目录

[Preface & What This Book Will Do for You (P1) 3](#_Toc131138355)

[1/13 Believe You Can Succeed and You Will (P9) 4](#_Toc131138356)

[Believe, really believe 4](#_Toc131138357)

[Don’t sell yourself short 4](#_Toc131138358)

[The rewards of think big is huge 5](#_Toc131138359)

[2/13 Cure Yourself of Excusitis, The Failure Disease (P25) 6](#_Toc131138360)

[No excusitis, Shift your paradigm 6](#_Toc131138361)

[Thinking big cures inferiority 6](#_Toc131138362)

[3/13 Build Confidence and Destroy Fear (P49) 8](#_Toc131138363)

[Build your memory bank with positive thoughts 8](#_Toc131138364)

[Put people in proper perspective 9](#_Toc131138365)

[Do the right thing 9](#_Toc131138366)

[Act confident 9](#_Toc131138367)

[4/13 How to Think Big (P75) 10](#_Toc131138368)

[Use positive words 10](#_Toc131138369)

[See what can be, not just what is 11](#_Toc131138370)

[Adding values 11](#_Toc131138371)

[Practice to think big 11](#_Toc131138372)

[Grow big by thinking big 12](#_Toc131138373)

[5/13 How to Think and Dream Creatively (P100) 13](#_Toc131138374)

[Step One: believe it can be done 13](#_Toc131138375)

[Weekly improvement program 13](#_Toc131138376)

[Capacity is a state of mind 14](#_Toc131138377)

[Practice asking and listening 14](#_Toc131138378)

[Mix with people of different occupational and social interests 14](#_Toc131138379)

[6/13 You Are What You Think You Are (P126) 16](#_Toc131138380)

[Look important 16](#_Toc131138381)

[Think your work is important 16](#_Toc131138382)

[People imitate their leaders 17](#_Toc131138383)

[Give yourself a pep talk several times daily 17](#_Toc131138384)

[How am I thinking? checklist 17](#_Toc131138385)

[7/13 Manage Your Environment: Go First Class (P146) 19](#_Toc131138386)

[Recondition yourself for success 19](#_Toc131138387)

[Develop a defense against negators 19](#_Toc131138388)

[You are judged by the company you keep 20](#_Toc131138389)

[Make it a rule to seek advice from people who know 20](#_Toc131138390)

[Be an open mind 20](#_Toc131138391)

[Make your social environment first class 20](#_Toc131138392)

[Gossip is poison 20](#_Toc131138393)

[8/13 Make Your Attitudes Your Allies (P166) 22](#_Toc131138394)

[I’m activated 22](#_Toc131138395)

[I’m important 22](#_Toc131138396)

[Want to make big money? Put service first 23](#_Toc131138397)

[Practices 23](#_Toc131138398)

[9/13 Think Right Towards People (P192) 24](#_Toc131138399)

[Ten rules for liking people 24](#_Toc131138400)

[Big people are human, warm 24](#_Toc131138401)

[Take initiative to win friends 24](#_Toc131138402)

[Don’t expect perfection in other people 25](#_Toc131138403)

[Stay tuned to Channel Positive 25](#_Toc131138404)

[Encourage the other person to talk 25](#_Toc131138405)

[Think positive when you lose 26](#_Toc131138406)

[10/13 Get the Action Habit (P212) 27](#_Toc131138407)

[Use action to cure fear 27](#_Toc131138408)

[Do not be over preparedness 27](#_Toc131138409)

[Get the speak up habit 27](#_Toc131138410)

[11/13 How to Turn Defeat into Victory (P235) 29](#_Toc131138411)

[Don’t complain 29](#_Toc131138412)

[Defeat is only a state of mind 29](#_Toc131138413)

[Facing your faults, set high standards for yourself 29](#_Toc131138414)

[Persist with experimentations 29](#_Toc131138415)

[12/13 Use Goals to Help You Grow (P252) 31](#_Toc131138416)

[An image of me, 10 years from now 31](#_Toc131138417)

[Surrender yourself to your desires 31](#_Toc131138418)

[Power up subconscious mind 32](#_Toc131138419)

[Set goals to get things done 32](#_Toc131138420)

[Make each step counts 32](#_Toc131138421)

[Thirty-day improvement guide 32](#_Toc131138422)

[Invest yourself 33](#_Toc131138423)

[13/13 How to Think like a Leader (P275) 34](#_Toc131138424)

[Trade minds with people you want to influence 34](#_Toc131138425)

[Think: what is the human way to handle this? 34](#_Toc131138426)

[Think progress, believe in progress, push for progress 34](#_Toc131138427)

[Take time out to confer with yourself and develop supreme thinking power 35](#_Toc131138428)

[How to think big in life’s most crucial situations 37](#_Toc131138429)

[A. When little people try to drive you down, THINK BIG 37](#_Toc131138430)

[B. When that “I-haven’t-Got-What-It-Takes” Feeling Creeps Up on You, THINK BIG 37](#_Toc131138431)

[C. When an Argument or Quarrel Seems Inevitable, THINK BIG 37](#_Toc131138432)

[D. When You Feel Defeated, THINK BIG 37](#_Toc131138433)

[E. When Romance Starts to Slip, THINK BIG 37](#_Toc131138434)

[F. When You Feel Your Progress on the Job Is Slowing Down, THINK BIG 37](#_Toc131138435)

# Preface & What This Book Will Do for You (P1)

Success is determined not so much by the size of one’s brain as it is by the size of one’s thinking. Case history after case history proved that the size of bank accounts, the size of happiness accounts, and the size of one’s general satisfaction account is dependent on the size of one’s thinking. There is magic in thinking big.

Most people fail to think big, because all of us, more then we recognize, are products of the thinking around us. And much of this thinking is little, not big. All around you is an environment that is trying to tug you, trying to pull you down Second-Class Street, tell you to be content to be a little guy.

And who hasn’t heard the statement that “Success isn’t worth the price”, as if you have to sell your soul, your family life, your conscience, your set of values to reach the top. But, in truth, success doesn’t demand a price. Every step forward pays a dividend.

This environment also tells us there’s too much competition for the top spots in life. But the truth is there is at least 50 times as much competition for jobs on Second-Class Street as for jobs on First-Class Street. First Class Avenue is a short, uncrowded street. There are countless vacancies waiting there for people like you who dare to think big.

Great men are those who see that thoughts rule the world. There is nothing either good or bad except that thinking makes it so.

Think big and you’ll live big. You will live big in happiness. You will live big in accomplishment. Big in income. Big in Friends. Big in respect. Start now, right now, to discover how to make your thinking make magic for you. Start out with this thought of the great philosopher: Life is too short to be little.

# 1/13 Believe You Can Succeed and You Will (P9)

Success means many wonderful, positive things. Success means personal prosperity: a fine home, vacations, travel, new things, financial security, giving your children maximum advantages. Success means winning admiration, leadership, being looked up to by people in your business and social life. Success means freedom. Success means self-respect, continually finding more real happiness and satisfaction from life, being able to do more for those who depend on you. Success means winning. Success – achievement – is the goal of life!

### Believe, really believe

Believe, really believe, you can move a mountain, and you can. Not many people believe that they can move mountains. And true enough, you can’t wish away a mountain. You can’t wish yourself into an executive suite. Nor can you wish yourself into a five-bedroom, three-bath house, or the high-income brackets. You can’t wish yourself into a position of leadership. But you can move a mountain with belief. You can win success by believing you can succeed. There is nothing magical or mystical about the power of belief.

Belief works this way. Belief, the “I’m positive I can” attitude, generates the power, skill, and energy needed to do. When you believe I-can-do-it, the how-to-do-it develops. Believing you will succeed – anything is possible. Observe the behavior of senior executives (REALLY BIG PEOPLE LIKE JEFF BEZOS, NOT SMALL GUYS). Learn how successful people approach problems and make decisions, observe the attitudes of successful people.

The how-to-do-it always comes to the person who believes he can do it. Your unquestioned belief that you could succeed with this business won you the confidence of investors. Belief, strong belief, triggers the mind to figure ways and means and how-to. And believing you can succeed makes others place confidence in you.

A Story about 21 companies compete for a big project, which four of them are big companies, they enrolled immediately, other sixteen small companies quit after they looked the project budget, it is too big money for them. But one of these small firms, a company with only three engineers, studied the plans and said, “we can do it. We’ll submit a proposal.” They did, and they get the job. Those who believe they can’t, cannot. Belief triggers the power to do.

In these modern times belief is doing much bigger things than moving mountains. The most essential element – in fact, the essential element – in our space explorations today is belief that space can be mastered. Without firm, unwavering belief that man can travel in space, our scientists would not have the courage, interest, and enthusiasm to proceed. Belief that cancer can be cured will ultimately produce cures for cancer. Belief in great results is the driving force, the power behind all great books, plays, scientific discoveries. Belief in success is behind every successful business, church, and political organization. Belief in success is the one basic, essential ingredient of successful people.

Believe, really believe, you can succeed, and you will. I have heard a lot of reasons and excuses for failure. Something especially significant unfolds as conversations with failures develop. In a casual sort of way the failure drops a remark like “To tell the truth, I didn’t think it would work” or “I had my misgivings before I even started out” or “Actually, I wasn’t too surprised that it didn’t work out.” The “Okay-I’ll-give-it-a-try-but-I-don’t-think-it-will-work” attitude produces failures.

Disbelief is negative power. When the mind disbelieves or doubts, the mind attracts “reasons” to support the disbelief. Doubt, disbelief, the subconscious will to fail, the not really wanting to succeed, is responsible for most failures. Think doubt and fail. Think victory and succeed.

### Don’t sell yourself short

It is well to respect the leader. Learn from him. Observe him. Study him. But don’t worship him. Believe you can surpass. Believe you can go beyond. Those who harbor the second-best attitude are invariably second-best doers.

Look at it this way. Belief is the thermostat that regulates what we accomplish in life. Study the fellow who is shuffling down there in mediocrity. He believes he is worth little, so he receives little. He believes he can’t do big things, and he doesn’t. He believes he is unimportant, so everything he does has an unimportant mark. As times goes by, lack of belief in himself shows through in the way the fellow talks, walks, acts. Unless he readjusts his thermostat forward, he shrinks, grows smaller and smaller, in his own estimation. And, since others see in us what we see in ourselves, he grows smaller in the estimation of the people around him. Now look across the way at the person who is advancing forward. He believes he is worth much, and he receives much. He believes he can handle big, difficult assignments – and he does. Everything he does, the way he handles himself with people, his character, his thoughts, his viewpoints, all say, “Here is a professional. He is an important person.”

A person is a product of his own thoughts. Believe Big. Adjust your thermostat forward. Launch your success offensive with honest, sincere belief that you can succeed. Believe big and grow big.

