing it. Persistent action backed by definiteness of purpose will pump up your faith.



NOTES

DEMONSTRATING THE POWER OF YOUR FAITH

The key to putting your faith into action is to have a positive mental attitude. Here are steps to build your faith and your PMA.

Step one. Step two.

● **STEP ONE**

Adopt a definite major purpose, and begin to attain it. Follow the instructions in the first lesson. Know what you want, and get busy creating it. Be sure that the object of your desire is something worthy, something you can obtain. Never sell yourself short, but do not set a task for yourself which is utterly ridiculous.

● **STEP TWO**

Affirm the object of your desire through prayer, morning and night. Inspire your imagination to see your self already in possession of it. When you attain one goal, set a new one. Do not let complacency set in. Bill Gates founded Microsoft, the software company that supplies the operating systems for more than 70 percent of the computers in the world. By the time he was thirty-five, his company was bigger than McDonald's, Disney, and CBS. Did he stop there?

No, he continued to dream of new roles for himself and his corporation. By the time he was thirty-seven, he had embarked on a new path to provide systems to link every machine in an office: telephone, fax machines, computers, all working together seamlessly. And he managed to bind such giants as AT&T and IBM to his vision, enlisting them in a consortium to develop and deliver that magnificent system.

You will achieve precisely the success you can envision for yourself. Cultivate that vision every day, in every way you can.

● **STEP THREE**

Associate as many as possible of the ten basic human motives mentioned on page 18 with your definite major purpose. Give yourself a compelling motive for doing what you want to do. Then renew that motive by bringing it up in your mind as often as possible on a daily basis. If your motives include a fine home, a nice car, a nice wardrobe, visualize those things around you. Go through the motions of driving that car or wandering about that house. Do not hesitate to use your imagination to fuel your burning desire.



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● STEP FOUR

Write out a list of all the advantages of your definite major purpose, and call them into your mind as often as you can. This will make you success-conscious by the power of self-suggestion. It will steady your resolve when things do not appear to be going well. If you're caught in an impossible job, you can keep yourself smiling by thinking of what you'll be doing once you're free.

● STEP FIVE

Associate with people who are in sympathy with you and your major purpose; get their encouragement. They can be colleagues, friends, or family. One realtor I know occasionally comes home discouraged, but she has an agreement with her husband that covers this circumstance. The instant she lets go a defeatist sigh, he pulls out her certificate from the Million Dollar Club and a list of previous sales she's made. "Whose name do you see here? Who sold all those houses? Who sold that place down by the lake that had been on the market two years? Who saw what a dream house it could be? Isn't this latest offering just as good?"

That's all it takes, and she's out the door or on the phone again. And her husband? Don't think that he isn't inspired by his wife's determination, that his own work isn't better after he's seen what a little encouragement can do. We all need people to give us a boost, and we all benefit from doing the same for others.

● STEP SIX

Don't let a day pass without making at least one definite move toward attaining your major purpose. Keep up that persistent action. That realtor may not sell a house every day, but you can be sure that she's showing it, that she's talking it up, that she's reviewing her list of clients, that she's walking through it by herself, imagining what a wonderful home it will make for a family. Each of these steps may not be the actual sale, but they're as much as part of it as the actual closing.

● STEP SEVEN

Choose a "pacesetter." Pick someone prosperous, self-reliant, and successful, and make up your mind not only to catch up with that person but to pass him or her by. Don't tell anyone this is your goal. The point is not to win a public contest but to get where you want to go.

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Thinking

INTO CHARACTER

NAPOLEON HILL'S KEYS TO SUCCESS The 17 Principles of Personal Achievement



LESSON 5: GO THE EXTRA MILE



NOTES

MY OWN JOURNEY

I accepted Andrew Carnegie's commission to organize and publish the principles of success when I was a law student at Georgetown University. Other than reimbursement for some traveling expenses, I got no compensation from Carnegie for my efforts.

My dedication to my task placed strains on my life. I had a family to support, and many of my relatives ridiculed me for my goal. In spite of this opposition, I worked for twenty years, interviewing presidents, inventors, founders of great companies, and famous philanthropists. Because these people were often unaware of the principles they employed they just did it-it took a great deal of time for me to observe them and determine whether the forces I supposed were operating actually were. Instead of making money for myself, I had a job to do for others.

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

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

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

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THE BENEFITS OF DOING MORE THAN YOU ARE PAID FOR

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

● THE LAW OF INCREASING RETURNS

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

And so it is with everything you do in the service you render. If you render service worth a hundred dollars, chances are you will get back not only that one hundred dollars but perhaps ten times that-provided you have done so with the right mental attitude.

If you render extra service unwillingly or resentfully, you will probably get nothing back. It's as if the farmer had sown his wheat on the interstate road instead of the fertile field. And if you render your service only with a sharp eye out for your own benefit, you will get nothing except perhaps a poke in that eye.

One rainy afternoon an elderly lady walked into a Philadelphia department store. Most of the clerks ignored her, but one solicitous young man asked if he could help her. When she replied that she was just waiting for the rain to end, he didn't try to sell her something she didn't want, and he didn't turn his back. Instead he brought her a chair.

When the rain let up, the lady thanked the young man and asked for his card. A few months passed, and the owner of the store received a letter asking that this young man be sent to Scotland to take orders for furnishing an entire castle! The letter writer was the elderly lady for whom the clerk had provided a chair. She also happened to be Andrew Carnegie's mother.

By the time the young clerk had his bags packed for Scotland, he was a partner in that department store. This was the result of the Law of Increasing Returns, all because he had shown a little concern and courtesy when no one else would.



NOTES

● THE LAW OF COMPENSATION

The Law of Compensation ensures that everything you do will bring you some sort of result of the same kind. To benefit from this, you must always render the most service you are capable of, with the best attitude, and you must do so regardless of your immediate compensation, even if it appears you will receive no immediate compensation.

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

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

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

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

If you are convinced that you are already doing more work than you are being paid for, ask yourself why the Law of Compensation doesn't seem to be working.

The sad fact is that most people have no definite purpose greater than getting that paycheck. No matter how hard they work, the wheel of fortune turns right past them because they neither expect nor demand more.

What are you doing that shows you expect and demand more than what you currently get?

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● GAINING FAVORABLE ATTENTION

People who need your work have things to offer you. You probably are not the only person capable of providing what they need. What will distinguish you from the crowd? The attention you generate by doing more than you are being paid to do.

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

Schwab thanked the fellow and told him he might need him later that day. And he did. That night, as Schwab headed back to the main office, he took along his new personal assistant, the fellow who had gotten his attention so early in the morning.

It wasn't the fact that this young man was an extraordinary stenographer that got him attention. It was his habit of showing his personal initiative in going the extra mile.





NOTES

● BECOMING INDISPENSABLE

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

One young man, working for a movie talent agency, was the only person willing to listen to a cantankerous star complain about her problems hour after hour, day after day. No one else took the time. When she threw a tantrum on the set one day, he, not the director, the producer, the heads of the studio, or her agent, was the only one to persuade her to go back to work. The movie went back on schedule, and millions of dollars were saved. He had made himself indispensable by befriending that important client.

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

● SELF-IMPROVEMENT

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

You should never make a presentation, design a software program, or do anything at all connected with your definite major purpose without the deliberate intention of doing it better than you have ever done it before. True, you may sometimes fail or not meet your previous standards, but the very intention of surpassing your previous best is a healthy habit that will ultimately cause you to excel.

Doing a job just to get it done, complaining about the tasks before you, and grumbling about your pay are not ways to make yourself excel. Always stay focused on doing your best possible work.

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● OPPORTUNITY

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

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

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

● FAVORABLE CONTRAST

Going the extra mile turns a spotlight on you and gives you the important benefit of favorable contrast with others. An inspired window designer at Marshall Field's once filled a display with handsome ties. In the center was a full length mirror. Businessmen who stopped to look at the display admired the ties and then saw themselves in the mirror. By contrast, their ties looked dull and shabby. Many were tempted to go in and pick up a snappy new tie which looked so much better than their own. That's the power of contrast. People are always making comparisons, and we notice the things that are different. If you render more and better service than others, you will naturally stand out in bold contrast.

Wise employers are very alert to the power of contrast, and they reward the employees it highlights. Some do decide to ignore that contrast and reap the benefits of extra service from their workers without compensating their workers. But the spotlight of contrast is bright enough that their competitors will sooner or later see the person standing in it. There are so few people who step into this spotlight that if it shines on you, others will notice soon.



NOTES

● PLEASING ATTITUDE

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

● PERSONAL INITIATIVE

Personal initiative means doing what needs to be done without being told. It is the most outstanding trait of the American personality, yet sadly it is a quality missing in many people. Going the extra mile develops personal initiative because you don't wait for things to happen but make them happen.

When your mind is always focused on doing the best job possible, you are forced to look at every situation thoroughly. No doubt something will have to be done that is out of the ordinary. Part of your service is getting this thing accomplished, and that means putting personal initiative to work. There are people who go through life rendering extra service yet wind up in the poorhouse. They are honest and dependable, adjectives for traits that give others the chance to cheat and exploit them, and they never do a thing about it because they lack personal initiative.

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

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● SELF-CONFIDENCE

Going the extra mile builds your conviction that you are doing what is good and right. It puts you on better terms with your conscience, and it gives you faith in yourself.

Sometimes the hardest person to get along with is the one who uses your toothbrush, the same one you see in the mirror every morning. Talk to that person; explain your plans and purposes, seek cooperation. Outline your strategy for rendering extra service, and listen to the answer you get. If it's doubtful, you need to spend a little more time selling yourself.

A man who was ragged and downcast came to see me once. I recognized his name as that of a once-prominent restaurant owner who had recently lost everything when his partner went bankrupt. He wanted my help.

I asked him to stand in front of a pair of drapes, and I told him that in just a moment I was going to introduce him to the only person in the world who could help him regain his self-confidence and overcome defeat. Then I yanked the drapes open to reveal a full-length mirror.

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

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

● OVERCOMING PROCRASTINATION

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

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

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LESSON 6: CREATE PERSONAL INITIATIVE

NOTES

One of the biggest benefits from going the extra mile is the emphasis it requires you to place on personal initiative. This lesson will round out your understanding of personal initiative, and through example it will show you how to multiply that quality in yourself.

Andrew Carnegie once told me, "There are two types of people who never amount to anything. There are those who never do anything except what they are told to do. And there are those who cannot even do what they are told to do. The people who get ahead do the things that should be done without being told. And they don't stop there. They go the extra mile and do much more than is expected of them."

Personal initiative is absolutely necessary if you are going to realize your goal. It will bring you advancement, attention, and opportunity.

THE MAJOR ATTRIBUTES OF PERSONAL INITIATIVE

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

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PERSONAL INITIATIVE IS CONTAGIOUS

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

When Kaiser ordered a trainload of steel to be delivered at his shipyards on a given date, he made sure that the railroad was alerted, that his own workers were prepared to accept the shipment, and, first of all, that the steel was being produced on schedule. He sent an expediter to the steel mill to keep him informed of progress and then to travel with the shipment to see that it wasn't sidetracked or delayed.

Because Kaiser was so attentive to the details of his operation, everyone who worked for him knew that the same quality was expected of themselves. If something went wrong along the way, the expediter was expected to do whatever was necessary to correct the problem and make up for lost time. And he seldom failed!

Kaiser's persistent personal initiative was an example to thousands of people on a daily basis.

PERSONAL INITIATIVE SUCCEEDS WHERE OTHERS FAIL

Not long after I married, I paid my first visit to my wife's family. The train took me close to her hometown but stopped two miles away. Since I arrived in a downpour, by the time I reached my in-laws' house, I was not an impressive sight. I was also in something of a bad temper, and I exclaimed, "Why don't you have the railroad build a line into town?" My brothers-in-law laughed and told me that they had been trying for ten years but that the railroad was unwilling to take on the expense of building a bridge across the local river.

"Ten years!" I said arrogantly. "Why, I could do that job in three months."

Well, I had really put my foot in it, for a boast like that in front of my new family was a challenge to them. I knew I had to act. My brothers-in-law and I waited for the rain to stop, then headed down to the river.

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There we saw a creaky old wooden bridge, across which ran the county road. A freight railroad terminated at the far side of the river, its tracks crossing the road. As the freight trains came and went, they halted traffic on the road, slowing travel for all the local people.

And there was my idea. "Look," I said. "It's simple. The passenger railroad pays for a third of the cost of a bridge so that it can offer better service to the town. The county pays for a third of the bridge because it will need to replace that wooden one soon anyway. And the freight railroad pays the final third so it gets the traffic off its tracks and prevents the inevitable accident from having all those people lined up waiting to cross."

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

PERSONAL INITIATIVE CREATES WORK

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

Since his handwriting was neat, the boss made him a bookkeeper next. Again, the results were discouraging.

But the bookkeeping experience taught him something: the importance of accurate inventory. So he sat down to take an inventory of himself. He decided he had these positive qualities:

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

What could he do with these skills? The answer was obvious. He set out to open his own plumbing business. He found a location, sought out the best workers he could find, and began to pursue contracts. Within a year his schedule was filled, and because he was able to bring his work in at the projected costs and to do it with quality labor, he quickly gained a reputation as the best plumber for the job—even though he was a poor plumber himself!



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It was only by acting on personal initiative that this man was able to make anything of his life. Starting with a definite major purpose, step by step he built a mastermind alliance of skilled employees, delivered extra service, and attained success. If he hadn't struck out on his own, his former boss would have soon thrown up his hands and fired him. This fellow created a job for himself!

PERSONAL INITIATIVE CREATES OPPORTUNITY

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

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

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

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PERSONAL INITIATIVE CREATES THE FUTURE

Herbert Bass and Alex Geisler were doing production work at a Philadelphia television station in the 1960s. They saw that videotape had much more flexibility for the television market than film did. Even though they were not considered top production experts, they decided to strike out on their own.

They created Unitel Video. Because they couldn't offer production expertise that would stand out in the market, they chose to provide something else just as valuable: They offered the best in equipment and space to other production companies. Even though they were getting in on the business early, they still faced competition; to build their share of the market, they took on clients who couldn't work anywhere else because nobody thought they could pay their bills.

Bass and Geisler also knew the importance of going the extra mile. They knew that their clients had their own clients to keep happy. By offering the latest technology, they offered their clients an advantage. As Geisler told Success magazine, "We show our client techniques he wouldn't have thought of. He gets the credit. We get paid."

Besides doing production work for shows like The Simpsons and Star Trek: The Next Generation, Unitel now provides training seminars for video technicians around the country. It also offers corporate communications services for companies like IBM and Citibank, putting together video conferences that can link people in New York, Los Angeles, San Antonio, and Minneapolis just as if they were in the same room.

Bass and Geisler weren't the first to see that video had a place in the future. But because they had the initiative to go after what they saw, to make a plan, to take risks, to offer things that no one else was offering, their company is now first in its field.





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PERSONAL INITIATIVE CREATES ADVANCEMENT

Your definite goal may someday include being your own boss, but if it doesn't, or even if that step is still some ways off, personal initiative can still pay off for you.

Amy Hilliard-Jones was a marketing strategist at Gillette. She saw an opportunity in a product Gillette had dropped as unsuccessful: White Rain shampoo. White Rain was an inexpensive, no-frills shampoo. It didn't offer anything fancy, but it should have an appeal for cost-conscious consumers. She developed a campaign to relaunch White Rain, presented it to executives, and persuaded them of its value. They went for it, and White Rain became one of Gillette's top-selling shampoos.

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

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

PUTTING PERSONAL INITIATIVE TO WORK

The time to begin exercising your personal initiative is the moment you decide upon your major purpose. Begin creating your plan of action; start assembling your mastermind alliance. You may find that your purpose changes as a result of things you learn in accomplishing these tasks, but the important thing is to begin work immediately.

It is better to act on a plan that is still weak than to delay acting at all. Procrastination is the arch enemy of personal initiative, and if you let it become a habit this early in the game, it will plague your every move.

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Do the best job you can putting your plan into action, and learn from your mistakes. Ignore the doomsayers who tell you that you are heading for disaster. When Andrew Carnegie went into the steel business with the goal of dropping the price of steel from \$140 a ton to \$20 a ton, there were plenty who scoffed. None of those people made a penny when Carnegie achieved his goal.

If you need advice, seek out skilled experts, and pay them for their counsel. The "free advice" you will get on every hand from colleagues and "friends" will be worth exactly what it costs you: nothing.

Never wait for some outside force to trigger your actions. Of course, you will have to respond to surprises and your competition, but you must be moving forward according to your own plan on a daily basis. Feed your burning desire with images of your successful self. Stoke its flames so high that they bum your seat, so that you won't be able to sit back in your chair and take it easy when you ought to be following up on your work of the day before.

When a task is completed, examine it. Is it the best job you could have done? What might have made it better? Why don't you take that step right now? Personal initiative depends on your being alert to every opportunity and acting on that opportunity as soon as you discover it.

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





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LESSON 7: BUILD A POSITIVE MENTAL ATTITUDE



NOTES

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

THE CHOICE OF TWO ENVELOPES

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

Read that paragraph again. Now read it once more. Its message is that important.

This lesson will open those envelopes for you and reveal their specific contents. You will see that these envelopes are real, that the rewards and penalties they contain are real.

Nature abhors two things: a vacuum and idleness. If you do not use a muscle, it will wither and become useless. If you do not use the powers of your mind, they will do the same thing. Your brain and your life will become subject to every passing influence, unable to resist them or to act positively-unless you fix your mind on the object of your desire and create and act upon a plan for attaining it.

You've probably heard something like the old saying "Success attracts success while failure attracts more failure." Nothing could be more true. Striving for success makes you better able to attain it. Doing nothing and accepting failure only bring more failure your way.

If you put your mind to work with a positive mental attitude and believe that success is your right, your belief will guide you unerringly toward whatever your definition of success might be. If you adopt a negative mental attitude and fill your mind with thoughts of fear and frustration, your mind will only draw those same things to you.

That is the power of mental attitude. Why not make yours positive?

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THE REWARDS OF A POSITIVE MENTAL ATTITUDE

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

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





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THE PENALTIES OF A NEGATIVE MENTAL ATTITUDE

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

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

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

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HOW TO DEVELOP A POSITIVE MENTAL ATTITUDE

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

Recognize that your mental attitude is the only thing over which you-and only you-have complete control. Exercise that control, and direct it by using PMA.

Realize, and prove to your own satisfaction by making it so, that every adversity, sorrow, or defeat, whether or not you caused it to happen, contains the seed of an equivalent benefit which you can nurture into a blessing that soars above the disaster that brought it.

Learn to close the door of your mind on all failures from your past. Clear your mind of any influence which does not support a positive mental attitude.

Find out what you want most in life, and go after it. Do it right now by helping others to acquire similar benefits. This way you put the principle of going the extra mile into action. Select the person who, in your opinion, is the finest person in all the world, past or present. Make him or her your pace setter for the rest of your life, emulating him or her in every possible way.

Determine what kind of resources you need, set up a plan for acquiring them based on the idea of not too much, not too little. Don't think small, but remember, greed more than anything else has destroyed ambitious people.

Form the habit of saying or doing something every day which will make someone else feel better. You can do this with a phone call, a postcard, or a simple act of kindness. Give someone a good inspirational book, for instance, and you give that person something that will work wonders in his or her life. One good deed a day will keep old man gloom away.

Make yourself understand that what whips you isn't de feat, but your mental attitude toward it. Train yourself to look for the seed of equivalent benefit in every disappointment you face.

Ascertain what you like best to do, and do it as a labor of love with your heart and soul. Perhaps it will simply be a hobby. That's fine. Just remember that an idle mind quickly becomes a negative mind; it's called brooding.





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Understand that often when you have searched in vain for a solution to a problem, you can find it by helping someone else solve his or her problem. By the time you have solved the other person's problem, you will have the insight to solve your own.

Study Ralph Waldo Emerson's "Essay on Compensation" once a week until you understand and have assimilated it. This powerful work will convince you of the benefits you will derive from PMA.

Take a complete inventory of every asset you possess. You will discover that your greatest asset is a sound mind with which you can shape your own destiny.

Communicate with anyone you know whom you have unjustly offended and offer sincere apologies. Ask for forgiveness. The more bitter this assignment is, the more you will be free of negative mental influences when you have completed it.

Acknowledge that the space you occupy in this world is in exact ratio to the quantity and quality of the service you render for the benefit of others, plus the mental attitude in which you render it.

Break bad habits. Abstain from your vices one at a time for a month until you show yourself who is boss. If you need help from a counselor or a support group, get it. Don't let your pride master you.

