

MINDSET MASTERY

THINK YOUR WAY TO UNIVERSAL WEALTH

A Universal Wealth Creation Publication

Mindset Mastery

Think Your Way To Universal Wealth



Original text by
Napoleon Hill

Edited version
brought to you
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Sean Rasmussen

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INTRODUCTION



This eBook is an edited version of material which was originally published under the title *Think and Grow Rich*, written by Mr. Napoleon Hill, who lived from 1883 to 1970 in the United States of America.

Napoleon Hill started life humbly. He was born into poverty in a two-room cabin. At the age of thirteen, Hill began writing for small newspapers. He intended to study Law, but was forced to withdraw from law school because he could not afford the cost; ultimately, Hill returned to his working-class roots, writing again for newspapers.

It was Hill's position as a reporter that put him in contact with steel magnate Andrew Carnegie, as part of an assignment in 1908 to interview famous men for a series of articles he was writing. As Hill states later in this book, it was during that meeting that the idea for his life's major work, which culminated in this book, was born.

Napoleon Hill is considered one of the pioneers of success and empowerment writing. He called his series of success writings, "The Philosophy of Achievement"; Hill's empowerment writings used largely as their base the lives and experiences of some of the most well-known and wealthiest men that ever lived, including, among others, Andrew Carnegie, Thomas Edison, and Henry Ford.

Hill's works, which are now public domain classics (meaning they are without current claims to copyright and free for others to use without infringement), have inspired many with their timeless lessons. His works have as their central theme the ability of all peoples to rise above poverty and earn wealth of their own; they have only to commit to their cause by clarifying their desire and developing the right state of mind.

Hill wrote *Think and Grow Rich* during the 1930's just as the world was beginning to emerge from the depths of the Great Depression. It was a time of industry more than technology, and a time when most people had been financially and spiritually broken. In many ways, the lack of excess is what set the stage for the reception of this book in its original version. Interestingly, even though our modern world had not known a major economic depression such as that in the time of Hill, there are many parallels that can be drawn between Hill's early life and the struggling financial predicaments many people find themselves in today. At any rate, Hill's work to discover the principles that make men successful revealed steadfast truths applicable to men and women at any point on the financial spectrum, and his words still ring true today. Hill's underlying message is as applicable now as ever.

Hill's original work included stories and anecdotes of people who lived during his time, from the early 1900's to the mid-1930's. In this updated version, these stories and anecdotes have been largely left intact as they are clear illustrations of the principles of the philosophy Hill was revealing. From time to time, more modern references have been included, in order to help the reader see just how applicable Hill's teachings are in our new, global community.

Every effort has been made to edit Hill's original book into a version that is both readable and applicable to life today. Please be assured that the meaning and conviction with which Hill wrote has not been changed, simply the wording to make his message clearer for the average person living in today's modern age. Certain references, names, and examples used to illustrate Hill's points have been changed or expanded upon, but only in the spirit of making his timeless themes applicable and understandable in modern terms. At no point have Mr. Hill's beliefs and theories been prostituted or compromised.

This updated, 'modernized' version of Napoleon Hill's original work has been brought to you through the efforts of Mr. Sean Rasmussen, owner and founder of [Universal Wealth Creation](#). Sean through his websites, books, resources, courses, and seminars, teaches people from all walks of life to combine simple investment strategies (stock market, property investment and the internet) to gain wealth on their own.

[Sean Rasmussen](#) has built Universal Wealth Creation and his other websites based on the concepts laid out in this classic and very powerful book. He believes strongly that all people can find some way to create their own wealth, and that creation begins with the mindset to do so. He is committed to the work of Mr. Hill, as well as other pioneering wealth creation spirits, and so, he brings this book to you today, so that you too can focus your mind towards working for the betterment of yourself and those important to you.

A tribute to Napoleon Hill - *by Sean Rasmussen*

The year 2000 was a big year for me. My second son was born, I was constantly working away from home to “make a living” and I was asking a lot of questions about life. “*Is this as good as it gets?*” I asked myself. My family finances were going backwards and the harder I worked, it seemed, the bigger the financial hole seemed to get.

I would be away from home, at work, for 6 weeks at a time and have 1 week off. I missed my son’s first words, his first steps and didn’t give him the opportunity to call me “Dad” when he was ready for it. On my one week off from work, I’d lap it all up and my heart was torn to bits every time I had to leave again for work. I called work a “*Paid Prison Sentence*” and vowed to make some drastic changes. Something had to change for me to experience change. I gave myself no option.

When my workmates went to the pub or a concert or anything social after work, I was in my little caravan reading books; Self-help books. 2000 was the catalyst year for my Mindset Mastery to start kicking in. I discovered Robert Kiyosaki, Donald Trump, Anthony Robbins and many more inspiring authors but foremost I found *Think and Grow Rich* by Napoleon Hill.

My mind went into overdrive. I had moments of “truth” come to me. It’s something I cannot describe. You will have to experience it yourself. I genuinely hope you discover it and reading this book will help you. The strategies suggested by Mr. Hill have been applied. With a blind faith in my own ability along with further “Financial Education”, I have experienced results I previously only dared to dream about.

I am now an active supporter of many charities, many of which would not benefit from me hadn’t I read Napoleon Hill’s book, *Think and Grow Rich*. The applied “*mindset changes*” and “*calls to action*” that I initiated have made an incredible impact on my personal life, family life, business associates and various charities.

I have a personal short term goal of donating \$10,000 per month to charity. When I set this target, I had no idea of “how”, I just knew “what” the desired result was.

If you in any way find empowerment in this book and genuinely believe your lifestyle can and will improve from the ideas herein, please consider supporting a charity of your own choice with a portion of the increased financial rewards that you enjoy from these ideas. Napoleon Hill devoted years of his life to benefit mankind in such a way, even he possibly didn’t imagine the magnitude of it. His desired outcome was known to him. He had the passion and a burning desire to achieve an outcome that will be an asset for mankind over many years to come.

Napoleon Hill, I salute you!

Sean Rasmussen

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ORIGINAL PREFACE

Original preface as written by Napoleon Hill



In every chapter of this book, mention has been made of the money-making secret which has made fortunes for more than five hundred exceedingly wealthy men whom I have carefully analyzed over a long period of years.

The secret was brought to my attention by Andrew Carnegie, more than a quarter of a century ago [*ed. note: estimated to be early 1900's*]. The canny, lovable old Scotsman carelessly tossed it into my mind, when I was but a boy. Then he sat back in his chair, with a merry twinkle in his eyes, and watched carefully to see if I had brains enough to understand the full significance of what he had said to me.

When he saw that I had grasped the idea, he asked if I would be willing to spend twenty years or more, preparing myself to take it to the world, to men and women who, without the secret, might go through life as failures. I said I would, and with Mr. Carnegie's cooperation, I have kept my promise.

This book contains the secret, after having been put to a practical test by thousands of people, in almost every walk of life. It was Mr. Carnegie's idea that the magic formula, which gave him a stupendous fortune, ought to be placed within reach of people who do not have time to investigate how men make money, and it was his hope that I might test and demonstrate the soundness of the formula through the experience of men and women in every calling. He believed the formula should be taught in all public schools and colleges, and expressed

the opinion that if it were properly taught it would so revolutionize the entire educational system that the time spent in school could be reduced to less than half.

His experience with Charles M. Schwab, and other young men of Mr. Schwab's type, convinced Mr. Carnegie that much of that which is taught in the schools is of no value whatsoever in connection with the business of earning a living or accumulating riches. He had arrived at this decision, because he had taken into his business one young man after another, many of them with but little schooling, and by coaching them in the use of this formula, developed in them rare leadership. Moreover, *his coaching made fortunes for everyone of them who followed his instructions.*

In the chapter on Faith, you will read the astounding story of the organization of the giant United States Steel Corporation, as it was conceived and carried out by one of the young men through whom Mr. Carnegie proved that his formula will work *for all who are ready for it.* This single application of the secret, by that young man—Charles M. Schwab—made him a huge fortune in both money and *opportunity.* Roughly speaking, this particular application of the formula was worth *six hundred million dollars.*

These facts—and they are facts well known to almost everyone who knew Mr. Carnegie—give you a fair idea of what the reading of this book may bring to you, provided you *know what it is that you want.*

Even before it had undergone twenty years of practical testing, the secret was passed on to more than one hundred thousand men and women who have used it for their personal benefit, as Mr. Carnegie planned that they should. Some have made fortunes with it. Others have used it successfully in creating harmony in their homes. A clergyman used it so effectively that it brought him an income of upwards of \$75,000.00 a year. [*editor's note: please keep in mind that these impressive figures were earned in the early 1900's or before*]

Arthur Nash, a Cincinnati tailor, used his near-bankrupt business as a “guinea pig” on which to test the formula. The business came to life and made a fortune for its owners. It is still thriving [at time of original] publication, although Mr. Nash has gone. The experiment was so unique that newspapers and magazines, gave it more than a million dollars' worth of laudatory publicity.

The secret was passed on to Stuart Austin Wier, of Dallas, Texas. He was ready for it—so ready that he gave up his profession and studied law. Did he succeed? That story is told too.

I gave the secret to Jennings Randolph, the day he graduated from College, and he has used it so successfully that he is now serving his third term as a Member of Congress, with an excellent opportunity to keep on using it until it carries him to the White House.

While serving as Advertising Manager of the La-Salle Extension University, when it was little more than a name, I had the privilege of seeing J. G. Chapline, President of the University, use the formula so effectively that he has since made

the LaSalle one of the great extension schools of the country.

The secret to which I refer has been mentioned no fewer than a hundred times, throughout this book. It has not been directly named, for it seems to work more successfully when it is merely uncovered and left in sight, where *those who are ready*, and *searching for it*, may pick it up. That is why Mr. Carnegie tossed it to me so quietly, without giving me its specific name.

If you are *ready* to put it to use, you will recognize this secret at least once in every chapter. I wish I might feel privileged to tell you how you will know if you are ready, but that would deprive you of much of the benefit you will receive when you make the discovery in your own way.

While this book was being written, my own son, who was then finishing the last year of his college work, picked up the manuscript of chapter two, read it, and discovered the secret for himself. He used the information so effectively that he went directly into a responsible position at a beginning salary greater than the average man ever earns. His story has been briefly described in chapter two. When you read it, perhaps you will dismiss any feeling you may have had, at the beginning of the book that it promised too much. And, too, if you have ever been discouraged, if you have had difficulties to surmount which took the very soul out of you, if you have tried and failed, if you were ever handicapped by illness or physical affliction, this story of my son's discovery and use of the Carnegie formula may prove to be the oasis in the Desert of Lost Hope, for which you have been searching.

This secret was extensively used by President Woodrow Wilson, during the World War. It was passed on to every soldier who fought in the war, carefully wrapped in the training received before going to the front. President Wilson told me it was a strong factor in raising the funds needed for the war.

More than twenty years ago, Hon. Manuel L. Quezon (then Resident Commissioner of the Philippine Islands), was inspired by the secret to gain freedom for his people. He has gained freedom for the Philippines, and is the first President of the free state.

A peculiar thing about this secret is that those who once acquire it and use it find themselves literally swept on to success, with but little effort, and they never again submit to failure! If you doubt this, study the names of those who have used it, wherever they have been mentioned, check their records for yourself, and be convinced.

There is no such thing as *something for nothing!*

The secret to which I refer cannot be had without a price, although the price is far less than its value. It cannot be had at any price by those who are not intentionally searching for it. It cannot be given away, it cannot be purchased for money, for the reason that it comes in two parts. One part is already in possession of those who are ready for it.

The secret serves equally well, all who are ready for it. Education has nothing to do with it. Long before I was born, the secret had found its way into the possession of Thomas A. Edison, and he used it so intelligently that he became the world's leading inventor, although he had but three months of schooling.

The secret was passed on to a business associate of Mr. Edison. He used it so effectively that, although he was then making only \$12,000 a year, he accumulated a great fortune, and retired from active business while still a young man. You will find his story at the beginning of the first chapter. It should convince you that riches are not beyond your reach, that you can still be what you wish to be, that money, fame, recognition and happiness can be had by all who are ready and determined to have these blessings.

How do I know these things? You should have the answer before you finish this book. You may find it in the very first chapter, or on the last page.

While I was performing the twenty year task of research, which I had undertaken at Mr. Carnegie's request, I analyzed hundreds of well known men, many of whom admitted that they had accumulated their vast fortunes through the aid of the Carnegie secret; among these men were:

HENRY FORD
WILLIAM WRIGLEY JR.
JOHN WANAMAKER
JAMES J. HILL
GEORGE S. PARKER
E.M. STATLER
HENRY L. DOHERTY
CYRUS H. K. CURTIS
GEORGE EASTMAN
THEODORE ROOSEVELT
JOHN W. DAVIS
ELBERT HUBBARD
WILBUR WRIGHT
WILLIAM JENNINGS BRYAN
DR. DMITRI STARR JORDAN
J. ODGEN ARMOUR
CHARLES M. SCHWAB
HARRIS F. WILLIAMS
DR. FRANK GUNSAULUS
DANIEL WILLARD
KING GILLETTE
RALPH A. WEEKS
JUDGE DANIEL T. WRIGHT
JOHN D. ROCKEFELLER
THOMAS A. EDISON
FRANK A. VANDERLIP
F. W. WOOLWORTH
COL. ROBERT A. DOLLAR
EDWARD A. FILENE
EDWIN C. BARNES

ARTHUR BRISBANE
WOODROW WILSON
WM. HOWARD TAFT
LUTHER BURBANK
EDWARD W. BOK
FRANK A. MUNSEY
ELBERT H. GARY
DR. ALEXANDER GRAHAM BELL
JOHN H. PATTERSON
JULIUS ROSENWALD
STUART AUSTIN WIER
DR. FRANK CRANE
GEORGE M. ALEXANDER
J. G. CHAPPLINE
HON. JENNINGS RANDOLPH
ARTHUR NASH
CLARENCE DARROW

These names represent but a small fraction of the hundreds of well known Americans whose achievements, financially and otherwise, prove that those who understand and apply the Carnegie secret, reach high stations in life. I have never known anyone who was inspired to use the secret, who did not achieve noteworthy success in his chosen calling. I have never known any person to distinguish himself, or to accumulate riches of any consequence, without possession of the secret. From these two facts I draw the conclusion that the secret is more important, as a part of the knowledge essential for self-determination, than any which one receives through what is popularly known as "education."

What is *education*, anyway? This has been answered in full detail.

As far as schooling is concerned, many of these men had very little. John Wanamaker once told me that what little schooling he had, he acquired in very much the same manner as a modern locomotive takes on water, by "scooping it up as it runs." Henry Ford never reached high school, let alone college. I am not attempting to minimize the value of schooling, but I am trying to express my earnest belief that those who master and apply the secret will reach high stations, accumulate riches, and bargain with life on their own terms, even if their schooling has been meager.

Somewhere, as you read, the secret to which I refer will jump from the page and stand boldly before you, *if you are ready for it!* When it appears, you will recognize it. Whether you receive the sign in the first or the last chapter, stop for a moment when it presents itself, and turn down a glass, for that occasion will mark the most important turning-point of your life.

We pass now, to Chapter One, and to the story of my very dear friend, who has generously acknowledged having seen the mystic sign, and whose business achievements are evidence enough that he turned down a glass. As you read his story, and the others, remember that they deal with the important problems of life, such as all men experience.

The problems arising from one's endeavor to earn a living, to find hope, courage, contentment and peace of mind; to accumulate riches and to enjoy freedom of body and spirit.

Remember, too, as you go through the book, that it deals with facts and not with fiction; its purpose being to convey a great universal truth through which all who are *ready* may learn, not only *what to do*, but also *how to do it* and receive, as well, *the needed stimulus to make a start*.

As a final word of preparation, before you begin the first chapter, may I offer one brief suggestion which may provide a clue by which the Carnegie secret may be recognized? It is this - *all achievement, all earned riches, have their beginning in and idea!* If you are ready for the secret, you already possess one half of it; therefore, you will readily recognize the other half the moment it reaches your mind.

The Author

1

INTRODUCTION - THE MAN WHO “THOUGHT” HIS WAY INTO PARTNERSHIP WITH THOMAS A. EDISON



Truly, “thoughts are things,” and powerful things at that when they are mixed with definite purpose, persistence, and a *burning desire* for their translation into wealth or other material objects.

In the early 1900's, Edwin C. Barnes discovered how true it is that men really do *think and grow rich*. His discovery did not come to him all at once. It came little by little, and it began with a *burning desire* to become a business associate of the great Thomas Edison.

One of the chief characteristics of Barnes' Desire was that it was *definite*. He wanted to work *with* Edison, not *for* him. Pay close attention to the description of how he went about translating his *desire* into reality, and you will have a better understanding of the thirteen principles which lead to riches.

When this *desire*, or thought-impulse, first flashed into his mind he was in no position to act on it. Two hurdles stood in his way. He did not know Mr. Edison, and he did not have enough money to pay his railroad fare to Orange, New Jersey.

These obstacles would have been enough to discourage most men from making any attempt to carry out the desire. But Barnes' was no ordinary desire! He was so determined to find a way to carry out his desire that he finally decided to travel by

“blind baggage,” rather than face defeat. (To the uninitiated, this means he took a freight train to East Orange).

Barnes showed up unexpectedly at Edison’s laboratory, and announced he had come to go into business with the inventor. Years later, speaking of their first meeting, Edison said, “He [Barnes] stood there before me, looking like an ordinary tramp, *but there was something in the expression of his face which conveyed the impression that he was determined to get what he had come after.* I had learned, from years of experience with men, that when a man really *desires* a thing so deeply that he is willing to stake his entire future on a single turn of the wheel in order to get it, he is sure to win. I gave him the opportunity he asked for, *because I saw he had made up his mind to stand by until he succeeded.* Subsequent events proved that no mistake was made.”

Just what the young Barnes said to Mr. Edison at that first meeting was far less important than *what he thought.* Edison, himself, said so! It couldn’t have been the young man’s appearance that earned him his start in the Edison office; that was definitely against him. It was what he *thought* that counted.

If the significance of this statement could be conveyed to every person who reads it, there would be no need for the remainder of this book.

Barnes did not instantly become Edison's partner at his first interview. He did get a chance to work in the Edison offices, at a very nominal wage, doing work that was unimportant to Edison; but that work was most important to Barnes, because it gave him an opportunity to display his “merchandise” where his intended “partner” could see it.

Months went by. Apparently nothing happened to bring the coveted goal which Barnes had set up in his mind as his *definite major purpose.* But something important was happening in Barnes’ mind. He was constantly intensifying his *desire* to become the business associate of Edison.

Psychologists have noted, accurately, that when a person is truly ready for something, it will appear.

Barnes was ready for a business association with Edison; moreover, he was *determined to stay ready until he got what he was after.*

He did not say to himself, “Ah, what’s the use? Maybe I should just try to get a salesman’s job.” But, he did say, “I came here to go into business with Edison, and I *will* be his business partner if it takes the rest of my life.” And *He meant it!* What a different story all people would have to tell if only they would adopt a *definite purpose,* and stand by that purpose until it had time to become an all-consuming, yet powerful, obsession!

Maybe young Barnes did not know it at the time, but his bulldog determination, his persistence in maintaining and focusing on a single *desire,* destined him to mow down all opposition, and bring him the opportunity he was seeking.

When the opportunity came, it appeared in a different form, and from a different

direction than Barnes had expected. That is one of the tricks of opportunity. It has a sly habit of slipping in by the back door, and very often it comes disguised in the form of misfortune, or temporary defeat. Perhaps this is why so many fail to recognize opportunity.

Mr. Edison had just perfected a new office device, known at that time as the Edison Dictating Machine (which was later called the Ediphone). His salesmen were not enthusiastic over the machine. They did not believe it could be sold without excessive effort. Barnes saw his opportunity. It had crawled in quietly, hidden in a queer looking machine which no one showed an interest in except Barnes and the inventor.

Barnes knew he could sell the Edison Dictating Machine. He suggested this to Edison, and was quickly given the chance. And he did sell the machine. In fact, he sold it so successfully that Edison gave him a contract to distribute and market it all over the U.S. Out of that business association grew the slogan, "Made by Edison and installed by Barnes."

The business alliance lasted more than thirty years. From that alliance, Barnes made himself a very rich man, in terms of money; but he did something infinitely greater than simply make himself rich—he proved definitely that it is possible for a person, even with limited financial resources, to "Think and Grow Rich."

How much actual cash that original *desire* of Barnes' was worth to him, we have no way of knowing. It might have earned him two or three million dollars, but the amount, whatever it is, becomes insignificant when compared with the greater asset he acquired in the form of definite knowledge that *an intangible impulse of thought can be transmuted into physical reality* by applying known principles.

Barnes literally *thought himself* into a partnership with the great Edison! He thought himself into a fortune. He had nothing to start with, except the capacity to *know what he wanted, and the determination to stand by that desire until it was realized.*

He had no money to begin with. He had little education. He had no influence. But he did have initiative, faith, and the will to win. With these intangible forces he *made himself* the number one man of the greatest inventor who ever lived.

Now, let's look at a different situation; let's look at a man who had plenty of tangible evidence of riches to work with, but lost it, *because he stopped* three feet short of the goal he was seeking.

THREE FEET FROM GOLD

One of the most common reasons people fail is that they quit when faced with *temporary defeat*. Every person is guilty of this mistake at one time or another. What follows is a case in point.

An uncle of R.U. Darby was caught by the "gold fever" in the days of the great gold-rush, and went west to *dig and grow rich*. He had never heard that *more*

gold has been mined from the brains of men than has ever been taken from the earth. He staked a claim and went to work with a pick and a shovel. The going was hard, but his lust for gold was definite.

After weeks of labor, he was rewarded with the discovery of the elusive shining ore. He needed machinery to bring the ore to the surface. Quietly, he covered up the mine, went back to his home in Williamsburg, Maryland, and told his relatives and a few neighbors about the “strike.” Together, they raised the money for the needed machinery and had it shipped. The uncle and Darby went back to work the mine.

The first car of ore was mined and shipped to a smelter. The returns proved they had one of the richest mines in Colorado! A few more cars of that ore would clear all debts. Then they would make a killing in big profits.

The drills went down as the hopes of Darby and his Uncle excitedly went up! Then something happened. The vein of gold ore disappeared! They had come to the end of the rainbow, and the pot of gold was gone! They drilled on, desperately trying to pick up the vein again--to no avail.

Finally, they decided to *quit*.

They sold the machinery to a junk man for a few hundred dollars and took a train back home. Now, some “junk” men are ignorant, but not this one! He called in a mining engineer to look at the mine and do a little calculating. The engineer advised that the project had failed because the owners were not familiar with “fault lines.” His calculations showed that the vein would be found *just three feet from where the Darbys had stopped drilling!* And that is exactly where it was found!

The “Junk” man took millions of dollars in ore from the mine, all because he knew enough to seek expert advice before giving up.

Most of the money used to buy the machinery was raised through the efforts of R.U. Darby, who was then a very young man. The money came from his relatives and neighbors, because they had faith in him. He paid back every dollar of it, even though it took him years to do so.

Long afterward, Mr. Darby recouped his loss many times over, *when he made the discovery that desire can be transmuted into gold.* That discovery came after he went into the business of selling life insurance.

Remembering that he lost a huge fortune all because he *stopped* three feet from gold, Darby turned that experience to his advantage in his newly chosen profession; his method was simple—Darby repeatedly told himself, “I stopped three feet from gold, but I will never stop *because men say ‘no’* when I ask them to buy insurance.”

Darby was one of a small group in the first part of the 1900's, a group of less than fifty men, to sell more than a million dollars in life insurance annually. He owed his determination and success to the lesson he learned from his hastiness to quit

in the gold mining business.

How many people out there today have stopped just inches away from their goal because of some roadblock, some hurdle? How many people give up on fantastic business ideas because the first bank they approached turned down their loan application? How different would the lives of those people be if, rather than accept defeat first-off, they steeled themselves to rejection, thanked the Bank President for his effort, and instead sought an alternative investment route—Investment Capitalists, private investors, local Community Development programs—the list of possibilities goes on and on. How often have we heard stories from the entertainment industry about the singer or actor living in near-poverty, packing their bags for home who stayed just one more day, and on that day got the fateful call from the record executive or casting call that catapulted them to stardom, fame, and fortune?

Before success is found in any person's life, that person is sure to be faced with more than his or her share of temporary defeat, and quite possibly some failure. When defeat overtakes somebody the easiest and most logical thing to do is to *quit*. And that is exactly what the majority of people do.

More than five hundred of the most successful men in United States history, icons of American Capitalism and success, told the author their greatest success came just one step *beyond* the point when defeat had overtaken them. Failure is a swindler with a keen sense of irony and cunning. It takes great pleasure in tripping a person when success is just within reach.

A FIFTY-CENT LESSON IN PERSISTENCE

Shortly after R.U. Darby earned his degree from the “University of Hard Knocks,” and had determined to profit from his experience in the gold mining business, he was fortunate enough to be present to witness an incident that proved to him that “No” does not necessarily mean no.

One afternoon Darby was helping his uncle grind wheat in an old fashioned mill. The uncle operated a large farm where a number of colored sharecrop farmers lived. Quietly, the door was opened, and a small colored child, the daughter of a tenant, walked in and took her place near the door.

[*editor's note*: As you read, keep in mind, again, that this incident took place in the early 1900's before the Civil Rights Movement in the United States; all things, at that time, were certainly *not* equal.]

The uncle looked up, saw the child, and barked at her roughly, “what do you want?”

Meekly, the child replied, “My mammy say send her fifty cents.”

“I’ll not do it,” the uncle retorted, “Now you run on home.”

“Yas sah,” the child replied. *But she did not move.*

The uncle went on working, too busy to notice that the child did not leave. When he looked up and saw her still standing there, he yelled at her, "I told you to go on home! Now go, or I'll take a switch to you."

The little girl said "yas sah," *but she did not budge an inch.*

The uncle dropped a sack of grain he was about to pour into the mill hopper, picked up a band of wood, and started toward the child with an expression meant to drive fear into her.

Darby held his breath. He was certain he was about to witness a murder. He knew his uncle had a fierce temper. He knew that colored children were not supposed to defy white people in that part of the country.

When the uncle reached the spot where the child was standing, she quickly stepped forward one step, looked up into his eyes, and screamed at the top of her lungs, "*my Mammy's gotta have that fifty cents!*"

The uncle stopped, looked at her for a minute, then slowly laid the wood on the floor. He put his hand in his pocket, took out half a dollar, and gave it to her.

The child took the money and slowly backed toward the door, never taking her eyes off the man *whom she had just conquered.* After she had gone, the uncle sat down on a box and stared out the window into space for more than ten minutes. He was contemplating, with awe, the whipping he had just taken.

Mr. Darby, too, was doing some thinking. That was the first time in his life he had seen a colored child deliberately *master* an adult white person. How did she do it? What happened to his uncle that caused him to lose his fierceness and become as docile as a lamb? What strange power did this child use that made her master over her superior? These and other similar questions flashed through Darby's mind; but he did not find the answer until years later, when he told me the story.

Ironically, Darby told this unusual story to the author inside the old mill, on the very spot where the uncle took his whipping. Ironically, too, this story was told to the author after he had devoted nearly a quarter of a century to studying that very power--the power which enabled an ignorant, illiterate colored child to conquer an intelligent man.

As the two (the author and Darby) stood there in that musty old mill, Darby repeated the story of the unusual conquest, and finished by asking, "What can you make of it? What strange power did that child use, that so completely whipped my uncle?"

The answer to his question will be found in the principles detailed in this book. The answer is full and complete. It contains details and instructions sufficient enough to enable anyone to understand and apply the same force the small girl accidentally stumbled upon.

This same persistence is what often brings us the greatest modern authors. The

best-selling authors of our time do not become famous only because of their superior writing talents. They also excel because they persevere until their works are published. They refuse to take 'no' for an answer. Nearly every well-known author—Stephen King, J.K. Rowling, John Grisham, and so many more—had their works rejected numerous times before being published and made rich for their efforts. (Rowling's famed first Harry Potter novel was rejected eight times before being published; since then, the Potter series has made J.K. Rowling the richest writer in history.)

If you stay sharp and pay attention, you'll see exactly what strange power came to the rescue of the child; you'll get a glimpse of this power in the next chapter. Somewhere in the book you will key in on an idea that reveals this same irresistible power to you, and then you will be able to use it to your own advantage. The awareness of this power may come to you in the first chapter, or it may flash into your mind later on. It may come in the form of a single idea. Or, it may come as a part of a larger plan or purpose. Again, it may prompt you to look back into your past experiences of failure or defeat, and teach you some lesson you missed before, a lesson that allows you to regain all you lost through defeat.

After Mr. Hill described to Mr. Darby the power the girl unwittingly used on his uncle, Darby quickly reassessed his thirty years as a life insurance salesman, and frankly acknowledged that his success in that field was due, in large part, to the lesson he had learned from the child.

Darby pointed out: “every time a potential customer tried to bow me out, without buying, I saw that child standing there in the old mill, her big eyes glaring in defiance, and I said to myself, ‘I’ve got to make this sale.’ The majority of all the sales I have made were made after people had said ‘No’.”

Darby did acknowledge his mistake in having stopped only three feet from gold; “but,” he said, “that experience was a blessing in disguise. It taught me to *keep on keeping on*, no matter how hard the going may be, a lesson I needed to learn before I could succeed in anything.”

Life is strange, and often imponderable! Both success and failure find their roots in simple experiences. Darby’s experiences were commonplace and simple enough, yet they held the answer to his destiny in life; therefore they were as important (to him) as life itself. He profited from these two dramatic experiences, because *he analyzed them*, and found the lesson taught in each respectively. But what does that mean for a person who has neither the time nor inclination to study his/her failure to find the secret leading to success? Where and how will that person learn to turn defeat into a stepping stone to opportunity?

These are the questions this book was written to answer.

The answer to these questions consists of thirteen principles, all working in conjunction with each other; but as you read, remember--the answer(s) *you* may be searching for, the answers to the questions that have brought you to contemplate the irony and complexity of life, may be found *in your own mind*, through some idea, plan, or purpose which may spring into your mind as you read.

One sound idea is all it takes for a person to achieve success. The principles described in this book contain the best, and the most practical, ways and means of creating useful ideas.

There is one point the author would like to point out before delving into the description of these principles; it is this—*when wealth does start to come to you it comes so quickly, in such great abundance, that you will likely find yourself wondering where it has been hiding during all those lean years.* This is an astounding statement, and even more so, when you take into consideration the popular belief that wealth only comes to those who work long and hard.

When you begin to *think and grow rich*, you'll notice that wealth creation begins with a state of mind, with a definite purpose, with little or no hard work. You, and every other person, should be most interested in knowing how to nurture that state of mind which will attract wealth. The author spent twenty-five years researching, analyzing more than 25,000 people, because he, too, wanted to know how rich people get that way.

Without that research, this book could not have been written.

As evidence of the collective power state-of-mind has over people, this example is offered--

The Great Depression started in the United States in 1929, and continued on to an all time record of destruction, until after President Franklin D. Roosevelt took office. Then the depression began to fade into nothingness. Just like in a theatre when the lights are raised so gradually that darkness turns into light before you realize it; the spell of fear in the minds of the people gradually faded away and become faith.

This same concept has been proven time and again throughout the decades since. Today's recessions come on more gradually than the Great Depression; any time there is a financial recession, it is directly governed by the attitudes of the people as a whole. When the masses believe the outlook is bleak, they act (financially speaking) accordingly; when they begin to regain hope, the populace spends more freely and the recession recedes again. This is an economic cycle that is repeated over and over, but there is never a single moment experts can point to that signifies the beginning or end of the recession. Instead, the start- and end-points are defined in retrospect.

Watch closely; a similar destiny will become yours as soon as you master the principles of this philosophy and begin to follow the instructions for applying those principles. As you think of yourself as secure and successful, your financial status will begin to improve, and everything you touch will begin to transmute itself into an asset for your benefit. Impossible? Not at all! As the age-old saying goes, the rich get richer...and in very large part because they believe that they are rich and successful.

One of the main weaknesses of mankind is the average person's intimate

familiarity with the word “impossible.” People know all the rules that will *not* work. They know all the things that *cannot* be done. This book was written for those who seek the rules which have made others successful, and are willing to *stake everything* on those rules.

Impossible is not a word that fits into the thirteen principles discussed here. In the original version of Think and Grow Rich, Napoleon Hill relates this tidbit... “...many years ago I purchased a fine dictionary. The first thing I did with it was to turn to the word “impossible,” and neatly clip it out of the book...” And as he goes on to say, that would be a smart thing for you to do as well.

Success comes to those who become *success conscious*.

Failure comes to those who indifferently allow themselves to become *failure conscious*.

The object of this book is to help anyone who seeks it to learn the art of changing their minds from *failure consciousness* to *success consciousness*.

Another weakness found in altogether too many people is the habit of measuring everything, and everyone, by *their own* impressions and beliefs. Some people who read this book will believe that no one can *think and grow rich*. They cannot think in terms of wealth and riches, because their thought habits have been steeped in poverty, want, misery, failure, and defeat.

You don't have to look far for illustration of this point. Consider how you look upon people of other nationalities and cultures, physically. You think of your own appearance as the base for 'normal' and find their looks to be exotic and different. Few of us stop very often to consider that on the flip side, from the 'outsider's' point of view, *you* are the person who looks unique.

Another simple case in point—accents. Wherever you are from, whatever the accent you speak with, that is what sounds 'right' or 'normal' to you. When a visitor from another part of the country or world arrives or moves in, you find their speech to be interesting, maybe even strange. No doubt, however, that same person is thinking the same of the way you, and nearly everyone else in your region, talks.

We recognize this phenomenon in modern society as a level of ignorance, yet, we have difficulty truly overcoming it, and sometimes even make conclusions about a person because they do not speak or look like us.

This same perspective is what we apply to human abilities across the board. We refuse to believe what we do not understand. We foolishly believe that our own limitations are the proper measure of human limitations. To be sure, it must be the other person's diction that is “off,” *because it is not the same as our own*.

Since the dawn of the modern automobile industry, millions of people have looked at the achievements of Henry Ford, and envy him because of his good fortune, or luck, or genius, or whatever it is that they credit to Ford's success and subsequent wealth. It may even be that one person in every hundred thousand knows the

secret of Ford's success, and those who do know are too modest, or too reluctant, to discuss it, *because of its simplicity*.

The following anecdote is just one example of the "secret" to Ford's success; the "secret" to wealth creation exemplified by all successful men and women who *think and grow rich*.

Early in the age of the automobile, Ford decided to produce his now famous V-8 motor. He chose to build an engine with the entire eight cylinders cast in one block, and instructed his engineers to produce a design for the engine. The design was put on paper, but the engineers agreed, every one of them, that it was simply *impossible* to cast an eight-cylinder gas engine block in one piece.

Ford said, "Produce it anyway."

"But," they replied, "it's impossible!"

"Go ahead," Ford commanded, "and stay on the job until you succeed no matter how much time is required."

The engineers went ahead. There was nothing else for them to do, if they were to remain on the Ford staff. Six months went by, nothing happened. Another six months passed, and still nothing happened. The engineers tried every conceivable plan to carry out the orders, but the thing seemed out of the question; *"impossible!"*

At the end of the year Ford checked with his engineers, and again they informed him they had found no way to carry out his orders.

"Go right ahead," said Ford, "I want it, and I'll have it."

They went ahead, and then, as if by a stroke of magic, the secret was discovered.

The Ford *determination* had won once more!

Admittedly, this story may not be described with exact accuracy, but the summary of it is correct. Those of you who wish to *think and grow rich* should use this story to deduce the secret of the Ford millions, if you can. You won't have to look long.

Henry Ford was a success because he understood and *applied* the principles of success. One of these principles is *desire*: knowing what you want. Remember this Ford story as you read, and pick out the lines which describe the secret of his stupendous achievement. If you can do this, if you can lay your finger on the particular group of principles which made Henry Ford rich, you can equal his achievements in almost any profession you are suited to.

YOU ARE “THE MASTER OF YOUR FATE, THE CAPTAIN OF YOUR SOUL,” BECAUSE...

When Henley wrote the prophetic lines, “I am the Master of my Fate, I am the Captain of my Soul,” he should have told us why that is true; we are the Masters of our Fate, the Captains of our Souls, *because* we have the power to control our thoughts.

He should have told us that the universe where our earth resides, where we move, where we live and breathe and *be*, is a form of constantly moving energy, and that this universe is filled with a form of universal power which *adapts* itself to the nature of our thoughts; and *influences* us, in natural ways, over time and circumstance, to turn our thoughts into their physical equivalent.

If the poet had told us this great truth, we would know *why it is* that we are the Masters of our Fate, the Captains of our Souls. He should have told us, and greatly emphasized, that this power does not distinguish between destructive thoughts and constructive thoughts, that it will just as easily cause us to translate thoughts of poverty into physical reality, as it will influence us to act upon thoughts of wealth.

He should have told us, too, that our brains become magnetized with the dominating thoughts we hold in our minds, and, inexplicably, these “magnets” attract to us the forces, the people, the life circumstances, that correspond with our *dominating* thoughts. In other words, if you feel poor and stepped-on, you will attract people to you of similar character and circumstance; but if you believe you are successful and well-off, those are the people and circumstances that will dominate your interactions and influence your life consequentially.

Henley should have told us that before we can accumulate wealth in abundance, we first have to magnetize our minds with intense *desire* for riches, that we must become “money conscious” until the innate *desire* for money drives us to create definite plans for acquiring it.

But, because he was a poet and not a philosopher, Henley was content to simply state a great truth poetically, and leave it to those who followed him to interpret the philosophical meaning of his lines.

Little by little, the truth in this book has unfolded itself; by now it should be apparent, certain, that the principles described in this book hold the secret to mastering our financial fate.

We are now ready to examine the first of these principles. As you read, stay open-minded and remember, these principles are not the invention of any single man or woman. The principles were gathered from the life experiences of more than 500 men who actually accumulated riches in huge amounts; men who are icons of wealth and economic history; men who began in poverty, with little formal education, and (originally, at least) without influence. The principles worked for

these men. You, too, can put them to work for your own lifelong benefit and lasting wealth creation.

You will find it easy, not hard, to do.

Before you read the next chapter, understand that it conveys factual information which might easily change your entire financial destiny, just as it has so definitely brought enormous changes to the lives of the two people described.

Understand also that the relationship between these two men and the author is such that he would never have prostituted their stories for effect; Hill took no liberties with the facts of either story, out of loyalty and respect, if nothing else. One of the men was Hill's closest personal friend for more than twenty-five years, and the other was his own son. The unusual success of these two men, success which they generously accredit to the principle described in the next chapter, more than justifies Hill's personal reference as a means of emphasizing the far-flung power of this principle.

In 1922, Napoleon Hill delivered the Commencement Address at Salem College, Salem, West Virginia. In it, Hill emphasized the principle described in the next chapter, so intensely that at least one of the members of the graduating class definitely embraced it, and made it a part of his own life-philosophy. The young man went on to become a member of Congress, and an important factor in the government. Just before this book went to the publisher, he wrote a letter to Hill. In the letter the Congressman very clearly states his opinion of the principle outlined in the next chapter; so much so that the author decided to publish his letter as an introduction to the chapter.

It gives you an idea of the rewards to come. The original letter reads...

"My dear Napoleon:

"My service as a Member of Congress having given me an insight into the problems of men and women, I am writing to offer a suggestion which may become helpful to thousands of worthy people.

"With apologies, I must state that the suggestion, if acted upon, will mean several years of labor and responsibility for you, but I am en-heartened to make the suggestion, because I know your great love for rendering useful service.

"In 1922, you delivered the Commencement address at Salem College, when I was a member' of the graduating class. In that address, you planted in my mind an idea which has been responsible for the opportunity I now have to serve the people of my State, and will be responsible, in a very large measure, for whatever success I may have in the future.

"The suggestion I have in mind is, that you put into a book the sum and substance of the address you delivered at Salem College, and in that way give the people of America an opportunity to profit by your many years of experience and association with the men who, by their greatness, have

made America the richest nation on earth.

"I recall, as though it were yesterday, the marvelous description you gave of the method by which Henry Ford, with but little schooling, without a dollar, with no influential friends, rose to great heights. I made up my mind then, even before you had finished your speech, that I would make a place for myself, no matter how many difficulties I had to surmount.

"Thousands of young people will finish their schooling this year, and within the next few years. Every one of them will be seeking just such a message of practical encouragement as the one I received from you. They will want to know where to turn, what to do, to get started in life. You can tell them, because you have helped to solve the problems of so many, many people.

"If there is any possible way that you can afford to render so great a service, may I offer the suggestion that you include with every book, one of your Personal Analysis Charts, in order that the purchaser of the book may have the benefit of a complete self-inventory, indicating, as you indicated to me years ago, exactly what is standing in the way of success.

"Such a service as this, providing the readers of your book with a complete, unbiased picture of their faults and their virtues, would mean to them the difference between success and failure. The service would be priceless.

"Millions of people are now facing the problem of staging a come-back, because of the depression, and I speak from personal experience when I say, I know these earnest people would welcome the opportunity to tell you their problems, and to receive your suggestions for the solution.

"You know the problems of those who face the necessity of beginning all over again. There are thousands of people in America today who would like to know how they can convert ideas into money, people who must start at scratch, without finances, and recoup their losses. If anyone can help them, you can.

"If you publish the book, I would like to own the first copy that comes from the press, personally autographed by you.

*"With best wishes, believe me,
"Cordially yours,
"JENNINGS RANDOLPH"*

2 DESIRE - THE STARTING POINT OF ALL ACHIEVEMENT

The First Step toward Riches



When Edwin C. Barnes climbed down from the freight train in Orange, N. J., he might have looked like a vagabond, but his *thoughts* were those of a king!

As he made his way from the railroad tracks to Thomas A. Edison's office, his mind was at work. He saw himself *standing in Edison's presence*. He heard himself asking Mr. Edison for an opportunity to carry out the one *consuming obsession of his life*, a *burning desire* to be the business associate of the great inventor.

Barnes' desire was not a *hope!* It was not a *wish!* It was a keen, pulsating *desire*, which transcended everything else. It was *definite*.

The desire was not new when he approached Edison. It had been Barnes' *dominating desire* for a long time. In the beginning, when the desire first crossed his mind, it may have been, probably was, just a wish, but it was no simple wish when he presented himself before Edison with it.

A few years later, Edwin C. Barnes stood before Edison again, in the same office where he first met the inventor. This time his *desire* had become a reality. *He was in business with Edison*. The dominating *dream of his life* had become a reality.

Later in his life many people who knew Barnes envied him, because of the “break” life yielded him. They saw him in the days following his success, without taking the trouble to investigate the *cause* of his success.

Barnes succeeded because he chose a definite goal, placed all his energy, all his will power, all his effort—everything—behind that goal. He did not become the partner of Edison the day he arrived. He was content to start in the most menial work, as long as it provided an opportunity to take even one step toward his cherished goal.

Five years passed before the chance he had been waiting for appeared. During all those years not one ray of hope, not one promise of attaining his *desire* had been held out to him. To everyone, except himself, he looked like just another cog in the Edison business wheel, but in his own mind, *he was Edison's partner every minute of every hour*, from the very day that he first started working there.

It is a remarkable illustration of the power of a *definite desire*. Barnes reached his goal because he wanted to be a business associate of Edison more than he wanted anything else. He formed a plan in order to attain that purpose. But he *burned all his bridges behind him*.

He stood by his *desire* until it became his dominating life obsession—and—finally, a fact.

When he went to Orange, he didn't tell himself, “I'll try to convince Edison to give me a job of some sort.” He said, “I will see Edison, and let him know clearly that I have come to go into business with him.

He did not say, “I'll work there for a few months, and if nothing promising happens, I'll quit and get a job somewhere else.” He did say, “I will start anywhere. I will do anything Edison tells me to do, but *before I am through*, I will be his associate.”

He did not say, “I'll keep my eyes open for another opportunity in the meantime, in case Edison doesn't give me what I want.” He said, “There is only *one* thing in this world that I am determined to have, and that is a business association with Thomas A. Edison. I will burn all bridges behind me, and stake my *entire future* on my ability to get what I want.”

In that, *he left himself no possible way of retreat. He had to succeed or die!*

That is all there is to the Barnes story of success! A long time ago, a general faced a situation which forced him to make a decision that would insure a successful campaign. He was about to send his armies against a powerful enemy, and he was outnumbered. He shipped out his troops, sailed to the enemy's country, unloaded soldiers and equipment, then gave the order to burn the ships that brought them there. Addressing his men before the first battle, he said, “You see the ships going up in smoke. That means that we cannot leave these shores alive unless we win! We now have no choice—we *win—or we die!* They won.

Every person who wins in any undertaking must be willing to burn his ships and

cut all sources of retreat. Only by so doing, by creating that need, can a person be sure that they will maintain that state of mind known as a *burning desire to win* that is so essential to success.

The morning after the great Chicago fire, a group of business owners stood on State Street, looking at the smoking remains of what had been their stores. They met to decide if they would try to rebuild, or leave Chicago and start over in a more promising part of the country. They reached a decision--all except one--to leave Chicago.

The businessman who decided to stay and rebuild pointed a finger at the remains of his store, and said, "Gentlemen, on that very spot I will build the world's greatest store, no matter how many times it may burn down."

That was before the turn of the twentieth century. The store, the flagship of the famous Marshall Field's Department Stores, was built. It stands there today, though recently acquired by Federated Department Stores and renamed Macy's; a towering monument to the power of that state of mind known as *burning desire*. The easy thing for Marshall Field to have done would have been exactly what his fellow merchants did. When the going was hard, and the future looked dismal, they pulled up and went where the going seemed easier. Thankfully, Fields did not, and went on to be the father of many innovations in retail sales which have become basic tenants of the retail business today. Concepts such as unconditional return policies, the customer 'always' being right, consistency in pricing, and international importing are hallmarks of Fields'.

Pay close attention and mark this difference between Marshall Field and his peers; it is the same difference which distinguishes Edwin C. Barnes from thousands of other young men who worked in the Edison organization. It is the same difference which distinguishes practically all persons who succeed from those who fail.

Every human being who is old enough to understand the purpose of money, wishes he or she had plenty of it. *Wishing* will not bring wealth. But *desiring* wealth, in a state of mind that becomes an obsession, then planning definite ways and means to acquire wealth, and backing up those plans with persistence which *does not recognize failure*, will bring wealth.

The method through which *desire* for wealth is turned into its financial equivalent, is comprised of six definite, practical steps, including--

1. Fix your mind on the *exact* amount of money you desire. It is not enough to simply say "I want lots of money." *Be definite in regards to the amount. (There is a psychological reason for definiteness which will be described in a subsequent chapter).*
2. Determine exactly what you intend to give in return for the money you desire. (There is no such thing as "something for nothing.")
3. Set a definite date when you intend to *possess* the amount of money you desire.

4. Create a definite plan for carrying out your desire, and begin *immediately*; whether you are ready or not, to put this plan into *action*.
5. Put it in writing. Write a clear, concise statement including each of these tenets--the amount of money you intend to acquire, the time limit for its acquisition, what you intend to give in return for the money, and a clear description of the plan you intend to use to accumulate it.
6. Read your written statement aloud, twice every day; read it once just before you go to bed at night, and once when you wake up in the morning. *As you read—see and feel and believe you already possess the money.*

It's important that you follow the instructions laid out in these six steps. It is especially important that you follow the instructions in number six. You might complain that it is impossible for you to “see yourself in possession of money” before you actually have it. This is where that *burning desire* will come to your aid. If you truly *desire* money so much so that your desire becomes an obsession, you will have no difficulty convincing yourself that you will acquire it. The object is to want money, and to become so determined to have it that you *convince* yourself you will have it.

Only those who become “money conscious” ever accumulate great wealth. “Money consciousness” means that the mind has become so thoroughly saturated with the *desire* for money, that that person can already see their self in possession of it.

To the uninitiated, those who are not very familiar with the working principles of the human mind, these instructions may appear impractical, maybe even a bit silly. It may be helpful, for anyone who fails to see the soundness of the six steps, to know that the information used to formulate them was passed to the author by the famous steel magnate and philanthropist Andrew Carnegie, one of the most well known “Captains of Industry”; Carnegie began as an ordinary laborer in the steel mills, but managed, despite his humble beginnings, to use these principles to yield him a fortune of well over one hundred million dollars (much of which, incidentally, he gifted across the world to fund libraries, schools, and Universities).

Furthermore, it may be helpful to know that the six steps recommended here were carefully scrutinized by the late Thomas A. Edison, who placed his stamp of approval on them as being, not only the essential steps for accumulating money, but necessary in order to attain *any definite goal*.

The steps do not call for any “hard labor.” They do not call for sacrifice. They do not require a person to be naïve or gullible. A person does not have to have extensive education in order to apply them successfully. But applying these six steps successfully does call for a sufficient capacity for *imagination* to enable a person to see, and to understand, that the accumulation of money cannot be left to chance, good fortune, and luck. It is essential to realize that every person who has accumulated great wealth first did a certain amount of dreaming, hoping,

wishing, *desiring*, and *planning* before they acquired money.

You may as well face the fact now, that you can never have money in substantial amounts, *unless* you can work yourself into a white heat of *desire* for money, and actually *believe* you will possess it.

You may as well face the fact, too, that every great leader, from the dawn of civilization to now, was a dreamer. Julius Caesar and the Romans dreamt of building an empire; George Washington dreamt of a free America; the Wright brothers dreamt of flying; and Nelson Mandela dreamt of delivering his country from racial divisiveness and oppression into a free and democratic society. And, lofty as these goals must have seemed in the beginning, every one of these dreamers achieved what they set out to do and realized, within their own time, their dreams in physical reality. These men, great leaders of all-time, had the vision and imagination abundant enough to see the realities in their visions before they ever took their physical forms.

If you do not see abundant wealth in your imagination, you will never see it in your bank account.

At the time this book was written, the Great Depression was still a strong force. However, the Depression also became, in many ways, a prime opportunity for practical dreamers, because the economic collapse reduced all men, substantially, to the same level. This changed the rules of the game; the new *changed* world favored the masses, people who had little or no opportunity to win under the conditions which existed during the depression, when fear paralyzed growth and development.

The new, changed world demanded new ideas, new ways of doing things, new leaders, new inventions, new methods of teaching, new methods of marketing, new books, new literature, new entertainment venues. Those who won during this time of expanded opportunity possessed one dominating quality--*definiteness of purpose*, knowing what they wanted, and a burning *desire* to possess it.

The Great Depression marked the death of one age, and the birth of another. This changed world required practical dreamers who could, *and did* put their dreams into action. The practical dreamers have always been, and always will be the pattern-makers of civilization.