Make your mind work for you instead of letting it work against you: Think Big, Take initiative for your belief. Realize you are valuable man, **don’t sell yourself short**. Build your reputation.

The reason that one lacks initiative was because one does not believe inside that one is worth very much. Believe in yourself and good things do start happening. Your mind is a “thought factory.” It’s busy factory, producing countless thoughts in one day. Production in your thought factory is under the charge of two foremen, one of whom we will call Mr. Triumph and the other Mr. Defeat. Tell yourself, “Today is a fine day”, and Mr. Triumph is signaled forward to act. The only wise thing to do is fire Mr. Defeat. You don’t need him. Mr. Defeat won’t help you get where you want to go, so boot him out. Use Mr. Triumph 100 percent of the time. When any thought enters your mind, ask Mr. Triumph to go to work for you. He’ll show you how you can succeed.

### The rewards of think big is huge

The population is growing, all signs point to a record demand for top-level people in every field – people who have superior ability to influence others, to direct their work, to serve them in a leadership capacity.

Those who covert opportunity into reward will be those wise people who learn how to think themselves to success. Walk in. The door to success is open wider than ever before. Put yourself on record now that you are going to join that select group that is getting what it wants from life. Step One: Believe in yourself, believe you can succeed.

* Think success. When you face a difficult situation, think, “I will win”. When you compete with someone else, think, “I am equal to the best”. When opportunity appears, think, “I can do it”. Let the master thought “I will succeed” dominate your thinking process. Thinking success conditions your mind to create plans that produce success.
* Remind yourself regularly that you are better than you think you are. Successful people are not supermen. Success does not require a super intellect. And success isn’t based on luck. Successful people are just ordinary folks who have developed belief in themselves and what they do. Never – yes, never – sell yourself short.
* Believe Big. The size of your success is determined by the size of your belief. Think little goals and expect little achievements. Think big goals and win big success. Remember this, too! Big ideas and big plans are often easier – certainly no more difficult – than small ideas and small plans.

Persons who reach the top rungs in business management, selling, engineering, religious work, writing, acting, and in every other pursuit get there by following conscientiously and continuously a plan for self-development and growth.

By thinking big, your personal training program for success will bring you a series of rewards: the reward of admiration of deeper respect from your family, the reward of feeling useful, of being someone, of having status, the reward of increased income and **a higher standard of living**.

Your training is self-administered. There will be no one standing over your shoulder telling you what to do and how to do it. Only you can command yourself to apply this training. Only you can evaluate your progress. Only you can bring out corrective action should help you slip a little. In short, you are going to train yourself to achieve bigger and bigger success. Watch yourself respond to your own carefully administered thought management program. It’s fun to feel yourself growing more confident, more effective, more successful day by day, month by month. Nothing – absolutely nothing – in this life gives you more satisfaction then knowing you’re on the road to success and achievement. And nothing stands as a bigger challenge than making the most of yourself.

# 2/13 Cure Yourself of Excusitis, The Failure Disease (P25)

Go deep into your study of people, and you’ll discover unsuccessful people suffer a mind-deadening thought disease – Excusitis. Every failure has this disease in its advanced form. And most average people have at least a mild case of it. The more successful the individual, the less inclined he is to make excuses. The fellow who has gone nowhere and has no plans for getting anywhere always has a bookful of reasons to explain why. Persons with mediocre accomplishments are quick to explain why they haven’t, why they don’t, why they can’t, and why they aren’t. Study the lives of successful people and you’ll discover this: **all the excuses made by the mediocre fellow could be but aren’t made by the successful person**.

### No excusitis, Shift your paradigm

Like any disease, excusitis gets worse if it isn’t treated properly. A victim of this thought diseases goes through this mental process: I am not doing as well as I should. What I can use as an alibi that will help me save face? Let’s see: poor health? Lack of education? Too old? Too young? Bad luck? The way my family brought me up? Once the victim of this failure disease has selected a “good” excuse, he sticks with it. Then he relies on the excuse to explain to himself and others why he is not going forward. And each time the victim makes the excuse, the excuse becomes imbedded deeper within his subconsciousness. **Thoughts, positive or negative, grow stronger when fertilized with constant repetition.** At first the victim of excusitis knows his alibi is a lie. But the more frequently he repeats it, the more convinced he becomes that it is completely true, that the alibi is the real reason for his not being the success he should be.

### Thinking big cures inferiority

Procedure One, then, in your individual program of thinking yourself to success, must be to vaccinate yourself against excusitis, the disease of the failures. Beat the four types of excusitis to death.

1. But My health isn’t good.
2. But you’ve got to have brains to succeed.
3. It’s no Use. I’m too old or too young.
4. But My case is different; I attract bad luck.

Use following points to be immune with these excusitis.

* Refuse to talk about your health. One may get a little sympathy, but one doesn’t get respect and loyalty by being a chronic complainer.
* Refuse to worry about your health. I felt sorry for myself because I had ragged shoes until I met a man who had no feet. Just being grateful for the health you have.
* Remind yourself often, “It’s better to wear out than rust out.” Life is yours to enjoy. Don’t waste it. Don’t pass up living by thinking yourself into a hospital bed.
* The thinking that guides your intelligence is much more important than how much intelligence you may have. Interest, enthusiasm, is the critical factor even in science. Many brilliant people are failures. Also, your enthusiastic, you understand people, you like people, is much more important than your intelligence.
* **Knowledge is power – when you use it constructively. Knowledge is only potential power. A fact man worth a little.** What I want around me, are people who can solve problems, who can think up ideas. People who can dream and then develop the dream into a practical application; an idea man can make money with me; a fact man can’t.
* Never underestimate your own intelligence, and never overestimate the intelligence of others. Don’t sell yourself short. Concentrate on your assets. It’s not how many brains you have got those matters, it is how you use your brains that counts. Your attitudes are more important than my intelligence.
* Use your mind to create and develop ideas, to find new and better ways to do things. Don’t use your brains to memorize facts. Ask yourself, Am I using my mental ability to make history, or am I using it merely to record history made by others?
* **“Count the number of dreams you have and compare with the number of achievements you’ve had. If you have more dreams than achievements, then you are still young”– Shimon Peres to his children**
* People who rise to the top in any occupation – business management, selling, law, engineering, acting, or what have you – get there because they have superior attitudes and use their good sense in applied hard work. Accept the law of cause and effect. Don’t be a wishful thinker.

# 3/13 Build Confidence and Destroy Fear (P49)

We must recognize fear exists before we can conquer it. Most fear today is psychological. Worry, tension, embarrassment, panic all stem from mismanaged, negative imagination. Fear is success enemy number one. Fear stops people from capitalizing on opportunity; fear wears down physical vitality; fear makes people sick, cause organic difficulties, shorten life. Fear – uncertainty, lack of confidence – explains why we still have economic recessions. All confidence is acquired, developed. No one is born with confidence. You can too.

**Action does cure fear.** You are the leader, the followers saw some life in you, they would be enthusiastic, they would push harder too. Isolate your fear, then take appropriate action.

|  |  |
| --- | --- |
| TYPE OF FEAR | ACTION |
| Embarrassment because of personal appearance | Improve it. Go to barbershop or beauty salon. Shine your shoes. Get your clothes cleaned and pressed. In general, practice better grooming. It doesn’t always take new clothes. |
| Fear of losing an important customer | Work doubly hard to give better service. Correct anything that may have caused customers to lose confidence in you. |
| Fear of failing an examination | Convert worry time into study time. |
| Fear of things totally beyond your control. | Turn your attention to helping to relieve the fear of others. Pray. |
| Fear of being physically hurt by something you can’t control, such as a tornado. | Switch your attention to something totally different. Go out into your yard and pull up weeds. Play with your children. |
| Fear of what other people may think and say. | Make sure that you plan to do is right. Then do it. No one ever does anything worthwhile for which he is not criticized. If you care about what others think, you would always be their prisoner. |
| Fear of making an investment or purchasing a home | Analyze all factors. Then be decisive. Decide and stick with it. Trust your own judgment. |
| Fear of people | Put them in proper perspective. |

Remember, hesitation only enlarges, magnifies the fear. Act promptly. Be decisive.

### Build your memory bank with positive thoughts

Build confidence through efficient management of your memory bank. **Deposit only positive thoughts in your memory bank.** Everyone encounters plenty of unpleasant and discouraging situations. Unsuccessful people take them into heart. They don’t take their minds away from them. At night the unpleasant situation is the last thing they think about. On the other hand, confident, successful people specialize in putting positive thoughts into their memory bank. **Withdraw only positive thoughts from your memory bank.** Here is an excellent plan, just before you go to sleep, deposit good thoughts in your memory bank. Count your blessings. Recall the many good things you have to be thankful for: your wife or husband, your children, your friends, your health. Recall the good things you saw people do today. Recall your little victories and accomplishments. Go over the reasons why you are glad to be alive. Don’t build mental monsters.

Refuse to withdraw the unpleasant thoughts from your memory bank. When you remember situations of any kind, concentrate on the good part of the experience; forget the bad. Bury it. If you find yourself thinking about the negative side, turn your mind off completely. Your mind wants you to forget the unpleasant. If you will just cooperate, unpleasant memories will gradually shrivel.

### Put people in proper perspective

Get a balanced view of the other fellow. Keep these two points in mind when dealing with people: first, the other fellow is important. And you are important too. Respect others, respect yourself. The other people might look frightfully big, frightfully important. But remember, he is still human being with essentially the same interests, desires, and problems as you.

Develop an understanding attitude. You need a defense against the adult bully, the fellow who likes to throw his meager weight around. You need to clam, take it easy when people want to get something out of their system by yelling at you, but it is not your fault, don’t feel sorry for yourself at this point, think it you are helping these people instead. “Underneath he’s probably a very nice guy, most folks are.”

### Do the right thing

Many criminals are captured not because any clues point to them but because they act guilty and self-conscious. Their guilt feeling puts them on the suspect list. There is within each of us a desire to be right, think right, and act right. When we go against that desire, we put a cancer in our conscience. This cancer grows and grows by eating away at our confidence. Avoid doing anything that will cause you to ask yourself, “Will I get caught? Will they find out? Will I get away with it?” Don’t try to make an A if it means violating your confidence. Doing what’s right keeps your conscience satisfied. And this builds self-confidence. When we do what is known to be wrong, two negative things happen. First, we feel guilt and this guilt eats away confidence. Second, other people sooner or later find out and lose confidence in us. **Do what’s right and keep your confidence. That’s Thinking Yourself to Success.**

### Act confident

**TO THINK CONFIDENTLY, ACT CONFIDENTLY.** Motions are the precursors of emotions. You can’t control the latter directly but only through your choice of motions and actions. Go through the proper motions each day and you’ll soon begin to feel the corresponding emotions! Just be sure you and your mate go through those motions of dates and kisses, the phrasing of sincere daily compliments, plus the many other little courtesies, and you need not worry about the emotion of love. **You can’t act devoted for very long without feeling devoted.**

Psychologists tell us we can change our attitudes by changing our physical actions. You feel more like smiling if you make yourself smile. You feel more superior when you make yourself stand tall than when you slouch.