Comprehend that no one can hurt your feelings, make you angry, or frighten you without your full cooperation and consent. Close your mind to anyone who wants to exert a destructive influence.

Perceive that self-pity is an insidious destroyer of self reliance. Believe that you are the one person on whom you can and should depend at all times.

Relate to every circumstance in your life as something that has happened for the best, for it may be that your saddest experience will bring you your greatest assets if you give time a chance to mellow your distress.

Divert any urge for control over others. Squelch it before it destroys you. Channel that energy into better control over yourself.

Occupy your mind with doing what you want to do so that no time will be left for it to stray to the things you do not want to do.

Attune your mind to attract the things and situations you desire by expressing in a daily prayer your gratitude for what you already have.

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Welcome friendly criticism instead of reacting to it negatively. Embrace any opportunity to learn how others see you, and use it to take inventory of yourself and look for things which need improvement. Do not fear criticism; encourage it. Create a mastermind alliance with others dedicated to the principles of success. Discuss your progress and insights and gain the benefit of a much wider range of experience. Always keep these meetings on a positive plane.

Grasp the differences between wishing, hoping, desiring, and having a burning desire to achieve your goal. Only a burning desire gives you a driving motivation, and it can be fueled only by a positive mental attitude.

Abstain from negative conversations, especially carping, gossip, or tearing apart other people's reputations. These activities condition your mind to think negatively.

Discipline your mind to shape your destiny toward what ever purpose in life you have chosen. Seize every one of the benefits in the rewards envelope and make them yours.

Be yourself at all times. Neither you nor anyone else trusts a phony.

Say nothing that does not reflect your positive mental attitude.

Believe in the existence of Infinite Intelligence, which makes it possible for you to draw on all the power you need to take possession of your own mind and direct it toward whatever you choose.

Believe in your ability to become free and self-determining, and put that belief to work by acting upon it. Do it now!

Believe that the American form of government guarantees you the freedom and privileges necessary to pursue your definite major purpose. Work to defend those freedoms as needed.

Believe in the people you are associated with, and recognize that if they are not worthy of your belief, you have the wrong associates.

And finally: read this lesson once a week for six months. You will so thoroughly indoctrinate yourself with these habits and mind conditioners that your mental attitude will be come and remain positive at all times.

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THE 2 PERCENT WHO SUCCEED

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

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

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





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JOIN THE 2 PERCENT CLUB

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

- Adjust yourself to other people's states of mind and peculiarities so that you can get along peacefully with them. Observe a dog, and learn the art of self-control by watching how quickly it adjusts itself to its master's moods.
● Ignore trivial circumstances in your relations with others; do not let them become controversies. Big people look past small slights.
● Establish control of your mind at the start of each day, using the techniques for building a positive mental attitude. Maintain that attitude throughout the day.
● Learn the art of selling yourself indirectly, by persuasion and example rather than by the hard sell.
● Develop a hearty laugh as a means to release anger.
● Analyze all your setbacks and determine their causes. Discover the seed of equivalent benefit in each circumstance.
● Concentrate your mind on the can-do portion of the tasks you face. Don't worry about the cannot-do portion unless and until you meet it face-to-face. By that time the can-do portion will have shown you the way to success.
● Turn all unpleasant circumstances into opportunities for positive action. Make this an automatic habit, and your success will multiply.
● Remember that no one can win all of the time, no matter how much he deserves it. When you do not get exactly what you wanted, maximize your gain by increasing your understanding of yourself.
● Look on life as a continuing learning process, and even bad experiences will become good ones.
● Remember that every thought you release comes back to you multiplied in its effect. Monitor your thoughts, and make sure you send out only those whose fruits you are willing to receive.
● Avoid associates with negative mental attitudes. Their attitudes will rub off on you and poison every effort you engage in.

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LESSON 8: CONTROL YOUR ENTHUSIASM



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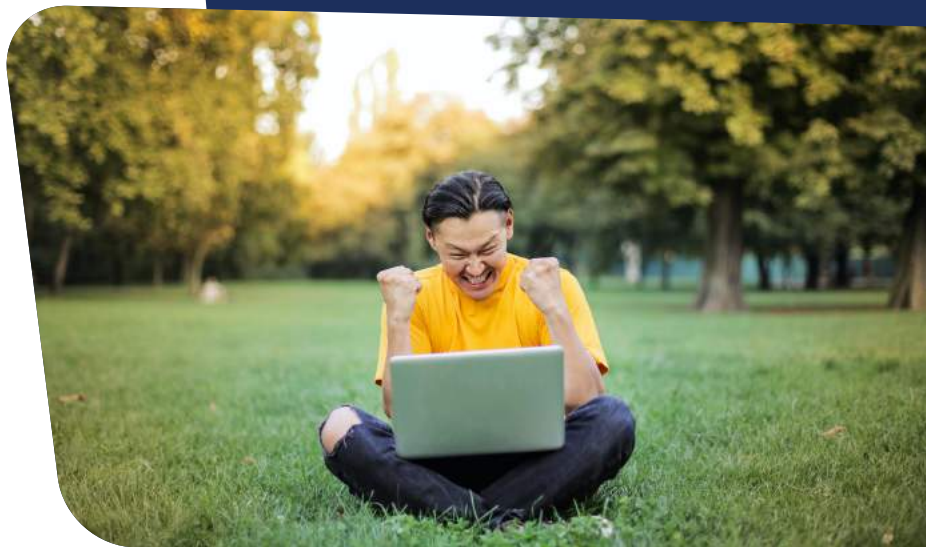
THE DANGERS OF UNCONTROLLED ENTHUSIASM

Enthusiasm, as I've said, is like gasoline. Properly employed, it can do magnificent things. But if you spill it about carelessly, you run the risk of a catastrophe.

One danger is that your enthusiasm can lead you to monopolize conversation. If you do nothing but talk about yourself, people will tune you out, forget anything worth while that you have to say, and refuse to offer you aid and advice when you seek it. How gladly do you suffer bores?

You must also take care that your enthusiasm does not cloud your judgment. Don't reveal your plan to competitors because you think it's so good. If you can see its value, so will others. Don't rush ahead when your plans for your definite purpose call for resources or circumstances that have not appeared.

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





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HOW TO DEVELOP CONTROLLED ENTHUSIASM

Here are the steps to building your enthusiasm:

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

Does this list sound like things you are already doing? It should. Enthusiasm is the natural outgrowth of all your ef forts toward success. What is important is that you now recognize that every appropriate move you make is building your enthusiasm as well. Examine each move for the pres ence of enthusiasm. Understand how it has helped you, and you will be in a better position to apply this tool consciously when you need it.

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ENTHUSIASM AND THE MASTERMIND ALLIANCE

One of the most important places where your enthusiasm will go to work is in your mastermind alliance. If you share your enthusiasm with the other members, you will increase theirs. They, in turn, will be able to feed and support your enthusiasm.

Sometimes all members of the group benefit equally from this process. But it is more likely that you, as the leader, will benefit most. The Law of Increasing Returns will reward you for your initial, originating enthusiasm in a way that far exceeds either your own contributions or the dividends paid to the other members.

Increased enthusiasm in your alliance will mean increased faith as well. With that additional faith will come more in sight into Infinite Intelligence and thus more creativity. Other ways to increase your own and your alliance's creativity are discussed in Lesson 14.

CRITICIZING WITHOUT DESTROYING ENTHUSIASM

Sometimes it will be necessary to criticize members of your mastermind alliance or the people working for you who are not carrying their share of the load. You can do this without destroying their enthusiasm if you use a careful process. You must lead your "black sheep" to admit their mistakes on their own.

Here's an example of that process, taught me by Andrew Carnegie:

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

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

First I asked him if he believed a man who was a regular drinker should be considered for a promotion, and he replied that he thought not.

Then I asked him what he would do if he had in his employ a man so addicted to drink that he could not get to work on time, and he replied that he would probably fire him.

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

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

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

So he was disciplined, but it was with self-discipline. He took hold of his job with renewed enthusiasm and promoted himself from one position to another until he became manager of one of our largest steel plants.

You can see the value and importance of this kind of approach. If Carnegie had angrily confronted this man, no doubt the fellow would have been so ashamed he would have denied any problem. Carnegie would have lost a valuable employee, and the man would have been driven only deeper into his destructive habits. Instead both men came out ahead.

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





NOTES

ENTHUSIASM CHANGES LIVES

Another person's enthusiasm was what set me moving toward the success I have attained. That person was my step mother.

I was nine years old when she entered our home. We lived in poverty in rural Virginia, but she had come from better circumstances, and she would not accept our circumstances without protest.

My father introduced me to her with these words: "I would like you to meet the fellow who is distinguished for being the worst boy in this county and will probably start throwing rocks at you no later than tomorrow morning."

My stepmother walked over to me, tilted my head upward, and looked me right in the eye. Then she looked at my father and replied, "You are wrong. This is not the worst boy in the county, but the smartest one who hasn't yet found an outlet for his enthusiasm."

That statement began a friendship between us which was destined to produce these Seventeen Principles of Success and to carry their influence around the world. No one had ever called me smart. My family and neighbors had built me up in my own mind as being a bad boy, and I had done nothing to disappoint them. My stepmother, in one brief statement, changed all that.

She changed many things. She persuaded my father to go to dental school, from which he was graduated with honors. She moved our family into the county seat, where my father's practice could flourish and my brothers and I could be better educated. My father resisted these efforts at first, but her enthusiasm always won him over.

When I turned fourteen, she bought me a secondhand typewriter and told me that she believed that I could become a writer. I knew her enthusiasm, I relished it, and I saw how it had already improved our lives. I accepted her belief and began to write for local newspapers. I was doing the same kind of writing that fateful day I went to interview Andrew Carnegie and received the charge that became my life's work. My stepmother's enthusiasm had not just put me in a position to grasp such an opportunity but given me the self-confidence and enthusiasm of my own to succeed at it.

I wasn't the only benefactor. My father became the most prosperous man in town. My brothers and stepbrothers became a physician, a dentist, a lawyer, and a college president.

Dotted lines for taking notes.



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What power enthusiasm has! When that power is released to support definiteness of purpose and is constantly renewed by faith, it becomes an irresistible force for which poverty and temporary defeat are no match.

You can communicate that power to anyone who needs it. This is probably the greatest work you can do with your enthusiasm. Excite the imaginations of others; inspire their creative vision; help them connect with Infinite Intelligence.

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





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Thinking

INTO CHARACTER

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LESSON 9: ENFORCE SELF-DISCIPLINE

NOTES

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

Self-discipline calls for balancing your emotions with your reasoning. This means you must learn to consult both your feelings and your reason before you reach any decision. Sometimes you will need to set aside your emotions and follow the dictates of reason alone. Other times you will decide in favor of your emotions, modified by your reason. A happy medium is important.

Consider, for example, those people who are so in love that they will do anything for their beloveds. They are putty in the hands of others. They rarely amount to anything because they have no purposes of their own in life.

You might wonder if this danger means that it would be safer and wiser to control your life strictly on the basis of reason and leave emotion out of every decision. The answer is an emphatic no.

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





NOTES

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

Your negative emotions can also be controlled and directed. PMA and self-discipline can remove their harmful effects and make them serve constructive purposes. Some times fear and anger will inspire intense action. But you must always submit your negative emotions-and your positive ones-to the examination of your reason before releasing them. Emotion without reason is a dreadful enemy.

What faculty provides the crucial balance between emotion and reason? It is your willpower, or ego, a subject which will be explored in more detail below. Self-discipline will teach you to throw your willpower behind either reason or emotion and amplify the intensity of their expression.

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

THE BIG FOUR

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

● APPETITE

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

● POSITIVE MENTAL ATTITUDE

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

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● TIME

There is an old saying: "Wasting time is sinful." Most people waste enough time in gossip alone to earn them all the luxuries they envy in others. Time is your most precious asset. If used correctly, it is like money in the bank. You must spend it under strict self-discipline. One of the easiest ways to do this is to schedule your time use for the next twenty four hours, and stick to that chart. Do it once, and it will be easier the next time.

Aleksandr Solzhenitsyn is another example of someone whose self-discipline allowed him to have an enormous impact. Not only did he survive years in Soviet gulags and then dare to write about it, he kept to a rigorous schedule of writing even after being exiled to the United States. Though he was an international celebrity and could have spent the rest of his life basking in attention, Solzhenitsyn moved to a small town in Vermont so he could find solitude.

Until he returned to Russia to participate in the reform of the country, he would get up at six and begin to write after eating a small breakfast. He would stop for a short lunch, then begin writing again, often until late in the evening and sometimes until the sun rose again. He didn't allow the telephone to interrupt his work and he rarely even left home. The result was a series of novels called *The Red Wheel*, a historical epic of tremendous importance.

Even when history finally caught up with his Soviet oppressors, Solzhenitsyn resisted the urge to rush back to Moscow because he knew he had to finish his work. He didn't let countless opportunities to appear on news programs—which would have gained publicity for his books and made him money—distract him from the job at hand. His self-discipline, honed during his years in the gulags, allowed him to finish what he had started and made him a powerful figure when the Soviet empire finally collapsed.



NOTES

THE POWER OF SELF-DISCIPLINE

When you speak of power, you usually think of a Rockefeller or a Trump, somebody with money or property. But one of the most powerful men who ever lived had neither. Mahatma Gandhi didn't own a house, he had no money, but his influence eclipses that of any other person of this century.

That's an astounding statement until you look at it and analyze the source of Gandhi's power. Here was a man who over long years, step by step, defeated the British Empire. He wrested freedom for India from the British by using a power His Majesty's Government didn't understand. There were five sources to his power:

- DEFINITENESS OF PURPOSE

Gandhi's purpose was to free the people of India. He knew precisely what he wanted, what his major aim in life was, and he was determined that nothing would defeat him.

- GOING THE EXTRA MILE

No one asked Gandhi to spend his life as he did; no one paid him to do so. He did not have a selfish purpose; he did not think in terms of personal reward. He went not only the extra mile but many millions of extra miles because he was planning to benefit the four hundred million people living in his country. No wonder he had power.

- APPLIED FAITH

Gandhi completely cleared his mind of any doubt that he would eventually win the freedom he desired for his people. He kept his mind securely fixed on his definite major purpose. And this resolute purpose and his persistent action to achieve it opened his mind to the power of Infinite Intelligence.

- MASTERMIND

Gandhi assembled what is probably the greatest mastermind alliance in human history. It consisted of hundreds of millions of minds. Many of these minds may have been lacking in formal education, but each had the capacity for faith and a burning desire to achieve the goal of freedom Gandhi was leading it toward. No power in the world could have defeated such a powerful mastermind alliance-except an even larger one.

- SELF-DISCIPLINE

How do you suppose Gandhi managed to keep his mind focused on one definite major purpose all those years? He must have had many opportunities to capitalize on his situation or to use his power for his personal benefit. Any one who had the power Gandhi had might have been tempted by such opportunities. But he had the self-discipline to lead a simple life, and thus he had the self-discipline to free a nation.

NOTES

● THE EGO

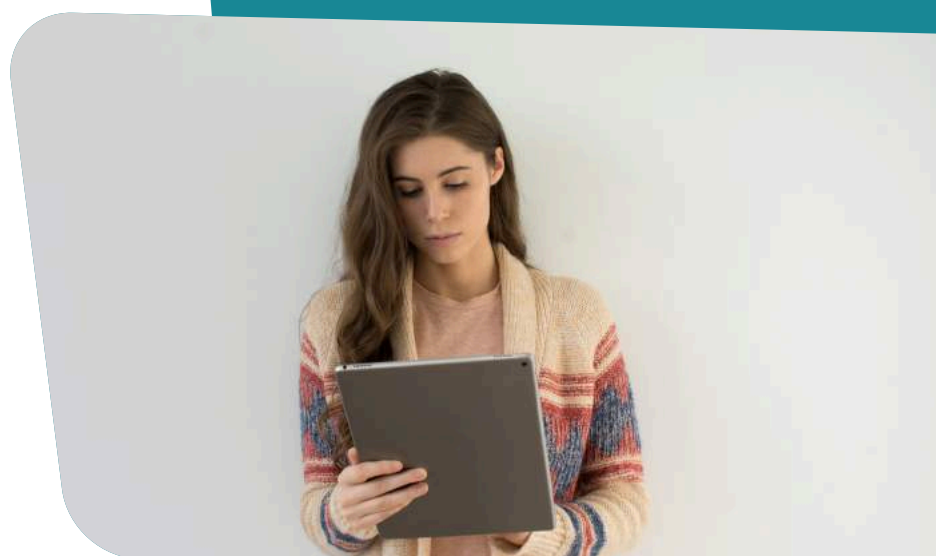
The ego, seat of your willpower, is the most valuable thing your body possesses. The rest of you is a collection of chemicals which, on the open market, aren't worth the price of dinner in a decent restaurant. You must control and discipline this priceless part of yourself. It can stand for anything you value, from poverty and ill health to your brightest ambitions.

Some egos are weak and lacking in courage. Some are overinflated. Neither kind amounts to anything, but most people struggle with weak ones.

Don't let a weak ego hold you back. A prosperous man I knew suffered a defeat in business and ended up driving a taxicab for a few hundred dollars a week. There's nothing wrong with driving a taxicab, but it isn't the right kind of employment for someone who was making six figures. That man needed to bolster his ego so he could return to success.

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

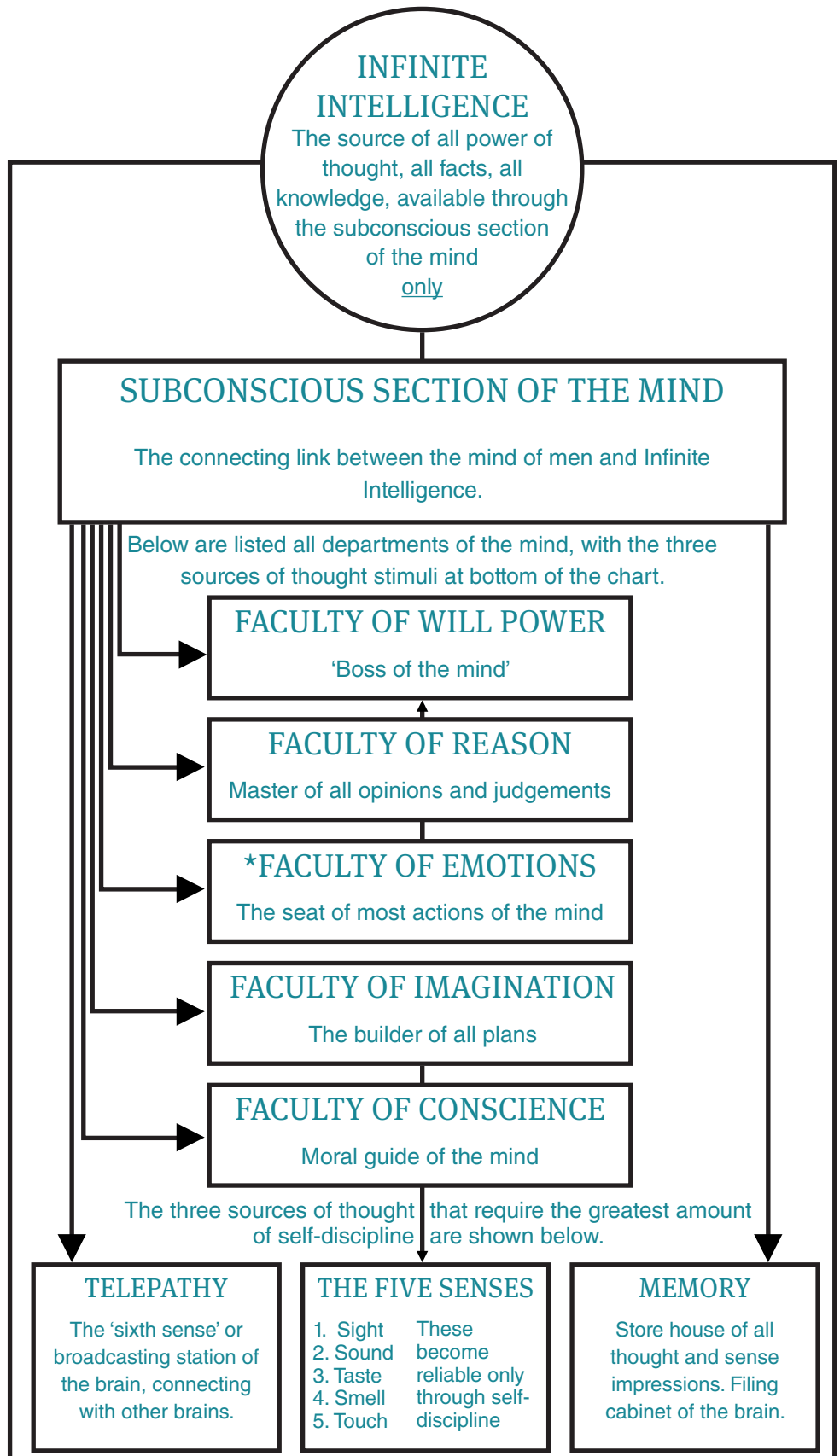
Always treat your ego as your most precious possession, and protect it as if it were a diamond. You certainly wouldn't leave a diamond around for anyone to pick up. Yet most people leave their egos wide open for anyone to come in and pollute with thoughts of fear and worry. Don't let others know your secret thoughts, and don't let them unload their burdens on you. You can't afford to have worries of your own, let alone carry around someone else's. You need a technique to protect your inner self, your ego, from the damaging effects of negative ideas.