Our modern world is primed for practical dreamers and personal wealth creation again. Our convenient and easy-living societies are ever on the lookout for the next great tools that will make us money and ease our lives; and as work lives are relieved and wealth is created, we are ever on the lookout for more interesting and fun ways to spend our earned leisure time. All of this translates into a marketplace with something for everyone, and a need for people who can provide it. It also translates into huge sums of money being created and traded on the open market, setting the stage for investment potential the likes of which have never been seen before; investment potentials that are well within the reach of even the most menial earners.

The global marketplace created by the internet has also vastly expanded the opportunities for wealth creation available to the masses at every economical level. The internet makes it possible to build a career or start a business with very little, even no, money. It also puts endless informational resources at hand and opens up a myriad of new jobs. No wealth-building tools the likes of the internet have ever been so widely available to all people before. On the internet, your potential for wealth creation is truly limited only by your imagination and desire.

Those who desire wealth should remember--the real leaders of the world have always been men who harnessed, and put into practical use, the intangible, unseen forces of unborn opportunity, and have converted those forces, [or impulses of thought], into sky-scrappers, cities, factories, airplanes, automobiles, computers, the internet, and every other form of convenience that makes life easier and more enjoyable.

Tolerance and an open mind are practical necessities of the dreamer of today. Anyone who is afraid of new ideas is doomed before they start. Never has there been a time more favorable to pioneers and entrepreneurs than the present, because never has business been so accessible, with so large a market so easily reached. True, there is no wild and woolly west to be conquered; but there is a vast business, financial, industrial, technical, and investment world to be remolded and redirected along new and better lines.

In planning your acquisition of wealth, don't allow yourself to be influenced by people who condescendingly mock dreamers. To win big in this world, you must catch the spirit of the great pioneers of the past, whose dreams have given everything of value to civilization; that spirit is the life-blood of modern opportunity--to develop and market our talents.

It might be helpful to put your 'far-fetched' dreams into perspective; think about the worst it could possibly be for you, and then think about the early men who got us here. Like Columbus who dreamed of an unknown world, staked his life on its existence, and discovered it! Do you think your ideas are more unbelievable than Columbus' was in his day?

Or Copernicus, the great astronomer who dreamed of a multitude of planets, and revealed them! No one denounced him as "impractical" *after* he had triumphed. Instead, the world worshipped him (and still does!), thus proving once more that "*success requires no apologies, failure permits no alibis.*"

If what you want to do is right, and *you believe in it*, go ahead and do it! Put your dream across, and never mind what "they" say if you meet with temporary defeat, because "they" may not know that *every failure brings with it the seed of an equivalent success.*

Henry Ford, poor and uneducated, dreamed of a horseless carriage, went to work with whatever tools he had, without waiting for opportunity to turn in his favor, and now evidence of his dream is everywhere on earth. He set more wheels turning than any man who ever lived, because he was not afraid to back his dreams.

Thomas Edison dreamed of a lamp that would run on electricity, began where he stood to put his dream into action, and despite more than *ten thousand failures*, he stood by that dream until he made it a physical reality. Practical dreamers *do not quit!*

The Wright brothers dreamed of a machine that would fly through the air. Now the evidence of their sound belief and success crosses the world over countless times every day.

Marconi, father of the modern radio which has burgeoned in so many useful and entertaining ways, dreamed of a system for harnessing the intangible forces in the atmosphere. Evidence that he did not dream in vain can be found in every radio, television, and wireless device. Moreover, Marconi's dream brought the smallest shack and the largest mansion side by side. It made the people of every nation on earth back-door neighbors. It gave the leaders of every nation an immediate means for reaching out to their citizens.

It may interest you to know that Marconi's "friends" had him taken into custody and examined in a psychiatric hospital when he announced to them that he had discovered a principle that he could use to send messages through the air, without the aid of wires, or other direct physical means of communication. Luckily for us, today's dreamers fare much better.

The modern world has become accustomed to new discoveries. Hence, today's world has proven willing to reward a dreamer who gives the world a new great idea.

"The greatest achievement was, at first, and for a time, but a dream."

"The oak sleeps in the acorn. The bird waits in the egg, and in the highest vision of the soul, a waking angel stirs. *Dreams are the seedlings of reality.*"

Awake, arise, and assert yourself, you dreamers of the world.

The modern world is filled with an abundance of *opportunity* past dreamers never knew before.

A burning desire to be, and to do is the take-off point where dreams begin to come into reality. Dreams are not born from indifference, laziness, or lack of ambition.

The world no longer scoffs at dreamers, nor does it call them impractical. Too much good for the benefit of modern living has come from lofty dreams. Too many astounding discoveries have been made, resulting in ever changing and improving technologies, technologies we as a race embrace in pursuit of a better, richer way of life. Not so long ago, the idea of the technologies and inventions of today would only have been viewed as lunacy.

But we have all paid a price for the technology and gadgetry of today; a price that has often put us in a position of stressful defeat. This may even be the direct cause of your outreach for wealth creation. If you are one who has been

disappointed and undergone defeat, find courage in knowing that these experiences have steeled your spirit and become assets of incomparable value.

Remember, too, that everyone who succeeds in life gets off to a bad start, and is forced to endure many heartbreaking struggles before they “arrive.” The turning point in the lives of those who succeed usually comes at the moment of some crisis through which they are introduced to their “other selves.”

John Bunyan wrote the *Pilgrim’s Progress*, a preeminent classic of English literature, after being imprisoned and harshly punished simply because of his views on the subject of religion.

Henry discovered the dormant genius within him after a misfortunate event that landed him in a prison cell, in Columbus, Ohio. Then being *forced*, through his misfortune, to become acquainted with his “other self” and use his *imagination*, he discovered that he was a great author instead of a miserable criminal and outcast. Life’s ways are strange and varied and stranger still are the ways of Infinite Intelligence, through which people are sometimes forced to undergo all sorts of punishment before discovering their own brains, and their own capacity to create useful ideas through imagination.

Edison, the world’s greatest inventor and scientist, was a “tramp” telegraph operator; he failed countless times before he was driven, finally, to the discovery of the genius sleeping inside his brain.

Charles Dickens began his life pasting labels on blacking pots. The tragedy of his first love struck him deep in his soul, and converted him into one of the world’s greatest and most famous authors. That tragedy produced *David Copperfield* first, then a succession of other works that made this a richer and better world for anyone who reads his books. Disappointment in love often results in driving men to drink, and women to ruin; and this, because most people never learn the art of transferring their strongest emotions into constructive dreams.

We all learned the story of Helen Keller in school, the girl who became deaf, dumb, and blind shortly after birth. Despite her intense misfortune, she made her indelible mark on the world. Her entire life was evidence that *no one ever is defeated until defeat has been accepted as a reality.*

Booker T. Washington was born into slavery; his handicap was his race and color. Because he was tolerant, always had an open mind (on all subjects), and was a *dreamer*, he left his impression for ever on an entire race, and paved the way for more modern Civil Rights leaders like Martin Luther King, Jr. in the U.S. and international Civil Rights leaders like the aforementioned Nelson Mandela, who eventually won equal rights for all races in so many reaches of the civilized world.

Beethoven was deaf, Milton was blind, but their names will last as long as time because they dreamed and translated their dreams into thought and art.

Before you go on to the next chapter, renew your dedication to your pursuit, and renew your energy of hope, faith, courage, and tolerance. In these states of mind, and with a working knowledge of the principles described, anything else you need

will come to you when you are *ready* for it. Because as Ralph Waldo Emerson said, every resource that you need will "come home through open or winding passages. Every friend whom...the great and tender soul in thee craveth, shall lock thee in his embrace."

There is a difference between *wishing* for something and being *ready* to receive it. No one is *ready* for something, until he *believes* he can acquire it. Your state of mind has to be *belief*, not just hope- or wishfulness. Open-mindedness is essential for belief. Closed minds do not inspire faith, courage, and belief.

Remember, it takes no more effort to aim high in life, to demand abundance and prosperity, than it does to accept misery and poverty. A great poet has accurately stated this universal truth in these lines:

"I bargained with Life for a penny,
And Life would pay no more,
However I begged at evening
When I counted my scanty store.

"For Life is a just employer,
He gives you what you ask,
But once you have set the wages,
Why, you must bear the task.

"I worked for a menial's hire,
Only to learn dismayed,
That any wage I had asked of Life,
Life would have willingly paid."

DESIRE OUTWITS MOTHER NATURE

As a fitting culmination to this chapter, Hill introduces "one of the most unusual persons" he says he has ever known. Hill first saw him a few minutes after he was born. He was born without any physical sign of ears, and the doctor admitted, after being pressed for an opinion, that the child might be deaf and mute for life. For the rest of the story, we'll hear what Hill's words had to say...

"I challenged the doctor's opinion. I had the right to do so; I was the child's father. I, too, reached a decision, and rendered an opinion, but I expressed the opinion silently, in the secrecy of my own heart. I decided that my son would hear and speak. Nature could send me a child without ears, but Nature *could not induce me to accept* the reality of the affliction.

"In my own mind I knew that my son would hear and speak. How? I was sure there must be a way, and I knew I would find it. I thought of the words of the immortal Emerson, "The whole course of things goes to teach us faith. We need only obey.

"There is guidance for each of us, and by lowly listening, we shall hear *the right word.*"

"The right word? *Desire!* More than anything else, I *desired* that my son should not be a deaf mute. From that desire I never receded, not for a second.

"Many years previously, I had written, "Our only limitations are those we set up in our own minds." For the first time, I wondered if that statement were true. Lying on the bed in front of me was a newly born child, without the natural equipment of hearing. Even though he might hear and speak, he was obviously disfigured for life. Surely, this was a limitation which that child had not set up in his own mind.

"What could I do about it? Somehow I would find a way to transplant into that child's mind my own *burning desire* for ways and means of conveying sound to his brain without the aid of ears.

"As soon as the child was old enough to cooperate, I would fill his mind so completely with a *burning desire* to hear, that Nature would, by methods of her own, translate it into physical reality.

"All this thinking took place in my own mind, but I spoke of it to no one. Every day I renewed the pledge I had made to myself, not to accept a deaf mute for a son.

"As he grew older, and began to take notice of things around him, we observed that he had a slight degree of hearing. When he reached the age when children usually begin talking, he made no attempt to speak, but we could tell by his actions that he could hear certain sounds slightly. That was all I wanted to know! I was convinced that if he could hear, even slightly, he might develop still greater hearing capacity. Then something happened which gave me hope. It came from an entirely unexpected source.

"We bought a Victrola. When the child heard the music for the first time, he went into ecstasies, and promptly appropriated the machine. He soon showed a preference for certain records, among them, "It's a Long Way to Tipperary." On one occasion, he played that piece over and over, for almost two hours, standing in front of the Victrola, *with his teeth clamped on the edge of the case.* The significance of this self-formed habit of his did not become clear to us until years afterward, for we had never heard of the principle of "bone conduction" of sound at that time.

"Shortly after he appropriated the Victrola, I discovered that he could hear me quite clearly when I spoke with my lips touching his mastoid bone, or at the base of the brain. These discoveries placed in my possession the necessary media by which I began to translate into reality my *burning desire* to help my son develop hearing and speech. By that time he was making stabs at speaking certain words. The outlook was far from encouraging, but *desire backed by faith* knows no such word as impossible.

"Having determined that he could hear the sound of my voice plainly, I began, immediately, to transfer to his mind the desire to hear and speak. I soon discovered that the child enjoyed bedtime stories, so I went to work, creating

stories designed to develop in him self-reliance, imagination, and a *keen desire to hear and to be normal*.

"There was one story in particular, which I emphasized by giving it some new and dramatic coloring each time it was told. It was designed to plant in his mind the thought that his affliction was not a liability, but an asset of great value. Despite the fact that all the philosophy I had examined clearly indicated that *every adversity brings with it the seed of an equivalent advantage*, I must confess that I had not the slightest idea *how* this affliction could ever become an asset. However, I continued my practice of wrapping that philosophy in bedtime stories, hoping the time would come when he would find some plan by which his handicap could be made to serve some useful purpose.

"Reason told me plainly, that there was no adequate compensation for the lack of ears and natural hearing equipment. *Desire* backed by *faith*, pushed reason aside, and inspired me to carry on.

"As I analyze the experience in retrospect, I can see now, that my son's *faith in me* had much to do with the astounding results. He did not question anything I told him. I sold him the idea that he had a distinct *advantage* over his older brother, and that this advantage would reflect itself in many ways. For example, the teachers in school would observe that he had no ears, and, because of this, they would show him special attention and treat him with extraordinary kindness. They always did. His mother saw to that, by visiting the teachers and arranging with them to give the child the extra attention necessary. I sold him the idea, too, that when he became old enough to sell newspapers, (his older brother had already become a newspaper merchant), he would have a big advantage over his brother, for the reason that people would pay him extra money for his wares, because they could see that he was a bright, industrious boy, despite the fact he had no ears.

"We could notice that, gradually, the child's hearing was improving. Moreover, he had not the slightest tendency to be self-conscious, because of his affliction. When he was about seven, he showed the first evidence that our method of servicing his mind was bearing fruit. For several months he begged for the privilege of selling newspapers, but his mother would not give her consent. She was afraid that his deafness made it unsafe for him to go on the street alone.

"Finally, he took matters in his own hands. One afternoon, when he was left at home with the servants, he climbed through the kitchen window, shinnied to the ground, and set out on his own. He borrowed six cents in capital from the neighborhood shoemaker, invested it in papers, sold out, reinvested, and kept repeating until late in the evening. After balancing his accounts, and paying back the six cents he had borrowed from his banker, he had a net profit of forty-two cents. When we got home that night, we found him in bed asleep, with the money tightly clenched in his hand.

"His mother opened his hand, removed the coins, and cried. Of all things! Crying over her son's first victory seemed so inappropriate. My reaction was the reverse. I laughed heartily, for I knew that my endeavor to plant in the child's mind an attitude of faith in himself had been successful.

"His mother saw, in his first business venture, a little deaf boy who had gone out in the streets and risked his life to earn money. I saw a brave, ambitious, self-reliant little business man whose stock in himself had been increased a hundred percent, because he had gone into business on his own initiative, and had won. The transaction pleased me, because I knew that he had given evidence of a trait of resourcefulness that would go with him all through life. Later events proved this to be true. When his older brother wanted something, he would lie down on the floor, kick his feet in the air, cry for it—and get it. When the “little deaf boy” wanted something, he would plan a way to earn the money, then buy it for himself. He still follows that plan!

"Truly, my own son has taught me that handicaps can be converted into stepping stones on which one may climb toward some worthy goal, unless they are accepted as obstacles, and used as alibis.

"The little deaf boy went through the grades, high school, and college without being able to hear his teachers, excepting when they shouted loudly, at close range. He did not go to a school for the deaf.

"*We would not permit him to learn the sign language. We were determined that he should live a normal life, and associate with normal children, and we stood by that decision, although it cost us many heated debates with school officials.*

"While he was in high school, he tried an electrical hearing aid, but it was of no value to him; due, we believed, to a condition that was disclosed when the child was six, by Dr. J. Gordon Wilson, of Chicago, when he operated on one side of the boy's head, and discovered that there was no sign of natural hearing equipment.

"During his last week in college, (eighteen years after the operation), something happened which marked the most important turning-point of his life. Through what seemed to be mere chance, he came into possession of another electrical hearing device, which was sent to him on trial. He was slow about testing it, due to his disappointment with a similar device. Finally he picked the instrument up, and more or less carelessly, placed it on his head, hooked up the battery, and lo! as if by a stroke of magic, his lifelong *desire for normal hearing became a reality!* For the first time in his life he heard practically as well as any person with normal hearing. "God moves in mysterious ways, His wonders to perform."

"Overjoyed because of the Changed World which had been brought to him through his hearing device, he rushed to the telephone, called his mother, and heard her voice perfectly. The next day he plainly heard the voices of his professors in class, for the first time in his life! Previously he could hear them only when they shouted, at short range. He heard the radio. He *heard* the talking pictures. For the first time in his life, he could converse freely with other people, without the necessity of their having to speak loudly. Truly, he had come into possession of a Changed World. We had refused to accept Nature's error, and, by *persistent desire*, we had induced Nature to correct that error, through the only practical means available.

"*Desire* had commenced to pay dividends, but the victory was not yet complete. The boy still had to find a definite and practical way to convert his handicap into

an *equivalent asset*.

"Hardly realizing the significance of what had already been accomplished, but intoxicated with the joy of his newly discovered world of sound, he wrote a letter to the manufacturer of the hearing-aid, enthusiastically describing his experience. Something in his letter; something, perhaps which was not written on the lines, but back of them; caused the company to invite him to New York. When he arrived, he was escorted through the factory, and while talking with the Chief Engineer, telling him about his changed world, a hunch, an idea, or an inspiration—call it what you wish—flashed into his mind. It was *this impulse of thought* which converted his affliction into an asset, destined to pay dividends in both money and happiness to thousands for all time to come.

"The sum and substance of that impulse of thought was this: It occurred to him that he might be of help to the millions of deafened people who go through life without the benefit of hearing devices, if he could find a way to tell them the story of his Changed World. Then and there, he reached a decision to devote the remainder of his life to rendering useful service to the hard of hearing.

"For an entire month, he carried on an intensive research, during which he analyzed the entire marketing system of the manufacturer of the hearing device, and created ways and means of communicating with the hard of hearing all over the world for the purpose of sharing with them his newly discovered "Changed World." When this was done, he put in writing a two-year plan, based upon his findings. When he presented the plan to the company, he was instantly given a position, for the purpose of carrying out his ambition.

"Little did he dream, when he went to work, that he was destined to bring hope and practical relief to thousands of deafened people who, without his help, would have been doomed forever to deaf mutism.

"Shortly after he became associated with the manufacturer of his hearing aid, he invited me to attend a class conducted by his company, for the purpose of teaching deaf mutes to hear, and to speak. I had never heard of such a form of education, therefore I visited the class, skeptical but hopeful that my time would not be entirely wasted. Here I saw a demonstration which gave me a greatly enlarged vision of what I had done to arouse and keep alive in my son's mind the *desire* for normal hearing. I saw deaf mutes actually being taught to hear and to speak, through application of the self-same principle I had used, more than twenty years previously, in saving my son from deaf mutism.

"Thus, through some strange turn of the Wheel of Fate, my son, Blair, and I have been destined to aid in correcting deaf mutism for those as yet unborn, because we are the only living human beings, as far as I know, who have established definitely the fact that deaf mutism can be corrected to the extent of restoring to normal life those who suffer with this affliction. It has been done for one; it will be done for others.

"There is no doubt in my mind that Blair would have been a deaf mute all his life, if his mother and I had not managed to shape his mind as we did. The doctor who attended at his birth told us, confidentially, the child might never hear or speak. A

few weeks ago, Dr. Irving Voorhees, a noted specialist on such cases, examined Blair very thoroughly. He was astounded when he learned how well my son now hears, and speaks, and said his examination indicated that "theoretically, the boy should not be able to hear at all." But the lad does hear, despite the fact that X-ray pictures show there is no opening in the skull, whatsoever, from where his ears should be to the brain.

"When I planted in his mind the *desire* to hear and talk, and live as a normal person, there went with that impulse some strange influence which caused Nature to become bridge-builder, and span the gulf of silence between his brain and the outer world, by some means which the keenest medical specialists have not been able to interpret. It would be sacrilege for me to even conjecture as to how Nature performed this miracle. It would be unforgivable if I neglected to tell the world as much as I know of the humble part I assumed in the strange experience. It is my duty, and a privilege to say I believe, and not without reason, that nothing is impossible to the person who backs *desire* with enduring *faith*.

"Verily, a *burning desire* has devious ways of transmuting itself into its physical equivalent. Blair *desired* normal hearing; now he has it! He was born with a handicap which might easily have sent one with a less defined *desire* to the street with a bundle of pencils and a tin cup. That handicap now promises to serve as the medium by which he will render useful service to many millions of hard of hearing, also, to give him useful employment at adequate financial compensation the remainder of his life.

"The little "white lies" I planted in his mind when he was a child, by leading him to *believe* his affliction would become a great asset, which he could capitalize, has justified itself. Verily, there is nothing, right or wrong, which *belief*, plus *burning desire*, cannot make real. These qualities are free to everyone.

"In all my experience in dealing with men and women who had personal problems, I never handled a single case which more definitely demonstrates the power of *desire*. Authors sometimes make the mistake of writing of subjects of which they have but superficial or very elementary knowledge. It has been my good fortune to have had the privilege of testing the soundness of the *power of desire*, through the affliction of my own son. Perhaps it was providential that the experience came as it did, for surely no one is better prepared than he, to serve as an example of what happens when *desire* is put to the test. *If Mother Nature bends to the will of desire, is it logical that mere men can defeat a burning desire?*

"Strange and imponderable is the power of the human mind! We do not understand the method by which it uses every circumstance, every individual, every physical thing within its reach, as a means of transmuting *desire* into its physical counterpart. Perhaps science will uncover this secret.

"I planted in my son's mind the *desire* to hear and to speak as any normal person hears and speaks. That *desire* has now become a reality. I planted in his mind the *desire* to convert his greatest handicap into his greatest asset. That *desire* has been realized. The modus operandi by which this astounding result was achieved is not hard to describe. It consisted of three very definite facts; first, I *mixed faith* with the desire for normal hearing, which I passed on to my son. Second, I

communicated my desire to him in every conceivable way available, through persistent, continuous effort, over a period of years. Third, *he believed me!*"

As this chapter was being completed, Hill read in the news that the great German opera singer Mme. Schuman-Heink had passed away. Hill clued in on one short paragraph in the news report that he believed gave away the clue to this unusual woman's stupendous success as a singer. The paragraph is quoted here because the clue to her great success is none other than *desire*.

The newspaper story read..."Early in her career, Mme. Schuman-Heink visited the director of the Vienna Court Opera, to have him test her voice. But, he did not test it. After taking one look at the awkward and poorly dressed girl, he exclaimed, none too gently, "With such a face and with no personality at all, how can you ever expect to succeed in opera? My good child, give up the idea. Buy a sewing machine, and go to work. *You can never be a singer.*"

Never is a long time! The director of the Vienna Court Opera may have known a lot about the technique of singing, but he knew very little about the power of desire when it becomes an obsession. If he had known more about that power, he would not have made the mistake of condemning genius without giving it an opportunity.

Most of us have either known or heard stories about people who have battled illness, disease, or disability which medical professionals feared was hopeless. Where all tests and analyses pointed to the fact that the patient simply could not fight off the disease or overcome their disability to regain normal function (or anything close to it). In fact, today's news stories from the frontlines in Iraq are full of accounts of young men and women whom doctors said could never recover, or walk or move normally again. In some cases, it was recommended to parents, husbands, and wives that they remove their loved ones from life-support systems. They were told to prepare themselves for the worst.

But that was the *doctor's opinion*. It was not the opinion of the patient. Where the will to live and live well is strong, many of these brave men and women have recovered against overwhelming odds. And the opinions the doctors have to give are likely very similar to what Napoleon Hill was told when a good friend of his faced similar odds. After it was all over, the man's physician told Hill, "Nothing but his own desire to live saved him. He never would have pulled through if he had not refused to accept the possibility of death."

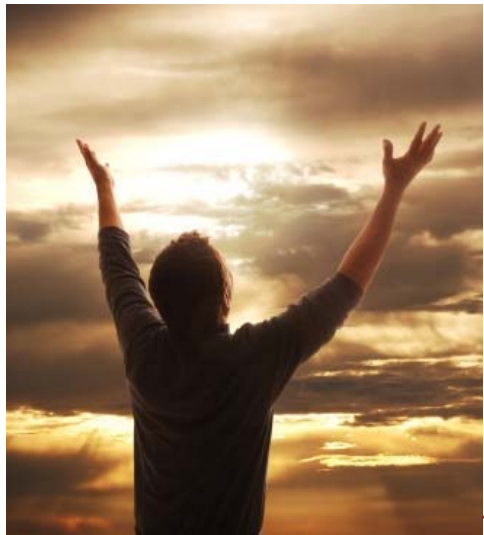
The reason Hill believed so strongly in the power of *desire* backed by *faith* was that he had seen this power lift people from very low beginnings to places of power and wealth; he saw it stave off what seemed as inevitable death; he saw it serve as the medium used by men to stage comebacks after being defeated in a hundred different ways; and he saw it give his own son a normal, happy, successful life, despite Nature's having sent him into the world without ears. And every one of us who looks can see the same evidences in the lives of people all around us, both the rich and famous, and the lesser-known, yet highly successful in and around our own towns and cities.

But how can a person harness and use the power of *desire*? This question has been answered in this chapter and in the subsequent chapters of this book. This message originally went out at the end of the longest and most devastating depression America and the world had ever known, and still, provided the essential elements of wealth creation to all of its readers. Yet the principles detailed in this book are equally as applicable to our lives today; there is no doubt that it will be read by many skeptics who have been quite beaten down by the stresses of modern living in the technology age, but the fact remains that those who can find and plan for the myriad of opportunities around them will also understand the truth behind what Hill has to say--that all achievement, no matter what its nature or purpose, must begin with an intense, *burning desire* for something definite.

Through some strange and powerful principle of “mental chemistry” which still remains elusive despite all we know about the human brain and its inner workings, Nature wraps up in the impulse of *strong desire* “that something” which recognizes no such word as impossible, and accepts no such reality as failure.

3 FAITH - VISUALIZATION OF, AND BELIEF IN ATTAINMENT OF DESIRE

The Second Step toward Riches



Faith is the head chemist of the mind. When faith merges with thought, the subconscious mind instantly picks up the vibration, translates it into its spiritual equivalent, and transmits it to Infinite Intelligence, such as in the case of prayer, visualization, or meditation.

The emotions of *faith*, *love*, and *sex* are the most powerful of all the major positive emotions. When the three are merged, they have the effect of “coloring” the vibration of thought in such a way that it reaches the subconscious mind instantly; in the subconscious it is changed into its spiritual equivalent, the only form that induces a response from Infinite Intelligence.

You do not need to be a religious person to believe this, either; even the most atheistic of people can admit that there is some part of life which, for lack of better terms and understanding, is best described as the 'spirit' of living. Love and faith are psychic; related to the spiritual side of man. Sex is purely biological, and related only to the physical. The mixing, or blending, of these three emotions has the effect of opening a direct line of communication between the finite, thinking mind of man, and Infinite Intelligence.

How To Develop Faith

Mr. Hill has given us a statement which will give a better understanding of the importance the principle of auto-suggestion assumes in the transference of desire into its physical, or monetary equivalent; namely: *faith* is a state of mind which may be induced, or created, by affirmation or repeated instructions to the subconscious mind, through the principle of auto-suggestion.

As illustration, consider why you are, presumably, reading this book. The object is, naturally, to gain the ability to transmute the intangible thought impulse of *desire* into its physical counterpart--money. By following the instructions laid down in the chapters on auto-suggestion and the subconscious, which are summarized in the chapter on auto-suggestion, you can *convince* the subconscious that you *believe* you will receive what it is you are asking for, and your subconscious will act on that belief; your subconscious mind passes this belief back to you in the form of "*faith*," along with definite plans for procuring the wealth you desire.

The method for developing *faith* where it does not already exist is extremely difficult to describe; almost as difficult, in fact, as it would be to describe the color of red to a blind man who has never seen color, and has no basis for comparison. Faith is a state of mind which you can develop at will, after you have mastered the thirteen principles, because it is a state of mind which develops voluntarily, through the application and use of these principles.

Repeating and reaffirming orders to your subconscious mind is the only known method of voluntary development of the emotion of faith.

Maybe the meaning will become clearer after reading the following explanation explaining how some people sometimes become criminals. In the words of a famous criminologist, "When men first come into contact with crime, they abhor it. If they remain in contact with crime for a time, they become accustomed to it, and endure it. If they remain in contact with it long enough, they finally embrace it, and become influenced by it."

This statement is the equivalent of saying that any thought-impulse which is repeatedly passed on to the subconscious mind is, finally, accepted and acted upon by the subconscious mind, which proceeds to translate that impulse into its physical equivalent, by the most practical method available.

Undoubtedly you can find at least some ounce of truth and understanding in this statement, particularly in this age of increased crime, acceptance, and justification. The more we all, as society, are exposed to crimes through daily news accounts and the media, the more immune we become to it. At times we even find ourselves justifying the actions of the criminals we see, or empathizing with their dilemma(s) which we feel apparently drove them to their crimes. And as we see more and more powerful and famous criminals hardly paying for their crimes, it crosses our minds that we are working too hard to live honestly when so many are doing so well by living dishonestly.

In connection with this, consider again the statement, *all thoughts which have been emotionalized* (given feeling), *and mixed with faith*, immediately begin to translate themselves into their physical equivalent or counterpart.

The emotions, or the “feeling” portion of thoughts, are the factors which give thoughts vitality, life, and action. The emotions of Faith, Love, and Sex, when mixed with any thought impulse, give it greater action than any of these emotions can do on their own.

This does not only apply to thought impulses which have been mixed with *faith*; thoughts mixed with any positive or negative emotions can reach and influence the subconscious mind.

Hence, the subconscious mind will translate a negative or destructive thought into its physical equivalent just as readily as it will act on positive or constructive thoughts. This accounts for the strange phenomenon which so many millions of people experience and refer to as “misfortune,” or “bad luck.”

There are millions of people who *believe* that they are “doomed” to struggle financially and fail because of some strange force they *believe* they have no control over. They are the creators of their own “misfortunes,” because of this negative *belief*, which is picked up by the subconscious mind, and translated into its physical equivalent.

This seems an appropriate place to remind you that you can benefit and create your own financial destiny by passing any *desire* which you hope to see translated into wealth creation on to your subconscious mind in a state of expectancy or *belief* that the transformation will actually take place. Your *belief*, or *faith*, is the element which determines the action of your subconscious mind. There is nothing to stop you from “deceiving” your subconscious mind when you instruct it (through auto-suggestion), just as Hill deceived his son’s subconscious mind.

To make this “deceit” more realistic, conduct yourself as you would if you were *already in possession of the material thing you are demanding*, when you access your subconscious mind.

The subconscious mind will translate into its physical equivalent, using the most direct and practical resources available, any order it is given in a state of *belief*, or *faith* that the order will be carried out.

With the basic information you've been given up until this point, you should have enough of a starting point to experiment and practice with to develop the ability to mix *faith* with any order given to the subconscious mind.

Perfection will come through practice. It *cannot* come by merely *reading* instructions.

If it is true that a person may become a criminal by association with crime, (and this is a known fact), it is equally true that a person may develop faith by voluntarily suggesting to the subconscious mind that he/she has faith. Ultimately, the mind will come to take on the nature of the influences which dominate it.

When you understand this truth you will know why it is essential for you to encourage *positive emotions* as dominating forces of your mind, and discourage--*eliminate* negative emotions.

A mind dominated by positive emotions becomes a favorable stage for the state of mind known as faith. A positively dominated mind may, at will, give the subconscious mind instructions, which it will accept and act upon immediately.

FAITH IS A STATE OF MIND ABLE TO BE INDUCED BY AUTO-SUGGESTION

"Have faith" is not a new concept; all down the ages religious leaders and followers have admonished struggling humanity to "have faith" in whatever dogma or creed they are following. But they have failed to tell people *how* to have faith. They've failed to tell people that "faith is a state of mind, and that it may be induced by self-suggestion."

Here, in simple terms, is described all that is known about the principle through which *faith* may be developed, where it does not already exist.

Have Faith in yourself; Faith in the Infinite.

Before we begin, let's review the essential points regarding faith:

- *Faith* is the "eternal elixir" which gives life, power, and action to the impulse of thought.
 - The foregoing sentence is worth reading a second time, and a third, and a fourth. It is worth reading aloud!
- *Faith* is the starting point of the accumulation of all riches!
- *Faith* is the basis of all "miracles," and all mysteries which cannot be analyzed by the rules of science!
- *Faith* is the only known antidote for *failure*!
- *Faith* is the element--the "chemical"--which, when mixed with prayer, gives a person direct communication with Infinite Intelligence.
- *Faith* is the element which transforms ordinary thought, created by the limited mind of man, into the spiritual equivalent.
- *Faith* is the only agent through which man can harness and use the cosmic force of Infinite Intelligence.

Every one of these statements can be proven!

The proof is simple and easily demonstrated. It is wrapped up in the principle of auto-suggestion. So, let's center our attention on the subject of self-suggestion,

and find out what it is, and what it is capable of achieving.

It is a well known fact that if you repeat something to yourself enough, you will eventually come to *believe* it, *whether the statement is true or false*. If a man repeats a lie over and over, he will eventually accept the lie as truth. Moreover, he will *believe* that it is the truth. Every man (or woman) is what he (she) is, because of the *dominating thoughts* that person allows to occupy his (her) mind. Thoughts which a man deliberately places in his own mind, and encourages with sympathy, and with which he mixes any one or more of the emotions, constitute the motivating forces that direct and control his every movement, act, and deed!

There comes now a very significant statement of truth:

Thoughts mixed with any of the feelings of emotions constitute a "magnetic" force which attracts other similar or related thoughts. A thought "magnetized" with emotion in this way can be compared to a seed which, when planted in fertile soil, germinates, grows, and multiplies itself over and over again, until what was originally one small seed becomes countless millions of seeds of the *same kind!*

The universe is a great cosmic mass of eternal forces of vibration. It is made up of both destructive vibrations and constructive vibrations. It carries, at all times, vibrations of fear, poverty, disease, failure, and misery; it also carries vibrations of prosperity, health, success, and happiness, in much the same way that it carries the sound of music and voice over radio waves.

From the great storehouse of the universe, the human mind is constantly attracting vibrations which are in harmony with the thoughts that *dominate* the individual human mind. Any thought, idea, plan, or purpose a person *holds* in their mind attracts a host of its relatives, adds these "relatives" to its own force, and grows until it becomes the dominating, *motivating master* of the individual in whose mind it has been housed.

Now, let's go back to the starting point, and learn just how the original seed of an idea, plan, or purpose comes to be planted in the mind. The information is easily conveyed: any idea, plan, or purpose can easily be rooted in the mind *through repetition of thought*. This is why in the six steps you were asked to write out your statement of purpose, or Definite Chief Aim, commit it to memory, and repeat it day after day, until these words, these 'vibrations' have reached your subconscious mind.

We are what we are because of the thoughts we pick up and register; the thoughts that reach us correspond directly to our daily environment and the stimuli that surround us.

Resolve to rid yourself of the influences of an unfortunate environment and to build *order* into your life. When you take inventory of mental assets and liabilities, you will quickly discover that your greatest weakness is lack of self-confidence. This handicap can be surmounted; hesitation and reluctance can be translated into courage by exercising the principle of autosuggestion. This principle can be applied simply by putting positive thought impulses down in writing, memorizing them, and repeating them, until they become a part of the working equipment of

your mind's subconscious.

THE SELF-CONFIDENCE FORMULA

- First. I know that I have the ability to achieve the object of my Definite Purpose in life, therefore, I *demand* from myself persistent, continuous action toward attaining it; I vow here and now to take that action.
- Second. I realize the dominating thoughts of my mind will eventually reproduce themselves in outward, physical action, and gradually transform themselves into physical reality; therefore, for thirty minutes every day I will concentrate on thinking of the person I intend to become, thereby creating a clear mental picture of that person in my mind.
- Third. I know through the principle of auto-suggestion any desire that I persistently hold in my mind will eventually seek expression through some practical means of attaining the thing I desire; therefore, I will devote ten minutes every day and demand of myself that I develop *self-confidence*.
- Fourth. I have written down a clear description of my *definite chief aim* in life, and I will never stop trying, until I have developed sufficient self-confidence to attain it.
- Fifth. I fully realize that wealth or position cannot last long unless it is built upon truth and justice; therefore, I will engage in no transaction which does not benefit all those affected by it. I will succeed by attracting the forces I wish to use, and the cooperation of other people, to me. I will make others want to serve me because of my willingness to serve others. I will eliminate hatred, envy, jealousy, selfishness, and cynicism, by developing love for all humanity, because I know that a negative attitude toward others can never bring me success. I will make others to believe in me, because I will believe in them, and in myself.
- I will sign this formula, commit it to memory, and repeat it aloud once every day, with full *faith* that it will gradually influence my *thoughts* and *actions* so that I will become a self-reliant, successful person.

Backing this formula is an inexplicable law of Nature. It has baffled scientists for ages. The psychologists call this "auto-suggestion," and let it go at that.

The name is of little importance. The important fact is--it *works* for the success of mankind, *if* it is used constructively. On the other hand, if used destructively, it destroys just as readily. This statement contains a very significant truth; namely, that those who go down in defeat and end their lives in poverty, misery, and distress, do so because of negative application of the principle of auto-suggestion. The cause can be found in the fact that *all thought impulses have a tendency to appear in the form of their physical equivalent*.

The subconscious mind, (the laboratory where all thought impulses are combined and readied for translation into physical reality), makes no distinction between constructive and destructive thought impulses. It works with the material we feed it, through our thought impulses. The subconscious mind will translate a thought driven by *fear* into reality just as readily as it will translate a thought driven by *courage* or *faith* into reality.

The pages of medical history are laden with illustrations of cases of “suggestive suicide.” A person can commit suicide through negative suggestion just as effectively as by any other means of suicide. In a Midwestern city, there once lived a man named Joseph Grant; Grant, a bank official, “borrowed” a large sum of the bank’s money, without the consent of the directors. He lost the money gambling. One afternoon, the Bank Examiner came and began auditing the accounts. Grant left the bank and took a room in a local hotel; when they found him three days later, he was lying in bed, wailing and moaning, repeating over and over, “My God, this will kill me! I cannot stand the disgrace.” Before long, he was dead. The doctors pronounced the case one of “mental suicide.”

Like many other natural forces we use to our advantage everyday, the law of auto-suggestion can help just as easily as it can harm. Think of the law of auto-suggestion like electricity--electricity can power industry and technology and render useful service if used constructively; or it can snuff out a life in a snap if used improperly. When used correctly, the law of auto-suggestion lead you to peace and prosperity; used improperly, auto-suggestion can lead you into misery, failure, and even death, depending on your degree of understanding and your application of it.

If you fill your mind with *fear*, doubt, and disbelief in your ability to connect with and use the forces of Infinite Intelligence, the law of auto-suggestion will take that spirit of disbelief and use it as a pattern which your subconscious mind will translate into its physical equivalent. *This statement is as true as the statement that two plus two equals four!*

Like the wind that carries one ship east and another west, the law of auto-suggestion will lift you up or pull you down according to the way you set your sails of *thought*.

The law of auto-suggestion, through which any person can rise to staggering altitudes of achievement, is quite well described in the following verse:

“If you *think* you are beaten, you are,
If you *think* you dare not, you don’t
If you like to win, but you *think you* can’t,
It is almost certain you won’t.

“If you *think* you’ll lose, you’re lost
For out of the world we find,
Success begins with a fellow’s will—
It’s all in the *state of mind*.

“If you *think* you are outclassed, you are,
You’ve got to *think* high to rise,
You’ve got to *be sure of yourself* before
You can ever win a prize.

“Life’s battles don’t always go
To the stronger or faster man,
But soon or late the man who wins
Is the man *who thinks he can!*”

If you pay attention to the words that are emphasized, you'll catch the deeper meaning the poet intended.

Somewhere in your constitution (perhaps in the cells of your brain) the seed of achievement lies dormant; if aroused and put into action, it will carry you to heights higher than you might ever have hoped to reach.

You can arouse the genius sleeping inside your brain, and let it drive you upward to whatever goal you wish to achieve.

Abraham Lincoln was a failure at everything he tried until he was well past the age of forty. He was a Mr. Nobody from Nowhere until a great experience came into his life and aroused the sleeping genius within, and gave the world one of its truly great men. That “experience” was mixed with the emotions of sorrow and *love*. It came to him through Anne Rutledge, the only woman he ever truly loved.

It is a known fact that the emotion of *love* is closely related to the state of mind known as *faith*; the reason for that is that Love comes very close to translating people's thought impulses into their spiritual equivalent. During his work of research, the author discovered, from the analysis of the life-work and achievements of hundreds of accomplished men, that the influence of a woman's love backed nearly *every one of them*. The emotion of love, in the human heart and brain, creates a favorable field of magnetic attraction, causing an influx of the higher and finer vibrations afloat all around us.

If you need evidence of the power of *faith*, study the achievements of men and women who have employed it. At the head of the list comes the Nazarene. Historically, Christianity is the greatest single force which has influenced the minds of men. The basis of Christianity is *faith*, regardless of how many people may have perverted, or misinterpreted, the meaning of this great force, and regardless of how many dogmas and creeds have been created in its name which do not reflect its tenets.

The sum and substance of the teachings and the achievements of Christ, which have been interpreted as “miracles,” were nothing more or less than *faith*. If there are any such phenomena as “miracles” they are produced only through the state of mind known as *faith!* Some religious teachers, and many who call themselves Christians, neither understand nor practice *faith*.

Let's consider the power of *faith*, as demonstrated by a man who is well known across all civilization--Mahatma Gandhi, of India. In this man the world has one of the most astounding examples known to civilization of the possibilities of *faith*. Gandhi wielded more potential power than any man living in his time, and this, despite the fact that he possessed none of the conventional tools of power, such as money, battle ships, soldiers, or weaponry. Gandhi had no money and no home; he did not own a suit of clothes, but *he did have power*. How did he come by that power?

He created it out of his understanding of the principle of faith, and through his ability to transplant that faith into the minds of two hundred million people.

Gandhi accomplished, through the influence of *faith*, what the strongest military power on earth could not and never will accomplish with soldiers and weaponry. He accomplished the astounding feat of *influencing* two hundred million minds to *unite and move in unison as a single mind*.

What other force on earth, other than *faith* could do as much?

There will come a day when employees as well as employers will discover the possibilities of *faith*. That day is dawning. The whole world has had ample opportunity to witness what the *lack of faith* will do to business.

Surely, civilization has produced a sufficient number of intelligent human beings to make use of the great lesson the Depression and subsequent recessions taught the world. During the Depression, the world had abundant evidence that widespread *fear* will paralyze the wheels of industry and business. And although enough safeguards are (theoretically) in place today to prevent such an economic downturn from becoming as severe as the Great Depression, *fear*, or lack of 'consumer confidence' as it is often termed today, is the one force that consistently influences periods of economic decline or prosperity.

Out of the experience of the Great Depression arose business and industry leaders who profited by the example Gandhi set for the world, and applied the same tactics to business which he used in building the greatest following known in the history of the world. Many of these leaders came from the rank and file of the unknown men, the laborers in the steel plants, the coal mines, the automobile factories, and in the small towns and cities.

Business during the time of the Depression was due for a reform, as it is again today. The methods of the pre-Depression era, based on economic combinations of *force* and *fear*, began to be supplanted by the better principles of *faith* and cooperation. This is the time when business began to give the labor force more than daily wages; they began to receive benefits like insurance and dividends (or profit sharing) the same as investors received; but, first, workers had to *give more to their employers*; they had to learn the art of negotiation, and stop bickering and bargaining by force, at the expense of the public. *They had to earn the right to dividends!*

Following the Depression and workplace reform, the best business leaders, and workers who would become leaders, came to understand and implement these practices. Still, however, today, or perhaps again today, there is a call for business leaders to reconfirm their dedication to the best of business-leading practices. Ultimately, the successful leaders since the Depression, and those poised to emerge and rise higher today *lead and are led by leaders who understand and apply the principles of Gandhi*. Only in this way can leaders elicit the spirit of *full* cooperation from their followers—the spirit which constitutes power in its highest and most enduring form.

The industrial age, in which Hill lived and wrote, had taken the soul out of men and women. Its leaders had driven workers as though they were pieces of cold machinery; to some extent, they were forced to do so by the employees who bargained, at the expense of all concerned, to *get* and not to *give*. With the populace coming to feel more and more entitled today, we could be in danger of this happening again; for this reason, the business world and the labor force all need to take stock of their assets, liabilities, practices, and attitudes, and reaffirm their dedication to maintaining a positive, productive compensation package while employees commit to earning their compensations. In this way, our modern business world is not so unlike that tenuous post-Depression era.

The watchwords of the post-Depression era continue to be the watchwords of today's business and work environment: *human happiness and contentment*; employers and business leaders who understand this and treat their workforce accordingly can attest to the fact that when this state of mind has been attained, production takes care of itself, more effectively than anything that has ever been accomplished where it was not, or where people could not mix *faith* and individual interest with their labor.

Because of the need for faith and cooperation in operating business and industry, it is both interesting and profitable to look at an event that provides an excellent understanding of the method used by industrialists and businessmen to accumulate great fortunes, by *giving* before they tried to *get*.

The event chosen for this illustration dates back to 1900, when the United States Steel Corporation was being formed. As you read the story, keep in mind these fundamental facts and you will understand how *ideas* have been converted into huge fortunes.

First, know this--the huge United States Steel Corporation was born in the mind of Charles M. Schwab, in the form of an *idea* he created by using his *imagination*! Second, he mixed *faith* with his *idea*. Third, he formulated a *plan* for the transformation of his *idea* into physical and financial reality. Fourth, he put his plan into action with his famous speech at the University Club. Fifth, he applied, and followed-through on his *plan* with *persistence*, and backed it with firm *decision* until it had been fully carried out. Sixth, he prepared the way for success by instilling in himself a *burning desire* for success.

If you are one of those who have often wondered how great fortunes are accumulated, this story of the creation of the United States Steel Corporation will be enlightening. If you have any doubt that men can *Think and Grow Rich*, this

story should dispel that doubt, because you can plainly see in the story of United States Steel, the application of a major portion of the thirteen principles described in this book.

This astounding description of the power of an *idea* was dramatically told by John Lowell, in the New York World-Telegram; it has been reprinted here with his permission.

"A PRETTY AFTER-DINNER SPEECH FOR A BILLION DOLLARS"

"When, on the evening of December 12, 1900, some eighty of the nation's financial nobility gathered in the banquet hall of the University Club on Fifth Avenue to do honor to a young man from out of the West, not half a dozen of the guests realized they were to witness the most significant episode in American industrial history.

"J. Edward Simmons and Charles Stewart Smith, their hearts full of gratitude for the lavish hospitality bestowed on them by Charles M. Schwab during a recent visit to Pittsburgh, had arranged the dinner to introduce the thirty-eight-year-old steel man to eastern banking society. But they didn't expect him to stampede the convention. They warned him, in fact, that the bosoms within New York's stuffed shirts would not be responsive to oratory, and that, if he didn't want to bore the Stilhnans and Harrimans and Vanderbilts, he had better limit himself to fifteen or twenty minutes of polite vaporings and let it go at that.

"Even John Pierpont Morgan, sitting on the right hand of Schwab as became his imperial dignity, intended to grace the banquet table with his presence only briefly. And so far as the press and public were concerned, the whole affair was of so little moment that no mention of it found its way into print the next day.

"So the two hosts and their distinguished guests ate their way through the usual seven or eight courses. There was little conversation and what there was of it was restrained. Few of the bankers and brokers had met Schwab, whose career had flowered along the banks of the Monongahela, and none knew him well. But before the evening was over, they—and with them Money Master Morgan — were to be swept off their feet, and a billion dollar baby, the United States Steel Corporation, was to be conceived.

"It is perhaps unfortunate, for the sake of history, that no record of Charlie Schwab's speech at the dinner ever was made. He repeated some parts of it at a later date during a similar meeting of Chicago bankers. And still later, when the Government brought suit to dissolve the Steel Trust, he gave his own version, from the witness stand, of the remarks that stimulated Morgan into a frenzy of financial activity.

"It is probable, however, that it was a 'homely' speech, somewhat ungrammatical (for the niceties of language never bothered Schwab), full of epigram and threaded with wit. But aside from that it had a galvanic force and effect upon the

five billions of estimated capital that was represented by the diners. After it was over and the gathering was still under its spell, although Schwab had talked for ninety minutes, Morgan led the orator to a recessed window where, dangling their legs from the high, uncomfortable seat, they talked for an hour more.

“The magic of the Schwab personality had been turned on, full force, but what was more important and lasting was the full-fledged, clear-cut program he laid down for the aggrandizement of Steel. Many other men had tried to interest Morgan in slapping together a steel trust after the pattern of the biscuit, wire and hoop, sugar, rubber, whisky, oil or chewing gum combinations. John W. Gates, the gambler, had urged it, but Morgan distrusted him. The Moore boys, Bill and Jim, Chicago stock jobbers who had glued together a match trust and a cracker corporation, had urged it and failed. Elbert H. Gary, the sanctimonious country lawyer, wanted to foster it, but he wasn’t big enough to be impressive. Until Schwab’s eloquence took J. P. Morgan to the heights from which he could visualize the solid results of the most daring financial undertaking ever conceived, the project was regarded as a delirious dream of easy-money crackpots.

“The financial magnetism that began, a generation ago, to attract thousands of small and sometimes inefficiently managed companies into large and competition-crushing combinations, had become operative in the steel world through the devices of that jovial business pirate, John W. Gates. Gates already had formed the American Steel and Wire Company out of a chain of small concerns, and together with Morgan had created the Federal Steel Company. The National Tube and American Bridge companies were two more Morgan concerns, and the Moore Brothers had forsaken the match and cookie business to form the ‘American’ group— Tin Plate, Steel Hoop, Sheet Steel—and the National Steel Company.

“But by the side of Andrew Carnegie’s gigantic vertical trust, a trust owned and operated by fifty-three partners, those other combinations were picayune. They might combine to their heart’s content but the whole lot of them couldn’t make a dent in the Carnegie organization, and Morgan knew it.

“The eccentric old Scot knew it, too. From the magnificent heights of Skibo Castle he had viewed, first with amusement and then with resentment, the attempts of Morgan’s smaller companies to cut into his business. When the attempts became too bold, Carnegie’s temper was translated into anger and retaliation. He decided to duplicate every mill owned by his rivals. Hitherto, he hadn’t been interested in wire, pipe, hoops, or sheet. Instead, he was content to sell such companies the raw steel and let them work it into whatever shape they wanted. Now, with Schwab as his chief and able lieutenant, he planned to drive his enemies to the wall.

“So it was that in the speech of Charles M. Schwab, Morgan saw the answer to his problem of combination. A trust without Carnegie-giant of them all—would be no trust at all, a plum pudding, as one writer said, without the plums.

“Schwab’s speech on the night of December 12, 1900, undoubtedly carried the inference, though not the pledge, that the vast Carnegie enterprise could be brought under the Morgan tent. He talked of the world future for steel, of reorganization for efficiency, of specialization, of the scrapping of unsuccessful

mills and concentration of effort on the flourishing properties, of economies in the ore traffic, of economies in overhead and administrative departments, of capturing foreign markets.

