

NAPOLEON HILL

THINK &

GROW

RICH

The 21st-Century Edition

Workbook

THINK AND GROW RICH: The 21st-Century Edition WORKBOOK

Based on Napoleon Hill's text for *Think and Grow Rich*
edited by Bill Hartley and Ann Hartley
with commentary by Bill Hartley

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HOW TO USE THIS WORKBOOK

Preface

Napoleon Hill is quoted as saying, "You can't really get *Think and Grow Rich* by reading it just once. There is just as much written between the lines as there is written in the lines themselves."

This workbook is designed to guide you through *Think and Grow Rich* and explain it so clearly that by the time you come to the last page you will know the book and understand it better than devoted students who have read it many times over. Following the format of the book, the workbook breaks down each of Napoleon Hill's principles of success, fills in the background, takes you step-by-step through his philosophical arguments, and explains how and why Hill arrived at his theories. In addition to elaborating on the information in Hill's text, the workbook also draws upon numerous outside sources to present you with related material, updated research, and new examples.

The editors of this workbook take each chapter, analyze it, explain the subtleties, point out where people often go wrong, and do everything

NOTES & COMMENTS

possible to make sure that the reader “gets” every one of the ideas Napoleon Hill was trying to convey—including those that Hill says are hiding between the lines. The result is a highly practical program of commentaries, exercises, questionnaires, and intellectual tools created specifically to make *Think and Grow Rich* the most important book you have ever read.

THE FIRST STEP IS TO READ THE BOOK

It's true that even if you have not read *Think and Grow Rich*, if you read this workbook you will still learn a good deal about Napoleon Hill's philosophy. However, if you don't read the book, you will accomplish nowhere near what this workbook is intended to do. The workbook is created to expand on each of the theories, concepts, and ideas set forth by Hill in *Think and Grow Rich*, so unless you have read the book you will not have the basics to build upon. It would be like reading a book about how to act the role of Hamlet without first having read the play. You could do it, but you won't do it as well as you should.

WHICH EDITION SHOULD YOU READ?

This workbook was developed specifically as a companion volume to *Think and Grow Rich: The 21st-Century Edition*. However, it can also be used with any of the earlier editions.

The first edition of *Think and Grow Rich* was originally published in 1937, and although it changed publishers a number of times, there were no alterations made to the text until 1960.

In 1960, Napoleon Hill and his then partner and co-author, W. Clement Stone, decided to do a minor rewrite to bring some of the references up to date. This revised edition became the official version that was used by various publishers, and the text remained unchanged until 2004.

Then in 2004 Highroads Media, in association with the Napoleon Hill Foundation, published *Think and Grow Rich: The 21st-Century Edition*. In this new edition the original text has again been preserved, but it has also been augmented with extensive annotations, commentaries, and new examples that have been added to update and elaborate on the original text.

The editors of this workbook suggest that if you have a choice, the new commentaries and updated material in *Think and Grow Rich: The 21st-Century Edition* makes it by far the preferred edition. However, if you own one of the earlier editions you will still find that the basic text correlates with the material in this workbook.

In the early publications, the book begins with introductions and prefaces that vary depending on the publisher. The actual body of the book begins with the chapter titled Thoughts are Things, which is always chapter 1 in the early editions.

In the new *21st-Century Edition*, the relevant material from the prefaces and introductions has been assembled into a new chapter 1 titled The Secret of Success. The chapter titled Thoughts are Things is renumbered as chapter 2, and the workbook chapters coordinate exactly with the *21st-Century Edition*.

If you are working with one of the earlier editions, simply disregard the chapter numbers and you will find that you can easily match the chapter titles in those early editions of *Think and Grow Rich* with the chapter titles in this workbook.

“One of the main weaknesses the average person suffers is too much familiarity with the word *impossible*. This book was written for those who seek the rules that have made others successful, and are willing to stake everything on those rules.”

EACH WORKBOOK CHAPTER STARTS WITH A RECAP

The material in each chapter of this workbook is directly related to the material in the corresponding chapter of *Think and Grow Rich: The 21st-Century Edition*, and each chapter begins with a recap and analysis of the material that appears in the book.

“Failure is nature’s plan to prepare you for great responsibilities.”

“If it isn’t your job to do it, perhaps it’s your opportunity.”

The recap and analysis is designed to refresh your memory about the key points in that chapter and to set the stage for the new information and exercises that follow in the workbook. If it has been some time since you read *Think and Grow Rich*, you may find that the recap can also be a warning that you are not as “up” on what Napoleon Hill had to say as you think you are.

Because you are embarking on a course of study that builds upon the material that is in the book, you will want to be sure that you have a clear idea of the concepts Hill was setting forth in each chapter. It is the editors’ advice that you give the recap your full attention, and if there is anything in it that you don’t clearly recall, it’s time to go back and read the chapter in the book before tackling the workbook chapter. The truth is, once you get into the workbook you will probably find yourself turning to the book quite often to refresh your memory and check references.

PLEASE WRITE IN THIS BOOK

This is a workbook—and we mean that literally. This is a book that is meant to be worked in. It is designed specifically so you can make notes in the margins, and we have intentionally had the type set so that the lines are far enough apart to make it easy for you to underline the ideas and phrases that catch your fancy.

Our intention is that you will make this your own personalized version of *Think and Grow Rich*. When you have finished working your way through this workbook it should be filled with notes and reminders to yourself, it should mark the passages you find particularly relevant to your life, and it should be a record of your progress that you can go back and refer to when you can’t quite recall what it was that got you so motivated and inspired.

PLEASE WRITE IN THE QUESTIONNAIRES

Throughout this book you will find lists, exercises, and questionnaires. In many cases there is a scale for you to grade yourself, followed by

blank lines where you can make notes. Again, we encourage you to write down your thoughts. They don't have to be brilliant. They don't even have to be sentences and they don't have to be words if a doodle is the best way to capture what you want to convey or remember.

These are not the kind of questions that have right or wrong answers, and there is nobody but you to mark your answers anyway. These are the kind of questions that don't lead to answers so much as they lead to insights. And insights that flash into your consciousness can fade quickly if you don't write down something to capture that fleeting feeling of "ahah!"

The editors can't encourage you enough to write as you go. When an idea flashes into your mind, when you suddenly "get it," it always seems so clear that you're sure you'll be able to remember it later. However, when something comes to you like that, it's usually because a lot of things suddenly fell into place in just the right way, and the feeling of the moment that made the idea happen is hard to hold on to . . . and even harder to recall.

If you don't capture the moment in words while it's still fresh in your mind, the next time you try to recall it it's like grasping at mental straws. You know it's there somewhere but you can't quite bring it into focus, and you begin to wonder if it's really such a hot idea after all.

The editors strongly recommend that you use the spaces provided to write down key words and reminders that you can use later as a blueprint for a more detailed explanation.

THE EDITORS' MARGINAL THOUGHTS

In addition to the blank lines for your notes and comments which appear in the margins on many pages, the editors have also chosen to insert thoughts and quotes. Most of these are in quotation marks, although there are some that are not. The ones that do appear in quotes are by Hill and are taken from either *Think and Grow Rich* or

“Many philosophers have made the statement 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 may become the master of himself and of his environment is because he has the power to influence his own sub-conscious mind.”

“It was Andrew Carnegie’s idea that the magic formula, which gave him a stupendous fortune, ought to be placed within the reach of people who do not have the time to investigate how others had made their money . . .

Law of Success. Those not in quotes are Napoleon Hill’s ideas that have been adapted by the editors because of their relevance to material on the particular pages.

DETAILS, THE MASTER MIND, AND INFINITE INTELLIGENCE

For those readers who are sticklers for proper grammar, punctuation, and spelling, you will find that in a couple of instances we have made the seemingly peculiar decision to capitalize certain words that do not require capitalization. The following explains our decision.

As Napoleon Hill was writing his philosophy of success, he realized there were two concepts that he could not properly convey without creating his own terminology. The two new terms he created are *Master Mind* and *Infinite Intelligence*. Although the words that comprise these terms would not normally be capitalized, because they have special significance as Hill uses them, we have chosen to set them off by capitalizing them when they appear in this workbook.

We will also point out that a sans serif font has been used for anything pertaining to the workbook, and a serif font has been used for what pertains to copy from any of Napoleon Hill’s books.

IS IT FAILURE OR IS IT DEFEAT?

There is one other issue of terminology that we would like to clarify before you begin this workbook, and that is the question of which is it when you totally give up: is it failure or is it defeat?

This is an issue because Napoleon Hill has used it both ways. In some of his writings he has said that even if you have temporary defeats, you have not failed until you give up in your own mind. At other times he has used the terms just the opposite, saying that everyone suffers failures but that doesn’t necessarily mean they’re defeated.

The editors of this workbook have concluded that the most common way the terms are used is that failures are the ones that teach us we

have to make better plans, and defeat is when you give up in your own mind. So be warned, at times there will be discrepancies between the words in the book and the way the concept is stated in the workbook, but the workbook is consistent throughout: Everyone has failures and you should learn from them, but you are not defeated until you give up in your own mind.

THERE IS NO DOUBT THAT THIS BOOK WORKS

One of the great advantages in writing a workbook based on such a classic bestseller as *Think and Grow Rich* is that it teaches a system which has worked for literally millions of people all over the world. This book has inspired more successes and made more millionaires than any other book in publishing history. If it worked for them, why shouldn't it do the same for you?

The only thing standing between you and success is how prepared you are to commit yourself to the Napoleon Hill method.

Remember as you read: the people who enjoy the greatest success are those who don't just learn what Hill says, they embrace it without reservation. They don't try to second-guess Hill. They don't think that they're too smart or sophisticated to follow such simplistic rules. They just commit themselves 100 percent and persevere until they have accomplished their goals.

ABOUT THE EDITORS

For more than twenty years, the publisher/editors of this workbook, Bill Hartley and Ann Hartley, have not only been deeply involved in the study of Hill's writings, but have also been the leading publishers of his works. As publishers, producers, and editors, they have created and published more bestselling books and audiobooks by and about Napoleon Hill than any other publisher in the world.

... He said that if it were properly taught, it would revolutionize the entire educational system, and the time spent in school could be reduced to less than half."

THE SECRET OF SUCCESS

1

CHAPTER 1: OVERVIEW AND ANALYSIS

ANDREW CARNEGIE'S SECRET OF SUCCESS

This chapter begins with Napoleon Hill explaining that he first learned the money-making secret of success from one of the wealthiest men in the world—Andrew Carnegie.

EDITOR'S COMMENTARY

The Commentary that follows explains in greater detail how Hill first met Carnegie at what was supposed to have been a three-hour interview but turned into a three-day marathon meeting. It was at this meeting that Carnegie offered to introduce Hill to the most powerful people in America if he would undertake learning the secrets of their success from each of them and then turn those secrets into a philosophy of personal achievement that could be used by the common man.

In the next section Hill names some of the people who prospered from using the Carnegie secret (their stories are told in later chapters).

Andrew Carnegie told Napoleon Hill that he believed any person could achieve greatness if they understood the philosophy of success and the steps to achieve it. “It is a shame that each new generation must find the way to success by trial and error, when the principles are really clear-cut.”

He also explains that although the secret appears in every chapter, it is not named or explained in detail because it works better if you discover this secret yourself.

Hill explains that in doing the research for this book, he analyzed over 500 well-known successful people who attributed their success to the Carnegie secret. This is followed by forty-five thumbnail sketches of famous men and their most recognizable accomplishments.

EDITOR'S COMMENTARY

The editors note that in the time since Napoleon Hill made that list, his philosophy of success has had a greater impact on more motivational experts than any other author, and it is estimated that Hill has inspired more millionaires than anyone in history.

This chapter of *Think and Grow Rich: The 21st-Century Edition* closes with a brief explanation of the theory behind the updated examples that appear in the book. There is also an explanation of the editorial policy regarding grammar, run-on sentences, outdated punctuation, and other matters of form.

CHAPTER 1: THE WORKBOOK

BEING READY FOR THE SECRET

The first sentence written by Napoleon Hill in *Think and Grow Rich* states that every chapter of the book contains the secret for making money. He says that the secret may come to you in a flash, or it may come as a growing awareness, but he does not tell what the secret is—only that you will recognize it when you are ready to receive it.

Hill says his own awakening to the secret came during that fateful meeting with Andrew Carnegie, when Carnegie told Hill his desire to have someone write a philosophy of success that could be used by the common person. However, if you are familiar with Napoleon Hill's past, you know that as important as this meeting may have been, Hill

actually got his first lessons about success in a one-room log cabin far from Andrew Carnegie's Park Avenue mansion.

NAPOLEON HILL'S FIRST LESSON

Napoleon Hill was born and raised in the Appalachian Mountains of southwest Virginia in what he described as conditions of poverty, ignorance, and superstition: "For three generations my people had been born, lived, struggled, and died without ever having been outside the mountains of that section. There were no railroads, telephones, electric lights, or passable public highways." And there was little reason to think that anyone in the Hill clan would turn out any different.

His mother died when Napoleon Hill was barely nine years old, and with no mother to look after the family and little parental supervision, young Nap turned into the local hell-raiser. Always stubborn and hot-tempered, he began carrying a six-gun stuffed into his belt, and most of the locals expected he would follow in the footsteps of the man he proclaimed as his hero, Jesse James.

Later in life, when Hill became famous as a public speaker, he often opened his speeches by telling his audience that theoretically he should not have been there with them. Rather, he should have been with his mountain-folk kin, carrying on feuds, killing rattlesnakes, and drinking "corn likker." But that all changed when Nap's father remarried and brought his new wife to live in their backwoods cabin.

Martha Ramey Banner was well-educated, cultured, the daughter of a physician, and the widow of a school principal, and she was little prepared for hillbilly living or a pistol-toting stepson. Something was going to change, and it wasn't going to be Martha. She vowed that she would not live in poverty, and from that moment on, the Hill clan was going to change its ways. Within days of her arrival she called her new family together and, one by one, she began the process of planting the belief that they would no longer put up with living in poverty.

"Whatever you
can conceive
and believe
you can
achieve—
as long as it
does not violate
the laws of God,
nature, or man."

James Hill, Napoleon Hill's father, responded to a three-line newspaper ad that read:

“Fill your own teeth. For fifty cents will send enough material to fill twenty teeth.”

His first dental tools were made by hand in his blacksmith shop.

DEFINITENESS OF PURPOSE

It was Martha's definiteness of purpose, coupled with her enthusiasm, that would inspire each member of her new family to believe that they could become more than what they were. When she looked at her new husband, James Hill, she did not see a poor dirt farmer and part-time blacksmith. She saw a man with a genius for tinkering and an understanding of the people of the district. Soon James came to see himself that way too.

With Martha's encouragement, James left farming to become the local storekeeper and postmaster. Then one day Martha's false teeth broke and she suggested that, being as handy as he was, James could probably fix them. He carved her a temporary plate from wood that worked so well the Hills decided to send away for a do-it-yourself dentistry course. James and Martha poured over those books until James had taught himself enough to hang out his shingle as a dentist. Though he started out self-taught, he worked hard, gave more and better service than was expected, and became one of the most respected men in Wise County.

In her new stepson Martha saw not a juvenile delinquent but a boy with boundless energy, imagination, and initiative. By the time Napoleon was twelve, Martha had convinced him to give her his gun in exchange for a typewriter. By fifteen, the former troublemaker was writing stories for the regional papers. After graduation he went away to business school, and at the age of nineteen he was the youngest manager of a coal mine, supervising 350 men.

Martha's influence was just as profound on the rest of the family. It was because of Martha's vision and drive that Napoleon's brother Vivian worked his way from the local one-room school in their remote mountain village to a prestigious law practice in Washington, D.C., and Napoleon's stepbrother Paul followed the same course to become a highly respected surgeon.

CONCEIVE, BELIEVE, ACHIEVE

It's unlikely that Martha thought of what she was doing in terms of visualizing a definite chief aim and using autosuggestion to imprint it in the subconscious mind, but that is exactly what she was teaching her family to do. And she may never have defined the need to emotionalize the concepts that are to be imprinted in the subconscious, but, as Napoleon Hill often told his audiences, it was not uncommon for him to see his stepmother get so enthusiastic about an idea that she'd climb up on a chair to make sure she got his full attention.

This is not just an amusing anecdote about a mother's wisdom told by a devoted son. Martha Ramey Banner really did believe in focusing all of your enthusiasm on whatever you wanted to achieve. She systematically set out to teach the members of her family how to use their minds to better themselves—and they did. And Napoleon never forgot the methods she used.

Years later, when Andrew Carnegie began introducing Hill to the wealthy and famous men who would teach him their secrets of success, Hill was more than a little surprised to find that successful entrepreneurs, inventors, and political leaders such as Henry Ford, Thomas Edison, and President Woodrow Wilson used essentially the same method his stepmother had taught him.

THE SECRETS OF THEIR SUCCESS

Following their famous interview in 1908, Andrew Carnegie began to arrange for Napoleon Hill to meet with and study the most successful and powerful people of the day. Although Carnegie died in 1919, the seed he had planted continued to bear fruit, as the leaders of business and industry whom Hill had met through Carnegie in turn introduced Hill to other equally important figures who agreed to tell him the secrets of their success. During this time Hill also served as consultant or adviser to a number of corporations and government agencies that provided

Martha suggested
Napoleon try his
hand at writing.

"If you will
devote as much
time to reading
and writing as
you have to
causing trouble,
you might live
to see the time
when your
influence will be
felt throughout
the state."

LIST OF ACHIEVERS INTERVIEWED BY NAPOLEON HILL

Henry Ford
William Wrigley Jr.
John Wanamaker
James J. Hill
George S. Parker
E. M. Slatler
Henry L. Doherty
Cyrus H. K. Curtis
George Eastman
Charles M. Schwab
Theodore Roosevelt
John W. Davis
Elbert Hubbard
Wilbur Wright
William Jennings Bryan
Dr. David Starr Jordan
J. Ogden Armour
Arthur Brisbane
Dr. Frank Gunsaulus
Daniel Willard
King Gillette
Ralph A. Weeks

the opportunity for him to also study large groups of working men and women in order to further his analysis of why some people succeeded while others failed.

Hill first published the results of his research in 1928 in his eight-volume bestseller, *Law of Success*. It was the culmination of twenty years of research into the habits of more than one hundred of the most successful individuals in America as well as more than 16,000 interviews with average working people, business managers, and entrepreneurs.

Nine years later, after having worked with many of the next generation's most influential people including a stint as a presidential adviser in FDR's White House, Napoleon Hill updated and reorganized his research. By this time the total number of interviews conducted by Hill had grown to more than 25,000 individuals. More than 500 of those interviews were in-depth studies of the secrets of success as explained to Hill by the richest, most influential businessmen, scientists, inventors, industrialists, and entrepreneurs who were instrumental in America's rise to greatness.

On pages 14 through 19 of *Think and Grow Rich: The 21st-Century Edition*, Hill lists the names of forty-five of those people of extraordinary achievement who assisted him in defining the principles of success. As you read through the names and their accomplishments, do not make the mistake of assuming that because you didn't see their names in this morning's *Wall Street Journal* they are not relevant to you and your success.

As is clear from the contemporary authors, educators, and motivators cited in the Editor's Commentary following Hill's list, the concepts and theories Napoleon Hill learned from his research and synthesized in his books and his lectures are the same concepts and theories that are taught in our most prestigious business schools—which are also the same concepts and theories that inspire the authors of today's bestselling motivational business books.

Study Hill's list and you will find famous inventors, scientists, and successful businessmen in every industry including communications and media, advertising and marketing, hospitality and service industries, manufacturing and merchandising, and automotive and transportation. These are exactly the same kind of people who are also the biggest successes today. In fact, if you go to a bookstore, a library, or log on to the Internet and look up business biographies, you will find the story of a modern-day counterpart to every one of the people mentioned by Hill.

BUSINESS BIOGRAPHY ASSIGNMENT

Your assignment is to do just as is suggested in the preceding paragraph: go to a bookstore, a library, or log on to the Internet and compile a list of modern business biographies that parallel the men named in Hill's list. To illustrate, and to get you started, the editors suggest that the following books would be appropriate choices:

- Napoleon Hill's first entry is Henry Ford. A book about a more contemporary figure in the automobile industry might be *Iacocca: An Autobiography*, or perhaps *My Years with General Motors* by Alfred Sloan.
- William Wrigley, the second man named, created an empire built on a pack of chewing gum; *Pour Your Heart Into It* tells how Howard Schultz created the Starbucks empire with a cup of coffee.
- An obvious parallel to the Merchant Prince, John Wanamaker, would be the autobiography of the founder of Wal-Mart, *Sam Walton: Made In America*.
- James J. Hill built railroads. A modern transportation counterpart might be found in *Nuts*, the story of Herb Kelleher, president of Southwest Airlines, or maybe *Flying High*, the story of how JetBlue founder David Neeleman beats the competition.