NOTES

CHART NO 2

Ten factors that constitute the mechanism of thought. Note that the subconscious section of the mind has access to all departments of the mind, but is not under the control of any.



Not always dependable. Must be under strict discipline at all times



NOTES

There are three walls to build around your ego. The outer most wall is just high enough to keep out people who have no business getting in to take up your time. This wall should have several doors, and if someone can establish a reason able right to your time, let that person in. But make sure he or she establishes that right first.

The middle wall is much taller, and it has a single door you must watch closely. You should admit only a few people, the ones who have established the fact that they have some thing you want or something in common which will be mutually helpful.

The third and innermost wall is so tall that no one will ever scale it; it has no doors. You should not allow anyone inside that wall because it protects your ego. If you let people wander in, they will wander back out with things you cherish, leaving behind worry and anxiety. Build this wall around your ego, and make a place where you can retire by yourself and communicate with Infinite Intelligence.

● EMOTIONS

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

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

Problems that can be solved should immediately be dealt with by the most practical means available. This is why you were told in an earlier lesson to make amends for old wrongs you may have done. Problems which can't be solved should be put out of your mind and forgotten.

Think of this forgetting as closing the door on whatever it is that disturbs your emotional equilibrium. Self discipline allows you to close this door and lock it securely, instead of standing in the door and looking wistfully back at what might have been. Look forward instead into the future.

One method is to visualize some symbol of the unsolvable problem floating deep in space. Imagine a giant envelope opening next to that symbol and the symbol sliding gently into that envelope. Let the envelope close, and then watch it drift away into the void.

Whether you close a door or dispatch an envelope, you are employing a valuable technique. It requires a good, strong will, and repeated practice of this process only strengthens your will.

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NOTES

Door closing does not make you hard, cold, or unemotional, but it does require firmness. Self-discipline cannot permit lurking memories, and you cannot waste time worrying over the unsolvable. Doing so destroys your creative force, undermines your initiative, disturbs your faculty of reason, and just plain confuses all the departments of your mind.

Closing the door on fear and worry allows you to open the doors of hope and faith.

- **REASON**

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

- **IMAGINATION**

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

- **CONSCIENCE**

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

- **THE MEMORY**

Here you store all the impressions of both your conscious and subconscious minds. Self-discipline will allow you to keep unpleasant memories tucked away, after you have learned the lessons those memories inspire. Many positive things may also be stored in your memory, ready to be called forth upon demand by a willpower strengthened by self-discipline.

Your self-discipline is the procedure you use to coordinate these departments of your mind and keep each of them under control. Its most immediate effect is the mental harmony you need to focus all your efforts toward success.

NOTES

● THE SENSES

Sight, sound, taste, smell, and touch all may deceive you. They are capable only of perceiving the obvious. Much of what goes on in this world is not obvious, and the senses are easily fooled. While you can, to an extent, train your senses to serve you better, you must always evaluate the messages you receive from them by applying your reason.

All four of these things must be a part of your mental processes. Your self-discipline will not give you direct authority over them, but it can-and must-make you more aware of their operations at all times.

THE POWER OF THE WILL

The greatest manifestation of self-discipline is in the strength of your will. As I have pointed out, your will is the supreme court of your mind. It may have the theoretical authority to order all your mental processes, but that authority depends upon constant, consistent, and ethical exercise.

The power of a will trained by self-discipline is an irresistible force. The only limit on that power is the one that you impose on it by restricting or ignoring your self-discipline.

History and folklore are full of stories of people whose wills alone triumphed over death and other incredible adversities. Who remembers the people whose weak wills kept them mired in mediocrity?





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Thinking

INTO CHARACTER

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LESSON 10: THINK ACCURATELY



NOTES

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

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

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

THE SOURCES OF YOUR THOUGHT HABITS

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

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

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

As an accurate thinker you will accept no political, religious, or other type of thought, regardless of its source, unless and until you have carefully analyzed it. Then you will accept it or reject it of your own free will, and its value to you will be much greater.

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NOTES

As an accurate thinker you will accept no political, religious, or other type of thought, regard-less of its source, unless and until you have carefully analyzed it. Then you will accept it or reject it of your own free will, and its value to you will be much greater.

TWO BIG MISTAKES

Two opposite qualities are very prevalent in human nature, but each is a major roadblock to accurate thinking.

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

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

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

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



NOTES

When you are an accurate thinker, you are the master, not the slave, of your emotions. You live among other people with out giving them the power to control your thinking. You must always be on guard against the human tendency initially to reject an idea because it is unsound but, by dose association with it in the form of family, friends, and coworkers, to endure it, then to embrace it as your own, forgetting its original source and your first evaluation of it.

Your mind will absorb any idea that it is repeatedly subjected to, whether good or bad, right or wrong. As an accurate thinker you can make this trait work for you in the sense that whatever you think today becomes what you are tomorrow. This is the essence of the power of a definite major purpose and positive mental attitude.

The other common weakness in most people's thinking is a tendency to disbelieve anything they do not understand.

When the Wright brothers announced that they had built a machine that could fly and asked newspaper reporters to come to Kitty Hawk and see for themselves, no one would come. When Guglielmo Marconi revealed that he could send a message through the air without wires, some of his relatives had him sent to a psychiatrist for examination. They were convinced that he had lost his ability to reason.

Contempt prior to examination is a trap that will limit your opportunity, applied faith, enthusiasm, and creativity.

CONTROLLED HABITS

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

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

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

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

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Few professional photographers take one shot of an important image. They do over the shot, adjusting all the elements of the process slightly, so that a perfect image is finally recorded. Similarly, instead of a single photo session, you will work on your mental image on a daily basis, repeatedly exposing your brain to the image of your definite major purpose.

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This repeated "photographing" of your definite major purpose then becomes a habit, a controlled habit, since you have consciously decided upon the nature of your actions.

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The repeated reflection of the light of your burning obsession-which springs from your emotions-will also register this image upon your subconscious, which will work, without your knowledge, to bring the image to fruition by inspiring you, through your imagination, with ideas and plans for attaining your purpose.

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

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

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Work will no longer be drudgery; it will become as pleasurable as eating when you are hungry. Strange things that will give you hope and courage will begin happening. People will begin to cooperate with you in a friendlier spirit and without your asking them to do so. Unexpected opportunities for attaining your definite major purpose will spring up around you as the result of your action. Your imagination will become keener and more alert. You will work longer with less fatigue. You will see the world in terms of hope and faith because the controlled habit of action has alerted you to their possibility. With these changes will come improvements in every aspect of your life.

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

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LESSON 11: CONTROL YOUR ATTENTION



NOTES

● POSITIVE MENTAL ATTITUDE

By the time you have taken the previous basic steps, your mental attitude will already have become predominantly positive. Many of the self-imposed limitations of fear, doubt, and discouragement will have disappeared because you are already seeing evidence of what you can accomplish. You will have no room left in your mind for thoughts of failure. You will be so busy carrying out your definite major purpose that you will have no time for hesitation or procrastination, nor any desire to do either.

● GOING THE EXTRA MILE

Applying this principle requires continuous action since it must be a part of everything you do. Your concentrated attention in applying it adds momentum to your efforts and inspires enthusiasm and faith in your mastermind allies, as well as in others you encounter. This, in turn, increases your positive mental attitude, making it even easier to control your attention.

● PERSONAL INITIATIVE

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

● PERSONAL INITIATIVE

Self-discipline harnesses and controls all emotions, both positive and negative, allowing you to guard against the dissipation of energy through either expressing your negative emotions or neglecting to use your positive ones. Your emotional power is available for the concentration of your attention.

At this point your mind is beginning to function like a well-constructed machine, with no wasted motion and no energy-sapping friction. You have acquired the skill of transmuting your emotions into a powerful driving force for attaining your definite major purpose.

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

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

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NOTES

● ATTRACTIVE PERSONALITY

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

Mastering these twelve of the Seventeen Principles of Success represents an important step in developing your controlled attention and taking possession of your mind. You come to better understand and influence both your greatest enemy and your greatest friend: yourself.

CONTROLLED ATTENTION AND AUTOSUGGESTION

The lesson on self-discipline underscores the influence of your daily environment in your struggle for success. One of the most effective ways to shape this environment to your benefit is the process of autosuggestion.

Autosuggestion occurs both consciously and unconsciously. Every thought you have, every word you speak are recorded in your memory, whether those thoughts and words are positive or negative.

The objects on which you deliberately concentrate your attention become the dominating influences in your environment. If your thoughts are fixed on poverty or the physical signs of poverty, these influences are transferred to your subconscious by autosuggestion.

If you continue to concentrate on poverty, you will condition your mind to accept poverty as an unavoidable circumstance, and you will eventually become poverty-conscious. This is how millions of people condemn themselves to lives of poverty.

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

When you voluntarily fix your attention upon a definite major purpose of a positive nature and force your mind, through daily habits of thought, to dwell on that subject, you condition your subconscious mind to act on that purpose.

Controlled attention, when it is focused on the object of your definite major purpose, is the medium by which you positively apply the principle of autosuggestion. There is no other way to do this.

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The difference between controlled and uncontrolled attention is great. You can feed your mind on thoughts which will produce what you desire, or you can neglect your mind, allowing it to feed on thoughts that will produce results you don't desire.

Your mind is never inactive, even in sleep. It constantly reacts to the influences which reach it. The object of controlled attention is to keep your mind busy through thoughts which will be helpful in attaining the object of your desires. If you neglect controlling your attention, your mind will become fixed on negative influences.

CONTROLLED ATTENTION AT WORK

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





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LESSON 12: INSPIRE TEAMWORK



NOTES

WHAT IS TEAMWORK?

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

Management guru Peter Drucker says that all employees "have to see themselves as executives," so that they see the work they do in the context of an entire operation. Managers must learn to subordinate themselves to the work they are doing and not become concerned with promoting their own positions at the expense of their employees. Drucker recalls the example of General Douglas MacArthur, who started every staff meeting with a presentation from the most junior officer present. MacArthur allowed no one to interrupt because he knew it was important to build the confidence of his officers. He wanted and needed that confidence.

Your habit of going the extra mile must extend to your associates. Even if your benefits are generous and your salaries good, people can come to take these things for granted. You should anticipate your associates' needs and act before they even recognize them.





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Teamwork sometimes appears among people who are forced by necessity to work together, but it is undependable and never lasts. The United States and the Soviet Union were allies against Hitler, but the alliance evaporated as soon as he was vanquished.

True teamwork depends on relating yourself to others in such a way that they work with you willingly. It is up to you to supply the motives for that willingness and to be alert to any changes in it. Teamwork is a never-ending process, and even though it depends on everyone involved, the responsibility for it lies with you.

TEAMWORK TURNS A COMPANY AROUND

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

Chalmers realized that the sales reps were the company's greatest asset, which could be preserved only by restoring the fullest measure of teamwork.

When the reps were assembled, Chalmers stood up in front of them and said, "Some of our competitors have started a whispering campaign that this company is in such financial difficulty that we will not be able to pull through; there are rumors that we intend to cut our sales force and lay many of you off. This simply is not true.

"Some of you have been influenced by these reports until your sales have dropped off alarmingly. I've brought you here to give you an opportunity to speak for yourselves. I hope you will speak frankly, no matter how you feel.

"The meeting is now open to you. Will each of you please tell what has happened to curtail your sales and what you think we should do to restore that old team spirit which existed before these rumors were spread?"

One of the reps stood up. "My sales have been dropping off because I have a territory that has been hit hard by drought. Nobody is buying cash registers because their business has suffered. Worse, our competitors are cutting prices and offering deals which make it impossible for me to compete with them."

"And," the rep continued, "this is a presidential election year and everyone in my territory is worried about the out come. No one seems to be interested in buying anything until they know what will be happening in Washington next year."

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A second rep stood up. His story was even more negative than the first one, full of woe and an evident conviction that the company was doomed. He announced boldly that he was looking for another job.

Before he finished, Chalmers jumped up and held out his hand for silence, then exclaimed, "This meeting will take a fifteen-minute recess while I get my shoes shined. Please remain seated."

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

At the end of the conversation Chalmers handed the boy a dime and then announced that the youngster was going to make a speech.

No one could have been more surprised than the shoe shine boy. "I don't know how to make a speech," he protested.

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

"How old are you?" Chalmers asked. "Eleven," the boy replied.

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

"Six months."

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

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

"Who had your job before you did?"

"It was a boy named Ted."

"And how old was he?" Chalmers queried. "Seventeen."

"Do you know why he left?"

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

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

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

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

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Chalmers maintained a positive attitude in his relations with his reps, and he influenced them to respond in kind.

Teamwork costs so little in time and effort, and it pays huge dividends. One wonders why so many people go out of their way to make life miserable for themselves and others by failing to realize this.

TEAMWORK AS A MODEL FOR BUSINESS

Years ago an article by Robert Littell in Reader's Digest described a management system in use by the McCormick spice company in Baltimore. This system was revolutionary in its time, though more and more companies have now adopted something similar. McCormick called it "the multiple management plan," which is just another way of saying "teamwork."

When Charles P. McCormick succeeded his uncle as head of the company, he decided to share the responsibilities of running the show with those who could be taught to take it. He picked seventeen young people from the company's front office and made them the Junior Board of Directors. They were charged with examining and discussing every thing the company did, then presenting their findings to the regular board-as long as they were unanimous in their decision.

As Littell wrote, "A flood of energy and new ideas was released. Men who had felt themselves to be merely glorified clerks tasted responsibility and clamored for more. Even in the first year and a half practically all of the Juniors' recommendations were adopted."

The same policy was applied to the assembly line, where a Factory Board was formed with the same charge. The three boards met together weekly in a spirit of harmony, everyone seeking ways to improve business and efficiency, to raise McCormick another notch higher.

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

The multiple management plan worked for McCormick & Company because of the spirit of human understanding and teamwork the individual workers put into it-a spirit which began with management and was readily embraced by the employees. And obviously this spirit of understanding and teamwork served to provide sound economies in the management of the company because it recognized and appropriately awarded merit, down to the humblest employee, and at the same time eliminated the unwilling and unfit from the organization.



NOTES

People will work harder for personal recognition and a word of commendation where it is deserved than they will for money alone. No one wants to feel as if he or she is merely a cog in a wheel. Your job as a leader is to see that everyone has a role in your group or organization and that he or she recognizes the importance of that role.

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

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

There is no record of anyone's ever having made a great contribution to civilization without the cooperation of others. Even great artists like Michelangelo depended upon assistants, craftsmen, and patrons to make their work possible.

There is a state of mind that tends to make people akin, establishes rapport between minds, and provides the power of attraction that gains the friendly teamwork of others. This state of mind, like so many of the other priceless assets of life, is usually attained by the concentration of the mind on attaining a definite major purpose backed by an appropriate motive and self-discipline.

That state is enthusiasm. It is contagious. Infect others with your enthusiasm, and teamwork will be the inevitable result.

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LESSON 13: LEARN FROM ADVERSITY AND DEFEAT

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Defeat should be accepted merely as a test which permits you to discover the nature of your thoughts and their relation to your definite major purpose. Knowing this modifies your reaction to adversity and keeps you striving toward your goal. Defeat is never the same as failure unless and until it has been accepted as such. Emerson said:

“Our strength grows out of our weakness. Not until we are pricked and stung and sorely shot at, awakens the indignation which arms itself with secret forces. A great man is always willing to be little. While he sits on the cushion of advantages he goes to sleep. When he is pushed, tormented, defeated, he has a chance to learn something; he has been put on his wits; on his manhood; he has gained facts; learned from his ignorance; been cured of the insanity of conceit; has got moderation and real skill.

Defeat, however, does not promise the full-blown flower of benefit, only the seed from which some benefit may be coaxed. You must recognize the seed, nurture, and cultivate it by definiteness of purpose; otherwise it will never sprout. Nature looks with disfavor on any attempt to obtain some thing for nothing.

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

ADVERSITY BECOMES A BLESSING

Milo C. Jones operated a small farm in Wisconsin. He was barely subsisting at it when disaster struck: He suffered a paralyzing stroke.

His relatives were so convinced that he was a hopeless invalid that they put him to bed and left him there. Unable to use his body, Jones turned to his mind. Almost immediately he had an idea that was destined to compensate him for his misfortune.

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

Within a few years Jones's sausage was being sold in stores all across the nation. You know it as Jones Farm sausage. Milo Jones and his family became wealthier than they had ever dreamed.

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The result was a magazine that, within a year, had more than twice the circulation of my previous venture. And it was as a part of my efforts to build the profits of that magazine that I conceived a series of correspondence courses which were the first codification of the science of personal achievement.

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

THE BENEFITS OF DEFEAT

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

Bodybuilders know that it isn't enough just to jerk the bar bell up; it has to be returned to its original position twice as slowly as it was raised. This principle is known as resistance training; it requires more control and effort than the showy work of actually lifting the weight.

Defeat can be your resistance training. Every time you re turn to where you started, do it deliberately, concentrating on the process, so that you train yourself to make even stronger and more powerful progress the next time.





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YOUR ATTITUDE TOWARD DEFEAT

Again and again I've stressed that your attitude toward defeat is crucial to mastering it. You can see it only as a loss or as a chance for gain.

The negative attitude toward defeat is effectively summarized by Shakespeare in Julius Caesar when the murderer Brutus says:

“There is a tide in the affairs of men,
Which taken at the flood, leads on to fortune; Omitted, all
the voyage of their life
Is bound in shallows and in miseries. On such a full sea are
we now afloat;
And we must take the current when it serves, Or lose our
ventures.”

These are the words of a doomed man, a man who seals his doom by failing to recognize that there is never just one chance, never just one tide that leads on to fortune.

The positive attitude is very different. Consider this poem by Walter Malone, entitled “Opportunity”:

The-y do me wrong who say I come no more,
When once I knock and fail to find you in;
For every day I stand outside your door,
And bid you wake and rise, to fight and win

Wail not for precious chances passed away;
Weep not for golden ages on the wane;
Each night I burn the records of the day;
At sunrise every soul is born again.

Laugh like a boy at splendors that have sped,
To vanished joys be blind and deaf and dumb;
My judgments seal the dead past with its dead,
But never bind a moment yet to come.

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LESSON 14: CULTIVATE CREATIVE VISION



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When Edison recognized this fact, his imagination immediately associated it with the idea of heating the wire. He placed the wire inside a bottle, pumped out most of the air, and produced the first incandescent light. It burned for eight and a half hours.

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Edison's creative vision depended on several important principles of the science of personal achievement. He applied the habit of going the extra mile because he labored without immediate pay. He worked with definiteness of purpose and was inspired by applied faith to carry on with his work through an incredible number of failures that would have broken most people.

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Finally he applied the mastermind principle by assembling a team of skilled chemists and mechanics to perfect his invention, finding the right kind and thickness of wire, the right quantity of air to leave in the bulb, the best way to construct the bulb, so that his invention took on the most efficient form possible.

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Synthetic imagination does not depend on having tremendous personal advantages. Edison had spent only three months in grade school, had supported himself for many years as a telegrapher, and was fired from almost every job he held. He began to lose his hearing early on and eventually became almost completely deaf. But he turned his life around through definiteness of purpose, the habit of going the extra mile, and applied faith.

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Thomas Sternberg was a successful executive in the grocery business. Working with a Connecticut-based chain, he opened a string of high-volume megasupermarkets that offered consumers huge selections at low prices.

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The stores were very successful, and Sternberg was building a sterling reputation in his business. But he wasn't satisfied. He saw the prosperous grocery megastores and wondered if the megastore concept couldn't be applied to something else.