“More than that, he told the buccaneers among them wherein lay the errors of their customary piracy. Their purposes, he inferred, had been to create monopolies, raise prices, and pay themselves fat dividends out of privilege. Schwab condemned the system in his heartiest manner. The shortsightedness of such a policy, he told his hearers, lay in the fact that it restricted the market in an era when everything cried for expansion. By cheapening the cost of steel, he argued, an ever-expanding market would be created; more uses for steel would be devised, and a goodly portion of the world trade could be captured. Actually, though he did not know it, Schwab was an apostle of modern mass production.

“So the dinner at the University Club came to an end. Morgan went home, to think about Schwab’s rosy predictions. Schwab went back to Pittsburgh to run the steel business for ‘Wee Andrew Carnegie’ while Gary and the rest went back to their stock tickers, to fiddle around in anticipation of the next move.

“It was not long coming. It took Morgan about one week to digest the feast of reason Schwab had placed before him. When he had assured himself that no financial indigestion was to result, he sent for Schwab—and found that young man rather coy. Mr. Carnegie, Schwab indicated, might not like it if he found his trusted company president had been flirting with the Emperor of Wall Street, the Street upon which Carnegie was resolved never to tread. Then it was suggested by John W. Gates the go-between, that if Schwab ‘happened’ to be in the Bellevue Hotel in Philadelphia, J. P. Morgan might also ‘happen’ to be there. When Schwab arrived, however, Morgan was inconveniently ill at his New York home, and so, on the elder man’s pressing invitation, Schwab went to New York and presented himself at the door of the financier’s library.

“Now certain economic historians have professed the belief that from the beginning to the end of the drama, the stage was set by Andrew Carnegie—that the dinner to Schwab, the famous speech, the Sunday night conference between Schwab and the Money King, were events arranged by the canny Scot. The truth is exactly the opposite. When Schwab was called in to consummate the deal, he didn’t even know whether ‘the little boss,’ as Andrew was called, would so much as listen to an offer to sell, particularly to a group of men whom Andrew regarded as being endowed with something less than holiness. But Schwab did take into the conference with him, in his own handwriting, six sheets of copper-plate figures, representing to his mind the physical worth and the potential earning capacity of every steel company he regarded as an essential star in the new metal firmament.

“Four men pondered over these figures all night. The chief, of course, was Morgan, steadfast in his belief in the Divine Right of Money. With him was his aristocratic partner, Robert Bacon, a scholar and a gentleman. The third was John W. Gates whom Morgan scorned as a gambler and used as a tool. The fourth was Schwab, who knew more about the processes of making and selling steel than any whole group of men then living. Throughout that conference, the Pittsburgher’s figures were never questioned. If he said a company was worth so much, then it

was worth that much and no more. He was insistent, too, upon including in the combination only those concerns he nominated. He had conceived a corporation in which there would be no duplication, not even to satisfy the greed of friends who wanted to unload their companies upon the broad Morgan shoulders. Thus he left out, by design, a number of the larger concerns upon which the Walruses and Carpenters of Wall Street had cast hungry eyes.

“When dawn came, Morgan rose and straightened his back. Only one question remained.

“Do you think you can persuade Andrew Carnegie to sell?’ he asked.

“I can try,’ said Schwab.

“If you can get him to sell, I will undertake the matter,’ said Morgan.

So far so good. But would Carnegie sell? How much would he demand? Schwab thought about \$320,000,000. What would he take payment in? Common or preferred stocks? Bonds? Cash? Nobody could raise a third of a billion dollars in cash.

“There was a golf game in January on the frost-cracking heath of the St. Andrews links in Westchester, with Andrew bundled up in sweaters against the cold, and Charlie talking volubly, as usual, to keep his spirits up. But no word of business was mentioned until the pair sat down in the cozy warmth of the Carnegie cottage close by. Then, with the same persuasiveness that had hypnotized eighty millionaires at the University Club, Schwab poured out the glittering promises of retirement in comfort, of untold millions to satisfy the old man’s social caprices. Carnegie capitulated, wrote a figure on a slip of paper, handed it to Schwab and said, ‘all right, that’s what we’ll sell for.’

“The figure was approximately \$400,000,000, and was reached by taking the \$320,000,000 mentioned by Schwab as a basic figure, and adding to it \$80,000,000 to represent the increased capital value over the previous two years.

“Later, on the deck of a trans-Atlantic liner, the Scotsman said ruefully to Morgan, ‘I wish I had asked you for \$100,000,000 more.’

“If you had asked for it, you’d have gotten it,’ Morgan told him cheerfully.

There was an uproar, of course. A British correspondent cabled that the foreign steel world was ‘appalled’ by the gigantic combination. President Hadley, of Yale, declared that unless trusts were regulated the country might expect ‘an emperor in Washington within the next twenty-five years.’ But that able stock manipulator, Keene, went at his work of shoving the new stock at the public so vigorously that all the excess water—estimated by some at nearly \$600,000,000—was absorbed in a twinkling. So Carnegie had his millions, and the Morgan syndicate had

\$62,000,000 for all its 'trouble,' and all the 'boys,' from Gates to Gary, had their millions.

"The thirty-eight-year-old Schwab had his reward. He was made president of the new corporation and remained in control until 1930."

The dramatic story of "Big Business" you have just read was included in this book because it is a perfect illustration of the method by which *desire can be transmuted into its physical equivalent!*

Presumably, some readers will question the statement that a mere, intangible *desire* can be converted into its physical equivalent. Doubtless some will say, "You cannot convert *nothing* into *something!*" The proof is in the story of United States Steel.

That giant organization was created in the mind of one man. The plan the organization undertook to acquire the steel mills that gave it financial stability was created in the mind of the same man. His *faith*, his *desire*, his *imagination*, his *persistence* were the real ingredients that went into United States Steel. The steel mills and mechanical equipment acquired by the corporation, *after it had been brought into legal existence*, were incidental, but careful analysis will show that the appraised value of the properties acquired by the corporation increased in value by an estimated *six hundred million dollars*, just from the completion of the transaction that consolidated them under one management.

In other words, Charles M. Schwab's *idea*, plus the *faith* with which he conveyed it to the minds of J. P. Morgan and the others, was marketed for a profit of approximately \$600,000,000.

Not an insignificant sum for a single *idea!*

What happened to some of the men who took their share of the millions of dollars of profit made by this transaction is a matter we do not need to be concerned with now. The important part of this astounding achievement is that it serves as unquestionable evidence of the soundness of the philosophy described in this book, because this philosophy was the basis of the entire transaction. Moreover, the practicability of the philosophy has been established by the fact that the United States Steel Corporation prospered, and became one of the richest and most powerful corporations in America, employing thousands of people, developing new uses for steel, and opening new markets; thus proving that the \$600,000,000 in profit which the Schwab *idea* produced was earned.

Wealth creation begins in the form of *thought!*

The amount of attainable wealth is limited only by the person whose mind puts the *thought* into motion. *Faith* removes limitations!

Remember this when you are ready to bargain with Life for whatever it is that you

ask as your price for having passed this way.

Remember, also, that the man who created the United States Steel Corporation was practically unknown at the time. He was merely Andrew Carnegie's "Man Friday" until he gave birth to his famous *idea*. After that he quickly rose to a position of power, fame, and riches.

There are no limitations to the mind except those we acknowledge.

Both Poverty and Wealth are the offspring of thought.

4

AUTO-SUGGESTION - THE MEDIUM FOR INFLUENCING THE SUBCONSCIOUS MIND

The Third Step toward Riches



Auto-suggestion is a term which applies to all suggestions and all self-administered stimuli which reach one's mind through the five senses. In other words, auto-suggestion is self-suggestion. It is the communication agent between that part of the mind where conscious thought takes place, and the part that serves as the seat of action for the subconscious.

Through the dominating thoughts an individual *permits* to stay in the conscious mind, (whether these thoughts be negative or positive, is irrelevant), the principle of auto-suggestion voluntarily reaches the subconscious mind and influences it with these thoughts.

No thought, whether it be negative or positive, *can enter the subconscious mind without the help of the principle of auto-suggestion*, with the exception of thoughts picked up from environmental stimuli. To put it another way, all sense

impressions perceived directly through the five senses, are stopped by the *conscious* thinking mind, and may be either passed on to the subconscious mind, or rejected at will. The conscious faculty serves, therefore, as an outer-guard to the subconscious.

Man has been designed by Nature to have *absolute control* over what information reaches his subconscious mind through his five senses; however, this does not mean that man always *exercises* this control. In the great majority of instances, people do *not* exercise such control, which explains why so many people spend their lives living on the financial edge.

Recall what was said about the subconscious mind resembling a fertile garden plot, where weeds will abundantly grow if the seeds of more desirable crops are not planted there. *Auto-suggestion* is the means of control through which an individual may voluntarily feed his subconscious mind positive and creative thoughts, or, by neglect, allow destructive thoughts to find their way into this rich garden of the mind.

The last of the six steps outlined in the chapter on Desire instructed you to read *aloud* twice daily the *written* statement of your *desire for money*, and to *see and feel* yourself *already* in possession of the money! By following these instructions, you communicate the object of your *desire* directly to your *subconscious* mind in a spirit of absolute *faith*. By repeating this process, you voluntarily create thought habits that are favorable to your efforts to transform desire into money.

Go back to these six steps described in chapter two, and read them again, very carefully, before you go further. Then (when you come to it), very carefully read the four instructions for the organization of your “Master Mind” group described in the chapter on Organized Planning. By comparing these two sets of instructions with what has been laid out in regards to auto-suggestion, you will, of course, see that the instructions involve applying the principle of auto-suggestion.

Remember, though, when you read the statement of your desire (the statement you are using to develop a “money consciousness”) out loud, that the simple act of reading the words is of *no consequence--unless* you mix emotion, or feeling, with your words. If you repeat a million times the famous Emil Coué formula, “Day by day, in every way, I am getting better and better,” without mixing emotion and *faith* with your words, you will experience none of the desired results. Your subconscious mind recognizes and acts upon *only* thoughts which have been well-mixed with emotion or feeling.

This fact is so important that it warrants repeating in practically every chapter, because the failure to understand is the main reason the majority of people who try to apply the principle of auto-suggestion get no desirable results.

Plain, unemotional words do not influence the subconscious mind. You will get no appreciable results until you learn to reach your subconscious mind with thoughts or spoken words which are emotionally charged with belief.

Do not get discouraged if you cannot control and direct your emotions the first time you try to do so. Remember, there is no such thing as *something for nothing*.

The ability to reach and influence your subconscious mind has its price, and you *must pay that price*. You cannot cheat, even if you are tempted to. The price you must pay to gain the ability to influence your subconscious mind is everlasting *persistence*—persistence in applying the principles described here. There is no way to develop this essential ability for a lower price. You and *you alone* must decide whether or not the reward you are striving for (“money consciousness”), is worth the price—the effort—you must pay for it.

Wisdom and “cleverness” alone, will not help you attract and retain money except in a few very rare instances; only where the law of averages favors the attraction of money through these avenues. The method of attracting money described here does not depend on the law of averages. Moreover, the method does not play favorites. It will work for one person as effectively as it will for another. When failure is experienced, it is the individual, *not the method*, that failed. If you try and fail, make another effort, and still another, until you succeed.

Your ability to use the principle of auto-suggestion will depend, very largely, on your capacity to *concentrate* on a given *desire* until that desire becomes a *burning obsession*.

When you begin to carry out the instructions included in the six steps described in the second chapter, you will need to utilize the principle of *concentration*.

Offered here are suggestions for the effective use of concentration. When you start to carry out the first of the six steps, the step instructing you to “fix in your mind the *exact* amount of money you desire,” use the principle of *concentration* to focus your thoughts on that amount of money, with your eyes closed, until you can *actually see* the money appear. Do this at least once every day. As you go through these exercises, follow the instructions given in the chapter on *faith*, and see yourself actually *in possession of the money!*

The following fact carries much significance—the subconscious mind takes any orders which are given to it in a spirit of absolute *faith*, and acts on those orders, although the orders often have to be presented *over and over again*, through repetition, before they are interpreted by the subconscious mind. With this statement in mind, consider the possibility of playing a perfectly legitimate “trick” on your subconscious mind, by making it believe, *because you believe it*, that you must have the amount of money you are visualizing, that this money already waits for you to claim it, that the subconscious mind *must* hand practical plans over to you for acquiring the money that is already yours.

Hand this thought over to your *imagination*, and see what your imagination can, or will do, to create practical plans for the accumulation of money through transmutation of your desire.

Do not wait for a definite plan, such as a detailed plan to exchange services or goods in return for the money you are visualizing; instead, immediately start to see yourself in possession of the money, meanwhile *demanding* and *expecting* your subconscious mind to hand over the plan or plans you need. Be on the lookout for these plans, and when they appear, put them into *action immediately*.

When the plans appear, they will probably “flash” into your mind via the 'sixth sense', in the form of an “inspiration.” Consider this inspiration a direct “telegram,” or message from Infinite Intelligence. Treat it with respect, and act on it as soon as you receive it. Failing to do this will be *fatal* to your success.

In the fourth of the six steps instructs you to “Create a definite plan for carrying out your desire, and begin immediately to put this plan into action.” You should follow this instruction in the same manner described in the preceding paragraph. Do not trust to your sense of “reason” when creating your plan for accumulating money through the transmutation of desire. Your reason is faulty. Moreover, your reasoning faculty may be lazy, and, if you depend entirely on it to serve you, it may disappoint you.

When visualizing the money plan to accumulate, (with closed eyes), *see yourself rendering the service, or delivering the merchandise you intend to give in return for this money. This is important!*

SUMMARY OF INSTRUCTIONS

The fact that you are reading this book is an indication that you seek knowledge in earnest. It is also an indication that you are a student of the subject of wealth creation. If you are only a student, there is a chance that you might learn a lot much that you did not know; but you will learn only by adopting an attitude of humility. If you choose to follow some of the instructions, but neglect or refuse to follow others--you *will fail!* To get satisfactory results, you must follow *all* instructions in a spirit of *faith*.

To streamline the tasks laid out before you, the instructions given in the six steps in chapter two have been summarized and consolidated into the following:

- First. Go to a quiet spot (preferably in bed at night) where you will not be disturbed or interrupted; close your eyes and repeat aloud, (so you can hear your own words) the written statement of the amount of money you plan to accumulate, the time limit for its accumulation, and a description of the service or goods you plan to give in return. As you carry out these instructions, *see yourself already in possession of the money*.

For example: Suppose that you intend to accumulate \$50,000 by the first of January, five years from now, and that you plan to give personal services, let's say as a salesperson, in return for the money. Your written statement of purpose should be similar to the following:

“By the first day of January, 20.., I will have in my possession \$50,000, which will come to me in various amounts periodically during the interim.

“In return for this money I will give the most efficient service I am capable of giving. I will render both the most possible quantity and the best possible quality of service as a seller of (describe the service or merchandise you intend to sell).

"I believe that I will possess this money. My faith is so strong that I can now see this money before my eyes. I can touch it with my hands. Right now it is waiting to be transferred to me when I have delivered the proportionate quality and service I intend to render in return for it. I am waiting for a plan by which I will accumulate this money, and I will follow that plan, when it is received."

- Second. Repeat this program morning and night until you can see, (in your imagination) the money you intend to amass.
- Third. Place a written copy of your statement in a place where you can see it morning and night; read it just before you go to sleep and again as soon as you wake up in the morning until you have memorized it.

Remember, as you carry out these instructions, that you are applying the principle of auto-suggestion, the purpose being to give orders to your subconscious mind. Remember, also, that your subconscious mind will act *only* on instructions which are charged with emotion, and handed over to it with "feeling." *Faith* is the strongest, and most productive of the emotions. Follow the instructions given in the chapter on *faith*.

At first, these instructions may seem abstract. Don't let this deter you. Follow the instructions, no matter how abstract or impractical they first seem to be. The time will soon come, if you do as instructed, *in spirit as well as in act*, when a whole new universe of power will unfold to you.

Skepticism, in connection with *all* new ideas, is characteristic of all human beings. But if you follow the instructions outlined, your skepticism will soon be replaced by belief, and this, in turn, will soon become crystallized into *absolute faith*. Then you will have arrived at the point where you can truly say, "I am the master of my fate, I am the captain of my soul!"

Many philosophers have said that man is the master of his own *earthly* destiny, but most of them have failed to say *why* he is the master. The reason that man has the ability to be the master of his own earthly status, and especially his financial status, is thoroughly explained in this chapter. Man may become the master of himself, and of his environment, because he has the *power to influence his own subconscious mind*, and through it, gain the cooperation of Infinite Intelligence.

The chapter you are reading now represents the keystone to the arch of this philosophy. The instructions contained in this chapter must be understood and *applied with persistence*, if you are to succeed in transforming desire into money.

The actual performance of transforming *desire* into money involves the use of auto-suggestion as an agent through which it is possible to reach, and influence, the subconscious mind. The other principles are simply tools which can be used to apply auto-suggestion. Keep this thought in mind, and you will, at all times, be conscious of the important part the principle of auto-suggestion is to play in your

efforts to amass wealth through the methods described in this book.

Carry out these instructions as if you were a small child. Inject the *faith* of a child into your efforts. The author has been very careful to see that no impractical instructions were included, because it was his sincere desire to help others create their own wealth.

After you have read the entire book, come back to this chapter, and follow this instruction:

Read the entire chapter aloud once every night, until you become thoroughly convinced that the principle of auto-suggestion is sound and that it will accomplish for you all that you want it to. As you read, highlight what impresses you.

Follow this instruction to the letter, and it will open the way for a complete understanding, and mastery of the principles of success.

5

SPECIALIZED KNOWLEDGE - PERSONAL EXPERIENCES OR OBSERVATIONS

The Fourth Step toward Riches



There are two kinds of knowledge. One is general, the other is specialized. General knowledge, no matter how excessive or varied, is of little use in the accumulation of wealth. If you combined all the knowledge of all the professors of all the best Universities together, you would have in excess practically every form of general knowledge known to civilization. *Most of the professors have little or no money.* They specialize in *teaching* knowledge, but they do not specialize in the organization, or the use of knowledge.

Knowledge will not attract money unless it is organized and intelligently directed through practical *plans of action*, to the *definite end* of accumulating money. The lack of understanding of this fact has been the source of confusion to millions of people who wrongly believe that “knowledge is power.” It is nothing of the sort! Knowledge is only *potential* power. It becomes power only when, and if, it is organized into definite plans of action, and directed to a definite end.

This “missing link” in all of today's civilized educational systems can be found in the failure of educational institutions to teach their students *how to organize and use knowledge after they acquire it*.

Many people make the mistake of assuming that, because Henry Ford had very little “schooling,” he is not a man of “education.” In a similar, more modern example, people also incorrectly assume that Microsoft founder Bill Gates is not a man of “education” because he is a college (Harvard) drop-out. Those who make this mistake do not know much about Henry Ford or Bill Gates; nor do they understand the real meaning of the word “educate.”

The word educate word is derived from the Latin word “educō,” meaning to educe, to draw out, to *develop from within*.

An educated man is not, necessarily, one who has an abundance of general or specialized knowledge. An educated man is one who has developed the faculties of his mind in such a way that he can acquire anything he wants, or its equivalent, without violating the rights of others. Both Henry Ford and Bill Gates fall well within the meaning of this definition.

During the First World War, a Chicago newspaper published a number of editorials in which, among other statements, Henry Ford was called “an ignorant pacifist.” Mr. Ford objected to the statements, and sued the paper for labeling him. When the suit was tried in the Courts, the attorneys for the paper pleaded justification, and placed Ford himself on the witness stand, for the purpose of proving to the jury that he was ignorant. The attorneys asked Mr. Ford a great variety of questions, all of which were intended to prove, by his own evidence, that while he might possess considerable specialized knowledge pertaining to the manufacture of automobiles, he was overall ignorant.

Mr. Ford was asked questions like:

“Who was Benedict Arnold?” and “How many soldiers did the British send over to America to put down the Rebellion of 1776?” In answer to the last question, Mr. Ford replied, “I do not know the exact number of soldiers the British sent over, but I have heard that it was a considerably larger number than ever went back.”

Finally, Ford grew tired of this line of questioning, and in reply to a particularly offensive question, he leaned over, pointed his finger at the lawyer who had asked the question, and said, “If I should really *want* to answer the foolish question you have just asked, or any of the other questions you have been asking me, let me remind you that I have a row of electric push-buttons on my desk, and by pushing the right button, I can summon to my aid men who can answer *any* question I desire to ask concerning the business to which I am devoting most of my efforts. Now, will you kindly tell me, *why* I should clutter up my mind with general knowledge, for the purpose of being able to answer questions, when I have men around me who can supply any knowledge I require?”

There certainly was good logic to that reply.

That answer floored the lawyer. Every person in the courtroom realized it was the answer, not of an ignorant man, but of a man of *education*. Any man is educated who knows where to get knowledge when he needs it, and how to organize that knowledge into definite plans of action. Through the assistance of his “Master Mind” group, Henry Ford had at his command all the specialized knowledge he needed to enable him to become one of the wealthiest men in America. *It was not essential that he have this knowledge in his own mind.* Surely no person who has sufficient inclination and intelligence to read a book of this nature can possibly miss the significance of this point.

Before you can be sure of your ability to transform *desire* into its wealth, you will require *specialized knowledge* of the service, product, or profession you intend to offer in return for money. It might even be that you may need much more specialized knowledge than you have the ability or the inclination to acquire personally, and if this should be the case, you can bridge your weakness with the help of your “Master Mind” group.

Andrew Carnegie has stated that he, personally, knew nothing about the technical end of the steel business; moreover, he did not particularly care to know anything about it. The specialized knowledge he required for the manufacture and marketing of steel, he found available in the individuals comprising his *master mind group*.

The accumulation of great wealth calls for *power*, and power is acquired through highly organized and intelligently directed specialized knowledge; but that knowledge does not, necessarily, have to be possessed by the person who accumulates the fortune.

This should give hope and encouragement to anyone who has the ambition to create their own wealth, yet does not personally possess the “education” necessary to supply any specialized knowledge they may require. Many people go through life suffering from “inferiority complexes,” because they are not a person of “education”. But the person who can organize and direct a “Master Mind” group of people who possess knowledge that is useful in the accumulation of money is just as much a person of education as any ‘educated’ member of the group. *Remember this* if you suffer from a feeling of inferiority, due to limited schooling.

Thomas Edison only had only three months of “schooling” during his entire life. He did not lack education, and he did not die poor.

Henry Ford had less than a sixth grade “education”, but managed to do very well for himself financially.

Specialized knowledge is among the most plentiful and the cheapest forms of service that can be had! If you doubt that because of the high price of education, take a look at the payroll of any university.

IT PAYS TO KNOW HOW TO PURCHASE KNOWLEDGE

First of all, decide what kind(s) of specialized knowledge your plan requires, and for what purpose it is needed. To a large extent your major purpose in life, the goal you are working towards, will help determine what knowledge you need. Once you have answered this question, your next move will require you to have accurate information concerning dependable sources of knowledge. The more important of these are:

- a) Your own experience and education
- b) Experience and education available by working cooperatively with others (Master Mind Alliance)
- c) Colleges and Universities
- d) Public Libraries
- e) The Internet
- f) Special Training Courses (especially those available through night schools and home study courses)
- g) Online classes, degree programs, and training courses

As knowledge is acquired it must be organized and put to use, for a definite purpose, through practical plans. Knowledge has no value unless the information gained is applied toward some worthy end. This is one reason why college degrees are not the only indication of value. On their own, degrees represent nothing but miscellaneous knowledge. It is only when that knowledge is combined with ambition, a good work ethic, and the ability to apply it to the job that the degree itself shows worth to yourself and others who might want employ you.

If you are considering additional schooling, first determine why (for what purpose) you want the knowledge you are after; then learn where this particular sort of knowledge is available, from reputable and reliable sources.

Successful people, in all walks of life, never stop acquiring specialized knowledge related to their major purpose, business, or profession. Those who are not successful usually make the mistake of believing that the time for acquiring knowledge when a person finishes school or gets their degree. The truth is that schooling is useful because it puts a person in direct contact with educational resources, and shows them how to acquire practical knowledge. In our modern age this is sometimes the only avenue left where knowledge in a particular area can be had, whereas in previous times apprenticeships provided avenues for first-hand, 'hands-on' learning.

With the Changed World which began at the end of the Depression also came astounding changes in educational requirements. The order of the day became *specialization!* This truth was emphasized by Robert P. Moore, secretary of appointments at Columbia University.

The following quoted article relates the changes in the Universities during this time, which have resulted in the way people are educated in colleges and Universities today.

"SPECIALISTS MOST SOUGHT"

"Particularly sought after by employing companies are candidates who have specialized in some field—business-school graduates with training in accounting and statistics, engineers of all varieties, journalists, architects, chemists, and also outstanding leaders and activity men of the senior class.

"The man who has been active on the campus, whose personality is such that he gets along with all kinds of people and who has done an adequate job with his studies has a most decided edge over the strictly academic student. Some of these, because of their all-around qualifications, have received several offers of positions, a few of them as many as six.

"In departing from the conception that the 'straight A' student was invariably the one to get the choice of the better jobs, Mr. Moore said that most companies look not only to academic records but to activity records and personalities of the students.

"One of the largest industrial companies, the leader in its field, in writing to Mr. Moore concerning prospective seniors at the college, said:

"We are interested primarily in finding men who can make exceptional progress in management work. For this reason we emphasize qualities of character, intelligence and personality far more than specific educational background.'

"APPRENTICESHIP' PROPOSED

"Proposing a system of 'apprenticing' students in offices, stores and industrial occupations during the summer vacation, Mr. Moore asserts that after the first two or three years of college, every student should be asked 'to choose a definite future course and to call a halt if he has been merely pleasantly drifting without purpose through an unspecialized academic curriculum.'

"Colleges and universities must face the practical consideration that all professions and occupations now demand specialists," he said, urging that educational institutions accept more direct responsibility for vocational guidance. One of the most reliable and practical sources of knowledge available to those who need specialized schooling, is the night schools operated in most large cities. The correspondence schools give specialized training anywhere the U. S. mails go, on all subjects that can be taught by the extension method. One advantage of home study training is the flexibility of the study program which permits one to study during spare time. Another stupendous advantage of home study training (if the school is carefully chosen), is the fact that most courses offered by home study schools carry with them generous privileges of consultation which can be of priceless value to those needing specialized knowledge. No matter where you live, you can share the benefits."

Anything acquired without effort, and without cost, is generally unappreciated, and often discredited; perhaps this is why we get so little from our tremendous opportunity in public schools. The *self-discipline* a person receives from a definite

program of specialized study makes up to some extent for the wasted opportunity when knowledge was available without cost. Correspondence schools and online courses/schools are highly organized business institutions. They keep their fees low to attract students and so they generally demand payment upfront before releasing all or part of a course. Having already paid for the course tends to guarantee that a student will follow through with it, regardless of whether they achieve high or low grades when the person might otherwise drop out. Ironically, it is the online schools and correspondence schools who may be best situated to provide training on *decision, promptness, action, and learning to finish what you've started*.

In large part, the decline of the public schools, as well as the poor performance of college students whose educations are otherwise paid for, can be attributed to the fact that there is no direct consequence for them when students fail; with someone footing the bill, the student has lost nothing personally (in terms of money, at least) when they are simply too lazy to perform.

The United States has what is often said to be the greatest public school system in the world. Districts continuously invest large sums of money, in fact, the majority of budgets in many cities and towns (not to mention monies from the federal government) for buildings, transportation, supplies and faculty so all American children may attend the best schools; but there is one astounding weakness to this marvelous system—*it is free!* One of the strange things about human beings is that they value only what has a direct cost to them, personally. The free schools of America, and the free public libraries, do not impress people *because they are free*. This is one of the major reasons why so many people find themselves in need of additional training before they can go on to secondary and specialized educational programs.

There is one weakness in people for which there is no remedy. It is the universal weakness of *lack of ambition!* People, especially working people, who schedule their spare time to make time for continuing and online education, seldom remain at the bottom very long. The simple fact that they have enough ambition to take additional action shows something in them that will help them to rise above; that ambition opens the way for the upward movement, removes many obstacles from their path, and gains the friendly interest of those who have the power to put them in the way of *opportunity*.

Online learning and home study methods of training are especially well suited to the needs of working people who find, after leaving school, that they are in need of additional specialized knowledge, but cannot spare the time or afford to stop working to go back to school. Today's cost of living has made it necessary for thousands of people to find additional or new sources of income. This is often true of the older generations who grew up in a time when a college education was an optional luxury and not a necessity to get a good paying job. For the majority of these, the solution to their problem may be found only by acquiring specialized knowledge. Many are forced to change their occupations entirely. Many middle-aged and older, pre-retirement employees are finding that there is no longer a need for the position they have spent their working life filling. They are left with few options.

The days of spending your entire 45 plus working years in the same job or even the same profession have largely disappeared. This has buoyed the demand for non-traditional educational.

Interestingly, the start of this need for expanded and lifelong learning finds its roots in the Great Depression, the time this book was written. What follows is a prime example, with a lesson that can go far for people facing career change in the new and ever changing technology age...

Stuart Austin Wier was a skilled Construction Engineer who continued in this line of work until the depression limited his market so severely that he could not earn the income he required. He reassessed his situation, knowledge, talents, and needs, and ultimately decided to change his profession to law; Weir went back to school and took the courses he needed to become a corporate lawyer. Despite the fact that the depression had not ended, he completed his training, passed the Bar Exam, and quickly built a lucrative law practice, in Dallas, Texas; in fact, Weir was so successful that he was turning away clients.

Just to keep the record straight, and to anticipate nay-sayers who will say, "I couldn't go to school because I have a family to support," or "I'm too old," let's add that Mr. Wier was past forty and married when he went back to school. More importantly, by carefully selecting highly specialized courses, in colleges best prepared to teach the subjects chosen, Wier completed in two years the work that takes most law students four years to complete. *It pays to know how to purchase knowledge!*

The person who stops learning merely because they have finished school or college is forever hopelessly doomed to mediocrity, no matter what their calling. The *way* of success is the way of continuous education and the pursuit of *knowledge*.

Let's consider a second Depression-era example.

During the depression a salesman in a grocery store found himself without a job. Having had some bookkeeping experience, he took a course in accounting, familiarized himself with all the latest bookkeeping and office equipment, and went into business for himself. Starting with the grocer for whom he had formerly worked, he made contracts with more than 100 small merchants to keep their books, at a very nominal monthly fee. His idea was so practical that soon enough he found he needed to set up a portable office in a light delivery truck, which he equipped with modern bookkeeping machinery. His business grew until he had a whole fleet of these bookkeeping offices "on wheels" and employed a large staff of assistants, thus providing small merchants with accounting service equal to the best that money can *buy* at a very affordable prices.

Specialized knowledge plus imagination, were the ingredients that went into this unique and successful business. The accounting business owner's income grew to ten times what it was when he worked in the grocery store. The man's temporary adversity proved to be a blessing in disguise.

The beginning of this successful business was an *idea!*

Of course, the salesman's road to success was not as direct as this story first makes it sound. When it was first suggested to the salesman that he go into the bookkeeping business, he quickly said, "I like the idea, but I wouldn't know how to turn it into cash." In other words, he complained he would not know how to market his bookkeeping knowledge *after he acquired it.*

So, that brought up another problem which had to be solved. With the aid of a young woman typist who had a knack for letter-writing, a booklet was prepared, describing the advantages of the new system of bookkeeping. The pages were neatly typed and pasted in an ordinary scrapbook, which was used as a silent salesman; the story of this new business was so effectively told that its owner soon had more accounts than he could handle.

There are thousands of people the world over who have excellent business services to offer, but who need the services of an advertising specialist or copywriter with the skills of prepare attractive marketing materials. The *idea* described here was born of necessity, to bridge a need in an emergency situation, but it did not end with that one man. The woman who came up with the idea had a keen *imagination*. She saw in her newly born brain-child the making of a new profession, one destined to render valuable service to thousands of people who need practical guidance in marketing personal services.

Spurred to action by the instant success of her first "Prepared Plan to Market Personal Services," this energetic woman turned next to the solution of a similar problem for her son who had just finished college, but had been totally unable to find a market for his services. The plan she originated for his use was a very fine specimen of marketing material.

When the plan book had been completed, it contained nearly fifty pages of beautifully typed, properly organized information, which told the story of her son's native ability, schooling, personal experiences, and an extensive variety of other information. The plan book also contained a complete description of the position her son sought after, together with a detailed picture of the exact plan he would use to fulfill the obligations of the position.

The preparation of the plan book required several weeks' labor; during that time the woman sent her son to the public library almost daily, to find the data needed to sell his services to his best advantage. She also sent him to all the competitors of his prospective employer, and had him gather vital information from them concerning their business methods; the information proved very valuable in the formulation of the plan he intended to use in filling the position he sought. When the plan was finished, it contained more than half a dozen excellent suggestions for the use and benefit of the prospective employer. (The suggestions ultimately were put to use by the company).

You might be asking yourself here, "Why go to all this trouble to land a job?" The answer is straightforward.

The answer is this—"*Doing something well is never trouble! The plan prepared by this woman to benefit her son help him get the job he was applying for, at the first interview, at the salary he named.*"

Moreover—and this is important, too—the *position did not require the young man to start at the bottom. He began as a junior executive, at an executive's salary.*

Do you still ask "Why go to all this trouble?"

Well, for one thing, the *planned presentation* of this young man's application for a position took off at least ten years of time he would otherwise have spent just to get to where he began if he had "started at the bottom and worked his way up."

This idea of starting at the bottom and working your way up may appear to be sound, but the major objection to it is this--too many of those who begin at the bottom never manage to lift their heads high enough to be seen by *opportunity*, so they remain at the bottom. You should also know that the outlook from the bottom is not so very bright or encouraging. It has a tendency to kill ambition. It's called "getting into a rut," which means that we accept our fate because we form the *habit* of daily routine, a habit that finally becomes so strong we stop trying to throw it off. And that is another reason why it pays to start one or two steps above the bottom. By doing so a person forms the *habit* of looking around, of observing how others get ahead, of seeing *opportunity*, and of embracing it without hesitation.

Dan Halpin's story, provided by the author, is an excellent example of what it means to rise out of the low-man position.

During his college days, Dan was manager of the famous 1930 National Championship Notre Dame football team, when it was under the direction of the late Knute Rockne.

Perhaps he was inspired by the great football coach to aim high, and *not mistake temporary defeat for failure*, just as Andrew Carnegie, the great industrial leader, inspired his young business lieutenants to set high goals for themselves. At any rate, young Halpin finished college at a most inopportune time, when the depression had made jobs scarce, so, after a fling at investment banking and motion pictures, he took the first opening with a potential future he could find—selling electrical hearing aids on a commission basis. *Anyone could start in that kind of job, and Halpin knew it*, but it was enough to open the door of opportunity to him.

For almost two years, he continued in a job he didn't like, and he would never have risen above that job if he had not done something about his dissatisfaction. He aimed, first, at the job of Assistant Sales Manager of his company, and got the job. That one step upward placed him high enough above the crowd to enable him to see still greater opportunity; also, it placed him where *opportunity could see him*.

Halpin built himself such a good record selling hearing aids, that A. M. Andrews, Chairman of the Board of the Dictograph Products Company, a competitor of the

company Halpin worked for, wanted to know about that man Dan Halpin who was taking big sales away from the long established Dictograph Company. He sent for Halpin. When the interview was over, Halpin was the new Sales Manager in charge of the Acousticon Division. Then, to test young Halpin's metal, Mr. Andrews went away to Florida for three months, leaving him to sink or swim in his new job. He did not sink! Knute Rockne's spirit of "All the world loves a winner," and has no time for a loser inspired him to put so much into his job that he was later elected Vice-President of the company, and General Manager of the Acousticon and Silent Radio Division, a job which most men would be proud to earn through ten years of loyal effort. Halpin did it in just over six months.

It is difficult to say whether Mr. Andrews or Mr. Halpin is more deserving of tribute, for the reason that both showed evidence of having an abundance of that very rare quality known as *imagination*. Mr. Andrews deserves credit for seeing, in young Halpin, a "go-getter" of the highest order. Halpin deserves credit for *refusing to compromise with life by accepting and keeping a job he didn't want*. That is one of the major points Hill is trying to emphasize throughout this entire philosophy—that we rise to high positions or remain at the bottom *because of conditions we can control if we want to control them*.

Hill is also trying to emphasize another point; namely, that both success and failure are largely the results of *habit*! Without a doubt Dan Halpin's close association with the greatest football coach America ever knew planted in his mind the same brand of *desire* to excel which made the Notre Dame football team world famous. Truly, there is something to the idea that hero-worship is helpful, provided one worships a *winner*. According to Halpin, Rockne was one of the world's greatest leaders of men in all history.

Hill believed that business associations are vital factors, both in failure and in success, so intently that he intervened when his son Blair was negotiating with Dan Halpin for a position in his company. Mr. Halpin offered him a beginning salary of about one half what he could have gotten from a rival company. Nevertheless, Hill pressured his son to accept the position with Halpin, because he believed that *close association with someone who refuses to compromise with circumstances they do not like is an asset that can never be measured in terms of money*.

The bottom is a monotonous, dreary, unprofitable place for any person. That is why the time has been taken here to describe how lowly beginnings can be circumvented with proper planning. Also, that is why so much space has been devoted to a description of a profession created by a woman who was inspired to do a stellar job of *planning* because she wanted her son to have a favorable "break."

With the changed conditions ushered in by the world economic collapse during the time of the Great Depression came also the need for newer and better ways of marketing *personal services*. Hill found it hard to figure why someone had not previously discovered this stupendous need, in view of the fact that more money changes hands in return for personal services than for any other purpose.

Again, we find a parallel in this to today's marketplace. The technology era has changed everything we used to know about job-searching, applying for work, and self-promotion. The internet has given employers and contractors access to such a huge pool of available and qualified workers, that simply submitting a resume is an overwhelming and daunting task. What's more, the ability to work from remote locations via the internet and other technologies has vastly increased the available work force for any given job where telecommuting is a possibility; employer's options are no longer limited to the best of the crop that are available locally. Here again, it is necessary for job-seekers to get creative in marketing themselves if they hope to stand out in the very crowded marketplace.

Perhaps this is the every *idea* in from which some reader will find the nucleus of the wealth they *desire*! Ideas with much less merit have been the seedlings from which great fortunes have grown. Woolworth's Five and Ten Cent Store idea, for example, had far less merit, but it piled up a fortune for its creator.

Those seeing *opportunity* lurking in this suggestion will find valuable assistance in the chapter on Organized Planning.

Behind all *ideas* is specialized knowledge. Unfortunately, for those who do not find riches in abundance, specialized knowledge is more abundant and more easily acquired than *ideas* (think 'on the job' training. Because of this very truth, there is a universal demand and an ever-increasing opportunity for the person capable of helping men and women to sell their personal services advantageously. Capability means *imagination*, the one quality needed to combine specialized knowledge with *ideas*, in the form of *organized plans* designed to yield riches.

If you have *imagination* this chapter may present you with an idea sufficient enough to be the beginning of the riches you desire.

Remember, the *idea* is the main thing. Specialized knowledge can be found just around the corner—any corner!

6

IMAGINATION - THE WORKSHOP OF THE MIND

The Fifth Step toward Riches



The imagination is literally the workshop wherein all the plans created by men and women are constructed. The impulse, the *desire*, is given shape, form, and *action* through the aid of the imaginative faculty of the mind.

It has been said that man can create anything he can imagine.

Of all the ages of civilization, this is the most favorable for the development of the imagination, because it is an age of rapid change. On every hand one may contact stimuli which develop the imagination.

Through the aid of his imaginative faculty, man has discovered, and harnessed, more of Nature's forces during the past one hundred fifty years than during the entire history of the human race previous to that time. He has conquered the air so completely that birds are a poor match for him in flying. He has harnessed the air around him and made it serve as a means of instantaneous communication with any part of the world. He has analyzed and weighed the sun at a distance of millions of miles, and has determined, through the aid of *imagination*, the elements it consists of. He has discovered that his own brain is both a broadcasting and a receiving station for the vibration of thought, and he is beginning now to learn how to make practical use of this discovery. He has

increased the speed of travel so that he is now able to at a speed of hundreds of miles an hour.

Man's only limitation, within reason, lies in his development and use of his imagination. He has not yet reached the apex of development in the use of his imaginative faculty. He has merely discovered that he has an imagination, and has started to use it in a very elementary way.

TWO FORMS OF IMAGINATION

The imaginative faculty functions in two forms. One is known as “synthetic imagination,” and the other as “creative imagination.”

Synthetic Imagination:

Through this faculty, a person is able to arrange old concepts, ideas, or plans into new combinations. This faculty *creates* nothing. It merely works with the material of experience, education, and observation with which it is fed. It is the faculty used most by the inventor, with the exception of the person who draws upon the creative imagination when he cannot solve his problem through synthetic imagination.

Creative Imagination:

Through the faculty of creative imagination, the finite mind of man has direct communication with Infinite Intelligence. It is the faculty through which “hunches” and “inspirations” are received. It is through this faculty that all basic or new ideas are handed over to man.

It is through this faculty that thought vibrations from the minds of others are received. It is through this faculty that one individual is able to “tune in,” or communicate with the subconscious minds of other men.

The creative imagination works automatically, in the manner described in the following pages. This faculty functions *only* when the conscious mind is vibrating at an exceedingly rapid rate, for example, when the conscious mind is stimulated through the emotion of a *strong desire*.

The creative faculty becomes more alert, more receptive to vibrations from the sources mentioned, in proportion to its development through *use*. This statement is significant! Think about it before moving on.

Keep in mind as you follow these principles that the entire story of how a person can convert *desire* into money cannot be told in one statement. The story will be complete, only when one has *mastered, assimilated, and begun to make use* of all the principles.

The great leaders of business, technology, industry, finance, and the great artists, musicians, poets, and writers became great because they developed the faculty of creative imagination.

Both the synthetic and creative faculties of imagination become more alert with

use, just as any muscle or organ of the body develops through use.

Desire is only a thought, an impulse. It is unclear and short-lived. It is abstract, and of no value, until it has been transformed into its physical counterpart. While the synthetic imagination is the one that is used most frequently in the process of transforming the impulse of *desire* into money, you must keep in mind the fact that you may face circumstances and situations which demand the use of the creative imagination as well.

Your imaginative faculty may have become weak through inactivity. It can be revived and made alert again through *use*. This faculty does not die even though it may become dormant due to a lack of use.

Center your attention, for the time being, on the development of the synthetic imagination, because this is the faculty which you will use more often in the process of converting desire into money.

Transformation of the intangible impulse, of *desire*, into the tangible reality, of *money*, calls for the use of a plan, or plans.

These plans must be formed with the help of the imagination, and mainly, with the synthetic faculty.

Read the entire book through, then come back to this chapter, and begin right away to put your imagination to work on building a plan, or plans, for the transformation of your *desire* into money. Detailed instructions for the building of plans have been given in almost every chapter. Carry out the instructions which best suit your needs; reduce your plan to writing, if you have not already done so. The moment you complete this, you will have *definitely* given concrete form to the intangible *desire*. Read the preceding sentence once more. Read it aloud, very slowly, and as you do, remember that the moment you reduce the statement of your desire, and a plan for its realization, to writing, you have actually *taken the first* of a series of steps, which will enable you to convert the thought into its physical counterpart.

The earth on which you live--you, and every other material thing--are the result of evolutionary change, through which microscopic bits of matter have been organized and arranged in an orderly fashion.

Moreover—and this statement is of the absolute, utmost importance—this earth, every one of the billions of individual cells of your body, and every atom of matter, *began as an intangible form of energy*.

Desire is thought impulse! Thought impulses are forms of energy. When you begin with the thought impulse, *desire*, to accumulate money, you are drafting into your service the same “stuff” that Nature used in creating this earth, and every material form in the universe, including the body and brain the thought impulses function in.

As far as science has been able to determine, the entire universe consists of but two elements--matter and energy.

Everything perceivable by man has been created through the combination of energy and matter, from the largest star floating in the heavens, down to and including man, himself.

What you are engaged in right now is the task of trying to profit by Nature's method. You are (sincerely and earnestly, we hope), trying to adapt yourself to Nature's laws, by endeavoring to convert *desire* into its physical or monetary equivalent. *You can do it! It has been done before!*

You can build a fortune with the help of immutable laws. But first, you must familiarize yourself with these laws, and learn to *use* them. Through repetition, and by approaching the description of these principles from every conceivable angle, the author hopes to reveal to you the secret through which every great fortune has been accumulated. Strange and paradoxical as it may seem, the "secret" is *not a secret*. Nature herself, advertises it in the earth we live on, the stars, the planets suspended within our view, in the elements above and around us, in every blade of grass, and every form of life within our vision.

Nature advertises this "secret" in the terms of biology, in the conversion of a tiny cell, so small that it may be lost on the point of a pin, into the *human being* now reading this line. The conversion of desire into its physical equivalent is, certainly, no more miraculous than that!

Don't be discouraged if you do not fully comprehend all that has been stated thus far. Unless you have long been a student psychology and the inner, scientific workings of the human mind, it is not expected that you will be able to assimilate everything in this chapter at your first reading.

But you will, in time, make good progress.

The principles which follow will open the way for the understanding of imagination. Assimilate the pieces you understand, as you read this philosophy for the first time, then, when you reread and study it, you will discover that something has happened to clarify it, and give you a broader understanding of the whole. Above all, *do not stop*, nor hesitate in your study of these principles until you have read the book at least *three* times, because then you will not want to stop.

HOW TO MAKE PRACTICAL USE OF IMAGINATION

Ideas are the very beginning points of all fortunes. Ideas are products of the imagination. Let's examine a few well known ideas which have yielded huge fortunes, with the hope that these illustrations will convey definite information concerning the method by which imagination can be used in accumulating wealth.

THE ENCHANTED KETTLE

Many years ago, an old country doctor drove to town, hitched his horse, quietly slipped into a drug store by the back door, and began “dickering” with the young drug clerk.

His mission was destined to yield great wealth to many people. It was destined to bring to the American South the most far-flung benefit since the Civil War.

For more than an hour, behind the prescription counter, the old doctor and the clerk talked in low tones. Then the doctor left. He went out to the buggy and brought back a large, old fashioned kettle, a big wooden paddle (used for stirring the contents of the kettle), and deposited them in the back of the store.

The clerk inspected the kettle, reached into his inside pocket, took out a roll of bills, and handed it over to the doctor. The roll contained exactly \$500.00--the clerk’s entire savings!

The doctor handed over a small slip of paper; written on it was a secret formula. The words on that small slip of paper were worth a King’s ransom! *But not to the doctor!* Those magic words were needed to start the kettle to boiling, but neither the doctor nor the young clerk knew what fabulous fortunes were destined to flow from that kettle.

The old doctor was glad to sell the outfit for five hundred dollars. The money would pay off his debts, and give him freedom of mind. The clerk was taking a big chance by staking his entire life’s savings on a mere scrap of paper and an old kettle! He never dreamed his investment would start a kettle to overflowing with gold that would surpass the miraculous performance of Aladdin’s lamp.

What the clerk *really purchased* was an *idea!* The old kettle and the wooden paddle, and the secret message on a slip of paper, were incidental. The strange performance of that kettle began to take place after the new owner mixed with the secret instructions an ingredient the doctor knew nothing about.

Read this story carefully. Give your imagination a test! See if you can discover what it was that the young man added to the secret message, which caused the kettle to overflow with gold. Remember, as you read, that this is not a story from Arabian Nights. Here you have a story of facts, stranger than fiction, facts which began in the form of an *idea*.

Let us take a look at the vast fortunes of gold this idea has produced. It has paid, and still pays huge fortunes to men and women all over the world, who distribute the contents of the kettle to millions of people.

The Old Kettle became one of the world’s largest consumers of sugar, thus providing jobs of a permanent nature to thousands of men and women engaged in growing sugar cane, and in refining and marketing sugar.

The Old Kettle consumes, annually, millions of bottles and cans, providing jobs to huge numbers of container manufacturers.

The Old Kettle gives employment to an army of clerks, stenographers, copy writers, and advertising experts throughout the nation. It has brought fame and fortune to scores of artists who have created magnificent pictures describing the product.

The Old Kettle has converted a small Southern city into the business capital of the South, where it came to benefit, directly or indirectly, every business and practically every resident of the city.

The influence of this idea now benefits every civilized country in the world, pouring out a continuous stream of gold to all who touch it.

Gold from the kettle built and maintains one of the most prominent colleges of the South, where thousands of young people receive the training essential for success.

The Old Kettle has done other marvelous things. All through the Great Depression, when factories, banks and business houses were folding up and quitting by the thousands, the owner of this Enchanted Kettle went marching on, *giving continuous employment* to an army of men and women all over the world, and paying out extra portions of gold to those who, long ago, *had faith in the idea*.

If the product of that old brass kettle could talk, it would tell thrilling tales of romance in every language. Romances of love, romances of business and romances of professional men and women who are daily being stimulated by it.

The author is sure of at least one such romance, for he was a part of it, and it all began not far from the very spot on which the drug clerk purchased the old kettle. It was here that the author met his wife, and it was she who first told him of the Enchanted Kettle.

It was the product of that Kettle they were drinking when he asked her to take him "for better or worse".

Now that you know the content of the Enchanted Kettle is a world famous drink, it is fitting that the author confess that the home city of the drink supplied him with a wife, also that the drink itself provides him with *stimulation of thought without intoxication*, and thereby it serves to give the refreshment of mind which an author must have to do his best work.

Whoever you are, wherever you live, whatever occupation you may be engaged in, just remember in the future, every time you see the words "Coca-Cola," that its vast empire of wealth and influence grew out of a single *idea*, and that the mysterious ingredient the drug clerk—Asa Candler—mixed with the secret formula was. . . *imagination!*

Stop and think about that for a moment.

Remember, also, that the thirteen steps to riches described in this book, were the media through which the influence of Coca-Cola has been extended to every city, town, village, and cross-roads of the world, and that *any idea* you may create, as successful and meritorious as Coca-Cola, has the possibility of duplicating the stupendous record of this world-wide thirst-killer.

Truly, thoughts are things, and their scope of operation is the world, itself.

WHAT I WOULD DO IF I HAD A MILLION DOLLARS?

This story proves the truth of that old saying; “where there’s a will, there’s a way.” It was told to the author me by the beloved educator and clergyman, the late Frank W. Gunsaulus, who began his preaching career in the stockyards region of South Chicago.