* Be a front seater, ever notice in meetings. Make it a rule to sit as close to the front as you can. You may be a little more inconspicuous in the front, but there is nothing inconspicuous about success.
* Practice making eye contact. How a person uses his eyes tells us a lot about him. Failure to make eye contacts make people think you are weak, or you are guilty. You say nothing good about yourself when you avoid making eye contact. Looking the other person in the eye tells him, “I am honest and aboveboard. I believe in what I’m telling you. I am confident.” Make eyes work for you. Aim them right at the other person’s eyes. It not only gives you confidence, it wins you confidence.
* Walk 25 percent faster. Throw your shoulders back, lift up your head, move ahead just a little faster, and feel self-confidence grow.
* Practice speaking up.
* Smile big. Smile when you feel fear, smile destroy fear. Harness the power of smiling. If you give a big sincere smile, another people just can not angry with you. A real smile melts away the opposition of others, and instantly too.

# 4/13 How to Think Big (P75)

One of the main things senior people want to determine in the screening interview is the individual’s motivation. They want to find out if he or she is the kind of person who can, in a few years, direct major projects, manage a branch office or plant, or in some other way make a substantial contribution to the company. Mediocre define the word success as synonymous with security, these people can not be trusted to be turned the company over to. The tendency for so many people to think small means there is much less competition than you think for a very rewarding career.

Where success is concerned, people are not measured in inches or pounds or college degrees, or family background; they are measured by the size of their thinking. How big we think determines the size of our accomplishments.

Ever ask yourself, “What is my greatest weakness?” Probably the greatest human weakness is self-deprecation – that is, selling oneself short. Self-deprecation shows through in countless ways. It’s well to know our inabilities, for this shows us areas in which we can improve. But if we know only our negative characteristics, we’re in a mess. Our value is small.

Know yourself, you are important, you are bigger than you think. Fit your thinking to your true size. Never, never, never sell yourself short.

### Use positive words

Your words have to be easy to understand, your words have to be simple. We don’t think in words and phrases. We think only in pictures and/or images. Words are the raw materials of thought. When spoken or read, the mind converts words and phrases into mind pictures. When you speak or write, you are, in a sense, a projector showing movies in the minds of others. And the pictures you create determine how you and others react. If you tell people, “I’m sorry to report we’ve failed”. They see defeat. The word “failed” conveys disappointment and grief. Now suppose you said instead, “Here is another approach that I think will work.” They would feel encouraged, ready to try again.

The point is this: Big thinkers are specialists in creating positive, forward-looking, optimistic pictures in their own minds and in the minds of others. To think big, we must use words and phrases that produce big, positive mental images.

|  |  |
| --- | --- |
| PHRASES THAT CREATE SMALL, NEGATIVE MIND IMAGES | PHRASES THAT CREATE BIG, POSITIVE MIND IMAGES |
| I was in that business once and failed. Never again. | I went broke but it was my own fault. I’m going to try again. |
| I’ve tried but the product won’t sell. People don’t want it. | So far I’ve not been able to sell this product. But I know it is good and I’m going to find the formula that will put it over. |
| Their orders have been small. Cut them off. | Their orders have been small. Let’s map out a plan for selling them more of their needs. |

Four ways to help you develop a big thinker’s vocabulary.

1. Use big, positive, cheerful, sample words and phrases to describe how you feel. **Clever people can express intelligent things using very few words.** Say you feel wonderful at every possible opportunity, and you will begin to feel wonderful – and bigger, too. Become known as a person who always feels great. It wins friends.
2. Use bright, cheerful favorable words and phases to describe other people. Make it a rule to have a big, positive word for all your friends.
3. Use positive language to encourage others. Compliment people personally at every opportunity. Everyone you know craves praise. Praise, sincerely administered, is a success too. Use it! Use it again and again. Compliment people on their appearance, their work, their achievements, their families.
4. Use positive words to outline plans to others. Promise victory and watch eyes light up. Promise victory and win support. Build castles, don’t dig graves.

### See what can be, not just what is

Big thinkers train themselves to see not just what is but what can be.

1. What give real estate value? You can be successful when you try to sell your prospects what can be. Develop your entire sales plan around what the farm can be if you want to sell out your real estate. When you show him a concrete plan for doing something with the farm, he’s just about sold. When you talk with your prospects, you shouldn’t convince them that the farm is a good buy as it is. You help them to see a picture of the farm changed into a moneymaking proposition. In this way, you can sell faster with a higher price. The moral is this: Look at things not as they are, but as they can be. Visualization adds value to everything. A big thinker always visualizes what can be done in the future. He isn’t stuck with the present.
2. How much is a customer worth? Believe the best way to get customers to come back is to give them friendly, courteous service. You may think one customer only buy $1.98 product sometimes, but the typical customer spent $362 in the establishment. The point that is applied to any kind of business. **It’s repeat business that makes the profit. Often, there’s no profit at all on the first several sales.** Don’t be little view, look at the potential expenditures of the customers, not just what they buy today. Putting a big value on customers is what converts them into big, regular patrons. Attaching little value to customers sends them elsewhere. Once you get these people in your organization to see that a customer is not to be valued on a single sale but rather on an annual basis, customer service improved.
3. It’s surprising how people sometimes are blind to potential. See what can be, not just what it is.
4. **What determines how much you’re worth?** Master the basic success principle: It isn’t what one has that’s important, **it is how much one is planning to get that counts.** The price tag the world puts on us is just about identical to the one we put on ourselves.

Develop your power to see what can be, not just what it is.

### Adding values

1. Practice adding value to things.
2. Practice adding value to people.
3. Practice adding value to yourself.

The “I’m doing my job and that’s enough” attitude is small, negative thinking. Big thinkers see themselves as members of a team effort, as winning or losing with the team, not by themselves. They help in every way they can, even when there is no direct and immediate compensation or other reward. The fellow who shrugs off a problem outside his own department with the comment “Well, that’s no concern of mine, let them worry with it” hasn’t got the attitude it takes for top leadership. Practice this. Practice being a big thinker. See the company’s interest as identical with your own. Probably only a very few persons working in large companies have a sincere, unselfish interest in their company. But after all, only a relatively even few persons qualify as big thinkers. And these few are the ones eventually rewarded with the most responsible, best paying jobs. Many, many potential powerful people let petty, small, insignificant things block their way to achievement.

### Practice to think big

Practice these to help yourself think about trivialities:

* Don’t let concern with trivia keep you from speaking successfully in public. Most people concentrate on the small, trivial things of speaking at the expense of the big, important things. **What makes a good speaker: knowledge of what he’s going to talk about and a burning desire to tell it to other people.**
* When you feel like taking negative action, ask yourself, “**Is it really important?**” It works in any situation in life that is apt to produce quarrels. At least 99 percent of the time, quarrels start over petty, unimportant matters.
* Small thinking destroys your career. Small thinking about unimportant things like seeing your name last on the department route sheet or getting the fourth carbon of an office memo can hurt you. Think big, and none of these little things can hold you back. Think of those things that really matter, things that make the difference. Concentrate on important things.
* **Keep your eyes focused on the big objective.** In selling, the big objective is winning sales, not arguments. In marriage the big objective is peace, happiness, tranquility – not wining quarrels or saying, “I could have told you so.” In working with employees, the big objective is developing their full potential, not making issues out of their minor errors. It is much better to lose a battle and win the war than to win a battle and lose the war.

|  |  |  |
| --- | --- | --- |
| SITUATION | THE PETTY THINKER’S APPROACH | THE BIG THINKER’S APPROACH |
| Expense accounts | Figure out ways to increase income through chiseling on expense accounts | Figures out ways to increase income by selling more merchandise |
| Conversation | Talks about the negative qualities of his friends, the economy, his company, the competition. | Talks about the positive qualities of his friends, his company, the competition. |
| Future | Views the future as limited. | Sees the future as very promising. |
| Work | Looks for ways to avoid work. | Looks for more ways and things to do. Especially helping others. |
| Competition | Competes with the average. | Competes with the best. |
| Goals | Set goals low. | Set goals high. |
| Security | Is preoccupied with security problems. | Regard security as a natural companion of success. |
| Companionship | Surrounds himself with petty thinkers. | Surrounds himself with persons with large, progressive ideas. |
| Mistakes | Magnifies minor errors. Turns them into big issues. | Ignores errors of little consequence. |

### Grow big by thinking big

It pays in every day, every way to think big!

1. Don’t sell yourself short. Conquer the crime of self-deprecation. Concentrate on your assets. You are better than you think you are.
2. Use the big thinker’s vocabulary. Use big, bright, cheerful words. Use words that promise victory, hope, happiness, pleasure; avoid words that create unpleasant images of failure, defeat, grief.
3. Stretch your vision. See what can be, not just what is. Practice adding value to things, to people, and to yourself.
4. Get the big view of your job. Think, really think your present job is important. That next promotion depends on mostly on how you think toward your present job.
5. Think above trivial things. Focus your attention on big objectives. Before getting involved in petty matter, ask yourself, “Is it really important?”

# 5/13 How to Think and Dream Creatively (P100)

What’ creative thinking? A low-income family devises a plan to send their son to a leading university. That’s creative thinking. A family turns the street’s most undesirable lot into the neighborhood beauty spot. That’s creative thinking. Figuring out ways to simplify record keeping, selling the “impossible” customer, keeping the children occupied constructively, making employees really like their work, or preventing a “certain” quarrel are creative thinking. Creative thinking is simply finding new, improved ways to do anything. The rewards of all types of success hinge on finding ways to do things better.

### Step One: believe it can be done

To do anything, we must first believe it can be done. Believing something can be done sets the mind in motion to find a way to do it. WHEN YOU BELIEVE, YOUR MIND FINDS WAYS TO DO. Your mind goes to work for you and help you find the ways to do it. This appoint applies to all situations, little or big. You can find ways to like a person if you believe you can. You can discover solutions to personal problems if you believe you can. You can find way to purchase that new, larger home if you believe you can. Belief releases creative powers. Disbelief puts the brakes on. Believe, and you will start thinking – constructively. Your mind will create a way if you let it. Once you believe in one thought, let it dominate your thinking. Then think, really think, about how you can do it. You have to promise yourself with a better life, you must have more enthusiasm for your belief.

**Where there is a will, there is a way.**

* **Eliminate the word *impossible* from your thinking and speaking vocabularies.** *Impossible* is a failure word. The thought “It’s impossible” sets off a chain reaction of other thoughts to prove you’re right.
* Think of something special you’ve been wanting to do but felt you couldn’t. Now make a list of reasons why you can do it. Many of us whip and defeat our desires simply because we concentrate on why we can’t when the only thing worthy of our mental concentration in why we can.