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 Nash

Clearence Darrow

Woodrow Wilson

William 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

J. G. Chapline

Jennings Randolph

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You may choose to disregard certain of the lesser known, non-business names such as John W. David, Dr. David Starr Jordan, Ralph A. Weeks, Judge Daniel T. Wright, Stuart Austin Wier, and J. G. Chapline. And there are so many biographies and autobiographies about every American president written from every political point of view, that for this exercise your time will be better spent researching contemporary entrepreneurial successes rather than trying to select appropriate modern counterparts to Theodore Roosevelt and William Howard Taft.

However, Hill names some other well-known figures of the era, such as William Jennings Bryan, Arthur Brisbane, Dr. Frank Gunsaulas, and Clarence Darrow, who are not associated with business but about whom it may be interesting to try to identify modern counterparts.

As you compile your list of business biographies, watch for those that focus on the industry you work in or are about businesses you find especially interesting. Buy or borrow at least one of those books that resonate with you, and begin your outside reading.

The editors of this workbook are confident that no matter what book you have chosen, as you get into it you will find that the basic theories and concepts will be the same as the theories and concepts that Napoleon Hill explains in *Think and Grow Rich*. In fact, don't be surprised if the author of the book you have selected mentions Hill or *Think and Grow Rich* as an influence in their own success.

Basics are just that: basic. They don't change. Styles may change, and technology might get better or faster, but the significance of specialized knowledge or organized planning, the need for networking, the importance of a clear and focused objective—all these and Hill's other principles of success are just as important in launching Bill Gates' next line of computer software as they were in marketing Thomas Edison's dictating machine.

MOTIVATIONAL BOOKS, AUDIOBOOKS, AND VIDEOS

The editors of *Think and Grow Rich: The 21st-Century Edition Workbook* strongly encourage you to make business biographies a regular part of your plan to succeed. They are entertaining, inspirational, and they offer an opportunity to see examples of Hill's principles of success at work in the real world. They are filled with ideas that you can adapt and use.

Napoleon Hill's friend, partner, and co-author, W. Clement Stone, said his lifelong passion for success literature began when, as a boy of twelve, he spent the summer living on a farm. One day while rummaging in the attic of an old farmhouse, he discovered a collection of about fifty books by Horatio Alger. That summer he read every one of them and developed a habit that stayed with him for the rest of his life.

Over the years, Stone read so many motivational and self-help books that he developed his own system for getting the most out of inspirational literature. His system worked so well that the Napoleon Hill Foundation began to include it in most of their publications, and then adopted it as a part of their home-study programs. The following is an explanation of W. Clement Stone's system as explained in his bestseller *The Success System That Never Fails*:

In order to attain any goal in life, you must first learn to recognize, relate, assimilate, and apply principles from what you see, hear, read, think, or experience. [W. Clement Stone calls this his R2/A2 Formula.]

When you read an inspirational self-help book, for example, you will not receive any benefit from the words unless you study, understand, comprehend, and *apply* the principles it sets forth.

There is an art to reading such a book. The first thing you must do is concentrate. Read as if the author is a close personal friend and is writing to you and you alone.

Horatio Alger Jr. (1832–1899) became one of America's most successful authors, whose sales rivaled Mark Twain's and whose name has become synonymous with stories of people who succeed by pulling themselves up by their own bootstraps.

After studying poetry at Harvard, and an ill-fated attempt at the clergy, in 1866 Alger moved to New York and began writing his distinctive style of novel.

In his career he wrote 135 "dime novels" that almost always followed the same format, about a young boy born into poverty who struggles to get ahead. Through some act of honesty or bravery, the boy comes to the attention of someone who sees the qualities in the boy and who is in a position to step in and help him achieve success.

NOTES & COMMENTS

It is wise to *know what you are looking for*. If you really want to relate and assimilate into your own life the ideas that are contained between the covers of an inspirational book . . . *work at it*. A self-help book is not to be skimmed through the same way you might read a detective novel.

Dr. Billy B. Sharp, a widely respected educator and author of *Choose Success*, wrote: "In a novel the author usually controls the conclusion. In a self-help book the reader writes the conclusion." This means action on your part.

Since ideas often come from unexpected places, it is important to read with a notepad at hand. Anything of interest (a flash of inspiration or an answer to a problem) should be jotted down immediately.

The reader should read by asking the question: *What does this mean to me?*

The reader will want to be alert for the How-to's. A good self-help book will have How-to information as well as What-to. Be alert for both, and for the relationship between the two.

Here are some other suggestions I have always found helpful when reading an inspirational self-help book:

Read the dedication, the index, and each page in sequence. Read the entire book. If you own the book, *underscore what you feel is important*, especially anything you would like to memorize. Put a question mark next to a statement you question or don't understand. You can even write short notes in the margins of a page. Write on your notepad any inspiring ideas or potential solutions to any problem that flashes into your mind. Complete a chapter before you stop reading.

THOUGHTS ARE THINGS

2

CHAPTER 2: OVERVIEW AND ANALYSIS

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

This chapter opens with Napoleon Hill setting up the story of how Edwin C. Barnes planted in his mind the burning desire to become the partner of Thomas Edison.

THE INVENTOR AND THE TRAMP

In the main body of this section, Hill makes the point that Barnes did not want to work *for* Edison, he wanted to work *with* him. His opportunity came when Edison introduced a dictating machine that received a less than enthusiastic response from his salesmen. Barnes stepped up and offered to take over the sales of the machine on a partnership basis. The deal was done and Barnes became the only partner Edison ever had—and a very wealthy man. Barnes had accomplished his burning desire and turned his thoughts into reality.

Barnes literally thought himself into a partnership with the great Thomas Edison.

He had nothing to start with, except knowing what he wanted, and he had the determination to stand by that desire until he realized it.

THREE FEET FROM GOLD

Hill tells about R. U. Darby who got gold fever and went out West with his uncle to try his luck during the Colorado gold rush. At first they struck it rich, but the vein of gold petered out, they lost their nerve, sold their equipment to a junk dealer, and hopped a train back home.

The junk dealer hired a geologist, drilled where the expert advised, and struck the mother lode just three feet from where Darby and his uncle stopped digging.

R. U. Darby attributed his later success in the insurance business to the lesson he learned from his failed gold mine. He said he could accept that sometimes he would lose, but he would never, ever give up again.

EDITOR'S COMMENTARY

The editors cite Napoleon Hill's creed, "Every failure brings with it the seed of an equivalent success." They cite *The Joy of Failure*, which documents famous successful people who learned from their failures.

The editors also note that inventor Charles F. Kettering says our school system discourages creativity because students are afraid to fail.

A FIFTY-CENT LESSON IN PERSISTENCE

Hill again quotes R. U. Darby, who told Hill about the little girl who came to collect some money that Darby's uncle owed to the girl's mother. When the uncle told her to run along, she stood her ground in the face of daunting odds and demanded to be taken seriously. So determined was the little girl, she overcame a grown man.

This time the lesson for Darby was the importance of being so convinced in your own mind that you are doing the right thing that there is no question of abandoning your principles or your goal.

SUCCESS CONSCIOUSNESS

Hill says that to follow his philosophy means that you must stop measuring the world by your old thought-habits steeped in poverty and defeat. You must learn that the limitations you were taught to live by are not necessarily the right way to see the world.

THE IMPOSSIBLE FORD V-8 MOTOR

Henry Ford's engineers told him it was impossible to make a solid block V-8 motor. Ford told them to try anyway. They insisted it was impossible. Ford told them to keep trying. If the engineers had their way they would have given up, but Ford persevered and they finally did what they said was impossible: they cast a solid block V-8 motor.

EDITOR'S COMMENTARY

The editors note that it is now common to start on a project even though there may be problems that do not yet have solutions. Today's strategic planners just assume a solution will be found when needed.

WHY YOU ARE THE MASTER OF YOUR FATE

This is a statement of Hill's basic principle—that you are the master of your fate because you can control what you think, and that whatever you can conceive and believe, you can achieve.

PRINCIPLES THAT CAN CHANGE YOUR DESTINY

Hill tells about a university commencement address he delivered in which he was so convincing in his explanation of the need to have a burning desire that one of the graduating students, Jennings Randolph, made it the cornerstone of his lifelong philosophy. Randolph went on to become a senator from West Virginia, a close confidant of President Franklin D. Roosevelt, and a pioneering airline executive. The section closes with a letter from Jennings Randolph to Napoleon Hill extolling the importance of a burning desire, and thanking Hill for providing his original inspiration.

EDITOR'S COMMENTARY

The chapter closes with the reminder that Hill has made millions of people successful, but only because they trusted that he knew what he was talking about and they did exactly as he advised. Either you commit to Hill's program, or you take the chance that you know better than the man who made more millionaires than any other person in history.

“More than 500 of the most successful people this country has ever known told me that their greatest success came just one step beyond the point at which failure had overtaken them.”

The New Thought Movement began in America in the late 1800s, inspired by the teachings of Phineas Quimby. It was rooted in traditional Christianity, but also incorporated aspects of metaphysical traditions. Central to its beliefs was the power of thought to affect change in the real world.

New Thought was back in the news again in 2006 with the release of the best-selling motivational video and book titled *The Secret*. According to its creator, Rhonda Byrne, *The Secret* was inspired by New Thought author Wallace Wattles' 1906 book, *The Science of Getting Rich*.

The secret that the book and video reveal is summed up as the law of attraction, which, as it is presented in *The Secret*, is a rather simplistic variation on creative visualization: If you think it, it will manifest itself in your life.

CHAPTER 2: THE WORKBOOK

THOUGHTS ARE THINGS

To authors of Napoleon Hill's generation, poetry and literary references were an essential part of a well-rounded education, and often in their own works they would turn to a favorite quote or verse to help illuminate a thought. During Hill's formative years there was widespread interest in the New Thought Movement, a philosophy that focused on the power of the mind. One of the influential books in the movement was titled *Thoughts are Things*, by Prentice Mumford. At roughly the same time, Henry Van Dyke wrote a poem which he also titled *Thoughts are Things*, the first four lines of which are:

I hold it true that thoughts are things
Endowed with bodies, breath, and wings,
And that we send them forth to fill
The world with good results—or ill.

Either the book or the poem would have been perfect inspiration for the title of this chapter dealing with a positive mental attitude.

NEVER GIVE UP

This chapter is basically four stories that illustrate Hill's first principle of success: the story of Edwin Barnes becoming the partner of Edison, the story of R. U. Darby's failure as a gold prospector, the tale of the little girl who needed the money for her mother, and the story of Henry Ford and the impossible V-8 motor. Those four stories, and the letter from Jennings Randolph that closes the chapter, are all variations on the same point: all success begins with knowing clearly what you want and having the definiteness of purpose to turn it into a burning desire.

The secondary message is that you must not only firmly set your burning desire, but you must then stick with your burning desire until

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IT'S ALL IN HOW YOU LOOK AT IT

The classic illustration of success consciousness is the example of a glass that contains water to the halfway point. Is the glass half-full or is it half-empty? Quite clearly it is both or either. It all depends on how you look at it.

The person who has developed success consciousness looks at the glass and immediately sees it half-full. It is Hill's contention that if you are going to succeed with the *Think and Grow Rich* program, it will only work if you decide to become a person who sees the glass as half-full.

FAILING YOUR WAY TO SUCCESS

Closely related to the concept of the half-full glass is Hill's creed that every failure or misfortune holds the seed of an equal or greater success. Once again this deals with how you see things, but here it is whether you see failure as a defeat or as an opportunity to learn a lesson that will help you succeed the next time.

In *Think and Grow Rich: The 21st-Century Edition*, the idea of using failure as a positive motivator is clearly illustrated by the examples in the commentary from Wayne Allyn Root's book *The Joy of Failure* and in Hill's quotes from inventor Charles F. Kettering.

The important point about both the half-full glass and the failure-as-opportunity is not just that it depends on how you see it, but that how you see it is up to you. It is entirely within your power to control the way in which you respond to things.

POSITIVE MENTAL ATTITUDE

Napoleon Hill's concept of success consciousness is the precursor of the theory behind the bestseller *Success Through a Positive Mental Attitude*, which Hill co-authored with W. Clement Stone. In their book they use the acronym PMA to refer to the state of mind that results

from approaching life with a positive mental attitude. W. Clement Stone practiced that philosophy every day of his life, and he believed that this, combined with Hill's principles of success, was the reason he had achieved so much in life. As Stone defines it, PMA is much more than what we usually consider to be positive thinking.

Starting with only one hundred dollars and a burning desire to succeed, W. Clement Stone turned himself into a master salesman and built a multibillion-dollar insurance empire. As his success grew, he made a point of analyzing his achievements and identifying each technique that worked for him. He would then formalize it into a written theory and it would become part of his personal PMA philosophy.

W. Clement Stone was an avid reader, an inveterate memo writer, and an inspirational motivator who loved to share the lessons he had learned as he built his empire. He made sure that every person he hired learned the PMA method, and he gave each new employee a free copy of the book that had been the greatest inspiration to him—*Think and Grow Rich*. By doing so, he changed their mindset and helped make many of them successful and wealthy beyond their wildest dreams.

HAVING ENTHUSIASM OR BEING ENTHUSIASTIC?

Anyone who ever experienced W. Clement Stone's upbeat, larger-than-life personality has witnessed PMA in action. No moment in his presence was ordinary, no subject got less than his full attention, and every idea was approached as though it had at least the possibility to be wonderful. PMA is not just giving something the benefit of the doubt; PMA is *active enthusiasm* for its possibilities.

Is it really possible for you to emulate W. Clement Stone and have honest enthusiasm for everything that comes your way? According to Stone's philosophy, to do so you must first understand the difference between having enthusiasm and being enthusiastic. The difference between the two is that enthusiasm is an inward mental attitude, while

“Some of you will have trouble believing that you really can think and grow rich, because your thought habits have been steeped in poverty, misery, failure, and defeat.

If you have formed the habit of seeing life only from your own perspective, you may make the mistake of believing that your limitations are in fact the proper measure of limitations.”

Every failure brings with it the seed of an equivalent success.

Jack Welch.
Charles Schwab.
Sylvester Stallone.
Bruce Willis.
Oprah Winfrey.
Bill Clinton.
Steven Jobs.
Donald Trump
. . . every one of them was a failure but none of them was defeated.

acting enthusiastically is the outward expression. According to Stone, either one can create the other.

We all know that acting enthusiastic comes naturally if you have inner enthusiasm. But Stone says it can also work the other way and be just as genuine. Even if you don't feel enthusiasm for something to begin with, if you intentionally give it the benefit of the doubt and act enthusiastically anyway, your outward actions will influence your inner attitude. It is a fact, acting "as if" really does work. You cannot be positive and negative at the same time, and it is entirely within your power to control the way in which you respond to things.

Now, does everything deserve your enthusiasm?

Probably not, but isn't it better to at least start from the point of view that it does? If it proves to be less than you'd hoped, you can always change your mind. That way you are less likely to be the person who doesn't listen to F.W. Woolworth's idea about cheap prices, who turns down the script for *Star Wars* because sci-fi is dead, the person who fired Steven Jobs, the person who . . . well, you get the idea. It's always easier to say no than to say yes. And that brings us back to success consciousness.

Success consciousness means that in every way and in everything you do, you enthusiastically expect the best and look for the possibility of success. Simply stated, you consciously make the decision that you will see the glass half-full instead of half-empty. You decide for yourself that the next time you fail at something you will not see it as a defeat but as an opportunity to learn a lesson that will help you succeed the next time.

A WORD OF CAUTION

There is a certain kind of person who will belittle your glass-half-full attitude and look down on you as being naïve. We all know at least a few of those people. They are the ones who pride themselves on being

DESIRE

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CHAPTER 3: OVERVIEW AND ANALYSIS

THE STARTING POINT OF ALL ACHIEVEMENT

This chapter opens with Napoleon Hill recapping the story of how Edwin Barnes had such a burning desire to make himself the partner of Thomas Edison that he gave up everything to be in a position to sell himself to Edison. And when that time finally came, Barnes pitched his idea, got the deal, and made himself rich and Edison even richer.

ALLOW YOURSELF NO RETREAT

Hill tells of the warrior who burned his boats so that his soldiers would have to win because there was no way to retreat.

Hill then tells how Marshall Field vowed to rebuild his store after the devastation of the Chicago fire. Once Field declared himself and gave his word that he would do it, he was just as committed as Barnes without a penny to catch a train back home, or the warrior without a boat to sail to safety.

Successful people think their way into realizing their goals.

Thoughts become powerful when combined with a definite purpose.

Riches begin with a state of mind and definiteness of purpose.

EDITOR'S COMMENTARY

If you have a burning desire, you will become success conscious and begin to view everything from the perspective of whether it will help you achieve your desire.

SIX WAYS TO TURN DESIRE INTO GOLD

Hill explains how your aim or desire can be transmuted into financial success by following a six-step formula that spells out exactly what you want, when you want it, how you plan to get it, and instructs you how to write out your statement and use it as a visualization.

EDITOR'S COMMENTARY

The editors note that modern research supports Hill's methods; those methods are also used by today's most successful motivational experts. Even if you don't understand his methods, remember that it's the people who follow Hill's advice to the letter who have had the greatest success.

THE POWER OF GREAT DREAMS

The greatest leaders and biggest successes are those people who dream big dreams. Never mind what "they" say; remember that failing is just a way of telling you that you have to improve your plan.

HILL'S STORIES AND RELATED EDITOR'S COMMENTARY

This section comments on the concept of the "other self," defining it as the "you" that would rather fail than give up.

The majority of this section is devoted to stories about people who changed the world when they discovered their other self, such as the famed short-story writer O. Henry and his modern country-music counterpart Merle Haggard, inventor Thomas A. Edison and the modern inventor Dan Kamen, and finally Henry Ford with the Model T and Steven Jobs with Apple Computer.

Hill concludes the section by quoting the poem "I Bargained With Life for a Penny," which reiterates the point that what you get out of life will depend a great deal on what you demand out of life.

DESIRE OUTWITS MOTHER NATURE

This is a long section in which Hill tells the story of his son Blair. The heart of the story is that although Blair was born without ears and the doctors said he would be deaf, through Hill's burning desire that his son would live a normal life, coupled with his firm belief in the power of thought, Napoleon found ways to inspire Blair and teach him to hear.

This story is a testament not only to Napoleon Hill's burning desire and his power to inspire and motivate, but also to Blair Hill's own burning desire to overcome his adversity and to find in his disability the seed of an equivalent benefit. It also speaks to the importance of a burning desire when you refuse to accept no as an answer.

EDITOR'S COMMENTARY

The chapter closes with comments by the editors and by Hill about the power of a burning desire to overcome physical illness, and the editors' confirmation that by the 1980s the concept of the body-mind connection had become a part of mainstream medical practice.

CHAPTER 3: THE WORKBOOK

THE FIVE STEPS TO SUCCESS

There are five fundamental steps that must be taken by all of those who succeed. These steps are:

1. Choice of a definite aim or purpose to be attained
2. Development of sufficient power to attain your goal
3. Perfection of a practical plan for attaining your goal
4. Accumulation of specialized knowledge to achieve your goal
5. Persistence in carrying out your plan

You cannot succeed using the Napoleon Hill method unless you begin by choosing a definite aim or purpose.

“There is no doubt in my mind that Blair would have been deaf and unable to speak all his life if his mother and I had not managed to shape his mind as we did.”

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A DEFINITE AIM OR PURPOSE

Napoleon Hill's research that supports the principles in *Think and Grow Rich* was first published as part of his masterwork, *Law of Success*. Because the information in *Law of Success* offers more and different examples, this workbook will often go back to that original source to clarify or expand on a point.

For example the following, which is adapted from *Law of Success: The 21st-Century Edition*, Lesson Two, presents a slightly different take on success:

SUCCESS IS POWER

Success is the development of the power with which to get whatever you want in life without interfering with the rights of others.

I lay particular stress on the word *power*. Power is *organized* energy or effort. This course explains how you may organize facts, knowledge, and the faculties of your mind into a unit of power.