While Dr. Gunsaulus was going through college, he observed many defects in the American educational system, defects which he believed he could correct if he were the head of a college. His *deepest desire* was to become the head of an educational institution where young men and women would be taught to “learn by doing.”

He made up his mind to organize a new college where he could carry out his ideas without being handicapped by orthodox methods of education.

He needed a million dollars to put the project across! Where was he to lay his hands on so large a sum of money? That was the question that absorbed most of this ambitious young preacher’s thought.

But he couldn’t seem to make any progress.

Every night he took that thought to bed with him. He got up with it in the morning. He took it with him everywhere he went. He turned it over and over in his mind until it became a consuming *obsession* with him. A million dollars is a lot of money. Even more so in his time. He recognized that fact, but he also recognized the truth that *the only limitation is that which one sets up in one’s own mind*.

Being a philosopher as well as a preacher, Dr. Gunsaulus recognized, as do all who succeed in life, that *definiteness of purpose* is the starting point from which a person must begin. He recognized, too, that definiteness of purpose takes on animation, life, and power when backed by a *burning desire* to translate that purpose into its material equivalent.

He knew all these great truths, yet he did not know where, or how, to lay his hands on a million dollars. The natural reaction would have been to give up and quit, by saying, “Ah well, my idea is a good one, but I cannot do anything with it, because I never can procure the necessary million dollars.” That is exactly what

the majority of people would have said, but it is not what Dr. Gunsaulus said. What he said, and what he did, are so important that rather than paraphrase the Doctor, the author chose instead to quote him here...

“One Saturday afternoon I sat in my room thinking of ways and means of raising the money to carry out my plans. For nearly two years, I had been thinking, but I *had done nothing but think!*”

“The time had come for *action!*”

“I made up my mind, then and there, that I would get the necessary million dollars within a week. How? I was not concerned about that. The main thing of importance was the *decision* to get the money within a specified time, and I want to tell you that the moment I reached a definite decision to get the money within a specified time, a strange feeling of assurance came over me, such as I had never before experienced. Something inside me seemed to say, ‘Why didn’t you reach that decision a long time ago? The money was waiting for you all the time!’”

“Things began to happen in a hurry. I called the newspapers and announced I would preach a sermon the following morning, entitled, ‘What I would do if I had a Million Dollars.’”

“I went to work on the sermon immediately, but I must tell you, frankly, the task was not difficult, because I had been preparing that sermon for almost two years. The spirit back of it was a part of me!”

“Long before midnight I had finished writing the sermon. I went to bed and slept with a feeling of confidence, for *I could see myself already in possession of the million dollars.*”

“Next morning I arose early, went into the bathroom, read the sermon, then knelt on my knees and asked that my sermon might come to the attention of someone who would supply the needed money.”

“While I was praying I again had that feeling of assurance that the money would be forthcoming. In my excitement, I walked out without my sermon, and did not discover the oversight until I was in my pulpit and about ready to begin delivering it.”

“It was too late to go back for my notes, and what a blessing that I couldn’t go back! Instead, my own subconscious mind yielded the material I needed. When I arose to begin my sermon, I closed my eyes, and spoke with all my heart and soul of my dreams. I not only talked to my audience, but I fancy I talked also to God. I told what I would do with a million dollars if that amount were placed in my hands. I described the plan I had in mind for organizing a great educational institution, where young people would learn to do practical things, and at the same time develop their minds.”

“When I had finished and sat down, a man slowly arose from his seat, about three rows from the rear, and made his way toward the pulpit. I wondered what he was going to do. He came into the pulpit, extended his hand, and said, ‘Reverend, I

liked your sermon. I believe you can do everything you said you would, if you had a million dollars. To prove that I believe in you and your sermon, if you will come to my office tomorrow morning, I will give you the million dollars. My name is Phillip D. Armour.”

Young Gunsaulus went to Mr. Armour’s office and the million dollars was presented to him. With the money, he founded the Armour Institute of Technology.

That is more money than the majority of preachers ever see in an entire lifetime, yet the thought impulse behind the money was created in the young preacher’s mind in a fraction of a minute. The necessary million dollars came as a result of an idea. Backing the idea was a *desire* which young Gunsaulus had been nursing in his mind for almost two years.

Observe this important fact...*he got the money within thirty-six hours after he reached a definite decision in his own mind to get it, and decided on a definite plan for getting it!*

There was nothing new or unique about young Gunsaulus’ vague thinking about a million dollars, and weakly hoping for it. Others before him, and many since his time, have had similar thoughts. But there was something very unique and different about the decision he reached on that memorable Saturday, when he put vagueness into the background, and said definitely, “I *will* get that money within a week!”

God seems to throw Himself on the side of the man who knows *exactly* what he wants, *if he is determined to get just that!*

Most importantly, the principle through which Dr. Gunsaulus got his million dollars is still alive! It is available to you! This universal law is as workable today as it was when the young preacher made use of it so successfully. This book describes, step by step, the thirteen elements of this great law, and suggests how they may be put to use.

Observe that Asa Candler and Dr. Frank Gunsaulus had one characteristic in common. Both knew the astounding truth that *ideas can be transmuted into cash through the power of definite purpose plus definite plans.*

If you are one of those who believe that hard work and honesty alone will bring riches, banish the thought! It is not true!

Wealth, when it comes in huge quantities, is never the result of *hard* work! Wealth comes, if at all, in response to definite demands, based on the application of definite principles, and not by chance or luck. Generally speaking, an idea is an impulse of thought that impels action, by an appeal to the imagination. All master salesmen know that ideas can be sold where merchandise cannot. Ordinary salesmen do not know this—that is why they are “ordinary.”

A publisher of books, which sold for a nickel, made a discovery that should be worth a lot of money to publishers in general. He learned that many people buy

titles, and not contents of books. By merely changing the name of one book that was not moving, his sales on that book jumped upward more than a million copies. The inside of the book was not changed in any way. He merely ripped off the cover bearing the title that did not sell, and put on a new cover with a title that had “box-office” value.

That, as simple as it may seem, was an *idea!* It was *imagination*.

There is no standard price on ideas. The creator of ideas makes his own price, and, if he is smart, gets it.

The movie industry created a whole flock of millionaires and billionaires. Most of them were men who couldn’t create ideas—*but*—they had the imagination to recognize ideas when they saw them.

The next flock of millionaires grew out of the radio business. The money that was made there was made by those who discovered or created new and better radio programs; people who had the imagination to recognize merit, and to give the radio listeners a chance to profit by it.

Throughout the age of radio entertainment singers and baseless talk show hosts have come and gone, to be replaced by newer, fresher, and better artists. The stations that have managed to stay alive and well today are those who have produced the best radio programming and entertainment; those who have been able, despite ballooning competition from a myriad of new technologies and entertainments, to continue to supply the population with the entertainment they want and demand.

But in large part the radio industry has stagnated where it has been for decades; no truly unique programming ideas are being produced. However, now that the competition is stiff, the producers that prove their staying power will have to come up with something completely new and fresh. Above all, the thing that radio needs is new *ideas!*

If this new field of opportunity intrigues you, perhaps you might profit by the suggestion that the successful radio programs of the future will give more attention to creating “buyer” audiences, and less attention to “listener” audiences. Stated more plainly, the builder of radio programs who succeeds in the future must find practical ways to convert “listeners” into “buyers.” Moreover, the successful producer of radio programs in the future must fine-tune his features so that he can definitely show its effect on the audience.

The radio industry is not dying, but it is changing. With competition from satellite radio and entertainment resources that have been able to do away with commercial interruptions, the radio industry as it is known today will certainly have to find some completely new ways of staying afloat and turning a profit. This opens up a lot of room for opportunity amongst forward-thinkers.

An interesting point about the radio industry is that it is reliant on not only writing talent, but unique writing talent at that. Any excellent writers are no good in writing for the radio because they have been taught to *see* ideas. But radio,

without the advantage of visuals, demands writers who can interpret ideas from a *written* manuscript in terms of *sound*.

There is plenty of room in radio for those who can *produce or recognize ideas* that can breathe new, competitive life into the traditional radio media.

If the foregoing comment on the opportunities of radio has not ignited your idea factory, you should just move on. Your opportunity is in some other field. If the comment intrigued you in the slightest degree, then go further into it, and you may find the one *idea* you need to round out your career.

Never let it discourage you if you have no experience in radio. Andrew Carnegie knew very little about making steel--that from Carnegie's own word--but he made practical use of two of the principles described in this book, and made the steel business yield him a fortune.

The story of practically every great fortune starts with the day when a creator of ideas and a seller of ideas got together and worked in harmony. Carnegie surrounded himself with men who could do all that he could not do. Men who created ideas and men who put ideas into operation, and made himself and others fabulously rich.

Millions of people go through life hoping for favorable "breaks." Maybe a favorable break can give a person an opportunity, but the safest plan is not to depend on luck. It was a favorable "break" that gave author Napoleon Hill the biggest opportunity of his life—but--twenty-five years of *determined effort* had to be devoted to that opportunity before it became an asset.

The "break" consisted of Hill's good fortune in meeting and gaining the cooperation of Andrew Carnegie. On that occasion Carnegie planted in his mind the *idea* of organizing the principles of achievement into a philosophy of success. Thousands of people have profited by the discoveries made in the twenty-five years of research, and several fortunes have been accumulated through the application of the philosophy. Hill's work was even one of the pioneering works which spawned a whole new genre of literature—empowerment literature. Hill, and others like Wallace Wattles, have become classical motivational writers still (obviously) referenced today as nurturing the ideal of the state of mind as the starting point toward wealth creation. The beginning was simple. It was an *idea* which anyone might have developed.

Hill's favorable break came through Carnegie, but what about the *determination, definiteness of purpose, and the desire to attain the goal...the persistent effort of twenty-five years?* It was no ordinary *desire* that survived disappointment, discouragement, temporary defeat, criticism, and the constant reminding of his "waste of time." It was a *burning desire! An Obsession!*

When the idea was first planted in Hill's mind by Mr. Carnegie, it was coaxed, nursed, and enticed to *remain alive*. Gradually, the idea became a giant under its own power, and it coaxed, nursed, and drove the author. Ideas are like that. First you give life and action and guidance to ideas, and then they take on a power of their own and sweep aside all opposition.

Ideas are intangible forces, but they have more power than the physical brains that give birth to them. They have the power to live on, after the brain that creates them has returned to dust. For example, take the power of Christianity. That began with a simple idea, born in the brain of a man they called Christ. Its chief tenet was, "do unto others as you would have others do unto you." Christ has gone back to the source from whence He came, but His *idea* lives on. Some day, it may grow up, and come into its own, and then it will have fulfilled Christ's deepest *desire*. The *idea* has been developing only two thousand years. Give it time!

Success requires no explanations. Failure permits no alibis.

7

ORGANIZED PLANNING - THE CRYSTALLIZATION OF DESIRE INTO ACTION

The Sixth Step toward Riches



You've learned that everything man creates or acquires begins in the form of *desire*; that desire is taken, on the first lap of its journey, from the abstract to the concrete, into the workshop of the *imagination*, where *plans* for its transition are created and organized.

In Chapter two, you were instructed to take six definite, practical steps, as your first move in translating the desire for money into its monetary equivalent. One of these steps is the formation of a *definite*, practical plan, or plans, through which this transformation may be made.

The instructions you are given now will teach you how to build plans which will be practical:

- a) Ally yourself with a group of as many people as you need for the creation and carrying out of your plan, or plans, for the accumulation of money—making use of the “Master Mind” principle described in a later chapter. (Compliance with this instruction is *absolutely essential*. Do not neglect it.)

- b) Before forming your “Master Mind” alliance, decide what advantages and benefits, *you* may offer the individual members of your group, in return for their cooperation. No one will work indefinitely without some form of compensation. No intelligent person will either request or expect another to work without adequate compensation, although this may not always be in the form of money.
- c) Arrange to meet with the members of your “Master Mind” group at least twice a week, and more often if possible, until you have jointly perfected the necessary plan, or plans for the accumulation of wealth.
- d) Maintain *perfect harmony* between yourself and every member of your “Master Mind” group. If you fail to carry out this instruction to the letter, you can expect to meet with failure. The “Master Mind” principle *cannot* obtain where *perfect harmony* does not prevail.

Keep these facts in mind:

- First. You are engaged in an undertaking of major importance to you. To be sure of success, you must have plans which are faultless.
- Second. You must have the advantage of the experience, education, native ability and imagination of other minds. This is in harmony with the methods followed by every person who has accumulated a great fortune.

No individual has sufficient experience, education, native ability, and knowledge to insure the accumulation of great wealth, without the cooperation of other people. Every plan you adopt, in your endeavor to accumulate wealth, should be the joint creation of yourself and every other member of your “Master Mind” group. You may originate your own plans, either in whole or in part, but *see that those plans are checked and approved by the members of your "Master Mind" alliance.*

If the first plan which you adopt does not work successfully, replace it with a new plan; if this new plan fails to work, replace it in turn with still another, and so on, until you find a plan which *does work*. This is the point at which the majority of men meet with failure, because of their lack of *persistence* in creating new plans to take the place of those which fail.

The most intelligent man living cannot succeed in wealth creation--or in any other undertaking--without plans which are practical and workable. Just keep this fact in mind, and remember when your plans fail that temporary defeat is not permanent failure. It may only mean that your plans have not been sound. Build other plans. Start all over again.

Thomas Edison “failed” ten thousand times before he perfected the incandescent electric light bulb. That is—he met with *temporary defeat* ten thousand times before his efforts were crowned with success.

Temporary defeat should mean only one thing--the certain knowledge that there is something wrong with your plan. Millions of men go through life in misery and poverty because they lack a sound plan through which they can build a fortune.

Henry Ford built a fortune, not because of his superior mind, but because he adopted and followed a *plan* which proved to be sound. A thousand men could be pointed out, each with a better education than Ford's, yet each of whom lives in poverty, because each does not possess the *right* plan for wealth creation.

Your achievement can be no greater than your *plans* are sound. That may seem to be an axiomatic statement, but it is true. Samuel Insull lost his fortune of over one hundred million dollars. The Insull fortune was built on plans which were sound. The Great Depression forced Mr. Insull to *change his plans*; and the *change* brought "temporary defeat," because his new plans were *not sound*. But because by then Mr. Insull was an old man, he, presumably, accepted "failure" instead of "temporary defeat,"; his experience might be considered by many to have turned out ultimately to be *failure*, but only for the reason that at that point in his life he lacked the fire of *persistence* to rebuild his plans.

No man is ever whipped, until he *quits--in his own mind*.

This fact will be repeated many times, because it is so easy to "take the count" at the first sign of defeat.

James J. Hill met with temporary defeat when he first endeavored to raise the necessary capital to build a railroad from the East to the West, but he, too turned defeat into victory *through new plans*.

Henry Ford met with temporary defeat, not only at the beginning of his automobile career, but after he had gone far toward the top. He created new plans, and went marching on to financial victory.

We see men who have accumulated great fortunes, but we often recognize only their triumph, overlooking the temporary defeats which they had to surmount before "arriving."

No follower of this philosophy can reasonably expect to accumulate a fortune without experiencing "temporary defeat." When defeat comes, accept it as a signal that your plans are not sound, rebuild those plans, and set off once more toward your coveted goal. If you give up before your goal has been reached, you are a "quitter."

A quitter never wins-and-a winner never quits.

Write this adage on a piece of paper in letters an inch tall, then put it where you will see it every night before you go to sleep, and every morning before you go to work.

When you begin to select members for your "Master Mind" group, set out to choose people who do not take defeat seriously.

Some people foolishly believe that only *money* can make money. This is not true! *Desire*, transmuted into its monetary equivalent, through the principles laid down here, is the agent through which money is “made.” Money itself is nothing but inert matter. It cannot move, think, or talk, but it can “hear” when a man who *desires* it, calls it to come!

PLANNING THE SALE OF SERVICES

The remainder of this chapter has been given over to a description of ways and means of marketing personal services. The information here conveyed will be of practical help to any person having any form of personal services to market, but it will be of priceless benefit to those who aspire to positions of leadership in their chosen occupations.

Intelligent planning is essential for success in any undertaking designed to accumulate wealth. Here you will find detailed for anyone who begins their wealth creation by selling personal services.

It should be encouraging to know that practically all the great fortunes began in the form of compensation for personal services, or from the sale of *ideas*. What else, except ideas and personal services, would someone who does not own property have to give in return for riches?

Broadly speaking, there are two types of people in the world. There are *leaders* and there are *followers*.

Decide at the outset whether you intend to become a leader in your chosen profession or remain a follower. The difference in compensation is vast. The follower cannot reasonably expect the compensation a leader is entitled to, although many followers make the mistake of expecting such pay.

It is no disgrace to be a follower. On the other hand, it is no credit to remain a follower, either. Most great leaders began in the capacity of followers. They became great leaders because they were *intelligent followers*. With few exceptions, the man who cannot follow a leader intelligently cannot become an efficient leader. The man who can follow a leader most efficiently is usually the man who develops into leadership most quickly. An intelligent follower has many advantages, among them the *opportunity to acquire knowledge from his leader*.

THE MAJOR ATTRIBUTES OF LEADERSHIP

The following are important factors of leadership:

1. ***Unwavering courage*** based on knowledge of self, and of your occupation. No follower wishes to be dominated by a leader who lacks self-confidence and courage. No intelligent follower will be dominated by such a leader for very long.

2. ***Self-Control***. The person who cannot control him- or herself can never control

others. Self-control sets a high example for a leader's followers, which the more intelligent will emulate.

3. **A keen sense of justice.** Without a sense of fairness and justice, no leader can command and retain the respect of his followers.

4. **Definiteness of Decision.** The person who wavers in his or her decisions shows that he or she is not sure of him- or herself. He/she cannot lead others successfully.

5. **Definiteness of plans.** The successful leader must plan his (her) work, and *work his plan*. A leader who moves by guesswork, without practical, definite plans, is like a ship without a rudder. Sooner or later he will land on the rocks.

6. **The habit of doing more than paid for.** One of the penalties of leadership is having to do more than what is required of followers under the position of leadership.

7. **A pleasing personality.** A slovenly, careless person cannot become a successful leader. Leadership calls for respect. Followers will not respect a leader who does not grade high on all of the factors of a Pleasing Personality.

8. **Sympathy and understanding.** The successful leader must be able to sympathize with his or her followers. He or she must understand them and their problems.

9. **Mastering details.** Successful leadership calls for mastery of details of the leader's position.

10. **Willingness to assume full responsibility.** The successful leader must be willing to assume responsibility for the mistakes and the shortcomings of followers. If a leader tries to shift this responsibility, he or she will not remain the leader. If a follower makes a mistake, and shows him- or herself incompetent, the leader must consider that it is *he (or she) who* failed.

11. **Cooperation.** The successful leader must understand, and *apply* the principle of cooperative effort and be able to induce his followers to do the same. Leadership calls for *power*, and power calls for *cooperation*.

Leadership comes in two forms. The first, and by far the most effective, is *leadership by consent*; consent of, and with the sympathy of, the followers. The second is *leadership by force* without the consent and sympathy of the followers.

History is filled with evidence that Leadership by Force cannot endure. The downfall and disappearance of Dictators is significant. It means that people will not follow forced leadership indefinitely.

In the last century, the world entered a new era of relationship between leaders and followers; an era which has very clearly been calling for new leaders, and a new brand of leadership in business and industry. Gradually, the old school style of leadership-by-force in government is being replaced; great strides have been made in countries like Russia and Germany in the late part of the twentieth century and efforts continue to progress in other parts of the world. The business world has followed suit as well, adopting a more humanitarian, compassionate, and cooperative form of leadership. Leaders who have not grown with the changes have been, and will continue to be relegated to the rank and file of the followers. There is no other place for them.

The relationship of employer and employee or of leader and follower is evolving more into one of mutual cooperation, based upon an equitable division of the profits of business. The new the relationship of employer and employee is more like a partnership than it has been in the past.

Many world leaders of the past were examples of leadership by force. Their leadership passed. Without much difficulty, one might point to the prototypes of these ex-leaders, among the business, financial, and labor leaders of the world who have been dethroned. *Leadership-by-consent* of the followers is the only brand which can endure!

People may follow forced leadership temporarily, but they will not do so willingly.

The new leadership of today embraces the eleven factors of leadership described in this chapter, as well as some other factors. The person who makes these the basis of his leadership will find abundant opportunity to lead in any walk of life. Leadership by force, in many instances, only survives as long as it does because there is a lack of skilled new leaders; the demand for competent new world leaders is often greatly exceeded by the supply. Sometimes the old type of leaders are able to reform and adapt themselves to the new brand of leadership, but generally speaking, evolving areas of the world are forced to look for new timber for its leadership, or, at the very least, emerging areas (such as developing Third World nations and restructuring countries) are in need of leaders who can teach their leadership how to lead effectively, fairly, and compassionately. *This necessity may be your opportunity!*

THE 10 MAJOR CAUSES OF FAILURE IN LEADERSHIP

We come now to the major faults of leaders who fail, because it is just as essential to know *what not to do* as it is to know *what to do*.

1. ***Inability to organize details.*** Efficient leadership calls for the ability to organize and to master details. No genuine leader is ever “too busy” to do anything required of him in his capacity as leader. When a person, whether a leader or follower, admits that he or she is “too busy” to change plans, or to give attention to any emergency, he or she admits inefficiency. The successful leader must be the master of all details connected with the position. That means, of

course, that he or she must learn to delegate responsibility to those under him or her.

2. ***Unwillingness to render humble service.*** Truly great leaders are willing, when the occasion demands, to perform any sort of labor they would ask another to perform. "The greatest among ye shall be the servant of all" is a truth which all able leaders observe and respect.

3. ***Expectation of pay for what they "know" instead of what they do with what they know.*** The world does not pay people for what they "know." It pays them for what they *do*, or induce others to do.

4. ***Fear of competition from followers.*** The leader who fears that one of his followers may take his or her position is practically sure to realize that fear sooner or later. The able leader trains understudies to whom may be delegated, at will, any of the details of the position. This is the only way a leader can successfully 'multiply' him- or herself and be in many places, giving attention to many things at one time. It is an eternal truth that people receive more pay for their *ability to get others to perform* than they could possibly earn by their own efforts. An efficient leader may, through knowledge of his or her job and the magnetism of his or her personality, greatly increase the efficiency of others, and induce them to work harder and better than they could without his or her leadership.

5. ***Lack of imagination.*** Without imagination, the leader is incapable of meeting emergencies, and of creating plans to guide followers efficiently.

6. ***Selfishness.*** The leader who takes all the credit for the work of his or her followers is sure to be met by resentment. The really great leader *claims none of the credit*. Great leaders are content to see the honors, when there are any, go to his or her followers, because he or she knows that most people will work harder for praise and recognition than they will for money alone.

7. ***Intemperance.*** Followers do not respect a leader who lacks self-control. Moreover, intemperance in any of its various forms destroys the endurance and the vitality of all who indulge in it.

8. ***Disloyalty.*** Perhaps this should have come at the head of the list. The leader who is not loyal to his or her employer, and to his or her associates, both those above and below, cannot maintain leadership for long. Disloyalty marks a person as being low, and brings down on a person's head the contempt he or she deserves. Lack of loyalty is a major cause of failure in every walk of life. The modern workplace is not the shining example of enduring loyalty it used to be, but nevertheless, disloyalty is not a trait that will be tolerated by employers or respected by peers or those under a leader.

9. ***Emphasizing the "authority" of leadership.*** The efficient leader leads by encouragement and example, not by trying to instill fear in the hearts of followers. The leader who tries to impress followers with his or her "authority" falls within the category of leadership through *force*. *Real leaders* have no need to advertise their authority except by his conduct—their sympathy, understanding,

fairness, and demonstrating that they know their job.

10. ***Emphasizing the title.*** Competent leaders do not require a “title” to give them the respect of their followers. People who make too much of their titles generally have little else to emphasize. The doors of real leaders are open to everyone; their working quarters are free from formality or ostentation.

These are among the more common causes of failure in leadership. Any one of these faults is enough spell failure. Study the list carefully if you aspire to leadership, and make sure that you are free of these faults.

SOME FERTILE FIELDS IN WHICH “NEW LEADERSHIP” WILL BE REQUIRED

Before leaving this chapter, your attention is called to a few of the fertile fields in which there has been a decline of leadership, and in which the new skilled leaders can find an abundance of *opportunity*.

- First. The field of politics seems always to have a demand for new leaders with unique ideas. Too many politicians today focus on lawmaking instead of reform, and end up only treading water, piling up new laws and legislation on top the old, rather than remove and reform what is no longer working. Wasted time, money, and ineffective programs are the result.
- Second. The world of investing is ever-changing in this new age as well; people who have the money are looking for new, better, more efficient ways to make their money work for them, and those who wish to create wealth are looking for ways to do the same. Leaders who can work to reform the investment industry and create new opportunities for investment have a tremendous opportunity before them.
- Third. The technology sector is calling for new leaders. The new, technology-driven world calls for new, technology-driven leadership. This brings into the equation a new set of rules and skills, much of which has yet to be written. Those who can show that they are able to embrace, utilize, and lead effectively in partnership with the technologies of today (and tomorrow) will not lack in opportunity. Furthermore, those who can teach others to leads under the new technological system, and those who can lead remote teams across the world will also find a comfortable place to harvest opportunity.
- Fourth. The spiritual leaders of the future will be forced to give more attention to the needs of their followers; they will be called upon to help followers deal with a wide variety of problems, including solutions to their financial stresses and difficulties, and also personal problems in a time when relationships are often easily fleeting. Today's spiritual followers demand assistance with the problems of their present, and less attention to

the dead past, and the yet unborn future. Additionally, spiritual followers today need leaders who can fit our expanding minds and scientifically proven facts into perspective harmony with the teachings of the given doctrine. Note, however, that spiritual leadership is not only restricted to religion; citizens of the world today are looking for leadership of spirit with and without a belief in God or a Supreme being—they are looking for leadership to soothe the soul as well.

- Fifth. As always, the professions of law, medicine, and education enjoy an ever-present need for new, talented leadership; leadership that is well versed in modern life and times and people who can lead to solve the emerging trials of a new era. In education especially, this includes educators who can find ways and means of teaching people *how to apply* the knowledge they receive in school. Leaders who can deal more with *practice* and less with *theory*.
- Sixth. New leaders are also needed in the field of writing and the media. The public is losing faith in the media industry, finding it harder and harder to trust the sources that are in theory supposed to be unbiased. The focus of the media has shifted so far towards sensational reporting and celebrity profiling that many consumers find little information of use in even the best media resources. In addition, the internet and the 'new' web world have added another dimension to this field, a dimension that is only growing and expanding as an online presence continues to become a necessity for all who hope to succeed in the new business world.

These are just a few of the fields in which opportunities for new leaders and a new brand of leadership are now available. The world is undergoing rapid change again. This means that the media through which the changes in human habits are promoted must be adapted to the changes. The media described here are the ones which, more than any others, determine the trend of civilization.

WHEN AND HOW TO APPLY FOR A POSITION

The information described here is the net result of many years of experience during which thousands of men and women were helped to market their services effectively. It can, therefore, be relied on as sound and practical.

MEDIA THROUGH WHICH SERVICES MAY BE MARKETED

Experience has proven that the following media offer the most direct and effective methods of bringing the buyer and seller of personal services together.

1. ***Employment agencies.*** Employment agencies give you a much larger and more visible presence than you alone can manage. Agencies also have insider information and connections a private individual simply will not have. But you have to be careful to trust your future employment or contracts to only reputable agencies. Research any agent by getting references and searching the company

online. A good agent will be able to give you names for reference as well as produce a portfolio of completed projects and satisfied customers.

2. **Advertising.** Sometimes the oldies are the goodies, and traditional classified ads in newspapers, trade journals, magazines, and radio still are a first-hand resource for the job seeker. Likewise, print media are still first-line advertising means for businesses and individuals looking to market their businesses or services to a larger audience; it is worth remembering, too, that not all people have made the switch to online living, so if you never utilize print media for advertising, you could be missing a very large part of your target audience.

3. **Personal resumes and applications** directed to particular firms or individuals most apt to need the services being offered. Letters and resumes should be free of errors and give a brief, impressive account of experience and capabilities; if you are not confident in your abilities to prepare your own resume or portfolio, seek the services of a professional resume writer.

4. **Personal acquaintances.** In today's world you may not even live in the same country as your prospective employer, but where you have the advantage of a personal connection, take the opportunity. Having an already trusted advisor speak for your abilities can catapult you to the top of a very long list of applicants.

5. **Applying in cyber-space.** It can be difficult to tell these days where employers go to find good help. Many will utilize traditional systems such as newspapers, classifieds, and print media, but an ever-growing number are foregoing the cost and tedium of managing print advertising for the faster, more widely appealing convenience of the internet. If you ignore the opportunity to research job listing and post your resume online, you are severely limiting your opportunity.

INFORMATION TO BE SUPPLIED IN A RESUME OR PORTFOLIO

Your resume, application, or portfolio is most likely going to be an employer's first introduction to you, your skills, and services. It is essential to make good use of this opportunity to grab attention and put yourself in the running, but you must do this quickly and efficiently. Employers and human resources personnel are only grazing at this point. They want impressive facts, but they want them quickly and in good presentation. The following includes the most essential information your resume should include:

1. **Education.** List schools and colleges you have attended, with dates of attendance and degrees received. If you have taken additional courses which are applicable to the position, list those as well.

2. **Experience.** If you have had experience in connection with positions similar to the one you seek, describe it fully, listing names and addresses of former employers. Be sure to bring out clearly any *special experience* you may have had

which would well equip you to fill the position.

3. **Skills.** List the skills you possess and in particular those you believe will serve well in your capacity to fulfill the position. Include naturally developed talents (only where applicable), skills gained through education, and most importantly, skills refined through work experience. More than anything else, your skills and abilities will determine what consideration you receive; your skills are what set you apart from every other applicant with a degree, certification, or basic job requirements.

4. **Licenses and certifications.** List any additional credentials you have that are applicable to the position being offered.

5. **References.** Practically every business or employer will want to research your previous employment history and performance record. Offer names and contact information for people who will vouch for your abilities, and either present the following with your resume or note that letters of reference are available upon request (depending on the request of the prospective employer). Attach copies of letters of reference from former teachers and professors, current and former employers, and, if appropriate and applicable, people in prominent positions who will speak for you personally.

6. **Include a targeted objective.** Avoid applying for a position without describing *exactly* what particular position you seek. Never apply for "just a position." That indicates you lack specialized qualifications. Instead, formulate an objective that is tailored to your own goals or the position being offered.

8. **Knowledge of your prospective employer's business.** Before applying for a position, research the company and/or business area in question to familiarize yourself thoroughly with that business, and indicate in your cover letter the knowledge you have acquired in this field. This will be impressive, as it will indicate that you have imagination, and a real interest in the position you seek.

Remember that it is not the lawyer who knows the most law, but the one who best prepares his case, who wins. If your "case" is properly prepared and presented, your victory will have been more than half won at the outset.

You should take care not to make your cover letter and resume too long. Employers are busy people who receive many applications for both advertised and unadvertised positions. Your first contact should be a concise, well-prepared, professional representation of yourself, your intelligence, and your abilities, but it should also be something of a 'best you at-a-glance'. If you prepare your resume well you will get your 'foot in the door' for an interview where you will have the opportunity to expand upon your abilities and qualifications.

The importance of resending a clean, well-organized, professional resume cannot be stressed enough. A well prepared document will show that you are a painstaking person with a sense of pride. With the huge number of resumes a single employer might see, there is no room for error. Take the time to refine and tweak your resume and especially your cover letter every time you submit it. Change names and direct your application to the individual employer or company

each time it is presented. Edit your cover letter to include specific reference to the company or position you are seeking. This personal touch shows that you are really interested in the business you are submitting your resume to and that you have a real interest in their position, not merely in landing a job anywhere.

Successful salespeople take care with their appearance care. They understand that first impressions are lasting. Your resume is your salesman. Give it a good suit of clothes, so it will stand out in bold contrast to anything your prospective employer ever saw in the way of an application for a position. If the position you seek is worth having, it is worth going after with care. Moreover, if you sell yourself to an employer in a manner that impresses him with your individuality, you probably will receive more money for your services from the very start than you would if you applied for employment with only the basic necessities.

HOW TO GET THE EXACT POSITION YOU DESIRE

Everyone enjoys doing the kind of work they are best suited for. An artist loves to work with paints, a craftsman with his hands, a writer loves to write. Those with less definite talents have their preferences for certain fields of business, industry, and technology. If America does anything well, it offers a full range of occupations, tilling the soil, manufacturing, marketing, computing, technology developing, and the professions.

- First. Decide *exactly* what kind of a job you want. If the job doesn't already exist, maybe you can create it.
- Second. *Choose* the company or individual for whom you wish to work.
- Third. Study your prospective employer, their policies, personnel, and chances for *advancement*.
- Fourth. Through self analysis, analyzing your talents and capabilities, figure out *what you can offer*, and plan ways and means of giving advantages, services, developments...ideas that *you believe* you can successfully deliver.
- Fifth. Forget about "a job." Forget whether or not there is an opening. Forget the usual routine of "have you got a job for me?" Concentrate on *what you can give*.
- Sixth. Once you have your plan in mind, arrange with an experienced writer to put it on paper in the form of a professional, concise resume and cover letter, or portfolio if your profession demands it.
- Seventh. Submit your package to the *proper person with authority* and he or she will do the rest. Every company is looking for men and women who can give something of value, whether it be ideas, services, or "connections." Every company has room for the person who has a definite plan of action which is to the advantage of that company.

This process may take a few days or weeks of extra time, but the difference in income, in advancement, and in gaining recognition will save years of hard work at small pay. It has many advantages, the main one being that it will often save anywhere from one to five years of time in reaching a chosen goal.

Every person who starts, or “gets in” half way up the ladder, does so by deliberate and careful planning, (excepting, of course, the Boss’ son).

THE NEW WAY OF MARKETING SERVICES “JOBS” ARE NOW “PARTNERSHIPS”

Men and women who market their services to best advantage in the now and in the future, must recognize the tremendous change which has taken place in connection with the relationship between employer and employee.

Workplaces now largely recognize that the “Golden Rule,” and not the “Rule of Gold” is the dominating factor in the marketing of merchandise and services. The future relationship between employers and their employees will be more in the nature of a partnership consisting of:

- a. The employer
- b. The employee
- c. The public they serve

This new way of marketing personal services is called new for many reasons; first, both the employer and the employee of the future and in today's progressive companies are or will be considered as fellow-employees, a team, whose business it is to *efficiently serve the public*. In past times, employers and employees have bartered among themselves, driving the best bargains they could with one another, not considering that in the end they were, in reality, *bargaining at the expense of the third party—the public they served*.

Organized labor demonstrations served as a mighty protest from an injured public, whose rights had been trampled on in every direction by those who were clamoring for individual advantages and profits. With business, marketplace, and workplace reform, both employers and employees have come to recognize that they are *no longer privileged to drive bargains as the expense of those they serve*. The real employer of the future is the public because when today's public is not effectively served, they let every company and employee know about it; the public demands value and excellent service for their money, and they know, as do all companies and workers out there, that there is an abundance of resources poised to take the place of any who fail. This should be kept foremost in the mind of every person seeking to market personal services effectively.

Interestingly, the tide has turned in all businesses, even those who, before the original version of this book was published, placed themselves in untouchable positions of power and believed they had no need to cater to the lowly public. The bankers of yesteryear are a prime example. Bankers were known to be a snobby, impolite lot, but with the competition they now have from each other, as

well as investment firms, credit cards, and mortgage companies, rudeness is not a trait the modern banker can afford. Loans today are easier to obtain than ever before, and bank officials understand that they, too, have to welcome the 'little man' if they hope to survive.

The thousands of bank failures during the depression had the effect of removing the mahogany doors behind which bankers formerly barricaded themselves. They now sit at desks in the open, where they may be seen and approached at will by any depositor, or by anyone who wishes to see them, and the whole atmosphere of the bank is one of courtesy and understanding.

It used to be commonplace for customers to have to stand and wait at the corner grocery until the clerks were through passing the time of day with friends, and the proprietor had finished tallying up his bank deposit before being waited upon. Chain stores, managed by *courteous people* who see to every aspect of customer service *pushed the old-time merchants into the background*.

Some might argue, understandably, that the time of excellence and customer service is gone again, however, they are staging a comeback. Businesses simply cannot afford not to. "Courtesy", "Efficiency", "Convenience" and "Service" are the watch-words of business again today, and in large part because the internet has pooled so many resources at the touch of a button that no business would dare try to compete without excelling in what they do. There would be no point. Again, all of this comes because today's business is *employed by the public they serve*, not the other way around.

During the Depression, Hill spent several months in the anthracite coal region of Pennsylvania, studying conditions which all but destroyed the coal industry. Among several very significant discoveries was the fact that greed on the part of operators and their employees was the chief cause of the loss of business for the operators, and loss of jobs for the miners.

Through the pressure of a group of overzealous labor leaders, representing the employees, and the greed for profits on the part of the operators, the anthracite business suddenly dwindled. The coal operators and their employees drove sharp bargains with one another, adding the cost of the "bargaining" to the price of the coal, until, finally, they discovered they had *built up a wonderful business for the manufacturers of oil burning heating units and the producers of crude oil*.

"The wages of sin is death!" Many have read this in the Bible, but few have discovered its meaning. During the Depression years all men were forced to listen to a sermon which might as well have been called "*Whatsoever a man soweth, that shall he also reap*." And today, that history is there for all of us to learn from as we go about building our business and fortunes.

Nothing as widespread and effective as the Depression could possibly be "just a coincidence." Behind the Depression was a *cause*. Nothing ever happens without a *cause*. For the main part of it, the cause of the Depression can be trace directly to the worldwide habit of trying to *reap* without *sowing*.

This is not to say that the Depression represents a crop which the world is being *forced* to reap that the world did not *sow*. The trouble was that the world *sowed the wrong sort of seed*. Any farmer knows he cannot sow thistle seed and reap a harvest of grain. Beginning at the outbreak of the First World War, the people of the world began to sow the seed of inadequate service in both quality and quantity. Nearly everyone was busy with the pastime of trying to *get without giving*.

The point of taking such pains to illustrate these facts is to learn from the past and bring it to the attention of those who people have personal services to market, to show that we are where we are, and what we are, because of *our own conduct!* If there is a principle of cause and effect that controls business, finance, and transportation, this same principle controls individuals and determines their economic status.

WHAT IS YOUR “QQS” RATING?

The way to market services *effectively* and permanently, has been clearly described. Unless those causes are studied, analyzed, understood and *applied*, no man can market his services effectively and permanently. Every person must be his own salesman of personal services. The *quality* and *quantity* of service rendered, and the *spirit* in which it is rendered, determine to a large extent the price and the duration of employment. To market personal services effectively, (which means a permanent market, at a reasonable price, under good conditions), one must adopt and follow the “QQS” formula which means that *quality* plus *quantity* plus the right *spirit* of cooperation, equals perfect salesmanship of service. Remember the “QQS” formula, but do more—*apply it as habitually!*

Let's analyze the formula to make sure we understand exactly what it means.

1. **Quality** of service means the performing of every detail connected with your position in the most efficient manner possible with the object of greater efficiency always in mind.
2. **Quantity** of service is understood to mean the *habit* of rendering all the service you are capable of rendering, at all times, with the purpose of increasing the amount of service rendered as greater skill is developed through practice and experience. Emphasis is again placed on the word *habit*.
3. **Spirit** of service means the *habit* of agreeable, harmonious conduct which will induce cooperation from associates and fellow employees.

Adequacy of *quality* and *quantity* of service is not enough to maintain a permanent market for your services. The conduct, or the *spirit* in which you deliver service, is a strong determining factor in connection with both the price you receive, and the duration of employment.

Andrew Carnegie stressed this point more than others in his description of the factors which lead to success in marketing personal services. He emphasized again and again the necessity *for harmonious conduct*. He stressed the fact that he would not retain any man, no matter how great a *quantity* or how efficient the *quality* of his work, *unless* he worked in a spirit of *harmony*. Mr. Carnegie insisted on men being *agreeable*.

To prove that he placed a high value on this quality, he permitted many men *who conformed to his standards* to become very wealthy. Those who did not conform had to make room for others.

The importance of a pleasant personality has been stressed because it is a factor which enables people to render service in the proper *spirit*. If a person has a pleasant personality, and renders service in a spirit of *harmony*, these assets often make up for deficiencies in both the *quality* and the *quantity* of service that person renders. Nothing, however, can be *successfully substituted for pleasing conduct*.

THE CAPITAL VALUE OF YOUR SERVICES

The person whose income is derived entirely from the sale of personal services is no less a merchant than the man who sells commodities, and it might well be added, that such a person is subject to *exactly the same rules of conduct* as the merchandiser.

This has been emphasized because the majority of people who make a living by selling their personal services make the mistake of considering themselves free from the rules of conduct and the responsibilities attached to those who are engaged in marketing commodities.

The new way of marketing services has practically forced both employer and employee into partnerships, through which both take into consideration the rights of the third party—*the public they serve*.

The “go-getter” has been transformed into the “go-giver.” High-pressure methods in business finally blew the lid off. There is no need to put the lid back on, because, in the future, business will be conducted by methods that will require no pressure.

The actual capital value of your brains may be determined by the amount of income you can produce (by marketing your services). A fair estimate of the capital value of your services may be calculated by multiplying your annual income by sixteen and two-thirds, as it is reasonable to estimate that your annual income represents six percent of your capital value. Interest rates are settling around 6% per year.

Money is worth no more than brains. It is often worth much less.

Competent “brains,” if effectively marketed, represent a much more desirable form of capital than that what is required to conduct a business dealing in commodities, because “brains” are a form of capital which cannot be permanently depreciated through depressions, nor can this form of capital be stolen or spent.

Moreover, the money essential for the conduct of business is as worthless as a sand dune, until it has been mixed with efficient “brains.”

THE THIRTY MAJOR CAUSES OF FAILURE HOW MANY OF THESE ARE HOLDING YOU BACK?

Life’s greatest tragedy consists of men and women who earnestly try, and fail! The tragedy lies in the overwhelmingly large majority of people who fail, as compared to the few who succeed.

The author analyzed several thousand men and women, 98% of whom were classed as “failures.” There is something radically wrong with a civilization, and a system of education, which permits 98% of people to go through life as failures. But this book was not written for the purpose of moralizing on the rights and wrongs of the world; that would require a book a hundred times the size of this one.

Hill's analysis proved that there are thirty major reasons for failure, and thirteen major principles through which people accumulate fortunes. In this chapter, a description of the thirty major causes of failure will be given. As you go over the list, check yourself by it, point by point, so that you discover how many of these causes-of-failure stand between you and success.

1. **Unfavorable genetics.** There is little, if anything, that can be done for people who are born with a deficiency in brain power. This philosophy offers only one method for bridging this weakness—the help of the Master Mind group. The good news is that this is the *only* one of the thirty causes of failure cannot be *easily corrected* by any individual.

2. **Lack of a well-defined purpose in life.** There is no hope of success for the person who does not have a central purpose, or *definite goal* to aim for. Ninety-eight out of every hundred of those analyzed had no such aim. Perhaps this was the

3. **Lack of ambition to aim above mediocrity.** There is no hope to offer for the person who is so indifferent as not to want to get ahead in life, and who is not willing to pay the price.

4. **Insufficient education.** This is a handicap which may be overcome with comparative ease. Experience has proven that the best-educated people are often those who are known as “self-made,” or self-educated. It takes more than a college degree to make someone a person of education. Any person who is educated is someone who has learned to get whatever he wants in life without violating the rights of others. Education consists, not so much of knowledge, but of knowledge

effectively and persistently *applied*. Men are paid, not only for what they know, but more particularly for *what they do with what they know*.

5. **Lack of self-discipline.** Discipline comes through self-control. This means that a person must control all negative qualities. Before you can control conditions, you must first control yourself. Self-mastery is the hardest job you will ever tackle. If you do not conquer self, you will be conquered by self. You may see at the same time both your best friend and your greatest enemy by stepping in front of a mirror.

6. **Poor health.** No person can enjoy outstanding success without good health. Many of the causes of ill health are subject to mastery and control. These are mainly:

- Overeating/poor diet
- Negative thoughts
- Lack of exercise

7. **Unfavorable environmental influences during childhood.** "As the twig is bent, so shall the tree grow". Most people with criminal tendencies can trace the roots of their problems to a bad environment and negative influences during childhood.

8. **Procrastination.** This is one of the most common causes of failure. "Old Man Procrastination" stands within the shadow of every human being, waiting his opportunity to spoil one's chances of success. Most of us go through life as failures, because we are waiting for the "time to be right" to start doing something worthwhile. Stop waiting. The time will never be "right". Start where you stand, and work with whatever tools you have at your command, and better tools will be found as you go along.

9. **Lack of persistence.** Most of us are good "starters" but poor "finishers" of everything we begin. Moreover, people are prone to give up at the first signs of defeat. There is no substitute for *persistence*. The person who makes *persistence* his watch-word discovers that "Old Man Failure" finally becomes tired, and makes his departure. Failure cannot cope with *persistence*.

10. **Negative personality.** There is no hope of success for the person who repels people because of their negative personality. Success comes through the application of *power*, and power is attained through the cooperative efforts of other people. A negative personality will not induce cooperation.

11. **Lack of controlled energies.** Energy is the stimulus that moves people to *action*. But it must be controlled, not wasted on pointless endeavors, and converted into other channels for the transformation of energy into wealth.

12. **Uncontrolled desire for "something for nothing".** The gambling instinct drives millions of people to failure. The want to 'get rich quick' is strong in some and can spell disaster. Historical evidence of this can be found by studying of the Wall Street crash of 1929, during which millions of people tried to make money by gambling on stock margins.

13. ***Lack of a well-defined decision-making ability.*** People who succeed reach decisions quickly, and change them, if at all, very slowly. People who fail reach decisions, if at all, very slowly, and change them frequently, and quickly. Indecision and procrastination are twin brothers. Where one is found, the other can usually also be found also. Kill off this pair before they completely “hog-tie” you to the treadmill of *failure*.

14. ***One or more of the six basic fears.*** These fears have been analyzed for you in a later chapter. They must be mastered before you can market your services effectively.

15. ***Failed relationships.*** A failed marriage or long-term intimate relationship is not always a cause of financial ruin, but to be sure it is in a large number of cases. The lack of a supportive home-base, coupled with the financial implications of a failed marriage and the effect a stressful home-life or relationship in disrepair has on your abilities to put your full assets into your work and business is an increasingly common cause of failure. While a relationship cannot, and often should not, be saved, you can do your best to work constructively through your pain and maintain your ability to function in business dealings, preventing relationship difficulties from destroying your *ambition*.

16. ***Being overly-cautious.*** The person who takes no chances generally has to take whatever is left when others are through choosing. Over-caution is as bad as under-caution. Both are extremes to be guarded against. Life itself is filled with the element of chance, however, sometimes chance is in reality *opportunity*.

17. ***Choosing the wrong business associates.*** This is one of the most common causes of failure in business. In marketing personal services, it is important to take great care to select an employer who will be an inspiration, and who is, her- or himself, intelligent and successful. We emulate those with whom we associate most closely. Pick an employer who is worth emulating.

18. ***Superstition and prejudice.*** It would be nice to be able to wipe this clean off Hill's original list of 30, however superstition and prejudice are still very real forces in work and business life today. If it wasn't, there would be no need for 'Equal Opportunity' laws, employment quotas, or discrimination lawsuits. Superstition is a form of fear. It is also a sign of ignorance. People who succeed keep open minds and are afraid of nothing.

19. ***Choosing the wrong line of work.*** No man can succeed in a line of work he does not like. The most essential step in the marketing of personal services is that of selecting an occupation into which you can throw yourself wholeheartedly.

20. ***Lack of concentrated effort.*** The “jack-of-all-trades” is seldom master of any. Concentrate all of your efforts on one *definite chief aim*.

21. ***The habit of indiscriminate spending.*** Unfortunately, with the convenience of fast credit and fast spending, this problem has only been on the rise since Hill's time. Rather than learning how to spend and use credit responsibly, we building ourselves ever mounting piles of debt. Free-spending is not a practice that is part

of good business management. The spend-thrift cannot succeed, mainly because they stand eternally in *fear of poverty*. Build yourself the habit of systematic saving by putting aside a definite percentage of your income every week. Money in the bank gives a person a very safe foundation of *courage* when bargaining for the sale of personal services. Without money, a person is forced to take what he or she is offered, and be glad to get it.

22. ***Lack of enthusiasm.*** Without enthusiasm a person cannot be convincing. In addition, enthusiasm is contagious, and the person who has it under control is generally welcome in any group of people.

23. ***Intolerance.*** The person with a “closed” mind on any subject seldom gets ahead. Intolerance means that one has stopped acquiring knowledge. The most damaging forms of intolerance are those connected with religious, racial, and political differences of opinion.

24. ***Overindulgence.*** People overindulge in many ways; strong addictions to anything can mean a person has their priorities all out of place. Things like overindulgent drinking, substance abuse, and the like can be fatal to success.

25. ***Inability to cooperate with others.*** More people lose their positions and their big opportunities in life because of this fault than for all other reasons combined. It is a fault which no well-informed business person, or leader will tolerate.

26. ***Possession of power not acquired through self effort.*** (Sons and daughters of rich and famous and others who inherit money they did not earn). Power in the hands of a person who did not acquire it gradually is often fatal to success. *Quick riches* are more dangerous than poverty.

27. ***Intentional dishonesty.*** There is no substitute for honesty. It is possible from time to time that a person might be temporarily dishonest by force of circumstances over which he or she has no control without permanent damage. But, there is *no hope* for the person who is dishonest by choice. Sooner or later, his deeds will catch up with him, and he will pay in loss of reputation, and perhaps even loss of liberty.

28. ***Egotism and vanity.*** These qualities serve as red flag warning others to keep away. *They are fatal to success.*

29. ***Guessing instead of thinking.*** Most people are too indifferent or lazy to acquire *facts* enough to *think accurately*. They would rather act on “opinions” created by guesswork or snap-judgments.

30. ***Lack of capital.*** This is a common cause of failure among those who start out in business for the first time without a sufficient reserve of capital to absorb the shock of their mistakes, and to carry them until they have established a *reputation*.

31. ***Your cause here.*** Under this, name any particular cause of failure from which you have suffered that has not been included in the foregoing list.

If you look you can find in these thirty major causes of failure a description of the tragedy of life, which holds true for practically every person who tries and fails. It will be helpful if you have someone who knows you well go over this list with you, and help analyze you against the thirty causes of failure. You may be able to accurately do this alone but most people cannot see themselves as others see them. You may be one who cannot.