The traditional thinker’s mind is paralyzed. “Average” people have always resented progress. But the truth is, **Man belongs wherever he wants to go - and he'll do plenty well when he gets there.** There is no best way to do anything. There are as many best ways as there are creative minds.

For many who think an idea is crazy, the ones who think twice about this idea, and said, “That’s an interesting idea, tell me more about it,” has a mind that’s turned to creativity. Traditional thinking is personal enemy number one for the person who is interested in creative personal success program. Traditional thinking freezes your mind, blocks your progress, and prevents you from developing creative power. **Traditional thinking is subconscious and paradigm thinking formed since you are a child, as adult, you have to shift your paradigm if you want to think big.**

* Become receptive to ideas. Welcome new ideas. Don’t pretend to be the smartest guy in the business. But treat yourself as the best sponge in the industry. Soak up all the good ideas.
* Be an experimental person. Break up fixed routines. Expose yourself to new restaurants, new books, new theaters, new friends, take a different route to work someday, take a different vacation this year, do something new and different this weekend.
* Be progressive, not regressive. Look forward. Successful people, like successful businesses, live with these questions: How can I improve the quality of my performance? How can I do better? **There is endless room for improvement.**

### Weekly improvement program

Success does not come along with working hard, it comes with weekly improvement of yourself, your business program. There are four elements: customers, employees, merchandise, and promotion. All during the week, I make notes and jot down ideas as to how I can improve my business. Then, every Monday evening, I set aside four hours to review the ideas I’ve jotted down and figure out how to put the solid ones to use in the business. In this four-hour period, I force myself to take a hard look at my operation. I don’t simply wish more customers would shop in my store. Instead, I ask myself, “What can I do to attract more customers?”, “How can I develop regular, loyal customers?” **Remember that it’s what you learn and put to use after you open your doors that counts most.** **Big success calls for persons who continually set higher standards for themselves and others, persons who are searching for ways to increase efficiency, to get more output at lower cost, do more with less effort. Top success is reserved for the-I-can-do-it-better kind of person.** Each day before you begin work, devote ten minutes to think “How can I do a better job today?” Ask, “What can I do today to encourage my employees?” “How can I increase my personal efficiency?” These simple exercises work. You will find unlimited creative ways to win greater success.

### Capacity is a state of mind

How much we can do depends on how much we think we can do. When you really believe you can do more, your mind thinks creatively and shows you the way. How much you can do depends on how much you think you can do.

In business, in the home, in the community, the success combination is do what you do better(improve the quality of your output) and do more of what you do(increase the quantity of your output).

* Eagerly accept the opportunity to do more.
* Next, concentrate on “How can I do more?” Creative answers will come. Some of these answers may be better planning and organization of your present work or taking intelligent shortcuts in your routine activities, or possibly dropping nonessential activities altogether. Believe that, the solution for doing more will appear.

If you want it done, give it to a busy man. I refuse to work on important projects with persons who have lots of free time. You will have painful, expensive experiences if you work with a fellow who has plenty of time makes an ineffective work partner. All the successful, competent people I know are highly efficient.

### Practice asking and listening

The bigger the person, the more apt he is to encourage you to talk; the smaller the person, the more apt he is to preach to you. Big people monopolize the listening. Small people monopolize the talking. Top level leaders in all walks of life spend much more time requesting advice than they do in giving it. Before a top man makes a decision, he asks, “How do you feel about it?” ”What do you recommend?” “How does this sound to you?” “What would you do under these circumstances?” A leader is a decision-making human machine. Now, to manufacture anything, you’ve got to have raw material. In reaching creative decisions, the raw materials are the ideas and suggestions of others. Don’t, of course, expect other people to give you ready-made solutions. That’s not the primary reason for asking and listening. Ideas of others help to spark your own ideas, so your mind is more creative. The executive should have a habit to present his problem and then listen before he decides. Successful businesses invest large sums in consumer research. Your ears are your intake valves. They feed your mind raw materials that can be converted into creative power.

We learn nothing from telling, but there is no limit to what we can learn by asking and listening.

* **Encourage others to talk.** In personal conversation or in group meetings, draw out people with little urges, such as “Tell me about your experience …” or “What do you think …?” Encourage others to talk, and you win a double-barreled victory: your minds soak up raw material that you can use to produce creative thought, and you win friends. There is no surer way to get people to like you than to encourage them to talk to you.
* **Test your own views in the form of questions.** Let other people help you smooth and polish your ideas. Use the what-do-you-think-of-this-suggestions? Approach. Don’t be dogmatic. Do a little informal research first. Expose your idea to other intelligent people.
* **Concentrate on what the other people person says.** Listening is more than just keeping your own mouth shut. Listening means letting what’s said penetrate your mind. So, often people pretend to listen when they aren’t listening at all. They’re just waiting for the other person to pause so they can take over with the talking. Concentrate on what the other person says. Evaluate it. That’s how you collect mind food.

### Mix with people of different occupational and social interests

The management training programs for senior business executives helps most by exchanging and discussing new ideas. You can also join and meet regularly with at least one professional group that provides stimulation in your own occupational area, rub shoulders and minds with other success-oriented people. Second, join and participate in at least one group outside your occupational interests. Association with people who have different job interests broadens your thinking and helps you to see the big picture. Use three ways to harness and develop your ideas:

* Write ideas down. Every day lots of good ideas are born only to die quickly because they aren’t nailed to paper. Memory is a weak slave when it comes to preserving and nurturing brand-new ideas. Carry a notebook or some small cards with you.
* Next, review your ideas. File these ideas in an active file. **Build a file and then examine your ideas regularly. Get rid of no value ideas, keep the promising ones.**
* Cultivate and fertilize your idea. Now, make your idea grow. Think about it. Tie the idea to related ideas. Read anything you can find that is in any way akin to your idea. Investigate all angles. Then, when the time is ripe, put it to work for yourself, your job, your future.

Shape up the idea on paper. There are two excellent reasons for this. When the idea takes tangible form, you can literally look it, see the loopholes, see what it needs in the way of polish. Then, too, ideas have to be “sold” to someone: customers, employees, the boss, friends, fellow club members, investors. Somebody must “buy” the idea; else it has no value. Resolve to put your ideas in salable form. An idea written or in some sort of 6-pager memos, pictures, or diagram form has many times more selling power than the idea presented only in oral form.

# 6/13 You Are What You Think You Are (P126)

Watch. You’ll observe that some people command confidence, loyalty, and admiration while others do not. Look closer still, and you’ll also observe that those persons who command the most respect are also the most successful. What’s the explanation? It can be distilled into one word: thinking. Thinking does make it so. Others see in us what we see in ourselves. **We receive the kind of treatment we think we think we deserve.** Thinking does make it so. The fellow who thinks he is inferior, regardless of what his real qualifications may be, is inferior. For thinking regulates actions. If a man feels inferior, he acts that way, and no veneer of cover-up or bluff will hide this basic feeling for long. The person who feels he isn’t important, isn’t.

To be important, we must think we are important, really think so; then others will think so too. Here again is the logic - How you think determines how you act; how you act in turn determines how others react to you. Winning respect is fundamentally simple. To gain the respect of others, you must first think you deserve respect. And the more respect you have for yourself, the more respect others will have for you. Self-respect shows through in everything we do.

### Look important

Rule: Remember, your appearance “talks.” Be sure it says positive things about you. Never leave home without feeling certain you look like the kind of person you want to be. “Dress Right. You Can’t Afford Not To!” Dress right, it always pays. Look important because it helps you to think important. Use clothing as a tool to lift your spirits, build confidence. Dress up for this important exam. Get a new tie. Have your suite pressed. Shine your shoes. Look sharp because it will help you think sharp.

Your physical exterior affects your mental interior. How you look on the outside affects how you think and feel on the inside. An executive feels more like an executive when he is dressed like one.

Your appearance talks to you; but it also talks to others. It helps determine what others think of you. In theory, it’s pleasant to hear that people should look at a man’s intellect, not his clothes. But don’t be misled. People do evaluate you based on your appearance. Your appearance is the first basis for evaluation other people have. And first impressions last, out of all proportion to the time it takes to form them. **The better you are packaged, the more public acceptance you will receive. People look at another person, make a quick and often subconscious appraisal, and then treat him accordingly.** A person’s appearance talks. The well-dressed person’s appearance says positive things. It tells people, “Here is an important person: intelligent, prosperous, and dependable. This man can be looked up to, admired, trusted. He respects himself, and I respect him.” If you can not afford much, just pay twice as much and buy half as many. **Quality is far more important than quantity.**

You owe it to others – but, more important, you owe it to yourself – to look your best. You are what you think you are. If your appearance makes you think you’re inferior, you are inferior. If it makes you think small, you are small. Look your best and you will think and act your best.

### Think your work is important

Three bricklayers, when asked, “what are you doing?” the first bricklayer replied, “Laying brick.” The second answered, “Making $9.30 an hour”. And the third said, “Me? Why, I am building the world’s greatest cathedral.” What do you think happened? Chances are that first two bricklayers remained just that: bricklayers. They lacked vision. They lacked job respect. But you can wager every cent you have the bricklayer who visualized himself as building a great cathedral did not remain a bricklayer. He moved forward and upward. Why? Because thinking does make it so. Bricklayer number three was tuned to thought channels that pointed the way to self-development in his work. Job thinking tells a lot about a person and his potential for larger responsibility. There is amazingly close correlation between a person’s job respect and his job performance. The way you think toward your work says things about you to your superiors, associates, and subordinates – in fact, to everyone with whom you come in contact.

Employees fit into two categories, based on how they think toward their jobs. The persons who talk mainly about security, company retirement plans, sick leave policy, extra time off, insurance program falls into Group B. The group A people think on a broader scale. They make suggestions for improving the business. The Group A think training, talking, interviews are constructive. But the group B people often feel personal audit system is just a brainwashing affair, and they’re glad to get it over with. It is difficult to help people move from group B to group A, he or she must think his job is important and think positively about it, until then, he or she can be helped.

Great executives feel the best initial training is to start the young fellow, who, incidentally, is usually a college graduate, as a mail boy. Their purpose is to give the new fellow maximum exposure to the many varied things which must be done in agency work. After he knows his way around, executive gives him an assignment. The truth is that carrying the mail is important and a necessary, practical step to important assignments.

The key to winning what you want lies in thinking positively toward yourself. The only real basis other people have for judging your abilities is your actions. And your actions are controlled by your thoughts. You are what you think you are.

A person who thinks his job is important, receives mental signals on how to do his job better; And a better job means more promotions, more money, more prestige, more happiness.

### People imitate their leaders

People continue to imitate others throughout life. They imitate their leaders and supervisors. Their thoughts and actions are influenced by these people. The way we think toward our jobs determines how our subordinates think toward their jobs. It’s well to remember that our points of superiority – and weakness – show up in the behavior of those who report to us, just as a child reflects the attitudes of his parents.