For more than twenty years I have gathered, classified, organized, and analyzed information about more than 16,000 men and women. My analysis revealed that 95 percent were failures and only 5 percent were successes.

One of the most startling facts was that the 95 percent who were classed as failures were in that class *because they had no definite aim in life*. The 5 percent who were successful not only had a definite purpose, but they also had *definite plans* for the attainment of their purposes.

FOCUSING ON YOUR DEFINITE AIM

Until you select a *definite purpose* in life, you dissipate your energies and spread your thoughts over so many subjects and in so many different directions that they lead not to power but to indecision and weakness.

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- Your **definite aim** (or just **aim**) is also a long-range desire. It is a grand plan that guides your life, but we use this term to refer to a desire that is more concrete than philosophical. It is possible that your definite aim in life is exactly the same as your definite purpose, but it is more common that your aim *contributes* to your purpose, and that you may accomplish one aim on the path to achieving your purpose, then set yourself a new aim that will take you further along that path.
- Your **goals** are medium-range desires. They are individual, targeted desires that contribute to your aim or your purpose.
- Your **objectives** are immediate desires. These are the individual steps that you desire to take to accomplish your goals.

To illustrate, following are two examples:

Example 1

Your **definite purpose** might be: "To become a major figure in the world of television, commanding a salary that will allow me to own my own home and live comfortably on the Upper East Side in New York City or above Sunset Boulevard in Beverly Hills."

Your **definite aim** at this point in your career might be: "To become the head of dramatic-series development at _____ production company, so that I have the power to greenlight projects." After you have accomplished that, you might create a new **aim** such as "To be offered the position of president of _____ network so I can put my stamp on all the programs broadcast."

One of your **goals** at this time might be: "To put together the financing for a specific pilot by April so that production can be complete by November and it can be pitched to the networks no later than February for the next fall season."

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Your **objectives** for your **second goal** might read something like this: "(1) Call owner of the 99 Cents Only Stores to see if he will give names of low-price specialty goods suppliers. (2) Surf Internet for names of overstock and closeout companies. (3) Call farmers co-op to arrange to meet at Saturday's Farmer's Market to discuss securing options on future berry crops."

AUTOSUGGESTION AND THE SUBCONSCIOUS

There are two basic concepts at the heart of Napoleon Hill's principles of success. First, choose to change the thoughts that dominate your actions by fixing your definite purpose in your conscious mind, and then reinforce it in your subconscious mind through autosuggestion. Both are dealt with in great detail in other chapters, but the following overview of the basic concepts pertaining to autosuggestion and the subconscious will be valuable as you proceed with the rest of this chapter.

- ***The Conscious Mind:*** Your conscious mind receives information through the five senses of sight, smell, taste, hearing, and touch. Your conscious mind keeps track of what you need for thinking and operating, and it filters out what you don't need. Your conscious mind (and what your memory retains) is the intelligence with which you normally think, reason, and plan.
- ***The Subconscious Mind:*** Your subconscious has access to all the same information your conscious receives, but it doesn't reason the way your conscious mind does. It takes everything literally. It doesn't make value judgments, it doesn't filter, and it doesn't forget. It doesn't draw a distinction between good and bad, positive and negative. The only thing it responds to is the intensity with which the idea is planted. The stronger the emotion attached to an idea when planted in your subconscious, the more prominent that idea will be.

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- **Suggestion:** A suggestion is something that prompts you to take action. It comes from a source outside of yourself. It may be something that someone else says to you, or something you read, see, hear, or even smell, taste, or feel.
- **Self-Suggestion:** This is a suggestion that prompts you to action, but it is controlled by you and it comes from within yourself. It is a suggestion you give to yourself by thinking it, envisioning it in your imagination, saying it to yourself, or writing it down. If you wish to change some aspect of yourself, you can do so by creating a self-suggestion that tells your "self" that you want to make the change. By repeating your self-suggestion over and over, you will not only fix your desire to change in your conscious mind, but it will also become embedded in your subconscious mind.
- **Autosuggestion:** A prompt to action that originally came from without but now comes from within yourself. It is a suggestion that became planted in your subconscious and has now become your automatic response. It is any outside suggestion or self-suggestion that has become so deeply fixed in your subconscious that it is the response which automatically flashes into your mind. It becomes your habit, your natural reaction.

WHAT YOU CONCEIVE AND BELIEVE IS UP TO YOU

Nature has built human beings so that they can have control over the material that reaches their subconscious mind. However, this does not mean that you always exercise this control. Through the dominating thoughts that you permit to remain in your conscious mind (it doesn't matter whether these thoughts are negative or positive), the principle of autosuggestion goes to work impressing those thoughts on your subconscious mind. And, as noted above, your subconscious is not

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judgmental. It can be just as easily influenced by a negative idea or a bad suggestion as it can by a positive thought or a good suggestion.

When speaking of the subconscious, Hill often used the metaphor of a fertile garden in which weeds will grow if the seeds of more desirable crops are not sown. You can feed your subconscious on creative thoughts, or you can, by neglecting it, permit thoughts of a destructive nature to find their way into this rich garden of the mind.

THE POWER OF HABIT

The following comments by Napoleon Hill on the importance of using autosuggestion to create good habits are excerpted and adapted from *Law of Success*, Volume 1, chapter 2, Your Definite Chief Aim:

Having, myself, experienced all the difficulties of one who didn't completely understand how to use autosuggestion, let me tell you a little of what I learned about the principles of habit and autosuggestion.

Habit grows out of doing the same thing or thinking the same thoughts or repeating the same words over and over again. Habit may be likened to the groove in a record, while the human mind may be likened to the needle that fits into that groove. When any habit has been well formed, the mind has a tendency to follow the course of that habit as closely as the needle follows the groove in a record.

Habit is created by *repeatedly* directing one or more of the five senses of seeing, hearing, smelling, tasting, and touching in a given direction. After habit has been well established, it will automatically control and direct your actions and responses.

When you were a child, you learned how to write by repeatedly directing the muscles of your arm and hand

over certain letter outlines, until finally you formed the habit of tracing those outlines. Now you write quickly and easily, without tracing each letter slowly. Writing has become a habit with you.

The principle of habit will take hold of the faculties of your mind just the same as it will influence the physical muscles of your body. The object in writing out and repeating a self-confidence formula is to form the habit of making belief in yourself the dominating thought of your mind until that thought has been thoroughly embedded in your subconscious mind, through the principle of *habit*.

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DEFINING YOUR DEFINITE AIM AND PURPOSE

In the following section you will find these tools:

- How to identify your definite purpose
- How to identify your definite aim
- How to define your purpose and/or your aim
- How to identify your goals and objectives
- How to define your goals and objectives
- How to write the statement of your purpose and/or your aim

Settling on a definite purpose or a definite aim will take time and serious consideration, and there is no better way to explore the possibilities than by writing out your thoughts. As you work your way through this book, you will find a number of exercises and questionnaires with space set aside for you to make notes. However, as with any course of study, the editors of this workbook advise that in addition to the fill-in sections of this book, you should also keep a journal or notebook. You will find that is necessary for the longer writing exercises where it was impractical to leave enough space to adequately deal with the questions posed.

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You may choose to use an actual journal or notebook in which you write by hand, or you may prefer to set up a specific folder on your computer. Choose the method you find best suited to free-flowing, stream-of-consciousness writing, and be sure to date each entry so that you can track your progress.

HOW TO IDENTIFY YOUR DEFINITE PURPOSE

Your definite purpose is a clear statement that declares your mission in life. As Hill has said earlier, the word *definite* is key. This is not just another one of the many things you wish you could have—this is a specific desire that has been arrived at after much serious thought.

Ideally, your definite purpose will be a lifelong pursuit that will be related to your occupation or career so that the work you do on a daily basis doesn't conflict with what you want to be.

The following exercise is designed to help you identify your definite purpose by posing a series of questions. This is more of a thinking exercise than a writing exercise, but you might want to make a few notes to yourself down the side of the page or in your journal so you will have a handy reference when you come to the actual writing assignment.

Your definite purpose should answer questions such as these:

- Why do I exist in this life? Do I have a purpose for being here?
- Where am I going? Is there something that I should be pursuing?
- Whom do I serve and why? Am I here just to do whatever comes my way, or do I owe it to somebody or some thing to accomplish something special?
- What do I have to offer? Is there something special about me?
- Do I need to be special to do something that will make a positive difference?

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- What accomplishment should I target to keep me on the path to success?
- What challenge can I take on that would earn me the greatest rewards?
- What challenge can I take on that I know I can accomplish and will be most successful at?
- What challenge can I take on that will benefit the most people?
- What challenge will make me feel I have done something special?

As mentioned previously, it is quite common to have a definite purpose in life and at the same time have a definite aim. In fact, if you do have both, your definite aim is almost always something that contributes to your definite purpose.

On the other hand, you can have a definite aim without having decided upon any overriding definite purpose for your life.

Although a definite aim is not stated as “the meaning of your life,” it does give your life focus and a target to aim for. Those who know what they are aiming for and where they are going do not waste their time and energy trying to accomplish too many things at once. Nor do they bounce from one desire to the next, quickly abandoning anything that doesn’t bring immediate satisfaction. They concentrate their efforts on a definite aim, exerting all of their powers to attain that end. When it is accomplished they reset their sights and move on to another definite aim, which becomes their new burning desire.

As with your definite purpose, your definite aim may also change either because you have accomplished it, outgrown it, or it may have become untenable. However, unlike your definite purpose, which if properly chosen will guide you for a lifetime, you very likely will accomplish more than one definite aim, and as you do, you will replace it with a new, more challenging definite aim.

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These writing exercises are designed to open your mind about your purpose in life and what you want to achieve. When you feel that you have a clear idea of your definite purpose or definite aim, it is time to narrow your focus and define the goals and objectives that make up your aim or purpose.

DEFINING YOUR GOALS AND OBJECTIVES

Just as your definite aim or purpose must be identified, defined, and committed to, so too must your goals and objectives. Remember, to achieve your definite aim or your purpose, you set and accomplish certain goals. To achieve each goal, you set and accomplish certain objectives.

- The reason for setting your goals is to focus your effort on an overarching desire which is your definite purpose or definite aim.
- Your goal statements will then answer the question “What must I accomplish to acquire or achieve my purpose or aim?”
- You can have many goals that are nonconflicting, which help you reach your definite purpose.
- Your goals should always remain a few jumps ahead of you. Goals should be something that make you stretch to accomplish.
- Once you have accomplished a goal, it should naturally open the door to your next new goal.
- Every goal should be broken down into objectives. The more you can break it down, the more obtainable that goal will seem because you are breaking it down into units of effort that seem possible for you to handle.
- Put time limits on each goal and each objective to keep yourself focused and motivated.

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- Examine your goal statements to determine if your goals are challenging and yet obtainable. Goals should be realistic but they should also stretch your knowledge, skills, and self-discipline.
- Examine your goal statements to determine if they are stated in a positive fashion. A goal that is stated as a negative may focus your attention on what you fear rather than the result you seek.

WRITING THE STATEMENT OF YOUR AIM OR PURPOSE

The following six pages should provide everything you need to write out the statement of your aim or purpose. First there is an eight-point review of the steps you must take to clearly know your desire.

Following that is a sample statement of a definite aim written by a person whose desire is to be a sales manager.

And finally there is a blank form that you can use as a template for creating the statement of your definite aim or your definite purpose.

AN EIGHT-POINT REVIEW

- Fix in your mind exactly what you desire as your definite purpose or your definite aim. Write it out in a clear, concise, positive statement.
- Determine exactly what you intend to give in return for what you desire. Will it be your time, your money, your privacy, your independence? What about your sense of security? How much control will you give up in exchange for success? Remember, there is no such reality as "something for nothing."
- Establish a definite date when you intend to possess what you desire.
- Create a definite plan for carrying out your desire and begin at once, whether you are ready or not, to put this plan into action. Do it now—right now.
- Start by opening a new page in your journal and writing your polished statement of your definite purpose or definite aim. Next, write out the benefits you will receive by carrying

out your purpose. Then set the time limit for its accomplishment, choosing an exact date when you want to achieve it. State what you intend to give in return for the right to fulfill your purpose, and describe clearly the plan through which you intend to accomplish it.

6. Read your written statement aloud at least twice daily. Read it just before retiring at night and read it after arising in the morning. As you read, see and feel and believe yourself already in possession of the money.
7. To guarantee success, engage in regular study, thinking, and planning time about how you can achieve your goals, aims, or purpose.
8. Set specific times for regular personal inspection to determine whether you are on the right track, so that you don't deviate from the path that leads to the achievement of your objective.

In the beginning you should evaluate your progress monthly, then quarterly, and finally semi-annually. This review process requires that in evaluating your progress toward your stated desire you must be completely honest with yourself. The main purpose of the evaluation is for you to decide if you need to change your plan, so it will be of no value to you if you are overly generous in your personal assessment.

As noted previously, revisions in your definite aim or purpose should never be made for something as minor as having failed to meet a deadline. Changes in your plan should only be made because of circumstances that are beyond your control or because you have seriously evaluated your purpose or aim and have concluded that it is wrong for you, and you have decided to commit to a different definite purpose or definite aim.

REVIEWING THE PROCESS, MAKING THE PLAN

If you are going to follow the Napoleon Hill plan that leads to success, the first thing you must do is to set your definite purpose or definite aim. You must then create within yourself a burning desire to achieve your purpose or aim. You must lay out a specific step-by-step action plan that will keep you on track to your fulfillment, and you must consciously decide that from now on you will approach life with success consciousness.

Sample Statement #1

The following sample is a completed statement written to record a specific definite aim. It is an example that is often printed in the Napoleon Hill Foundation's publications to illustrate how an individual whose desire it is to become regional sales manager might write out his definite aim, and the goals that will lead him to success.

MY DEFINITE AIM

1. My definite aim is to be regional sales manager for [insert the name of the company] by [insert date and year].
 - A. I will definitely be appointed branch manager for [insert name of branch office] of [insert name of company] by [insert date and year]. This will be a step toward the position of regional sales manager because I will be the leading branch manager in efficiency and volume of business in the entire company.
 - B. I will definitely lead the entire company as the most efficient field manager for the balance of this year, starting with [insert the specific work you intend to do to get people to recognize your abilities] as justification for promotion to branch manager and as a means of causing the people in power to make such a promotion.
 - a) I will strictly budget my time and money. I will use time in such a way that all essentials will be taken care of each day. I will not waste time on anything nonessential.
 - b) I will budget my money so as to always have sufficient funds to operate with complete freedom of mind and body.
 - c) I will encourage my imagination to develop ideas by putting to work the ideas my mind produces. I will place these ideas where they will help others, and thus attract the attention of those in a position to appoint me to branch manager.
 - d) I will attract to me the type of people who want to do an excellent job of selling products. These people, for the most part, are already dealers in my field manager section.

- e) I will advertise in the newspapers as a means of attracting the people I want. I will constantly enlist by personal solicitation the services of others who will help me locate the type of dealers necessary to help me achieve my definite aim of being regional manager by [insert date and year].
- f) In return for this help, I will give each dealer full benefit of my years of experience. I will teach each dealer all phases of the business, thus enabling him or her to qualify for an opportunity equal to what I have.
- g) I will engage in study, thinking, and planning time.
- h) Each week I will talk to at least one person, aside from my business associates, about the philosophy of individual achievement. By helping others, I will benefit by the law of compensation in attracting good people.
2. I am motivated in my definite aim by the love of my work, by the desire for recognition, by love for people, and by my insatiable desire to also help others attain their goals.
3. I am confident that I can discharge the responsibilities of branch manager and the responsibilities of regional manager because my methods this year have placed me fifth in efficiency and fifteenth in sales for the entire company of about 1,000 field manager sections. I know these same methods can be carried out branch- and region-wise.
4. I have faith in my ability to attract the attention of the people in power to appoint me branch manager on [insert date and year] and regional manager on [insert date and year]. Because people in power in the company, with whom I have worked, have recommended me for promotion, and as my efficiency becomes greater, I know they will work for my further promotion.

SIGNATURE: _____

DATE: _____

Sample Statement #2

This sample is a blank form that you may use to write the statement of your definite aim or purpose. As you will see, we have arbitrarily chosen to allow for six individual goals. If that is not appropriate for your aim or purpose, you may choose to use this version as a guideline for creating your own personalized statement.

MY DEFINITE AIM OR PURPOSE

My definite aim or purpose is: _____

I will accomplish this by _____ [month] _____ [day] _____ [year]

My first goal toward my definite aim or purpose is:

I will accomplish this by _____ [month] _____ [day] _____ [year]

My second goal toward my definite aim or purpose is:

I will accomplish this by _____ [month] _____ [day] _____ [year]

My third goal toward my definite aim or purpose is:

I will accomplish this by _____ [month] _____ [day] _____ [year]

My fourth goal toward my definite aim or purpose is:

I will accomplish this by _____ [month] _____ [day] _____ [year]

My fifth goal toward my definite aim or purpose is:

I will accomplish this by _____ [month] _____ [day] _____ [year]

My sixth goal toward my definite aim or purpose is:

I will accomplish this by _____ [month] _____ [day] _____ [year]

SIGNATURE: _____

DATE: _____

FAITH IN YOUR ABILITY

4

CHAPTER 4: OVERVIEW AND ANALYSIS

VISUALIZATION OF, AND BELIEF IN, ATTAINMENT OF DESIRE

Chapter 4, Faith, opens with Napoleon Hill's statement that when a thought is mixed with faith, that thought becomes imprinted on your subconscious mind and there it connects with Infinite Intelligence.

EDITOR'S COMMENTARY

In this Commentary the editors clarify some of the terminology as Hill defines it:

- Faith has no religious connotation. Faith means complete and total confidence in your ability to accomplish your desire.
- Infinite Intelligence refers to the part of the thinking process that produces hunches, intuition, and flashes of insight.
- The conscious mind is the intelligence with which you normally think, reason, and plan.

The following is very important in turning desire into money:

You must have complete and unwavering faith that you can do it.

Faith is a state of mind that may be created by repeating instructions to your subconscious mind through self-suggestion.

- The subconscious mind receives the same information as the conscious but it does not filter or judge the content.

HOW TO DEVELOP FAITH

Hill says that faith is a state of mind which may be created through autosuggestion by repeating positive affirmations. It is through this technique that you can emotionalize your desire. He also warns that negative thoughts which become strongly emotionalized are just as easily planted in the mind.

Because the one thing over which you have control is your thoughts, it is up to you whether your subconscious is positive or negative.

EDITOR'S COMMENTARY

To illustrate that the subconscious mind cannot distinguish between what is real and what is vividly imagined, the editors cite the experiment in which a group of basketball players who visualized making free throws each day did just as well in a test of skills as another group of players who had actually practiced.

THE MAGIC OF SELF-SUGGESTION

Hill says that thoughts which are imprinted in your subconscious will begin to influence all of your other thoughts, because thoughts that are strongly emotionalized are like magnets—they attract other similar or related thoughts.

To emphasize the point, the editors present a five-point formula for burning into your mind a set of thought impulses to help you overcome a lack of self-confidence.

Hill again warns that self-suggestion can work for you or against you. If you don't consciously counteract fear and doubt with positive thoughts, it is fear and doubt that will gradually take over and become the magnet that attracts other negative thoughts.

Hill closes the chapter with the lengthy story of how Andrew Carnegie's righthand man, Charles M. Schwab, engineered the deal that created the mining and manufacturing giant U.S. Steel Corporation.

The editors note that although the story actually illustrates six of Napoleon Hill's principles of success, the principle that is at the center of it is Schwab's faith that he could pull together such a disparate group and inspire them to put aside their differences and share the vision that would make it happen.

CHAPTER 4: THE WORKBOOK

In the previous chapter, Hill says that to make a change in your life you must first have a burning desire to change.

What is it that can make your desire burn?

According to Napoleon Hill, it is faith that makes your desire burn. But by faith Hill was not referring to a belief in a higher power. The faith that Hill means is the unquestioning belief in yourself and your abilities, and the complete, unwavering confidence that you can accomplish what you set out to do.

It should be pointed out that this does not mean that Hill was not himself a religious man. However, he made it very clear that regardless of his personal beliefs, his principles of success neither endorsed nor violated any particular religion or creed. During a series of lectures he gave in Chicago in 1962, Hill elaborated on his reasoning as follows:

I feel exceedingly proud of this philosophy for many reasons. First of all, because it is accepted by all religions even though it does not partake of any of them. Catholics and Protestants, whites and blacks, all the races, all the colors, all the creeds accept this philosophy, and I think that's a miracle in itself.