The oldest of admonitions is “Man, know thyself”. If you market merchandise successfully, you must know the merchandise. The same is true in marketing yourself. You should know all of your weaknesses so that you can either bridge them or eliminate them entirely. You should know your strengths so that you can call attention to it when selling your services. You can know yourself only through *accurate* analysis.

The folly of ignorance in connection with the self was displayed by a young man who applied for a job with the manager of a well known business. He made a very good impression until the manager asked him what salary he expected. He replied that he had no fixed sum in mind (*lack of a definite aim*). The manager then said, “We will pay you what you are worth, after we try you out for a week.”

“I will not accept it,” the applicant replied, “because *I am getting more than that where I work now.*”

Before you even start to negotiate for an increase in pay in your present position, or before you look for a job elsewhere, *be sure that you are worth more than you are getting now.*

It is one thing to *want* money—everyone wants more-but it is something entirely different to be *worth more!* Many people mistake their *wants* for their *just due*. Your financial requirements or wants have nothing whatsoever to do with your *worth*. Your value is established entirely by your ability to render useful service or your capacity to induce others to render such service (to lead).

SELF-INVENTORY: 28 QUESTIONS YOU SHOULD ANSWER

Annual self-analysis is essential in effectively marketing yourself, just the same as annual inventory is essential in retail.

In particular, the yearly analysis should disclose a *decrease in faults*, and an increase in *strengths*. Any person can go ahead, stand still, or go backward in life. The objective should be, of course, to go ahead. Annual self-analysis will disclose whether progress has been made, and if so, how much. It will also disclose any backward steps one may have taken. The effective marketing of personal services requires that you move forward even if the progress is slow.

An optimal time for your annual self-analysis is the end of each year, so you can include in your New Year’s Resolutions any improvements the results of the analysis indicate should be made. Take this inventory by asking yourself the following questions, and by checking your answers with the help of someone who

will not allow you to deceive yourself as to their accuracy.

SELF-ANALYSIS QUESTIONNAIRE FOR PERSONAL INVENTORY

1. Have I attained the goal which I established as my objective for this year? (You should work with a definite yearly objective to be attained as a part of your major life objective).
2. Have I delivered service of the best possible *quality* I was capable of, or could I have improved any part of this service?
3. Have I delivered service in the greatest possible *quantity* I was capable of?
4. Has the spirit of my conduct been harmonious and cooperative at all times?
5. Have I allowed *procrastination* to decrease my efficiency, and if so, to what extent?
6. Have I improved my *personality*, and if so, in what ways?
7. Have I been *persistent* in following my plans through to completion?
8. Have I reached *decisions promptly and definitely* on all occasions?
9. Have I allowed any one or more of the six basic fears to decrease my efficiency?
10. Have I been either "over-cautious," or "under-cautious?"
11. Has my relationship with my associates in work been pleasant, or unpleasant? If it has been unpleasant, has the fault been partly or wholly mine?
12. Have I dissipated any of my energy through lack of *concentration* of effort?
13. Have I been open-minded and tolerant in connection with all subjects?
14. In what way have I improved my ability to render service?
15. Have I been overindulgent in any of my habits?
16. Have I expressed, either openly or secretly, any form of *egotism*?
17. Has my conduct toward my associates made them want to *respect* me?
18. Have my opinions and *decisions* been based on guesswork or accuracy of analysis and *thought*?
19. Have I made it a habit to budget my time, my expenses, and my income, and have I been conservative in these budgets?

20. How much time have I devoted to *unprofitable* effort which I might have used to better advantage?
21. How can I *re-budget* my time, and change my habits so I will be more efficient during the coming year?
22. Have I been guilty of any conduct which was not approved by my conscience?
23. In what ways have I rendered *more service and better service* than I was paid to render?
24. Have I been unfair to anyone, and if so, in what way?
25. If I was hiring myself and my services for the year, would I be satisfied with my purchase?
26. Am I in the right line of work, and if not, why not?
27. Has the purchaser of my services been satisfied with the service I have rendered, and if not, why not?
28. What is my present rating on the fundamental principles of success? (Make this rating fairly, and frankly, and have it checked by someone who is courageous enough to do it accurately).

Having read and assimilated the information in this chapter, you are now ready to create a practical plan for marketing your personal services. In this chapter you have found an adequate description of every principle essential in planning the sale of personal services, including the major attributes of leadership; the most common causes of failure in leadership; a description of the fields of opportunity for leadership; the main causes of failure in all walks of life, and the important questions which should be used in self-analysis. This extensive and detailed presentation of accurate information has been included, because it will be needed by all whose wealth creation begins with the accumulation of riches by marketing personal services. Those who have no upfront capital or those who are just beginning to earn money have nothing but personal services to offer in return for riches, therefore it is essential that they have available the practical information needed to market services to best advantage. What's more, there has never been a better way to quickly get into business than by offering personal services via the internet.

The information contained in this chapter will be of great value to all who aspire to attain leadership in any calling. It will be particularly helpful to those aiming to market their services as business, technology, or industrial executives.

Complete assimilation and understanding of the information conveyed here will be helpful in marketing one's own services, and it will also help one to become more analytical and capable of judging people. The information will be priceless

to personnel directors, employment managers, and other executives in charge of hiring employees, and the maintenance of efficient organizations. If you doubt this statement, test its soundness by answering (in writing) the twenty-eight self-analysis questions. That might be both interesting and profitable, even if you do not doubt the soundness of the statement.

WHERE AND HOW ONE CAN FIND OPPORTUNITIES TO ACCUMULATE RICHES

Now that we have analyzed the principles by which riches can be accumulated, we naturally ask, "where can a person find favorable opportunities to apply these principles?" Let's take a short look and see what opportunities exist for people looking to create wealth.

To begin with, let us remember that most all of us who have gained access to this book live in a country where *every law-abiding citizen enjoys freedom of thought and freedom to act*. Most of us have never taken inventory of the advantages of this freedom. We have never compared our unlimited freedom with the curtailed freedom in other countries.

But most of us, have freedom of thought, freedom in the choice and enjoyment of education, freedom in religion, freedom in politics, freedom in the choice of a business, profession or occupation, freedom to accumulate and own without aggravation, *all the property we can accumulate*, not only in our own home countries but also abroad, freedom to choose our place of residence, freedom in marriage, freedom through equal opportunity to all races, freedom of travel from one state to another, freedom in our choice of foods, and freedom to *aim for any station in life we have prepared ourselves for*.

We have other forms of freedom, but this list will give a bird's eye view of the most important, which constitute *opportunity* of the highest order.

Next, let's recount some of the blessings our widespread freedom has placed in our hands. Take the average American family for example (meaning, the family of average income) and sum up the benefits available to every member of the family, in this land of *opportunity* and plenty!

Food. Next to freedom of thought and deed comes *food, clothing, and shelter*, the three basic necessities of life.

Because of our universal freedom the average American family has available, at its very door, the choicest selection of food found anywhere in the world, and at affordable prices. Likewise, every working American (and even some who are not) has the ability to obtain decent housing, and where incomes are insufficient, government programs come to the rescue. Clothing is easily obtained as well, if by no other means than the charity of others, but, being a prosperous country, most modern Americans have closets so overflowing with clothing that they could clothe two or more families of the same size (a conservative estimate at that).

Only the three basic necessities of food, clothing, and shelter have been mentioned. The average American citizen, as well as the citizens of all the free nations of the world, and even some that are not, has other privileges and advantages available in return for modest effort, not exceeding (leastwise without compensation) eight hours of work per day. Among these are the rights to life-saving medical care regardless of the ability to pay and the privilege of automobile and public transportation, with which anybody can come and go as they please.

The average American has security of property rights unrivaled in so many of the other countries in the world. Money can be easily saved in the bank with the assurance that the government will protect and insure it, and make good on the amount if the bank fails. If an American citizen wants to travel from one state to another he needs no passport, no one's permission. He may go and return when he pleases. And when he goes he has the option of traveling by train, private automobile, bus, airplane, or ship—whatever his money can buy him. In a number of the nations of the world, travel is not nearly so simple or so cheap.

THE "MIRACLE" THAT HAS PROVIDED THESE BLESSINGS

We often hear politicians proclaiming the freedom of America at voting time, and other worldwide nations must hear similar speeches to be sure wherever freedoms exist; but hardly ever do these politicians go as far as to delve into what is really at the heart of our freedoms in free, civilized, societies.

That mysterious, abstract, greatly misunderstood "*something*" which gives freedoms and abundance to citizen of America and the free nations, that *unknown power*, that mysterious benefactor is nothing other than *capital!*

Capital consists not only of money, but more particularly of highly organized, intelligent groups of people who plan ways and means of using money efficiently for the good of the public, and profitably for themselves.

These groups consist of scientists, educators, chemists, inventors, business analysts, publicity men, transportation experts, accountants, lawyers, doctors, and both men and women who have highly specialized knowledge in all fields of industry, technology, and business. They pioneer, experiment, and blaze trails in new fields of endeavor. They support colleges, hospitals, public schools, build good roads, publish newspapers, pay most of the cost of government, and take care of the multitudinous detail essential to human progress. Stated briefly, the capitalists are the brains of civilization, because they supply the entire fabric of which all education, enlightenment, and human progress consists.

Money without brains is always dangerous. Properly used it is the most important element of civilization.

Although perhaps a bit far-fetched in realistically speaking, you might get a slight idea of the importance of *organized capital* by trying to imagine yourself

burdened with the responsibility of collecting, without the aid of capital, a simple breakfast to your table.

To supply your morning coffee, you would have to make a trip to Columbia or Ethiopia, both a very long way from America. Unless you are an excellent swimmer, you'd be pretty tired before completing the round trip. Then, too, another problem would confront you. What would you use for money, even if you had the physical endurance to swim the ocean?

To supply the sugar, you would have to take another long swim to Cuba or a long walk to the sugar beet section of Utah. But even then, you might come back without the sugar, because organized effort and money are needed to produce sugar, to say nothing of what is required to refine, transport, and deliver it to the breakfast table anywhere in the United States.

The eggs, you could deliver easily enough from the barn yards nearest where you live, but you would have a very long walk to Florida or California and back before you could serve orange juice.

You would have another long walk, to Kansas, or one of the other wheat growing states, when you went after bread to make toast.

Cereal would have to be omitted from the menu, because it would not be available except through the labor of a trained organization of workers and suitable machinery, *all of which call for capital.*

While resting, you could take off for another little swim down to South America, where you would pick up a couple of bananas, and on your return, you could take a short walk to the nearest dairy farm and pick up some butter and cream. Then your family would be ready to sit down and enjoy breakfast, and *you could collect the estimated five or ten dollars the breakfast would cost for your labor!*

Seems absurd, doesn't it? Well, the procedure described would be the only possible way these simple items of food could be delivered to the heart of any city, if we had no capitalistic system.

The sum of money required for the building and maintenance of highways, railroads, delivery trucks, and cargo ships used in the delivery of that simple breakfast is so huge that it staggers the imagination. It runs into hundreds of millions, billions of dollars, not to mention the armies of trained employees required to man the ships, trucks, and trains. But, transportation is only a part of the requirements of modern civilization in a capitalistic society. Before there can be anything to haul, something must be grown from the ground, or manufactured and prepared for market. This calls for more millions and billions of dollars for equipment, machinery, boxing, marketing, and for the wages of millions of men and women.

Cargo ships, roadways, bridges, and railroads do not spring up from the earth and function automatically. They come in response to the call of civilization, through the labor and ingenuity and organizing ability of men who have *imagination, faith, enthusiasm, decisions, and persistence!* These men are known as

capitalists. They are motivated by the desire to build, construct, achieve, render useful service, earn profits and create wealth. And, because they *render service without which there would be no civilization*, they put themselves in the way of great amounts of money.

Just to keep the record simple and understandable, we'll add that these capitalists are the self-same men of whom most of us have heard politicians and others denounce. They are the same men to whom radicals and dishonest politicians refer to as “predatory interests,” or “Wall Street.”

This is not an attempt to present a brief for or against any group of people or any system of economics. This is not an attempt give a clean bill of health to all individuals known as capitalists.

The purpose of this book—*A purpose to which the author faithfully devoted over a quarter of a century*—is to present to all who want it the knowledge, the most dependable philosophy through which individuals may accumulate riches in whatever amounts they desire.

Analyzed here are the economic advantages of the capitalistic system for the two-fold purpose of showing:

1. That all who seek riches must recognize and adapt themselves to the system that controls the approaches to fortunes, large or small, and
2. To present the side of the picture opposite that being shown by politicians and critics who deliberately cloud the issues they bring up, by referring to organized capital as if it were something poisonous.

The United States is a capitalistic country, and as such it is often the target of terrorism and criticism from nations and peoples who abhor the idea of capitalism; it was developed through the use of capital, and we who claim the rights and blessings of freedom and opportunity, we who seek wealth creation in the United States or in dealings with its citizens and businesses, must face the fact that neither wealth nor opportunity would be available to us if *organized capital* had not provided these benefits.

Over the decades of the twentieth century, efforts were made to reorganize the American system of wealth creation in large part by individuals whose focus was to *take riches away from industry by organized force of numbers, rather than implement the better method of giving a fair day's work for a fair day's pay*.

Millions of men and women throughout the nation are still engaged in this popular pastime of trying to *get* without *giving* on some level; the consequence is evident everywhere in the feelings of entitlement large portions of the populations feel are due them. But these are not emotions that are conducive to wealth creation and success in life.

You should know the full truth concerning *freedom* of which so many people boast, and so few understand. As great as it is, as far as it reaches, as many privileges as it provides, *it does not, and cannot bring wealth without effort*.

There is only one dependable method of accumulating, and legally holding riches, and that is by rendering some service of use. No system has ever been created by which men can legally acquire wealth through mere force of numbers, or without giving in return an equivalent value of one form or another.

There is a principle known as the law of *economics*! This is more than a theory. It is a law no man can beat.

Mark the name of the principle, and remember it, because it is far more powerful than all the politicians and political machines. It is above and beyond the control of all the labor unions. It cannot be swayed, nor influenced nor bribed or self-appointed leaders in any calling. Moreover, *it has an all-seeing eye and a perfect system of bookkeeping*, in which it keeps an accurate account of the transactions of every human being engaged in the business of trying to get without giving. Sooner or later its auditors come around, look over the records of individuals both great and small, and demand an accounting.

“Wall Street, Big Business, Capital Predatory Interests,” or whatever name you choose to give the system which has given us *American freedom* represents a group of people who understand, respect, and abide by this powerful *Law of Economics*! Their financial continuation depends upon their respecting the law.

Most people living in America like the country, its capitalistic system and all. Worldwide the U.S. still has the reputation of being the land of opportunity. It is ideally suited to individual wealth creation.

America, and a host of other nations with abounding investment opportunities, provides all the freedom and all the opportunity to accumulate riches that any honest person might require. When a person goes hunting for big game, that person chooses hunting grounds where game is plentiful. When seeking riches, the same rule would naturally apply.

Remember that food, shelter, and clothing are only the beginning of the available sources for the accumulation of wealth. Luxuries and non-essentials have yet to be considered. Remember, the business of producing, transporting, and marketing, and selling simple luxuries and non-essential items like makeup, cigarettes, entertainment and entertainment systems accounts for billions of dollars every year; the industries involved also provide regular employment to *millions of men and women* who, in return for their services receive *millions, perhaps billions, of dollars every month* and spend it freely for both the luxuries and the necessities. Translated, this means that not only are raging opportunities abounding within these industries directly, but also indirectly by catering to the workforce whose money is waiting to be spent.

Especially remember that waiting behind all this exchange of merchandise and personal services can be found an abundance of *opportunity* to accumulate riches. There is nothing to stop you, or anyone from engaging in any portion of the effort necessary to carry on these businesses. If one has superior talent, training, and experience, one may accumulate riches in large amounts. Those not so fortunate may accumulate smaller amounts. Anyone can earn a living in return for a very

nominal amount of labor or service.

So—there you are!

Opportunity has spread its goods before you. Step up to the plate, choose what you want, create your plan, put the plan into action, and follow through with *persistence*. “Capitalist” America will do the rest. You can depend upon this much—*capitalist America insures every person the opportunity to render useful service, and to collect wealth in proportion to the value of the service.*

The “System” denies no one this right, but it does not, and cannot promise *something for nothing* because the system, itself, is irrevocably controlled by the *Law of Economics* which neither recognizes nor tolerates for long, *getting without giving*.

The *Law of Economics* was passed by Nature! There is no Supreme Court to which violators of this law may appeal. The law hands out both penalties for its violation, and appropriate rewards for its observance, *without interference or the possibility of interference by any human being*. The law cannot be repealed. It is as fixed as the stars in the heavens, and subject to, and a part of, the same system that controls the stars.

Can one refuse to adapt one’s self to the *Law of Economics*?

Certainly! All people have the privilege of ignoring the *Law of Economics*.

What happens then?

Well, nothing happens until large numbers of people join forces for the avowed purpose of ignoring the law, and taking what they want by force.

Then enter the Dictator, with well organized firing squads and machine guns!

We have not yet reached that stage in America! But we have heard all we want to know about how the system works. Perhaps we will continue to be fortunate enough not to demand personal knowledge of so gruesome a reality. Doubtless we shall prefer to continue with our *freedom of speech, freedom of deed, and freedom to render useful service in return for riches*.

The practice of Government officials extending to men and women the privilege of raiding the public treasury in return for votes sometimes results in election, but as night follows day, the final payoff comes; when every penny wrongfully used must be repaid with compound interest on compound interest. If those who make the grab are not forced to repay, the burden falls on their children, and their children’s children, “even unto the third and fourth generations.” There is no way to avoid the debt.

Men can, and sometimes do, form themselves into groups for the purpose of crowding wages up, and working hours down. There is a point beyond which they cannot go. It is the point at which the *Law of Economics* steps in, and the sheriff gets both the employer and the employees.

To offer translation yet again, these instances can be seen as a call, a reaching out to responsible citizens and wealth creators to take care now to build wealth of our own, without taking handouts and perceived entitlements, so that we do not leave our children in more financial straights than what we are in ourselves. All the opportunity anyone needs to create wealth is before them now. Any man or woman can utilize the principles in this book to build more than enough wealth for a lifetime of enjoyment, and a secure future for the generations yet to come.

8 DECISION - THE MASTERY OF PROCRASTINATION

The Seventh Step toward Riches



12

Accurate analysis of over 25,000 men and women who had experienced failure, disclosed the fact that *lack of decision* was near the head of the list of the 30 major causes of *failure*. This is no mere statement of a theory—it *is a fact*.

Procrastination, the opposite of *decision*, is a common enemy which practically every person must conquer.

You will have an opportunity to test your capacity to reach *quick* and *definite decisions* when you finish reading this book, and are ready to begin putting the principles it describes into *action*.

Analysis of several hundred people who had accumulated fortunes well beyond the million dollar mark disclosed the fact that *every one of them* had the habit of *reaching decisions promptly* and of changing these decisions *slowly*, if and when they were changed. People who fail to accumulate money, *without exception*, have the habit of reaching decisions, *if at all*, very *slowly*, and of *changing these decisions quickly and often*.

One of Henry Ford's most outstanding qualities was his *habit* of reaching decisions quickly and definitely, and changing them slowly. This quality was so pronounced in Mr. Ford, that it gave him the reputation of being obstinate. It was this quality which prompted Mr. Ford to continue to manufacture his famous Model "T" (the world's ugliest car), when all of his advisors, and many of the purchasers of the car, were urging him to change it.

Perhaps Mr. Ford delayed too long in making the change, but the other side of the story is that Mr. Ford's firmness of decision yielded a huge fortune before the change in model became *necessary*. There is little doubt that Mr. Ford's habit of definiteness of decision assumed the proportion of obstinacy, but this quality is preferable to slowness in reaching decisions and quickness in changing them.

The majority of people who fail to accumulate money sufficient for their needs, are, generally, easily influenced by the "opinions" of others. They permit the newspapers and the "gossiping" neighbors to do their "thinking" for them. "Opinions are the cheapest commodities on earth. Everyone has a flock of opinions ready to be wished upon anyone who will accept them. If you are influenced by "opinions" when you reach *decisions*, you will not succeed in any undertaking, much less in that of transmuting *your own desire* into money.

If you are influenced by the opinions of others, you will have no *desire* of your own.

Keep your own counsel, when you begin to put into practice the principles described here, by *reaching your own decisions* and following them. Put confidence in no one *except* the members of your "Master Mind" group, and be very sure in your selection of this group, that you choose *only* those who will be in *complete sympathy and harmony with your purpose*.

Close friends and relatives, while not meaning to do so, often handicap a person through "opinions" and sometimes through ridicule, which is meant to be humorous. Thousands of men and women carry inferiority complexes with them all through life, because some well-meaning, but ignorant person destroyed their confidence through "opinions" or ridicule.

You have a brain and a mind of your own. *Use it*, and reach your own decisions. If you need facts or information from other people to enable you to make decisions, and you probably will in many instances get the facts or secure the information you need quietly, without disclosing your purpose.

It is characteristic of people who have but a smattering or a veneer of knowledge to try to give the impression that they have a lot of knowledge. Such people generally do *too much* talking and *too little* listening. Keep your eyes and ears wide open—and your mouth *closed*, if you wish to acquire the habit of prompt *decision*. Those who talk too much do little else. If you talk more than you listen, you not only deprive yourself of many opportunities to accumulate useful knowledge, but you also disclose your *plans* and *purposes* to people who will take great enjoyment in defeating you, because they envy you.

Remember, also, that every time you open your mouth in the presence of a person who has an abundance of knowledge, you display to that person your exact stock of knowledge, or your *lack* of it! Genuine wisdom is usually conspicuous through *modesty and silence*.

Keep in mind the fact that every person with whom you associate is, like yourself, seeking the opportunity to accumulate money. If you talk about your plans too freely, you may be surprised when you learn that some other person has beaten you to your goal by *putting into action before you* the plans you unwisely talked about.

Let one of your first decisions be to *keep a closed mouth and open ears and eyes*.

As a reminder to yourself to follow this advice, it helps to write down the following quotation in large letters and place it where you will see it daily.

“Tell the world what you intend to do, but first show it.”

This is the equivalent of saying, “deeds, and not words, are what count most.”

FREEDOM OR DEATH ON A DECISION

The value of decisions depends upon the courage required to render them. The great decisions, which served as the foundation of civilization, were reached by assuming great risks, which often meant the possibility of death.

Lincoln’s decision to issue his famous Emancipation Proclamation, which gave freedom to the colored people of America, was rendered with full understanding that his act would turn thousands of friends and political supporters against him. He knew, too, that the carrying out of that proclamation would mean death to thousands of men on the battlefield. In the end, it cost Lincoln his life. That required courage.

Socrates’ decision to drink the cup of poison, rather than compromise in his personal belief was a decision of courage. It turned Time ahead a thousand years and gave to people yet to be born the right to freedom of thought and of speech.

The decision of U.S. (Southern) Civil War General Robert E. Lee, when he came to the decision of parting with the Union to take up the cause of the South was a decision of courage, for he well knew that it might cost him his own life, and that it would surely cost the lives of others.

But, the greatest decision of all time, as far as any American citizen is concerned, was reached in Philadelphia, July 4, 1776, when fifty-six men signed their names to a document, which they well knew would bring freedom to all Americans, or *leave every one of the fifty-six hanging from a gallows!*

You have heard of this famous document, but you may not have drawn from it the

great lesson in personal achievement it taught so plainly.

We all remember the date of this momentous decision, but few of us realize what courage that decision required. We remember our history, as it was taught; we remember dates, and the names of the men who fought; we remember Valley Forge, and Yorktown; we remember George Washington, and Lord Cornwallis. But we know little of the real forces behind these names, dates, and places. We know still less of that intangible *power*, which insured us freedom *long before Washington's armies reached Yorktown*.

We read the history of the Revolution, and falsely imagine that George Washington was the Father of the United States, that it was he who won American freedom, while the truth is—Washington was only an accessory after the fact, because victory for his armies had been insured long before Lord Cornwallis surrendered. This is not intended to rob Washington of any of the glory he so richly deserves. Its purpose, rather, is to give greater attention to the astounding *power* that was the real cause of his victory.

It is nothing short of tragedy that history writers have missed, entirely, even the slightest reference to the irresistible *power* which gave birth and freedom to the nation destined to set new standards of independence for all the peoples of the earth. It is a tragedy because it is the self-same *power* which must be used by every individual who overcomes the difficulties of Life, and forces Life to pay the price asked.

For the benefit of those who are more than a little rusty in their American history, and those international readers who have had little taste of it, let us briefly review the events which gave birth to this *power*.

The story begins with an incident in Boston, March 5, 1770. British soldiers were patrolling the streets, and by their presence, openly threatening the citizens. The colonists resented armed men marching in their midst. They began to express their resentment openly, hurling stones as well as epithets, at the marching soldiers, until the commanding officer gave orders, "Fix bayonets...Charge!"

With that order, the battle was on. It resulted in the death and injury of many. The incident aroused such resentment that the Provincial Assembly, (made up of prominent colonists), called a meeting for the purpose of taking definite action. Two of the members of that Assembly were John Hancock and Samuel Adams. They spoke up courageously, and declared that a move must be made to eject all British soldiers from Boston.

Remember this--a *decision*, in the minds of two men, might properly be called the beginning of the freedom which we, of the United States, and all those who conduct business with the United States and/or American companies, now enjoy. Remember, too, that the *decision* of these two men called for *faith* and *courage* because it was dangerous.

Before the Assembly adjourned, Samuel Adams was appointed to call on the Governor of the Province, Hutchinson, and demand the withdrawal of the British troops.

The request was granted; the troops were removed from Boston, but the incident was not closed. It had caused a situation destined to change the entire trend of civilization. Strange, isn't it, how the great changes, such as the American Revolution, and the First World War, often have their beginnings in circumstances which seem unimportant? It is interesting, also, to observe that these important changes usually begin in the form of a *definite decision* in the minds of a relatively small number of people. Few of us know the history of the United States well enough to realize that John Hancock, Samuel Adams, and Richard Henry Lee (of the Province of Virginia) were the real Fathers of the Country.

Richard Henry Lee became an important factor in this story for the simple fact that he and Samuel Adams communicated frequently (by correspondence), freely sharing their fears and their hopes concerning the welfare of the people of their Provinces. From this, Adams conceived the idea that a mutual exchange of letters between the thirteen Colonies might help to bring about the coordination of effort so badly needed to solve their problems. Two years after the clash with the soldiers in Boston (March 1772), Adams presented this idea to the Assembly, in the form of a motion that a Correspondence Committee be established among the Colonies, with definitely appointed correspondents in each Colony, "for the purpose of friendly cooperation for the betterment of the Colonies of British America."

Take note of this incident! It was the beginning of the organization of the far-flung *power* destined to give freedom to all U.S. citizens. The Master Mind had already been organized. It consisted of Adams, Lee, and Hancock. "I tell you further, that if two of you agree upon the earth concerning anything for which you ask, it will come to you from My Father, who is in Heaven."

The Committee of Correspondence was organized. Observe that this move provided the way for increasing the power of the Master Mind by adding to it men from all the Colonies. Take notice that this procedure constituted the first *organized planning* of the disgruntled Colonists.

In union there is strength! The citizens of the Colonies had been waging disorganized warfare against the British soldiers through incidents similar to the Boston riot, but nothing of benefit had been accomplished. Their individual grievances had not been consolidated under one Master Mind. No group of individuals had put their hearts, minds, souls, and bodies together in one definite *decision* to settle their difficulty with the British once and for all until Adams, Hancock, and Lee got together.

Meanwhile, the British were not idle. They, too, were doing some *planning* and "Master-Minding" on their own account, with the advantage of having money to back them and organized soldiery.

The Crown appointed Gage to supplant Hutchinson as the Governor of Massachusetts. One of the new Governor's first acts was to send a messenger to call on Samuel Adams, for the purpose of endeavoring to stop his opposition—by *fear*.

We can best understand the spirit of what happened by quoting the conversation between Col. Fenton, (the messenger sent by Gage), and Adams.

Col. Fenton: "I have been authorized by Governor Gage, to assure you, Mr. Adams, that the Governor has been empowered to confer upon you such benefits as would be satisfactory, [endeavor to win Adams by promise of bribes], upon the condition that you engage to cease in your opposition to the measures of the government. It is the Governor's advice to you, Sir, not to incur the further displeasure of his majesty. Your conduct has been such as makes you liable to penalties of an Mt of Henry VIII, by which persons can be sent to England for trial for treason, or misprision of treason, at the discretion of a governor of a province. But, *by changing your political course*, you will not only receive great personal advantages, but you will make your peace with the King."

Samuel Adams had his choice of two *decisions*. He could end his opposition and receive personal bribes, or he could *continue and run the risk of being hanged* !

Clearly, the time had come when Adams was *forced to instantly reach a decision* which could cost his life. The majority of men would have found it difficult to reach such a decision. The majority would have sent back an evasive reply, but not Adams! He insisted upon Col. Fenton's word of honor, that the Colonel would deliver to the Governor the answer exactly as Adams would give it to him.

Adams' answer--"Then you may tell Governor Gage that I trust I have long since made my peace with the King of Kings. No personal consideration shall induce me to abandon the righteous cause of my Country. And, *tell Governor Gage it is the advice of Samuel Adams to him*, no longer to insult the feelings of an exasperated people."

There seems to be no need for commenting on the character of this man. It must be obvious to all who read this astounding message that its sender possessed loyalty of the highest order. *This is important.*

When Governor Gage received Adams' caustic reply, he flew into a rage, and issued a proclamation which read, "I do, hereby, in his majesty's name, offer and promise his most gracious pardon to all persons who shall forthwith lay down their arms, and return to the duties of peaceable subjects, excepting only from the benefit of such pardon, *Samuel Adams and John Hancock*, whose offences are of too flagitious a nature to admit of any other consideration but that of condign punishment."

As one might say, in modern slang, Adams and Hancock were "on the spot!" The threat of the irate Governor forced the two men to reach another *decision*, equally as dangerous. They hurriedly called a secret meeting of their staunchest followers. (Here the Master Mind began to take on momentum). After the meeting had been called to order, Adams locked the door, placed the key in his pocket, and informed all present that it was imperative that a Congress of the Colonists be organized, and that *no man would leave the room until the decision for a congress had been reached.*

Great excitement followed. Some weighed the possible consequences of such radicalism. (Old Man Fear). Some expressed grave doubt as to the wisdom of so *definite a decision* in defiance of the Crown. Locked in that room were *two men* immune to Fear, blind to the possibility of Failure: Hancock and Adams. Through the influence of their minds, the others were induced to agree that, through the Correspondence Committee, arrangements should be made for a meeting of the First Continental Congress, to be held in Philadelphia, September 5, 1774.

Remember this date. It is more important than July 4, 1776. If there had been no *decision* to hold a Continental Congress, there could have been no signing of the Declaration of Independence.

Before the first meeting of the new Congress, another leader, in a different section of the country, was deep in the process of publishing a "Summary View of the Rights of British America." He was Thomas Jefferson, of the Province of Virginia, whose relationship to Lord Dunmore, (representative of the Crown in Virginia), was as strained as that of Hancock and Adams with their Governor.

Shortly after his famous Summary of Rights was published, Jefferson was informed that he was subject to prosecution for high treason against his majesty's government. Inspired by the threat, one of Jefferson's colleagues, Patrick Henry, boldly spoke his mind, ending his remarks with a sentence which will forever remain a classic, "*If this be treason, then make the most of it.*"

It was such men as these who, without power, without authority, without military strength, without money, who sat in solemn consideration of the destiny of the colonies, beginning at the opening of the First Continental Congress, and continuing at intervals for two years—until on June 7, 1776, Richard Henry Lee rose, addressed the Chair, and made this motion to the startled Assembly:

"Gentlemen, I make the motion that these United Colonies are, and of right ought to be free and independent states, that they be absolved from all allegiance to the British Crown, and that all political connection between them and the state of Great Britain is, and ought to be totally dissolved."

Lee's astounding motion was discussed fervently, and for so long that he began to lose patience. Finally, after days of argument, he again took the floor, and declared, in a clear, firm voice, "Mr. President, we have discussed this issue for days. It is the only course for us to follow. Why, then Sir, do we longer delay? Why still deliberate? Let this happy day give birth to an American Republic. Let her arise, not to devastate and to conquer, but to re-establish the reign of peace, and of law. The eyes of Europe are fixed upon us. She demands of us a living example of freedom, which may exhibit a contrast, in the felicity of the citizen, to the ever increasing tyranny."

Before his motion was finally voted on, Lee was called back to Virginia because of serious family illness, but before leaving, he placed his cause in the hands of his friend, Thomas Jefferson, who promised to fight until favorable action was taken. Shortly thereafter the President of the Congress (Hancock) appointed Jefferson as

Chairman of a Committee to draw up a Declaration of Independence.

The Committee labored long and hard on a document which would mean, when accepted by the Congress, that *every man who signed it would signing his own death warrant* should the Colonies lose in the fight with Great Britain, which was sure to follow.

The document was drawn, and on June 28, the original draft was read before the Congress. For several days it was discussed, altered, and made ready. On July 4, 1776, Thomas Jefferson stood before the Assembly, and fearlessly read the most momentous *decision* ever placed on paper.

"When in the course of human events it is necessary for one people to dissolve the political bands which have connected them with another, and to assume, among the powers of the earth, the separate and equal station to which the laws of Nature, and of Nature's God entitle them, a decent respect to the opinions of mankind requires that they should declare the causes which impel them to the separation..."

When Jefferson finished, the document was voted on, accepted, and signed by the fifty-six men, every one staking his own life upon his *decision* to write his name. By that *decision* came into existence a nation destined to bring to mankind forever, the privilege of making *decisions*.

By decisions made in a similar spirit of Faith, and only by such decisions, can men solve their personal problems, and win for themselves high estates of material and spiritual wealth. Let us not forget this!

Analyze the events which led to the Declaration of Independence, and be convinced that this nation, which now holds a position of commanding respect and power among all nations of the world, was born of a *decision* created by a Master Mind, consisting of fifty-six men. Note well, the fact that it was their *decision* which insured the success of Washington's armies, because the *spirit* of that decision was in the heart of every soldier who fought with him, and served as a spiritual power which recognizes no such thing as *failure*.

Note, also, (with great personal benefit), that the *power* which gave this nation its freedom, is the very same power that must be used by every individual who becomes self-determining. This *power* is made up of the principles described in this book. It will not be difficult to detect, in the story of the Declaration of Independence, at least six of these principles: *desire, decision, faith, persistence, the Master Mind, and Organized Planning*.

Throughout this philosophy you will find the suggestion that thought, backed by strong *desire*, has a tendency to transmute itself into its physical equivalent. Before moving on, Mr. Hill leaves you with the suggestion that it is possible to find in this story, and in the story of the organization of the United States Steel Corporation, a perfect description of the method by which thought makes this astounding transformation.

In your search for the secret of the method, don't look for a miracle, because you will not find it. You will find only the eternal laws of Nature. These laws are available to every person who has the *faith* and the *courage* to use them. They may be used to bring freedom to a nation, or to accumulate wealth. There is no cost except the time necessary to understand and appropriate them.

Those who reach *decisions* promptly and definitely know what they want and they generally get it. The leaders in every walk of life *decide* quickly and firmly. That is the major reason why they are leaders. The world has the habit of making room for the person whose words and actions show that he or she knows where he or she is going.

Indecision is a habit which usually begins in youth. The habit takes on permanency as the youth goes through grade school, high school, and even through college, without *definiteness of purpose*. The major weakness of all educational systems is that they neither teach nor encourage the habit of *definite decision*.

It would be help greatly if no college would enroll any student unless and until the student declared his major purpose in matriculating. It would be of still greater help, if every student who enters grade school had as part of their education instruction in the *habit of decision*, and was required to pass an exam on this subject before being permitted to advance to the next grade.

The habit of *indecision* acquired because of the deficiencies of school systems, goes with the student into the occupation he chooses . . . *if* ... in fact, he chooses his occupation. Generally, the young people just out of school take any job they can find. Young people take the first place they find because they have already fallen into the habit of *indecision*. Ninety-eight out of every hundred wage-earners are in the positions they hold because they lacked the *definiteness of decision to plan a definite position*, and the knowledge of how to choose an employer.

Definiteness of decision always requires courage, sometimes very great courage. The fifty-six men who signed the U.S. Declaration of Independence staked their lives on the *decision* to put their signatures on that document. The person who reaches a *definite decision* to land the particular job, and make life pay the price he asks, does not stake his life on that decision; he stakes his *economic freedom*. Financial independence, riches, desirable business and professional positions are not within reach of the person who neglects or refuses to *expect, plan, and demand* these things. The person who desires riches in the same spirit that Samuel Adams desired freedom for the Colonies is sure to accumulate wealth.

In the chapter on Organized Planning you will find complete instructions for marketing every type of personal services. You will also find detailed information on how to choose the employer you prefer, and the particular job you desire. These instructions will be worthless to you *unless you definitely decide* to organize them into a plan of action.

9

PERSISTENCE - THE SUSTAINED EFFORT NECESSARY TO INDUCE FAITH

The Eighth Step toward Riches



Persistence is an essential factor in the process of transmuting *desire* into its monetary equivalent. The basis of persistence is the *power of will*.

Will-power and desire, when properly combined, make an irresistible pair. Men who accumulate great fortunes are generally known as cold-blooded, and sometimes ruthless. Often they are misunderstood. What they have is will-power, which they mix with persistence, and use to back up their desires to *insure* the attainment of their objectives.

Henry Ford has been generally misunderstood to be ruthless and cold-blooded. This misconception grew out of Ford's habit of following all his plans through with *persistence*.

The majority of people are ready to throw their aims and purposes overboard, and

give up at the first sign of opposition or misfortune. A few carry on *despite* all opposition, until they attain their goal. These few are the Fords, Carnegies, Rockefellers and Edisons.

There may be no heroic connotation to the word “persistence,” but the quality is to the character of man what carbon is to steel. The building of a fortune, generally, involves the application of the entire thirteen factors of this philosophy. These principles must be understood, they must be applied with *persistence* by all who accumulate money.

If you are following this book with the intention of applying the knowledge it conveys, your first test in *persistence* will come when you begin to follow the six steps described in the second chapter. Unless you are one of the two out of every hundred who already have a *definite goal* you are aiming for, and a *definite plan* for its attainment, you may read the instructions, and then go on with your day, and never exercise those instructions.

Remember that lack of persistence is one of the major causes of failure. Moreover, experience with thousands of people has proven that lack of persistence is a weakness common to the majority of men. It is a weakness which may be overcome by effort. The ease with which lack of persistence may be conquered will depend *entirely* on the *intensity of a person's desire*.

The starting point of all achievement is *desire*. Keep this constantly in mind. Weak desires bring weak results, just as a small fire makes a small amount of heat. If you find yourself lacking in persistence, this weakness may be remedied by building a stronger fire under your desires.

Continue to read through to the end, then go back to Chapter two and start *immediately* to carry out the instructions given in connection with the six steps. The eagerness with which you follow these instructions will indicate clearly, how much, or how little you really *desire* to accumulate money. If you find that you are indifferent, you may be sure that you have not yet acquired the “money consciousness” which you must possess before you can be sure of accumulating a fortune.

Fortunes gravitate to men whose minds have been prepared to “attract” them, just as surely as water gravitates to the ocean. In this book can be found all the stimuli necessary to “attune” any normal mind to the vibrations which will attract the object of one’s desires.

If you find you are weak in *persistence*, center your attention on the instructions contained in the chapter on “Power”; surround yourself with a “*Master Mind*” group, and through the cooperative efforts of the members of this group, you can develop persistence. You will find additional instructions for the development of persistence in the chapters on auto-suggestion, and the subconscious mind. Follow the instructions outlined in these chapters until your habit nature hands over to your subconscious mind a clear picture of the object of your *desire*. From that point on, you will not be handicapped by lack of persistence.

Your subconscious mind works continuously, while you are awake, and while you

are asleep. Spasmodic or occasional effort to apply the rules will be of no value to you. To get *results*, you must apply all of the rules until their application becomes a fixed habit with you. In no other way can you develop the necessary “money consciousness.”

Poverty is attracted to the one whose mind is favorable to it, as money is attracted to those whose minds have been deliberately prepared to attract it, and through the same laws. *Poverty consciousness will voluntarily seize the mind that is not occupied with money consciousness.*

A poverty consciousness develops without *conscious* application of habits favorable to it. The money consciousness must be created to order, unless one is born with such a consciousness.

Catch the full significance of the statements in the preceding paragraph, and you will understand the importance of *persistence* in wealth creation. Without *persistence*, you will be defeated, even before you start. With *persistence* you will win.

If you have ever had a nightmare, you will realize the value of persistence. You are lying in bed, half awake, with a feeling that you are about to smother. You are unable to turn over, or to move a muscle. You realize that you *must begin* to regain control over your muscles. Through persistent effort of will-power, you finally manage to move the fingers of one hand. By continuing to move your fingers, you extend your control to the muscles of one arm, until you can lift it. Then you gain control of the other arm in the same manner. You finally gain control over the muscles of one leg, and then extend it to the other leg. *Then—with one supreme effort of will—*you regain complete control over your muscular system, and “snap” out of your nightmare. The trick has been turned step by step.

You might find it necessary to “snap” out of your mental inertia, through a similar procedure, moving slowly at first, then increasing your speed until you gain complete control over your will. Be *persistent* no matter how slowly you may, at first, have to move.

With persistence will come success.

If you select your “Master Mind” group with care, you will have in it at least one person who will aid you in the development of *persistence*. Some men who have accumulated great fortunes did so because of *necessity*. They developed the habit of *persistence* because they were so closely driven by circumstances that they *had to become persistent*.

There is no substitute for persistence! It cannot be replaced any other quality! Remember this, and it will give you heart, in the beginning, when the going may seem difficult and slow.

Those who have cultivated the *habit* of persistence seem to enjoy insurance against failure. No matter how many times they are defeated, they finally arrive up toward the top of the ladder. Sometimes it appears that there is a hidden Guide whose duty is to test men through all sorts of discouraging experiences. Those

who pick themselves up after defeat and keep on trying, arrive; and the world cries, "Bravo! I knew you could do it!" The hidden Guide lets no one enjoy great achievement without passing the *persistence test*. Those who can't take it, simply do not make the grade.

Those who can "take it" are bountifully rewarded for their *persistence*. They receive, as their compensation, whatever goal they are pursuing. That is not all! They receive something infinitely more important than material compensation—the knowledge that "*every failure brings with it the seed of an equivalent advantage.*"

There are exceptions to this rule; a few people know from experience the soundness of persistence. They are the ones who have not accepted defeat as being anything more than temporary. They are the ones whose *desires* are so *persistently applied* that defeat is finally changed into victory. We who stand on the side-lines of Life see the overwhelmingly large numbers who go down in defeat, never to rise again. We see the few who take the punishment of defeat *as an urge to greater effort*. These people, fortunately, never learn to accept Life's reverse gear. But what we *do not see*, what most of us never suspect of existing, is the silent but irresistible *power* which comes to the rescue of those who fight on in the face of discouragement. If we speak of this power at all we call it *persistence*, and let it go at that. One thing we all know, if a person does not possess *persistence*, one does not achieve noteworthy success in any calling.

New York's famed "Broadway," has been known as both the "Graveyard of Dead Hopes," and the "Front Porch of Opportunity." From all over the world people have gone to Broadway seeking fame, fortune, power, love, or whatever it is that human beings call success. Once in a great while someone steps out from the long procession of seekers, and the world hears that another person has mastered Broadway, the same as we hear when a break-out star bursts into Hollywood. But Broadway and Hollywood are not easily nor quickly conquered. She acknowledges talent, recognizes genius, pays off (in money), only *after* one has refused to *quit*.

Then we know that star has discovered the secret of how to conquer Broadway or Hollywood. The secret is always inseparably attached to one word, *persistence!*

The secret is told in the struggle of Fannie Hurst, whose *persistence* conquered the Great White Way. She came to New York in 1915, to convert writing into riches. The conversion did not come quickly, *but it came*. For four years Miss Hurst learned about "The Sidewalks of New York" from first hand experience. She spent her days laboring, and her nights *hoping*. When hope grew dim, she did not say, "Alright Broadway, you win!" She said, "Very well, Broadway, you may whip some, but not me. I'm going to force you to give up."

One publisher (The Saturday Evening Post) sent her *thirty six* rejection slips, before she "broke the ice and got a story across. The average writer, like the "average" in other walks of life, would have given up the job when the first rejection slip came. She pounded the pavements for four years to the tune of the publisher's "no," because she was determined to win.

Then came the "payoff." The spell had been broken, the unseen Guide had tested

Fannie Hurst, and she could take it. From that time on publishers made a beaten path to her door. Money came so fast she hardly had time to count it. Then the movie industry discovered her, and money came not in small change, but in floods. The movie rights to one of her novels, "Great Laughter," brought \$100,000.00, said to be the highest price ever paid for a story before publication at that time. Her royalties from the sale of the book probably will run much more.

Her story is not so unlike that of today's famous best-selling author John Grisham. Grisham, originally a lawyer by trade, spent three years writing his first novel, A Time to Kill, only to have it rejected by publishers time and again. But Grisham's dedication to his work, and his *persistence* finally paid off when the book was picked up by Wynwood Press. Wynwood published only 5,000 copies of A Time to Kill originally, and that, too, might have been enough to discourage a budding writer's career, especially on the heels of multiple rejections. However, Grisham again persisted and wrote his second novel, the breakout best seller The Firm. Today, John Grisham has more than six million copies of his books in print worldwide, a number of which have been made into box-office movie hits.

Here in the stories of Fannie Hurst and John Grisham you have clear description of what *persistence* is capable of achieving. Neither Fannie Hurst nor John Grisham are exceptions. Wherever men and women accumulate great wealth, you can be sure they first acquired *persistence*. Broadway and Hollywood will give any beggar a cup of coffee and a sandwich, but it demands *persistence* of those who go after the big stakes.

The long and varied history of Broadway is full of stories of success and persistence; another among them is the famed singer Kate Smith, whose career in entertainment spanned five decades and included the stage, radio and TV. For years she sang without money and without price, before any microphone she could reach. Broadway said to her, "Come and get it, if you can take it." She did take it until one happy day Broadway got tired and said, "Aw, what's the use? You don't know when you're whipped, so name your price and go to work in earnest." Miss Smith named her price! It was plenty. A price so high that in one week Smith made more than most people in her time made in a whole year.

To be sure, it pays to be *persistent*!

And here is an encouraging statement which carries a suggestion of great significance—*thousands of singers with more natural talent than Kate Smith still walk the streets of Broadway today looking for a "break"—without success.* Countless others have come and gone; many of them sang well enough, but they failed to make the grade because they lacked the courage to keep on keeping on, until Broadway became tired of turning them away.

Persistence is a state of mind, therefore it can be cultivated. Like all states of mind, persistence is based upon definite causes, among them:

- ***Definiteness of purpose.*** Knowing what one wants is the first and, perhaps, the most important step toward the development of persistence. A strong motive forces one to surmount many difficulties.

- ***Desire.*** It is comparatively easy to acquire and to maintain persistence in pursuing an object of intense desire.
- ***Self-reliance.*** Belief in one's ability to carry out a plan encourages one to follow the plan through with persistence. (Self-reliance can be developed through the principle described in the chapter on auto-suggestion).
- ***Definiteness of plans.*** Organized plans, even though they may be weak and entirely impractical, encourage persistence.
- ***Accurate knowledge.*** Knowing that one's plans are sound, based on experience or observation, encourages persistence; "guessing" instead of "knowing" destroys persistence.
- ***Cooperation.*** Sympathy, understanding, and harmonious cooperation with others tends to develop persistence.
- ***Will-power.*** The habit of concentrating one's thoughts on the building of plans for the attainment of a definite purpose, leads to persistence.
- ***Habit.*** Persistence is the direct result of habit. The mind absorbs and becomes a part of the daily experiences it feeds upon. Fear, the worst of all enemies, can be effectively cured by *forced repetition of courage*. Everyone who has seen active service in war knows this.

Before leaving the subject of *persistence*, take inventory of yourself, and determine which of these elements of this essential quality, if any, you are lacking. Measure yourself courageously, point by point, and see how many of the eight factors of persistence you lack. The analysis may lead to discoveries that will give you a new grip on yourself.

SYMPTOMS OF LACK OF PERSISTENCE

Here you will find the real enemies which stand between you and noteworthy achievement. Here you will find not only the "symptoms" indicating weakness of *persistence*, but also the deeply seated subconscious causes of this weakness. Study the list carefully, and face yourself squarely *if you really wish to know who you are, and what you are capable of doing*.

These are the weaknesses which must be mastered by all who accumulate wealth.

1. Failure to recognize and to clearly define exactly what one wants.
2. Procrastination, with or without cause. (Usually backed up with a formidable

array of alibis, excuses, and justifications).

3. Lack of interest in acquiring specialized knowledge.

4. Indecision, the habit of “passing the buck” on all occasions, instead of facing issues squarely. (Also backed by alibis and justifications).

5. The habit of relying on alibis instead of creating definite plans for the solution of problems.

6. Self-satisfaction. There is little remedy for this affliction, and no hope for those who suffer from it.

7. Indifference, usually reflected in one’s readiness to compromise on all occasions, rather than meet opposition and fight it.

8. The habit of blaming others for one’s mistakes, and accepting unfavorable circumstances as being unavoidable.

9. *Weakness of desire*, due to neglect in the choice of *motives* that impel action.

10. Willingness, even eagerness, to quit at the first sign of defeat. (Based upon one or more of the 6 basic fears).

11. Lack of *organized plans*, in writing, placed where they may be analyzed.

12. The habit of neglecting to move on ideas, or to grasp opportunity when it presents itself.

13. *Wishing* instead of *willing*.

14. The habit of compromising with *poverty* instead of aiming at wealth. General absence of ambition to *be*, to *do*, and to *own*.

15. Searching for all the short-cuts to riches, always trying to 'get rich quick', trying to *get* without *giving* a fair equivalent, usually reflected in the habit of gambling, endeavoring to drive “sharp” bargains.

16. *Fear of criticism*, failure to create plans and to put them into action, because of what other people will think, do, or say. This enemy belongs at the head of the list, because it generally exists in one’s subconscious mind, where its presence is not recognized. (See the Six Basic Fears in a later chapter).

Let's examine some of the symptoms of the Fear of Criticism. The majority of people permit relatives, friends, and the public at large to influence them so heavily that they cannot live their own lives, because they live in fear of being criticized.