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He wanted to start a large business in a big market underserved by modern distribution methods, offering customers a good value. He formed a mastermind alliance with Leo Kahn, the man who had pioneered the grocery megastores, and in 1986 he opened Staples, the first mega business-supply store.

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Sternberg's idea was so smart, so right that it immediately inspired competitors like Office Depot and OfficeMax, to revolutionize the business supply industry. Despite the competition, Staples surpassed even Sternberg's ambitious expectations. In just seven years sales exceeded one billion dollars.



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Sternberg's idea was so smart, so right that it immediately inspired competitors like Office Depot and OfficeMax, to applied it to a market that had been quiet and humdrum for decades. He developed a definite plan for attaining his goal; he formed a mastermind alliance with Kahn, the man who understood the concept best; he put his plan into action with applied faith; and he went the extra mile by offering customers more and better service than they could get anywhere else.

Synthetic imagination puts the entire sum of human knowledge at your disposal, but like any other part of the science of success, it requires your dedication to making your vision into reality.

CREATIVE IMAGINATION

Creative imagination has its base in the subconscious. It is the medium through which you recognize new ideas and newly learned facts. All your efforts to impress your definite major purpose on your subconscious work to stimulate your creative imagination.

F. W. Woolworth was working as a clerk in a hardware store. He was, at that point, simply determined to be a good and valuable employee. When his boss complained about piles of out-of-date goods that weren't selling, Woolworth's imagination went to work.

"I can sell those items," he told his boss, and with his employer's permission, he set up a table in the store, laid out all of the dud merchandise, and priced everything at ten cents. The stock sold remarkably fast, and soon the owner was searching for anything he could lay his hands on to put on that table, which became the most profitable spot in the store.

Woolworth had the faith to apply his new idea to an entire store; his boss didn't. The Woolworth chain of five-and dimes quickly spread across the nation, earning him a fortune. His former boss once commented, "Every word I used in turning that man's offer down has cost me about a million dollars I might have earned."

Woolworth was so committed to his then-modest purpose of being a valuable employee that his imagination was ready to back up his commitment with powerful ideas. He certainly went the extra mile for his boss, but because that man didn't have the vision that Woolworth had, other investors formed Woolworth's mastermind alliance and profited from it.

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CREATIVE VISION GOES BEYOND IMAGINATION

Creative vision is more than an interest in material things; it is a commitment to a better future. Synthetic imagination springs from experience and reason; creative imagination springs from your commitment to your definite purpose. Creative vision depends heavily upon creative imagination, but it is also more than that.

Imagination recognizes limitations, handicaps, and opposition; creative vision rides over these as if they did not exist, for it has its base in Infinite Intelligence.

One of the purest examples I know of creative vision is illustrated by the story of Dr. Elmer Gates. Gates was an inventor who worked at the same time as Edison, but his methods and background were very different. He was a highly trained scientist, and his patents actually outnumbered Edison's two to one.

Gates applied creative vision in a remarkably simple process. He would enter a soundproof room, sit down at a table with pencil and paper, and turn off the lights. He then concentrated his thoughts on a particular problem and waited for the ideas that he needed for its solution.

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

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





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CREATIVE VISION IS NEEDED TODAY

There are countless calls for creative vision in the world to day.

- We need forms of energy that do not pollute or drain our environment.
● We need schools that capture the attention of our young people and teach them to better themselves.
● We need cures and vaccines for terrible diseases that threaten the earth's people.
● We need people who can show small business how to use and profit from rapidly changing technology.
● We need plans for controlling the cost of health care and making it affordable for every honest worker without destroying the incentive of the professionals who provide it.

There is both challenge and opportunity in these needs, and I raise them only to start you thinking about the scope of the possibilities for creative vision.

There is a place in America for every person who can render any type of useful service and is willing to render it with the right mental attitude. If you have creative vision, you will recognize this and profit from it. You will never complain of a lack of opportunity.

Great leaders of every generation in this country began their careers in humble occupations. Andrew Carnegie was a bobbin boy in a textile mill. W. Clement Stone was a news boy. Harry Truman was a haberdasher. Ruth Bader Ginsburg had to become a law secretary when she graduated from law school because judges couldn't imagine hiring a woman clerk, yet now she sits on the Supreme Court.

It makes little difference where you begin. The important thing to ask is: Where are you going? What motive inspires you to give your best? Are you willing to go the extra mile? Are you a clock-watcher, eager for the day to end? Or do you look for the opportunity to make yourself indispensable to others?

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

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

Creative vision lets you make decisions quickly. And it lets you change those decisions as soon as you realize a mistake has been made. It frees you from fear of others, for it makes you feel at peace with yourself in your knowledge that you are fair and honest.

It's a common human trait to envy people who have attained success, looking at them only in the moments of their triumph and forgetting the prices they had to pay. Often we suspect that they owe their success to some sort of pull, luck, or dishonesty.

But creative vision makes you keenly aware of the price of personal achievement because you yourself know its labors. You understand the benefits of sharing your blessings, experiences, and opportunities with others; you know that your success actually depends on it.

If you feel the need for a creative vision in your life, you can begin to develop it by getting on better terms with your own conscience, inspiring yourself with greater self-reliance, providing yourself with a definite major purpose, and keeping your mind so busy with that purpose that you have no time left for fear and doubt.

Nothing will happen in your life that you do not inspire by your own initiative. Creative vision is the power which inspires the development of that personal initiative.





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LESSON 15: MAINTAIN SOUND HEALTH

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Archimedes had struggled with the complex problem of determining the relative mass of two objects without finding a solution. It was only when he decided to relax and slip into his bath that his subconscious was stimulated by the water he displaced in his tub. He sprang from his bath with that now-famous cry of "Eureka!" and the solution he had been seeking. Are you giving your mind a chance to relax by playing?

Interference with normal rhythmical patterns produces so many problems. If you don't give your mind a rhythm of work and relaxation, your body will be so constantly stimulated that you will likely end up with a stress-related disorder. And without highs and lows, the things that you value begin to pale. Your past failures are what makes success sweet.

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

You have to learn to understand the waves and rhythms in your life and to live within those rhythms in order to be in harmony with the world.





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THE INFLUENCE OF YOUR MIND

Just as you have to understand nature as a complex whole, moving with its own rhythms, you have to understand that your mind and body are a whole, each influencing the other.

Humans are the only thinking creatures, and this power allows you to modify your world and to learn its laws. You need only to conceive the idea and believe in it to achieve the idea.

This is the story of all the successful people who have changed the path of civilization. It took countless hundreds of millions of years for evolution to develop from all the animals that walked or swam a bird that could fly. Yet the Wright brothers, with childlike faith in their own idea, had human beings airborne in a mere twenty years. That is the power of the mind, demonstrated to us by experience and reinforced by the words of countless prophets in touch with Infinite Intelligence. Christ himself said, "All things are possible even unto the end of the world."

Your mind has the higher function in your mind-body. Your body is an exquisitely functioning machine for carrying your mind about and executing the dictates of this power house. A smoothly functioning mind is necessary to a smoothly functioning body.

Some people have bodies that are limited. They can move, see, or speak only with difficulty or not at all. Yet the power of their minds allows them to live full creative lives. Helen Keller is a marvelous example, as are Beethoven and Edison, both of whom suffered from severely impaired hearing. Franklin Roosevelt was barely able to stand on his own, yet he inspired and led our country through the greatest depression and war we ever faced. Senator Bob Dole's arm was permanently injured in World War II, but that has not stopped him from becoming one of our most influential political leaders.

The story of civilization is punctuated with greatness achieved by individuals in spite of physical limitations because these people possessed smoothly functioning minds. On the wings of a definite major purpose, faith, enthusiasm, and a positive mental attitude, they rose farther and farther from any despair over their limitations toward great heights of brilliant achievement. That is the influence of the mind.

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ESSENTIALS OF SUCCESS AND HAPPINESS

Many of the essential principles of success are also essential to a smoothly functioning mind. A definite major purpose and a plan for carrying it out keep you from vacillating in your efforts. Think of a situation in which you were part of a smoothly functioning plan. You were content with the way the situation was handled. You felt at ease and comfortable. Your mind is always satisfied with the harmony produced by a well-organized plan. Anxiety develops from a poorly organized plan.

Controlled attention, self-discipline, accurate thinking, personal initiative, learning from defeat, and going the extra mile all are mental tools you can use to organize and carry out your plan. They give you satisfaction both in the achievement of each step of your plan and in your overall progress. Satisfactions are important foods for a healthy mind.

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





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THE FORCE OF FEAR

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

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

Some hayfever sufferers start sneezing and itching at the

sight of goldenrod in a vase. Tell them the plant is artificial, and their symptoms clear. This is a simple example of how the mind can affect the body negatively.

You must replace fear with understanding and faith in yourself. To do this, let's look at how fear affects the mechanisms of your body.

Temporary, fleeting fear is a normal and important function. It gets you to move out of the way of an oncoming train or keeps you from walking too near a cliff by momentarily focusing your attention-your mind-on a problem. Once the problem is over, this kind of fear is forgotten.

Fear also focuses your bodily functions on a threat. That old story of a cave dweller frightened by a sound in the night is a good illustration. Instantaneously the heart begins pumping faster; blood is diverted from the digestion for use by the muscles; the blood vessels serving the muscles dilate to handle increased volume, while those near the skin con tract so that less blood is lost in case of a cut. Hearing be comes more acute; the pupils dilate to take in more light; the adrenaline gland unleashes a torrent of stimulant to provide strength for a fight.

All this is preparation for surviving a battle or chase. The ensuing battle uses up the adrenaline and exhausts the other bodily systems so that they step down from their heightened readiness. Blood leaves the muscles to return to digestive and other functions.

This is an extremely powerful response, one that kept our species alive over millions of years. But it is not intended to be a constant state, for it diverts the body from its normal functions. Still, some of us activate this response to some ex tent daily or even continually because we live in frequent fear.

You must work to eliminate the causes of those fears.

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

The list of fears is endless, yet to cultivate a positive mental attitude and develop a smoothly functioning mind that can live in harmony with itself and the world, you must conquer fear and anxiety.

If the same fears and anxieties recur in your mind constantly and are paralyzing your efforts, seek the help of a good professional counselor. You aren't admitting weakness by doing this; you are expressing maturity and commitment to your health and your definite major purpose. A brief period of therapy may mean years of happiness.

Remember that whatever your mind can conceive and believe, it can achieve. Isn't the person who is afraid of falling on the ice the one who falls? Repeating a fear over and over in your mind makes you more susceptible to the things you fear. You must vanquish fear before it vanquishes you.

EATING HABITS

The purpose of food is to supply the body with the things it needs to maintain itself in good repair. Your eating habits must be guided by this goal alone.

Think of your digestive system as a factory. To function efficiently, it has to have a supply of a variety of materials in varying quantities. If you provide the wrong mix of materials, some jobs will never be completed, some will be done with jerry-rigged parts, and some materials will simply be stored up in every corner until the walls of the factory begin to swell. Finally the walls burst, the roof caves in, and the factory is either out of business or in need of serious and expensive repair.

NOTES

Never eat while angry, frightened, or worried. Your body is simply not in a position to make use of the food when it is on a defensive footing. Worse, you can make eating a habitual response to stress, which can lead to over weight.

Moderation in food and alcohol intake is important, both because your body can be overwhelmed by an excess of either and because overindulgence can become a trick to avoid dealing with some problem that urgently needs to be faced. If you find that you cannot control either, seek the help of professionals or a worthy organization like Alcoholics or Overeaters Anonymous.

RHYTHMS IN RELAXATION

Relaxation entails completely forgetting the worries and problems of the day. As desirable as this may seem, many people have trouble relaxing.

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

Television and the corner bar are not the answers. Cultivate a variety of interests that take your mind to new places. Practicing controlled meditation will do wonders for your mental powers. Physical activity can be a terrific thing to immerse yourself in; not only do you relax your mind, but you strengthen your body.

Short periods of relaxation throughout the day can break tension and give your subconscious a chance to work. Read a magazine article; listen to a language tape; work on a cross word puzzle. This is not wasting time; it is keeping your mind in top condition through relaxation.





NOTES

EXERCISE

Ideally your relaxation and play will include exercise. Relaxing and playing are important to your mind, while exercise, which is mostly beneficial to your body, can also be of great mental benefit.

You need to engage in aerobic exercise for a period of twenty minutes at least three times a week to keep your heart and lungs strong. The rate at which you exercise must be determined by your age and physical condition; trainers at any local gym or YMCA can explain this to you and help you design a simple exercise regimen that is neither expensive nor time-consuming. (How much time do you spend watching TV?) Consult your doctor before you begin any exercise program.

Exercise can be a tremendous mental and physical stimulant, clearing away sluggishness. It also teaches you persistence and concentration. Athletic training has become an important field for understanding human potential and has resulted in many techniques that can be applied to your quest for success.

Bill Bowerman was a first-class track coach at the University of Oregon for many years; when he conceived an idea for a better running shoe, the lessons he had learned in training himself and others were an important part of making Nike the number one American shoe manufacturer.

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NOTES

SEX AND SUBLIMATION

Sex is your most precious and constructive drive; it is also the most easily debased. Sex is behind all the creative forces that advance human destiny. Sex has built cathedrals, universities, and nations. Why? Because the desire for sex causes us to work to please others, and out of that work spring kindness and the understanding of others.

Sex is a completely natural desire. Do not fear or deny it. But realize that you must direct it, like all desires, to definite ends instead of letting it become an end in itself. If sex is all you want, you will do anything to get it, forgetting your faith in yourself, your definite purpose, and your moral standards.

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

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

EFFECTIVE MIND-BODY STIMULANTS

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

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



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LESSON 16: BUDGET YOUR TIME AND MONEY



NOTES

HOW A DOER USES TIME

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

● OCCUPATION

A doer sees work as the source of all opportunity, a route to independence and security, and a means to better the surrounding world. Doers select work suited to their education and temperaments; they engage in labors of love.

Doers don't evaluate their work by the number of hours it takes. They look at it from the perspective of the amount of useful service they render by going the extra mile. Time is a tool for them, not an end. They take pride in their achievements, not in bursting out the door at 4:59:59. They don't complain about long hours; they complain that the hours aren't long enough to accomplish everything they want.

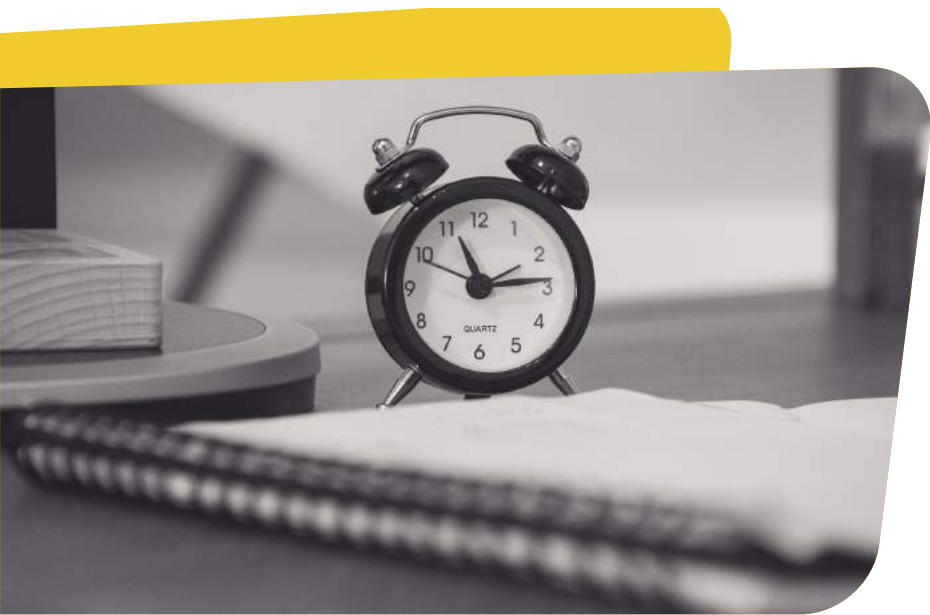
As a result, doers get paid twice. Not only do they take checks home, but they also earn the right to better jobs and bigger checks.

● MENTAL HABITS

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

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

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NOTES

● RELATIONSHIPS

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

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

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

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

● HEALTH

Doers pay attention to their mental and physical health. They relax, they exercise, they eat right, and they see the doctor when something goes wrong.

The doer knows that time spent in prevention is much shorter than time spent on repair. Doers don't begrudge themselves the benefits of sound minds and bodies.

● RELIGION

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

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

● RELIGION

Doers put the time they have away from their jobs to practical uses. They romance their spouses, laugh with their children, relax alone, exercise with friends, educate themselves, campaign for good political candidates, or work on their plans for their definite major purposes.



NOTES

The doer is not a workaholic. Doers know that there are other things in life besides their own immediate success. They know that if they don't pay attention to those things, their success will be meaningless.

But doers don't engage in activities that have no payoffs. They aren't likely to be found in front of the television sets for four hours a night. There aren't many doers who have their own barstools either.

Doers enjoy life more than drifters do because everything they do brings them closer to their goals. They make all their time work for them. Doers see movies, read books, go to basketball games, even stare up into the blue sky and watch the clouds go by. But they know why they are doing it. That makes all the difference between a doer and a drifter, and it's all the difference between a success and a failure.

SOME DOERS YOU SHOULD KNOW

William Sydney Porter sat in his prison cell contemplating the stupidity of the embezzlement that had brought him there. As near as he could figure, the only thing he had gained was a lot of spare time. And since he had several years left in his term, there didn't seem to be a lot he could do with it.

But there was, and Porter did it. He began to write short stories. He wrote many of them. Then he began to sell those short stories to magazines under the name O. Henry. By the time he was released, he was already the most popular short story writer in the country. He walked out of prison into a success. Warren Avis was a doer. As an air force officer, he was constantly travelling the country and he recognized how convenient it would be for people to be able to rent a car right at the airport. While his \$10,000 in savings wasn't enough money to set up an operation on his own, he did have the gumption to put together a business plan and get a bank loan. Within eight years he had car-rental counters in airports across America and was able to sell the company for almost eight million dollars. Avis saw an 800 percent return on his investment because he was willing to do all the work necessary to make that chance pay off.

One of these men started off serving a jail term, the other serving his country. But they both recognized that in order to make their lives amount to something, they had to become doers by taking control of their time.

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● HANDLING PAPER

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

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

BUDGETING YOUR SPARE TIME

Routine tasks will easily expand to fit the time available and eat up all your spare time unless you make a definite decision to devote it to the things you think are important.

Allot your time in the following manner to make sure that you are able to do all the things you need to:

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



NOTES

This leaves three hours for relaxation, recreation, exercise, and other responsibilities.

As you become familiar with these activities, you may be able to combine them with other things. You can meditate or read while commuting on the bus or train; if you have to drive to work, listen to audiotapes of self-improvement books. Carpool with a member of your mastermind alliance, and use the driving time for discussion and problem solving.

If your relaxation involves a worthwhile hobby, teach it to youngsters in local service groups, rendering extra service to your community. The possibilities are as many as you can make them.

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

BUDGETING

Many people have written good and valuable books about specific ways of managing your money. Seek them out. I won't provide you with the nitty-gritty details, but I will remind you of the importance of budgeting your money.

Like time, money should be spent with a definite purpose in mind. You must create a budget for all your expenses, and you must use self-discipline in sticking to it.

Your first priority in any budget should be to set aside a fixed percentage of your income for savings. The rule is "Pay yourself first." A strong and growing savings cushion is an important weapon in your fight against the fear of poverty. If adversity or ill health strikes, adequate savings will allow you to start looking for the seed of equivalent benefit right away. You won't panic about the mortgage payment, and you'll be able to recover more quickly.

Make sure that you have adequate life insurance if others depend on you. The cost of a good policy is worth the anguish you will save your dependents. Your sudden departure from this life will be more than enough sadness for them; don't compound it with the threat of the poorhouse.

Allocate some portion of your income to charity. This is an important part of going the extra mile. Let's hope you never have to depend on some worthy group to help you out, but what right do you have to anyone's aid if you have never given any help yourself?

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LESSON 17: USE COSMIC HABITFORCE



NOTES

You are where you are and what you are because of your established habits.

The aim of this book has been to force you to examine those habits and to teach you ways to change them. To do this, you need to understand and apply a universal principle I call cosmic habitforce.

Cosmic habitforce is the law which makes every living creature, every particle of matter subject to the influence of its environment. It can work for you or against you. The choice is yours.