When I first started out with Andrew Carnegie, he had admonished me to never under any circumstances attach any title of an orthodox nature to this philosophy. He said the minute you do that, you will split your audience.

Plain and unemotional words will not influence the subconscious.

The repetition of emotionalized affirmations and visualizations are the only known methods of developing the emotion of faith.

NOTES & COMMENTS

And when you start the actual writing, never use a word or an illustration that will send a high school boy or girl to the dictionary or encyclopedia.

I have followed those instructions to the letter, with the result that we have a philosophy that is understandable to anybody. Anybody can apply it, and millions of people are applying it all over the world.

NOT JUST FAITH, BUT APPLIED FAITH

The faith that Napoleon Hill says you must have is the undoubting, unwavering belief that your aim can be accomplished, along with your utter and total confidence in your ability to accomplish it.

The term that Hill preferred to use in his later works was *applied faith*. When the word *applied* is added to the word *faith*, you have a term that can be used in the same way you talk about applied pressure or applied force: it is faith with power behind it.

Applied faith added to your aim or purpose is like adding the yeast when you bake bread. Yeast is what makes bread something more than a flat mixture of flour, water, and salt, and faith is what makes your aim or purpose more than a collection of words repeated over and over.

Applied faith is what you add to your desire—your aim or your purpose—in order to make it work.

IT IS CALLED APPLIED FAITH BECAUSE YOU MUST APPLY IT

Napoleon Hill also began using the term *applied faith* because it made it clearer that faith is not something you get, faith is something you have, and it is up to you to use it.

If you have faith, you don't sit around "having" it; if you have faith, you start doing. Having faith without applying it is meaningless. Only when you *apply* your faith do you *demonstrate* your faith.

NOTES & COMMENTS

forty your age is against you, and so are the entrance requirements. To qualify you would need to spend years learning advanced physics and aeronautics, not to mention the difficulty of qualifying to fly jets, the physical fitness requirements, and the fact that there are only a limited number of shuttle flights and many qualified astronauts ahead of you.

The point is that although you may want something to happen, and you may follow the Hill formula by repeating over and over that it is happening, unless there is a reasonable possibility, all the repetition in the world will not make it happen. Furthermore, by selecting an unrealistic aim and failing at it, you will have undermined your faith in yourself and created doubts in your mind about the method.

There is a fine balance between choosing a definite aim that is challenging and choosing one that is unrealistic. But that does not mean you should choose simple or easy-to-accomplish goals. In fact, Hill specifically suggests it is good to choose aims and purposes that cause you to stretch yourself.

In choosing a definite aim or purpose, you should start from the assumption that if there is nothing mental or physical preventing you from learning, there is almost nothing that can't be accomplished if you have enough time to perfect the needed skills or ability.

The only thing that should restrict your choice of a definite aim is if it requires educational degrees or minimum entrance requirements that you have not achieved, or if it requires some specialized talent or physical or mental capacity that you do not possess. In many cases even that should not stop you if what you want can be learned within a reasonable amount of time.

It is true that all the faith in the world won't get you a job that requires a Ph.D. when you only have a high school diploma, but all that means is that you've selected the wrong definite aim. Your aim shouldn't be the job, it should be getting your Ph.D. Once you've done that, your *next* aim can be getting the job.

NOTES & COMMENTS

1. The motive of **self-preservation**: The more you believe your future depends on achieving your aim, the more powerfully emotionalized your desire will be. If you really are putting everything you have into your aim, your future well-being will truly be in jeopardy and you will be motivated to do anything you can to keep from failing.
2. The motive of **financial gain**: For many people, money is the barometer of success and, quite simply, the more money that is at stake the more powerful the motivation. The degree to which this is true for you will affect how strongly money will emotionalize your desire and motivate you to achieve your aim.
3. The motive of **love**: This is probably the easiest motive to understand. Our history is full of stories of people motivated to great achievement for the love of another person or for love of country or cause. If you have a true heartfelt love for your aim or purpose, nothing could be a stronger motivator.
4. The motive of **sexuality**: Love is psychology, but sex is biology, and there is an innate biological drive that motivates men and women to seek sexual satisfaction. You have heard it a million times: "sex sells." You will powerfully motivate yourself to achieve your aim if you can convince yourself that achieving it will enhance your stature and make you more attractive to the opposite sex.
5. The motive of desire for **power and fame**: Why people desire power or fame is a complicated sociological question, but there is no doubt that modern society tells us both are valuable, so they have become powerful motivators. As with money, love, and sex, if you convince yourself that achieving your aim will give you more power or fame, you can greatly increase your drive to succeed.

NOTES & COMMENTS

Do you want to succeed because succeeding will give you the confidence to do something? Or do you want to succeed because you are overflowing with the desire to share your good fortune? Or maybe the real reason you want to succeed is so you can show up your competitors or get even with your detractors.

Whatever your reasons, the end result is that you must want to succeed so badly you can almost taste it. Take that passion, love, anger, fear, or whatever it is and use it to emotionalize your aim or purpose.

FAITH CAN WORK IN REVERSE

When Napoleon Hill says "faith is not something you get, it is something you have," he then adds, "but if you are not careful you may be using it in reverse."

It's true that your faith is something you have and it does not come from any outside source. There is nowhere you can go and nothing you can do to get faith in yourself. Faith is similar to intelligence or talent—it is something you have within you. But your faith can be subject to outside influences, and those outside influences can be positive or they can be negative. It is the negative influences that Hill is referring to when he speaks of using your faith "in reverse."

A positive attitude needs your encouragement, but with a negative attitude it is just the opposite. You don't even have to try to be negative. Negativity comes naturally, and it easily takes over without any effort on your part.

Hill often used the example of a garden to illustrate what happens when you let your guard down. By carefully planning what you plant, and by nurturing and tending the plants, you can grow a thriving and bountiful garden. However, if you leave it untended it won't just stay fallow and do nothing. Even though you don't encourage weeds, they will soon find their way in, and before you know it they will take over the plot and destroy everything else.

There is a maxim that says if you are not part of the solution, you are part of the problem. Stated another way, if you don't actively focus your positive energy on your aim, you are not being neutral; you are in fact encouraging negativity, which erodes your faith.

NOTES & COMMENTS

FEAR IS THE OPPOSITE OF FAITH

Faith is the art of believing by doing—and fear is the opposite of faith.

First, let us clarify that there is a difference between fear as Hill uses it in this chapter, and the defense mechanism that is hardwired into your brain. The reaction to real danger, pain, or evil is called the fight or flight response, and it describes the instant reaction of your body and mind as you prepare to either attack or escape.

The fear that prompts the fight or flight response is both real and immediate: something happens, you respond. But there is another kind of imagined or anticipatory fear. These are the “what-if” fears. They are not real. Nothing has really happened to you, but you become agitated by imagining what *might* happen.

Napoleon Hill says that because such fears are only in your imagination, and because you can control the thoughts that you think, you can and must control this kind of what-if fear.

You cannot be positive that you will succeed and at the same time be fearful that you will fail. It is impossible to hold both a positive and negative in your mind at the same time.

As Hill has stressed over and over, your mind will attract anything it dwells upon. If your mind dwells on a negative such as fear, you will become full of fear and worry.

As simplistic as it may sound, the only solution to rid yourself of fear is to stop thinking about what you fear. You either believe that you will achieve your aim or purpose, or you fear that you will not achieve it. It is up to you to stop dwelling on the fear of what might happen and to stay focused on accomplishing your aim or purpose.

NOTES & COMMENTS

HOW TO INCREASE YOUR FAITH

Having *faith*, as Hill uses the term, means that you have belief in yourself and in your ability to succeed. People who don't believe in themselves generally have low expectations, and there is considerable research that supports the idea that your expectations have a lot to do with how successful you are. If you expect to win, you will win. If you expect to fail, you will fail.

There was a famous experiment done in 1968 by Jane Elliot with her third-grade class. First the school children were divided into two groups based on the color of their eyes, and Elliot told them that blue eyes were better. Within very little time it was clear that the blue-eyed children were acting superior and the children in the brown-eyed group were performing more poorly than they had before. Then she switched it around and told them that brown eyes were better. As a result, the brown-eyed children became accelerated and the blue-eyed fell behind. Nothing had changed with the children except their expectation.

Robert Rosenthal of Harvard University came up with an interesting twist on that study. He administered an IQ test to all students in an elementary school, then he picked 20 percent of the students purely at random, but he told their teacher that the test had identified those students as "intellectual bloomers." Eight months later he tested the entire student body again and found that in the first and second grades the children whose teachers had expected them to show gains actually gained between ten and fifteen IQ points.

Again, the only difference was expectation, and in this case it was the expectations the teachers had for the children.

Rosenthal did a similar experiment with rats. He gave twelve experimenters five rats each. Although the rats were identical, Rosenthal told the experimenters that half of the rats were "maze-bright" and the other half were "maze-dull."

NOTES & COMMENTS

—there are 43 photographs in this newspaper.” The lucky people, always on the lookout for unexpected good fortune, spotted it right away. The unlucky people whose minds are closed to such signs missed it completely.

OTHERS KNOW WHEN YOU HAVE FAITH

Faith is something that other people recognize in you, and this is especially true if you are trying to present an idea or sell a product.

In professional sales, one of the most commonly heard pieces of advice is, “The first sale you must make is to yourself.” If you try to sell something you don’t believe in, you can say all the right words but something will be missing. And people can always spot a phony.

On the other hand, everyone has had the experience of being convinced by a speaker who is passionate about an idea, or of being persuaded to try a product because the salesperson just seemed so sincere. In such instances it isn’t a slick sales pitch or overwhelming logic that does the trick; it is an attitude that emanates from the person.

If you have faith in what you are selling or explaining, it is as though you don’t even have to try to sell. You simply present your story and, in doing so, your faith in it gives off a sense of confident enthusiasm that other people pick up on.

INFINITE INTELLIGENCE

Infinite Intelligence is one of Napoleon Hill’s most important conceptions and it is also one of the most difficult to get a handle on. At times Hill refers to Infinite Intelligence as if it were an actual thing; at other times he seems to be discussing a location, as though it is a compartment inside the brain; and in some instances he speaks of passing an idea on to Infinite Intelligence as though it is some sort of god-like figure who sits in judgment.

NOTES & COMMENTS

Hill's philosophy of personal achievement does not attempt to answer the question *why*, but rather focuses on *how*. For the purpose of applying the Hill method to achieving success, *why* can be set aside for philosophizing, but just the fact that there is consistency is enough for you to utilize its power.

All you have to do is look at the world around you to know that everywhere in nature there is order. Who or what created the order may be debatable, but the result is not. If you use your own experiences and reason things through, you will easily satisfy yourself that the world follows certain patterns with such regularity and predictability, it is as though the world is following an organized, definite plan.

Napoleon Hill states without equivocation that he is certain there is a set of natural laws that comprises a plan. He is certain that there is such a plan because the success of his method relies on it. Hill's method would only work if there is a plan, and since it has worked for literally millions of people, there must be a plan.

To make Hill's method work for you, you too must start from the assumption that the world works according to natural laws that are part of an overall a plan, and that you are a part of that plan. If you make the choice to assume it is a plan, and you treat it like a plan, it will work like a plan. If it works like a plan, you can make the plan work for you.

To recap the main points:

1. Hill's philosophy of success is based on the premise that there is an Infinite Intelligence that underlies the way nature operates.
2. It is this intelligent plan that makes the laws of nature predictable, consistent, and reliable.
3. Because the laws of nature follow predictable patterns, we can have faith in them even though we do not really understand why they do what they do.

AUTOSUGGESTION

5

CHAPTER 5: OVERVIEW AND ANALYSIS

THE MEDIUM FOR INFLUENCING THE SUBCONSCIOUS MIND

This chapter opens with Napoleon Hill stating the basic principle that autosuggestion is the way your conscious mind communicates with your subconscious mind. Because you can control what you consciously dwell on, you can influence what is in your subconscious mind, and that affects every idea you have.

EDITOR'S COMMENTARY

The editors note that there is considerable research to support Hill's theory that the subconscious receives the same information as the conscious but it does not judge; it just stores it. The editors then draw the comparison between the process of intentionally planting an idea in your subconscious and the way that emotionally charged circumstances produce fixations and phobias. The more you emotionalize your burning desire, the stronger it is burned into your subconscious.

Your thoughts do remain stored in the subconscious, and they remain just as they were when they were first input.

The more highly emotionalized the thoughts are when they are input, the more influence they exert on your attitude and behavior.

Autosuggestion gives you the power to control which thoughts are burned into your subconscious.

SEE AND FEEL MONEY IN YOUR HANDS

In this section Hill recaps the six-step plan for planting your desire, and he restates the point that your desire will only fix itself in your subconscious if it is attached to a strong emotion.

HOW TO STRENGTHEN YOUR POWERS OF CONCENTRATION

Hill stresses the importance of repetition in planting an idea firmly in your subconscious. He again refers to the six-step plan as he explains the theory behind repeating positive affirmations to burn them into your subconscious, and he introduces the concept of doing the same with creative visualization.

EDITOR'S COMMENTARY

The editors provide an extensive Commentary explaining about Emile Coué's early work with affirmations and how he developed the phrase "Every day, in every way, I am getting better and better." They also note the modern resurgence and acceptance of the technique.

The editors then devote equal emphasis to visualization as a motivational tool and as a technique for treating certain medical conditions. They note that it is now used in every field from business training to Olympic athletes to NASA astronauts. The Commentary closes with notes about some of the bestsellers written by medical professionals who have researched affirmations and visualization.

STIMULATE YOUR SUBCONSCIOUS MIND

Hill explains how to use the written statement of your aim or purpose as a spoken affirmation, and how to use it as a guide to visualizing yourself achieving your aim or purpose.

The editors suggest that you can also influence your subconscious by posting written copies of your affirmations and visual illustrations symbolizing your desire.

Hill closes this chapter by acknowledging that some readers may be skeptical of these techniques, but he also reminds the reader that it is these techniques that have made millionaires.

NOTES & COMMENTS

Each time your subconscious flashes to your conscious mind “Try to do the right thing because it is right,” that is autosuggestion.

If, for the next week, every morning and every evening and frequently throughout the day you repeat this phrase—“Try to do the right thing because it is right”—when you are faced with temptation, that phrase will flash from your subconscious to your conscious mind. In this way, through repetition, you will form a habit—a good habit—that will help make your future a success.

AUTOSUGGESTION: TURNING DESIRE INTO HABIT

Napoleon Hill first published his theories on the use of autosuggestion in his 8-volume masterwork, *Law of Success*, which became a bestseller in 1928, nine years before the publication of *Think and Grow Rich*. At that time he approached it from the point of view of techniques that can be used to change your habits. The following is adapted from *Law of Success*, Volume III, Lesson Twelve:

There is a close relationship between habit and autosuggestion. Through habit, an act repeatedly performed in the same manner has a tendency to become permanent, and eventually we come to perform the act automatically or unconsciously. In playing a piano, for example, the artist can play a familiar piece while his or her conscious mind is on some other subject.

Autosuggestion is the tool with which we dig a mental path, concentration is the hand that holds that tool, and habit is the map or blueprint that the mental path follows.

NOTES & COMMENTS

Because the subconscious mind does not distinguish between what is real and what is vividly imagined, if you convincingly plant an idea in your subconscious, it will accept the idea as though it were a fact.

If you have planted the new idea strongly enough, when your thoughts run in that direction, your new idea will be the first thought that comes to mind. It will have become your new belief, and eventually it will be your habit.

In *Law of Success*, Napoleon Hill goes on to propose a specific technique for breaking habits and making new mental pathways. Hill calls the process *concentration*.

Concentration is defined as planting in the mind a definite aim, object, or purpose, and visualizing and repeating that objective over and over until ways and means for its realization have been created. Concentration is the principle through which you may build your habits to order.

When focusing on your aim becomes a habit, your subconscious will constantly look for ways to translate your aim into its physical counterpart. And your subconscious will try to do that through the most practical and direct methods available.

Nothing was ever created by a human being that was not first created in the imagination, through desire, and then transformed into reality through concentration.

This technique that Hill dubbed concentration is actually an amalgam of two separate but interrelated techniques which today are most often called positive affirmation and creative visualization.

- Positive affirmations rely upon the idea of summing up your desire in a short phrase that you repeat over and over to yourself. It is the repetition that wears away at your old thinking until it makes a new mental pathway.

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Although Coué's affirmation may indeed make you "better and better" in general, the downside is that because it is so general and does not define what "better and better" means, it leaves the interpretation up to your subconscious, which is exactly the kind of thing that the nonjudgmental subconscious mind does not do very well. Most affirmations are directed at improving a more focused aspect of your character. Here is a list of affirmations that deals much more directly with specific issues related to self-motivation and personal achievement:

- Whatever I can conceive and believe in my mind, I can achieve in reality, as long as it does not go against the laws of nature.
- I do it now. Whenever I set a definite goal, I take immediate action to get it done. I do it now.
- I am a powerful and charismatic leader. My thoughts are creative. My decisions are fair. I lead with confidence and certainty.
- What I desire is more important than the difficulties along the way. I will overcome them to reach my goals.
- I am like a mental and financial magnet, attracting to myself all that I need to prosper.
- I maintain my enthusiasm and motivation throughout today's ups and downs.
- I am a person who thrives on challenges. Every setback gives me new opportunities for success.
- In every failure I can find the seed of an equal or greater success.
- My conscious mind is wide open to my subconscious mind, which sends me hunches, premonitions, and flashes of insight.
- When I speak to others, I look them straight in the eye and my voice sends a message of strength and confidence.

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

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

In return for this money I will give the most efficient service of which I am capable. I will give the fullest possible quantity, and the best possible quality, of service as a salesperson of _____ (describe the service or merchandise you intend to sell).

I believe that I will have this money in my possession. My faith is so strong that I can now see it before my eyes. I can touch it with my hands. It is now awaiting transfer to me at the time and in the proportion that I deliver the service in return for it. I am awaiting a plan for getting this money, and I will follow that plan when it is received.

Signed

Place a written copy where you can see it, and read it before retiring and on arising, until it has been memorized.

Speak your written statement aloud at least twice daily. Go to a quiet spot where you will not be disturbed. Close your eyes and repeat aloud (so that you may hear your own words) the statement of the amount of money you intend to accumulate. As you speak, see and feel and believe yourself already in possession of the money.

NOTES & COMMENTS

improvements such as overcoming procrastination or eliminating the fear of criticism. Chances are that as you work with them you will find reason to create affirmations for all of these purposes.

When you start working with your completed affirmation(s), you will read your written statement at least twice each day and repeat your memorized affirmation(s) many times a day. Your formal written statement should be read once every night, and you should follow the reading by repeating the affirmation(s) derived from the statement at least ten times. Every morning you should again read your formal statement as the introduction to the repetition of your affirmation(s). And again, you should repeat your affirmation(s) at least ten times.

SEE IT IN YOUR MIND'S EYE

Once you are completely satisfied that you clearly know your desire, you must visualize a simple but vivid image that represents things as they are now and as they will be when the aim is accomplished or the change has taken place. It's like mental before-and-after snapshots.

WRITE DOWN THE WORDS

When you can clearly see in your mind's eye the manifestation of your desire, you then create a short, simple, easy-to-remember phrase that is like a verbal accompaniment to what you feel when you bring the before-and-after images to your mind. Following are some rules of thumb that are important when formulating affirmations:

- Affirmations should always be stated as a positive. Affirm what you do want, not what you don't want.
- Affirmations work best when they are about a single goal. Take the time to rewrite and polish your affirmation until you can express your desire in a short statement of precise and well-chosen words.

- Make the words memorable and make it feel right for you. Use powerful and inspirational words that stimulate your mind. Make up your own catch phrases or rhymes that make it easy to say. Remember, your affirmation is not just a statement; it should be an expression of your inner desire that gets you psyched-up no matter how many times you've said it.
- Keep your affirmation in the present even if saying it does not represent your reality as it is right now. You are training your subconscious mind to make your aim or purpose your new habit. By repeating an affirmation that states something is true *now*, your mind will begin to search for ways to make it happen.
- Affirmations should be specific about the desired goal but not about how to accomplish it. Infinite Intelligence working with your subconscious knows better than you what it can do and how it can do it.
- Do not make unreasonable time demands. Your subconscious can't make anything happen "suddenly" or "immediately."