Huge numbers of people make mistakes in marriage, stay in the relationship for years, and live miserable and unhappy, because they fear the criticism that might follow if they do something to correct the mistake. (Anyone who has submitted to this form of fear knows the irreparable damage it does, by destroying ambition, self-reliance, and the desire to achieve).

Millions of people give up on going back to school to acquire belated educations because they fear criticism.

Countless numbers of men and women, both young and old, permit relatives to wreck their lives in the name of *duty*, because they fear criticism. (Duty does not require any person to submit to the destruction of his personal ambitions and the right to live his own life in his own way).

People refuse to take chances in business, because they fear the criticism which may follow if they fail. *The fear of criticism, in such cases is stronger than the DESIRE for success.*

Too many people refuse to set high goals for themselves, or even neglect choosing a career, because they fear the criticism of relatives and "friends" who may say "Don't aim so high, people will think you are crazy."

When Andrew Carnegie suggested that Napoleon Hill devote twenty years to organizing a philosophy of individual achievement his first impulse of thought was fear of what people might say. The suggestion set up a goal for Hill, far out of proportion to any he had ever conceived. In a flash, Hill says, his mind began to create alibis and excuses, all of them traceable to the inherent *fear of criticism*. Something inside of him told him, "You can't do it--he job is too big, and requires too much time--what will your relatives think of you? How will you earn a living? No one has ever organized a philosophy of success, what right do you have to believe you can do it? Who are you, anyway, to aim so high? Remember your humble birth—what do you know about philosophy—people will think you are crazy—(and they did)—why hasn't some other person done this before now?"

These and many other questions flashed into Hill's mind, and demanded attention. It seemed as if the whole world had suddenly turned its attention to him with the purpose of ridiculing him into giving up all desire to carry out Mr. Carnegie's suggestion. And yet, here we are today, seventy years later, reading the timeless secrets to financial success which Hill researched and revealed for the first time ever, because he fought the fear of criticism. Who's laughing now?

Hill had a fine opportunity, right then and there, before this book ever went as far as the first interview, to kill off ambition before it gained control of him. Later in life, after having analyzed thousands of people, Hill discovered that *most ideas are still-born, and need the breath of life injected into them through definite plans of immediate action*. The time to nurse an idea is at the time of its birth. Every minute it lives gives it a better chance of surviving. The *fear of criticism* is at the bottom of the destruction of most ideas which never reach the *planning* and *action* stage.

Many people believe that material success is the result of big “breaks.” There is an element of truth in this belief, but those depending entirely upon luck are nearly always disappointed, because they overlook another important factor which must be present before a person can be sure of success. It is the knowledge with which big “breaks” can be made to order.

During the depression, W. C. Fields, the comedian, lost all his money, and found himself without income, without a job, and his means of earning a living (vaudeville) no longer existed. Better still, he was past sixty, when many men consider themselves “old.” He was so eager to stage a comeback that he offered to work without pay, in a new field (movies). Now as if that wasn't enough, in addition to his other troubles, he fell and injured his neck. To many, that would have been the place to give up and *quit*. But Fields was *persistent*. He knew that if he carried on he would get the “breaks” sooner or later, and he did get them, but not by chance.

Marie Dressler found herself down and out, with her money gone, with no job, when she was about sixty. She, too, went after the “breaks,” and got them. Her *persistence* brought an astounding triumph late in life, long beyond the age when most men and women are done with ambition to achieve.

Eddie Cantor lost his money in the 1929 stock crash, but he still had his *persistence* and his courage. With these, plus two prominent eyes, he exploited himself back into an income of \$10,000 a week! Truthfully, if a person has *persistence*, he or she can get along very well without many other qualities.

The only “break” anyone can afford to rely on is a self-made “break.” These come through the application of *persistence*. The starting point is *definiteness of purpose*. Examine the first hundred people you meet, ask them what they want most in life, and ninety eight of them will not be able to tell you. If you press them for an answer, some will say—*security*, many will say—*money*, a few will say—*happiness*, others will say—*fame and power*, and still others will say—*social recognition, easy living, ability to sing, dance, or write* but none of them will be able to define these terms, or give the slightest indication of a *plan* by which they hope to attain these vaguely expressed wishes. Wealth does not respond to wishes. It responds only to definite plans, backed by definite desires, through constant *persistence*.

HOW TO DEVELOP PERSISTENCE

There are four simple steps which lead to the habit of *persistence*. They call for no great amount of intelligence, no particular amount of education, and only little time or effort. The necessary steps are:

1. *A definite purpose backed by burning desire for its fulfillment.*
2. *A definite plan, expressed in continuous action.*
3. *A mind closed tightly against all negative and discouraging influences, including negative suggestions from relatives, friends, and acquaintances.*
4. *A friendly alliance with one or more persons who will encourage one to*

follow through with both plan and purpose.

These four steps are essential for success in all walks of life. The entire purpose of the thirteen principles of this philosophy is to enable a person to take these four steps as a matter of *habit*.

These are the steps by which a person may control his or her economic destiny.

They are the steps that lead to freedom and independent thinking.

They are the steps that lead to wealth, great or small.

They lead the way to power, fame, and worldly recognition.

They are the four steps which guarantee favorable “breaks.”

They are the steps that convert dreams into physical realities.

They lead, also, to the mastery of *fear, discouragement, and indifference*.

There is a magnificent reward for all who learn to take these four steps. It is the privilege of writing your own ticket, and of making Life yield whatever price you asked.

There's no factual way of knowing, but it seems reasonable to venture the conjecture that Mrs. Wallis Simpson's great love for a man was not accidental, nor the result of favorable “breaks” alone. Wallis Simpson was born, humbly, in America, but had well-placed relatives through whom, even after two divorces (in the early 1900's) she was able to gain place in high society; ultimately, Simpson fell in love with the English Prince Edward who abdicated his throne as King of Great Britain so that he could marry his one true love. In her quest to win the Prince, there was a burning desire, and careful searching at every step of the way. Her first duty was to love. What is the greatest thing on earth? The Master called it love--not man made rules, criticism, bitterness, slander, or political “marriages,” but love.

She knew what she wanted, not after she met the Prince of Wales, but long before that. Twice when she had failed to find it, she had the courage to continue her search. “To thine own self be true, and it must follow, as the night the day, thou canst not then be false to any man.”

Her rise from obscurity was of the slow, progressive, *persistent* order, but it was *sure*! She triumphed over unbelievably long odds; and, no matter whom you are, or what you think of Wallis Simpson, or the king who gave up his Crown for her love, she is an astounding example of applied *persistence*, an instructor on the rules of self-determination, from whom the entire world could profit by her lessons.

When you think of Wallis Simpson, think of one who knew what she wanted, and shook the greatest empire on earth to get it. Women who complain that this is a

man's world, that women still do not have an equal chance to win, owe it to themselves to carefully study the life of this unusual woman, who, at an age which many women, at least in her time, consider "old," captured the affections of the most desirable bachelor in the entire world.

And what of King Edward? What lesson can we learn from his part in the world's greatest drama of recent times? Did he pay too high a price for the affections of the woman of his choice?

Surely no one but he could answer that question correctly. The rest of us can only offer conjecture. This much we know, the king came into the world without his own consent. He was born to great riches, without asking for them. He was persistently sought in marriage; politicians and statesmen throughout Europe tossed daughters and princesses at his feet. Because he was the first born of his parents, he inherited a crown, which he did not seek and perhaps did not desire. For more than forty years he was not a free agent, could not live his life in his own way, had very little privacy, and finally assumed duties inflicted upon him when he ascended the throne.

Some will say, "With all these blessings, King Edward should have found peace of mind, contentment, and joy in life." The truth is that lurking behind all the privileges of a crown, all the money, the fame, and the power inherited by King Edward, there was an emptiness which could be filled only by love.

His greatest *desire* was for love. Long before he met Wallis Simpson, he doubtless felt this great universal emotion tugging at his heart strings, beating on the door of his soul, and crying out for expression.

And when he met a kindred spirit, crying out for this same Holy privilege of expression, he recognized it, and without fear or apology, opened his heart and invited it on. All the scandal-seekers in the world could not destroy the beauty of this international drama, through which two people found love, and had the courage to face open criticism, renounce *all else* to give it expression.

King Edward's *decision* to give up the crown of the world's most powerful empire, for the privilege of going the remainder of the way through life with the woman of his choice, was a decision that required courage. The decision also had a price, but who has the right to say the price was too great? Surely not He who said, "He among you who is without sin, let him cast the first stone."

As a suggestion to any cynic who chooses to find fault with the Duke of Windsor, because his *desire* was for *love*, and for openly declaring his love for Wallis Simpson, and giving up his throne for her, remember that the *open declaration* was not essential. He could have followed the custom of clandestine liaison which has prevailed in Europe for centuries, without giving up either his throne, or the woman of his choice, and there would have been *no complaint from either church or laymen*. But this unusual man was built of sterner stuff. His love was clean. It was deep and sincere. It represented the one thing which, above *all else* he truly *desired*, therefore, he took what he wanted, and paid the price demanded.

If Europe had been blessed with more rulers with the human heart and the traits of honesty of ex-king Edward, that part of the world might have a different and a better story to tell. A story in which Love and not Hate would rule.

In the words of Stuart Austin Wier this toast is offered to the late ex-king Edward and Wallis Simpson:

“Blessed is the man who has come to know that our muted thoughts are our sweetest thoughts.

“Blessed is the man who, from the blackest depths, can see the luminous figure of *love*, and seeing, sing; and singing, say: ‘Sweeter far than uttered lays are the thoughts I have of you.’”

These words pay tribute to the two people who, more than all others of recent history, have been the victims of criticism and the recipients of abuse, because they found Life’s greatest treasure, and claimed it. **Mrs. Simpson read and approved this account.*

Most of the world applauds the Duke of Windsor and Wallis Simpson, because of their *persistence* in searching until they found life’s greatest reward. *All of us can profit* by following their example in our own search for what we demand of life.

What mystical power gives to men and women of *persistence* the capacity to master difficulties? Does the quality of *persistence* set up in a person's mind some form of spiritual, mental or chemical activity which gives the person access to supernatural forces? Does Infinite Intelligence throw itself on the side of the person who still fights on, after the battle has been lost, with the whole world opposing them?

These and many other similar questions come to mind as you observe men like Henry Ford, who started at scratch, and built an Industrial Empire of huge proportions, with little else in the way of a beginning but *persistence*. Or, Thomas A. Edison, who, with less than three months of schooling, became the world’s leading inventor and converted *persistence* into the talking machine, the moving picture machine, and the incandescent light, to say nothing of half a hundred other useful inventions. Or Bill Gates, who founded the most widely used computer operating system without a college engineering degree, and the foresight to do it at the very birth of what is now modern computing, getting in before the field was full and the need fulfilled.

Before reaching his conclusions and writing this book, Hill had the privilege of analyzing both Mr. Edison and Mr. Ford, year by year, over many years; he speaks with first-hand, intimate knowledge of them both when he says he found no quality save *persistence* in either of them that even remotely suggested the major source of their stupendous achievements.

Any person who makes an impartial study of the prophets, philosophers, “miracle” men, and religious leaders of the past, will be drawn to the inevitable conclusion that *persistence*, concentration of effort, and *definiteness of purpose* were the major sources of their achievements.

Consider, for example, the strange and fascinating story of Mohammed; analyze his life, compare him with men of achievement in this modern age of industry, technology and finance, and observe how they have one outstanding trait in common, *persistence*!

If you are keenly interested in studying the strange power which gives potency to *persistence*, read a biography of Mohammed, the Father of Islam (in particular the one written by Essad Bey). This brief review of that book, written by Thomas Sugrue and published many years ago in the Herald-Tribune, will provide a preview of the rare treat in store for those who take the time to read the entire story of one of the most astounding examples of the power of *persistence* known to civilization. It is a most important read for us today as the world reaches out for a better understanding of this religion to which its believers themselves persist so strongly in nurturing. A better understanding of the Prophet Mohammed, his persistence and acceptance of all believers, can only help to clarify the true intentions of his people.

THE LAST GREAT PROPHET

Reviewed by Thomas Sugrue

“Mohammed was a prophet, but he never performed a miracle. He was not a mystic; he had no formal schooling; he did not begin his mission until he was forty. When he announced that he was the Messenger of God, bringing word of the true religion, he was ridiculed and labeled a lunatic. Children tripped him and women threw filth upon him. He was banished from his native city, Mecca, and his followers were stripped of their worldly goods and sent into the desert after him. When he had been preaching ten years he had nothing to show for it but banishment, poverty and ridicule. Yet before another ten years had passed, he was dictator of all Arabia, ruler of Mecca, and the head of a New World religion which was to sweep to the Danube and the Pyrenees before exhausting the impetus he gave it. That impetus was three-fold: the power of words, the efficacy of prayer and man’s kinship with God.

“His career never made sense. Mohammed was born to impoverished members of a leading family of Mecca. Because Mecca, the crossroads of the world, home of the magic stone called the Caaba, great city of trade and the center of trade routes, was unsanitary, its children were sent to be raised in the desert by Bedouins. Mohammed was thus nurtured, drawing strength and health from the milk of nomad, vicarious mothers. He tended sheep and soon hired out to a rich widow as leader of her caravans. He traveled to all parts of the Eastern World, talked with many men of diverse beliefs and observed the decline of Christianity into warring sects. When he was twenty-eight, Khadija, the widow, looked upon him with favor, and married him. Her father would have objected to such a marriage, so she got him drunk and held him up while he gave the paternal blessing. For the next twelve years Mohammed lived as a rich and respected and very shrewd trader. Then he took to wandering in the desert, and one day he returned with the first verse of the Koran and told Khadija that the archangel

Gabriel had appeared to him and said that he was to be the Messenger of God.

“The Koran, the revealed word of God, was the closest thing to a miracle in Mohammed’s life. He had not been a poet; he had no gift of words. Yet the verses of the Koran, as he received them and recited them to the faithful, were better than any verses which the professional poets of the tribes could produce. This, to the Arabs, was a miracle. To them the gift of words was the greatest gift, the poet was all-powerful. In addition the Koran said that all men were equal before God, that the world should be a democratic state—Islam. It was this political heresy, plus Mohammed’s desire to destroy all the 360 idols in the courtyard of the Caaba, which brought about his banishment. The idols brought the desert tribes to Mecca, and that meant trade. So the business men of Mecca, the capitalists, of which he had been one, set upon Mohammed. Then he retreated to the desert and demanded sovereignty over the world.

“The rise of Islam began. Out of the desert came a flame which would not be extinguished—a democratic army fighting as a unit and prepared to die without wincing. Mohammed had invited the Jews and Christians to join him; for he was not building a new religion. He was calling all who believed in one God to join in a single faith. If the Jews and Christians had accepted his invitation Islam would have conquered the world. They didn’t. They would not even accept Mohammed’s innovation of humane warfare. When the armies of the prophet entered Jerusalem not a single person was killed because of his faith. When the crusaders entered the city, centuries later, not a Moslem man, woman, or child was spared. But the Christians did accept one Moslem idea—the place of learning, the university.”

10

POWER OF THE MASTER MIND - THE DRIVING FORCE

The Ninth Step toward Riches



Power is essential for success in the accumulation of money.

Plans are inert and useless, without sufficient *power* to translate them into *action*. This chapter will describe the method by which an individual may attain and apply *power*.

Power can be defined as “organized and intelligently directed *knowledge*.” *Power*, as the term is used here, refers to *organized* effort, sufficient enough to enable an individual to transmute *desire* into its monetary equivalent. *Organized* effort is produced through the coordination of effort of two or more people, who work toward a *definite* end, in a spirit of harmony.

Power is required for the accumulation of wealth! Power is necessary for the retention of money after it has been accumulated!

Let us ascertain how power can be acquired. If power is “organized knowledge,” let us examine the sources of knowledge:

- a) ***Infinite intelligence.*** This source of knowledge may be contacted through the procedure described in another chapter, with the aid of Creative Imagination.
- b) ***Accumulated experience.*** The accumulated experience of man, (or that portion of it that has been organized and recorded), can be found in any well-equipped public library, and on the internet. An important part of this accumulated experience is taught in public schools and colleges, where it has been classified and organized.
- c) ***Experiment and research.*** In the field of science, and in practically every other walk of life, people are gathering, classifying, and organizing new facts daily. This is the source a person must turn to when knowledge is not available through “accumulated experience.” Here, too, the Creative Imagination must often be used.

Knowledge may be acquired from any of the foregoing sources. It may be converted into *power* by organizing it into definite *plans* and by expressing those plans in terms of *action*.

Examination of the three major sources of knowledge readily discloses the difficulty an individual would have, if he or she depended upon his or her efforts alone, in assembling knowledge and expressing it through definite plans in terms of *action*. If his or her plans are comprehensive, and if they are on a large scale, he must, generally, convince others to cooperate with him, before he can inject into them the necessary element of *power*.

GAINING POWER THROUGH THE “MASTER MIND”

The “Master Mind” may be defined as: “Coordination of knowledge and effort, in a spirit of harmony, between two or more people, for the attainment of a definite purpose.”

No individual may have great power without availing himself of the “Master Mind.” In a preceding chapter, instructions were given for the creation of *plans* for the purpose of translating *desire* into its monetary equivalent. If you carry out these instructions with *persistence* and intelligence, and use discretion in the selection of your “Master Mind” group, your objective will have been half way reached, even before you begin to recognize it.

So that you can better understand the “intangible” potentialities of power available to you, through a properly chosen “Master Mind” group, we will explain here the two characteristics of the Master Mind principle, one of which is economic in nature, and the other psychic. The economic feature is obvious. Economic advantages can be created by any person who surrounds himself with the advice, counsel, and personal cooperation of a group of men who are willing to lend him wholehearted aid, in a spirit of *perfect harmony*. This form of cooperative alliance has been the basis of nearly every great fortune. Your understanding of this great

truth may definitely determine your financial status.

The psychic phase of the Master Mind principle is much more abstract, much more difficult to comprehend, because it has reference to the spiritual forces with which the human race, as a whole, is not well acquainted and many question (*remember, however, that references to spirit and spirituality do not necessarily speak about religion; the human spirit simply refers to that unexplained, ethereal emotion which might best be described, for lack of a better term, as the soul). Consider the significance of the suggestion in this statement: "No two minds ever come together without, thereby, creating a third, invisible, intangible force which may be likened to a third mind."

Keep in mind the fact that there are only two known elements in the whole universe, energy and matter. It is a well known fact that matter can be broken down into units of molecules, atoms, and electrons. There are units of matter which may be isolated, separated, and analyzed.

Likewise, there are units of energy.

The human mind is a form of energy, a part of it being spiritual in nature. When the minds of two people are coordinated in a *spirit of harmony*, the spiritual units of energy of each mind form an affinity, which constitutes the "psychic" phase of the Master Mind.

The Master Mind principle, or rather the economic feature of it, was first called to Hill's attention by Andrew Carnegie, more than twenty-five years before he wrote this book. Discovery of this principle was responsible for the choice of Hill's life's work.

Mr. Carnegie's Master Mind group consisted of a staff of approximately fifty men, with whom he surrounded himself, for the *definite purpose* of manufacturing and marketing steel. He attributed his entire fortune to the *power* he accumulated through this "Master Mind."

Analyze the record of any man who has accumulated a great fortune, and many of those who have accumulated modest fortunes, and you will find that they have either consciously or unconsciously employed the "Master Mind" principle.

Great power can be accumulated through no other principle!

Energy is Nature's universal set of building blocks, out of which she constructs every material thing in the universe, including man, and every form of animal and vegetable life. Through a process only Nature completely understands, she translates energy into matter.

Nature's building blocks are available to man, in the energy involved in *thinking!* Man's brain can be compared to an electric battery. It absorbs energy from the universe, which permeates every atom of matter, and fills the entire universe.

It is an obvious fact that a group of batteries will provide more energy than a single battery. It is also an obvious fact that an individual battery will provide

energy in proportion to the number and capacity of the cells it contains.

The brain functions in a similar fashion. This accounts for the fact that some brains are more efficient than others, and leads to this significant statement—a group of brains coordinated (or connected) in a spirit of harmony, will provide more thought-energy than a single brain, just as a group of batteries will provide more energy than a single battery.

Through this metaphor it becomes immediately obvious that the Master Mind principle holds the secret of the *power* wielded by people who surround themselves with other people of brains.

What follows now is another statement which will lead still nearer to an understanding of the psychic phase of the Master Mind principle: When a group of individual brains are coordinated and function in Harmony, the increased energy created through that alliance becomes available to every individual brain in the group.

It is a well known fact that Henry Ford began his business career under the handicap of poverty, illiteracy, and ignorance. It is an equally well known fact that, within the inconceivably short period of ten years, Mr. Ford mastered these three handicaps, and within twenty-five years he made himself one of the richest men in America. Connect with this fact, the additional knowledge that Mr. Ford's most rapid strides became noticeable, from the time he became a personal friend of Thomas A. Edison, and you will begin to understand what the influence of one mind upon another can accomplish. Go a step farther, and consider the fact that Mr. Ford's most outstanding achievements began from the time that he formed the acquaintances of Harvey Firestone, John Burroughs, and Luther Burbank, (each a man of great brain capacity), and you will have further evidence that *power* may be produced through friendly alliance of minds.

There is little if any doubt that Henry Ford was one of the most well-informed men in the business and industrial world. The question of his wealth needs no discussion. Analyze Mr. Ford's intimate personal friends, some of whom have already been mentioned, and you will be able to understand the following statement: "Men take on the nature and the habits and the *power of thought* of those with whom they associate in a spirit of sympathy and harmony."

Henry Ford whipped poverty, illiteracy, and ignorance by allying himself with great minds, whose vibrations of thought he absorbed into his own mind. Through his association with Edison, Burbank, Burroughs, and Firestone, Mr. Ford added to his own brain power, the sum and substance of the intelligence, experience, knowledge, and spiritual forces of these four men. Moreover, he appropriated, and made use of, the Master Mind principle through the processes described in this book.

This principle is available to you!

We have already mentioned Mahatma Gandhi. Many people throughout the last century, and still some today, look upon Gandhi as nothing more than an eccentric little man, who went around without formal clothing, and stirred up

trouble for the British Government.

In reality, Gandhi was not eccentric, but he was *the most powerful man alive* during his time (Estimated by the number of his followers and their faith in their leader); the majority of people—and history--recognize this today. Moreover, he was probably the most powerful man who has ever lived. His power was passive, but it was real.

Let's study the method by which Gandhi attained his stupendous *power*. It can be explained in a few words. He came by *power* by inducing over two hundred million people to coordinate, with mind and body, in a spirit of *harmony*, for a *definite purpose*.

In short, Gandhi accomplished a *miracle*, for it is a miracle when two hundred million people can be induced—not forced—to cooperate in a spirit of *harmony*, for a limitless time. If you doubt that this is a miracle, try to induce *any two people* to cooperate in a spirit of harmony for *any length of time*.

Every man who manages a business knows how difficult it is to get employees to work together in a spirit even remotely resembling *harmony*.

The list of the chief sources from which *power* can be attained is, as you have seen, headed by *Infinite Intelligence*.

When two or more people coordinate in a spirit of *harmony*, and work toward a definite objective, they place themselves in position, through that alliance, to absorb power directly from the great universal storehouse of Infinite Intelligence. This is the greatest of all sources of *power*. It is the source the genius turns to. It is the source every great leader turns to, (whether he is conscious of the fact or not).

The other two major sources from which the knowledge, necessary for the accumulation of *power*, can be obtained are no more reliable than the five senses of man. The senses are not always reliable. Infinite Intelligence *does not err*.

In subsequent chapters, the methods by which Infinite Intelligence can be most readily contacted will be thoroughly described.

This is not a course on religion. No fundamental principle described in this book should be interpreted as being intended to interfere either directly, or indirectly, with any person's religious belief or habits, or the lack thereof. This book has been confined, exclusively, to instructing the reader how to transmute the *definite purpose of desire for money* into its monetary equivalent.

Read, *think*, and meditate as you read. Soon, the entire subject will unfold, and you will see it in perspective. You are now seeing only the detail of the individual chapters.

Money is as shy and elusive as the "old time" maiden. It must be wooed and won by methods not unlike those used by a determined lover, in pursuit of the girl of his choice. And, coincidentally, the *power* used in the "wooing" of money is not

much different from that used in wooing a maiden. That power, when successfully used in the pursuit of money, must be mixed with *faith*. It must be mixed with *desire*. It must be mixed with *persistence*. It must be applied through a plan, and that plan must be set into *action*.

When money comes in large quantities, what you might call "big money," it flows to the one who accumulates it, as easily as water flows down hill. There exists a great unseen stream of *power*, which can be compared to a river, with the exception that one side flows in one direction, carrying all who get into that side of the stream, onward and upward to *wealth*—and the other side flows in the opposite direction, carrying everyone unfortunate enough to get into it (and not able to extricate themselves from it), downward to misery and *poverty*.

Every person who has accumulated great wealth has recognized the existence of this stream of life. It consists of a person's *thinking process*. The positive emotions of thought form the side of the stream which carries people to fortune. The negative emotions form the side which carries people down to poverty, or keeps them in financial straights.

This carries a thought of great importance to the person who is following this book with the object of accumulating wealth.

If you are in the side of the stream of *power* which leads to poverty, this book may serve as an oar, which you can use to steer yourself over into the other side of the stream. It can serve you *only* through application and use. Merely reading and passing judgment on it, either one way or another, will in no way benefit you.

Some people find themselves alternating between the positive and negative sides of the stream, being at times on the positive side, and at times on the negative side, such as when a person loses their very prosperous job because their company has consolidated or downsized. The Wall Street crash of 1929 swept millions of people from the positive to the negative side of the stream. These millions struggled, some of them in desperation and fear, to get back to the positive side of the stream. This book was written especially for those millions, but it equally applicable to those struggling financially today; and with the mounting piles of debt the average citizens of the world today are carrying, there are plenty out there who need some aide to help them find their way to wealth creation and security not only for themselves, but also for future generations.

Poverty and riches often change places. The Crash taught the world this truth, although the world seems at times to have easily forgotten the lesson. Poverty may, and generally does, voluntarily take the place of riches. When riches take the place of poverty, the change is usually brought about through well conceived and carefully executed *plans*. Poverty needs no plan. It needs no one to aid it, because it is bold and ruthless. Wealth is shy and timid. It has to be "attracted."

Anybody can *wish* for riches, and most people do, but only a few know that a definite plan, plus a *burning desire* for wealth, are the only dependable means of accumulating wealth.

11

THE MYSTERY OF SEX TRANSMUTATION

The Tenth Step toward Riches



15

The meaning of the word “transmute” is, in simple language, “the changing, or transferring of one element, or form of energy, into another.”

The emotion of sex brings into being a state of mind. Because of ignorance on the subject, this state of mind is generally associated with the physical, and because of improper influences, to which most people have been subjected in acquiring knowledge of sex, things that are essentially physical have highly biased the mind.

The emotion of sex has behind it the possibility of three constructive potentialities, they are:

1. The perpetuation of mankind.
2. The maintenance of health, (as a therapeutic agent, it has no equal).
3. The transformation of mediocrity into genius through transmutation.

Sex transmutation is simple and easily explained. It means the switching of the mind from thoughts of physical expression, to thoughts of some other nature.

Sexual desire is the most powerful of human desires. When driven by this desire, men and women alike develop a keen imagination, courage, will-power, persistence, and creative ability that remain unknown to them at other times. So strong and impelling is the desire for sexual contact that people freely run the risk of life and reputation to indulge it. People will put their entire work and personal lives on the line for it. When harnessed, and redirected along other lines, this motivating force maintains all of its attributes of keenness of imagination, courage, etc., which may be used as powerful creative forces in literature, art, or in any other profession or calling, including, of course, the creation of wealth.

The transmutation of sex energy calls for the exercise of will-power, to be sure, but the reward *is* worth the effort. The desire for sexual expression is inborn and natural. The desire cannot, and should not, be submerged or eliminated. But it should be given an outlet through forms of expression which enrich the body, mind, and spirit of Man. If not given this form of outlet, through transmutation, it will seek outlets through purely physical channels.

A river may be dammed, and its water controlled for a time, but eventually, it will force an outlet. The same is true of the emotion of sex. It may be submerged and controlled for a time, but its very nature causes it to be always seeking a means of expression. If it is not transmuted into some creative effort it will find a less worthy outlet.

Fortunate, indeed, is the person who has discovered how to give sex emotion an outlet through some form of creative effort, for that person has, by that discovery, lifted him- or herself to the status of a genius.

Scientific research has disclosed these significant facts:

The men of greatest achievement are men with highly developed sex natures; men who have learned the art of sex transmutation. The Great men who have accumulated great fortunes and achieved outstanding recognition in literature, art, industry, architecture, and the professions, were motivated by the influence of a woman.

The research from which these astounding discoveries were made went back through the pages of biography and history for more than two thousand years. Wherever there was evidence available in connection with the lives of men and women of great achievement, it indicated most convincingly that they possessed highly developed sex natures.

The emotion of sex is an “irresistible force,” against which there can be no such opposition as an “immovable body.” When driven by this emotion, men become gifted with a super power for action. Understand this truth, and you will catch the significance of the statement that sex transmutation will lift one to the status of a genius.

The emotion of sex contains the secret of creative ability.

Destroy the sex glands, whether in Man or animal, and you have removed the major source of action. For proof of this, observe what happens to any animal after it has been castrated. A bull becomes as docile as a cow after it has been altered sexually. Sex alteration takes out of the male, whether Man or animal, all the *fight* that was in him. Sex alteration of the female has the same effect.

THE TEN MIND STIMULI

The human mind responds to stimuli, through which it may be “keyed up” to high energies known as enthusiasm, creative imagination, intense desire, etc. The stimuli to which the mind responds most freely are:

1. The desire for sexual expression
2. Love
3. A burning desire for fame, power, or financial gain, *money*
4. Music
5. Friendship between either those of the same sex or those of the opposite sex
6. A Master Mind alliance based upon the harmony of two or more people who ally themselves for spiritual or temporal advancement.
7. Mutual suffering, such as that experienced by people who are persecuted.
8. Auto-suggestion
9. Fear
10. Narcotics and alcohol

The desire for sexual expression is at the top of the list of stimuli, which most effectively “step-up” the vibrations of the mind and start the “wheels” of physical action. Eight of these stimuli are natural and constructive. Two are destructive. The list is presented here for the purpose of enabling you to make a comparative study of the major sources of mind stimulation. From this study, it will be readily seen that the emotion of sex is, by great odds, the most intense and powerful of all mind stimuli.

This comparison is necessary as a foundation for proof of the statement that transmutation of sex energy may lift one to the status of a genius. Let's find out what constitutes a genius.

An old joke says that a genius is a man who “wears long hair, eats queer food, lives alone, and serves as a target for the joke makers.” That ignorant analysis is not so far off from what many people have to say about geniuses today, unfortunately. A better definition of a genius is, “a man who has discovered how to increase the wavelengths of thought to the point where he can freely communicate with sources of knowledge not available through the ordinary rate of thought.”

The person who thinks will want to ask some questions concerning this definition of genius. The first question will be, “How can one communicate with sources of knowledge that are not available through the *ordinary* rate of thought?”

The next question will be, “Are there known sources of knowledge which are available only to geniuses, and if so, *what are these sources*, and exactly how can they be reached?”

Here's proof of the soundness of some of the more important statements made in this book—or at least evidence through which you can secure your own proof through experimentation, and in doing so, both of these questions will be offered.

“GENIUS” IS DEVELOPED THROUGH THE SIXTH SENSE

The reality of a “sixth sense” has been fairly well established, or at least very strongly theorized. Reference to this elusive sense is made all the time, particularly in those who display a talent or ability not well understood.

This sixth sense is “Creative Imagination.” The faculty of creative imagination is one which the majority of people never use during an entire lifetime, and if used at all, it usually happens by mere accident. A relatively small number of people use, *with deliberation and purpose a forethought*, the faculty of creative imagination. Those who use this faculty voluntarily, and with understanding of its functions, are *geniuses*.

The faculty of creative imagination is the direct link between the finite mind of man and Infinite Intelligence. All so-called revelations, referred to in the realm of religion, and all discoveries of basic or new principles in the field of invention, take place through the faculty of creative imagination.

When ideas or concepts flash into one’s mind, through what is popularly called a “hunch,” they come from one or more of the following sources:

1. Infinite Intelligence
2. One’s subconscious mind, wherein is stored every sense impression and thought impulse which ever reached the brain through any of the five senses
3. From the mind of some other person who has just released the thought, or picture of the idea or concept, through conscious thought, or
4. From the other person’s subconscious storehouse

There are no other *known* sources from which “inspired” ideas or “hunches” are received.

The creative imagination functions best when the mind is working (due to some form of mind stimulation) at an exceedingly high rate. That is, when the mind is functioning at a rate of vibration higher than that of ordinary, normal thought.

When brain action has been stimulated, through one or more of the ten mind stimulants, it has the effect of lifting the individual far above the horizon of ordinary thought, and permits that person to envision distance, scope, and quality of *thought* not available on the lower plane, such as that occupied while one is

engaged in the solution of the problems of business and professional routine.

When lifted to this higher level of thought, through any form of mind stimulation, an individual occupies, relatively, the same position as a person in an airplane that has gone high enough to see over and beyond the horizon that normally limits his vision on the ground. Moreover, while on this higher level of thought, the individual is not hampered or bound by any of the stimuli which circumscribe and limit his vision while wrestling with the problems of gaining the three basic necessities of food, clothing, and shelter. He is in a world of thought in which the *ordinary* work-a-day thoughts have been as effectively removed as are the hills and valleys and other limitations of physical vision, when he rises in an airplane.

While on this exalted plane of *thought*, the creative faculty of the mind is given freedom for action. The way has been cleared for the sixth sense to function; it becomes receptive to ideas which could not reach the individual under any other circumstances. The "sixth sense" is the faculty which marks the difference between a genius and an ordinary individual.

The creative faculty becomes more alert and receptive to vibrations, originating outside the individual's subconscious mind; the more this faculty is used, the more the individual relies on it and makes demands on it for thought impulses. This faculty can be cultivated and developed only through use.

That part of us known as our 'conscience' operates entirely through the faculty of the sixth sense.

The great artists, writers, musicians, and poets become great because they acquire the habit of relying upon that "little voice" that speaks from within, through the faculty of creative imagination. It is a fact well known to people who have "keen" imaginations that their best ideas come through so-called "hunches."

There was a great speaker who does not reach heights of greatness, until he closes his eyes and begins to rely entirely upon the faculty of Creative Imagination. When asked why he closed his eyes just before the climax of his oratory, he replied, "I do it, because, then I speak through ideas which come to me from within."

One of America's most successful and best known financiers followed the habit of closing his eyes for two or three minutes before making a decision.

When asked why he did this, he replied, "With my eyes closed, I am able to draw upon a source of superior intelligence."

The late Dr. Elmer R. Gates, of Chevy Chase, Maryland, created more than 200 useful patents, many of them basic, through the process of cultivating and using the creative faculty. His method is both significant and interesting to anyone interested in reaching the status of genius, in which category Dr. Gates, unquestionably belonged. Dr. Gates was one of the really great, though less publicized and less well-known, scientists of the world.

In his laboratory, he had what he called his “personal communication room.” It was practically sound proof, and equipped so that all light could be shut out. In it he kept a small table where he kept a pad of writing paper. In front of the table, on the wall, was a pushbutton which controlled the lights. When Dr. Gates wanted to draw upon the forces available to him through his Creative Imagination, he would go into this room, sit down at the table, shut off the lights, and *concentrate* on the *known* factors of the invention he was working on, staying in that position until ideas began to “flash” into his mind in connection with the *unknown* factors of the invention.

On one occasion, ideas came so fast that he was forced to write for almost three hours. When the thoughts stopped flowing, and he examined his notes, he found they contained a minute description of principles which had no parallel among the known data of the scientific world.

What is more, the answer to his problem was intelligently presented in those notes. In this manner Dr. Gates completed over 200 patents, which had been begun, but not completed, by “half-baked” brains. Evidence of the truth of this statement is in the United States Patent Office.

Dr. Gates earned his living by “sitting for ideas” for individuals and corporations. Some of the largest corporations in America paid him substantial fees, by the hour, for “sitting for ideas.”

The reasoning faculty is often faulty, because it is largely guided by a person’s accumulated experience. Not all knowledge, which one accumulates through “experience,” is accurate. Ideas received through the creative faculty are much more reliable, for the reason that they come from sources more reliable than any which are available to the reasoning faculty of the mind.

The major difference between the genius and the ordinary inventor may be found in the fact that the genius works through his faculty of creative imagination, while the ordinary inventor knows nothing of this faculty. The scientific inventor (such as Mr. Edison, and Dr. Gates), makes use of both the synthetic and the creative faculties of imagination.

For example, the scientific inventor, or “genius,” begins an invention by organizing and combining the known ideas, or principles accumulated through experience, through the synthetic faculty (the reasoning faculty). If he finds this accumulated knowledge to be insufficient for the completion of his invention, he then draws upon the sources of knowledge available to him through his *creative* faculty. The method by which he does this varies with the individual, but this is the sum and substance of his procedure:

He stimulates his mind so that it works on a higher-than-average plane, using one or more of the ten mind stimulants or some other stimulant of his choice.
He concentrates on the known factors (the finished part) of his invention, and creates in his mind a perfect picture of unknown factors (the unfinished part), of his invention. He holds this picture in mind until it has been taken over by the subconscious mind, then relaxes by clearing his mind of *all* thought, and waits for his answer to “flash” into his mind.

Sometimes the results are both definite and immediate. At other times, the results are negative, depending upon the state of development of the “sixth sense,” or creative faculty.

Edison tried out more than 10,000 different combinations of ideas through the synthetic faculty of his imagination before he “tuned in” to the creative faculty, and got the answer that perfected the incandescent light. His experience was similar when he produced the phonograph.

There is plenty of reliable evidence that the faculty of creative imagination exists. This evidence is available through accurate analysis of men and women who have become leaders in their respective callings, without having had extensive educations. Lincoln was a notable example of a great leader who achieved greatness, through the discovery and use of his faculty of creative imagination. He discovered and began to use this faculty as the result of the stimulation of love which he experienced after he met Anne Rutledge, a statement of the highest significance in connection with the study of the source of genius.

The pages of history are filled with the records of great leaders whose achievements can be traced directly to the influence of women who aroused the creative faculties of their minds, through the stimulation of sexual desire. Napoleon Bonaparte was one of these. When inspired by his first wife, Josephine, he was irresistible and invincible. When his “better judgment” or reasoning faculty prompted him to put Josephine aside, he began to decline. His defeat and St. Helena were not far off.

If good taste would permit, we might easily mention scores of men, well known to the American people, who climbed to great heights of achievement under the stimulating influence of their wives, only to drop back to destruction *after* money and power went to their heads, and they put aside the old wife for a new one.

Napoleon was not the only man to discover that sexual influence, *from the right source*, is more powerful than any substitute of expediency, which may be created by mere reason.

The human mind responds to stimulation!

Among the greatest and most powerful of these stimuli is the urge of sex. When harnessed and transmuted, this driving force is capable of lifting men and women into that higher sphere of thought which enables them to master the sources of worry and petty annoyance which muddle their pathway on the lower plane.

Unfortunately, only the geniuses have made the discovery. Others have accepted the experience of sexual urge, without discovering one of its major potentialities—a fact which accounts for the great number of “others” as compared to the limited number of geniuses.

To refresh the memory, in connection with the facts available from the biographies of certain men, presented here are the names of a few men of outstanding achievement, each of whom was known to have been of a highly sexed nature. The genius which was their's, undoubtedly found its source of

power in transmuted sex energy:

GEORGE WASHINGTON

NAPOLEON BONAPARTE

WILLIAM SHAKESPEARE

ABRAHAM LINCOLN

RALPH WALDO EMERSON

ROBERT BURNS

THOMAS JEFFERSON

ELBERT HUBBARD

ELBERT H. GARY

OSCAR WILDE

WOODROW WILSON

JOHN H. PATTERSON

ANDREW JACKSON

ENRICO CARUSO

Your own knowledge of biography will enable you to add to this list. Find, if you can, a single man, in all history of civilization, who achieved outstanding success in any calling, who was not driven by a well developed sex nature.

If you do not wish to rely on biographies of men not now living, take inventory of those you know to be persons of great achievement, and see if you can find one among them who is not highly sexed.

Sex energy is the creative energy of all geniuses. *There never has been, and never will be a great leader, builder, or artist lacking in this driving force of sex.*

Surely no one will misunderstand these statements to mean that *all* who are highly sexed are geniuses! Man attains the status of genius *only* when, and *if*, he stimulates his mind so that it draws upon the forces available, through the creative faculty of the imagination. Chief among the stimuli with which this “stepping up” of brain energy may be produced is sexual energy. The mere *possession* of this energy is not sufficient enough to produce a genius. The energy must be *transmuted* from desire for physical contact, into some *other* form of

desire and action, before it will lift one to the status of a genius.

Far from becoming geniuses because of great sex desires, the majority of people *lower* themselves, through misunderstanding and misuse of this great force, to the status of lower animals.

WHY MEN SELDOM SUCCEED BEFORE FORTY

Hill discovered, from the analysis of over 25,000 people, that men who succeed in an outstanding way seldom do so before the age of forty, and more often they do not hit their real pace until they are well beyond the age of fifty. This fact was so astounding that it prompted Hill to go into the study of its cause very carefully, carrying the investigation over a period of more than twelve years.

This study disclosed the fact that the major reason why the majority of men who succeed do not begin to do so before the age of forty to fifty, is their tendency to *dissipate* their energies through over indulgence in physical expression of the emotion of sex. The majority of men *never* learn that the urge of sex has other possibilities, which far transcend in importance that of mere physical expression. The majority of those who make this discovery do so *after having wasted many years* in a period when sexual energy is at its height, prior to the age of forty-five to fifty. This usually is followed by noteworthy achievement.

The lives of many men up to, and sometimes well past, the age of forty, reflect a continued dissipation of energies, which could have been more profitably channeled. Their finer and more powerful emotions are sown wildly to the four winds. From this habit is where we get the phrase "sowing his wild oats."

The desire for sexual expression is by far the strongest and most impelling of all the human emotions, and for this very reason this desire, when *harnessed and transmuted* into action, other than that of physical expression, may raise one to the status of a genius.

One of America's most able business men frankly admitted that his attractive secretary was responsible for most of the plans he created. He admitted that her presence lifted him to heights of creative imagination, such as he could experience under no other stimulus.

One of the most successful men in America owes most of his success to the influence of a very charming young woman, who has served as his source of inspiration for more than twelve years. Everyone knows the man to whom this reference is made, but not everyone knows the *real source* of his achievements.

History is not lacking in examples of men who attained to the status of genius as the result of the use of artificial mind stimulants in the form of drugs and alcohol. Edgar Allen Poe wrote the "Raven" while drunk, "dreaming dreams that mortal never dared to dream before." James Whitcomb Riley did his best writing while under the influence of alcohol. Perhaps it was thus he saw "the ordered intermingling of the real and the dream, the mill above the river, and the mist

above the stream.” Robert Burns wrote best when intoxicated, “For Auld Lang Syne, my dear, we’ll take a cup of kindness yet, for Auld Lang Syne.”

But let it be remembered that many such men have destroyed themselves in the end. Nature has prepared her own potions with which men may safely stimulate their minds so they vibrate on a plane that enables them to tune in to fine and rare thoughts which come from—no one knows where! No satisfactory substitute for Nature’s stimulants has ever been found.

It is a fact well known to psychologists that there is a very close relationship between sexual desires and spiritual urges—a fact which accounts for the peculiar behavior of people who participate in the orgies known as religious “revivals,” common among primitive people and certain factions of modern culture.

The world is ruled, and the destiny of civilization is established, by human emotions. People are influenced in their actions, not by reason so much as by “feelings.” The creative faculty of the mind is set into action entirely by emotions, and *not by cold reason*. The most powerful of all human emotions is sex. There are other mind stimulants, some of which have been listed, but no one of them, nor all of them combined, can equal the driving power of sex.

A mind stimulant is any influence which will either temporarily, or permanently, increase the brain activity (what has been repeatedly dubbed here as 'vibrations of thought'). The ten major stimulants described, are those that people most commonly resort to.

Through these sources one may commune with Infinite Intelligence, or enter, at will, the storehouse of the subconscious mind, either one’s own, or that of another person, a process *which is all there is of genius*.

A teacher, who has trained and directed the efforts of more than 30,000 sales people, made the astounding discovery that highly sexed men are the most efficient salesmen. The explanation is that the factor of personality known as “personal magnetism” is nothing more nor less than sexual energy. Highly sexed people always have a plentiful supply of magnetism. Through cultivation and understanding, this vital force may be drawn upon and used to great advantage in the relationships between people. This energy may be communicated to others through the following media:

1. ***The hand-shake.*** The touch of the hand indicates, instantly, the presence of magnetism, or the lack of it.
2. ***The tone of voice.*** Magnetism, or sexual energy, is the factor with which the voice may be colored, or made musical and charming.
3. ***Posture and the way a person carries the body.*** Highly sexed people move briskly and with grace and ease.
4. ***The vibrations of thought.*** Highly sexed people mix the emotion of sex with their thoughts, or may do so at will, and in that way, may influence those around them.
5. ***Body adornment.*** People who are highly sexed are usually very careful about their personal appearance. They usually select clothing of a style becoming their personality, physique, complexion, etc.

When employing salespeople, the more capable sales manager looks for the quality of personal magnetism as the *first requirement* of a salesperson. People who lack sexual energy will never become enthusiastic nor inspire others with enthusiasm, and enthusiasm is one of the most important requisites in salesmanship, no matter what one is selling.

The public speaker, orator, preacher, lawyer, or salesman who is lacking in sexual energy is a “flop,” as far as being able to influence others is concerned. Couple with this the fact that most people can be influenced only through an appeal to their emotions, and you will understand the importance of sexual energy as a part of the salesperson’s native ability. Master salespeople attain the status of mastery in selling because they, either consciously, or unconsciously, *transmute* the energy of sex into *sales enthusiasm*! In this statement you may find a very practical suggestion as to the actual meaning of sex transmutation.

The salesman who knows how to take his mind off the subject of sex, and direct it in sales effort with as much enthusiasm and determination as he would apply to its original purpose, has acquired the art of sex transmutation, whether he knows it or not.

The majority of salesmen who transmute their sex energy do so without being least aware at all of what they are doing, or how they are doing it.

Transmutation of sexual energy calls for more will power than the average person cares to use for this purpose. Those who find it difficult to summon will-power sufficient enough for transmutation may gradually acquire this ability. Though this requires will-power, the reward for the practice is more than worth the effort.

The entire subject of sex is one with which the majority of people appear to be inexcusably ignorant. The urge of sex has been grossly misunderstood, slandered, and adulterated in something negative by the ignorant and the foul minded for so long that the very word sex is seldom used in polite society. Men and women who are known to be blessed—yes, *blessed*—with highly sexed natures are usually looked upon as being people who will bear watching. Instead of being called blessed, they are usually called cursed.

Millions of people, even in this age of enlightenment, have inferiority complexes which they developed because of this false belief that a highly sexed nature is a curse. These statements concerning the virtue of sex energy should not be construed as justification for an irresponsible, wanton sex-life. The emotion of sex is a virtue *only* when used intelligently, and with discrimination. It may be misused, and often is, to such an extent that it debases, instead of enriches, both body and mind. The better use of this power is the focus of this chapter.

It seemed quite significant to the author, when he made the discovery that practically every great leader whom he analyzed was a man whose achievements were largely inspired by a woman. In many instances, the “woman in the case” was a modest, self-denying wife, whom the public knew very little or nothing. In a few instances, the source of inspiration has been traced to the “other woman.”

Intemperance, or overindulgence in sexual habits is just as detrimental as intemperance in habits of drinking, eating, and other addictions. In this age we live in, an age which began with the First World War, intemperance sexual indecency is common. This may be the reason for the shortage of truly great leaders, the likes of which we have not really seen in any great numbers for a very long time. No man can avail himself of the forces of his creative imagination, while dissipating them. Man is the only creature on earth which violates Nature's purpose in this concern. Every other animal indulges its sex in moderation, and with purpose which harmonizes with the laws of nature. Every other animal responds to the call of sex only in "season." Man's inclination is to declare "open season."

Every intelligent person knows that stimulation in excess, through drinking alcohol and using drugs, is a form of abuse which destroys the vital organs of the body, including the brain. Not every person knows, however, that overindulgence in sexual expression may become a habit as destructive and as detrimental to creative effort as drugs or alcohol.

A sex-crazed man is not essentially different than a drug-crazed man! Both have lost control over their faculties of reason and will-power. Sexual overindulgence may not only destroy reason and will-power, but it may also lead to either temporary or permanent insanity. Many cases of hypochondria (imaginary illness) grow out of habits developed in ignorance of the true function of sex.

From these brief references to the subject, it may be readily seen that ignorance on the subject of sex transmutation, forces very significant penalties on the ignorant on the one hand, and withholds from them equally significant benefits on the other.

Widespread ignorance on the subject of sex is due to the fact that the subject has been surrounded with mystery and clouded by dark silence. The situation has improved little in the seventy years since Hill first published this book; sex is still, in many, many 'civilized' circles, a 'dirty' word. The conspiracy of mystery and silence has had the same effect on the minds of young people that the psychology of prohibition had. The result has been increased curiosity, and desire to acquire more knowledge on this "forbidden" subject; and to the shame of all lawmakers, and most physicians—by training best qualified to educate youth on that subject—information has not been easily available. Sex education has become a more prominent feature of education over the past seventy years, but in large part the movement was spurned mostly by public health initiatives, not in a spirit of understanding sex as a useful human emotion. Nevertheless, any mention of expanded sex education courses today is nearly always met with criticism and opposition.

Seldom does an individual enter upon highly creative effort in any field of endeavor before the age of forty. The average man reaches the period of his greatest capacity to create between forty and sixty. These statements are based upon analysis of thousands of men and women who have been carefully observed. They should be encouraging to those who fail to arrive before the age of forty, and to those who become frightened at the approach of "old age". The years between forty and fifty are, as a rule, the most fruitful. Man should approach this

age, not with fear and trepidation, but with hope and eager anticipation.

If you want evidence that most men do not begin to do their best work before the age of forty, study the records of the most successful men known to the American people, and you will find it. Henry Ford had not “hit his pace” of achievement until he had passed the age of forty. Andrew Carnegie was well past forty before he began to reap the reward of his efforts. James J. Hill was still running a telegraph key at the age of forty. His stupendous achievements took place after that age. Biographies of American industrialists and financiers are filled with evidence that the period from forty to sixty is the most productive age of man.