USING NATURAL FORCES

The grandest example of cosmic habitforce is the operation of the heavens. Stars and planets move with clock like precision. They don't collide; they don't suddenly veer off course (at least, not without some major change in the forces at work, like a supernova or a black hole, which are themselves just another example of matter behaving according to established patterns). A complex system of gravity and inertia, at traction and repulsion keeps things moving so precisely that for millennia human beings have been able to predict the position of the stars and planets, the timing of eclipses, and the regularity of meteor showers.

Sunflowers don't grow from turnip seeds; giraffes don't give birth to tadpoles; clouds don't release milk. Everything does that which is its nature to do.

All this is a reflection of universal order, which makes so much of the physical operation of the world understandable. Certainly we are still working to understand more than we already do, but science is based on the faith that there is universal order. All actions and reactions are fixed on the basis of this order.

In the science of personal achievement you seek to take control of this order by taking control of your habits. You recognize that your thoughts and actions will become as much a part of your nature as Pluto's orbit is a part of its nature. If your habits are positive, the seeds that they plant will be, too.

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MONEYMAKING HABITS

So the circumstances you want include making more money, do they? Here's how to go about using cosmic habitforce to do just that.

- Step one. Create a clear mental image of just how much money you want to make. "A lot" is not a good answer. You need a concrete figure or a percentage above your current income.
Step two. Imagine some of the results of having that money: a new home, sending your daughter to medical school, a comfortable retirement.
Step three. Decide how you will earn this extra money. I've emphasized again and again that you can't get something for nothing. You must have a plan.
Step four. Write out your goal and your plan. Include your motives for making more money.
Step five. Go back to your plan, and underline all the things that you need to do to make it happen that you aren't doing now.
Step six. Start doing the things on this list. Some of them will be daily tasks, such as spending less money on dining out and putting more money into your savings account.
Step seven. Every day read your goal aloud to yourself until you have it memorized.

Yes, this is just what you should be doing anyway in connection with your definite major purpose. You are giving cosmic habitforce a pattern to follow. The length of time you need to start conditioning your mind to get positive results depends almost entirely on the amount of faith and enthusiasm you place behind your words and actions.

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CONTROLLING YOUR WILLPOWER

In the lesson on self-discipline you learned about your ego, the source of your willpower. Developing positive habits which can be taken over by cosmic habitforce depends heavily on strong willpower. Here's a review of the steps to strengthen your will:

- Step one. Actively ally yourself with other people who can help you attain your major purpose. A mastermind alliance creates multiple patterns for cosmic habitforce to work on.
Step two. Develop your plan, drawing on all the members of your alliance for knowledge, ability, and the power of their faith.
Step three. Distance yourself from anyone and any circumstance that make you feel inferior. A positive ego does not grow in a negative environment. Remember that cosmic habitforce causes every living thing to partake of the dominating influence of its environment.
Step four. Close the door on the unpleasant experiences of the past. A strong will doesn't dwell on the past; a vital ego thrives on hopes and desires of an as-yet-unattained objective. If you keep your mind in a state of hope and desire, cosmic habitforce goes to work changing your hopes and de sires into their material equivalent.
Step five. Surround yourself with every possible means of impressing your mind with the nature of your definite purpose. Hang mottoes on your walls; put up pictures of people doing what you want to do. You want to make it easier to create a mental image of yourself realizing your objective. The more you create this image, the sooner it will be taken over by cosmic habitforce and impressed on your subconscious.
Step six. Watch out that you don't over inflate your ego. One small prick with a pin and the escaping hot air will be like a runaway rocket, carrying you far away from where you want to be.

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THE THREE ESSENTIALS OF COSMIC HABITFORCE

Three qualities underlie the process of voluntary establishment of a habit.

● PLASTICITY

This is the capability to change. It also implies that once a change has been made, your new form will hold until a subsequent change is made; you won't revert to your old status. Consider the difference between modeling clay, which is malleable but holds the shape it is given, and mercury, which can take any shape for a moment but will never keep it.

You can be changed by environmental influences or by your own decisions.

● FREQUENCY OF IMPRESSION

Repetition is the mother of habit. One of the factors affecting the speed with which a habit can be adopted is how often it is consciously repeated. Your ability to do this may vary with circumstances. Your job may require enough concentration on the task at hand that you have to pay attention only to it and develop your habits in your spare time. Personal initiative also comes into play; if you're lazy, you won't knock yourself out developing a habit. This can definitely slow down the process of acquiring it.

● INTENSITY OF IMPRESSION

You can go through the motions of an activity, or you can concentrate on doing it; concentration builds the habit quickly. You impress the habit on your subconscious mind, and it becomes a part of everything you do.

Here's an example of these three essentials at work. A woman working the swing shift at an electronics assembly plant was allowed two ten-minute breaks, one at 6:00 P.M. and one at 10:30. Most of her coworkers used these breaks for cigarettes. She didn't want to cultivate a bad habit that would affect her health and make her a less pleasing personality, so she decided instead to have a snack. Her garden was in full bloom, so she would have a carrot, an apple, or some-- thing else she had grown herself.

Being human, she already had plasticity; it's part of every one's nature. Every day, throughout the summer and fall, precisely at 6:00 and at 10:30, she would have her snack. This gave a definite frequency of impression.

The element of intensity varied according to her relative hunger. Sometimes she ate with relish because her meal at home had been small. Sometimes she skipped a meal before coming to work, and the intensity of her hunger was even greater. But whenever - the break came, she ate, no matter how hungry she was.



NOTES

As the months passed, she realized that regardless of what she had eaten, she got hungry before her breaks. She watched the clock, waiting for a chance to eat. Sometimes it seemed the time would never come. And when her garden was no longer producing good, fresh food, she switched to anything else she had at home: a candy bar, a doughnut, cookies.

This is a clear example of the voluntary establishment of a habit. But it wasn't really a good habit. She began to put on weight and found she was distracted from her work for half an hour before her breaks.

So she decided to break her habit and stopped bringing food. This wasn't the answer because there was food in the vending machines at the plant, and she just started buying that. Not only was she still eating, but she was now spending more money to do it.

At this point she really had to seize possession of her mind, inspire it with a strong motive, and take definite action. She set a definite minor purpose to break her habit. She did this by reading, substituting the desire for knowledge and inspiration for the desire for food. When her break came, she reached for a book instead of a candy bar. The same frequency of impression was there, of course. The only thing different was the intensity. At first the feeling of hunger persisted, but after a few days she acquired an appetite for reading which overwhelmed the old physical desire. She established a new habit to supplant the old.

Any worthless, superfluous, or harmful habit can be broken and replaced with a more desirable one if you want it to be so. The nucleus of the entire science of personal achievement lies in this concept. Cosmic habitforce is the means for incorporating every one of the Seventeen Principles of Success into your life. Control your mental attitude, keep it positive by exercising self-discipline, and prepare your mental soil so that any worthwhile plan, purpose, or desire may be planted by repeated, intense impression. Know that it will germinate, grow, and find expression, bringing you whatever it is you want from life.

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**“WHATEVER YOUR MIND CAN CONCEIVE AND BELIEVE,
YOUR MIND CAN ACHIEVE.”**

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LESSON 12: INSPIRE TEAMWORK

NOTES

A DETAILED EVALUATION

Following are concise summaries of the steps to making each principle a part of your life. Read them through and then use the lines provided at the end of each section to write down specific actions you plan to take to implement the principles.

The summaries themselves will give you concrete recommendations about what to do. Under the definiteness of purpose you might write down that you will define your major goal, write out a plan for achieving it, and read that plan aloud to yourself every day, all of which are mentioned in the summary. But if you also include a date by which you will have your plan written down, you will be making a commitment to yourself that will provide you with extra motivation. So do not simply parrot back the summary's suggestions; consider carefully the changes you need to make and be as detailed as possible in writing them out. In a few weeks or months you can look at these notes, recognize the progress you've made, and renew your commitment to success.

DEVELOP DEFINITENESS OF PURPOSE WITH PMA

The Starting Point of All Worthwhile Achievements

You should have one high, desirable, outstanding goal, and keep it ever before you. You can have many nonconflicting goals which help you to reach your major definite goal. It is advisable to have immediate, intermediate, and distant objectives. When you set a definite major goal, you are apt to recognize that which will help you achieve it.

Determine or fix in your mind exactly what you desire. Be definite.

Evaluate and determine exactly what you will give in re turn.

Set a definite date for exactly when you intend to possess your desire.

Identify your desire with a definite plan for carrying out and achieving your objective. Put your plan into action at once.

Clearly define your plan for achievement. Write out precisely and concisely exactly what you want, exactly when you want to achieve it, and exactly what you intend to give in re turn.

Each and every day, morning and evening, read your writ ten statement aloud. As you read it, see, feel, and believe yourself already in possession of your objective.



NOTES

My commitment to use this principle in my life is:

ASSEMBLE AN ATTRACTIVE PERSONALITY WITH PMA

Your personality is your greatest asset or greatest liability, for it embraces everything that you control: mind, body, and soul. A person's personality is the person. It shapes the nature of your thoughts, your deeds, your relationships with others, and it establishes the boundaries of the space you occupy in the world.

It is essential that you develop a pleasing personality pleasing to yourself and to others.

It is imperative that you develop the habit of being sensitive to your own reactions to individuals, circumstances, and events and to the reactions of individuals and groups what you say, think, or do.

Positive Factors of a Pleasing Personality

- A positive mental attitude
Tolerance
Alertness
Common courtesy
A fondness for people
Flexibility
Tactfulness
Personal magnetism
A pleasant tone of voice
Control of facial expressions
Sportsmanship
Sincerity
A sense of humor
Humility of the heart
Smiling
Enthusiasm
Control of temper and emotions
Patience
Proper dress

DO UNTO OTHERS AS YOU WOULD HAVE OTHERS DO UNTO YOU.

NOTES

GO THE EXTRA MILE-WITH PMA

Render more and better service for which you are paid, and do it with a positive mental attitude. Form the habit of going the extra mile because of the pleasure you get out of it and because of what it does to you and for you deep down inside. It is inevitable that every seed of useful service you sow will multiply itself and come back to you in overwhelming abundance.

Following this principle will make you indispensable to other people. The principle manifests itself in two important laws: the Law of Compensation and the Law of Increasing Returns. These unvarying laws always reward intelligent effort rendered in the attitude of faith and rendered instinctively without regards to the limits of immediate compensation.

$$Q^1 + Q^2 + MA = C$$

The quality of the service rendered plus the quantity of the service rendered plus the mental attitude in which it is rendered equals your compensation in the world and the amount of space you will occupy in the hearts of your fellow man.

“MAKE GOING THE EXTRA MILE WITH PMA A HABIT !”

My commitment to use this principle in my life is:





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BUILD A POSITIVE MENTAL ATTITUDE

PMA stands for "positive mental attitude."

A positive mental attitude is the right, honest, constructive thought, action, or reaction to any person, situation, or set of circumstances that does not violate the laws of God or the right of one's fellowman.

PMA allows you to build on hope and overcome the negative attitudes of despair and discouragement. It gives you the mental power, the feeling, the confidence to do anything you make up your mind to do. PMA is commonly referred to as the "I can ... I will" attitude applicable to all challenging circumstances in your life.

You create and maintain a positive mental attitude through your own willpower, based on motives of your own adaption. To develop PMA, strive to understand and apply the Golden Rule; be considerate and sensitive to the reactions of others; be sensitive to your own reactions by controlling your emotional responses; be a good finder; believe that any goal can be achieved; and develop what are understood to be right habits of thought and action.

A positive mental attitude is the catalyst necessary for achieving worthwhile success. Achievement is attained through some combination of PMA and definiteness of purpose with one or more of the other fifteen success principles.

"MAINTAIN THE RIGHT ATTITUDE-A POSITIVE MENTAL ATTITUDE."

My commitment to use this principle in my life is:

NOTES

ENFORCE SELF-DISCIPLINE-WITH PMA

Self-discipline enables you to develop control over your self. Self-discipline begins with mastery of your thoughts what you really are, what you really do. Your failures and your successes are the results of habits. We are creatures of habit, but because we are minds with bodies, we can change our habits.

Self-discipline is perhaps the most important function in aiding an individual in the development and maintenance of habits of thought which enable that person to fix his or her entire attention upon any desired purpose and to hold it there until that purpose has been attained.

If you do not control your thoughts, you do not control your deeds. Think first and act afterward. Self-discipline is the principle by which you may voluntarily shape the pat terns of your thoughts to harmonize with your goals and purposes.

“DIRECT YOUR THOUGHTS, CONTROL YOUR EMOTIONS, ORDAIN YOUR DESTINY WITH PMA.”

My commitment to use this principle in my life is:



NOTES

CONTROL YOUR ATTENTION-WITH PMA

Controlled attention is organized mind power. It is the highest form of self-discipline. Controlled attention is the act of coordinating all the faculties of the mind and directing their combined power to a given end or definite objective. It is an act that can be obtained only by the strictest sort of self discipline.

It is obvious, therefore, that when you voluntarily fix your attention upon a definite major purpose of a positive nature and force your mind through your daily habits of thought to dwell on the subject, you condition your subconscious mind to act on that purpose. Controlled attention, when it is focused upon the object of your definite major purpose, is a medium by which you make positive application of the principle of suggestion.

The mind never remains inactive, not even during sleep. It works continuously by reactions to the influences which reach it. Therefore, the object of controlled attention is that of keeping your mind busy with thought material which may be helpful in attaining the object of your desire.

Controlled attention is self-mastery of the highest order, for it is an accepted fact that the person who controls his or her own mind may control everything else.

**“KEEP YOUR MIND ON THE THINGS YOU WANT
AND OFF THE THINGS YOU DON'T WANT.”**

My commitment to use this principle in my life is:



NOTES

THINK ACCURATELY-WITH PMA

Teamwork is a willing cooperation and the coordination of effort to achieve a specific objective. When the spirit of team work is willing, voluntary, and free, it leads to the attainment of great and enduring power.

It is a system which coordinates all the team players' resources and talents and automatically discourages dishonesty and unfairness, while it adequately compensates the individuals who serve honestly and unselfishly.

The principle of teamwork differs from the mastermind principle in that it is based on the coordination of effort without necessarily embracing the principle of definiteness of purpose or the principle of harmony, two important essentials of the mastermind.

Teamwork produces power, but the question of whether the power is temporary or permanent depends on the motive that inspired the cooperation. If the motive is one that inspires people to cooperate willingly, the power produced by this sort of teamwork will endure as long as that spirit of willingness prevails.

Teamwork builds individuals and businesses and provides unlimited opportunity for all. It is sharing a part of what you have-a part that is good-with others.

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**“THAT WHICH YOU SHARE WILL MULTIPLY;
THAT WHICH YOU WITHHOLD WILL DIMINISH”**

My commitment to use this principle in my life is:

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NOTES

LEARN FROM ADVERSITY AND DEFEAT WITH PMA

Every adversity carries with it the seed of an equivalent or greater benefit for those who have PMA and apply it.

Defeat may be a stepping-stone or a stumbling block, according to your mental attitude and how you relate it to yourself.

It is never the same as failure unless and until it has been accepted as such. Your mental attitude in respect to defeat is the factor of major importance which determines whether you ride with tides of fortune or misfortune. The person with a positive mental attitude reacts to defeat in the spirit of determination not to accept it. The person with a negative mental attitude reacts to defeat in the spirit of hopeless acceptance.

“THE WORST THING THAT HAPPENS TO YOU MAY BE THE BEST THING THAT CAN HAPPEN TO YOU IF YOU DON'T LET IT GET THE BEST OF YOU.”

My commitment to use this principle in my life is:





NOTES

CULTIVATE CREATIVE VISION-WITH PMA

Man's greatest gift is his thinking mind. It analyzes, compares, chooses. It creates, visualizes, foresees, and generates ideas.

Imagination is your mind's exercise, challenge, and adventure. It is the key to all of a person's achievements, the main spring of all human endeavor, the secret door to the soul of a person. Imagination inspires human endeavor in connection with material things and ideas associated with material things.

Imagination is the workshop of the human mind, where old ideas and established facts may be assembled into new combinations and put to new uses. It is the act of constructive intellect in the grouping of materials, knowledge, or thoughts into new, original, and rational systems, a constructive or creative faculty embracing poetic, artistic, philosophical, scientific, and ethical imagination.

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

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

One of the ways to increase your flow of ideas is by developing the habit of taking study time, thinking time, and planning time. Be quiet and motionless, and listen for that small, still voice that speaks from within as you contemplate the ways in which you can achieve your objectives.

"WHAT CAN BE CONCEIVED CAN BE CREATED--WITH PMA."

My commitment to use this principle in my life is:

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NOTES

LEARN FROM ADVERSITY AND DEFEAT WITH PMA

You are a mind with a body. Inasmuch as your brain controls your body, recognize that sound physical health demands a positive mental attitude, a health consciousness. Establish good, well-balanced health habits in work, play, rest, nourishment, and study. To maintain a health consciousness, think in terms of good physical health, not in terms of illness or disease. Remember, what your mind focuses upon, your mind brings into existence, whether it is financial success or physical health.

To maintain a positive attitude for the development and maintenance of a sound health consciousness, use self discipline, keep your mind free of negative thoughts and influence, and create and maintain a well-balanced life. Follow work with play, mental effort with physical effort, seriousness with humor, and you will be on the road to good health and happiness.

A sound mind and a sound body are attainable if you will put PMA to work for you. Remember, you can enjoy good health and live longer with PMA.

"I FEEL HEALTHY! I FEEL HAPPY! I FEEL TERRIFIC !"

My commitment to use this principle in my life is:



NOTES

BUDGET YOUR TIME AND MONEY WITH PMA

Intelligently balance your use of time and resources, both business and personal. Take inventory of yourself and your activities so that you discover where and how you are spending your time and your money.

Engage in study, thinking, and planning time.

Don't waste your time or your money. Ten percent of all you earn is yours to keep and invest. Like any good business, budget your money. Use your time wisely toward attainment of your objectives. Develop a plan for the use of your income for expenses, savings, and investments.

“YOU DON'T ALWAYS GET WHAT YOU EXPECT UNLESS YOU INSPECT-WITH PMA.”

My commitment to use this principle in my life is:

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NOTES

USE COSMIC HABITFORCE-WITH PMA

Cosmic habitforce pertains to the entire universe and is the law by which the equilibrium of the universe is maintained through established patterns or habits. It is the law which forces every living creature and every particle of matter to come under the dominating influence of its environment, including the physical habits and thought habits of human kind.

Cosmic habitforces are the powers which you apply with PMA when you use the universal laws or principles. Cosmic habitforces are employed when you use your mind powers whether they pertain to your conscious or subconscious mind. That is how you think and grow richer or achieve any thing in life you desire (in principle) that doesn't violate the laws of God or the rights of your fellowman.

All of us are ruled by habits. These are fastened upon us by repeated thoughts and experiences. You have complete right of control over your thoughts. We create patterns of thought by repeating certain ideas or behavior until the Law of Cosmic Habitforce takes over those patterns and makes them more or less permanent unless or until you consciously rearrange them.

Habits: You have them-some good, perhaps others bad. Many you are aware of, but some that are undesirable you are blinded to. Each begins in your mind consciously or sub consciously. And each can be developed and neutralized or changed at will through the proper use of your mind. You have this power.

You are ruled by your habits. It takes a habit to replace a habit. Develop positive habits that will be in harmony with the achievement of your definite purpose or goal.

**“SOW AN ACT, AND YOU REAP A HABIT.
SOW A HABIT, AND YOU REAP A CHARACTER.
SOW A CHARACTER, AND YOU REAP A DESTINY”**

My commitment to use this principle in my life is:



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Thinking

INTO CHARACTER

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LESSON 1: DESIRE



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 We can think about a step-by-step plan to achieving success. First, you need to know exactly what you want and have a mental picture of that. Then, you need to know what you are going to give in order to achieve. There is never a free lunch; never something for nothing. You can only receive if you first give.

.....

 Another important step is to establish a definite date by which you intend to achieve. You must pick a date and work towards it, but you should not be disappointed if you have not achieved by that date, just accept it and adjust the plan.

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 You must create a definite plan for carrying out your desires. Begin at once, whether you are ready or not, to put this plan into action. Do not think about it and procrastinate; people that do that do not achieve their goals. Write out a clear and concise statement on what you intend to achieve, to imagine you have already got it, and then work backwards to the present. Live from that space. There is a lot of research by Napoleon Hill, Earl Nightingale and other great authors, talking about goal achievement, success and life fulfilment, that builds on this point.