NOTES & COMMENTS

SAYING IT WITH FEELING

Just saying the words will have little effect. When you affirm your desire you must do it with such faith and conviction that your subconscious becomes convinced of how important it is to you. As you affirm your desire to yourself, visualize it so that in your mind's eye it is as big as a billboard. Make it big, powerful, and memorable. More will be said about this in the section on visualization.

SAYING IT OVER AND OVER

Repetition of your emotionalized affirmation is crucial. At this time it is your habit to think one way, but by repeating your affirmation often every day, your new way of thinking will begin to be your automatic response.

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Keep reinforcing it until it becomes second nature to you, and your habit will become to think the new way—the way you want to think.

If you have reservations about the value of repeating affirmations, we suggest that you consider the billions of dollars spent to run the same commercials over and over and to place the same print ads day after day. Or give some thought to the reason why astronauts and athletes train over and over, why pianists and golfers practice over and over, and actors rehearse over and over. It is why Pavlov's dog salivated when the bell rang and why Skinner's rats learned to navigate the maze.

It has been scientifically proven in the laboratory, every motivational expert acknowledges it, and you prove it to yourself every time you hum to yourself “You deserve a break today” or you remember that it's the jeans with the little red tab on the back pocket that are the real ones. Repetition makes things stick in your mind. Things that stick in your mind change the way you think. Change the way you think and you change your habits.

SAYING IT OUT LOUD

Although the most common method of using an affirmation is to silently repeat the phrase to yourself a number of times each day, Hill advises that it is most effective when you say the words out loud:

Speaking it aloud sets into motion the vibration through which the thought behind your words reaches and embeds itself in your subconscious mind. This is why you are instructed to write it out, commit it to memory, and repeat it out loud, day after day, until these vibrations of sound have reached your subconscious mind. There it takes root and grows until it becomes a great moving force in your outward, physical activities, leading to the transformation of the thought into reality.

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The following illustrates the technique using the affirmation "In every failure I can find and use the seed of an equal or greater success."

1. First you would say: "In every failure I, [insert your name], can find and use the seed of an equal or greater success.
2. Then you would restate it as: "In every failure you, [insert your name], can find and use the seed of an equal or greater success." As you say this, think of it as being said by someone close to you who is encouraging you.
3. The third time you would say: "In every failure he/she, [insert your name], can find and use the seed of an equal or greater success." This time, as you say it, think of it as being said by someone in authority whom you admire, and they're praising you.

SAYING IT WHENEVER YOU CAN

Another technique that will help to fix your goal or desire in your subconscious is to make it a part of your daily vocabulary. Look for ways to include your affirmation in your normal everyday activities. The opportunity may not come up often, but by keeping the possibility in mind and looking for the chance to use a variation of your affirmation in conversation, you also keep it forefront in your mind.

WRITING IT WITH FEELING

You will have already written a version of your affirmation when you followed Hill's directions to create a formal written statement, and again when you refined and polished the words that you used in creating your affirmations. The suggestion here is simply that occasionally, in addition to repeating your statement and affirmations out loud, you sit down and write the words over and over.

Although this could be done at the computer, taking pen in hand and writing out your affirmation over and over makes a different kind of

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Bestselling motivational authors Mark Victor Hansen and Jack Canfield are perfect examples of how well visual affirmations can work. They tell the true story about the unique way they kept focused while working together to write a book. After they came up with a title they liked, they had it typed out in the same font as is used for the *New York Times* bestsellers list, then they pasted their mock-up into the number-one spot and hung copies of their version of the list in their office where they could see it as they worked on their new book.

Incidentally, the book they were writing was *Chicken Soup for the Soul*, and as the whole world must know by now, it wasn't long before they were able to replace their visual affirmation with the real thing.

Can you really make something happen just by focusing on it in your mind and repeating your affirmation over and over? Well, as we have already said, the saying it over and over doesn't make it happen, but saying it over and over does make it a part of you and your personality.

When your affirmation becomes a part of you and the way you think, your subconscious will begin to pull together bits and pieces of information that you otherwise might have missed, and you will find that you are coming up with more and better plans and ideas to accomplish your desires.

CREATIVE VISUALIZATION

The following description of the process of visualization is excerpted and adapted from the directions for writing a formal statement of your desire that appears in *Think and Grow Rich: The 21st-Century Edition*.

To begin the visualization process, write a clear, concise statement of the amount of money you intend to acquire. Fix in your mind the exact amount of money you desire. It is not sufficient merely to say "I want plenty of money."

Be definite about the amount. As you read, see and feel and believe yourself already in possession of the money.

When you concentrate on your aim or desire, visualize yourself as you will be. Look ahead one, three, five, or even ten years. See yourself as a person of influence, due to your great ability. See yourself engaged in a life-calling in which you will not fear the loss of your position. See yourself in your own home that you have purchased with the proceeds from your efforts as the success you wish to be. See yourself in possession of a nice bank account for your retirement. See yourself, in your imagination, in possession of the money you wish to receive.

When you begin to "fix in your own mind the exact amount of money you desire," close your eyes and hold your thoughts on that amount until you can actually see the physical appearance of the money. When visualizing the money you intend to accumulate, see yourself rendering the service or delivering the merchandise you intend to give in return for this money.

Make your subconscious believe that this money is already waiting for you to claim it, so your subconscious mind must hand over to you practical plans for acquiring the money that is yours. When the plans appear, they will probably "flash" into your mind in the form of an inspiration or intuition.

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CAN VISUALIZING SUCCESS REALLY MAKE IT HAPPEN?

Napoleon Hill is a convincing advocate for the theory, but is there any proof that by holding a mental image in your mind it will subconsciously change the way you think?

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A dramatic illustration that most readers will be able to relate to is what would happen if you were walking along a garden path and you suddenly catch a glimpse of something coiled in the grass at your feet. Or what would happen if someone frantically points at your shoulder and shouts, "Ohmygawd, it's huge and hairy!" Fear messages race to your hypothalamus, your heart rate increases, your breathing becomes rapid, your endocrine system fills your blood with increased adrenaline, and in a split second your body is prepared for flight or fight.

It doesn't matter that what you saw was a garden hose, or that the person pointing at you was just joking. In your mind's eye you saw a snake in the grass or a spider on your shoulder, and that thought, that visualization was enough to cause your whole body to change.

The reason you react so strongly to the snake or spider is that you have attached a strong emotional charge to those images. If the vision in your mind is vivid and real, then the meaning of that image will be burned into your subconscious. The more often you visualize that image, the deeper it will penetrate, until it becomes your natural habit to respond that way. Your subconscious reacts to what is vividly imagined as if it actually happened. So if your visualization of yourself succeeding is as real to you as your mental image of the snake, then the new mental pathways will come as quickly and naturally as your flight or fight response.

CREATING THE MENTAL IMAGE

Creative visualization is like seeing in reverse. In real life, when you look at something, "seeing" it is an interaction that takes place between your eyes and your brain. If you see a real image in the real world and then close your eyes, you can still see the picture of it inside your mind as a mental image of what you saw. That is visualization.

However, what we refer to as *creative* visualization is like taking the process of seeing and reversing it.

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is attributed to visualization, it is only logical that creative visualization applied to other nonathletic areas should have similar results.

Most athletes use this technique like a mental dress rehearsal of a skill or talent that they have already developed. But as persuasive as the athletic achievements are, even more impressive is what has been achieved in medical science. It is especially true of the work that is being done with the autoimmune system, the treatment of cancer, and the field of pain control, where the most stunning advances are not in improving performance but in *changing* performance by actually altering the way the mind thinks and the body operates.

Although Napoleon Hill and a few others were writing about the connection between the brain and the body at the beginning of the twentieth century, it wasn't until the 1960s and 1970s that the concept began to have a serious impact on the way medicine was practiced in America. Two of the medical professionals who were instrumental in introducing the technique were oncologist Dr. O. Carl Simonton, who was teaching the technique to cancer patients, and Dr. David Bresler, who was heading up the research at the UCLA Pain Control Unit.

At that time Dr. Simonton was beginning to document the success he was having teaching cancer patients to visualize their cancer and imagine an army of healthy white blood cells swarming over it like white knights riding to the rescue and carrying off the malignant cells. When used in conjunction with regular cancer treatments, Dr. Simonton's spontaneous remission rate far exceeded normal. Dr. Bresler was having similar success using visualization to help patients manage the pain of backache, migraine headaches, and arthritis.

The books and academic papers written by Dr. Carl Simonton, Dr. David Bresler, and a growing group of other pioneers in the field began to attract the interest of not only the medical establishment but also the media. This idea of self-healing was just the kind of thing that appealed to the personal-growth movement that was becoming

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- As you breathe in, do not try to fill your chest. Instead, as you take each breath, think of the air filling your whole body so that both your chest and abdomen expand.
- If you are breathing as you should, each time you breathe in, the hand you placed on your abdomen will be lifted out as your abdomen expands along with your lungs.
- Continue to breathe deeply as you let your breathing settle into a slow, relaxed rhythm and you slowly count down from ten to one, releasing all stress and tension in your body. As you count each number, envision yourself on an escalator; with each number the escalator takes you down to a deeper level of relaxed receptivity.

That simple exercise, which shouldn't take more than a few minutes, will put you in a state of relaxed but receptive attention. At the end of this chapter you will find a more detailed explanation of the ideal mental state for visualization. However, at this point, knowing the relaxation technique explained above is quite sufficient in order to move on to the next step in the process.

WHAT PICTURES DO YOU SEE?

Although there is no one right way to use the technique of creative visualization, most people find that the method works best if you can hold the images in your mind and show your subconscious what you want it to learn by moving from scene to scene.

Some people find that their visualizations are like movies, while others don't see "pictures" at all. Instead, they see in visual symbols that represent the idea behind their goal.

Napoleon Hill said that nothing has ever been created that did not start as a thought. You cannot bake a cake or build a skyscraper without first thinking about it. When you have a goal, you automatically

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Professionals who teach visualization courses say that even if your first attempts only produce vague images or flashes, in time virtually everyone can learn to visualize in mental images. Many people who see in symbols to begin with, find that as they work with their visualizations the symbols just naturally make the transformation into realistic mental pictures. The same is true for those who initially see only flashes of indistinct single images. If you practice consistently you will find that the images last longer and become clearer each time you repeat the visualization. It is a matter of practice and familiarity.

MAKING MOVIES IN YOUR MIND

One technique that many professionals suggest is to visualize your mental images as though they are literally the scenes in a film that is appearing on a movie screen. Some believe it works best when you treat it as a very personal experience in which you envision it as your own private screening and you imagine the screen as though it is just behind your eyelids. Others take exactly the opposite approach and suggest that you visualize it as though you are seated in a movie theatre, watching on a huge, towering screen that fills your entire mental field of vision.

Whether your visualizations are something that just happen inside your head, or whether you turn them into a widescreen spectacular, you will likely find that your visualization allows you to use movie techniques such as zooming in when you want to add details to your mental image, or creating a mental match-dissolve when you want to impress upon your subconscious the difference between the way things are now and how they will be when you have achieved your desire. Another especially helpful film technique is the use of slow motion to slow things down so that you can study every frame and make sure it is captured and imprinted on your subconscious.

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The more real and complete the visualized experience, the more power your visualization will have to influence your subconscious.

One technique that can strengthen the impression is to talk to your mind when you visualize the images—as though you are talking to another person. Whether you do it mentally or out loud, if you use words to accompany the images, it will help impress upon your subconscious the mental picture you are visualizing and the idea behind it.

To keep your visualizations fresh and interesting, you should change your point of view from time to time—similar to the affirmation technique of saying your affirmation in the first, second, and third persons. If your natural style is to create a broad picture of your success, you might switch to seeing the entire success scenario in close-up. Or you could get a sense of what it feels like to succeed by making yourself the central figure in the scenario and looking out through those eyes to see it from that point of view. Then see it from someone else's point of view, as though you are standing beside someone you respect and that person is watching the scene and cheering you on.

Jack Canfield, co-author of the *Chicken Soup* series of books, teaches another three-step variation on the movie-theatre technique that covers all the bases. He suggests that first you view your visualization as though you are watching a movie playing on a theatre screen. Then you walk up to the screen, open a door, and step inside the movie, which plays again, but now you are in the movie and seeing it from that point of view. And as a final step, you walk out of the screen, shrink the screen down until it is like a cookie that you break into pieces and swallow, making the whole visualization literally a part of you.

WHAT VISUALIZATION CAN OR CAN'T DO

Visualizing your desire can't put actual dollars in your bank or park a Rolls-Royce in your driveway any more than it can make a cup and saucer suddenly materialize on the desk in front of you. When you

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feeling is one of the greatest motivators you can tap into, and that is what visualization can do. By mentally reexamining in detail the thoughts and emotions going through your mind when you were exhilarated with success, you can take those feelings and use them to overcome the sabotaging negative self-talk. In effect, you can remake the way you are feeling now by infusing it with the confidence and faith you felt when you were a winner.

IMPROVE YOUR PERFORMANCE

Earlier we commented on the extensive use of visualization in the medical profession, and we noted the ways it has been used by Olympic athletes and sports stars, but two of the most influential pioneers in using the technique were associated with the space program. Charles Garfield, Ph.D., who wrote the bestseller *Peak Performance*, and Dennis Wailley, author of *The Winner's Edge*, were consultants to NASA.

The intention of the program they worked on was to rehearse the astronauts in every possible way so that they would be totally familiar with everything they were to do while in space and every possible disaster that might happen. This program included using leisure time to visualize coping with emergencies. When tested, it was found that those who had visualized the tasks handled their simulated disasters most effectively. The astronauts were not just mentally convincing themselves they could do something, they were actually rehearsing the doing of it, and by rehearsing they were also improving their skills.

Because visualization allows you to zoom in for close-ups or slow down the action, it is ideally suited to doing mental practice runs or dress rehearsals to polish almost any kind of skill or talent. In addition to motivating success and inspiring personal achievement, visualization can be used to change behavior and improve performance in a wide range of areas including reducing anxiety about public speaking; getting rid of the fear of flying; improving reading speed and comprehension;

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You can bring yourself to this ideal state of mind for visualization by following the progressive relaxation process described below. Although we have written it in a certain sequence to convey the idea of moving from one muscle group to another, our version is not a special formula that you need to memorize and follow to the letter. This relaxation exercise is simply a sequence of breathing and releasing muscle tension that follows an obvious progression that you will quickly recognize and easily understand.

- To begin, loosen any clothing that you find binding or constricting. Sit in a comfortable place where you can rest your feet flat on the floor. Let your arms hang loosely with your hands resting in your lap.
- Now close your eyes, place one hand lightly on your abdomen, and take a deep breath, breathing the air in through your nose and letting it out through your mouth.
- As you breathe in, do not take the air in so you swell out your chest. Take it in so that you fill both your chest and your abdomen.
- As you take each breath, think of the air filling your whole body. If you are breathing as you should, each time you breathe in, the hand you placed on your abdomen should be lifted out as your abdomen expands along with your lungs.
- Breathe deeply as you settle into a relaxed rhythm. Release and relax all stress and tension in your body. As you inhale, breathe in the stillness around you. As you exhale, breathe out any tension.
- As you quiet down, take notice of how your body feels, starting with the toes on your right foot. Curl your toes, then let them uncurl and relax. When you feel you can recognize the difference between tensed and relaxed, shift your attention up to your right ankle and again stretch and flex, noting the difference. Move further up, tighten and relax the calf muscles, then bend and straighten your knee, noting the

SPECIALIZED KNOWLEDGE

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CHAPTER 6: OVERVIEW AND ANALYSIS

PERSONAL EXPERIENCES OR OBSERVATIONS

This chapter opens with Napoleon Hill stating that general knowledge is of little use in accumulating wealth. He tells how Henry Ford took on a newspaper that had called him ignorant, and won the lawsuit by showing how he commanded access to any knowledge he desired.

YOU CAN GET ALL THE KNOWLEDGE YOU NEED

Hill introduces the concept of the Master Mind Alliance—bringing together a group of people who share your goals and who will give you access to their knowledge and advice.

EDITOR'S COMMENTARY

The editors explain that the difference between a Master Mind and teamwork is that while teams share cooperation, in a Master Mind every member shares a deep commitment and a common sense of mission.

Hill had a real disagreement with the commonly held notion that to educate meant having every possible fact, figure, and bit of knowledge crammed into the minds of students.

He loved to point out that the word *educate* has its roots in the Latin word *educō*, which means to develop from within; to educate; to draw out; to grow through use.

IT PAYS TO KNOW HOW TO PURCHASE KNOWLEDGE

Hill points out that in most cases all the knowledge you need is available through our school system and public institutions. However, he reiterates the theme that the knowledge is of no value until you take it, organize it, and apply it toward achieving some end.

EDITOR'S COMMENTARY

The editors expand on Hill's point, noting that IQ has never proven to be a good indicator of whether you will be successful in life. Daniel Goleman's bestseller *Emotional Intelligence* is cited to support the idea that factors other than good grades often have much more significance.

A LESSON FROM A COLLECTION AGENCY

Hill tells the story of how a correspondence school taught him a lesson in stick-to-it-iveness by insisting he pay his tuition whether he finished the course or not.

THE ROAD TO SPECIALIZED KNOWLEDGE

Hill promotes the idea of correspondence courses as being a statement of a sincere desire to learn and a clear indication that you will pay what it costs to get ahead.

A SIMPLE IDEA THAT PAID OFF

Hill tells the story of an accountant who was fired, which prompted that accountant to get the specialized knowledge he needed to start his own mobile accounting firm.

EDITOR'S COMMENTARY

The editors draw a parallel between the accountant getting the specialized knowledge he needed for his business and the story of how Bill Gates got the specialized knowledge he needed to launch Microsoft.

Hill again picks up the story about the accountant and tells how the accountant then needed marketing advice, so he got specialized advertising knowledge from a copywriter.

The story is continued by the copywriter, who was inspired by the example of the accountant, so she went out and got the specialized knowledge she needed to start her own agency.

YOU DON'T HAVE TO START AT THE BOTTOM

In this section Hill tells the story of how Dan Halpin used his dissatisfaction with his dead-end job as the motivation for him to get the specialized knowledge that brought him to the attention of those who could promote him, and how that finally took him all the way to the top.

EDITOR'S COMMENTARY

The editors illustrate how specialized knowledge can be the key to success by telling the stories of Mary Kay Ash and Mary Kay Cosmetics, Neil Balter and California Closets, Lillian Vernon and her mail-order empire, and finally how Walter Chrysler got the specialized knowledge he needed to go into the automobile industry.

Hill closes this chapter by noting that behind all ideas is specialized knowledge. What turns specialized knowledge into great ideas is imagination, which is the subject of the next chapter.

CHAPTER 6: THE WORKBOOK

This chapter focuses on the importance of having solid facts and information on which to base your opinions and actions. In the opening section, Napoleon Hill emphasizes two key points:

1. Contrary to the often-quoted phrase "knowledge is power," knowledge is *not* power—knowledge is just *potential* power. Knowledge becomes power only when it is organized into a definite plan.
2. There is a vast difference between the kind of education program taught in schools and actually being an educated person.

These are themes that Hill first wrote about in *Law of Success* and continued to develop throughout his career.

“The individual who knows how to make use of the knowledge possessed by another is as much a person of education as is the one who possesses the knowledge but does not know what to do with it.”

“I learned my first lesson in self-confidence listening in on some older men talking about capital and labor. Without invitation I joined in and said something about employers and employees settling their differences by the Golden Rule. One of the men turned to me and said: ‘You are a bright boy, and if you’d get some schooling you could make your mark in the world.’ . . .

It should be noted that although Hill was a great promoter of the concept of the self-made man, that does not mean he didn’t value education. However, his personal experience and a life spent analyzing the rich and powerful convinced him that if your desire is to achieve wealth and success, you will succeed only through specialization. He learned his first lesson in the power of focused and specialized knowledge at an early age.

As a boy, young Nap was known as a sometime student but a full-time troublemaker until, at age nine, his new stepmother, Martha Ramey Banner, came into his life. It was she who first told Napoleon that with his keen imagination he should be a writer, and by doing so she inspired in him a lifelong love of literature. It was also Martha who convinced him to give up his six-shooter in exchange for a typewriter, and she set the schoolboy scribbler on the path that would ultimately bring him fame and fortune.