If you have enthusiasm, those around you will have it, too. But how does one develop enthusiasm? The basic step is simple: Think enthusiastically. Build in yourself an optimistic, progressive glow, a feeling that “this is great and I’m 100 percent for it.” You are what you think. Think enthusiasm and you will be enthusiastic. To get high-quality work, be enthusiastic about the job you want done. Others will catch the enthusiasm you generate and you’ll get first-class performance.

* Always show positive attitudes toward your job so that your subordinates will pick up right thinking.
* As you approach your job each day, ask yourself, “Am I worthy in every respect of being imitated? Are all my habits such that I would be glad to see them in my subordinates?”

### Give yourself a pep talk several times daily

To be top, you’ve got to feel like you’re on top. Give yourself a pep talk and discover how much bigger and stronger you feel. Before every call, every demonstration, every meet, tell yourself, “I a good salesman and I am going to be the best. I give good deals, I am going to sell them.” You must feel good before every move. Practice uplifting self-praise. Don’t practice belittling self-punishment. You are what you think you are.

**Sell yourself to yourself.** One example –

*Tom, meet Tom – an important, a really important person. Tom, you are a big thinker, so think big. Think big about everything. You’ve plenty of ability to do a first class job, so do a first class job. Tom, you believe in happiness, progress, and prosperity. So talk only happiness, talk only progress, talk only prosperity. You have lots of drive, Tom, lots of drive. So, put that drive to work. Nothing can stop you, nothing. Tom, you’re enthusiastic. Let your enthusiasm show through. You look good, Tom, and you feel good. Stay that way.*

Put down your best qualities into your “sell yourself to yourself” commercial, don’t be shy in describing yourself. Write your commercial to you, reread it several times a day. Repeat your commercial forcefully with determination. Make your blood travel faster through your body. Get yourself warm up. Always keep your commercial handy.

### How am I thinking? checklist

|  |  |
| --- | --- |
| SITUATION | ASK YOURSELF |
| When I worry | Would an important person worry about this?  Would the most successful person I know be disturbed about this? |
| An idea | What would an important person do if he had this idea? |
| My appearance | Do I look like someone who has maximum self-respect? |
| My language | Am I using the language of successful people? |
| What I read | Would an important person read this? |
| Conversation | Is this something successful people would discuss? |
| When I lose my temper | Would an important person get mad at what I’m mad at? |
| My jokes | Is this the kind of joke an important person would tell? |
| My job | How does an important person describe his job to others? |

Cement in your mind the question “**Is this the way an important person, does it?**”

# 7/13 Manage Your Environment: Go First Class (P146)

The mind is the most delicate, most sensitive instrument in all creation. Mind food doesn’t come in packages, and you can’t buy it at the store. Mind food is your environment – all the countless things that influence your conscious and subconscious thought. The kind of mind food we consume determines our habits, attitudes, personality. As the saying goes, you are a product of your environment. Environment shapes us, makes us think the way we do. More important, **the size of your thinking, your goals, your attitudes, your very personality if formed by your environment**. Prolonged association with negative people makes us think negatively; close contact with petty individuals develops petty habits in us. On the bright side, companionship with people with big ideas raises the level of our thinking; close contact with ambitious people gives us ambition.

Experts agree that the person you are today, your personality, ambitions, present status in life, are largely the result of your psychological environment. And experts agree also that the person you will be one, five, ten, twenty years from now depends almost entirely on your future environment. Make your environment work for you, not against you.

### Recondition yourself for success

The number one obstacle on the road to high-level success is the feeling that major accomplishment is beyond reach. This attitude stems from many, many suppressive forces that direct our thinking toward mediocre levels. As we grow up, we are bombarded with the “you-can’t-get-ahead-so-don’t-bother-to-try” propaganda, most people you know can be classified into three groups.

First group, those who surrendered completely, the majority of people, they are convinced deep down inside that they haven’t got what it takes, that real success, real accomplishment, is for others who are lucky or fortunate in some special respect. You can easily spot these people because they go to great lengths to rationalize their status and explain how “happy” they really are. But they know they are kidding themselves. They want to work in a challenging situation where he could grow and develop, but the environment has convinced him that he is inadequate for big things. Second group, those who surrendered partially, these people is a smaller group, they prepare themselves, they work, they plan, after a decade or so, resistance begins to build up, this group then decides that greater success is not worth the effort. This group includes many talented, intelligent people who elect to crawl through life because they are afraid to stand up and run. Third group, those who never surrender, this group, maybe 2 or 3 percent of the total, doesn’t let pessimism dictate, doesn’t believe in surrendering to suppressive forces, doesn’t believe in crawling. Instead, these people live and breath success. This group is the happiest because it accomplishes the most. They are top salesmen, top executives, top leaders in their respective fields.

To get – and stay – in the third group, we must fight off the suppressive influences of our environment. **You must understand how persons in the first and second groups will unwittingly try to hold you back.** Big people live with big people, little people live with little people.

If you say you want to run for a president of your company, little people think you are joking, but the president of your company would not laugh. He will look at you intently and ask himself: “Does this fellow really mean this?” **Because big men do not laugh at big ideas. Remember: People who tell you it cannot be done almost always are unsuccessful people, are strictly average or mediocre at best in terms of accomplishment. The opinions of these people can be poison.**

### Develop a defense against negators

**Develop a defense against people who want to convince you that you can’t do it. Accept negative advice only as a challenge to prove that you can do it.** Be extra, extra cautious about this: don’t let negative-thinking people – “negators” – destroy your plan to think yourself to success. Negators are everywhere, and they seem to delight in sabotaging the positive progress of others.

**Sometimes people talking with you want to convert you to his way of thinking, by this, he convinces himself to accept failures. Be extra careful, study negators, don’t let them destroy your plans for success.**

### You are judged by the company you keep

Birds of a feather do flock together. How we think is directly affected by the group we’re in. Be sure you’re in the flock that thinks right. In every group there are persons who, secretly, aware of their own inadequacies, want to stand in your way and prevent you from making progress. Many ambitious fellows have been laughed at, even threatened, because they tried to be more efficient and produce more. Some folks, being jealous, want to make you feel embarrassed because you want to move upward. It happens in business, too, when a few individuals not qualified to advance try to block the way for someone else.

Don’t let negative thinkers pull you down to their level. Let them slide by. Cling to people who think progressively. Move upward with them. You can do it, simply by thinking right!

**Be careful about your source of advice**, in most organizations you will encounter freelance advisors who "know the ropes" and are tremendously eager to clue you in. They are failures, after many years, are still bottom man on the totem pole.

### Make it a rule to seek advice from people who know

There is a lot of incorrect thinking that successful people are inaccessible. The plain truth is that they are not. As a rule, it’s the more successful people who are the most humble and ready to help. It’s the “Would-be-big” people who are most often the most abrupt and hard to get to know. **Go first class when you have questions. Seeking advice from a failure is like consulting a quack on how to cure cancer.**

### Be an open mind

Have friends represented different fields, writer, doctor, engineer, and teacher, etc. Thinking must be given additional nourishment if we want to get better results. It is very refreshing to mix with people who do something else for a living. If we confined our entertaining to people who have only interests like our own, we’d find ourselves in the old, well-known rut. The more you can learn about other people – their ideas, interests, viewpoints – the better job you can do in giving them the merchandise and service they want and will buy.

### Make your social environment first class

1. Do circulate in new groups. Restricting your social environment to the same small group produces boredom, dullness; remember that your success-building program requires that you become an expert in understanding people. Make new friends, join new organization, enlarge your social orbit. Variety in people, like variety in anything else, adds spice to life and gives it a broader dimension. It’s good mind food.
2. Do select friends who have views different from your own. Associate with opposites, but just be sure they are persons with real potential.
3. Select friends who stand above petty, unimportant things. Folks who are more concerned with the square footage of your home than with your ideas and your conversation are inclined to be petty. Guard your psychological environment. Select friends who are interested in positive things, friends who really do want to see you succeed. Find friends who breathe encouragement into your plans and ideals. If you don’t, if you select petty thinkers as your close friends, you’ll gradually develop into a petty thinker yourself.

### Gossip is poison

Gossip is another type of poison; it is a thought poison. It affects the mind, the person being poisoned usually doesn’t know it, it can accomplish “big” things. It reduces the size of our thinking by forcing us to concentrate on petty, unimportant things. Gossip is 100 percent wrong thinking. Everyday many men live in a partially poisoned environment. Gossiping goes something like this – Say, I just heard … no, why … well, it doesn’t surprise me …

Gossip is just negative conversation about people and the victim of thought poison begins to think he enjoys it. It makes you feel ill, it turns you into a loser. The people who talks negative is unlikeable and unreliable. **Talk about people? Yes, but stay on the positive side.**

Have conversations that is constructive. Ask yourself –

* Do I spread rumors about other people?
* Do I always have good things to say about others?
* Do I like to hear reports of a scandal?
* Do I judge others only based on facts?
* Do I encourage others to bring their rumors to me?
* Do I precede my conversations with “Don’t tell anybody”?
* Do I keep confidential information confidential?
* Do I feel guilty about what I say concerning other people?

**When you hear of some gossip in a conversation, just leave, give a reason, and leave. You can’t afford to hear these things.**

**Go first class: that is an excellent rule to follow in everything you do, including the goods and services you buy.** This is unconditional truth, the go-first-class thinking.

Go first class, you just can not afford to go any other way. It is better to have fewer things and have quality than to have many things and have junk. People rate you for quality, often subconsciously perhaps. **Develop an instinct for quality.** It pays. And it costs no more, often costs less, than second class. **Everything should be valued from the long run. You just afford to go second class, it costs too much, totally a waste of time and money.**

# 8/13 Make Your Attitudes Your Allies (P166)

Reading minds is easier than you think, you read the minds of other people, and they read your mind every day. How do we do it? We do it automatically, through attitude appraisals. You don’t need to know the language to say you’re in love. Anyone who’s ever been in love knows that. And you don’t need to know any language to say “I like you”, “I envy you.” You don’t need to know words or use words to say “I like my job”. People speak without a sound. How we think shows through in how we act. Attitudes are mirrors of the mind. The reflect thinking. You can read the mind of the fellow sitting at a desk. You sense, by observing his expressions and mannerisms. For millions of years people communicated with other people by body and facial expressions and sounds, not words.

When our attitude is right, our abilities reach a maximum of effectiveness and good results inevitably follow. Attitudes do make the difference. Right attitudes win for you in every situation, your sales, your study, your married life, dealing with people.

Grow three attitudes: I’m activated; You are important; Service first.