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 Next, repeat what you really want, emotionalise it every day and put it into your subconscious mind. If you truly desire something so keenly that your desire becomes an obsession, you will have no difficulty in convincing yourself that you will acquire it.

.....

 The objective is to want something that is valuable and then become so determined to have it that you convince yourself that you will have it, because thoughts become things: 'If you can see it in your mind, then you will hold it in your hand.' Your ambitions can become reality through imagination, careful planning and self-discipline.

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 Only those who become conscious for achievement ever accumulate rewards. You do not always need to do hard labour, sometimes it is about shifting your thinking. You can never have success in great quantity unless you work yourself into that desire and believe in that desire. Every great leader, from the dawn of civilisation to the present, has been a dreamer. Christianity is the greatest predictive power in the world today, because its founder was an intense dreamer who had the vision and imagination to see reality in the spiritual form, by which I mean the things we cannot see.

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 Before it is transmuted into a physical form, if you do not see great success in your imagination it will never come to you. Tolerance and an open mind are practical necessities for life, and if you have a desire and you want to achieve, tolerance is crucial.

.....

 There has never been a time more favourable for people to dream and to desire to achieve. There is no substitute for hard work, but it is very important to have a deep desire and plan to acquire your share of success. You must capture the spirit of the great pioneers of the past, whose dreams have given to civilisation all that now has value. Henry Ford was a poor, uneducated man who dreamed of the horseless carriage. The Wright brothers dreamed about a machine that could fly.



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LESSON 2: ATTITUDE



NOTES

Our attitude is defined as who we are and how we act, including the feelings and the moods we have. It is comprised of our actions, feelings and mood. If you have a good attitude, people will respond to you in the same way. Likewise, if you have a bad attitude, you will get the same in return.

We live in different plains and the physical body is just how we come in and go out. We have all been given an intellect that is not given to animals, so we are different. Obviously, animals can see, hear, smell, taste and touch, exactly like humans, but problems arise for humans when we live relying on our senses rather than our intellect.

The other space that we live in is the spiritual space, or non-form as I shall call it, where our thoughts are gathered. You create your thoughts through your intellect and then you can turn them into actions. This is the whole idea about attitude that I would like to expand.

Our attitude towards life, which will determine life's attitude towards us, is something that Earl Nightingale talked about. Nightingale wrote that each of us shapes our own lives and that shape is determined by our attitude. For most of us, learning to have the right attitude takes time, but once it is mastered, our daily lives will be transformed.

Ralph Waldo Emerson said, 'Let him learn the prudence of a higher strain; let him learn that everything in nature, even dust and feathers, go by law and not by luck.' Human beings can alter their lives by altering their attitudes.

We can expand this by thinking about attitude comprising thoughts, feelings and actions. My own research puts that nicely into a diagram, which was drawn by Dr Truman Fleet and explained in my book, Thinking into Character. We call it the stick person, and it shows how there are two types of mind: the conscious mind and the subconscious mind, and then the body, which is a function of the mind. What goes through the subconscious mind is completely deducted and then the body knows, and we have no way of stopping that.

Nightingale said:

"Our environment and the world we have created around us is really a mirror of our attitude." If we do not like our environment, we can change it by changing our attitude. He said: "It would be impossible to underestimate the number of opportunities missed because of poor attitude."

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The right attitude is to entertain positive mental thinking in your conscious mind. You impress that upon your subconscious mind and then your body gives the action and the action then creates the reaction, which is the basis of success. That is the law of laws; the law of cause and effect.

Bob Proctor talked about reaction and response. In particular, he talked about reacting and responding to others, and how if you react you are effectively losing control and allowing the other person to take control of you. But when you respond, you maintain control.

Individuals with a low level of consciousness react to conditions or circumstances. People with a high level of awareness respond. The higher the level of consciousness, the greater the awareness of the laws that govern this beautiful universe. 'Act towards others and the world at large in exactly the same manner that you want the world and others to act toward you,' Bob Proctor said.

I have had the good fortune of speaking to various successful sports personalities, and most of them believe in holding a picture in their mind that they are the best. Thoughts become things. As Proctor says, 'If you can see it in your mind, you can hold it in your hand.'

It is incredibly hard to practise and incredibly hard to learn, but that is where discipline comes in. Discipline is not someone telling you what to do, but you giving yourself commands and following them.

Dr Carol Dweck from the University of Stanford wrote a book called 'Mindset – How You Can Fulfil Your Potential,' which talks about the growth mindset and the fixed mindset. The growth mindset is about believing that you will always learn, you are willing to learn and you are not the best. The fixed mindset effectively says I am learned, I know it all. In fact, those people with a growth mindset learn and succeed in their lives much more than those with a fixed mindset.

We must always make sure our thoughts are constructive and positive. And we must treat everyone as the most important person – start this habit and practise it consistently.

All that a man or woman achieves, and all that he or she fails to achieve, is a direct result of their inner thoughts. Adjusting and ordering our thinking can achieve what we want. A man or a woman's weakness and strength, purity and impurity, are his or hers, they do not belong to others. It is about oneself, and can only be altered by ourselves. Suffering and happiness evolve from within.



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LESSON 3: DECISION



NOTES

Procrastination is the common enemy of decision. When we procrastinate, we do not make decisions – we delay. Any human being that has achieved anything in their lives has had the ability to make decisions. When you analyse the men and women who have experienced failure, lack of decision was nearly always on the list of major causes of that failure.

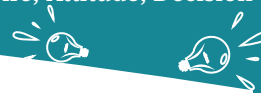
You can test this by thinking about, and looking into, how quickly we make decisions and what impact this has. An analysis of many thousands of people who have been successful way beyond their initial imagination shows they have a habit of making decisions promptly and changing decisions slowly when necessary. People who fail to successfully achieve their goals have the habit of reaching decisions slowly, if at all, and then changing decisions quickly.

Most people who fail to succeed experience problems because they are too heavily influenced by the opinions of others. They permit newspapers, gossips or neighbours to be their thinking. Do listen to people, do respect people, and when they are telling you something, appreciate that they are effectively giving you their opinion. That is okay – everyone has a flock of opinions ready to be thrust upon anyone who will accept them. If you are influenced by the opinions of others, when you reach decisions you will not succeed, much less translate your own desire into success.

If we allow the opinions of others to influence too much, we lose focus on our own desire, passion and purpose to achieve – the elements key to success. It is important to have good advisers and mentors, but when you are making decisions, you have got to be on a moral compass and make sure you are working within your values and purpose.

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In decisions, the most important thing to remember is that you cannot make a decision based on what has happened, because what has happened is history, just as you cannot make decisions based on current results, because if you work with the current results, that only reflects your previous thinking from the past. If you just want to tinker and improve, it does not work; you will get the same results over and over again. What you need to do is say that is the past – you can learn from the past and learn from mistakes to inform your future position, but the starting point must be what you are looking to achieve and what is your purpose.

Often close friends and relatives – while not meaning to – hold you back when they offer their opinions. We have a brain and a mind of our own, so let us use it and reach our own decisions. You have got to talk to your trusted advisers and seek out people who will genuinely provide another point of view, to gather input and do research, but the unsuccessful tend to talk too much and take remarkably little action.

Genuine wisdom is usually demonstrated through modesty, silence and calmness. Keep a closed mouth and open ears and eyes and use your intellectual factors to achieve more of your goals, desires and dreams.

We become what we think about. Our thoughts can be extraordinarily powerful. They may be used to bring freedom to nations – think about Mahatma Gandhi, one man who literally challenged the whole British Empire and achieved India's freedom. Bringing freedom to a nation comes from your imagination, your ability, your faith, your courage and your desire, all of which are needed to become successful. Nelson Mandela is the same story; these individuals do not have a particular degree from Stanford or Harvard, Oxford or Cambridge. Just getting a good academic qualification does not mean you are going to make good decisions.

True decision-making is very much an internal mechanism. Being decisive is something you learn when you are young and develop as you mature. We build a definitive purpose; if we do not have purpose, how can we make decisions? If people cannot tell you straight away what their purpose is, they have not thought about it and they are not working through it. How do they make decisions?

Decisiveness requires courage. Saying you are going to change things fundamentally and taking on the status quo can be terrifying. But people do. As long as it's lawful and purposeful, values and morals are there, then do not worry about the outcome, just get on and do it.

We should think of life as the perfect ground to be seeded. It can only return to you if you first give to it by making definitive decisions. You have time – the one thing that is completely beyond the control of all of us. Time, which cannot be saved, stopped or held back for even an instant. You don't manage time; you only manage activities.



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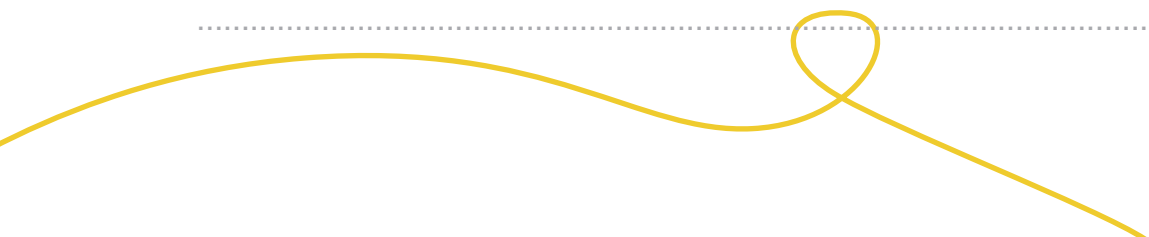


LESSON 4: ACTION



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LESSON 5: GRATITUDE



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As human beings, we have a huge tendency to reject new ideas, rather than going into the positive plain and actively considering them. But take ideas into your conscious mind and analyse them before rejecting them. If you want to take an idea forward, move it to your subconscious mind, attach your feelings, take action and get reaction because that is the laws of nature.

If we do not believe in the laws of nature, we must ask ourselves whether we believe in gravity, or friction. Those are just concepts – you cannot see them, but experience proves that they exist.

The good things you have come to you because of the laws of nature. Gratitude will keep you in creative thought and prevent you from falling into competitive thought.

The grateful outreaching of your mind in thankful praise to nature is a liberation or expenditure of force. In every difficult moment you face, any problem that you come to, just say that everything happens for good reason and accept it.

Let me share a story about a king and his adviser. One day the king went hunting with his adviser in the jungle. During the hunt, the king lost one of his fingers. On returning to the palace, the king was whinging about how he had lost his finger and how awful it all was. The adviser listened carefully and said, 'Everything for good, your Royal Highness.' The king was cross, and replied, 'What could possibly be good, I have lost my finger!' He put the adviser in prison.

Months and years passed with the adviser in the prison. The king went back to the jungle to hunt and on this occasion was caught by a tribe that was going to kill him as part of a ritual. They were about to kill him when they realised that he did not have a complete body, so according to their ritual, he could not be killed. The king rushed back to the palace, told the queen what had happened, and freed the adviser. The adviser had told him many years ago that everything is for good, and in fact, had the king not lost his finger, he would not have lived. So, everything happens for a reason.





NOTES

..... The grateful mind continuously expects good things and expectation becomes faith. The reaction of gratitude upon one's own mind produces faith and every outgoing wave of grateful thankfulness increases the faith. The person who has no feelings of gratitude cannot long retain a living faith, and without a living faith you cannot get what you want. We must get into the habit of being grateful for every good thing that comes to us. We should give thanks continuously, for even the simple things.

..... Do not waste time worrying about the shortcomings of those in power. Do not look at the negative. Things come to you because of your actions. There are corrupt leaders in all walks of life – business, politics, even religion. Do not give them your energy, because by doing that, you are planting seeds in your mind. You do not want negativity; you only want positive thinking.

..... Let me close with another story from Earl Nightingale. This is a story from a country where a group of workmen was hired to work on a farm. These people came from a small, remote village where there were not many motor vehicles. The workmen were excited to be transported on the back of a truck. They had never had that opportunity before. When they came to the place where they thought they were supposed to get off, they stepped off the back of the speeding truck without a thought. Fortunately, they fell onto a soft road, rather than a paved highway.

..... They bounced and were hurt and could have died. Thankfully, none was seriously injured and the terrified driver went to the back of the truck to find them laughing. When the truck driver later told the story, he put the blame on them; they had never ridden on trucks before so they just did not know how, and when, to get off. But Nightingale took something different from that story. He believed the amazing circus tumbling act on a remote farm road was caused not by ignorance, but by a natural law. One that operates the same whether it is a truck, a boat, an airplane, or any other moving body in the world: a body in motion tends to remain in motion until acted upon by an outside force. When the workers stepped off the back of the speeding truck, they were going at the same speed as the truck itself. The outside force was gravity, which pulled them down to the road, still travelling at the same speed.

..... The law of gravity, the law of friction, saved them. This is exactly what we need to understand – the power of natural laws.



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LESSON 6: FAITH



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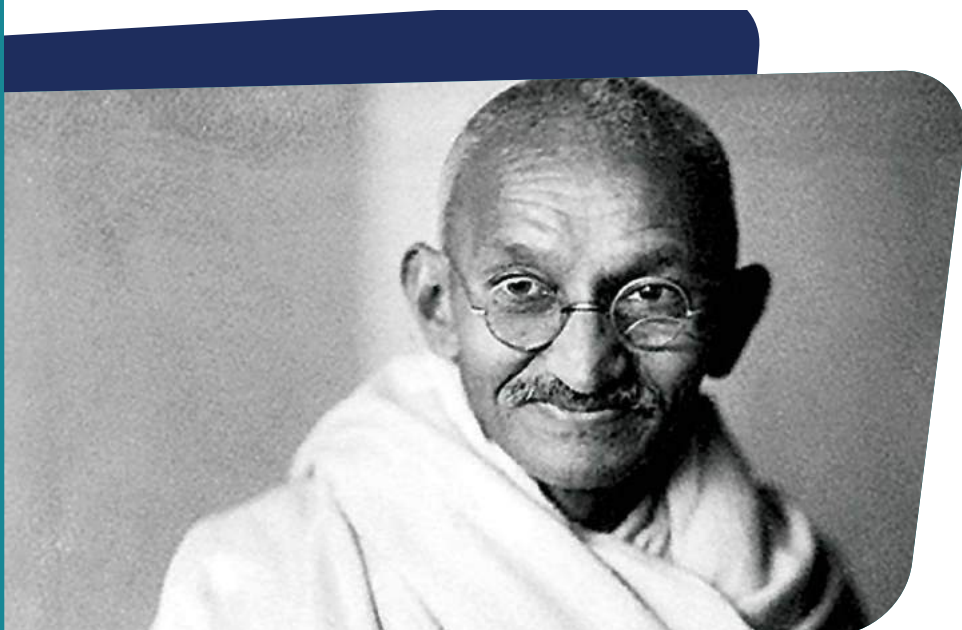
Faith is the head chemist of the mind, dictating the way we work. Faith is blended with the vibration of thought and the subconscious mind instantly picks up that vibration and translates it into form. That is how thoughts become actions.

Faith is a state of mind that may be induced or created by affirmations or repeated instructions to the subconscious mind, building on the repetition concept that lots of psychologists and neuroscientists talk about. In this lecture I am not talking about any religious faith, but am using the word faith without attaching any religious context.

The faith we are talking about is the ability to see the invisible, believe in the incredible and receive what the masses think is impossible. This is the unknown, so how do we have faith? The method by which one develops faith is difficult to describe. 'It is almost as difficult,' Hill said, 'as it would be to describe the colours red, blue, or brown to a blind man who has never seen colour and has nothing with which to compare what you describe.'

Faith is a state of mind that you can develop only once you have mastered how things work. People who exhibit disruptive behaviours have planted the wrong things in their minds; if you plant a particular seed, that will grow. Thoughts that are mixed with faith and emotion become physical fact. That is why the repetition of a lie becomes the truth, so we must be incredibly careful about what we put our energy, faith and emotions into.

Mahatma Gandhi was from India and in this man the world saw an outstanding example of the possibilities of faith. Gandhi achieved more power than any man living in his time, with none of the orthodox tools of power – money, battleships, or soldiers. Gandhi had no money, no home... he did not even own a suit, but he did have power. How did he come by that power? Gandhi was an incredible man who created power out of his understanding of faith. Through his ability to translate that faith into the minds of 200 million people, he accomplished a reach that the strongest military power on earth could not and never will achieve.



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LESSON 7: KNOWLEDGE



NOTES

There are two kinds of knowledge, general knowledge and specialist knowledge. General knowledge is, no matter how great in quantity or variety, not going to help you achieve your goals, particularly if you are looking at growing a business or achieving a certain level of success in business.

Knowledge will not attract success unless it is organised and intelligently directed, through practical plans, to the definite end of success. A lack of understanding of this is a source of confusion to lots of people who falsely believe that knowledge is power. It is completely wrong to say that knowledge is power – knowledge is only potential power. Knowledge becomes power only when, and if, it is organised into definite plans of action directed towards a definite goal.

This missing link exists in all systems of education known to civilisation and can be seen in the failure to direct knowledge into specific success. Understanding how to organise and use knowledge after its acquisition is vital.

The word education is derived from the Latin word educo, meaning to induce, draw out, or develop from within. That is where the Regent Group's system of inside-out education comes from. An educated person is not necessarily one with an abundance of general knowledge or specialised knowledge. An educated person is one who has so developed the faculties of their mind that they can acquire anything they want without violating the rights of others.

Henry Ford was not educated, and people used to say he was not capable of achieving anything. He was called ignorant. But he had a purpose, which was to create something to replace the whole system of carriages. With that purpose, he did not need to know huge amounts of general knowledge. He surrounded himself with people that knew what was needed.

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The accumulation of success calls for power, and power is acquired through highly organised and intelligently directed specialist knowledge. But that knowledge does not necessarily have to be in the possession of the person who is creating that success. Building successful businesses requires good leadership and management, which is often about harnessing the skills of others.

Sometimes people go through life suffering from an inferiority complex, because they did not succeed in education. But the person who can organise and direct people to a common cause is the one who has benefited from what education can give to us.

Successful people in all callings never stop acquiring specialist knowledge relating to their major purpose, business or profession. Those who are not successful usually make the mistake of believing that learning ends when they finish school or university. The truth is that school does little more than teach us the ways of learning, showing young people how best to acquire practical knowledge.

Never accept a free lunch: anything acquired without effort is always under-appreciated. This may explain why so many of us take so little from the marvellous opportunities that we are offered through our free education. We must appreciate what we are getting and make use of it.

Often people cannot go to school because they have a family to support or are poor, they are distracted by national problems or war, or they say they will gather the information later. Yet the person who stops studying simply because they have finished school is forever destined for mediocrity. The way to achieve success is only through the ongoing pursuit of specialist knowledge.

Specialist knowledge plus imagination are the ingredients needed to create success. Never mistake temporary defeat for failure. You need to persist, and with a passion you see what is possible.

Once you have gained your specialist knowledge, there is no fixed price for sound ideas. The bedrock of all ideas is specialist knowledge. We will not find success in abundance without ideas, which are harder to acquire than specialist knowledge.

Capability feeds imagination, which is the one quality needed to combine specialist knowledge with ideas in order to create plans. If we can understand all of these things and put these ideas into work, we can achieve what we want to achieve.

Every person, in reality, is in business for themselves, in that they are building their own life regardless of who happens to pay their pay cheque or how they are generating their revenues. You are the president, the CEO, the leader. You are responsible for your success or failure. Part of the operational role of running yourself as a business is to gain a knowledge and understanding of finance and to understand production. What you produce in your life and your business, you need to be able to provide to other people in the form of a service that sells.



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LESSON 8: IMAGINATION



NOTES

Imagination can be described as 'the workshop within which everything is fashioned and planned before it is created by humans.' Any impulse or desire is given shape, form, and action with the aid of the imagination. Imagination is an intellectual tool that humans were gifted and animals were not. It has been said that a man or woman can create anything that he or she can imagine.

Our current time is the most favourable era ever for the development of the imagination because it is an age of rapid change. With imagination, man has discovered and harnessed nature's forces.

There are two types of imagination: synthetic imagination – effectively an idea that is already there, that you take to a different level; and creative imagination – an idea that is not there.

Creative imagination works automatically in human beings, who have been given that power. The creative faculty becomes alert and receptive to vibrations from our desire to achieve certain things. Imagination is a creative tool, like a muscle. If you want to improve the muscles in your body, you need to do lots of exercise. The same thing applies if you want to improve your imagination.

Great leaders of business, industry and finance, and the great artists, writers, and musicians, all became great because they developed the faculty of creative imagination. Both the synthetic and creative faculties of imagination become more alert with use, just as any muscle or organ that the body develops through use. Desire is only a thought, an idea, but imagination takes that desire and turns it into reality. Your imagination will die if you do not use it.