Although he was more of a truant than a student before Martha took him in hand, with her encouragement Napoleon Hill became a devoted student. So much so, that at the one-room schoolhouse in his hometown of Wise, Virginia, for years after he was remembered as the “talent of the school.” He went on to graduate from the local two-year high school, then headed about a hundred miles down the road to Tazwell, Virginia, to attend the business college.

The Tazwell business school had a one-year curriculum geared to teaching young men the basic accounting and office skills needed to get hired as a male secretary, which in those days was the prime entry-level job. It was expected that from there you would learn the business and climb the corporate ladder, and that’s exactly what Hill did. After completing the course, he checked out his options and decided that Rufus Ayres owned the corporate ladder he would climb.

Ayres had made a fortune in banking and the coal-mining industry, and he’d become one of the wealthiest and most powerful men in

Virginia. Following is an excerpt from the letter of application that Hill wrote to Rufus Ayres:

I have just completed a business college course and am well qualified to serve as your secretary, a position I am anxious to have. Because I have no previous experience, I know that at the beginning working for you will be of more value to me than to you. Because of this I am willing to pay for the privilege of working for you.

You may charge me any sum that you consider fair, provided at the end of three months that amount will become my salary. The sum I am to pay you can be deducted from what you pay me when I start to earn money.

Ayres was so intrigued by this self-assured young man that he offered him a job, including a salary, and over the next two years Hill met and exceeded all expectations. In fact, he proved himself so completely, and rose so quickly, that Ayres put him in charge of 350 men, and at age nineteen Hill became the youngest manager of a mine in the country.

But even though he had accomplished so much within Ayres' company, Hill realized that it was a family firm and there were two sons who were way ahead of him in line to occupy the top management positions. That, plus his admiration for Rufus Ayres' skills in legal matters, prompted Hill to quit his job and return to his studies by enrolling at Georgetown Law School in Washington, D.C.

In order to put himself through law school, Hill went to work as a writer for *Bob Taylor's Magazine*. One of his first assignments was to interview Andrew Carnegie, and it was that interview which inspired Napoleon Hill's lifelong investigation into the factors influencing success.

In addition to his years of research and studies, Hill also launched his own businesses, created and taught courses on the psychology

... When that old gentleman planted the suggestion in my mind that I was a bright boy, it was not so much what he said as it was the way he said it that made such a long-lasting impression in my mind. It was the way he gripped my shoulders, and the look of confidence in his eyes that drove his suggestion deeply into my subconscious."

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of advertising and salesmanship, published self-help magazines, and wrote motivational bestsellers. Through it all he was developing the theories that are the basis of the philosophy of personal achievement.

THERE IS EDUCATION, AND THERE IS LEARNING

The point of recounting Napoleon Hill's background and achievements in education, research, scholarship, and literature is to make it clear that when Hill states his opinion about education, it is not meant as an observation to which you may or may not want to pay attention. When it comes to education and personal achievement, Hill knew what he was talking about, and his opinion is meant to be taken as considered advice, backed up by extensive research and experience.

How do you learn what you need to know, and where do you go to get the answers to your questions? Although Hill doesn't specifically criticize America's universities, it is quite clear that in terms of the actual education received, he thought there were many other ways you could get much more knowledge for a lot less money.

There is no doubt that a good education from a celebrated university will help you go far. Grades aside, the right class ring alone will open doors that are closed to most, and the friendships and associations made while attending the right school can be worth much more than the degrees it grants. But Hill's focus in this section is not about the value and status of a university education; it is about gaining specialized knowledge—and there is a big difference.

Although anyone can benefit from reading *Think and Grow Rich*, at the time Hill wrote it a university education was not nearly as common as it is today, so this part of the book is directed much more at the entrepreneur trying to get ahead than it is at the student pursuing the cap-and-gown route to a career. Hill's advice to those looking for the fastest way to get specific information is to give serious thought to correspondence courses, extension classes, or night schools.

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When the accountant realized that he didn't know how to publicize his new business, he sought more specialized knowledge by contacting the woman who specialized in writing copy and creating brochures.

The copywriter who created his marketing plan had the specialized knowledge of advertising copywriting and design to prepare the direct-response brochure, but she needed to research the specialized knowledge of accounting procedures in order to put together an effective sales piece.

When she had completed the project and reviewed what she had created, she realized that she now possessed specialized knowledge about the advertising needs of small businesses, and that gave her the insight to create her own advertising and marketing consulting firm.

The editors follow Hill's stories with more contemporary examples, citing Bill Gates and Microsoft, Mary Kay Ash starting her cosmetics business, Neil Balter franchising California Closets, Lillian Vernon learning the catalog business, and Chrysler finding out how to build an automobile.

Needless to say, in Hill's stories and in the editors' examples there are factors other than specialized knowledge that also came into play, but it is the single-minded focus on specialized knowledge that made the difference between a daydream and a viable business. If Bill Gates had not been so focused on his aim, he would not have been able to look at an article about a do-it-yourself computer kit and foresee in it the future of personal computers. Without his single-mindedness, he might have bounced around science courses and fooled around with computers on the side, just like the thousands of other guys who didn't start their own company.

Mary Kay Ash could have gone around complaining to anyone who would listen about how she wasn't appreciated by her bosses, and, like so many other salespeople who think they aren't treated the way

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Napoleon Hill came across this theory so often as he interviewed the successful entrepreneurs, inventors, industrialists, and political leaders whom Andrew Carnegie introduced him to, that he included the concept as a part of his philosophy of personal achievement, calling it the law of attraction. This is how he wrote about it in his masterwork, *Law of Success*, published in 1928:

THE LAW OF HARMONIOUS ATTRACTION

Every seed has within it a perfect plant. This means that forces and things that are suited to the needs of one another have a natural tendency to come together, just as the acorn attracts from the soil and the air the necessary materials out of which to grow an oak. It never grows a Christmas tree.

As soon as you set an aim or purpose, things related to the aim you have set start to occur in your life. It's almost as if your mind is like a magnet that attracts the object of your desire.

In the same way, you will attract to you people who harmonize with your own philosophy. The mind feeds upon what we feed it. Therefore, give it an environment with suitable material out of which to carry on its work. Fill your mind with an aim that will attract people and circumstances that will be of help to you, not a hindrance. Associate with people who inspire you with enthusiasm, self-confidence, determination, and ambition.

Millions of people go through life in poverty and want because they have made destructive use of the law of attraction through which "like attracts like." Through the operation of this law, they are constantly attracting trouble and grief and hatred and opposition from others by their

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version of *The Da Vinci Code*, interspersed with interviews featuring twenty-four contemporary self-help experts and motivational authors who explain their personal belief in the theory that you attract into your life that which is foremost in your mind, and therefore your thoughts determine your destiny.

The Secret became a sensation. It was launched with an extremely effective Internet word-of-mouth campaign, and that was followed by appearances on *Larry King Live*, the *Oprah Winfrey Show*, and virtually all of the other daytime talk shows. As a result, the video and a companion book, also titled *The Secret*, sold many millions of copies. Eighteen months later, in September 2007, both were still the number-one sellers topping the book and video bestseller lists.

Although the editors of this workbook welcome anything that increases awareness of Napoleon Hill's philosophy—and by popularizing the law of attraction, *The Secret* has certainly done that—the version offered in *The Secret* is not quite the same as what Hill describes.

The implication in *The Secret* is that all you have to do is visualize what you desire and it will manifest itself physically without anything further required on your part.

While it is true that Napoleon Hill also wrote about the power of the mind to influence reality, in Hill's terms changing reality through visualization is a matter of using autosuggestion to create a change in your thought processes, which in turn will change your actions, and it is your resulting actions that make the changes in reality.

THE R2/A2 FORMULA

We will close this workbook chapter with a practical method for gaining knowledge that also has a relationship with the law of attraction. It was devised by Napoleon Hill and his co-author and partner, W. Clement Stone, and it is called the R2/A2 Formula.

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Choose the time of day when you do your best thinking. If you are a morning person, get up early; if you are a night person, stay up late. Go to a quiet place that is conducive to creative thinking, and keep a notepad handy to jot down ideas. Let your mind wander if you want; try to look at things from a different perspective or in a different way than you have looked at them before. You should look for the association between old and new ideas, and find how they connect with the other solutions and concepts you have in mind.

Assimilate

When you come upon an idea or opportunity that not only grabs your attention but also feels like something you can relate to and make use of, the next step is to assimilate it. To make it a part of who you are. As you learned in the earlier chapters, in order to assimilate something you must first set your desire, put your faith into it, and then use all the tools of autosuggestion to burn it into your subconscious so that it becomes ingrained in your personality and character.

Apply

The final step in Stone's R2/A2 formula is exactly the same as the last step in Hill's formula for success: you must apply it.

Remember what was said about "applied faith"—it's not something you sit around "having"; it's something you "do." The same is true of creative ideas and solutions.

You can achieve anything in life you desire that does not violate the laws of God or the rights of your fellowmen. But first you must define your desires and then get into action to achieve them. In your quest for more and better creative ideas, you can recognize, relate, and assimilate all you want, but if you don't apply it, the most creative idea is meaningless.

IMAGINATION

7

CHAPTER 7: OVERVIEW AND ANALYSIS

THE WORKSHOP OF THE MIND

This chapter opens with Hill explaining that there are two kinds of imagination: synthesized and creative imagination. Synthesized imagination is what we use when we put together known information to create a new idea. Creative imagination is the faculty through which we receive hunches and inspirations from Infinite Intelligence.

EDITOR'S COMMENTARY

The editors expand upon Hill's explanation by citing the creation of Amazon.com and eBay.com as recent examples of synthesized imagination, but point out that to some degree they may also have tapped into creative imagination.

Hill explains that synthesized imagination is what you will use most often to transform your desire into reality. He also makes the point that the more you use it, the better it will work for you.

“First comes the thought, then organization of that thought into ideas and plans, then transformation of those plans into reality. The beginning, as you can plainly see, is in your imagination.”

In the subsequent Commentary, the editors use Thomas Edison's light bulb as an example, noting that everything he used in his invention was widely known, but the way he synthesized the knowledge changed the world. The editors explain how W. Clement Stone's R2/A2 formula of recognizing and relating, assimilating and applying is a system for thinking that prompts you to use your synthesized imagination.

The editors then tell how the creation of the Barbie doll is a perfect illustration of how synthesized imagination works to create a product. In the same vein, they cite the stories behind Mary Kay Cosmetics, The Body Shop, Home Depot, and Staples.

The editors end the Commentary with a list of bestselling books on the subject of creativity and imagination.

TAPPING INTO CREATIVE IMAGINATION

In this section Hill lays out his understanding of the way in which everything in the universe is interconnected because everything is made up of the same stuff: energy.

EDITOR'S COMMENTARY

The editors confirm that even with all the scientific advancements since Hill developed his theory, it still holds up. They use the example of the bumps and folds in a tablecloth to illustrate the idea of the interconnection of all things, and they go on to explain how this concept can also account for hunches and inspirations that come into your mind from Infinite Intelligence.

HOW TO MAKE PRACTICAL USE OF IMAGINATION

This is the beginning of a lengthy section in which both Hill and the editors tell stories illustrating how an imaginative idea was the basis of a new product or business that went on to become a huge success. These inspirational stories include the ideas that launched Coca-Cola, Colonel Sanders Kentucky Fried Chicken, Mrs. Fields Cookies, Famous Amos Cookies, McDonald's, Starbucks, and Paul Newman's Own brands.

Hill then tells how a Chicago preacher, Frank W. Gunsaulus, got the idea for a sermon that inspired the creation of a university. To follow this, the editors tell about the creation of Post-its, Velcro, the Walkman, the launch of the Piggly-Wiggly grocery stores, the invention of the shopping cart, and the stories behind Staples, Woolworth's, Wal-Mart, and the 99 Cents Only Stores.

Hill concludes the chapter by warning that if you think success depends on lucky breaks, you are in for a big surprise. You make your own luck through imaginative thinking.

CHAPTER 7: THE WORKBOOK

Napoleon Hill devotes the opening section of this chapter to explaining that human imagination is divided into two separate forms: synthesized imagination and creative imagination. But these two names that Hill has chosen to identify the forms of imagination have proven to be somewhat misleading. Generally speaking, today the word *creative* implies something better than the word *synthesized*, and most people would assume from the names that using your creative imagination is better than your synthesized imagination. That is not what Hill meant.

SYNTHESIZED IMAGINATION

To clarify, the most creative people in the world utilize synthesized imagination most of the time to come up with their best ideas. Your synthesized imagination is what you are using when you rack your brain and call upon everything you know to come up with an idea or a solution to a problem. Synthesizing, or putting the right things together in the right way, is the height of creativity. That's what scientists, cooks, inventors, mechanics, songwriters, salespeople, students, business managers, and just about everyone else does when they are using their head and working to the best of their ability.

“You will never have a definite purpose in life, you will never have complete self-confidence, you will never have initiative and leadership unless you first create these qualities in your mind and see yourself in possession of them.”

NOTES & COMMENTS

Nothing makes the point about synthesized imagination more clearly than the story of how Thomas Edison synthesized various bits of knowledge to create the light bulb. Edison's invention is not only an excellent example of synthesized imagination, it is also the perfect illustration of creative thought working in conjunction with the storehouse concept of the subconscious mind.

- Edison clearly had a definite chief aim, and that was the desire to make a workable light using electricity. He certainly had faith in his ability to accomplish his desire, and he must have strongly emotionalized his desire or it never would have sustained him through ten thousand failures.
- In his conscious mind, Thomas A. Edison had a vast number of facts about electricity, scientific theory, the properties of materials, and the laws of nature. He consciously accepted or rejected the thousand of bits of information that he consciously knew, to test different combinations to see which would work.
- Because his desire was so foremost in his conscious mind, it also became deeply rooted in his subconscious mind. There it came into contact with a flood of other facts and bits of information, some of which had been forgotten and others that the conscious mind had rejected as unimportant. His subconscious mind juggled and rejuggled all of the new bits of conscious information with all of its old bits of conscious and subconscious information, looking for the right combinations.
- Out of this came the imaginative, creative thoughts that resulted not only in the electric light bulb but also in parallel circuits, the dynamo, voltage regulators, fuses, insulation, light sockets, on-off switches, and hundreds of other related products that were created, developed, and patented by Edison.

NOTES & COMMENTS**CAN YOU MAKE CREATIVE IMAGINATION BETTER?**

Unlike synthesized imagination, your creative imagination does not depend upon getting more input. After all, what additional information would make your premonitions come earlier? Or what research could you do to make yourself have more intuitive intuitions or more inspirational inspirations?

Although you cannot intentionally make your creative imagination happen on cue, you can at least be receptive to the ideas that do come to you. You can encourage the development of your creative imagination by acknowledging to yourself that even if you don't know how it works, somehow it does actually produce ideas and plans that you can use.

How your creative imagination works and where the ideas come from is one of the most challenging of Napoleon Hill's principles of success because it relies upon the subconscious mind and what Hill termed Infinite Intelligence.

In this chapter, Hill explains just enough of the theory as to how it works to allow readers to understand the basic idea without clouding the issue with too much detail.

- Hill's original text and the Editor's Commentary spell out the basic scientific fact that there are only four things in the entire universe: time, space, energy, and matter.
- If you examine matter closely, you will see that it is made up of molecules, which are made up of atoms, which are made up of protons, neutrons, and electrons, which are not solid at all; they are bits of energy. 99 percent of each atom is empty space.
- Whether something is tangible, such as a chair, or intangible, such as a thought, it is just energy in a different form.
- All of the actual things in the entire universe are made up of one common substance: energy.

NOTES & COMMENTS

suddenly shakes everything up. Remember, the whole point is to use your imagination, so be imaginative from the very start.

INCUBATION

As you are gathering and assembling information, you will have already begun reviewing it, integrating what you have learned with what you already know and rearranging it into new combinations. That brings us to the next aspect of the process, the germination or incubation stage, when you mull things over, try to make one concept fit with another, mentally test-drive different ideas, turn things over in your mind, try to look at it from different angles, and see it with fresh eyes.

SO WHAT'S THE DIFFERENCE?

So far, this doesn't seem any different from what Hill was describing with his earlier term, *synthesized imagination*. What makes creative vision different is the next stage, in which you use a number of techniques to open the door to your subconscious mind and allow it to influence the creative thoughts incubating in the conscious part of your imagination. This is where you make room for something to happen. This is where you intentionally put yourself in the way of the creative process in the hope that something intuitive or inspirational will come to you.

An important part of the process is learning to recognize the creative response when it happens. Very often creative vision comes to you in a kind of shorthand, appearing as images, symbols, or dreams. Because these images that emerge from your inner-self are fleeting and easily forgotten, you will need to keep close at hand a notebook or some other way to make a record of the ideas and insights before they vanish from your consciousness.

Even though the ideas dissipate quickly, you should not paraphrase or condense too much when you record your thoughts. As much as possible, you want to be sure to capture the material just the way it

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The difference between the two styles of thinking is that with vertical thinking all that matters is how right the answer is, whereas with lateral thinking your main concern is how diverse the answers are.

With vertical thinking your focus is to select the most promising approach to a problem. With lateral thinking you find as many approaches as you can.

With vertical thinking you move forward one step at a time, and each step has to be correct before you advance to the next one. With lateral thinking you can make leaps of logic, or jump ahead, then go back to fill in the gaps afterward.

With vertical thinking you exclude what is irrelevant. With lateral thinking it doesn't matter whether it is irrelevant; you're just interested to see what comes of it.

The whole aim of lateral thinking is to look at things in different ways, to disrupt the normal flow, to restructure patterns and to generate alternatives. In lateral thinking you are not trying to find the best approach; you are trying to come up with as many different approaches as you can. Later you will judge which are good, better, and best.

LATERAL THINKING AND OUTSIDE STIMULI

One way to shake things up and force yourself to look at things from a different point of view is to intentionally interrupt your thinking by interjecting a non sequitur that sends your thoughts off on a tangent. This is the complete opposite of a rigid, vertical style of thinking in which you only focus on what is relevant. With this approach, you intentionally look for the irrelevant.

In some ways it is similar to the practice of looking for spiritual guidance by randomly opening the bible and seeking the answer in the first passage your eye falls on. The same principle is at work in the ancient Chinese practice of throwing three coins and then looking up the interpretation in the I-Ching.

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others will generate a whole chain of related ideas. Sometimes a chain of linked thoughts will continue on for the whole session, while at other times the chains will lead nowhere and you'll have go back to the word and start a new train of thought.

You do not want to devote more than about three to five minutes to exploring the possibilities opened by the random word you have selected. Also, once you have reached the predetermined time-limit you should not immediately look for another stimulus word. If you do, you will find yourself going through word after word as if you are searching for the best word. That is not the point. There are no best words, because you are not trying for anything in particular; you are just looking for ideas to stimulate your mind, so you should be satisfied with whatever you get from the exercise.

AN EXAMPLE USING THE DICTIONARY

To illustrate what you might expect when you use the random-word method, the following is adapted from an example that appears in the classic *Lateral Thinking* by Edward de Bono.

A group studying the problem of the housing shortage decided to see if they could open up the discussion by introducing a random word. They decided they would get their word from the *Penguin English Dictionary*. They used a table of random numbers to come up with the numbers 473 and 13, then they went to the dictionary and found that the thirteenth word on page 473 was *noose*.

The group then set a three-minute time period and restated their problem: What to do about the housing shortage?

Next they started free-associating ideas relating *noose* to the shortage of houses.

In just those three minutes, the following are the new ideas that were generated:

NOTES & COMMENTS**LATERAL THINKING: REVERSAL**

The object of lateral thinking is to create a different arrangement of information that will provoke a different way of looking at the situation. Reversal is another mental exercise that you can do as a way of jogging your thinking into a different arrangement. You take some actual feature of the problem you are working on and begin to modify it by envisioning its opposite. You take things as they are, then turn them around, inside out, upside down, back to front.

Here is an example of one kind of reversal thinking that de Bono uses in his book:

A man who is late for an important meeting is driving his car down a narrow European road when he comes upon a shepherd and a large flock of sheep that block the road. There is no way the sheep can move forward any faster, and the shepherd is afraid that he can't keep his sheep from being run over if the car forces its way through the herd.

How does the car get past the sheep?

It doesn't. The shepherd reverses the situation. He tells the man to stop the car, the shepherd turns his flock around, and he herds the sheep back past the now stationary car. The sheep are then behind the car and the road in front of the car is wide open. The car speeds off.