### I’m activated

To activate others, you must first activate yourself. A man who lacks enthusiasm never develops it in another. But a person who is enthusiastic soon has enthusiastic followers. Enthusiasm can make things 1100 percent better. When you want to persuade people, don’t beg. Use enthusiasm. Let people see the important meaning in deeper. Results come in proportion to enthusiasm applied. Enthusiasm is simply “This is great!” Three steps to develop the power of enthusiasm.

* Dig into it deeper. How much do I really know about these things? Learn more about the thing you want to sale, share. To get enthusiasm about anything - People, places, things – dig into it deeper.
* In everything you do, life it up. Enthusiasm, or lack of it, shows through in everything you do and speak. Life up your handshaking, make your handclasp say, “I’m glad to know you.” Life up your smiles. Smile with your eyes. Life up your talk. People go along with the fellow who believes what he says. Put vitality into your speaking. Life it up, be sure everything you do and say tells people, “That fellow is alive.” “He means it.” “He’s going places.”
* Broadcast good news. Good news does more than get attention; good news pleases people. Good news develops enthusiasm. Good news even promotes good digestion. No one ever won a friend, no one ever made money, no one ever accomplished anything by broadcasting bad news. Transmit good news to your family. Tell them the good that happened today. Spread good news, it’s pointless to pass on the bad. Transmit good news to the people you work with. Give them encouragement, compliment them at every opportunity. Let them know you believe they can succeed. Whenever you leave a person, ask yourself, “Does that person honestly feel better because he has talked with me?” A salesman friend is a real good-news broadcaster. He calls on his customers every month and always makes it a rule to have some good news to pass along. Good news gets good results. Broadcasting good news activate you, makes you and others feel better.

### I’m important

**Each human being has this desire: He wants to feel important. The desire to be important is man’s strongest, most compelling nonbiological hunger.** All advertisement tells people, “Buy this product, and you put yourself in important class.” Satisfying the craving, the hunger, to be important carries you forward to success. It is basic equipment in your success tool chest. Even through displaying the attitude “You are important” get results, and it costs nothing. **On the philosophical side, our religions, our laws, our entire culture are based on the belief of the importance of the individual.** In fact, let’s look at the practical side, “You are a nobody, you count for nothing, you mean nothing” are everywhere. But right there, there is where people make a basic blunder: the other person, regardless of his status or his income, is important to you and for two giant, dollars-and-cents reasons.

* First, people do more for you when you make them feel important.
* Second, when you help others feel important, you help yourself feel important too.

Show appreciation at every opportunity. Make people feel important.

### Want to make big money? Put service first

Want to make money? Money is one the means to living life fully. The person who says he wants to be poor usually suffers from a guilt complex or a feeling of inadequacy. Money is a desirable objective. But people with a money-first attitude always have little money. Why? People with a money-first attitude become so money conscious that they forget **money can’t be harvested unless they plant the seeds that grow the money. And the seed of money is service.** That’ why “put service first” is an attitude that creates wealth. **Put service first, and money takes care of itself always.**

Here is a simple but powerful rule that will help you to develop the put-service-first attitude: **Always give people more than they expect to get.** Each little extra something you do for others is a money seed. Giving customers extras service is a money seed because it brings customers back; advancing a new idea that will increase efficiency is a money seed. **Money seeds grow money. Plant service and harvest money. Spend some time each day answering this question: How can I give more than is expected of me? Then apply the answers.**

### Practices

Grow attitudes will carry you forward to success.

* Practice appreciation. Make it a rule to let others know you appreciate what they do for you. Practice appreciation with a warm, sincere smile. A smile lets others know you notice them and feel kindly toward them. Practice appreciation by letting others know how you depend on them. Practice appreciation with honest, personalized compliments. Compliment people on little things: their appearance, the way they do their routine work, their ideas, their loyal efforts. Praise by writing personal notes complimenting people you know on their achievements. Make a special phone call or a special trip to see them. A person, whether he is garbage collector, or company president, is important to you. Treating some as second-class never gets you first-class results.
* Practice calling people by their names. Pronounce the name correctly, and spell it correctly.
* Don’t hog glory, invest it instead. Praise is power. Invest the praise you receive from your superior, pass praise on down to your subordinates. Ask yourself every day, “What can I do today to make my wife and family happy?” Do things like buy her a rose.
* Your family is the most important thing in your life. Make sure you devote your time to your family every day. Reserve Sundays or whole weekends for your family. The whole day is theirs. It would give you energy.

# 9/13 Think Right Towards People (P192)

Success depends on the support of other people. The only hurdle between you and what you want to be is the support of others. Think right toward people, and they will like and support you. In at least nine cases out of ten, the “likability” factor is the first thing mentioned. And in an overwhelmingly large number of cases, the “likability” factor is given far more weight than the technical factor.

A person is not pulled up to a higher-level job, he is lifted up. Currently nobody has time or patience to pull another up the job ladder, degree by painful degree. The individual is chosen whose record makes him stand higher than the rest. We are lifted to higher levels by those who know us as likable, personable individuals. Every friend you make lifts you just one notch higher. And being likeable makes lighter to lift. Successful people follow a plan for liking people. Do you? People who reach the top don’t discuss much their techniques for thinking right toward people. But you would be surprised how many really big people have a clear, definite, even written plan for liking people.

### Ten rules for liking people

1. Learn to remember names.
2. Be a comfortable person so there is no strain in being with you.
3. Acquire the quality of relaxed easy-going so that things do not ruffle you.
4. Don’t be egotistical. Guard against the impression that you know it all.
5. Cultivate the quality of being interesting so people will get something of value with the relationship.
6. Study to get the “scratchy” elements out of your personality, even those of which you maybe unconscious.
7. Sincerely attempt to heal, on an honest basis, every misunderstanding of you.
8. Practice liking people until you learn to do so genuinely.
9. Never miss an opportunity to say a word of congratulation upon anyone’s achievement, or express sympathy in sorrow or disappointment.
10. Give spiritual strength to people, and they will give genuine affection to you.

### Big people are human, warm

Big people, those on top in industry, the arts, and politics, are human, warm. They specialize in being likable. But don’t try to buy friendship; it is not for sale. Without real sincerity, the gift is often regarded as nothing more then a payoff or a bribe. If we try to buy friendship, we lose in two ways – waste money, create contempt.

Take the initiative in building friendships – leaders always do. It’s easy, too, virtually to ignore other people. But it isn’t right thinking toward people. Actually, it’s mark of real leadership to take the lead in getting to know people. Next time you are in a large group, observe something very significant: the most important person present is the one most active in introducing himself. Think right toward people. “I maybe not be very important to him, but he’s important to me. That’s why I’ve got to get to know him.” When you make a pleasant to another person, you compensate yourself.

### Take initiative to win friends

Just a little initiative.

1. Introduce yourself to others at every possible opportunity – at parties, meetings, on airplanes, at work, everywhere. The average people waits for the other person to introduce himself first.
2. Be sure the other person gets your name straight.
3. Be sure you can pronounce the other person’s name the way he pronounces it.
4. Write down the other person’s name, and be mighty sure you have it spelled correctly; people have a fetish about the correct spelling of their own names! If possible, get his address and phone number, also.
5. Drop a personal note or make a phone call to the new friends you feel you want to know better. This is an important point. Most successful people follow through on new friends with a letter or a phone call.
6. And last but not least, say pleasant things to strangers. It warms you up and gets you ready for the task ahead.

### Don’t expect perfection in other people

* Recognize the fact that no person is perfect. The most human quality about human being is that they make mistakes, all kinds of them.
* Recognize the fact that the other fellow has a right to be different. Never play God about anything. You don’t have to approve of what another fellow does, but you must not dislike him for doing it.
* Don’t be a reformer. You have a right to your own opinion, but sometimes it’s better to keep it to yourself.

**Think right toward people, the perfect person just doesn’t exist. Find qualities to like and admire person. You own your Thought Broadcasting Station, when your thoughts turn to people, make Channel Positive your listening habit. When you are talking with someone else, that person can read your mind over how you think.** When you are alone, you and only you can decide whether you will listen to Channel Positive or Channel Negative.

### Stay tuned to Channel Positive

Thoughts breed like thoughts. There is a real danger that if you listen to negative comments about another person, you too will go negative toward that person. In fact, if your are not on guard, you may actually find yourself adding fuel to the fire with “Yes, and that’s not all. Did you hear …” type of comment. These things backfire, boomerang. There are two ways to prevent others from switching us from Channel Positive to Channel Negative. One way is to switch topics as quickly and quietly as possible with some remark like “Pardon me, but while I think of it, I’ve been meaning to ask you …” A second way is to excuse yourself with a “Sorry, I’m late now …” or “I have a deadline to meet. Will you excuse me?”

**Make a forceful promise to yourself - refuse to let others prejudice your thinking.** Once you’ve mastered the technique of thinking only good thoughts about people, greater success is guaranteed. **Selling products is all about liking people, not pretend, but really like people.** If you are selling insurance, you can sell it to a man who knows he has only five days to live, once you make yourself truly like him. When you gather information about a prospect, you must resolve some sound reasons why you can like the prospect. **Review the reasons why you like him, build a likable image of the prospect before you say one word to him. If you are like each other, even he doesn’t accept your product right off the bat, as long as you continue to like a fellow, he’ll come around, and you can get down to business.** Just treat customers like guests in your home. Give first class treatment to your employees, and you get first-class cooperation, first-class output. **Think first class about everyone around you, and you’ll receive first-class results in return.**

### Encourage the other person to talk

The person who does the most talking and the person who is the most successful are rarely the same person. Almost without exception, the more successful the person, the more he practices **conversation generosity**, that is, he encourages the other person to talk about himself, his views, his accomplishments, his family, his job, his problems.

* Conversation generosity wins friends.
* Conversation generosity helps you learn more about people.

The average person would rather talk about himself than anything else in the world. When you give him the chance, he likes you for it. Conversation generosity is the easiest, simplest, and surest way there is to **win a friend**. The second benefit is **learning more about other people**, we can learn about them, why they do what and their strong and weak points. The better equipped we are, the effectively we are to influence them in the way that we want.

Don’t be conversation hog. Listen, win friends, and learn. Courtesy practiced in every relationship with another person is the finest tranquilizer you can use. **Practice courtesy all the time.** Think right toward people removes frustrations and stress. When you boil it all down, the big cause of stress is negative feelings toward other people. So think positive toward people and discover how wonderful this world is.

### Think positive when you lose

The real test for thinking right toward people comes when things don’t go exactly the way we want. How do you think when you’re passed up for a promotion? Or when you fail to win an office in a club? Or when you’re criticized for the job you’ve done? **How you think when you lose determines how long it will be until you win.**

* Ask yourself, “What can I do to make myself more deserving of the next opportunity?”
* Don’t waste time and energy being discouraged. Don’t berate yourself. Plan to win next time.

Don’t blame others when you receive a setback.