Between the ages of thirty and forty, man begins to learn (if he ever learns), the art of sex transmutation. This discovery is generally accidental, and more often than otherwise, the man who makes it is totally unconscious of his discovery. He may observe that his powers of achievement have increased around the age of thirty-five to forty, but in most cases, he is not familiar with the cause of this change; that Nature begins to harmonize the emotions of love and sex in the individual, between the ages of thirty and forty, so that he may draw on these great forces, and apply them jointly as stimuli to action.

Sex, alone, is a mighty urge to action, but its forces are like a cyclone—they are often uncontrollable. When the emotion of love begins to mix itself with the emotion of sex, the result is calmness of purpose, poise, accuracy of judgment, and balance.

When driven by his desire to please a woman, based solely on the emotion of sex, a man may be, and usually is, capable of great achievement, but his actions may be disorganized, distorted, and totally destructive. When driven by his desire to please a woman, based on the motive of sex alone, a man may steal, cheat, and even commit murder. But when the emotion of *love* is mixed with the emotion of sex, that same man will guide his actions with more sanity, balance, and reason.

Criminologists have discovered that the most hardened criminals can be reformed through the influence of a woman’s *love*. There is no record of a criminal having been reformed solely through influence of sex. These facts are well known, but their cause is not. Reform comes, if at all, through the *heart*, or the emotional side of man, *not* through his head, or reasoning side. Reform means, “a change of heart.” It does not mean a “change of head.” A man may, because of reason, make certain changes in his personal conduct to avoid the consequences of undesirable effects, but *genuine reform* comes only through a change of heart—through a *desire* to change.

Love, Romance, and Sex are all emotions capable of driving men to heights of superior achievement. Love is the emotion which serves as a safety valve, and insures balance, poise, and constructive effort. When combined, these three emotions may lift one to an altitude of a genius. There are geniuses, however, who know very little of the emotion of love. Most of them are usually found engaged in some form of destructive action, or at least, not based on justice and fairness toward others. If good taste would permit, a dozen geniuses could be named in the field of industry and finance, who ride ruthlessly over the rights of

their fellow men. They seem totally lacking in conscience. To be sure, you can easily think of many today within the fields of industry, finance, and technology who have built their fortunes on the backs of others.

The emotions are states of mind. Nature has provided man with a “chemistry of the mind” which operates in a manner similar to the principles of chemistry of matter. It is a well known fact that, through the aid of chemistry of matter, a chemist may create a deadly poison by mixing certain elements, none of which are—in themselves—harmful in the right proportions. The emotions may, likewise, be combined so as to create a deadly poison. The emotions of sex and jealousy, when mixed, may turn a person into an insane beast.

The presence of any one or more of the destructive emotions in the human mind, through the chemistry of the mind, sets up a poison which can destroy a person’s sense of justice and fairness. In extreme cases, the presence of any combination of these emotions can destroy a person’s reason.

The road to genius consists of the development, control, and use of sex, love, and romance. Briefly, the process may be stated as follows:

Encourage the presence of these emotions as the dominating thoughts in one’s mind, and discourage the presence of all the destructive emotions. The mind is a creature of habit. It thrives on the *dominating* thoughts fed to it. Through the faculty of will-power, one can discourage the presence of any emotion, and encourage the presence of any other. Control of the mind, through the power of will, is not difficult. Control comes from persistence and habit. The secret of control lies in understanding the process of transmutation.

When any negative emotion presents itself in one’s mind, it can be transmuted into a positive or constructive emotion, by the simple procedure of changing one’s thoughts.

There is no other road to genius than through voluntary self effort! A man or woman can reach great heights of financial or business achievement solely by the driving force of sex energy, but history is filled with evidence that he can, and usually does, carry certain traits of character with him which robs him of the ability to either hold or enjoy his fortune. This is worthy of analysis, thought, and meditation, for it states a truth. Ignorance of this has cost thousands of people their privilege of *happiness*, even though they possessed wealth.

The emotions of love and sex leave their unmistakable marks on the features. Moreover, these signs are so visible, that all who wish to can read them. The man who is driven by the storm of passion, based on sexual desires alone, plainly advertises that fact to the entire world, by the expression of his eyes, and the lines of his face. The emotion of love, when mixed with the emotion of sex, softens, modifies, and beautifies the facial expression. No character analyst is needed to tell you this— you can see it for yourself.

The emotion of love brings out and develops the artistic and the aesthetic nature of man. It leaves its impression upon one’s very soul, even after the fire has been subdued by time and circumstance.

Memories of love never pass. They linger, guide, and influence long after the source of stimulation has faded. There is nothing new in this. Every person, who has been moved by *genuine love* knows that it leaves enduring traces upon the human heart. The effect of love endures, because love is spiritual in nature. The man who cannot be stimulated to great heights of achievement by love, is hopeless--he is as good as dead, even though he may seem alive.

Even the memories of love are sufficient enough to lift a person to a higher plane of creative effort. The major force of love may spend itself and pass away, like a fire which has burned itself out, but it leaves behind indelible marks as evidence that it passed that way. Its departure often prepares the human heart for a still greater love.

Go back in your memory from time to time, and bathe your mind in the beautiful memories of past love. It will soften the influence of the present worries and annoyances. It will give you a source of escape from the unpleasant realities of life, and maybe—who knows?—your mind will yield to you, during this temporary retreat into the world of fantasy, ideas, or plans which may change the entire financial or spiritual status of your life.

If you believe that you are unfortunate, because you have “loved and lost,” banish the thought. A person who has known true love can never lose entirely. Love is whimsical and temperamental. Its nature is ephemeral, and transitory. It comes when it pleases, and goes away without warning. Accept and enjoy it while you have it, but don't dwell on when it will end. Worry will never bring it back.

Dismiss, also, the thought that love only comes around once. Love may come and go countless times but no two love experiences will affect a person in quite the same way. There may be, and there usually is, one love experience which leaves a deeper impression on the heart than all the others, but all love experiences are beneficial, except to the person who becomes resentful and cynical when love makes its departure.

There should be no disappointment over love, and there would be none if people understood the difference between the emotions of love and sex. The major difference is that love is spiritual, while sex is biological. No experience, which touches the human heart with a spiritual force, can possibly be harmful, except through ignorance or jealousy.

Love is, without question, life's greatest experience. It brings one into communion with Infinite Intelligence. When mixed with the emotions of romance and sex, it may lead one far up the ladder of creative effort. The emotions of love, sex, and romance, are sides of the eternal triangle of achievement-building genius. Nature creates geniuses through no other force.

Love is an emotion with many sides, shades, and colors. The love a person feels for their parents or children is quite different from what a person feels for their significant other. The one is mixed with the emotion of sex, while the other is not.

The love a person feels in true friendship is not the same as that felt for their significant other, parents, or children, but it, too, is a form of love.

Then, there is the emotion of love for inanimate things, such as the love of Nature's handiwork. But the most intense and burning of all these various kinds of love is that experienced in the blending of the emotions of love and sex. Marriages, not blessed with the eternal affinity of love, but with plenty of sex, cannot be happy ones—and seldom endure. Love, alone, will not bring happiness in marriage, nor will sex alone. When these two beautiful emotions are blended, marriage brings about a state of mind closest to the spiritual that a human being can ever know on this earthly plane.

When the emotion of romance is added to those of love and sex, the obstructions between the finite mind of man and Infinite Intelligence are removed.

Then a genius has been born!

What a different story is this than those we usually see associated with the emotion of sex. Here is an interpretation of the emotion which lifts it out of the commonplace, and makes it like clay in the hands of the Creator, from which He fashions all that is beautiful and inspiring. It is an interpretation which would, when properly understood, bring harmony out of the chaos which exists in too many marriages. The disharmonies often expressed in the form of nagging can often be traced to *lack of knowledge* on the subject of sex. Where love, romance and the proper understanding of the emotion and function of sex live, there is no disharmony between married people.

Couples understand the true relationship between the emotions of love, sex, and romance are very fortunate. When motivated by this holy triumvirate, nothing is too difficult to overcome because even the most trying effort takes on the nature of a labor of love.

Man's greatest motivating force is his desire to please woman! The hunter who excelled during prehistoric days, before the dawn of civilization, did so because of his desire to appear great in the eyes of woman. Man's nature has not changed in this respect. The "hunter" of today brings home no skins of wild animals, but he shows indicates his desire for her by buying nice clothes, cars, homes, and wealth. Man has the same desire to please woman that he had before the dawn of civilization. The only thing that has changed, is his method of pleasing.

Take women out of their lives, and great wealth would be useless to most men. *It is this inherent desire of man to please woman, which gives woman the power to make or break a man.*

Most men will not admit that they are easily influenced by the women they are in love with, because it is in the nature of the male to want to be recognized as the stronger of the species.

Some men know that they are being influenced by the women of their choice—their wives, lovers, mothers or sisters—but they tactfully refrain from rebelling against the influence because they are intelligent enough to know that *no man is*

happy or complete without the modifying influence of the right woman. The man who does not recognize this important truth deprives himself of the power which has done more to help men achieve success than all other forces combined.

12 THE SUBCONSCIOUS MIND - THE CONNECTING LINK

The Eleventh Step toward Riches



The subconscious mind consists of a field of consciousness in which every impulse of thought that reaches the objective mind through any of the five senses is classified and recorded, and from which thoughts may be recalled or withdrawn as files can be retrieved from a computer's hard drive.

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

Consider this in connection with the instructions given in the chapter on *desire*, because by taking the six steps outlined there, and the instructions given in the chapter on building and executing plans, and you will understand the importance of the thought conveyed.

The subconscious mind works day and night. Through a process unknown to

man, the subconscious mind draws upon the forces of Infinite Intelligence for the power it uses to voluntarily transmute one's desires into their physical equivalent, making use, always, of the most practical media by which this end may be accomplished.

You cannot *entirely* control your subconscious mind, but you can voluntarily hand over to it any plan, desire, or purpose which you wish transformed into concrete form. Read, again, instructions for using the subconscious mind, in the chapter on autosuggestion.

There is plenty of evidence to support the belief that the subconscious mind is the connecting link between the finite mind of man and Infinite Intelligence. It is the intermediary through which one may draw upon the forces of Infinite Intelligence at will. It, alone, contains the secret process by which mental impulses are modified and changed into their spiritual equivalent. It, alone, is the medium through which prayer may be transmitted to the source capable of answering prayer.

The possibilities of creative effort connected with the subconscious mind are stupendous and imponderable. They inspire one with awe.

The discussion of the subconscious mind has a tendency to emit feelings of smallness and inferiority, and did even to the author, as he freely admitted. This is due, perhaps, to the fact that man's entire stock of knowledge on this subject is so pitifully limited. The very fact that the subconscious mind is the medium of communication between the thinking mind of man and Infinite Intelligence is, of itself, a thought which almost paralyzes reason.

After you have accepted, as a reality, the existence of the subconscious mind, and understand its possibilities as a medium for transmuting your *desires* into their physical or monetary equivalent, you will comprehend the full significance of the instructions given in the chapter on *desire*. You will also understand why you have been repeatedly admonished to *make your desires clear, and to reduce them to writing*.

You will also understand the necessity of *persistence* in carrying out instructions.

The thirteen principles are the stimuli with which you acquire the ability to reach, and to influence your subconscious mind. Do not become discouraged if you cannot do this on the first attempt. Remember that the subconscious mind may be voluntarily directed *only through habit*, under the directions given in the chapter on *faith*. You have not yet had time to master faith. Be patient. Be persistent.

A good many statements in the chapters on faith and auto-suggestion will be repeated here, for the benefit of *your* subconscious mind. Remember, your subconscious mind functions *voluntarily, whether you make any effort to influence it or not*. This, naturally, suggests to you that thoughts of fear, financial hardship, and poverty, and all negative thoughts serve as stimuli to your subconscious mind, *unless*, you master these impulses and give it more desirable food to feed upon.

The subconscious mind will not remain idle! If you fail to plant *desires* in your subconscious mind, it will feed on the thoughts that reach it as the *result of your neglect*. We have already explained that thought impulses, both negative and positive are reaching the subconscious mind continuously, from the four sources which were mentioned in the chapter on Sex Transmutation.

For now, it is enough for you to remember that you are living *daily*, in the midst of all sorts of thought impulses which are reaching your subconscious mind, without your knowledge. Some of these impulses are negative, some are positive. You are now engaged in trying to help shut out the flow of negative impulses, and to aid in voluntarily influencing your subconscious mind, through positive impulses of *desire*.

When you achieve this, you will possess the key that unlocks the door to your subconscious mind. Moreover, you will control that door so completely, that no undesirable thought can influence your subconscious mind.

Everything man creates *begins* in the form of a thought impulse. Man can create nothing which he does not first conceive in *thought*. Through the aid of the imagination, thought impulses can be assembled into plans. The imagination, when under control, can be used for the creation of plans or purposes that lead to success in your chosen occupation.

All thought impulses, intended for transmutation into their physical equivalent, voluntarily planted in the subconscious mind, must pass through the imagination, and be mixed with faith. The “mixing” of faith with a plan, or purpose, intended for submission to the subconscious mind, may be done *only* through the imagination.

From these statements, you will readily observe that voluntary use of the subconscious mind calls for coordination and application of all the principles.

Ella Wheeler Wilcox gave evidence of her understanding of the power of the subconscious mind when she wrote:

“You never can tell what a thought will do
In bringing you hate or love—
For thoughts are things, and their airy wings
Are swifter than carrier doves.
They follow the law of the universe—
Each thing creates its kind,
And they speed O’er the track to bring you back
Whatever went out from your mind.”

Mrs. Wilcox understood the truth, that thoughts which go out from one’s mind, also imbed themselves deeply in one’s subconscious mind, where they serve as a magnet, pattern, or blueprint by which the subconscious mind is influenced while translating them into their physical equivalent. Thoughts are truly things, for the reason that every material thing begins in the form of thought-energy.

The subconscious mind is more susceptible to influence by impulses of thought mixed with “feeling” or emotion, than by those originating solely in the reasoning portion of the mind. In fact, there is much evidence to support the theory, that *only* emotionalized thoughts have any *action* influence upon the subconscious mind. It is a well known fact that emotion or feeling rules the majority of people. If it is true that the subconscious mind responds more quickly to, and is influenced more readily by, thoughts which are well mixed with emotion, it is essential to become familiar with the more important of the emotions. There are seven major positive emotions, and seven major negative emotions. The negatives *voluntarily* inject themselves into thought impulses, which insure passage into the subconscious mind. The positives must be injected, through the principle of auto-suggestion, into the thought impulses which an individual wishes to pass on to his subconscious mind. (Instructions have been given in the chapter on auto-suggestion.)

These emotions, or feeling impulses, may be likened to yeast in a loaf of bread, because they constitute the *action* element which transforms thought impulses from the passive to the active state. Thus, a person can understand why thought impulses, which have been well mixed with emotion, are acted upon more readily than thought impulses originating in “cold reason.”

You are preparing yourself to influence and control the “inner audience” of your subconscious mind, in order to hand over to it the *desire* for money, which you wish transmuted into physical reality. It is essential, therefore, that you understand the method of approach to this “inner audience.” You must speak its language, or it will not heed your call. It understands best the language of emotion or feeling. Let us, therefore describe here the seven major positive emotions, and the seven major negative emotions, so that you can draw upon the positives, and avoid the negatives, when giving instructions to your subconscious mind.

THE SEVEN MAJOR POSITIVE EMOTIONS

- The emotion of DESIRE
- The emotion of FAITH
- The emotion of LOVE
- The emotion of SEX
- The emotion of ENTHUSIASM
- The emotion of ROMANCE
- The emotion of HOPE

There are other positive emotions, but these are the seven most powerful, and the ones most commonly used in creative effort. Master these seven emotions (they can be mastered only by *use*), and the other positive emotions will be at your command when you need them. Remember, in connection with this, that you are studying a book that is intended to help you develop a “money consciousness” by *filling your mind with positive emotions*. One does not become money conscious by filling one’s mind with negative emotions.

THE SEVEN MAJOR NEGATIVE EMOTIONS

(To be avoided)

- The emotion of FEAR
- The emotion of JEALOUSY
- The emotion of HATRED
- The emotion of REVENGE
- The emotion of GREED
- The emotion of SUPERSTITION
- The emotion of ANGER

*Positive and negative emotions cannot occupy the mind at the same time. One or the other must dominate. It is your responsibility to make sure that positive emotions constitute the dominating influence of your mind. Here the law of *habit* will be your aid. *Form the habit* of applying and using the positive emotions! Eventually, they will dominate your mind so completely, that the negatives *cannot enter*.*

Only by following these instructions literally, and continuously, can you gain control over your subconscious mind. The presence of a single negative in your conscious mind is sufficient *to destroy* all chances of constructive aid from your subconscious mind.

If you are an observant person, you must have noticed that most people resort to prayer *only* after everything else has *failed!* Or else they pray by a ritual of meaningless words. And, because it is a fact that most people who pray, do so *only after everything else has failed*, they go to prayer with their minds filled with *fear and doubt, which are the emotions the subconscious mind acts upon*, and passes on to Infinite Intelligence.

Likewise, that is the emotion which Infinite Intelligence receives, and *acts upon*. If you pray for a thing, but have fear when you pray, fear that you may not receive it, or that your prayer will not be acted upon by Infinite Intelligence, your prayer *will have been in vain*.

Prayer does, sometimes, result in the realization of what one prays for. If you have ever had the experience of receiving what you prayed for, go back in your memory, and recall your actual *state of mind* while you were praying, and you will know, for sure, that the theory described here is more than a theory.

A day will come when prayer may be, and will be reduced to a science. When that time comes, (it will come as soon as mankind is ready for it, and demands it), no one will approach the Universal Mind in a state of fear, for the very good reason that there will be no such emotion as fear. Ignorance, superstition, and false teaching will have disappeared, and man will have attained his true status as a child of Infinite Intelligence. A few have already attained this blessing.

If you believe this prophesy is far-fetched, take a look at the human race in retrospect. Less than two-hundred years ago, men believed the lightning to be evidence of the wrath of God, and feared it. Now, thanks to the power of *faith*, men have harnessed lightning and made it turn the wheels of industry and power millions of homes. Much less than two-hundred years ago, men believed the space between the planets to be nothing but a great void, a stretch of dead nothingness. Now, thanks to this same power of *faith*, men know that space is far from being either dead or a void. Moreover, men know that this living, pulsating, vibratory energy which permeates every atom of matter, and fills every niche of space, connects every human brain with every other human brain.

What reason do men have to believe that this same energy does not connect every human brain with Infinite Intelligence?

There are no toll-gates between the finite mind of man and Infinite Intelligence. The communication costs nothing except Patience, Faith, Persistence, Understanding, and a *sincere desire* to communicate. Additionally, the approach can be made only by the individual himself. Paid prayers are worthless. Infinite Intelligence does no business by proxy. You either go directly, or you do not communicate.

You may buy prayer books and repeat them until the day you die, to no avail. Thoughts which you wish to communicate to Infinite Intelligence must undergo transformation, such as can be given only through your own subconscious mind.

The method by which you may communicate with Infinite Intelligence is very similar to that through which the vibration of sound is communicated by radio. If you understand the working principle of radio, you of course know that sound cannot be communicated through the atmosphere until it has been "stepped up," or changed into a rate of vibration which the human ear cannot detect. The radio station picks up the sound of the human voice, and "scrambles," or modifies it by stepping up the vibration millions of times. Only in this way, can the vibration of sound be communicated through the ethereal. After this transformation has taken place, the radio wave is carried to radio stations, and these receiving sets "step"

that energy back down to its original rate of vibration so it is recognized as sound.

The subconscious mind is the intermediary, which translates one's thoughts and prayers into terms which Infinite Intelligence can recognize, presents the message, and brings back the answer in the form of a definite plan or idea for procuring the object of the prayer. Understand this principle, and you will know why mere words read from a prayer book cannot, and will never, serve as an agent communication between the mind of man and Infinite Intelligence.

Before your prayer will reach Infinite Intelligence (a statement of the author's theory only), it probably is transformed from its original thought vibration into terms of spiritual vibration. Faith is the only known agent which will give your thoughts a spiritual nature. *Faith and fear make poor bedfellows. Where one is found, the other cannot exist.*

13 THE BRAIN - A BROADCASTING AND RECEIVING STATION FOR THOUGHT

The Twelfth Step toward Riches



Over ninety years ago, the author, working in conjunction with the late Dr. Alexander Graham Bell, and Dr. Elmer R. Gates, observed that every human brain is both a broadcasting and a receiving station for the vibration of thought. Every human brain is capable of picking up vibrations of thought which are being released by other brains.

In connection with the preceding statement, compare and consider the description of the Creative Imagination, as outlined in the chapter on Imagination. The Creative Imagination is the “receiving set” of the brain, which receives thoughts, released by the brains of others. It is the agency of communication between one’s conscious, or reasoning mind, and the four sources from which one may receive thought stimuli.

When stimulated, or “stepped up” to a high rate of vibration, the mind becomes more receptive to the vibration of thought which reaches it through outside sources. This “stepping up” process takes place through the positive emotions or the negative emotions. Through the emotions, the vibrations of thought may be increased.

Vibrations of an exceedingly high rate are the only vibrations picked up and carried from one brain to another. Thought is energy traveling at an exceedingly high rate of vibration. Thought which has been modified or “stepped up” by any of the major emotions, vibrates at a much higher rate than ordinary thought, and it is this type of thought which passes from one brain to another, through the broadcasting machinery of the human brain.

The emotion of sex stands at the head of the list of human emotions, as far as intensity and driving force are concerned. The brain which has been stimulated by the emotion of sex vibrates at a much more rapid rate than it does when that emotion is dormant or absent.

The result of sex transmutation is the increase of the rate of vibration of thoughts to such a pitch that the Creative Imagination becomes highly receptive to ideas. On the other hand, when the brain is vibrating at a rapid rate, it not only attracts thoughts and ideas released by other brains, but it gives one’s own thoughts that “feeling” which is essential before those thoughts will be picked up and acted upon by one’s subconscious mind.

Thus, you will see that the broadcasting principle is the factor through which you mix feeling, or emotion, with your thoughts and pass them on to your subconscious mind.

The subconscious mind is the “sending station” of the brain through which vibrations of thought are broadcast. The Creative Imagination is the “receiving set,” through which the vibrations of thought are picked up.

Along with the important factors of the subconscious mind, and the faculty of the Creative Imagination, which constitute the sending and receiving sets of your mental broadcasting machinery, consider now the principle of auto-suggestion, which is the medium by which you may put your “broadcasting” station into operation.

Through the instructions described in the chapter on auto-suggestion, you were definitely given the method by which *desire* may be transmuted into its monetary equivalent.

Operation of your mental “broadcasting” station is a comparatively simple procedure. You have only three principles to bear in mind and to apply when you wish to use your broadcasting station—the *subconscious mind, creative imagination, and auto-suggestion*. The stimuli through which you are to put these three principles into action have been described—the procedure begins with *desire*.

THE GREATEST FORCES ARE “INTANGIBLE”

The Depression brought the world to the very border-line of understanding of the forces which are intangible and unseen. Through ages passed, man has depended too much on his physical senses, and has limited his knowledge to physical

things, which he could see, touch, weigh, and measure.

We have now moved on and are living in one of the most marvelous of all ages—an age which has begun to, and will continue to, teach us something of the intangible forces of the world we live in. Perhaps we will learn, as we pass through this age, that the “other self” is more powerful than the physical self we see when we look into a mirror.

Sometimes men speak lightly of the intangibles—the things which they cannot perceive through any of their five senses, and when we hear them, it should remind us that *all of us are controlled by forces which are unseen and intangible.*

The whole of mankind does not have the power to cope with, nor to control, the intangible force wrapped up in the rolling waves of the oceans. Man has limited capacity to understand the intangible force of gravity, which keeps this little earth suspended in mid-air, and keeps man from falling from it, much less the power to control that force. Man is entirely subservient to the intangible force which comes with a thunder storm, and he is just as helpless in the presence of the intangible force of electricity.

This is not by any means the end of man’s ignorance in connection with things unseen and intangible. He does not understand the intangible force (and intelligence) wrapped up in the soil of the earth—the *force which provides him with every morsel of food he eats, every article of clothing he wears, every dollar he carries in his pockets.*

THE DRAMATIC STORY OF THE BRAIN

Last, but not least, man, with all of his boasted culture and education, understands little or nothing of the intangible force (the greatest of all the intangibles) of *thought*. We know something about the physical brain, and its vast network of intricate machinery through which the power of thought is translated into its material equivalent, but we still continue to search for answers to the questions concerning the simple mechanics and chemistry of the human brain.

We still can only make educated guesses as to the number and nature of the connections within the human brain. “The figure is so stupendous,” said Dr. C. Judson Herrick, of the University of Chicago, “that astronomical figures dealing with hundreds of millions of light years, become insignificant by comparison.

It has been determined that there are from 10,000,000,000 to 14,000,000,000 nerve cells in the human cerebral cortex, and we know that these are arranged in definite patterns. These arrangements are not haphazard. They are orderly.

It is inconceivable that such a network of intricate machinery should be in existence for the sole purpose of carrying on the physical functions incidental to growth and maintenance of the physical body. Is it not likely that the same system, which gives billions of brain cells the media for communication with one another, also provides the means of communication with other intangible forces?

After this book was written, just before the manuscript went to the publisher, the New York Times ran an editorial showing that at least one great University, and one intelligent investigator in the field of mental phenomena, were carrying on organized research through which conclusions were reached that parallel many of those described in this and the following chapter. The editorial briefly analyzed the work carried on by Dr. Rhine and his associates at Duke University; it is quoted here:

“What is ‘Telepathy’?”

“A month ago we cited on this page some of the remarkable results achieved by Professor Rhine and his associates in Duke University from more than a hundred thousand tests to determine the existence of ‘telepathy’ and ‘clairvoyance.’ These results were summarized in the first two articles in Harpers Magazine. In the second which has now appeared, the author, E. H. Wright, attempts to summarize what has been learned, or what it seems reasonable to infer, regarding the exact nature of these ‘extrasensory’ modes of perception.

“The actual existence of telepathy and clairvoyance now seems to some scientists enormously probable as the result of Rhine’s experiments. Various percipients were asked to name as many cards in a special pack as they could without looking at them and without other sensory access to them. About a score of men and women were discovered who could regularly name so many of the cards correctly that ‘there was not one chance in many a million million of their having done their feats by luck or accident.’

“But how did they do them? These powers, assuming that they exist, do not seem to be sensory. There is no known organ for them. The experiments worked just as well at distances of several hundred miles as they did in the same room. These facts also dispose, in Mr. Wright’s opinion, of the attempt to explain telepathy or clairvoyance through any physical theory of radiation. All known forms of radiant energy decline inversely as the square of the distance traversed. Telepathy and clairvoyance do not. But they do vary through physical causes as our other mental powers do. Contrary to widespread opinion, they do not improve when the percipient is asleep or half-asleep, but, on the contrary, when he is most wide-awake and alert. Rhine discovered that a narcotic will invariably lower a percipient’s score, while a stimulant will always send it higher. The most reliable performer apparently cannot make a good score unless he tries to do his best.

“One conclusion that Wright draws with some confidence is that telepathy and clairvoyance are really one and the same gift. That is, the faculty that ‘sees’ a card face down on a table seems to be exactly the same one that ‘reads’ a thought residing only in another mind. There are several grounds for believing this. So far, for example, the two gifts have been found in every person who enjoys either of them. In every one so far the two have been of equal vigor, almost exactly. Screens, walls, distances, have no effect at all on either. Wright advances from this conclusion to express what he puts forward as no more than the mere ‘hunch’ that other extra-sensory experiences, prophetic dreams, premonitions of disaster, and the like, may also prove to be part of the same faculty. The reader is not asked to accept any of these conclusions unless he finds it necessary, but the

evidence that Rhine has piled up must remain impressive.”

In view of Dr. Rhine’s announcement in connection with the conditions under which the mind responds to what he terms “extra—sensory modes of perception, Hill adds that his associates and he have discovered what they believe to be the ideal conditions under which the mind can be stimulated so that the sixth sense described in the next chapter can be made to function practically.

The conditions referred to here consist of a close working alliance between Hill and two members of his staff. Through experimentation and practice, they claimed to have discovered how to stimulate their minds (by applying the principle used in connection with the “Invisible Counselors” described in the next chapter) so that they could, by a process of blending their three minds into one, find the solution to a great variety of personal problems which had been submitted by Hill’s clients.

The procedure was very simple. They would sit down at a conference table, clearly state the nature of the problem under consideration, then begin to discuss it. Each contributed whatever thoughts occurred to him. The strange thing about this method of mind stimulation is that it placed each participant in communication with unknown sources of knowledge definitely outside his own experience.

If you understand the principle described in the chapter on the Master Mind, you of course recognize the round-table procedure described here as being a practical application of the Master Mind.

This method of mind stimulation, through harmonious discussion of definite subjects, between three people, illustrates the simplest and most practical use of the Master Mind.

By adopting and following a similar plan any student of this philosophy can come to possess the famous Carnegie formula briefly described in the introduction. If it means nothing to you now, mark this page and read it again after you have finished the last chapter.

**The “Depression” was a blessing in disguise.
It reduced the whole world to a new starting
point that gave everyone a new opportunity.**

14

THE SIXTH SENSE - THE DOOR TO THE TEMPLE OF WISDOM

The Thirteenth Step toward Riches



The “thirteenth” principle is known as the *sixth sense*, through which Infinite Intelligence may, and will, communicate voluntarily, without any effort from, or demands by, the individual.

This principle is the apex of the philosophy. It can be assimilated, understood, and applied *only* by first mastering the other twelve principles.

The *sixth sense* is that portion of the subconscious mind which has been referred to as the Creative Imagination. It has also been referred to as the “receiving set” through which ideas, plans, and thoughts flash into the mind. The “flashes” are sometimes called “hunches” or “inspirations.”

The sixth sense defies description! It cannot be described to a person who has not

mastered the other principles of this philosophy, because such a person has no knowledge, and no experience with which the sixth sense may be compared. Understanding of the sixth sense comes only by meditation through mind development *from within*. The sixth sense probably is the medium of contact between the finite mind of man and Infinite Intelligence, and for this reason, *it is a mixture of both the mental and the spiritual*. It is believed to be the point at which the mind of man contacts the Universal Mind.

After you have mastered the principles described in this book, you will be prepared to accept as truth a statement which may, otherwise, be incredible to you, namely:

Through the aid of the sixth sense, you will be warned of impending dangers in time to avoid them, and notified of opportunities in time to embrace them.

A kind of "guardian angel" comes to your aid to do your bidding with the development of the sixth sense; a guardian who will open to you at all times the door to the Temple of Wisdom.

Whether or not this is a statement of truth, you will never know, except by following the instructions described in the pages of this book, or some similar method.

The author is not a believer in, nor an advocate of "miracles," for the reason that he knew enough about science and nature to understand that Nature *never deviates from her established laws*. Some of her laws are so incomprehensible that they produce what appear to be "miracles." The sixth sense comes as near to being a miracle as anything Hill says he ever experienced, and it appeared so only because he did not understand the method by which this principle is operated.

This much the author did know—that there is a power, or a First Cause, or an Intelligence, which permeates every atom of matter, and embraces every unit of energy perceptible to man—that this Infinite Intelligence converts acorns into oak trees, causes water to flow down hill in response to the law of gravity, follows night with day, and winter with summer, each maintaining its proper place and relationship to the other. This Intelligence may, through the principles of this philosophy, be induced to aid in transmuting *desires* into concrete or material form. The author had this knowledge because he experimented with it— and *experienced it*.

Step by step, through the preceding chapters, you have been led to this, the last principle. If you have mastered each of the preceding principles, you are now prepared to accept, *without being skeptical*, the stupendous claims made here. If you have not mastered the other principles, you must do so before you can determine, definitely, whether or not the claims made in this chapter are fact or fiction.

Here, now, is an anecdote written first-hand by the author, as they appeared in the original version of *Think and Grow Rich...*

"While I was passing through the age of "hero-worship" I found myself trying to

imitate those whom I most admired. Moreover, I discovered that the element of *faith*, with which I endeavored to imitate my idols, gave me great capacity to do so quite successfully.

"I have never entirely divested myself of this habit of hero-worship, although I have passed the age commonly given over to such. My experience has taught me that the next best thing to being truly great is to emulate the great, by feeling and action, as nearly as possible.

"Long before I had ever written a line for publication, or endeavored to deliver a speech in public, I followed the habit of reshaping my own character, by trying to imitate the nine men whose lives and life-works had been most impressive to me. These nine men were, Emerson, Paine, Edison, Darwin, Lincoln, Burbank, Napoleon, Ford, and Carnegie.

"Every night over a long period of years, I held an imaginary Council meeting with this group whom I called my "Invisible Counselors."

"The procedure was this. Just before going to sleep at night, I would shut my eyes, and see, in my imagination, this group of men seated with me around my Council Table. Here I had not only an opportunity to sit among those whom I considered to be great, but I actually dominated the group, by serving as the Chairman.

"I had a very *definite purpose* in indulging my imagination through these nightly meetings. My purpose was to rebuild my own character so it would represent a composite of the characters of my imaginary counselors. Realizing, as I did, early in life, that I had to overcome the handicap of birth in an environment of ignorance and superstition, I deliberately assigned myself the task of voluntary rebirth through the method here described.

BUILDING CHARACTER THROUGH AUTO-SUGGESTION

"Being an earnest student of psychology, I knew, of course, that all men have become what they are, because of their *dominating thoughts and desires*. I knew that every deeply seated desire has the effect of causing one to seek outward expression through which that desire may be transmuted into reality. I knew that self-suggestion is a powerful factor in building character, that it is, in fact, the sole principle through which character is built.

"With this knowledge of the principles of mind operation, I was fairly well armed with the equipment needed in rebuilding my character. In these imaginary Council meetings I called on my Cabinet members for the knowledge I wished each to contribute, addressing myself to each member in audible words, as follows:

"Mr. Emerson, I desire to acquire from you the marvelous understanding of Nature which distinguished your life. I ask that you make an impress upon my subconscious mind, of whatever qualities you possessed, which enabled you to understand and adapt yourself to the laws of Nature. I ask that you assist me in reaching and drawing upon whatever sources of knowledge are available to this

end.

“Mr. Burbank, I request that you pass on to me the knowledge which enabled you to so harmonize the laws of Nature that you caused the cactus to shed its thorns, and become an edible food. Give me access to the knowledge which enabled you to make two blades of grass grow where but one grew before, and helped you to blend the coloring of the flowers with more splendor and harmony, for you, alone, have successfully gilded the lily.

“Napoleon, I desire to acquire from you, by emulation, the marvelous ability you possessed to inspire men, and to arouse them to greater and more determined spirit of action. Also to acquire the spirit of enduring *faith*, which enabled you to turn defeat into victory, and to surmount staggering obstacles. Emperor of Fate, King of Chance, Man of Destiny, I salute you!

“Mr. Paine, I desire to acquire from you the freedom of thought and the courage and clarity with which to express convictions, which so distinguished you!

“Mr. Darwin, I wish to acquire from you the marvelous patience, and ability to study cause and effect, without bias or prejudice, so exemplified by you in the field of natural science.

“Mr. Lincoln, I desire to build into my own character the keen sense of justice, the untiring spirit of patience, the sense of humor, the human understanding, and the tolerance, which were your distinguishing characteristics.

“Mr. Carnegie, I am already indebted to you for my choice of a life-work, which has brought me great happiness and peace of mind. I wish to acquire a thorough understanding of the principles of *organized effort*, which you used so effectively in the building of a great industrial enterprise.

“Mr. Ford, you have been among the most helpful of the men who have supplied much of the material essential to my work. I wish to acquire your spirit of persistence, the determination, poise, and self-confidence which have enabled you to master poverty, organize, unify, and simplify human effort, so I may help others to follow in your footsteps.

“Mr. Edison, I have seated you nearest to me, at my right, because of the personal cooperation you have given me during my research into the causes of success and failure. I wish to acquire from you the marvelous spirit of *faith*, with which you have uncovered so many of Nature’s secrets, the spirit of unremitting toil with which you have so often wrested victory from defeat.”

"My method of addressing the members of the imaginary Cabinet would vary, according to the traits of character in which I was, for the moment, most interested in acquiring. I studied the records of their lives with painstaking care. After some months of this nightly procedure, I was astounded by the discovery that these imaginary figures became, apparently *real*.

"Each of these nine men developed individual characteristics, which surprised me.

For example, Lincoln developed the habit of always being late, then walking around in solemn parade. When he came, he walked very slowly, with his hands clasped behind him, and once in a while, he would stop as he passed and rest his hand momentarily upon my shoulder. He always wore an expression of seriousness upon his face. Rarely did I see him smile. The cares of a sundered nation made him grave.

"That was not true of the others. Burbank and Paine often indulged in witty repartee which seemed at times to shock the other members of the cabinet. One night Paine suggested that I prepare a lecture on "The Age of Reason," and deliver it from the pulpit of a church which I formerly attended. Many around the table laughed heartily at the suggestion. Not Napoleon! He drew his mouth down at the corners and groaned so loudly that all turned and looked at him with amazement. To him the church was but a pawn of the State, not to be reformed, but to be used as a convenient inciter to mass activity by the people.

"On one occasion Burbank was late. When he came, he was excited with enthusiasm, and explained that he had been late because of an experiment he was making, through which he hoped to be able to grow apples on any sort of tree. Paine chided him by reminding him that it was an apple which started all the trouble between man and woman. Darwin chuckled heartily as he suggested that Paine should watch out for little serpents when he went into the forest to gather apples, as they had the habit of growing into big snakes. Emerson observed—"No serpents, no apples," and Napoleon remarked, "No apples, no state!"

"Lincoln developed the habit of always being the last one to leave the table after each meeting. On one occasion, he leaned across the end of the table, his arms folded, and remained in that position for many minutes. I made no attempt to disturb him.

"Finally, he lifted his head slowly, got up and walked to the door, then turned around, came back, and laid his hand on my shoulder and said, "My boy, you will need much courage if you remain steadfast in carrying out your purpose in life. But remember, when difficulties overtake you, the common people have common sense. Adversity will develop it."

"One evening Edison arrived ahead of all the others. He walked over and seated himself at my left, where Emerson was accustomed to sit, and said, "You are destined to witness the discovery of the secret of life. When the time comes, you will observe that life consists of great swarms of energy, or entities, each as intelligent as human beings *think* themselves to be. These units of life group together like hives of bees, and remain together until they disintegrate, *through lack of harmony*.

"These units have differences of opinion, the same as human beings, and often fight among themselves. These meetings which you are conducting will be very helpful to you. They will bring to your rescue some of the same units of life which served the members of your Cabinet, during their lives. These units are eternal. *They never die!* Your own thoughts and *desires* serve as the magnet which attracts units of life, from the great ocean of life out there. Only the friendly units are attracted—the ones which harmonize with the nature of your *desires*."

"The other members of the Cabinet began to enter the room. Edison got up, and slowly walked around to his own seat. Edison was still living when this happened. It impressed me so greatly that I went to see him, and told him about the experience. He smiled broadly and said, "Your dream was more a reality than you may imagine it to have been." He added no further explanation to his statement.

"These meetings became so realistic that I became fearful of their consequences, and discontinued them for several months. The experiences were so uncanny, I was afraid if I continued them I would lose sight of the fact that the meetings were purely *experiences of my imagination*.

"Some six months after I had discontinued the practice I was awakened one night, or thought I was, when I saw Lincoln standing at my bedside. He said, "The world will soon need your services. It is about to undergo a period of chaos which will cause men and women to lose faith and become panic stricken. Go ahead with your work and complete your philosophy. That is your mission in life. If you neglect it, for any cause whatsoever, you will be reduced to a primal state and be compelled to retrace the cycles through which you have passed during thousands of years."

"I was unable to tell, the following morning, whether I had dreamed this or had actually been awake, and I have never since found out which it was, but I do know that the dream, if it were a dream, was so vivid in my mind the next day that I resumed my meetings the following night.

"At our next meeting, the members of my Cabinet all filed into the room together, and stood at their accustomed places at the Council Table, while Lincoln raised a glass and said, "Gentlemen, let us drink a toast to a friend who has returned to the fold."

"After that, I began to add new members to my Cabinet, until now it consists of more than fifty, among them Christ, St. Paul, Galileo, Copernicus, Aristotle, Plato, Socrates, Homer, Voltaire, Bruno, Spinoza, Drummond, Kant, Schopenhauer, Newton, Confucius, Elbert Hubbard, Brann, Ingersol, Wilson, and William James.

"This is the first time that I have had the courage to mention this. Heretofore, I have remained quiet on the subject, because I knew, from my own attitude in connection with such matters, that I would be misunderstood if I described my unusual experience. I have been emboldened now to reduce my experience to the printed page, because I am now less concerned about what "they say" than I was in the years that have passed. One of the blessings of maturity is that it sometimes brings one greater courage to be truthful, regardless of what those who do not understand, may think or say.

"Lest I be misunderstood, I wish here to state most emphatically, that I still regard my Cabinet meetings as being purely imaginary, but I feel entitled to suggest that, while the members of my Cabinet may be purely fictional, and the meetings existent only in my own imagination, they have led me into glorious paths of adventure, rekindled an appreciation of true greatness, encouraged creative endeavor, and emboldened the expression of honest thought."

Somewhere in the cell-structure of the brain is located an organ which receives vibrations of thought ordinarily called "hunches." So far, science has not discovered where this organ of the sixth sense is located, but this is not important. The fact remains that human beings do receive accurate knowledge, through sources other than the physical senses. Such knowledge, generally is received when the mind is under the influence of extraordinary stimulation. Any emergency which arouses the emotions, and causes the heart to beat more rapidly than normal may, and generally does, bring the sixth sense into action. Anyone who has experienced a near accident while driving, knows that on such occasions, the sixth sense often comes to one's rescue, and aids, by split seconds, in avoiding the accident.

These facts are mentioned preliminary to a statement of fact made now, again, in Hill's original words:

"...during my meetings with the "Invisible Counselors" I find my mind most receptive to ideas, thoughts, and knowledge which reach me through the sixth sense. I can truthfully say that I owe entirely to my "Invisible Counselors" full credit for such ideas, facts, or knowledge as I received through "inspiration."

"On scores of occasions, when I have faced emergencies, some of them so grave that my life was in jeopardy, I have been miraculously guided past these difficulties through the influence of my "Invisible Counselors."

Hill's original purpose in conducting Council meetings with imaginary beings, was solely to impress on his own subconscious mind, through the principle of auto-suggestion, certain characteristics he wanted to develop in himself. In later years, Hill's experimentation took on an entirely different tact. He would later to his imaginary counselors with every difficult problem confronting him and his clients. The results, Hill says, were often astonishing, although he did not depend entirely on this form of Counsel.

You, of course, have recognized that this chapter covers a subject a majority of people are not familiar with. The Sixth Sense is a subject that will be of great interest and benefit to the person whose aim is to accumulate vast wealth, but does not need to claim the attention of those whose desires are more modest.

Henry Ford, undoubtedly understood and made practical use of the sixth sense. His vast business and financial operations made it necessary for him to understand and use this principle. The late Thomas A. Edison understood and used the sixth sense in connection with the development of inventions, especially those involving basic patents he had no hands-on connection or experience with and no accumulated knowledge to guide him, as was the case while he was working on the phonograph and the motion picture camera.

Nearly all great leaders, such as Napoleon, Bismark, Joan of Arc, Christ, Buddha, Confucius, and Mohammed, understood, and probably made use of the sixth sense almost continuously. The major portion of their greatness consisted of their knowledge of this principle.

The sixth sense is not something that one can take off and put on at will. Ability to use this great power comes slowly, through application of the other principles outlined in this book. Seldom does any individual come into workable knowledge of the sixth sense before the age of forty. More often the knowledge is not available until one is well past fifty, and this, for the reason that the spiritual forces, with which the sixth sense is so closely related, do not mature and become usable except through years of meditation, self-examination, and serious thought.

No matter who you are, or what may have been your purpose in reading this book, you can profit by it without understanding the principle described in this chapter. This is especially true if your major purpose is that of accumulation of money or other material things.

The chapter on the sixth sense was included, because the book is designed for the purpose of presenting a complete philosophy by which individuals may unerringly guide themselves in attaining whatever they ask of life. The starting point of all achievement is *desire*. The finishing point is that brand of *knowledge* which leads to understanding—understanding of self, understanding of others, understanding of the laws of Nature, recognition and understanding of *happiness*.

This sort of understanding comes in its fullness only through familiarity with, and use of the principle of the sixth sense, hence that principle had to be included as a part of this philosophy, for the benefit of those who demand more than money.

Having read the chapter, you must have observed that while reading it, you were lifted to a high level of mental stimulation. Splendid! Come back to this again a month from now, read it once more, and observe that your mind will soar to a still higher level of stimulation. Repeat this experience from time to time, giving no concern as to how much or how little you learn at the time, and eventually you will find yourself in possession of a power that will enable you to throw off discouragement, master fear, overcome procrastination, and draw freely upon your imagination. Then you will have felt the touch of that unknown “something” which has been the moving spirit of every truly great thinker leader, artist, musician, writer, and statesman. Then you will be in position to transmute your *desires* into their physical or financial counterpart as easily as you may lie down and quit at the first sign of opposition.

FAITH VS. FEAR!

Previous chapters have described how to develop *faith* through Auto-suggestion, Desire and the Subconscious. The next chapter presents detailed instructions for the mastery of *fear*.

In that chapter you will find a full description of the six fears which are the cause of all discouragement, timidity, procrastination, indifference, indecision, and the lack of ambition, self-reliance, initiative, self-control, and enthusiasm.

Search yourself carefully as you study these six enemies, as they may exist only in your subconscious mind, where their presence will be hard to detect.

Remember, too, as you analyze the “Six Ghosts of Fear,” that they are nothing but ghosts because they exist only in one’s mind.

Remember, also, that ghosts—creations of uncontrolled imagination—have caused most of the damage people have done to their own minds, therefore ghosts can be as dangerous as if they lived and walked on the earth in physical bodies.

The Ghost of the Fear of Poverty, which seized the minds of millions of people in 1929, was so real that it caused the worst business depression the world has ever known. Still, this particular ghost still frightens some of us out of our wits.

15

HOW TO OUTWIT THE SIX GHOSTS OF FEAR

Take Inventory of Yourself, As You Read This Closing Chapter, and Find Out How Many of the “Ghosts” Are Standing in Your Way



Before you can put any part of this philosophy into successful use, your mind must be prepared to receive it. The preparation is not difficult. It begins with study, analysis, and understanding of three enemies which you will have to clear out.

These are *indecision, doubt, and fear!*

The Sixth Sense will never function while these three negatives, or any of them, remain in your mind. The members of this unholy trio are closely related; where one is found, the other two are close at hand.

Indecision is the seedling of *fear*! Remember this, as you read. Indecision crystallizes into *doubt*, the two blend and become *fear*! The “blending” process often is slow. This is one reason why these three enemies are so dangerous. They germinate and grow *without their presence being observed*.

The remainder of this chapter describes an end which must be attained before the philosophy, as a whole, can be put into practical use. It also analyzes a condition which has reduced huge numbers of people to poverty, and it states a truth which must be understood by all who accumulate wealth, whether measured in terms of

money or a state of mind of far greater value than money. The purpose of this chapter is to turn the spotlight of attention upon the cause and the cure of the six basic fears. Before we can master an enemy, we must know its name, its habits, and its place of residence. As you read, analyze yourself carefully, and determine which, if any, of the six common fears have attached themselves to you.

Do not be deceived by the habits of these subtle enemies. Sometimes they remain hidden in the subconscious mind, where they are difficult to locate, and still more difficult to eliminate.

THE SIX BASIC FEARS

There are six basic fears, some combination of which every human suffers from at one time or another. Most people are lucky if they do not suffer from the entire six. Named in the order they most commonly appear in, they are:

- The fear of POVERTY
- The fear of CRITICISM
- The fear of ILL HEALTH

These three are at the heart of most of one's worries.

- The fear of LOSING THE LOVE OF SOMEONE
- The fear of OLD AGE
- The fear of DEATH

All other fears are of minor importance, they can be grouped under these six headings.

The prevalence of these fears, as a curse to the world, runs in cycles. For almost six years during the Depression the world floundered in the cycle of *fear of poverty*. During the World Wars, and every subsequent war or conflict, people were in the cycle of *fear of death*. Just following the First World War people were in the cycle of *fear of ill health*, as evidenced by the epidemic of disease which spread itself all over the world. And still today people live in fear of ill health in the form of a worldwide epidemic, such as is feared by the so-called "bird flu."

Fears are nothing more than states of mind. One's state of mind is subject to control and direction. Physicians, as everyone knows, are less subject to attack by disease than ordinary people, for the reason that physicians *do not fear disease*. Physicians, without fear or hesitation, have been known to physically contact hundreds of people, daily, who were suffering from such contagious diseases as small-pox, without becoming infected. Their immunity against the disease consisted, largely, if not solely, in their absolute lack of *fear*.

Man can create nothing which he does not first conceive in the form of an impulse of thought. Following this statement, comes another of still greater importance, namely, *man's thought impulses begin immediately to translate themselves into their physical equivalent, whether those thoughts are voluntary or involuntary.*

Thought impulses which are picked up by mere chance (thoughts which have been released by other minds) may determine one's financial, business, professional, or social destiny just as surely as do the thought impulses which one creates by intent and design.

We are laying the foundation here for the presentation of a fact of great importance to the person who does not understand why some people appear to be "lucky" while others of equal or greater ability, training, experience, and brain capacity, seem destined to misfortune. This fact may be explained by the statement that *every human being has the ability to completely control his own mind*, and with this control, obviously, every person may open his mind to the tramp thought impulses which are being released by other brains, or close the doors tightly and admit only thought impulses of his own choice.

Nature has endowed man with absolute control over just one thing, and that is *thought*. This fact, coupled with the additional fact that everything man creates, begins in the form of a thought, leads one very near to the principle by which *fear* may be mastered.

If it is true that *all thought has a tendency to clothe itself in its physical equivalent* (and this is true, beyond any reasonable doubt), it is equally true that thought impulses of fear and poverty cannot be translated into terms of courage and financial gain.

The people of America began to think of poverty, following the Wall Street crash of 1929. Slowly, but surely that mass thought was crystallized into its physical equivalent, which was known as The Great Depression." This had to happen, it is in conformity with the laws of Nature.

THE FEAR OF POVERTY

There can be no compromise between *poverty* and *riches*!