LATERAL THINKING: THE OTHER POINT OF VIEW

A variation on reversal thinking is looking at your problem from another person's point of view. The most common version of this is when manufacturers are designing products and they say that they try to look at it from the customer's point of view.

If you were trying to come up with a revolutionary design for an office chair, it would certainly be helpful to consider the person who will buy it and sit in it. But what might produce even more creative insights would be to look at it from the point of view of the desk it will sit in front

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- The group should be no larger than a dozen people.
- All ideas, no matter how far-fetched, are equally welcomed and considered.
- Don't allow logic to deter an idea.
- No criticism of any idea is allowed during the process.
- Bosses cannot shoot down ideas or have any more control than anyone else.
- No judgment is made about any idea until after the session has been completed.

A brainstorming session starts with a specific problem, and by the end of the session you will have a list of good ideas, bad ideas, top-of-the-head concepts, and wild and crazy solutions. After the session is over, the list is analyzed and the suggestions are evaluated. It is only then that critical analysis is brought to bear and the ideas are reviewed to see which ones might yield practical solutions.

THE BRAINSTORMING MODERATOR OR LEADER

Brainstorming is a perfect way for you to work with your Master Mind alliance. As moderator, it is your job to set the problem and guide the session without trying to control it. The moderator keeps people from talking over one another, stops them from criticizing or killing ideas, and offers new ideas to stimulate other ways of looking at the problem. Probably the most important job is to make sure the participants keep moving on so that the session doesn't fall into critical analysis.

THE NOTE-TAKER OR SCRIBE

The note-taker writes on a chalkboard, large flip-chart sheets, or uses some kind of projector or large video screen, so that everyone in the

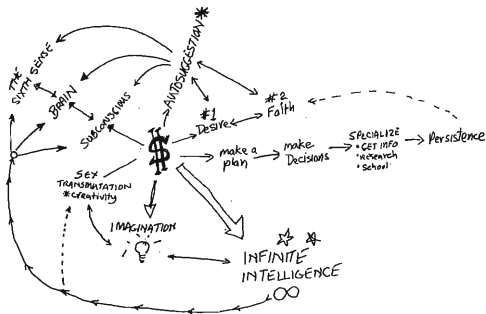
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cases the evaluation is done by the whole group; at other times it may just be the leader and two or three others who are closest to the problem. Their task is to combine and modify the raw ideas to come up with a list of the best practical ideas, to discard those that are totally impractical, and to create another list that identifies the kernel of a good idea that is at the heart of some of the wilder, off-the-wall suggestions.

MIND-MAPPING AND CLUSTERING

Mind-mapping is an idea-generating method that is mostly associated with author, educator, psychologist, and brain specialist Tony Buzan. *Clustering* is the term that was created to describe the right-brain thinking method advocated by author and creative-writing instructor Gabriel Rico. Both are similar creative-thinking techniques that are designed to organize your thinking and generate creative ideas. The easiest way to differentiate between the two is to see the examples below and on the following page.

IF NAPOLEON HILL HAD MADE A MIND MAP TO PLOT *THINK AND GROW RICH* . . .



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A mind-mapping session ends when you feel that you have set down all the information you wish to record at a particular time, or when you feel that your creativity is losing its freshness. You can always come back at a later time and add more ideas to a mind map.

CLUSTERING

Clustering is a technique devised by Gabriel Rico to break writer's block, to pull together your creative ideas and get yourself ready to start writing about your idea(s). It is a technique that jump-starts creativity and generates ideas by forcing you to break out of the linear thinking that views things in an organized, prioritized way. Clustering is more random, less restricting. It is a form of brainstorming that generates ideas, images, and feelings around a topic or stimulus word.

Clustering ideas is usually done by yourself with a pad and pencil, although you can also adapt it to a group. It normally does not take more than a few minutes, but the session is left open-ended to allow for the "felt shift," which we will explain at the end of the following description:

THE EDITOR'S CLUSTER PRIOR TO WRITING ABOUT HILL'S CHILDHOOD



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MASTER MINDS

In later chapters of *Think and Grow Rich*, Napoleon Hill writes about certain concepts that should also be mentioned in this chapter about imagination and creative vision. The first of these is what Hill calls the Master Mind alliance. The Master Mind is defined as two or more people coming together and blending their minds in perfect harmony as they work to achieve a common goal. Following is how Hill describes his experience with it:

When you tap into the power of your Master Mind group, you will find that the more you work together the more each member will learn to anticipate the ideas of others and to connect immediately with their intense enthusiasm and inspiration. The strange thing about this method of mind stimulation is that it places each participant in communication with unknown sources of knowledge definitely outside their own experience. By adopting and following a similar plan, you will be making use of the famous Carnegie formula. You cannot completely control this process, but the more you use it the more it will come into play.

Having a Master Mind group is an excellent thing to do if you want to increase your creativity and your productivity. Surround yourself with a group of smart people and you not only get to tap the smarts of each individual, but you also get the sparks that start to fly when you rub smart against smart. In simple terms, mentally and creatively the whole is greater than the sum of its parts.

There is much more in the later chapters about how to organize a Master Mind, who you should ask to join, how often to meet, and so on, but its primary purpose is the subject of this chapter: how to create more and better creative ideas.

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counselors. The following explanation of creative visualization will offer you a version that is less demanding but that can be just as effective.

CREATIVE VISUALIZATION

In previous chapters, creative visualization was examined as a way to burn your major aim or purpose into your subconscious. Visualization can also be used to stimulate your imagination and heighten your creativity. You can do this by approaching it almost as though your subconscious mind is an actual place where you can take your concept or problem, and by taking it there it will become transformed into something better and more creative.

If you have doubts that creative visualization can really work, if you feel self-conscious or uncomfortable trying, or if you feel that this kind of pretending is more silly than it is serious, just remind yourself about Thomas Edison, Alexander Graham Bell, Albert Einstein, the NASA astronauts who perform without a hitch, all the sports stars who have improved their game, and all the doctors who have saved lives by using this very technique.

It is a fact that you have in your mind almost endless facts and experiences that could help you make more creative and better decisions. Some of these hidden ideas and bits of knowledge have been forgotten because you learned them long ago or they were superseded by more immediate concerns. Other bits of information didn't seem to fit anywhere when you learned them so they were just set aside, waiting for the time you'll have need of them.

If you choose to, you can open yourself to these thoughts, ideas, and solutions by creating a mental scenario in which your subconscious believes it is right and natural for it to open the way and allow you free access to the information in the deepest regions of your mind.

Following is a method for using creative visualization to provide you with creative ideas, answers to questions, and solutions to problems.

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it to be, and it looks and feels just exactly the way you want it to look and feel.

- Take a moment or two to look around and explore this new place of yours. Notice all the details. Imagine the textures. Listen for the sounds. Feel, see, examine, and experience your chosen place.
- When you have explored enough and you are satisfied that it is everything you want it to be, you will become aware of a path or passageway. Somehow you know that if you follow that path it will lead you to a place where you will find the answer you are seeking.
- You lower your eyes for a moment, and when you raise them you find yourself transported and standing before a door that leads to the ideas and answers you seek. You are now entering a room, and there, almost filling one entire wall, is a large video screen. Displayed on the screen is a representation of the idea you are looking for or the problem you wish to solve.
- It might be as complete as a three-dimensional scene, as simple as a symbol rotating in space, or maybe it is just the pure essence of the idea or problem and it doesn't really have a solid shape. As you watch it on the screen you are aware that there are forces at work, adjusting and molding and shaping it to complete it in the best possible way.
- In your mind you know that whatever is causing the image to appear on the screen also has access to the subconscious memories of everything you have ever learned or experienced and every thought or feeling you have ever had. You also know that whatever it is that is controlling the images can draw upon that vast resource of your subconscious and it can use all of that information to transform the illustration of your problem into the solution to your problem.

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sit you down and explain the answer, or will you just pick up a feeling for what to do? And what do you do if you don't get anything?

There is no right answer to any of these questions. What comes of working with creative visualization is completely dependent on you and how prepared you are to make it work and let it work. It is well documented that creative visualization has been the source of scientific breakthroughs and multimillion-dollar inventions. It has also been the source of a lot of fanciful ideas, numerous impractical solutions, plenty of daydreaming, and more than a few unplanned midday snoozes.

Creative visualization is a tool. It is a fact that it does work. It works better for some people than it does for others, but the more it is used the better the quality and quantity of results.

Approach your visualization sessions with faith and confidence, and have a pen and paper handy so you can quickly make notes of the thoughts and ideas that come to you. As with the other techniques, you should never try to evaluate or analyze during the process. Write down as clear a description as you can of each idea. Review what you have written later, when you can take the time to give your ideas and your solution serious consideration.

ACTING AS IF, AND RECAPTURING THAT WINNING FEELING

This acting-as-if technique is actually quite closely related to Napoleon Hill's counselors and to creative visualization, but for many this is a much more straightforward and easy-to-understand version of the concept. This technique is simply to act as if you are just as smart and intelligent and creative as you would like to be.

To restate that in a way that should make it a little clearer, you may not think you are very creative, but if you *act* as if you are creative, you will be surprised how creative you become.

The editors of this workbook assure you that it works to some degree for everyone, and if you give it a fair chance it will work for you.

ORGANIZED PLANNING

8

CHAPTER 8: OVERVIEW AND ANALYSIS

THE CRYSTALLIZATION OF DESIRE INTO ACTION

This chapter opens with Napoleon Hill recapping his basic theory that everything you create starts with desire, to which you must apply your imagination to turn that desire into a practical plan.

One of the best ways to develop your plan is to put together a Master Mind group who will share their knowledge and abilities with you to help you achieve your goal. Hill then lays out a brief overview of the six rules for assembling your Master Mind group.

IF YOUR FIRST PLAN FAILS, TRY ANOTHER

No reader should expect to succeed without experiencing some setbacks along the way. All the great fortunes were built on plans that failed, but those setbacks only served to convince the entrepreneurs that what they needed was new and better plans. Hill cites James J. Hill and Henry Ford as examples, and comments on their leadership abilities.

You must plan your work and work your plan.

Your achievement can only be as good as the plans you make.

If you fail to plan, you had better plan to fail.

Failure is not defeat. Everyone fails, but you are not defeated until you quit in your own mind.

A winner never quits, and a quitter never wins.

LEADERS AND FOLLOWERS

Hill introduces this section by saying that while there is nothing wrong with following a leader, becoming the leader yourself will bring you much greater rewards. He also makes the point that most great leaders begin as intelligent followers who grow into the position.

Hill presents a list of the eleven major attributes of leadership, followed by a list of the ten major causes of failure in leadership.

WHEN AND HOW TO APPLY FOR A POSITION

Following the section on leadership, Napoleon Hill turns his attention to a completely different aspect of organizing and planning. He devotes ten pages to the ins and outs of finding and applying for a job. The editors provide new commentary and material that update and reflect the modern business climate.

HOW TO GET THE EXACT POSITION YOU DESIRE

Hill says that first you must identify what you really want, and he sets out a seven-point plan for presenting your abilities in the best light.

THE NEW WAY OF MARKETING SERVICES

Hill says that customer service will become the future watchword of American business.

WHAT IS YOUR QQS RATING?

Hill says that to succeed in selling yourself, you should measure the Quality, Quantity, and Spirit with which you deliver your service.

THE CAPITAL VALUE OF YOUR SERVICES

Hill explains a formula that says the price for your services should be at least equal to the annual interest rate on borrowed money.

THE THIRTY-ONE MAJOR CAUSES OF FAILURE

With this list of the major causes of failure, Hill instructs you to go through the list point by point in order to find how many of the causes stand between you and success.

DO YOU KNOW YOUR OWN WORTH?

Hill returns to the subject of your personal worth in order to introduce a list of twenty-eight questions designed to help you analyze how you are progressing on your road to success.

WHERE AND HOW TO FIND OPPORTUNITIES TO ACCUMULATE RICHES

Napoleon Hill closes this chapter with an overview of the freedoms that are guaranteed to Americans by the Constitution, followed by a brief description of what that means in real terms, using the most basic needs of food, shelter, and clothing to illustrate.

Hill goes on to explain how organized capital in the form of investors and their investments create the industries and the institutions and the jobs and the products that provide the goods and services that meet our demands that support and encourage our way of life. The point is rarely better made than Hill's explanation of what it would take to make breakfast if there was no such thing as capital.

CHAPTER 8: THE WORKBOOK

In this chapter, *Organized Planning*, Napoleon Hill places great emphasis on the importance of leadership in creating the plans needed to achieve your definite aim or purpose. In fact, the most important segments in this chapter are the lists and questionnaires designed to assess your leadership abilities:

- the 11 major attributes of leadership
- the 10 major causes of failure in leadership
- a breakdown of the 31 causes of failure in general
- a 28-question self-inventory questionnaire

We will deal with each of these four lists in detail, but before we do we would like to comment briefly on one or two other subjects.

“Perhaps you have wondered why a few will advance to highly paid positions while others, who have as much training and who work just as hard, do not get ahead.

The ones who advance believe in themselves, and they back their belief with such dynamic and aggressive action that others recognize it in them.”

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THE MASTER MIND ALLIANCE

In this chapter, Hill writes a very brief overview of how a Master Mind group can be helpful in organizing a plan. The explanation is so brief because the Master Mind is covered in more detail in Chapter 11. This workbook follows the same approach and deals with the Master Mind in a corresponding later chapter.

WHEN AND HOW TO APPLY FOR A JOB

The purpose of this workbook is to supplement the information in *Think and Grow Rich: The 21st-Century Edition*. When this updated edition of the book was being assembled, the editors included new commentary and material that expanded the coverage of how to apply for a job to ten full pages.

After reviewing the revised and updated text, the editors of this workbook concluded that the new edition of *Think and Grow Rich: The 21st-Century Edition* had been so thoroughly annotated and updated that we do not believe there is anything more needed to augment what is now a very complete treatment of the subject.

MR. HILL MAKES A PLAN

There was nothing Napoleon Hill liked better than telling a true story that illustrated how his principles of success worked. So naturally he had worked up a great personal story that he almost always told when he was lecturing on the importance of turning your aim or purpose into a practical plan of action. But, for some reason, when he was writing *Think and Grow Rich*, the story never made it into the final edition of this chapter.

For your enjoyment, and because it illustrates the point so well, we are including the following version of Napoleon Hill's Lumberport story, excerpted and adapted from *Law of Success*, Volume II, Lesson Five:

“Power grows out of organized knowledge, but only through application and use.

A person may be a walking encyclopedia of knowledge without possessing any power of value.”

“Trying!” I exploded. “How hard have you tried?”

“We have offered them every inducement we could afford, such as free right of way from the junction into the town, and free use of the streets, but that bridge is the stumbling block. They simply will not pay the expense. Claim they cannot afford such an expense for the small amount of revenue they would receive from the three-mile extension.”

Right then the principles of success began to come to my rescue. I asked Mr. Hornor if he would take a walk over to the river with me, that we might look at the spot that was causing so much inconvenience. He said he would be glad to do so.

When we got to the river I began to take inventory of everything in sight. I observed that the Baltimore & Ohio Railroad tracks ran up and down the river banks, on both sides of the river, and that the county road crossed the river on a rickety wooden bridge, both approaches to which had to cross over several railroad tracks because the railroad company had its switching yards at that point.

While we were standing there, a freight train blocked the road to the bridge, and several teams of horses stopped on both sides of the train, waiting for an opportunity to get through. The train kept the road blocked for about twenty-five minutes.

With this combination of circumstances in mind, it required little imagination to see that three different parties could be interested in the building of the bridge such as would be needed to carry the weight of a streetcar.

It was obvious that the Baltimore & Ohio Railroad Company would be interested in such a bridge, because

that would remove the county road from their switching tracks. It would also save them a possible accident on the crossing, to say nothing of much loss of time and expense in cutting trains to allow the wagon teams to pass.

It was also obvious that the County Commissioners would be interested in the bridge, because it would raise the county road to a better level and make it more serviceable to the public. And of course the street railway company was interested in the bridge, but it did not wish to pay the entire cost.

All of this passed through my mind as I stood there watching the freight train being cut for the traffic to pass through.

A definite chief aim took place in my mind. Also a definite plan for its attainment. The next day I got together a committee of townspeople, consisting of the mayor, councilmen, and some of the leading citizens, and called on the Division Superintendent of the Baltimore & Ohio Railroad Company at Grafton. We convinced him that it was worth one-third of the cost of the bridge to get the county road off his company's tracks.

Next we went to see the County Commissioners and found them to be quite enthusiastic over the possibility of getting a new bridge by paying for only one-third of it. They promised to pay their one-third, providing we could make arrangements for the other two-thirds.

We then went to the president of the Traction Company that owned the trolley line at Fairmont, and made him an offer to donate all the rights of way and pay for two-thirds of the cost of the bridge, providing he would

“The successful lawyer is not the one who memorizes the greatest number of the principles of law.

The successful lawyer is the one who knows where to find a particular principle of law, plus a variety of opinions supporting that principle, which fit the immediate needs of a given case.”

“Any modern railroad bridge is an excellent example of the value of organized effort, because it demonstrates quite simply and clearly how thousands of tons of weight may be borne by a comparatively small group of steel bars and beams which are arranged so that the weight is spread over the entire group.”

begin building the line into town promptly. We found him receptive also.

Three weeks later a contract had been signed between the Baltimore & Ohio Railroad Company, the Monongahela Valley Traction Company, and the County Commissioners of Harrison County, providing for the construction of the bridge—one-third of its cost to be paid by each.

Just two months later, the right of way was being graded and the bridge was under way. And three months after that, the streetcars were running into Lumberport on regular schedule.

This incident meant much to the town of Lumberport, because it provided transportation that enabled people to get in and out of the town without undue effort.

It also meant a great deal to me, because it served to introduce me as one who “got things done.”

Two very definite advantages resulted from this transaction. The chief counsel for the Traction Company gave me a position as his assistant, and later on it was the means of an introduction that led to my appointment as advertising manager of the LaSalle Extension University.

Lumberport, West Virginia, was then and still is a small town, and Chicago was a large city located a considerable distance away, but news of initiative and leadership has a way of taking on wings and traveling.

Although initiative and leadership were the key elements of my success, there were five of the principles of success that combined in the transaction I have described here: a definite chief aim, self-confidence, imagination, initiative, and leadership.

It would be helpful here to take note of the part that imagination played in this transaction. For ten years the townspeople of Lumberport had been trying to get a streetcar line built into town. It must not be concluded that the town was without any citizens of ability, because that would be inaccurate. In fact there were many able people in the town, but they had been making the mistake of trying to solve their problem through one single source, whereas there were actually three sources of solution available to them.

One hundred thousand dollars was too much for one company to assume for the construction of a bridge, but when the cost was divided among three interested parties, the amount to be borne by each was more reasonable.

The question might be asked, why did some of the local townspeople not think of this three-way solution?

In the first place, they were so close to their problem that they failed to see it from a perspective which would have suggested the solution. This is a common mistake, and one that is always avoided by great leaders.

In the second place, these people had never before coordinated their efforts or worked as an organized group with the sole purpose in mind of finding a way to get a streetcar line built into town. This is another common error made by people in all walks of life—that of failure to work in unison, in a thorough spirit of cooperation.

I, being an outsider, had less difficulty in getting cooperative action than one of their own group might have had. Too often there is a spirit of selfishness in small communities that prompts each individual to think that

“Real power is organized energy or effort.

This book will teach you how to organize facts, and knowledge, and the faculties of your mind into a unit of power.”

NOTES & COMMENTS

their ideas should prevail. It is an important part of the leader's responsibility to induce people to subordinate their own ideas and interests for the good of the project or goal.

Success is nearly always a question of your ability to get others to subordinate their own individual interests and follow a leader. The person who has the initiative, the personality, and the imagination to induce followers to accept his or her plans and carry them out faithfully is always an able leader.

Leadership, initiative, and imagination are so closely allied and so essential for success that one cannot be gainfully applied without the other. Initiative is the moving force that pushes the leader ahead, but imagination is the guiding spirit that tells him or her which way to go.

Imagination is what enabled me to analyze the Lumberport bridge problem, break it up into its three component parts, and assemble those parts into a practical working plan. Nearly every problem may be broken up into parts that are more easily managed as parts than they are when assembled as a whole. Perhaps one of the most important advantages of imagination is that it enables you to separate all problems into their component parts and to reassemble them in more favorable combinations.

It has been said that all battles are won or lost not on the firing line but through the sound strategy, or the lack of it, used by the generals who plan the battles.