# 10/13 Get the Action Habit (P212)

The world is in a shortage of great leaders who think big. There really is plenty of room at the top. There are many almost qualified people, but there is one success ingredient often missing – the ability to **get things done, to get results.** All important positions are finding the fellow who is a man of action. Excellent ideas are not enough. An only fair idea acted upon, and developed, is 100 percent better than a terrific idea that dies because it isn’t followed up. Nothing comes merely by thinking about it. Everything we have in this world is an idea acted upon. The successful are active; the just average, the mediocre, the unsuccessful are passive.

A lot of average people insists on waiting until everything is 100 percent favorable before they act. Perfection is highly desirable. But nothing man-made or man-designed is, or can be, perfect. So to wait for the perfect set of conditions is to wait forever.

The test of a successful person it not an ability to eliminate all problems before they arise, but to meet and work out difficulties when they do arise.

In every big decision, the mind battles with itself – to act or not to act. Where there is a will, there is a way. Set big goals, act upon it. Give your ideas value by acting on them. Act on your ideas and gain mind tranquility. The saddest words of tongue or pen are these: it might have been. A good idea if not acted upon produces terrible psychological pain. But a good idea acted upon brings enormous mental satisfaction.

### Use action to cure fear

To fight fear, act. To increase fear – wait, put off, postpone. By going around the block a few times or drinking extra coffee, these things don’t get results. The way to combat any kind of fear is action. Action destroy fear.

### Do not be over preparedness

Start your mental engine mechanically. Action must precede action. That’s a law of nature. Nothing starts itself, not even the dozens of mechanical gadgets we use daily. It is hard, even for the veteran salesman, to make the first call in the morning. But the truth is, make it without a lot of conscious thought, all mechanically. Just do it.

* Use the mechanical way to accomplish simple but sometimes unpleasant business and household chores. Rather than think about the unpleasant features of the task, jump right in and get going without a lot of deliberation. Do this today: pick the one thing you like to do least. Then without letting yourself deliberate on or dread the task, do it.
* Use the mechanical way to create ideas, map out plans, solve problems, and do other work that requires top mental performance. Use pencil and paper. Master the pencil-and-paper technique for concentration, it helps even in noisy or other distracting situations.

“Now” is the magic word of success. “Tomorrow, next week, later, sometime, someday” often as not are synonyms for failure words. Lots of good dreams never come true because we say, “I’ll start someday,” when we should say, “I will start right now.”

Thinking in terms of “NOW” gets things done. Get down to business – pronto. Don’t waste time getting ready to act. Start acting instead.

### Get the speak up habit

Each time you speak up, you strengthen yourself. Come forward with your constructive ideas. Every company needs new products, new markets, new and more efficient ways of doing things. We depend on people with initiative. They are the ball carriers on our team. Initiative is a special kind of action. It’s doing something worthwhile without being told to do it. The person with initiative has a standing invitation to join the high-income brackets in every business and profession.

Develop the initiative habit.

* Be a crusader. When you see something that you believe ought to be done, pick up the ball and run. While crusaders may start out as one-man crusades, if the idea behind the enterprise is good, soon you’ll have lots of support.
* Be a volunteer. The fellow who stands on the sidelines, who holds off, who is passive, does not lead. But the doer, the fellow who thinks action, finds others want to follow him. People place confidence in the fellow who acts. They naturally assume he knows what he is doing.

# 11/13 How to Turn Defeat into Victory (P235)

Inside, Mr. Mediocre feels defeated, he has unhealed wounds suffered in situations that beat him. Now he is super cautious, he plods along, ducking the thrill of living victoriously, discontented with himself. He feels beaten but tries hard to endure the sentence of mediocrity that “fate” has handed him. He has surrendered to defeat, but in a reasonably clean, socially “accepted” way.

### Don’t complain

In the uncrowded world of success, people are from every possible background. These people who lead every branch of our society, have experienced every tough situation you can describe. **The only difference among Mr. Success and Mr. Mediocre is the response to defeat.** When the Mediocre got knocked down, he failed to get up again or he just lay there, or better, got up on his knees, but he crawled away, and when out of sight, run in opposite direction so he’d be sure never to take a beating again. But **Mr. Success reacted differently when he got knocked down. He bounced up, learned a lesson, forget the beating, and move upward.** All first class things that take is a persistent man who never think he is defeated.

For every one who know your condition in hardship, just say “I am learning, this is competitive business, and because it’s intangible, it’s hard to sell. But I’m learning how.” The process of learning takes nothing out of me. Instead, it puts something into me. It is not possible to win high level success without meeting opposition, hardship, and setback. But it is possible to use setback to propel you forward.

Professors know that a student’s reaction to a failing grade provides a clue to his success potential. The outside too, they won’t promote you or pay you more for doing second-class work.

When you have been sniped at, one fine way to prevent a war of words is to take a long pause before answering. We can turn setbacks into victories. Find the lesson, apply it and then look back on defeat and smile.

### Defeat is only a state of mind

Defeat is nothing more, just a state of mind. Human beings are equally quick to blame someone else for each setback. It’s natural for salesman to blame customers when the sales are lost. **It is true that in this complex world others may trip us. But it is also that often we trip ourselves. We lose because of personal inadequacy, some personal mistake.**

Remind yourself that you want to be as nearly perfect as is humanly possible. Be objective. Put yourself in a glass tube and look at yourself. See if you have a weakness that you have never noticed before. If you have, take action to correct it. Many people become so accustomed to themselves that they fail to see ways for improvement.

### Facing your faults, set high standards for yourself

Being self-critical is constructive, it helps you to build the personal strength and efficiency needed for success, blaming others is destructive. You gain nothing from “proving” that someone else is wrong. Don’t run away from inadequacies. Be like real professionals – seek out their faults and weakness, then current them. Don’t, of course, try to find your faults so you can say to yourself, “Here’s another reason I’m a loser.” Instead view your mistakes as “Here is another way to make me a bigger winner.” **A failure is a man that cannot learn from experiences.** Blaming luck never got anyone where he wanted to go.

### Persist with experimentations

We can try and try, and try and try again, and still fail, unless we combine persistence with experimentation. Persisting in one way it not a guarantee of victory. But persistence blended with experimentation does guarantee success. Stay with your goal. Don’t waver an inch from it, but don’t beat your head against a wall. If you’re getting results, try a new approach.

* Believe “there is a way” for any trouble you are facing.
* Backoff and start afresh. Often, we stay so close to a problem for so long that we can’t see new solutions or new approaches. President Eisenhower once was asked why he took so many weekend vacations. His answer is good advice for everybody who wants to maximize his creative ability – “**I do not believe that any individual, whether he is running General Motors or the Unites States of America, can do the best job just by sitting at a desk and putting his face in a bunch of papers. Actually, the president ought to be trying to keep his mind free of inconsequential details and doing his own thinking on the basic principles and factors … so he can make clear and better judgments.**” Backing off and taking vacation increased his mental efficiency, make one more valuable.

You see in any situation what you expect to see. See the good side and conquer defeat. All things do work together for good if you’ll just develop clear vision.

# 12/13 Use Goals to Help You Grow (P252)

Every bit of human progress – our inventions big and little – were first visualized before they become realities. A goal is an objective, a purpose. A goal is more than a dream, it’s a dream being acted upon. A goal is a clear “This is what I’m working toward.” Nothing happens, no forward steps are taken, until a goal is established. Without goals individuals just wander through life. They stumble along, never knowing where they are going, so they never get anywhere. The important thing is not where you were or where you are but where you want to get.

The progressive corporation plans company goals ten to fifteen years ahead. Executives who manage leading businesses must ask, “Where do we want our company to be ten years from now?” Then they gauge their efforts accordingly. The modern corporation does not leave its future to chance. **You must form an image now of the person you want to be ten years from now if you are to become that image.** This is a critical thought, the individual who fails to set long-term goals will most certainly be just another person lost in life’s shuffle. Without goals we can not grow.

### An image of me, 10 years from now

1. Work department
2. What income level do I want to attain?
3. What level of responsibility do I seek?
4. How much authority do I want to command?
5. What prestige do I expect to gain from my work?
6. Home department
7. What kind of standard of living do I want to provide for my family and myself?
8. What kind of house do I want to live in?
9. What kind of vacations do I want to take?
10. What financial support do I want to give my children in their early adult years?
11. Social Department
12. What kind of friends do I want to have?
13. What social groups do I want to join?
14. What community leadership positions would I like to hold?
15. What worthwhile causes do I want to champion?

### Surrender yourself to your desires

**The most important qualification for an executive is the sheer desire to get ahead. A man is not doing much until the cause he works for possesses all there is of him.** Desire, when harnessed, is power. Failure to follow desire, to do what you want to do most, paves the way to mediocrity.

Success requires heart-and-soul effort, and you can put your heart and soul only into something you really desire. Destroy these five suicide things. They are dangerous.

1. Self-depreciation. Many young folks destroy desire with the old negative self-depreciation.
2. Security-itis. Person who says, “I’ve got security where I am” use the security weapons to murder their dreams.
3. Competition. “People in that field are standing on top of each other” are remarks which kill desire fast.
4. Parental dictation. The young person should patiently explain why he prefers a different career, and the parent should listen carefully.
5. Family responsibility. The attitude of “It would have been wise for me to change over five years ago, but now I’ve got a family and I can’t change.” Illustrates this kind of desire murder weapon.

**It is never too late to let desire take over. The overwhelming majority of really successful people work much longer than forty hours a week. And you don’t hear them complain of overwork. Successful people have their eyes focused on a goal, and this provides energy.**

### Power up subconscious mind

When you surrender to your goal, the goal works itself into your subconscious mind.

Repeat your goals in day basis and expose all of you to your goals.

Your subconscious mind is always in balance. Your conscious mind is not, unless it is in tune with what your subconscious mind is thinking. Without full cooperation from the subconscious mind, person is hesitant, confused, indecisive. Now, with your goal absorbed into your subconscious mind you react the right way automatically. The conscious mind is free for clear, straight thinking.

### Set goals to get things done

As you press forward to success, set goals: deadlines, target dates, self-imposed quotes. Goals, intense goals, can keep a person alive when nothing else will. A woman contracted cancer when her son was only two, the doctor said she would live for just a few months. But she was determined that she would see her two-year-old son through college by operating a small retail store. Each time the doctor would say, “Just a few more months,” the cancer was never cured. But those “few more months” stretched into twenty years. She saw her son graduated from college, six weeks later she was gone. A goal, a burning desire, was powerful enough to stave off sure death for two decades. Use goals to live longer. No medicine is the world is as powerful in bringing about long life as is the desire to do something.

The person determined to achieve maximum success learns the principle that progress is made one step at a time. Every big accomplishment is a series of little accomplishments. The person who wants freedom from the habit all at once fails because the psychological pain is more then he can stand. Winning any objective requires a step-by-step method.