Action and imagination must integrate to get a reaction. To get an idea off the ground, to source the finance to back it and make it happen, requires internalising the desire into the subconscious mind. If you do not take action, your imagination will not deliver results.

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 Synthetic imagination is used more often in the process of creating success from a financial standpoint. Meanwhile, the success that you create in relation to coming up with new ideas sits on the creative side of the imagination.

.....
 The imagination is the opportunity to create a picture in your mind. On earth, every one of the billions of individual cells in our body and every atom of matter began as an integral form of energy. Everything was intangible and became tangible. When it is intangible, it is in the form of imagination.

.....
 Desire is a thought impulse and thought impulses are forms of energy. When you begin with a thought impulse, desire to become successful and achieve something is fuelled by the imagination. As far as science can determine, the entire universe consists of two elements: matter and energy. Everything has been created through the combination of energy and matter, from the largest stars that float in the heavens down to the smallest beings. Imagination has been a key part of that.

.....
 Coca-Cola is a huge successful global business that has grown out of one single idea, which was the secret recipe that came from imagination.

.....
 Everyone can develop imagination and you can work imagination into action, because imagination and ideas sit in your conscious mind and your body does not act until they are transferred to your subconscious mind. As soon as they reach your subconscious mind, you can automatically take action. The story of practically every great success starts with the day a creator of an idea and a believer in that idea came together and worked in harmony. Some excel at having creative ideas, while others are better at putting ideas into action.

.....
 Millions of people go through life hoping to be given a big break, but one cannot depend on luck. Luck can be defined as 'a readiness to receive an opportunity'. In essence, opportunity comes to you and if you are ready to receive it, then the world will say you are lucky. You have to have gratitude within yourself that you have received that opportunity.





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Matter is any substance that has mass and takes up space by having volume. All everyday objects that can be touched are ultimately made up of atoms, which are in turn made up of interacting subatomic particles. Understand that this physics of matter, and the way in which the world has evolved, started with imagination. There is nothing mysterious in the idea of the picture we have in our mind coming into material being as a result of imagination. It is the working of natural laws.

The world was projected by the self-contemplation of the universal mind and this same action is taking place in its individualised branch – the mind of humans. This was written about by the French author Genevieve Behrend, who said that everything in our whole world has a beginning in our mind and comes into it in the same manner, from the hat on our head, to the boots on our feet.

The mental picture is the force of attraction, the powerhouse that evolves and combines the originating substance to create a particular shape. The creative action is limitless, without beginning and without end, always progressing and orderly.

When a child is conceived, it forms, and that is nature. Whether it is a human being, a product, a business, anything; if you give birth to that idea, it will grow. If you want to build a house, but you do not have a detailed plan, then clearly the building will not end up in good shape. Therefore, having that clear idea of exactly what we want, and having that mental picture, is critical.

Huge emphasis should be put on taking action – imagination has to be linked to action. Each day consists of a series of acts of all kinds and success of the day depends on the successful completion of these acts. In each day, if each of these acts is done to the best of our ability, we can fall asleep at night safe in the knowledge that we have done our very best, that the day has been a success, and that one more stone is successfully in place. You had the imagination, you created the picture. You go back to that idea of a beautiful building that you are creating and just think that you are putting in one more stone. If you don't put that stone in each day, then it will not be a good building.

It is not so much the number of things you do, but the efficiency of each separate act that will gradually create success. That is the habit of success and is why successful people go from one success to another.

Imagination creates a picture: you take action every day, you have successful days, and it will happen. We should not give any energy to thinking about how and we should remember not to be impatient. You can be in a rush to get things done, but you must not be impatient. Do not let the hundreds of little disruptions that happen each day put you off course.

Concentrate on each day and on each act of the day from morning to night. Do each of your acts as successfully as you can, knowing full well that if each of your acts is performed successfully, or at least the great majority of them, then that day has to be successful.



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LESSON 9: PLANNING



NOTES

It is no disgrace to be a follower, as long as you are an intelligent follower. On the other hand, it is no credit to remain a follower. Most brave leaders began in the capacity of followers and became great leaders because they were intelligent followers. A man or woman who can follow most efficiently is usually the man or woman who develops into leadership most rapidly.

Planning is linked to leadership, because when you are planning you must take action and in order to take action, you need leadership. An intelligent follower has many advantages, among them the opportunity to acquire knowledge from a leader.

Take ideas, but do not follow blindly. If you want to plan and execute a strategy, you have got to have leadership and take action. You also need unwavering courage. You cannot have fear; bravery and courage are critical to leadership. No intelligent follower will be dominated by a fearful leader.

Hill set out a list of attributes required for successful leadership, including self-control. The man or woman without self-control can never control others. This is where discipline comes in.

A keen sense of justice is also important. Without a sense of fairness and justice, you are never going to execute your plans.

You must do more than you are paid to do and give everything you can. You may not get immediate rewards, but nature will reward you.

A pleasing personality is important. Be pleasing, be approachable; that doesn't mean you cannot be assertive, but you need sympathy and understanding to execute your plan.

You also need an eye for detail. Successful executors zoom in on the detail. You need to know what is core and what is incidental.

Leaders need a willingness to assume full responsibility – the buck stops with them. No matter if you are leading a company, a community or a country; at every level, there is a position of responsibility. A successful leader must be willing to assume responsibility for the mistakes and shortcomings of their followers.

Cooperation – the successful leader is a person who can execute and can understand and apply the principles of working together. Obviously, there are two types of management and leadership – leadership by consent and leadership by force – leadership by force will never work.

You need mutual respect based on an equitable division of profits of the business. Without employees, an organisation cannot achieve anything; we have got to make our own success in our own life, but we have got to give to the nation without expecting anything back.



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LESSON 10: PERSISTENCE

NOTES

Persistence is an essential feature of the procedure of translating desire into success. The basis of persistence is the power of will, and will is an intellectual tool that humans have and must develop.

If you want something, you have to keep going. Willpower and desire, when properly combined, make an irresistible combination, and that is where humans accumulate great success.

The majority of people are ready to throw their aim or purpose and give up at the first sign of misfortune. If you carry on despite all opposition, you will attain your goal, and that is the value of persistence.

Any success generally involves the application of an understanding of the laws of nature. Furthermore, the starting point of all achievement is desire. If you really want to achieve something, then pump up the desire. If you find yourself lacking in persistence, this weakness can be mended by building a stronger desire.

Fortune gravitates towards humans that have the mindset to attract it, just as water gravitates to the ocean. Hill said that there exists a great unseen stream of power that may be compared to a river, except that one side flows in one direction carrying all who get into that side of the stream onward and upward to success. The other side flows in the opposite direction, carrying all who are unfortunate enough to get into it downward into misery, and sometimes poverty.

Poverty is something that is not given to us, we create it. Bill Gates said that if you are born into poverty, without wealth, opulence, or success, that's okay; that is not your mistake. But if you die in poverty, that is your problem, because you can choose to change it.

Everyone that has accumulated great success and fortune has recognised the existence of this truth. It is about one's thinking process. If you think that you are going to become something, you will. But you have a choice. If you are on the side of the stream of power in Hill's analogy, you must make sure you continue to travel forward and do not fall into the other side.

Hill talked about how poverty and riches often change places. When riches take the place of poverty, the changes were brought about through well-conceived and executed plans. These things do not come without planning, without thinking, without action. Riches are shy and timid – they must be attracted. That can only be done through your thinking.

With persistence, success will come. You are taking certain steps and doing certain things to achieve the goal. We define success as the progressive realisation of a worthy goal. When you are progressing, you will hit many roadblocks, but persistence is the way through.

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Persistence is a direct result of habit, which is why we call it a paradigm; it sits in your subconscious mind. The mind absorbs and becomes part of the daily experience upon which it feeds. Fear, the worst of all enemies, can be effectively cured by forced repetition of acts of courage.

The symptoms of a lack of persistence are many, and procrastination is one of them. The habit of neglecting to move on a great idea is key; just go and do it, rather than thinking about it. Stop using the words 'I wish X would happen'. Instead, say, 'X will happen'. Shift your vocabulary and your thinking, because if you really want something, you need to believe in it. We all have the power to implement changes that may lead to opulence and riches.

Never fear criticism: as soon as people fear criticism, people give up, and that is another symptom of lack of persistence. Often, people refuse to take chances in business because they fear the criticism that may follow if they fail. The fear becomes bigger than the desire for success.

As long as what you are doing is in line with your goal, as long as you are respecting the laws of nature, as long as you are not berating somebody else's space, then you can just go ahead and achieve your goals. Have a purpose, have a plan and do not bring any negativity. Have the right group of people around you and, if people pull you down, do not entertain them.

Shakespeare said, 'To thine own self be true, and then it must follow as the night the day, thou cannot be beholden to any man.' That is a nice way to put it.

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LESSON 11: INFLUENCE



NOTES

There is no reason to influence others, so when we talk about influence, we talk about influencing ourselves. The term influence comes from us impressing an idea upon ourselves. It is a self-administered process that reaches our mind, firstly through the five senses, and then by constant repetition.

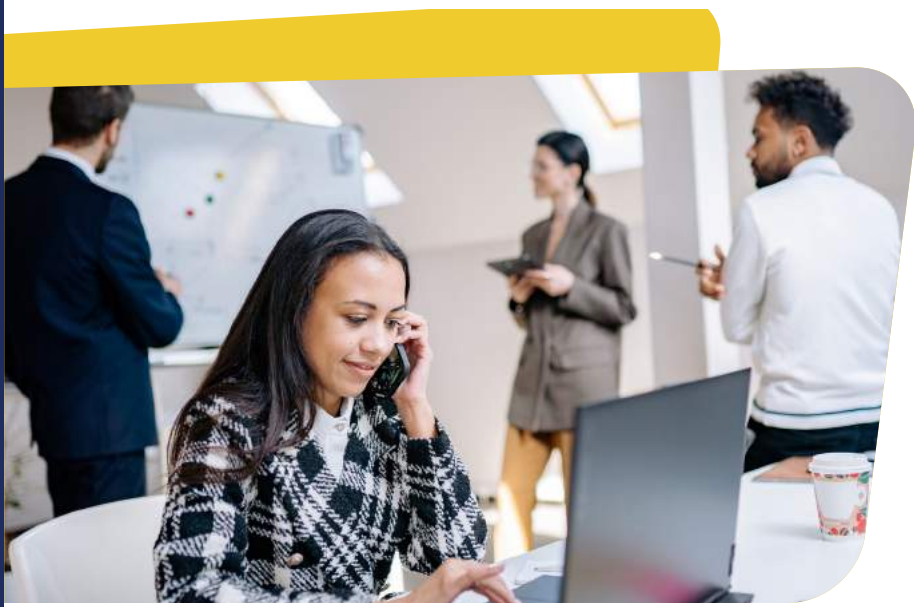
The dominating thoughts that one permits to remain in the conscious mind, whether negative or positive, are immaterial. The principle of bringing influence involuntarily means it must reach the subconscious mind to influence our thoughts. No thought, whether negative or positive, can enter the subconscious mind without repetition and internalisation.

Stated differently, all those impressions that are perceived through the five senses are stopped by the conscious mind and may be either passed on to the subconscious mind or rejected. The conscious mind is inductive and deductive, while the subconscious mind is completely deductive. In the conscious mind you have intellectual factors – the reasoning, the intuition, the memory, the will.

Nature has created the human to have complete control over the material that reaches his or her subconscious mind through the five senses. However, in the great majority of cases, people do not exercise it, which explains why so many go through life focusing on the areas they would like to achieve, but they do not achieve.

An individual may voluntarily feed the subconscious mind on thoughts of a creative nature or, by neglect, permit thoughts of a disruptive nature to find their way into the rich garden of the mind.

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When we understand this concept, we mix feelings with words. If you repeat something a million times, day-by-day – 'I am getting better,' for example – without emotions or faith, you experience no desirable results. Unemotional words do not influence the subconscious mind or deliver results.

The ability to reach and influence your subconscious mind has its price, and that is everlasting persistence, applying emotions over and over again to what you want to achieve.

Wisdom and cleverness are not what attract success. Moreover, the method plays no favourites. Nature does not know who is good, who is bad. This method will work for one person as effectively as it will work for another.

Where there is a failure, it is down to the individual, not the method. When we have experienced temporary failure, it does not mean the method does not work. The method has not failed; we did not apply it correctly. If at first you do not succeed, keep on going until you do.

Your ability to influence is directly related to your capacity to concentrate. Visualise the physical appearance of your success, and by impressing that physical appearance on your mind, you will be able to turn it into reality. As Bob Proctor said, 'Thoughts become things. If you see it in your mind, you will hold it in your hand.'

Use your intuition to create a plan for the success that you are willing to reach. You have got to visualise and see success,. When you see it, think about what you are doing – this idea of fusing from that future to the present date is so important.

We know there are two sets of people, one which achieves results and the other which does not. We also know it is nothing to do with education, qualifications or where they come from.





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LESSON 12: FRIENDS



NOTES

Let us consider how power can be acquired if power is organised knowledge.

Gaining power through a friendship group may be defined as a coordination of knowledge and effort in a spirit of harmony between two or more people for the attainment of a definite purpose. Hill wrote about these ideas as Power of the Mastermind – when you have people around you who are equally passionate about what you want to achieve, they stimulate your ideas. Those people may not give you the answers, because they can only give opinions, but by talking with them you will formulate new ideas to take your own action. There is a fine line between advice, opinion and your own action; that is your own wisdom, or sixth sense.

Friendship groups are intangible, you cannot see them. You might have conversations, but you do not see them. These friendship groups can give you economic success or success in your human potential development. There is obvious economic advantage if a person surrounds himself with advice, counsel and the cooperation of a group of human beings who are willing to lend themselves wholeheartedly to his endeavour.

These forms of cooperation and alliance are at the heart of every great success story in history. Understanding this great trick will determine our success and fulfilment in life.

No two minds ever come together without creating a third intangible force that may be linked with a third mind. If the minds of two people are coordinated in the spirit of harmony, a form of energy in each of their minds forms an affinity that constitutes the definition of friendship.

These friendship principles, or rather the economic feature of them, were first observed by the great thinkers in the 18th and 19th centuries.

We absorb energy, which then provides power, a driving force. It is well-known that a group of electric batteries will provide more energy than a single battery. It is also well-known that an individual battery will provide energy in proportion to the number and capacity of the cells it contains. The brain functions in a similar fashion. This accounts for the fact that some brains are more efficient than others and leads to the significant statement that a group of brains coordinated in a spirit of harmony will provide more thought energy than a single brain.

Through this metaphor, it becomes immediately obvious that friendship groups are powerful. These mental powers can bring you great success. Gandhi accomplished something unbelievable because he had the spirit of harmony for a limitless task. If you doubt that something is achievable, try to use one or two more people to cooperate in the spirit of harmony. Gandhi did it with 200 million people; that is the power of friendship.



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LESSON 13: STIMULI



NOTES

Stories suggest that many great leaders, politicians and CEOs will ruin their lives because they are not able to manage stimuli. But harvesting stimuli along other lines means this motivating force maintains all its attributes of driving keenness of imagination, courage and so on, and those can be used as a powerful creative force. Whether working in literature, art, music or sport; those that succeed have managed to redirect their stimuli into great achievement.

To do so requires huge amounts of willpower. Desire should not be submerged or eliminated, but given an outlet through forms of expression that enrich the body, mind and spirit of humans. If not given this form of outlet, through transmutation, stimuli will seek outlets through purely physical channels. Passion may be submerged and controlled for a time but its nature causes it to be ever seeking means of expression. If not transmuted into creative effort, it will find a less worthy outlet.

Scientific research demonstrates that men and women achieve most in their lives when they are able to manage and direct the various stimuli in a proper way.

We can think about genius developed through the sixth sense. Stephen Covey talked about the sixth sense; or the creative imagination. The faculty of creative imagination is one that the majority of people never use in their entire lifetime. It is the direct link between our mind and this unknown that we call intelligence.

If you are making decisions, the sixth sense is important. When an idea or concept flashes into one's mind through what might be called either a hunch, a calling, or a light bulb moment, it comes from creative intelligence, or sixth sense. Infinite intelligence is there to be capped but must be developed using our intellectual factors and our subconscious mind. This is where intuition comes in.

Nothing inspires ideas more than the ability of the human being to have a creative imagination. When brain action has been stimulated through one or more of stimuli, it has the effect of lifting the individual far above the horizon of ordinary thought and permits them to look at things differently. These thoughts are not available on the lower plain, while one is engaged in the solution of problems of the usual routine.

When lifted to this higher level of thought, through any form of mind stimulation, an individual occupies the same position as one who has gone up in an aeroplane to a height from which they can see beyond the horizon line that limits vision. While on the ground they may not be able to see, but when above, they can see that while on this higher level of thought, the individual is not bound or hampered by any of the stimuli that sometimes curtail creativity.

You need to think beyond the basic necessities of food, clothing and shelter and move to a world of thought in which day-to-day worries have been as effectively removed as the hills and the valleys; and other limitations on physical vision are removed when you rise in an aeroplane. You look at things differently.



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LESSON 14: MIND



NOTES

The key to understanding the mind is to understand the conscious mind, the subconscious mind and the body, as illustrated in the diagram drawn by Dr Thurman Fleet, which I explored in my book, Thinking into Character.

The subconscious mind consists of a field of consciousness in which every impulsive thought that reaches the mind through the five senses will, if it is emotionalised, turn into practical results. The subconscious mind receives and files impressions or thoughts, regardless of their nature. We may plant any planned thought or purpose in our subconscious mind and turn it into results.

The subconscious mind works day and night through a method unknown to the human. You cannot entirely control it, but you can voluntarily hand it any plans, desires, or purpose that you want to transform into reality. A man or woman is effectively a combination of their thoughts, feelings and actions to this point. Going forward, who they are will be purely based on their thoughts, feelings and actions from now on.

There is plenty of evidence to support the belief that the subconscious mind is the connecting link between our conscious mind and intelligence, or the laws of nature. Hill wrote a chapter on The Subconscious Mind in which he described it as, 'The intermediary through which one can draw upon the forces of intelligence. It alone contains the secret process by which mental impulses are modified and changed into tangible results.'

You achieve a deeper understanding only after you have accepted as reality the existence of the subconscious mind. If you understand its possibilities as a medium of transmuting desires into physical results, then you will comprehend the full significance of the instructions, and what the laws of nature give to humans.

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Understanding comes through study; it is not just a question of knowing facts. It is important for us to understand these things and never become discouraged if we cannot do this on the first attempt. Remember that the subconscious mind can be voluntarily directed only through habits. Habits, paradigms, cultural norms, these are all ways in which our minds are programmed. We can influence our subconscious mind. We have the best instrument within us to achieve success.

What is the difference between us and our pets? They also have five senses, they can also do various things, but there are intellectual factors that creation has plainly only given to the human being.

Thoughts of fear or poverty are negative thoughts that we need to keep away. We need to work with positive thoughts. The subconscious mind will not remain idle; if you fail to plant desires in your subconscious mind, it will feed upon the thoughts that reach it as the result of neglect. You cannot neglect it; you must plant good thoughts and ideas.

Thought impulses are key and then it is about how you transmute those thoughts into results. Remember that we are living in the midst of all manner of thought impulses that reach our conscious mind, but we have a choice about what we allow to go to our subconscious. When we understand this, we hold the key that unlocks the door to the subconscious.

The ideal is that we achieve control of that door so completely that no undesirable thought can influence our subconscious mind. Everything that the human creates begins in the form of thought. Humans can create nothing that they do not first conceive in thought. If you can have it in your mind, you can have it in your hand.

With the aid of imagination, through thinking about things and then taking action, we can achieve success. All thought impulses intended for transmutation into physical results are voluntarily planted in the subconscious mind, passed through the imagination and mixed with faith. The mixing of faith with the clear plan or purpose intended for submission to the subconscious mind can be done only through the imagination.

These emotions can be linked to our paradigms and how we are programmed, and so it is particularly important that we change our paradigms. The subconscious mind is more receptive to influence by impulses or thoughts mixed with feelings or emotions. If the feelings or emotions are just empty words, nothing is going to happen. There is much evidence to support the theory that only emotionalised thoughts have any influence on the subconscious mind. If you do not give emotion, it does not become subconscious.

Negative emotions voluntarily inject themselves into the thought impulse, ensuring passage into the subconscious mind. It is the positive emotions where you need commitment. Bad habits come in without thinking, but to get good habits you have to make a conscious act.