The two roads that lead to poverty and riches travel in opposite directions. If you want riches, you must refuse to accept any circumstance that leads toward poverty. (The word "riches" is here used in its broadest sense, meaning financial, spiritual, mental and material wealth). The starting point of the path that leads to riches is *desire*. In chapter one, you received full instructions for the proper use of *desire*. In this chapter, on *fear*, you have complete instructions for preparing your mind to make practical use of *desire*.

Here, then, is the place to give yourself a challenge which will definitely determine how much of this philosophy you have absorbed. Here is the point at which you can turn prophet and foretell, accurately, what the future holds in store for you. If, after reading this chapter, you are willing to accept poverty, you may as well make up your mind to receive poverty. This is one decision you cannot avoid.

If you demand riches, determine what form, and how much will be needed to satisfy you. You know the road that leads to riches. You have been given a road

map which, if followed, will keep you on that road. If you neglect to make the start, or stop before you arrive, no one will be to blame, but *you*. This responsibility is yours. No alibi will save you from accepting the responsibility if you now fail or refuse to demand riches of Life, because the acceptance calls for just one thing—incidentally, the only thing you can control—and that is a *state of mind*. A state of mind is something that one assumes. It cannot be purchased, it must be created.

Fear of poverty is a state of mind, nothing else! But it is sufficient enough to destroy one's chances of achievement in any undertaking, a truth which became painfully evident during the Depression.

This fear paralyzes the faculty of reason, destroys the faculty of imagination, kills off self-reliance, undermines enthusiasm, discourages initiative, leads to uncertainty of purpose, encourages procrastination, wipes out enthusiasm and makes self-control an impossibility. It takes the charm from one's personality, destroys the possibility of accurate thinking, diverts concentration of effort, it masters persistence, turns will-power into nothingness, destroys ambition, clouds the memory and invites failure in every conceivable form; it kills love and assassinates the finer emotions of the heart, discourages friendship and invites disaster in a hundred forms, leads to sleeplessness, misery and unhappiness—and all this despite the obvious truth that we live in a world of over-abundance of everything the heart could desire, with nothing standing between us and our desires, excepting lack of a definite purpose.

The Fear of Poverty is, without doubt, the most destructive of the six basic fears. It has been placed at the head of the list, because it is the most difficult to master. Considerable courage is required to state the truth about the origin of this fear, and still greater courage to accept the truth after it has been stated. The fear of poverty grew out of man's inherited tendency to *prey upon his fellow man economically*. Nearly all animals lower than man are motivated by instinct, but their capacity to "think" is limited, therefore, they prey upon one another physically. Man, with his superior sense of intuition, with the capacity to think and to reason, does not eat his fellow man bodily, he gets more satisfaction out of "eating" him *financially*. Man is so voracious that every conceivable law has been passed to safeguard him from his fellow man.

Of all the ages of the world we knowledge of, the age in which we live seems to be one that is outstanding because of man's money-madness. A man is considered less than the dust of the earth, unless he can display a fat bank account; but if he has money—*never mind how he acquired it*—he is a "king" or a "big shot"; he is above the law, he rules in politics, he dominates in business, and the whole world around him bows in respect when he walks by.

Nothing brings man so much suffering and humility as *poverty*! Only those who have experienced poverty understand the full meaning of this.

It is no wonder that man *fears* poverty. Through a long line of inherited experiences man has learned, for sure, that some men cannot be trusted, where matters of money and earthly possessions are concerned. This is a rather stinging indictment, the worst part of it being that it is *true*.

The majority of marriages are motivated by the wealth possessed by one or both of the parties involved. It is no wonder, therefore, that the divorce courts are so backed up.

So eager is man to possess wealth that he will acquire it in whatever way he can—through legal methods if possible, through other methods if necessary or expedient.

Self-analysis may disclose weaknesses which one does not like to acknowledge. This form of examination is essential to all who demand of Life more than mediocrity and poverty. Remember, as you check yourself point by point, that you are both the court and the jury, the prosecuting attorney and the attorney for the defense, and that you are the plaintiff and the defendant, also, that you are on trial. Face the facts squarely. Ask yourself definite questions and demand direct replies. When the examination is over, you will know more about yourself. If you do not feel that you can be an impartial judge in this self-examination, call on someone who knows you well to serve as judge while you cross-examine yourself. You are after the truth. *Get it, no matter what the cost even though it may temporarily embarrass you!*

The majority of people, if asked what they fear most, would reply, “I fear nothing.” The reply would be inaccurate, because few people realize that they are bound, handicapped, whipped spiritually and physically through some form of fear. So subtle and deeply seated is the emotion of fear that one may go through life burdened with it, never recognizing its presence. Only a courageous analysis will disclose the presence of this universal enemy. When you begin such an analysis, search deeply into your character. Here is a list of the symptoms you should look for:

SYMPTOMS OF THE FEAR OF POVERTY

- **Indifference.** Commonly expressed through lack of ambition; willingness to tolerate poverty; acceptance of whatever compensation life offers without protest; mental and physical laziness; lack of initiative, imagination, enthusiasm and self-control
- **Indecision.** The habit of permitting others to do one’s thinking. Staying “on the fence.”
- **Doubt.** Generally expressed through alibis, justifications, and excuses designed to cover up, explain away, or apologize for one’s failures, sometimes expressed in the form of envy of those who are successful, or by criticizing them.
- **Worry.** Usually expressed by finding fault with others, spending beyond one’s income, neglect of personal appearance, scowling and frowning; intemperance in the use of alcohol, sometimes through the use of drugs; nervousness, lack of poise, self-consciousness and lack of self-reliance.

- **Over-caution.** The habit of looking for the negative side of every circumstance, thinking and talking of possible failure instead of concentrating on the means of succeeding. Knowing all the roads to disaster, but never searching for the plans to avoid failure. Waiting for “the right time” to begin putting ideas and plans into action, until the waiting becomes a permanent habit. Remembering those who have failed, and forgetting those who have succeeded. Seeing the hole in the doughnut, but overlooking the doughnut. Pessimism, leading to indigestion, poor elimination, bad breath and bad disposition.
- **Procrastination.** The habit of putting off until tomorrow that which should have been done last year. Spending enough time in creating alibis and excuses to have done the job. This symptom is closely related to over-caution, doubt and worry. Refusal to accept responsibility when it can be avoided. Willingness to compromise rather than put up a stiff fight. Compromising with difficulties instead of harnessing and using them as stepping stones to advancement. Bargaining with Life for a penny, instead of demanding prosperity, opulence, riches, contentment and happiness. Planning what to do *if and when overtaken by failure, instead of burning all bridges and making retreat impossible.* Weakness of, and often total lack of, self-confidence, definiteness of purpose, self-control, initiative, enthusiasm, ambition, thrift and sound reasoning ability.
- **Expecting poverty instead of demanding wealth.** Association with those who accept poverty instead of seeking the company of those who demand and receive riches.

MONEY TALKS!

Some people ask, “why write a book about money? Why measure riches in dollars, alone?” Some will believe, and rightly so, that there are other forms of riches more desirable than money. Yes, there are riches which cannot be measured in terms of dollars, but there are millions of people who will say, “Give me all the money I need, and I will find everything else I want.”

The major reason why this book was written with the focus on how to get money is that people the world over struggle financially and live in *fear of poverty* that greatly affects their quality of life. What this sort of fear does to one was well described by Westbrook Pegler, in the New York World-Telegram years ago during the Depression era:

“Money is only clam shells or metal discs or scraps of paper, and there are treasures of the heart and soul which money cannot buy, but most people, being broke, are unable to keep this in mind and sustain their spirits. When a man is down and out and on the street, unable to get any job at all, something happens to his spirit which can be observed in the droop of his shoulders, the set of his hat, his walk and his gaze. He cannot escape a feeling of inferiority among people with regular employment, even though he knows they are definitely not his equals

in character, intelligence or ability.

“These people—even his friends—feel, on the other hand, a sense of superiority and regard him, perhaps unconsciously, as a casualty. He may borrow for a time, but not enough to carry on in his accustomed way, and he cannot continue to borrow very long. But borrowing in itself, when a man is borrowing merely to live, is a depressing experience, and the money lacks the power of earned money to revive his spirits. Of course, none of this applies to bums or habitual ne’er-do-wells, but only to men of normal ambitions and self-respect.

"WOMEN CONCEAL DESPAIR.

“Women in the same predicament must be different. We somehow do not think of women at all in considering the down-and-outers. They are scarce in the breadlines, they rarely are seen begging on the streets, and they are not recognizable in crowds by the same plain signs which identify busted men. Of course, I do not mean the shuffling hags of the city streets who are the opposite number of the confirmed male bums. I mean reasonably young, decent and intelligent women. There must be many of them, but their despair is not apparent. Maybe they kill themselves.

“When a man is down and out he has time on his hands for brooding. He may travel miles to see a man about a job and discover that the job is filled or that it is one of those jobs with no base pay but only a commission on the sale of some useless knick-knack which nobody would buy, except out of pity. Turning that down, he finds himself back on the street with nowhere to go but just anywhere. So he walks and walks. He gazes into store windows at luxuries which are not for him, and feels inferior and gives way to people who stop to look with an active interest. He wanders into the railroad station or puts himself down in the library to ease his legs and soak up a little heat, but that isn’t looking for a job, so he gets going again. He may not know it, but his aimlessness would give him away even if the very lines of his figure did not. He may be well dressed in the clothes left over from the days when he had a steady job, but the clothes cannot disguise the droop.

“MONEY MAKES DIFFERENCE.

“He sees thousands of other people, bookkeepers or clerks or chemists or wagon hands, busy at their work and envies them from the bottom of his soul. They have their independence, their self-respect and manhood, and he simply cannot convince himself that he is a good man, too, though he argues it out and arrive at a favorable verdict hour after hour.

“It is just money which makes this difference in him. With a little money he would be himself again.

“Some employers take the most shocking advantage of people who are down and

out. The agencies hang out little colored cards offering miserable wages to busted men—\$12 a week, \$15 a week. An \$18 a week job is a plum, and anyone with \$25 a week to offer does not hang the job in front of an agency on a colored card. I have a want ad clipped from a local paper demanding a clerk, a good, clean penman, to take telephone orders for a sandwich shop from 11 A.M. to 2 P.M. for \$8 a month—not \$8 a week but \$8 a month.

The ad says also, 'State religion.' Can you imagine the brutal effrontery of anyone who demands a good, clean penman for 11 cents an hour inquiring into the victim's religion? But that is what busted people are offered."

THE FEAR OF CRITICISM

Just how man originally came by this fear, no one can state definitely, but one thing is certain—he has it in a highly developed form. Some believe that this fear made its appearance about the time that politics became a "profession." Others believe it can be traced to the age when women first began to concern themselves with "styles" in clothes and fashion.

This author, being neither a humorist nor a prophet, was inclined to attribute the basic fear of criticism to that part of man's inherent nature which prompts him not only to take away his fellow man's belongings, but to justify his action by *criticism* of his fellow man's character. It is a well known fact that a thief will criticize the man from whom he steals—that politicians seek office, not by displaying their own virtues and qualifications, but by attempting slinging mud at their opponents.

The fear of criticism takes on many forms, the majority of which are petty and trivial. This is why so many feel 'poor' because they cannot afford to buy new clothes or designer brands. The issue is not that the exceeding majority of people today do not own closets full of clothes, or that they cannot protect themselves against the weather. The issue for many who think they are 'poor' is that the rows and rows and dressers full of clothes are not 'in' style. So while there is more than enough clothing to go around and house multiple women, this basic need is allowed to perpetuate the fear of criticism instead.

The astute clothing designers and manufacturers have not been slow to capitalize this basic fear of criticism, with which all mankind has been cursed. Every season the styles change. Who establishes the styles? Certainly not the purchaser of clothing, but the designer or manufacturer. Why do they change the styles so often? The answer is obvious. They change the styles so they can sell more clothes.

For the same reason the manufacturers of automobiles change styles of models every season. No man wants to drive an automobile which is not of the latest style, although the older model may actually be the better car.

We have been describing the manner in which people behave under the influence of fear of criticism as applied to the small and petty things of life. Now let's

examine human behavior when this fear affects people in connection with the more important events of human relationship. Take for example the large cross-sections of the matured population who have never attended a church service (unless for a wedding or other ritual), but refuse to commit to atheism. Not often, however, will you find a person who has the courage to openly state his or her disbelief in God or religion. Most people will, if pressed far enough, tell a lie rather than admit that they do not believe the stories associated with that form of religion which held people in bondage prior to the age of science and education.

Why does the average person, even in this day of enlightenment, shy away from denying his belief in the fables which were the basis of most of the religions a few decades ago? The answer is, "because of the fear of criticism." Men and women have been burned at the stake for daring to express disbelief in ghosts. It is no wonder we have inherited a consciousness which makes us fear criticism. The time was, and not so far in the past, when criticism carried severe punishments-it still does in some countries.

The fear of criticism robs man of his initiative, destroys his power of imagination, limits his individuality, takes away his self-reliance, and does him damage in a hundred other ways. Parents often do their children irreparable harm by criticizing them. The mother of one of Hill's boyhood pals used to punish him with a switch almost daily, always finishing the job with the statement, "You'll land in the penitentiary before you are twenty." He was sent to a Reformatory at the age of seventeen. And even though this example is dated, the very same abuses occur still today. Doubtless, you can think of a person who suffered hard criticism from someone who never showed faith in them, and ultimately came to destroy them; this is, after all, why every criminal has a story to tell about their sordid early years and why they are what they are today.

Criticism is the one form of service of which everyone has too much. Everyone has a stock of it which is handed out, gratis, whether called for or not. One's nearest relatives often are the worst offenders. It should be recognized as a crime (in reality it is a crime of the worst nature), for any parent to build inferiority complexes in the mind of a child, through unnecessary criticism. Employers who understand human nature get the best there is in men and women, not by criticism, but by constructive suggestion. Parents can accomplish the same results with their children. Criticism will plant *fear* in the human heart, or resentment, but it will not build love or affection.

SYMPTOMS OF THE FEAR OF CRITICISM

This fear is almost as universal as the fear of poverty, and its effects are just as fatal to personal achievement, mainly because this fear destroys initiative, and discourages the use of imagination.

The major symptoms of the fear are:

- ***Self-consciousness.*** Generally expressed through nervousness, timidity or shyness--in conversation and in meeting new people, awkward movement,

shifting of the eyes.

- **Lack of poise.** Expressed through lack of voice control, nervousness in the presence of others, poor body posture, poor memory.
- **Personality.** Lacking in firmness of decision, personal charm, and ability to express opinions definitely. The habit of side-stepping issues instead of meeting them head on. Agreeing with others without careful examination of their opinions.
- **Inferiority complex.** The habit of expressing self-approval by word and by actions, as a means of covering up a feeling of inferiority. Using “big words” to impress others, (often without knowing the real meaning of the words). Imitating others in dress, speech and manners. Boasting of imaginary achievements. This sometimes gives a surface appearance of a feeling of superiority.
- **Extravagance.** The habit of trying to “keep up with the Joneses,” spending beyond one’s income.
- **Lack of initiative.** Failure to embrace opportunities for self-advancement, fear to express opinions, lack of confidence in one’s own ideas, giving evasive answers to questions asked by superiors, hesitancy of manner and speech, deceit in both words and deeds.
- **Lack of ambition.** Mental and physical laziness, lack of self-assertion, slowness in reaching decisions, easily influenced by others, the habit of criticizing others behind their backs and flattering them to their faces, the habit of accepting defeat without protest, quitting an undertaking when opposed by others, suspicious of other people without cause, lacking in tactfulness of manner and speech, unwillingness to accept the blame for mistakes.

THE FEAR OF ILL HEALTH

This fear may be traced to both physical and social heredity. It is closely associated, as to its origin, with the causes of fear of Old Age and the fear of Death, because it leads one closely to the border of “terrible worlds” of which man knows nothing, but about which he has been taught some discomfoting stories.

For the most part man fears ill health because of the terrible pictures which have been planted in his mind of what may happen if death should overtake him. He also fears it because of the financial toll it may claim.

Large percentages of doctor's visits are for nothing more serious than hypochondria. It has been shown most convincingly that the fear of disease, even

where there is not the slightest cause for concern, often produces the physical symptoms of the disease feared.

Powerful and mighty is the human mind! It builds or it destroys.

Preying on this common weakness of fear of ill health, pharmaceutical companies have reaped fortunes.

During the “flu” epidemic which broke out during World War I, the mayor of New York City took drastic steps to check the damage which people were doing themselves through their inherent fear of ill health. He called in the newspaper men and said to them, “Gentlemen, I feel it necessary to ask you not to publish any *scare headlines* concerning the ‘flu’ epidemic. Unless you cooperate with me, we will have a situation which we cannot control.” The newspapers quit publishing stories about the “flu,” and within one month the epidemic had been successfully checked.

Through a series of experiments conducted even before this book was written, it was proven that people can be made ill by suggestion. The author and his associates conducted this experiment by asking three acquaintances to visit the “victims”; each of visitor asked the question, “What ails you? You look terribly ill.” The first questioner usually provoked a grin, and a nonchalant “Oh, nothing, I’m alright,” from the victim. The second questioner usually was answered with the statement, “I don’t know exactly, but I do feel badly.” The third questioner was usually met with the frank admission that the victim was actually feeling ill. Try this on an acquaintance if you doubt that it works.

There is overwhelming evidence that disease sometimes begins in the form of negative thought impulse. Such an impulse may be passed from one mind to another, by suggestion, or created by an individual in his own mind.

In Hill's day Doctors sent patients into new climates for their health, because a change of “mental attitude” was necessary. The seed of fear of ill health lives in every human mind. Worry, fear, discouragement, disappointment in love and business affairs, cause this seed to germinate and grow. The Depression kept doctors on the run, because every form of negative thinking can cause ill health.

Hill has this story to add to illustrate this point:

Disappointments in business and in love stand at the head of the list of causes of fear of ill health. A young man suffered a disappointment in love which sent him to a hospital. For months he hovered between life and death. A specialist in suggestive therapeutics was called in. The specialist changed nurses, placing him in charge of a very *charming young woman* who began (by pre-arrangement with the doctor) to make advances to him the first day of her arrival on the job. Within three weeks the patient was discharged from the hospital, still suffering, but with an entirely different malady. *He was in love again*. The remedy was a hoax, but the patient and the nurse were later married. Both were in good health at the time of this writing.

Maybe this sounds a bit far-fetched in our enlightened, modern times, but if you

put some thought to it, it really is not so far off. A great percentage of health conditions, both symptoms and chronic ailments, are induced by nothing other than high-stress levels. Increased blood pressure, heart irregularities, muscle tension...these are just a few conditions that send people running to the doctors. We suffer from stress headaches and migraines and insomnia; we lose sleep and decrease our body's natural ability to fight off disease. And in most cases, all that is really needed is a change of attitude, a better state of mind. All of that, and we haven't even touched upon the suggestive abilities of the pharmaceutical company's ads for better drugs to treat everything that ails you...

SYMPTOMS OF THE FEAR OF ILL HEALTH

The symptoms of this almost universal fear are:

Auto-suggestion. The habit of negative use of self-suggestion by looking for and expecting to find the symptoms of all kinds of disease. "Enjoying" imaginary illness and speaking of it as being real. The habit of trying all "fads" and "isms" recommended by others as having therapeutic value. Talking to others of operations, accidents and other forms of illness. Experimenting with diets, physical exercises, reducing systems, without professional guidance. Trying home remedies and over-the-counter medications.

- ***Hypochondria.*** The habit of talking about illness, concentrating the mind on disease, and expecting its appearance, sometime until a nervous breakdown occurs. No medications can cure this condition. It is brought on by negative thinking and nothing but positive thought can affect a cure. Hypochondria, (a medical term for imaginary disease) is said to do as much damage at times as the feared disease might do.
- ***Exercise.*** Fear of ill health often interferes with proper physical exercise, and results in a person being overweight, by causing one to avoid outdoor life.
- ***Susceptibility.*** Stress over ill health can actually cause symptoms of bad health which can sometimes cause disease, or open the door for real illness when the body's immune system is affected. The fear of ill health often is related to the fear of Poverty, especially in the case of the hypochondriac, who constantly worries about the possibility of having to pay doctor's bills, hospital bills, etc. This type of person spends much time preparing for the next illness.
- ***Self-coddling.*** The habit of looking for sympathy, using imaginary illness as the lure. The habit of feigning illness to cover plain laziness, or to serve as an alibi for lack of ambition. This is exemplified in the person who can't offer a simple "Fine, thanks," to the question, "How are you?"; every conversation works in their latest health troubles.
- ***Intemperance (overindulgence, addictive personality, substance abuse).***

The habit of using alcohol or drugs to relieve pain such as headaches, etc., instead of eliminating the cause. Also, the habit of reading about illness and worrying over the possibility of being stricken by it. The habit of relying on medication advertisements as health advice.

THE FEAR OF LOSS OF LOVE

The original source of this inherent fear needs little description. To a large extent, adultery is to blame, for no one seems to feel secure in their relationships anymore, and no love seems sacred.

Jealousy and other similar forms anguish grow out of man's inherited fear of the loss of love of someone. This fear is the most painful of all the six basic fears. It probably plays more havoc with the body and mind than any of the other basic fears.

The fear of the loss of love probably dates back to the stone-age, when men stole women by brute force. They continue to steal females, but their technique has changed. Instead of force, they now use persuasion, attention, and the promise of 'greener grasses'; of course, women are not immune to such depravities, either, and simply knowing that cheating and/or rejection, and the consequential life of loneliness, are real possibilities has the better part of the population today constantly worrying about the security of their relationships.

SYMPTOMS OF THE FEAR OF LOSS OF LOVE

The distinguishing symptoms of this fear are:

- ***Jealousy.*** The habit of being suspicious of friends and loved ones without any reasonable evidence of cheating. (Jealousy is a form of dementia praecox which sometimes becomes violent without the slightest cause). The habit of accusing wife, husband, or partner of infidelity without grounds. General suspicion of everyone, absolute faith in no one.
- ***Fault Finding.*** The habit of finding fault with friends, relatives, business associates and loved ones upon the slightest provocation, or without any cause whatsoever.
- ***Overspending.*** May present also as the habit of gambling, stealing, cheating, and otherwise taking hazardous chances to provide money for loved ones, with the belief that love can be bought. The habit of spending beyond one's means, or incurring debts, to provide gifts for loved ones, with the object of making a good showing. Insomnia, nervousness, lack of persistence, weakness of will, lack of self-control, lack of self-reliance, bad temper.

THE FEAR OF OLD AGE

Mainly, this fear grows out of two sources. First, the thought that old age may bring with it *poverty*. Secondly, and by far the most common source of origin, fear of death and the unknown afterlife.

The possibility of ill health, which is more common as people grow older, is also a contributing cause of this common fear of old age.

The most common cause of fear of old age is associated with the possibility of poverty. This is where the fear of becoming a burden comes into the picture. Many aging people fear losing that which they have spent a lifetime earning (both financially speaking and in speaking of possessions).

Another contributing cause of the fear of old age is the possibility of loss of freedom and independence, as old age may bring with it the loss of both physical and economic freedom.

SYMPTOMS OF THE FEAR OF OLD AGE

The most common symptoms of this fear are:

- The tendency to slow down and develop an inferiority complex at the age of mental maturity, falsely believing one's self to be "slipping" because of age. This symptom of the fear of old age may present as early as forty because that is a time when aging and mortality becomes an undeniable reality, however far off (The truth is that man's most useful years, mentally and spiritually, are those between forty and sixty).
- The habit of speaking apologetically of one's self as "being old" instead of reversing the rule and expressing gratitude for having reached the age of wisdom and understanding.
- The habit of killing off initiative, imagination, and self-reliance by falsely believing one's self too old to exercise these qualities. The habit of the man or woman of forty dressing with the aim of trying to appear much younger, and affecting mannerisms of youth; thereby inspiring ridicule by both friends and strangers.

THE FEAR OF DEATH

To some this is the cruelest of all the basic fears. The reason is obvious. The terrible pangs of fear associated with the thought of death, in the majority of cases, may be charged directly to religious fanaticism. So-called "heathen" are less afraid of death than the more "civilized." For hundreds of millions of years man has been asking the still unanswered questions, "whence" and "whither."

Where did I come from, and where am I going?

During the darker ages of the past, the more cunning and crafty were not slow to offer the answer to these questions, *for a price*. Witness, now, the major source of origin of the *fear of death*.

"Come into my church, embrace my faith, accept my dogmas, and I will give you a ticket that will admit you straightaway into heaven when you die," cries a leader of sectarianism. "Remain out of my church," says the same leader, "and may the devil take you and burn you throughout eternity."

Eternity is a long time. *Fire* is a terrible thing. The thought of eternal punishment, with fire, not only causes man to fear death, it often causes him to lose his reason. It destroys interest in life and makes happiness impossible.

During Hill's research, he reviewed a book titled "A Catalogue of the Gods," in which were listed the *30,000 gods* which man has worshiped. Think of it! Thirty thousand of them, represented by everything from a crawfish to a man. It is no wonder that men have become frightened at the approach of death.

While the religious leader may not be able to provide safe conduct into heaven, nor, by lack of such provision, allow the unfortunate to descend into hell, the possibility of the latter seems so terrible that the very thought of it lays hold of the imagination in such a realistic way that it paralyzes reason, and sets up the fear of death.

In truth, *no man knows*, and no man has ever known, what heaven or hell is like, nor does any man know if either place actually exists. This very lack of positive knowledge opens the door of the human mind to the charlatan so he may enter and control that mind with his stock of pious fraud and trickery.

The fear of *death* is not as common now as it was during the age when there were no great colleges and universities. Men of science have turned the spotlight of truth on the world, and this truth is rapidly freeing men and women from this terrible fear of *death*. The enlightened are not easily impressed by "fire" and "brimstone." Advances in the understanding of biology, astronomy, geology, and other related sciences, the fears of the dark ages which gripped the minds of men and destroyed their reason have been dispelled. Still, however, religion is not dead because the one thing as a race we *do* know is that we *do not* know, and that ignorance keeps fear of death a reality that will not disappear completely any time soon.

This fear is useless. Death will come, no matter what anyone thinks about it. Accept it as a necessity, and pass the thought out of your mind. It must be a necessity or it would not come to all. Perhaps it is not as bad as it has been pictured.

The entire world is made up of only two things, *energy* and *matter*. In elementary physics we learn that neither matter nor energy (the only two realities known to man) can be created nor destroyed. Both matter and energy can be transformed, but neither can be destroyed.

Life is energy, if it is anything. If neither energy nor matter can be destroyed, of course life cannot be destroyed. Life, like other forms of energy, may be passed through various processes of transition, or change, but it cannot be destroyed. Death is mere transition.

If death is not mere change, or transition, then nothing comes after death except a long, eternal, peaceful sleep, and sleep is nothing to be feared. Thus you may wipe out, forever, the fear of Death.

SYMPTOMS OF THE FEAR OF DEATH

The general symptoms of this fear are:

- The habit of *thinking* about dying instead of making the most of *life*, due, generally, to lack of purpose, or lack of a suitable occupation. This fear is more prevalent among the aged, but sometimes the more youthful are victims of it. The greatest of all remedies for the fear of death is a *burning desire for achievement*, backed by useful service to others. A busy person seldom has time to think about dying. He finds life too thrilling to worry about death. Sometimes the fear of death is closely associated with the Fear of Poverty, where one's death would leave loved ones poverty-stricken. In other cases, the fear of death is caused by illness and the consequent breaking down of physical body resistance. The commonest causes of the fear of death are: ill-health, poverty, lack of appropriate occupation, disappointment over love, insanity, and religious fanaticism.

OLD MAN WORRY

Worry is a state of mind based upon fear. It works slowly, but persistently. It is insidious and subtle. Step by step it "digs itself in" until it paralyzes one's reasoning faculty, destroys self-confidence and initiative. Worry is a form of sustained fear caused by indecision, therefore it is a state of mind which can be controlled.

An unsettled mind is helpless. Indecision makes an unsettled mind. Most individuals lack the willpower to reach decisions promptly, and to stand by them after they have been made, even during normal business conditions. During periods of economic unrest, the individual is handicapped, not alone by his inherent nature to be slow at reaching decisions, but he is influenced by the indecision of others around him who have created a state of "mass indecision."

During the depression the whole atmosphere, all over the world, was filled with "Fearenza" and "Worryitis," the two mental disease germs which began to spread themselves after the Wall Street frenzy in 1929. There is only one known antidote for these germs; it is the habit of prompt and firm *decision*. Moreover, it is an antidote which every individual must administer to them self.

We do not worry over conditions, once we have reached a decision to follow a definite line of action.

Hill once interviewed a man who was to be electrocuted two hours later. The condemned man was the calmest of eight men who were in the death-cell with him. His calmness prompted Hill to ask him how it felt to know that he was going into eternity in a short while. With a smile of confidence on his face, he said, "It feels fine. Just think, brother, my troubles will soon be over. I have had nothing but trouble all my life. It has been a hardship to get food and clothing. Soon I will not need these things. I have felt fine ever since I learned *for certain* that I must die. I made up my mind then, to accept my fate in good spirit."

As he spoke he devoured a dinner big enough for three men, eating every mouthful of the food brought to him, and apparently enjoying it as much as if no disaster awaited him. *Decision* gave this man resignation to his fate! Decision can also prevent one's acceptance of undesired circumstances.

The six basic fears become translated into a state of worry, through indecision. Relieve yourself, forever of the fear of death, by reaching a decision to accept death as an inescapable event. Whip the fear of poverty by reaching a decision to get along with whatever wealth you can accumulate *without worry*. Put your foot on the neck of the fear of criticism by reaching a decision *not to worry* about what other people think, do, or say. Eliminate the fear of old age by reaching a decision to accept it, not as a handicap, but as a great blessing which carries with it wisdom, self-control, and understanding not known to youth.

Acquit yourself of the fear of ill health by the decision to forget symptoms. Master the fear of loss of love by reaching a decision to get along without love, if that is necessary.

Kill the habit of worry in all its forms, by reaching a general blanket decision that nothing life has to offer is worth the price of worry. With this decision will come poise, peace of mind, and calmness of thought which will bring about happiness.

A man whose mind is filled with fear not only destroys his own chances of intelligent action, but he transmits these destructive vibrations to the minds of all who come into contact with him and destroys also their chances.

Even a dog or a horse knows when its master lacks courage; additionally a dog or a horse will pick up the vibrations of fear thrown off by its master and behave accordingly. Lower down the line of intelligence in the animal kingdom, one finds this same capacity to pick up the vibrations of fear. A honey-bee immediately senses fear in the mind of a person—for reasons unknown, a bee will sting the person whose mind is releasing vibrations of fear, much more readily than it will attack the person whose mind registers no fear.

The vibrations of fear pass from one mind to another just as quickly and as surely as the sound of the human voice passes from the broadcasting station to the receiving set of a radio—and *by the self-same medium*.

Mental telepathy is a reality. Thoughts pass from one mind to another, voluntarily, whether or not this fact is recognized by either the person releasing the thoughts, or the persons who pick up those thoughts.

The person who gives expression, by word of mouth, to negative or destructive thoughts is practically certain to experience the results of those words in the form of a destructive “kick-back.” The release of destructive thought impulses, alone, without the aid of words, produces also a “kickback” in more ways than one. First of all, and perhaps most important to be remembered, the person who releases thoughts of a destructive nature, must suffer damage through the breaking down of the faculty of creative imagination. Secondly, the presence in the mind of any destructive emotion develops a negative personality which repels people, and often converts them into antagonists. The third source of damage to the person who entertains or releases negative thoughts, lies in this significant fact—these thought-impulses are not only damaging to others, but they *imbed themselves in the subconscious mind of the person releasing them*, and there become a part of his character.

One is never through with a thought, merely by releasing it. When a thought is released, it spreads in every direction, but it also plants itself *permanently* in the subconscious mind of *the person releasing it*.

Your business in life is, presumably, to achieve success. To be successful, you must find peace of mind, acquire the material needs of life, and above all, attain *happiness*. All of these evidences of success begin in the form of thought impulses. You may control your own mind, you have the power to feed it whatever thought impulses you choose. With this privilege goes also the responsibility of using it constructively. You are the master of your own earthly destiny just as surely as you have the power to control your own thoughts. You may influence, direct, and eventually control your own environment, making your life what you want it to be—or, you may neglect to exercise the privilege which is yours, to make your life to order, thus casting yourself upon the broad sea of “Circumstance” where you will be tossed hither and yon, like a chip on the waves of the ocean.

THE DEVIL'S WORKSHOP

THE SEVENTH BASIC EVIL

In addition to the Six Basic Fears, there is another evil by which people suffer. It constitutes a rich soil in which the seeds of failure grow abundantly. It is so subtle that its presence often is not detected. This affliction cannot properly be classed as a fear. *It is more deeply seated and more often fatal than all of the six fears.* For want of a better name, let us call this evil *susceptibility to negative influences.*

Men who accumulate great riches always protect themselves against this evil! The poverty stricken never do! Those who succeed in any calling must prepare their minds to resist the evil. If you are reading this philosophy for the purpose of accumulating wealth, you should examine yourself very carefully, to determine whether you are susceptible to negative influences. If you neglect this self-analysis, you will forfeit your right to attain the object of your desires.

Make the analysis searching. After you read the questions prepared for this self-analysis, hold yourself to a strict accounting in your answers. Go at the task as carefully as you would search for any other enemy you knew to be awaiting you in ambush and deal with your own faults as you would with a more tangible enemy.

You can protect yourself against many kinds of cons and thieves because you have the benefit of the law and information on your side, but the "seventh basic evil" is more difficult to master, because it strikes when you are not aware of its presence, when you are asleep, and while you are awake.

Moreover, its weapon is intangible, because it consists of merely—a *state of mind*. This evil is also dangerous because it strikes in as many different forms as there are human experiences. Sometimes it enters the mind through the well-meant words of your own relatives. At other times, it bores from within, through your own mental attitude. Always it is as deadly as poison, even though it may not kill as quickly.

HOW TO PROTECT YOURSELF AGAINST NEGATIVE INFLUENCES

To protect yourself against negative influences, whether of your own making, or the result of the activities of negative people around you, recognize that you have a *will-power*, and put it into constant use, until it builds a wall of immunity against negative influences in your own mind.

Recognize the fact that you, and every other human being, are, by nature, lazy, indifferent, and susceptible to all suggestions which harmonize with your weaknesses.

Recognize that you are, by nature, susceptible to all the six basic fears, and set up safeguards to counteract all these fears.

Recognize that negative influences often work on you through your subconscious mind, therefore they are difficult to detect, and keep your mind closed against all people who depress or discourage you in any way.

Clean out your medicine chest, throw away all pill bottles, and stop pandering to colds, aches, pains and imaginary illness.

Deliberately seek the company of people who influence you to *think and act for yourself*.

Do not *expect* troubles as they have a tendency not to disappoint.

Without doubt, the most common weakness of all human beings is the habit of leaving their minds open to the negative influence of other people. This weakness is all the more damaging, because most people do not recognize that they are cursed by it, and many who acknowledge it neglect or refuse to correct the evil until it becomes an uncontrollable part of their daily habits.

As an aide to those who wish to see themselves as they really are, the following list of questions has been prepared. Read the questions and state your answers aloud, so you can hear your own voice. This will make it easier for you to be truthful with yourself.

SELF-ANALYSIS TEST QUESTIONS

- Do you complain often of “feeling bad,” and if so, what is the cause?
- Do you find fault with other people at the slightest provocation?
- Do you frequently make mistakes in your work, and if so, why?
- Are you sarcastic and offensive in your conversation?
- Do you deliberately avoid the association of anyone, and if so, why?
- Do you suffer frequently with indigestion? If so, what is the cause?
- Does life seem futile and the future hopeless to you? If so, why?
- Do you like your occupation? If not, why?
- Do you often feel self-pity, and if so why?
- Are you envious of those who excel beyond you?
- To which do you devote the most time, thinking of *success*, or of *failure*?
- Are you gaining or losing self-confidence as you grow older?
- Do you learn something of value from all mistakes?
- Are you permitting some relative or acquaintance to worry you? If so, why?
- Are you sometimes “in the clouds” and at other times in the depths of despondency?
- Who has the most inspiring influence on you? What is the cause?
- Do you tolerate negative or discouraging influences which you can avoid?
- Are you careless with your personal appearance? If so, when and why?
- Have you learned how to “drown your troubles” by being too busy to be annoyed by them?
- Would you call yourself a “spineless weakling” if you permitted others to do your thinking for you?

- Do you neglect internal bathing until auto-intoxication makes you ill-tempered and irritable?
- How many preventable disturbances annoy you, and why do you tolerate them?
- Do you resort to liquor, narcotics, or cigarettes to “quiet your nerves”? If so, why do you not try will-power instead?
- Does anyone “nag” you, and if so, for what reason?
- Do you have a *definite major purpose*, and if so, what is it, and what plan do you have for achieving it?
- Do you suffer from any of the Six Basic Fears? If so, which ones?
- Do you have a method to shield yourself against the negative influence of others?
- Do you make deliberate use of auto-suggestion to make your mind positive?
- Which do you value most, your material possessions, or your privilege of controlling your own thoughts?
- Are you easily influenced by others, against your own judgment?
- Has today added anything of value to your stock of knowledge or state of mind?
- Do you face squarely the circumstances which make you unhappy, or sidestep the responsibility?
- Do you analyze all mistakes and failures and try to profit by them or do you take the attitude that this is not your duty?
- Can you name three of your most damaging weaknesses?
- What are you doing to correct them?
- Do you encourage other people to bring their worries to you for sympathy?
- Do you choose, from your daily experiences, lessons or influences which aid in your personal advancement?
- Does your presence have a negative influence on other people as a rule?
- What habits of other people annoy you most?
- Do you form your own opinions or permit yourself to be influenced by other people?
- Have you learned how to create a mental state of mind with which you can shield yourself against all discouraging influences?
- Does your occupation inspire you with faith and hope?
- Are you conscious of possessing spiritual forces of sufficient power to enable you to keep your mind free from all forms of *fear*?
- Does your religion help you to keep your own mind positive?
- Do you feel it your duty to share other people’s worries? If so, why?
- If you believe that “birds of a feather flock together” what have you learned about yourself by studying the friends whom you attract?
- What connection, if any, do you see between the people with whom you associate most closely, and any unhappiness you may experience?
- Could it be possible that some person whom you consider to be a friend is, in reality, your worst enemy, because of his negative influence on your mind?
- By what rules do you judge who is helpful and who is damaging to you?
- Are your intimate associates mentally superior or inferior to you?
- How much time out of every 24 hours do you devote to:
 - your occupation
 - sleep

- play and relaxation
- acquiring useful knowledge
- plain waste
- Who among your acquaintances,
 - encourages you most
 - cautions you most
 - discourages you most
 - helps you most in other ways
- What is your greatest worry? Why do you tolerate it?
- When others offer you free, unsolicited advice, do you accept it without question, or analyze their motive?
- What, above all else, do you most *desire*? Do you intend to acquire it?
- Are you willing to subordinate all other desires for this one?
- How much time daily do you devote to acquiring it?
- Do you change your mind often? If so, why?
- Do you usually finish everything you begin?
- Are you easily impressed by other people's business or professional titles, college degrees, or wealth?
- Are you easily influenced by what other people think or say of you?
- Do you cater to people because of their social or financial status?
- Whom do you believe to be the greatest person living? In what respect is this person superior to yourself?
- How much time have you devoted to studying and answering these questions? (At least one day is necessary for the analysis and the answering of the entire list.)

If you have answered all these questions truthfully, you know more about yourself than the majority of people. Study the questions carefully, come back to them once each week for several months, and be astounded at the amount of additional knowledge of great value to yourself you will have gained by the simple method of answering the questions truthfully. If you are not certain concerning the answers to some of the questions, seek the counsel of those who know you well, especially those who have no motive in flattering you, and see yourself through their eyes. The experience will be astonishing.

You have *absolute control* over but one thing, and that is your thoughts. This is the most significant and inspiring of all facts known to man! It reflects man's Divine nature. This Divine prerogative is the sole means by which you may control your own destiny. If you fail to control your own mind, you may be sure you will control nothing else.

If you must be careless with your possessions, let it be in connection with material things. *Your mind is your spiritual estate!*

Protect and use it with the care to which Divine Royalty is entitled. You were given a *will-power* for this purpose.

Unfortunately, there is no legal protection against those who, either by design or ignorance, poison the minds of others by negative suggestion. This form of destruction should be punishable by heavy legal penalties, because it may and

often does destroy one's chances of acquiring material things which are protected by law.

Men with negative minds tried to convince Thomas A. Edison that he could not build a machine that would record and reproduce the human voice, "because" they said, "no one else had ever produced such a machine." Edison did not believe them. He knew that the mind could produce *anything the mind could conceive and believe*, and that knowledge was the thing that lifted the great Edison above the common herd.

Men with negative minds told F. W. Woolworth, he would go "broke" trying to run a store on five and ten cent sales. He did not believe them. He knew that he could do anything, within reason, if he backed his plans with faith. Exercising his right to keep other men's negative suggestions out of his mind, he piled up a fortune of more than a hundred million dollars.

Men with negative minds told George Washington he could not hope to win against the vastly superior forces of the British, but he exercised his Divine right to *believe*, therefore this book was published under the protection of the Stars and Stripes, while the name of Lord Cornwallis has been all but forgotten.

Doubting Thomases scoffed scornfully when Henry Ford tried out his first crudely built automobile on the streets of Detroit. Some said the thing never would become practical. Others said no one would pay money for such a contraption.

Ford said, "I'll belt the earth with dependable motor cars," and he did!

His decision to trust his own judgment piled up a fortune far greater than the next five generations of his descendents could squander, and what's more, his legacy is still earning for them today! For the benefit of those seeking vast riches, let it be remembered that practically the sole difference between Henry Ford and a majority of the more than one hundred thousand men who worked for him, was this—*Ford had a mind and controlled it, the others had minds they did not try to control.*

Henry Ford has been repeatedly mentioned, because he is an astounding example of what a man with a mind of his own, and a will to control it, can accomplish. His record knocks the foundation from under that time-worn alibi, "I never had a chance." Ford never had a chance, either, but he *created an opportunity and backed it with persistence until it made him rich.*

Mind control is the result of self-discipline and habit. You either control your mind or it controls you. There is no half-way compromise. The most practical of all methods for controlling the mind is the habit of keeping it busy with a definite purpose, backed by a definite plan. Study the record of any man who achieves noteworthy success, and you will observe that he has control over his own mind; moreover, that he exercises that control and directs it toward the attainment of definite objectives. Without this control, success is not possible.

“FIFTY-SEVEN” FAMOUS ALIBIS

By Old Man *If*

People who do not succeed have one distinguishing trait in common. They know *all the reasons for failure*, and have what they believe to be air-tight alibis to explain away their own lack of achievement.

Some of these alibis are clever, and a few of them are justifiable by the facts. But alibis cannot be used for money. The world wants to know only one thing—*have you achieved success?*

A character analyst compiled a list of the most commonly used alibis. As you read the list, examine yourself carefully, and determine how many of these alibis, if any, you own.

Remember, too, the philosophy presented in this book makes every one of these alibis obsolete.

- IF I didn't have a wife and family . . .
- IF I had enough “pull” . . .
- IF I had money . . .
- IF I had a good education . . .
- IF I could get a job . . .
- IF I had good health . . .
- IF I only had time . . .
- IF times were better . . .
- IF other people understood me . . .
- IF conditions around me were only different . . .
- IF I could live my life over again . . .
- IF I did not fear what “*they*” would say . . .
- IF I had been given a chance . . .
- IF I now had a chance . . .
- IF other people didn't “have it in for me” . . .
- IF nothing happens to stop me . . .
- IF I were only younger . . .
- IF I could only do what I want . . .
- IF I had been born rich . . .
- IF I could meet “the right people” . . .
- IF I had the talent that some people have . . .
- IF I dared assert myself . . .
- IF I only had embraced past opportunities . . .
- IF people didn't get on my nerves . . .
- IF I didn't have to keep house and look after the children . . .
- IF I could save some money . . .
- IF the boss only appreciated me . . .
- IF I only had somebody to help me . . .
- IF my family understood me . . .
- IF I lived in a big city . . .

- IF I could just get started . . .
- IF I were only free . . .
- IF I had the personality of some people . . .
- IF I were not so fat . . .
- IF my talents were known . . .
- IF I could just get a “break” . . .
- IF I could only get out of debt . . .
- IF I hadn’t failed . . .
- IF I only knew how . . .
- IF everybody didn’t oppose me . . .
- IF I didn’t have so many worries . . .
- IF I could marry the right person . . .
- IF people weren’t so dumb . . .
- IF *my* family were not so extravagant . . .
- IF I were sure of myself . . .
- IF luck were not against me . . .
- IF I had not been born under the wrong star . . .
- IF it were not true that “what is to be will be” . . .
- IF I did not have to work so hard . . .
- IF I hadn’t lost my money . . .
- IF I lived in a different neighborhood . . .
- IF I didn’t have a “past” . . .
- IF I only had a business of my own . . .
- IF other people would only listen to me . . .
- IF * * * and this is the greatest of them all * * * I had the courage to see myself as I really am, I would *find out what is wrong with me, and correct it*, then I might have a chance to profit by my mistakes and learn something from the experience of others, for I know that there is something *wrong* with me, or I would be now where *I would have been IF* I had spent more time analyzing my weaknesses, and less time building alibis to cover them.

Building alibis to explain away failure is a national, an international pastime. The habit is as old as the human race, and is *fatal to success!* Why do people cling to their pet alibis? The answer is obvious. They defend their alibis because *they create* them! A man’s alibi is the child of his own imagination. It is human nature to defend one’s own brain-child.

Building alibis is a deeply rooted habit. Habits are difficult to break, especially when they provide justification for something we do. Plato had this truth in mind when he said, “The first and best victory is to conquer self. To be conquered by self is, of all things, the most shameful and vile.”

Another philosopher had the same thought in mind when he said, “It was a great surprise to me when I discovered that most of the ugliness I saw in others, was but a reflection of my own nature.”

“It has always been a mystery to me,” said Elbert Hubbard, “why people spend so much time deliberately fooling themselves by creating alibis to cover their weaknesses. If used differently, this same time would be sufficient to cure the weakness, then no alibis would be needed.”

In parting, some words from the immortal Mr. Hill...

"I would remind you that "Life is a checkerboard, and the player opposite you is *time*. If you hesitate before moving, or neglect to move promptly, your men will be wiped off the board by *time*. You are playing against a partner who will not tolerate *indecision!*"

"Previously you may have had a logical excuse for not having forced Life to come through with whatever you asked, but that alibi is now obsolete, because you are in possession of the Master Key that unlocks the door to Life's bountiful riches.

"The Master Key is intangible, but it is powerful! It is the privilege of creating, *in your own mind, a burning desire* for a definite form of riches. There is no penalty for the use of the Key, but there is a price you must pay if you do not use it. The price is *failure*. There is a reward of stupendous proportions if you put the Key to use. It is the satisfaction that comes to all who *conquer self and force Life to pay whatever is asked*.

"The reward is worthy of your effort. Will you make the start and be convinced?"

"If we are related," said the immortal Emerson, "we shall meet."

"In closing, may I borrow his thought, and say, "If we are related, we have, through these pages, met."

THE END

CONCLUSION



This edited and updated version of what is known the world wide as one of the original success/empowerment texts has been brought to you by [Sean Rasmussen](#) and [Universal Wealth Creation](#). Sean has brought this book to you because he strongly believes in the message that is central to this book – that all people can and should seek wealth for themselves so that they may live better lives and provide a better life for their families and loved ones.

Sean believes, like the original author of this text, that a clear, positive, committed mindset is essential to building wealth for yourself; that all people, regardless of social status or education, are capable of becoming 'rich' if they believe in their motivation and ability to do so.

Such opportunities are especially true in this modern age of technology and investments. Thanks to the advent of the internet and its evolution as a premier and economical educational tool, all people have the resources they need immediately available to them. While it is not necessary for the average person interested in increasing their wealth to know all that there is to know in regards to property and investments, there are simple, understandable investment strategies that any person can use with a little education and guidance from like-minded people.

Thank you for taking this journey and best of luck to you in your quest for better living.

The Editor

Live Your Passion – by Sean Rasmussen

You have just completed reading a very powerful book, originally written by Napoleon Hill: *Think And Grow Rich*. I strongly encourage you to locate the original book and read it. This current version was edited by me to modernize it and bring more “current” relevance to the story. The principles remain the same.

I know some very successful people that read this book once every year. It is their Bible. Consider that! Ideally read it at least 7 times. Over 7 years is fine. Just do it.

Take onboard the principles of this book. Internalize them. Make them part of your “mental algorithm”. Napoleon Hill has supplied you with the recipe for Success. Use it and prosper. Ignore it at your own peril. There are no excuses for non-achievers. I thought I had the excuses and reasons. I didn’t. The day I accepted that, my life turned for the better. I am in charge of my own destiny.

So are you!

One of the saddest things I have ever heard was the reply from an elderly person in her twilight years, when asked:
“What would you have done different in your life, if you had another chance?”

The reply was a determined yet solemn: *“I would have taken more risks”!*

I don’t know about you, but that sends a chill down my spine. Don’t allow that to happen! I believe we all have the responsibility to stand on our own two feet and have an excess of success, health, wealth, happiness, abundance and anything else that goes with it. To have enough wealth that it overflows into the pockets of those who are not as fortunate as us; people who have had a rough start to life or have suffered bad setbacks.

Have faith in yourself and the power of your mind when encountering skepticism from friends and “loved ones”. Beware the authority of their opinions. Just how qualified are they really to pass judgment on success? Are they successful themselves? Are they healthy, happy and wealthy? If so, why have they got an “expert” opinion when happy, wealthy, successful and satisfied people generally DO NOT pass judgment?

Don’t let their decisions hold you back. You have no-one but yourself to thank or blame when asked the “Twilight-Years” question:
“What would you have done different in your life, if you had another chance?”

Personally, I have had a few rough breaks. However, none of which I can blame anyone for. I tried to place blame and that temporarily justified my setbacks and non-achievements. This also cemented my place in running for the “non-achiever

awards". Certainly not a trophy anyone would like to win? I have now changed my attitude and outlook on life. A whole new world has opened up for me and guess what? It was there all along!

Live your life with passion. Follow the path of your desires. Make your life one you are proud of when the time comes to leave it all behind. Live your life on your own terms and leave with a sense of achievement; one of satisfaction.

And remember: "*Life is not short. It is the longest thing anyone ever does*". So get into it and make a difference. Good luck! I wish you well.

Live Your Passion

Sean Rasmussen

www.SeanRasmussen.com

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