### Make each step counts

Sometimes it appears that someone achieves success all at once, but if you check the past histories of people who seemed to arrive at the top suddenly, you’ll discover a lot of solid groundwork was previously laid. And those “successful” people who lose fames as fast as they found it simply were phonies who had not built a solid foundation. Start marching toward your ultimate goal by making the next task you perform, regardless of how unimportant it may seem, a step in the right direction. Commit this question to memory and use it to evaluate everything you do: will this help take me where I want to go? It’s clear, we don’t make one big jump to success. An excellent plan is to set monthly quotas for accomplishment.

### Thirty-day improvement guide

1. Break these habits: (suggestions)
2. Putting off things.
3. Negative language.
4. Watching TV more than 60 minutes per day.
5. Gossip.
6. Acquire these habits: (suggestions)
7. A rigid morning examination of my appearance.
8. Plan each day’s work the night before.
9. Compliment people at every possible opportunity.
10. Increase my value to my employer in these ways: (suggestions)
11. Do a better job of developing my subordinates.
12. Learn more about my company, what it does, and the customers it serves.
13. Make three specific suggestions to help my company become more efficient.
14. Increase my value to my home in these ways: (suggestions)
15. Show more appreciation for the little things my wife does that I’ve been taking for granted.
16. Once each week, do something special with my whole family.
17. Give one hour each day of my undivided attention to my family.
18. Sharpen my mind in these ways: (suggestions)
19. Invest two hours each week in reading professional magazines in my field.
20. Read one self-help book.
21. Make four new friends.
22. Spend 30 minutes daily in quiet, undisturbed thinking.

Building new positive habits and destroying old negative habits is a day-by-day process.

### Invest yourself

Purchase those things that build mental power and efficiency.

Part One: invest in education. Part Two: invest in idea starters.

Education helps you mold your mind, stretch it, train it to meet new situations and solve problems. Idea starters serve a related purpose. They feed your mind, give you constructive material to think about.

# 13/13 How to Think like a Leader (P275)

You are lifted upper level by those working beside and below you. Archiving high-level success requires the support and the cooperation of others. And gaining this support and cooperation of others requires leadership ability. Master four special leadership rules that can cause others to do things for us in the executive suite, in business, in social clubs, in the home, anywhere we find people.

### Trade minds with people you want to influence

**To get others to do what you want them to do, you must see things through their eyes.** A very successful salesman said he spends a lot of time anticipating how prospects will react to his presentation before he gives it. Keep this question in mind: what would I think of this if I exchanged places with the other person? It paves the way to more successful action.

* Consider the other person’s situation. Put yourself in his shoes, so to speak. Remember, his interests, income, intelligence, and background may differ considerably from yours.
* Now ask yourself: If I were in this situation, how would I react to this?
* Then take the action that would move you if you were the other person.

### Think: what is the human way to handle this?

Dictators doesn’t last long, also the code, mechanical leaders. Don’t treat people like machines. Person who rise to tremendous leadership heights use a third approach that we call ”Being Human”.  
 Anybody can hire a man, but the test of leadership is how one handles the dismissal.

Treat others the way human beings want to be treated. If employees are doing something wrong, be careful not to hurt their feelings, make them feel small or embarrassed.

* First, talk to them privately.
* Second, praise them for what they are doing well.
* Third, point out the one thing at the moment that they could do better and help them find the way.
* Forth, praise them again on their good points.

You would bet on people all your life, the better you treat them, the more good things happens. That’s just the way it works out.

Let your action show you put people first. Show interest in your subordinates’ off-the-job accomplishments. Treat everyone with dignity. Remind yourself that the primary purpose in life is to enjoy it. Generally, the more interest you show in a person, the more he will produce for you. And his production is what carries you forward to greater and greater success. Praise your subordinates to your supervisor by putting in plugs for them at every opportunity. Practice praising people. Rub people the right way. Be human.

### Think progress, believe in progress, push for progress

Promotions in all fields go to individuals who believe in – and push for – progress. Leaders, real leaders, are in short supply.

* **Think improvement in everything you do.**
* **Think high standards in everything you do.**

Believe in – and push for – progress; and you will be a leader! Believe in expansion, efficiency, new products, new processes, better schools, increased prosperity.

Crack military units are led by officers with high standards who enforced military regulations fairly and properly. Military personnel simply do not respect and admire officers with low standards.

When you take over the leadership of a group, the persons in that group immediately begin to adjust themselves to the standards you set. Their big concern is to clue you in, zero you in, find out what you expect of them. They watch every move you make.

Think, talk, act, live the way you want your subordinates to think, talk, act, live – and they will. Over a period of time, subordinates tend to become carbon copies of their chief. **The simplest way to get high-level performance is to be sure the master copy is worth duplicating.**

Am I a Progressive Thinker? Checklist

1. Do I Think Progressive Toward My Work?
2. Do I appraise my work with the “How can we do it better” attitude?
3. Do I praise my company, the people in it, and the products it sells at every possible opportunity?
4. Are my personal standards with reference to the quantity and quality of my output higher now than three or six months ago?
5. Am I setting an excellent example for my subordinates, associates, and others I work with?
6. Do I Think Progressively Toward My Family?
7. Is my family happier today than it was three or six months ago?
8. Am I following a plan to improve my family’s standard of living?
9. Does my family have an ample variety of stimulating activities outside home?
10. Do I set an example of “a progressive,” a supporter of progress, for my children?
11. Do I Think Progressively Toward Myself?
12. Can I honestly say I am a more valuable person today than three or six months ago?
13. Am I following an organized self-improvement program to increase my value to others?
14. Do I have forward-looking goals for at least five years in the future?
15. Am I a booster in every organization or group to which I belong?
16. Do I Think Progressively Toward My Community?
17. Have I done anything in the past six months that I honestly feel has improved my community (neighborhood, churches, schools, etc.)?
18. Do I boost worthwhile community projects rather than object, criticize, or complain?
19. Have I ever taken the lead in bringing about some worthwhile improvement in my community?
20. Do I speak well of my neighbors and fellow citizens?

### Take time out to confer with yourself and develop supreme thinking power

Leaders are busy people, but while it’s usually overlooked, it is noteworthy that leaders spend considerable time alone, alone with nothing but their own thinking apparatus. Check the lives of the great religious leaders, you’ll find each of them spent considerable time alone. Moses, Jesus, Buddha, Confucius, Gandhi, - every outstanding religious leader in history spent much time in solitude, away from the distractions of life. Political leaders, like Hitler, Lenin, Stalin, and many others spent time in jail, where they could, without distraction, plan their future moves. Many outstanding business executives are surrounded all day by assistants, telephones, and reports. But they spent a surprising amount of time in uninterrupted thought.

The point is this: the successful person in any field takes time out to confer with himself or herself. Leaders use solitude to put the pieces of a problem together, to work out solutions, to plan, and, in one phrase, to do their super thinking.

Many people fail to tap their creative leadership power because they confer with everybody and everything else but themselves. He’s the fellow who goes to great lengths not to be alone. He goes to extremes to surround himself with people. He can’t stand being alone in his office. Seldom does he spend evenings alone. He feels a compelling need to talk with others every walking moment. He devours a huge diet of small talk and gossip. When this person is forced by circumstances to be physically alone, he finds ways to keep from being mentally alone. At times like these he resorts to television, newspapers, radio, telephone, anything that will take over his thinking process for him. In effect he says, “Here, Newspaper, occupy my mind for me. I’m afraid to occupy it with my own thoughts.” He keeps his own mind blacked out, he is scared of his own thoughts. As time goes by, Mr. I-can’t-stand-to-be-alone grows shallow. He fails to develop firmness of purpose, personal stability. He is, unfortunately, ignorant of the superpower lying unused just behind his forehead.

Successful leaders tap their super thinking through being alone. Decisions and observations made alone in managed solitude have an uncanny way of being 100 percent right! When the fog is lifted, the right choice becomes crystal clear. In a word, managed solitude pays off.

**Remember, the main job of the leader is thinking. And the best preparation for leadership is thinking.** Spend more time in managed solitude everyday and think yourself to success.

# How to think big in life’s most crucial situations

### When little people try to drive you down, THINK BIG

To be sure, there are some people who want you to lose, to experience misfortune, to be reprimanded. But these people can’t hurt you if you’ll remember three things:

1. You win when you refuse to fight petty people. Fighting little people reduces you to their size. Stay big.
2. Expect to be sniped at. It’s proof you are growing.
3. Remind yourself that snipers are psychologically sick. Be Big. Feel sorry for them.

Think Big Enough to be immune to the attacks of petty people.

### When that “I-haven’t-Got-What-It-Takes” Feeling Creeps Up on You, THINK BIG

Remember: if you think you are weak, you are. If you think you are inadequate, you are. If you think you’re second-class, you are.

Whip that natural tendency to sell yourself short with these tools:

1. Look important. It helps you think important. How you look on the outside has a lot to do with how you feel on the inside.
2. Concentrate on your assets. Build a sell-yourself-to-yourself commercial and use it. Learn to supercharge yourself. Know your positive self.
3. Put other people in proper perspective. The other person is just another human being, so why be afraid of him?

Think Big Enough to see how good you really are!

### When an Argument or Quarrel Seems Inevitable, THINK BIG

Successfully resist the temptation to argue and quarrel by:

1. Asking yourself, “Honestly now, is this thing really important enough to argue about?”
2. Reminding yourself, you never gain anything from an argument but you always lose something.

Think Big Enough to see that quarrels, arguments, feuds, and fusses will never help you get where you want to go.

### When You Feel Defeated, THINK BIG

It is not possible to achieve large success without hardships and setbacks. But it is possible to live the rest of your life without defeat. Big Thinkers react to setbacks this way:

1. Regard the setback as a lesson. Learn from it. Research it. Use it to propel you forward. Salvage something from every setback.
2. Blend persistence with experimentation. Back off and start afresh with a new approach.

Think Big Enough to see that defeat is a state of mind, nothing more.

### When Romance Starts to Slip, THINK BIG

Negative, petty, “She’s-(He’s)-unfair-to-me-so-I’ll-get-even” type of thinking slaughters romance, destroys the affection that can be yours. Do this when things aren’t going right in the love department:

1. Concentrate on the biggest qualities in the person you want to love you. Put little things where they belong – in second place.
2. Do something special for your mate – and do it often.

Think Big Enough to find the secret to marital joys.

### When You Feel Your Progress on the Job Is Slowing Down, THINK BIG

No matter what you do and regardless of your occupation, higher status, higher pay come from one thing: increasing the quality and quantity of your output. Do this: Think, “I can do better”.

The best is attainable. There is room for doing everything better. Nothing in this world is being done as well as it could be. And when you think, “I can do better,” ways to do better will appear. Thinking “I can do better” switches on your creative power.

Think Big Enough to see that if you put service first, money takes care of itself.

In the word of Publilius Syrus:

A wise man will be master of his mind,

A fool will be its slave.