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LESSON 15: WISDOM



NOTES

When we talk about wisdom, we often refer to the sixth sense. The sixth sense is intangible, infinite, and you cannot see it because it has no form. So, how then do you believe in it and develop it? This principle of the sixth sense can only be understood once we understand the laws of nature.

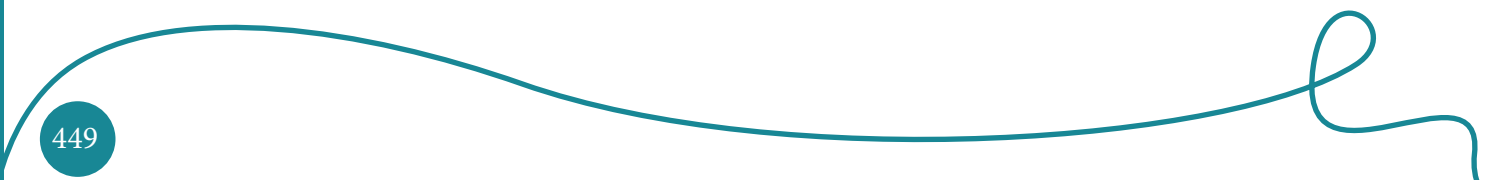
The sixth sense is that portion of the subconscious mind that has been referred to in different forms – creative imagination, intangible and so on. We are like a radio station. We receive and we broadcast. The receiving comes through our imagination, where we have ideas, plans and thoughts that flash into the mind. These flashes are sometimes called a hunch, an inspiration, or a sixth sense.

The sixth sense defies description. You really cannot define it and it cannot be described to a person who has not fully understood these ideas. You can develop it through development of will, but it is a lifelong journey.

The sixth sense is the medium of contact between the intangible and us. This is where the mind and the non-form come together. It is believed to be the point at which the mind of the human contacts the intangible. Through the aid of this sixth sense, people can spot opportunities, but also dangers.

Infinite intelligence converts acorns into oak trees, makes water flow downhill. The law of gravity is an intangible. And the basic concept of all this is that you become what you think about. The dominating thoughts and desires will get you where you want to be.

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Let me expand the radio broadcasting principle. Through the medium of nature, in a fashion similar to that employed by the radio broadcast, every human brain is capable of picking up vibrations of thoughts being released by other brains. Creative imagination is effectively the receiving centre of the brain, which receives communication between one's conscious, educated, reasoning mind and nature. When stimulated or stepped up to a higher rate of vibration, the mind becomes more receptive to the vibration of thoughts that reach it through nature. This stepping up process takes place through positive emotion. That is where positive mental attitude comes in, and the growth mindset. Everything is inter-related but positive emotions have an impact, as do negative emotions that we do not want to dwell on.

Vibrations of an exceedingly high rate are the only vibrations picked up and carried by nature from the brain. Thought is energy, travelling at an exceedingly high rate of vibration. Thought that has been modified or stepped up by any of the major emotions vibrates at a much higher rate than the ordinary thought, and it is this type of thought that passes from one brain to another. Not the normal thought, but this elevated idea.

The brain that has been stimulated by these emotions vibrates at a much more rapid rate than it does when emotions are not active. You mix your feelings and emotions with your thoughts and pass it all into your subconscious mind.

The subconscious mind is the sending station, the receiving station is the creative imagination. Along with the important factors of the subconscious mind and the faculty of the creative imagination, we create our mental broadcasting, our radio station.

If you bring desire into it, the whole thing steps up. The introduction of mental broadcasting is a comparatively simple procedure. You have three elements – your sending and receiving, and your ability to push these ideas over and over again through desire and faith to make it happen.





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LESSON 16: IMPRESSION



NOTES

Whether you think of business or personal relationships, do not try to sell something, and do not become obsessed with what you sell to people. Just make sure that your non-form expresses who you are and you provide a valuable service. You can convey this impression by holding the unshakeable faith that we as humans are in the way of increase and by letting this faith and desire permeate every action. Do everything you do with the conviction that you are an unlimited reservoir of energy and personality and that you are giving advancement to everybody by your giving.

Never boast or brag about success or talk unnecessarily about achievements. People who have real substance do not feel the need to talk too much; the people who boast are the people that lack substance. Whenever you find a boastful person you find one who is doubtful and afraid.

Let every act, look and tone express the quiet assurance that you are achieving what you are achieving. Look at the way you express your stature, your humbleness, your humility. Words should not be necessary to communicate this feeling to others because they will feel that sense when in your company. You do not need to say anything – your talk, your walk, your posture, your tone of voice and your handshake will all give you presence.

A true leader is not someone who shouts and orders. A true leader makes other people feel they are the best. Whether in business, school, in your community or in politics, you will be surprised by the unexpected benefits that will come to you from this approach.

Nothing is so appealing to the uninformed as the exercise of dominance by others, but the desire to rule for selfish gratification has been the curse of the world, Wattles wrote. If you look at rulers who have done this, often countries are still suffering. Those that seek not to get more for all but more power for themselves do not succeed. The mind that seeks mastery over others is a competitive mind, and the competitive mind is not creative and never will be.

To master the environment and your destiny, it is not necessary to rule over your fellow human being. Beware of the competitive mind – the golden rule is always, what I want for myself I will want for everybody.

If we want to become a leader, the only way to do it is through the subconscious mind, and that comes through repetition, study and greater understanding.

The best leaders, teachers and mentors are willing to share; they show us how to do things, and do not preach, but practise. The same is true of the teacher who can inspire children with faith and purpose of advancing life – he will never be out of a job.



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LESSON 17: OPPORTUNITY



NOTES

It has been said that a palace the size of the Taj Mahal could be built for every family in India, the land is there, the materials are there. Under intensive cultivation, this could be achieved because there is unlimited supply from nature. The visible supply is practically inexhaustible, while the invisible supply, through intangibles, really is inexhaustible.

So, when you set your goal, you fall in love with that idea and you emotionalise it. By emotionalising that idea, your body takes action. The same applies to simple bad habits.

The whole universe is made of this infinite intangible. Space has a lot more to offer and everything is hugely available, but with our senses, we only see a limited amount of resources. Our senses are not allowing us to see these things. People are not successful because nature makes them fail; nature is an inexhaustible store house and we just need to take it in the right way.

When the supply of building materials is exhausted, more will be produced. When the soil is exhausted, oil will keep coming, food will keep coming. If human beings are still in such a stage of social development as to need that golden syrup, it will be produced, we just need to take action.

The amount of money that we earn depends not just on who we are, but on the demand for what we do and our ability to do it individually and collectively, and the difficulty in replacing our piece of core competence. If you are doing something that people want, and you are doing it to the best of your ability and every day you perfect yourself, then the flow will happen. And when the flow comes, you will keep providing your service, and provide good things to the world.

People are often about what is in it for them. That is wrong. Nothing is just for yourself because you are only here for a temporary time. Rather than asking what your country can give to you, you should ask what is it that you can give to your country. Be a giver.

It is natural for all of us to want more, not greediness. Wanting more is the expansion of your spirit. Greed is snatching things from people. Growth is accessing and receiving from nature: you willingly give, and you graciously receive. The opposite is also true; when you do not give, nothing comes. If you are just static and you are not giving, you are not thinking, and you are not taking action; nothing will come.

Nature is formed for the advancement of life. Its objective is the increase of life because the spirit is always looking for more expression. Everything that can possibly administer in our life can be provided if we know how to access it – not to take it, to access it; we just have to figure out how.



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LESSON 18: LAWS



NOTES

When we talk about laws, we are not talking about manmade laws. Manmade laws are human, self-created laws to regulate interactions in a country or a region. Each country has its own laws, and, in that jurisdiction, those laws should be respected. But we are talking about natural laws, which dictate how the world works.

First is the law of perpetual transmutation, which explains that everything in the universe as a whole, and in its parts, exists in an ocean of motion. Motion is the only thing that is constant.

Change is energy's only attribute that is apparent to our material senses. This is where thought energy comes in and the idea of non-physical energy. You can develop your thoughts and your conscious mind, emotionalise those ideas and steer ideas and emotions into your subconscious mind so that the body then moves. Emotions are expressed through the body, the body is moved into action, and that produces results. This is accepted within the law of transmutation.

Transmutation means changing one form of energy into another. This is how thought energy moves into physical form and the images we hold in our mind materialise into results in our life.

Next is the law of relativity. You are not big, you are not small – size only depends on who you are comparing yourself to. Similarly, you are not rich, you are not poor. You are not winning, you are not losing. Look at someone walking barefoot versus someone with shoes or someone with just one leg. The person walking barefoot is neither well off nor the most disadvantaged.

When the law of relativity is properly understood, there is something better for everyone, and something worse. You can do something better than every person you meet. When you fixate on something you cannot do that another person has mastered or owns, you will not feel good. There is no big or little, fast or slow. When you understand this, life becomes easy.

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 In understanding the concept of relativity, the key is that wherever you are, everything in life is just this. This is where mindfulness comes along; just be present, do not worry about the past or the future. Practise relating your situation to something much worse and things will always look good.

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 Next, we move onto the law of vibration and attraction. Everything vibrates, nothing rests. We live in an ocean of motion, which contains the secret of life. You are always moving towards something and it is always moving towards you. This is where the intuitive factors of human come to life.

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 When you feel bad, you can change that by thinking positive thoughts. When you pick up a bad feeling from another person, do not let it get you down. Your thoughts are vibrations that you send off into that unknown. When you concentrate, these vibrations are stronger and penetrating. We are the only ones who can think for ourselves. That is the difference between us and animals, we can think and thus we can create. By thinking, we can emotionalise that thinking into our subconscious mind and set the law of attraction in motion.

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 Many believe that the body is the servant of the mind and replays the operations of the mind, whether deliberately chosen or automatically expressed. The problem is with those that are automatically expressed, because it is exceedingly difficult to change those habits. At the bidding of unlawful thoughts, the body can get into disease. At the command of glad and beautiful thoughts, it becomes youthful beauty. Allen wrote that thoughts of fear have been known to kill a man 'as speedily as a bullet' and continue to kill thousands of people. People who live in fear of disease are the people who get it. Anxiety demobilises the mind and body and lays it open to disease.

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 Thought is the fountain of action and, like a manifestation, if you make the fountain pure, all will be pure. A change of diet will not help a man who will not change his thoughts.

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 Our conscious awareness of vibration is referred to as feelings, therefore when I say I feel good or bad, I am really declaring that I am in either a positive or negative scenario. The brain is the instrument that you use to move your entire being into a different vibration. Choose happy pictures and you must feel good because vibration is everything.

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 The next law is the law of polarity, which talks about how everything in the universe has its opposite – no inside without outside. If something you consider to be bad happens in your life, there has to be something good about it. If something occurs that is only a little bad, you can work your way to the other side, and you will find there only a little good. But the bigger the bad, the greater the positive when you come out the other side. This is hard to comprehend when you are in that negative position.



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LESSON 19: WAYS



NOTES

When we talk about ways, we are talking about the way we think, the way we act and the way we behave. People become successful not because of their theoretical knowledge, but because they think and do things in a certain way.

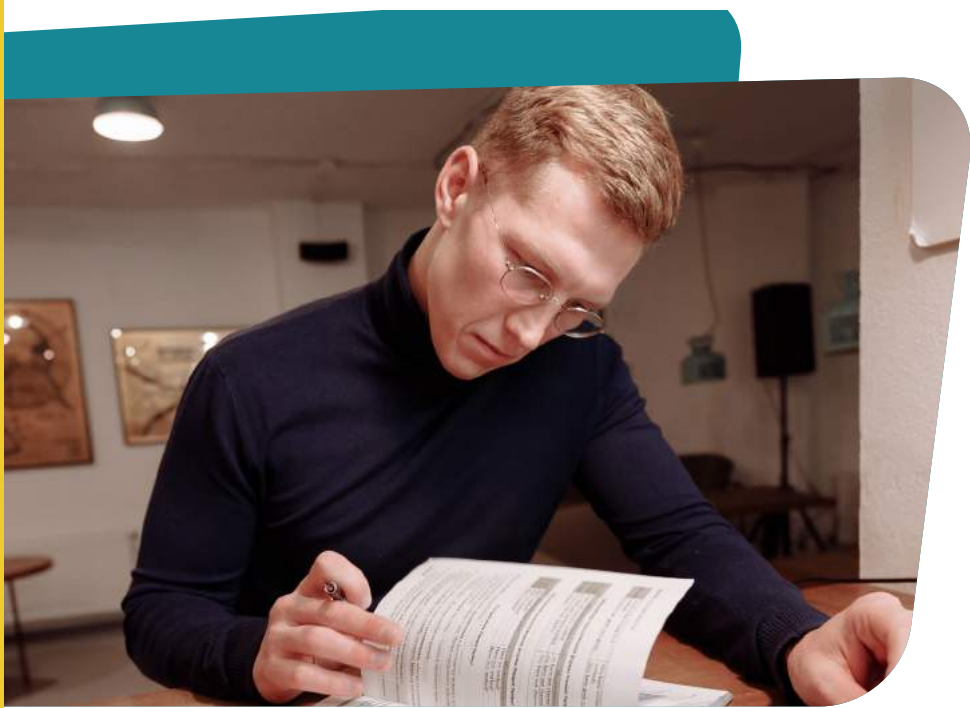
Be fair in all your dealings, though that is not to say you should not drive bargains. You must always be fair and think about the other side, never do anything wrong by the other party, but you do not have to get something for nothing.

A similar theory says that you cannot give anyone more in cash value than you take, but you can give more in use value than the cash value you take. If you have something you are trying to sell, every time please think about whether the person buying is getting a great use value.

Do not compete with anyone, and if you are selling any person anything that does not add more to their lives than it costs, then you must stop. Wattles said that if you give everyone more in use value than you take in cash value, you are adding to the life of the world with every transaction. If you have people working for you, take from them more in the cash value than you pay them, but organise your business so it is filled with the principle of advancement; each of your employees – who means to do so – should be able to advance a little every day. Make your business deliver for your employees, and then it will grow.

The way to achieve is to focus and express to nature, not fixate on poverty or believe that is what you are destined for. If these thoughts are not true, how come there are some people who are extraordinarily successful and others who are not.

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NOTES

When we talk about thinking in a certain way, it is important that we form a clear and certain view of what we want. It is not enough that you should wish to travel. If you were going to send a telegram to a friend, you would not send letters of the alphabet and let him or her construct the message for themselves, nor would you take words at random from the dictionary – you would send a coherent sentence that meant something. When you try to impress your wants and desires on nature, you must remember the same rule applies. If you are vague, you will not receive. Go for your desires, have a clear picture of what you want, and take action every day.

Leisure time is important; spend as much of your leisure time as you can thinking of what you want. Once you know that you really want something, you do not need to do anything, because it automatically happens in your mind. If you do not attract something you think you need and you are thinking in a certain way, acting in a certain way and it is still not happening, it is not something you are meant to attract. Move forward, move on.

These methods will work if people are willing to overcome mental laziness. The more definite you are of your desire, you should think about it, dwell on it, and bring out its delightful details. The problem is our paradigms – the little voices that tell us we are not able to do it, that we cannot achieve it, and that cause us to lose focus.

See the things you want as if they are around you, then have gratitude and make use of them in your imagination just as you will when they are your tangible possessions. Dwell upon a mental picture, take possession of it and be grateful. Hold this mental image and take ownership. Do not waver for an instant in your faith that it will not work. This is thinking in a certain way.

The person who can sincerely thank nature for things he is yet to receive is working in a different plain of imagination. Our path is to intelligently formulate our desires for things that make for a larger life, to arrange these desires into a coherent whole, and to impress this into the formless substance we call nature. You cannot make an impression if you do not take action. Believe you will receive it and believe it will be there, and absolutely take action.

Imagine an environment and a financial position exactly as you want it, and you will get it. Live all the time in that mental environment until it takes physical shape. Remember it is faith and purpose in the use of the imagination that makes the difference between a scientist, a dreamer and a do-er.

But it is not enough for a person just to think, because their actions must supplement their thoughts. By thought you can cause anything to come to you, but for it to come into your wallet, you must take action. Under nature's laws, someone will be assisting you and other people's actions will bring you what you want. It will flow towards you, but you must arrange your business so that when that opportunity comes to your door, you are ready. If you are not prepared, you will miss it. Prepare for that moment. Your thought makes all things come towards you, but you still need to take action.



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LESSON 20: CHARACTER



NOTES

As progressive and evolving beings, every man or woman knows that circumstances grow out of thought if they practise self-control and self-purification.

Nature attracts good things to life if people are thinking about good things. The outer world of circumstances shapes itself through the inner world of thought. Humans do not attract what they want, but what they are. It is so important to understand that in the law of attraction, what we attract is what we are thinking inside our mind. If you are constantly saying you want to change, but you are not doing anything, you are not willing to improve so you remain impounded.

Circumstances are complicated. Thought is so deeply rooted, and the conditions of happiness vary so much between individuals, that the entire human condition is judged using external factors, when in fact, it is everything to do with internal factors.

A human only begins to be human when he starts to understand the law of nature. Humans think their thoughts can be kept secret, but that is not true. A thought turns into a habit, and a habit turns into circumstances. A person might think in secret, but it will become a reality. Therefore, any thoughts may be kept secret, but they will turn into actions and change circumstances.

Thoughts of all kinds crystallise into habits of good or bad, and if you find yourself in a state of confusion between your positive habits versus your negative habits – your fear, doubt, indecision – you are confused. This is where mental health issues, anxiety and disease arise. All are because we entertain negative thoughts that crystallise into unclear habits and dishonesty, which solidify into circumstances. If a person stops entertaining negative thoughts, the world will move in their favour.

Understanding this leads to purpose. Every thought is linked to purpose and no intelligent accomplishment can be achieved without purpose. Still, the majority of humans do not have a purpose or a goal, and if they do have a goal, they do not have an exact timeline for achieving that.

A human should conceive a legitimate purpose in his heart and set out to accomplish it. He should make this purpose and think about it every day, emotionalise it, and take action. It may be intangible, because life is intangible and many of the things we seek to achieve in life are intangible. But to have no goals in life is creating weakness; to begin to think with purpose is to enter the ranks of those strong humans who recognise failure only as a temporary setback.

All that a man or woman achieves, and all that he or she fails to achieve, is a direct result of their own thoughts. In a justly ordered world, where losses or gains reflect your thinking, individual responsibility must be absolute. You need to do it by yourself, but you cannot do it alone. The man must, by his own efforts, develop the strength he admires in others, but none but himself can alter his condition.



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LESSON 21: LEADERSHIP

The Power of Learning from DAD: Desire, Attitude, Decision



NOTES

What this man did first of all was specialise. He had selected one line and decided that was where his future would be. Do not be Jack of all trades and a master of none. The best way to develop security that lasts a lifetime is to become outstanding in one particular line; be good at what you do.

People who knew what they were doing and where they were going sailed through the Great Depression and other downturns just as a large ship sails through a storm. But thousands failed because they did not have a positive mindset and the right leader.

The right leadership lets you sail through any challenge. Coming out of the pandemic, this is the time that true leaders will emerge, because the clock has been reset. In the Great Depression, organisations reset, and many became successful. It was a great time for new leaders to emerge.

You need to know your job, your sector and everything about it, because knowledge is power. But you have also got to understand how to work with people. Leaders get work done through people. Teamwork is essential, up and down the line.

A leader must be a strong originator. That person must be able to originate a constructive idea, concentrate on that idea, reject any ideas that others might present, and pursue their journey to a goal. That is what sometimes causes leaders to appear arrogant, but the true leader knows where they are going and why and, as long as they work with the laws of nature, nothing will stop them.

Most people find this difficult, because our conscious mind is bombarded with information and there are more experienced people who have done things before and are perceived to have greater wisdom. But if you want to be a true leader, work within yourself. You need highly evolved will and the ability to concentrate on one thing. It is an intellectual factor that you can develop at any age.

Even when an individual has developed expertise in an area, that alone will not create a good leader. A good leader must also be a good follower. Strong leaders have a deep appreciation for the creative ability of others. They are very much aware of how to work with other people's minds.

The truly effective leader, especially in the post-pandemic world, will know when to be an originator. We can accomplish almost anything in our life if we do not care who gets the credit. The effective leader understands how to develop what is sometimes referred to as the composite personality.

We have talked about the conscious mind, the subconscious mind, the body, action, reaction, the laws of nature; you need to understand how to work with others and how to create a composite relationship. You need to understand the concept of conductive reasoning, where you create an idea with lots of thought and you bring ideas into your subconscious mind, leading to action.



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