Organized effort is effort that is directed according to a plan conceived with the aid of imagination, guided by a definite aim, and given momentum with self-confidence

and initiative. These principles of success blend into one and become a power in the hands of a leader. Without the blending of these principles, and the initiative to pull them together and make use of them, effective leadership is impossible.

NOTES & COMMENTS

LEADERSHIP

Everything Napoleon Hill says in the final paragraphs of his story makes a perfect lead-in to the following section on leadership: you have to turn your aim or purpose into a burning desire, create a plan to accomplish it, and use your initiative, personality, and imagination to induce others to accept your plan and help you make it happen. Success is nearly always a question of your ability to motivate others and get them to follow your lead.

Later in the chapter, Hill says:

Broadly speaking, there are two types of people in the world—leaders and followers. It is no disgrace to be a follower. On the other hand, it is no credit to remain a follower. Most great leaders began as followers. They became great leaders because they were intelligent followers. The person who can follow a leader most efficiently is usually the person who develops into leadership most rapidly. An intelligent follower has many advantages, including the opportunity to acquire knowledge from the leader.

Our assumption is that the reason you are reading this workbook is because you have no intention of remaining a follower any longer than is necessary.

How good a leader are you? That is what the following section will help you determine.

LEADERS, FOLLOWERS, FAILURES

Following are four self-tests designed to help you learn what kind of leader you are:

- the 11 major attributes of leadership
- the 10 major causes of failure in leadership
- a breakdown of the 31 causes of failure in general
- a 28-question self-inventory questionnaire

If you give serious consideration to each of the questions and answer them truthfully, by the time you have completed all four questionnaires you will have learned a great deal about yourself, and you will have a very good idea of how good a leader you are.

THE 11 MAJOR ATTRIBUTES OF LEADERSHIP

After describing each of the attributes of a successful leader, we have provided a self-analysis scale. Consider how well you have mastered each of the qualities, then circle the appropriate number.

In the space provided following the numbers, record the date and write a brief note to yourself explaining what each quality means to you and how it fits into your life on this date.

In three months, come back to this exercise and record how much you think you have improved. Return again after another three months, and note your further improvement.

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

1 2 3 4 5 6 7 8 9 10 _____

2. Self-control. The person who cannot control himself can never control others. Self-control sets a strong example for your followers, which the more intelligent followers will emulate.

1 2 3 4 5 6 7 8 9 10 _____

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

1 2 3 4 5 6 7 8 9 10 _____

4. Definiteness of decision. Those who waver in decisions show that they are not sure of themselves, and therefore cannot lead others successfully.

1 2 3 4 5 6 7 8 9 10 _____

5. Definiteness of plans. Successful leaders must plan their work, and work their plans. Leaders who move by guesswork, without practical, definite plans, are like a ship without a rudder. Sooner or later they will land on the rocks.

1 2 3 4 5 6 7 8 9 10 _____

6. The habit of doing more than paid for. One of the penalties of leadership is the necessity of the leaders to willingly do more than they require of their followers.

1 2 3 4 5 6 7 8 9 10 _____

7. A pleasing personality. Leadership calls for respect. Followers will not respect a leader who does not grade high on all of the factors of a pleasing personality.

1 2 3 4 5 6 7 8 9 10 _____

8. Sympathy and understanding. Successful leaders must be in sympathy with their followers. Moreover, they must understand them and their problems.

1 2 3 4 5 6 7 8 9 10 _____

9. Mastery of detail. Successful leadership calls for mastery of the details of the leader's position.

1 2 3 4 5 6 7 8 9 10 _____

10. Willingness to assume full responsibility. Successful leaders must be willing to assume responsibility for the mistakes and the shortcomings of their followers. If a leader tries to shift this responsibility, that leader will not remain the leader. If one of your followers makes a mistake, or is incompetent, you must consider that it is you who failed.

1 2 3 4 5 6 7 8 9 10 _____

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

1 2 3 4 5 6 7 8 9 10 _____

THE 10 MAJOR CAUSES OF FAILURE IN LEADERSHIP

Starting on the following page are the ten most common faults of leaders who fail. It is just as important for you to know what not to do as it is to know what you should do.

After the explanation of each fault, we have again provided a self-analysis scale. As you read each item, measure yourself against the kind of person you think you should be, and circle the number on the scale that you believe truthfully reflects where you stand. Make a note of the date.

In three months come back to this exercise and record how much you think you have improved.

Return again after another three months, and note your further improvement.

1. Inability to organize details. Efficient leadership calls for the ability to organize and master details. No genuine leader is ever "too busy" to do anything that may be required of them as leader. Whether a leader or follower, when you admit that you are "too busy" to change your plans or to give attention to any emergency, you are admitting your inefficiency. The successful leader must be the master of all details connected with the position. That means, of course, that you must acquire the habit of relegating details to capable lieutenants.

1 2 3 4 5 6 7 8 9 10 _____

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

1 2 3 4 5 6 7 8 9 10 _____

3. Emphasis of the "authority" of leadership. The efficient leader leads by encouraging, and not by trying to instill fear in the hearts of those who follow. If you are a real leader, you will have no need to advertise that fact. It is apparent in your conduct—by your sympathy, understanding, fairness, and a demonstration that you know your job.

1 2 3 4 5 6 7 8 9 10 _____

4. Fear of competition from followers. Leaders who fear that one of their followers may take their position are practically sure to realize that fear sooner or later. Able leaders train understudies. Only in this way can leaders multiply themselves and be at many places, and give attention to many things, at one time. It is a fact that leaders receive more pay for their ability to get others to perform than they could possibly earn by their own efforts. A good leader may, through knowledge of the job and a magnetic personality, get followers to render more and better service than they could render without the leader's guidance.

1 2 3 4 5 6 7 8 9 10 _____

5. Lack of imagination. Without imagination, the leader is incapable of meeting emergencies or of creating plans by which to guide followers efficiently.

1 2 3 4 5 6 7 8 9 10 _____

6. Selfishness. Leaders who claim all the honor for the work of their followers are sure to be met by resentment. The really great leader claims none of the honors. Great leaders are content to see the honors go to their followers, because the great leaders know that most people will work harder for commendation and recognition than they will for money alone.

1 2 3 4 5 6 7 8 9 10 _____

7. Intemperance. Followers do not respect an intemperate leader. You may be "one of the guys," but you won't be looked up to or admired.

1 2 3 4 5 6 7 8 9 10 _____

8. Disloyalty. Leaders who are not loyal to their duty, or to those both above and below them, cannot maintain their leadership for long. Disloyalty will bring contempt. Lack of loyalty is one of the major causes of failure in every walk of life.

1 2 3 4 5 6 7 8 9 10 _____

9. Expectation of pay for what you "know." The world does not pay you for what you know; it pays you for what you do with what you know, or what you can get others to do.

1 2 3 4 5 6 7 8 9 10 _____

10. Emphasis of title. Competent leaders require no "title" to give them the respect of their followers. The doors to the office of a real leader are open to all and are free from formality.

1 2 3 4 5 6 7 8 9 10 _____

THE 31 MAJOR CAUSES OF FAILURE

As Napoleon Hill assembled and analyzed his research of more than 25,000 individuals, he identified thirty-one major reasons for failure. Following, we have listed the causes of failure in the form of a questionnaire to help you to discover how many of these thirty-one reasons may stand between you and success.

As you go through the list, measure yourself point by point, record how you measure up on the self-test scale, record the date, and, as with the two previous questionnaires, make a few brief notes to remind yourself how you felt when you first went through this review.

Hill suggests that because people often cannot see themselves as clearly as others see them, it might also be helpful if you get someone who knows you well to go over this list with you and help you to analyze yourself by each of these causes of failure.

1. Unfavorable hereditary background. There is little, if anything, that can be done for people who are born with a mental deficiency. This is the only one of the thirty-one causes of failure that may not be easily corrected by any individual. Hill's philosophy can offer only one method of bridging this weakness—through the aid of the Master Mind.

1 2 3 4 5 6 7 8 9 10 _____

2. Lack of a well-defined purpose in life. There is no hope of success for the person who does not have a definite aim or purpose. Ninety-eight out of every hundred people Hill analyzed had no such aim. Perhaps this was the major cause of their failure.

1 2 3 4 5 6 7 8 9 10 _____

3. Lack of ambition to aim above mediocrity. Napoleon Hill can offer no hope for those who are so indifferent that they do not want to get ahead in life, and are also not willing to pay the price.

1 2 3 4 5 6 7 8 9 10 _____

4. Insufficient education. This is a handicap that may be overcome. Experience has proven that the best-educated people are often those who are self-made or self-educated. It takes more than a college degree to make you a person of education. Education consists not so much of knowledge, but of knowledge effectively and persistently applied. As noted above, you are paid not merely for what you know, but for what you do with what you know.

1 2 3 4 5 6 7 8 9 10 _____

5. Lack of self-discipline. Discipline comes through self-control. Before you can control conditions, you must first control yourself. If you do not conquer yourself, you will be conquered by yourself. By stepping in front of a mirror, you may see both your best friend and your greatest enemy.

1 2 3 4 5 6 7 8 9 10 _____

6. Ill health. No person may enjoy outstanding success without good health. Many of the causes of ill health, such as poor diet and lack of exercise, are up to you to control. If you can't control yourself, you can't control your destiny.

1 2 3 4 5 6 7 8 9 10 _____

7. Unfavorable environmental influences during childhood. "As the twig is bent, so shall the tree grow." If you are growing up in a bad environment, it most likely won't change until *you* change it. As hard as that may sound, most people who have criminal tendencies acquire them as the result of a bad environment and improper associates during their childhood or youth.

1 2 3 4 5 6 7 8 9 10 _____

8. Procrastination. This is one of the most common causes of failure. Most of us go through life as failures because we are waiting for "the time to be right" to start doing something worthwhile. Do not wait. The time will never be just right. Start where you stand, work with whatever tools you have at your command, and you will acquire better tools as you go along.

1 2 3 4 5 6 7 8 9 10 _____

9. Lack of persistence. Most of us are good "starters" but poor "finishers" of everything we begin. People are prone to give up at the first signs of defeat. There is no substitute for persistence. The person who makes persistence his or her watchword discovers that "failure" finally becomes tired and makes its departure. Failure cannot cope with persistence.

1 2 3 4 5 6 7 8 9 10 _____

10. Negative personality. There is no hope of success for the person who repels people through a 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.

1 2 3 4 5 6 7 8 9 10 _____

11. Lack of control of sexual urges. Sexual energy is the most powerful of all the stimuli that move people into action. Because it is the most powerful of the emotions, if it is controlled it can be converted into other creative channels.

1 2 3 4 5 6 7 8 9 10 _____

12. Uncontrolled desire for "something for nothing." The gambling instinct drives millions of people to failure. Evidence of this may be found in the Wall Street stock market crash of 1929, during which millions of people tried to make money by gambling on stock margins.

1 2 3 4 5 6 7 8 9 10 _____

13. Lack of a well-defined power of decision. Those who succeed reach decisions promptly and change them very slowly. Those who fail reach decisions very slowly and change them frequently, and quickly. Indecision and procrastination are twins. Kill off this pair before they completely tie you to the treadmill of failure.

1 2 3 4 5 6 7 8 9 10 _____

14. One or more of the six basic fears (fear of poverty, criticism, ill health, loss of love, old age, and death). You will find an in-depth analysis of these six basic fears in the final chapter. They must be mastered before you can market your services effectively.

1 2 3 4 5 6 7 8 9 10 _____

15. Wrong selection of a mate in marriage. This is a most common cause of personal failure. The relationship of marriage brings people intimately into contact. Unless this relationship is harmonious, failure is likely to follow. Moreover, it will be a form of failure that destroys ambition.

1 2 3 4 5 6 7 8 9 10 _____

16. Overcaution. The person who takes no chances generally has to take whatever is left when others are through choosing. Overcaution is as bad as undercaution. Both are extremes to be guarded against. Life itself is filled with the element of chance.

1 2 3 4 5 6 7 8 9 10 _____

17. Wrong selection of associates in business. This is one of the most common causes of failure in business. In marketing your services, use great care to select an employer who will be an inspiration and who is intelligent and successful. Pick your employer and your associates who are worth emulating.

1 2 3 4 5 6 7 8 9 10 _____

18. Superstition and prejudice. Superstition is a form of fear. It is also a sign of ignorance. Successful people keep open minds and are afraid of nothing.

1 2 3 4 5 6 7 8 9 10 _____

19. Wrong selection of a vocation. You cannot have outstanding success in work that you do 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. Although money or circumstances may require you to do something you don't like for a time, no one can stop you from developing plans to make your goal in life a reality.

1 2 3 4 5 6 7 8 9 10 _____

20. The habit of indiscriminate spending. You cannot succeed if you are eternally in fear of poverty. Form the habit of systematic saving by putting aside a definite percentage of your income. Money in the bank gives you a very safe foundation of courage when bargaining for the sale of your personal services. Without money, you must take what you are offered and be glad to get it.

1 2 3 4 5 6 7 8 9 10 _____

21. Lack of concentration of effort. The jack-of-all-trades seldom is good at any. Concentrate all of your efforts on one definite aim.

1 2 3 4 5 6 7 8 9 10 _____

22. Lack of enthusiasm. Without enthusiasm you cannot be convincing. Enthusiasm is contagious, and the person who has it (under control) is welcome in any group of people.

1 2 3 4 5 6 7 8 9 10 _____

23. Egotism and vanity. These qualities serve as red lights that warn others to keep away. They are fatal to success.

1 2 3 4 5 6 7 8 9 10 _____

24. Intemperance. The most damaging forms of intemperance are connected with overeating, alcohol, drugs, and sexual activities. Overindulgence in any of these can be fatal to success.

1 2 3 4 5 6 7 8 9 10 _____

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 that no well-informed businessperson or leader will tolerate.

1 2 3 4 5 6 7 8 9 10 _____

26. Possession of power that was not acquired through self-effort (sons and daughters of wealthy parents, and others who inherit money that they did not earn). Power in the hands of one who did not earn it over time is often fatal to success. Quick riches are more dangerous than poverty.

1 2 3 4 5 6 7 8 9 10 _____

27. Intentional dishonesty. There is no substitute for honesty. You may be temporarily dishonest because of circumstances over which you have no control, but there is no hope for you if you are dishonest by choice. Sooner or later your deeds will catch up with you, and you will pay by loss of reputation and perhaps even loss of liberty.

1 2 3 4 5 6 7 8 9 10 _____

28. Intolerance. The person with a closed mind on any subject seldom gets ahead. Any intolerance connected with religious, racial, or political differences is unacceptable.

1 2 3 4 5 6 7 8 9 10 _____

29. Guessing instead of thinking. Most people are too indifferent or lazy to acquire facts to think accurately. They prefer to act on "opinions" created by guesswork or snap-judgments.

1 2 3 4 5 6 7 8 9 10 _____

30. Lack of capital. This is the most common cause of failure in first-time businesses. You must have sufficient capital to absorb the shock of your mistakes and to carry you over.

1 2 3 4 5 6 7 8 9 10 _____

31. Here, name any particular cause of failure from which you have suffered that has not been included in the foregoing list.

1 2 3 4 5 6 7 8 9 10 _____

TAKE INVENTORY OF YOURSELF

Napoleon Hill says that in life you go ahead, stand still, or go backward. Naturally, you want to move forward, but unless you have some reliable method of measurement, how will you know if you are on the right track? Hill recommends that you undertake a yearly self-analysis, and by using the following self-inventory questionnaire you will be able to assess for yourself whether you are getting ahead the way you want or if you are slipping behind.

We have provided a scale to record how well you are doing with each question, and space to make a few brief notes. Hill suggests that this is another instance where you might want to check your answers with the aid of someone who will not permit you to deceive yourself.

PLEASE NOTE: Because this is an annual analysis, we have provided two copies of this questionnaire. The one that follows is for you to fill in now, as you read this book. At the back of this workbook you will find another copy to remove and make copies for future years.

SELF-INVENTORY QUESTIONNAIRE

1. Have I attained the goal that 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.)

1 2 3 4 5 6 7 8 9 10 _____

2. Have I delivered service of the best possible quality of which I was capable, or could I have improved any part of this service?

1 2 3 4 5 6 7 8 9 10 _____

3. Have I delivered service in the greatest possible quantity of which I was capable?

1 2 3 4 5 6 7 8 9 10 _____

4. Has the spirit of my conduct been harmonious and cooperative at all times?

1 2 3 4 5 6 7 8 9 10 _____

5. Have I permitted procrastination to decrease my efficiency and, if so, to what extent?

1 2 3 4 5 6 7 8 9 10 _____

6. Have I improved my personality and, if so, in what ways?

1 2 3 4 5 6 7 8 9 10 _____

7. Have I been persistent in following my plans through to completion?

1 2 3 4 5 6 7 8 9 10 _____

8. Have I reached decisions promptly and definitely on all occasions?

1 2 3 4 5 6 7 8 9 10 _____

9. Have I permitted any of the six basic fears to decrease my efficiency?

1 2 3 4 5 6 7 8 9 10 _____

10. Have I been either overcautious or undercautious?

1 2 3 4 5 6 7 8 9 10 _____

11. Has my relationship with my associates at work been pleasant or unpleasant? If it has been unpleasant, has the fault been partly or wholly mine?

1 2 3 4 5 6 7 8 9 10 _____

12. Have I dissipated any of my energy through lack of concentration of effort?

1 2 3 4 5 6 7 8 9 10 _____

13. Have I been open-minded and tolerant in connection with all subjects?

1 2 3 4 5 6 7 8 9 10 _____

14. In what ways have I improved my ability to render service?

1 2 3 4 5 6 7 8 9 10 _____

15. Have I been intemperate in any of my personal habits?

1 2 3 4 5 6 7 8 9 10 _____

16. Have I expressed, either openly or secretly, any form of egotism?

1 2 3 4 5 6 7 8 9 10 _____

17. Has my conduct toward my associates been such that they respect me?

1 2 3 4 5 6 7 8 9 10 _____

18. Have my opinions and decisions been based on guesswork, or on accuracy of analysis and thought?

1 2 3 4 5 6 7 8 9 10 _____

19. Have I followed the habit of budgeting my time, my expenses, and my income, and have I been conservative in these budgets?

1 2 3 4 5 6 7 8 9 10 _____

20. How much time have I devoted to unprofitable effort, which I might have used to better advantage?

1 2 3 4 5 6 7 8 9 10 _____

21. How may I rebudget my time and change my habits so that I will be more efficient during the coming year?

1 2 3 4 5 6 7 8 9 10 _____

22. Have I been guilty of any conduct that was not approved by my own conscience?

1 2 3 4 5 6 7 8 9 10 _____

23. In what ways have I rendered more service and better service than I was paid to render?

1 2 3 4 5 6 7 8 9 10 _____

24. Have I been unfair to anyone and, if so, in what way?

1 2 3 4 5 6 7 8 9 10 _____

25. If I had been the purchaser of my own services for the year, would I be satisfied with my purchase?

1 2 3 4 5 6 7 8 9 10 _____

26. Am I in the right vocation and, if not, why not?

1 2 3 4 5 6 7 8 9 10 _____

27. Has the purchaser of my services been satisfied with the service I have rendered and, if not, why not?

1 2 3 4 5 6 7 8 9 10 _____

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 that for you accurately.)

1 2 3 4 5 6 7 8 9 10 _____

In this chapter you should have found adequate descriptions of every principle necessary to present yourself successfully. These include the major attributes of leadership, the most common causes of failure in leadership, the main causes of failure in all walks of life, and the important questions that should be used in self-analysis.

This extensive and detailed presentation has been included because it will help you to become more analytical and capable of judging people, and it will prove invaluable to you if you are going to earn your riches through the power of your personality.

DECISION

9

CHAPTER 9: OVERVIEW AND ANALYSIS

THE MASTERY OF PROCRASTINATION

This chapter opens with Napoleon Hill's statement that his research revealed people who are successful reach decisions promptly and change decisions slowly. The opposite is true of those who are failures.

EDITOR'S COMMENTARY

Further to Hill's reference to Henry Ford's reluctance to change the design of the Model T, the editors say the same about the color.

MAKING YOUR OWN DECISIONS

Those people who fail to achieve what they want out of life are generally too easily influenced by the opinions of others.

Hill warns against revealing your plans to friends or family because of the tendency for those people who are closest to you to belittle your dreams and undermine your self-confidence.

“In your search for the secret method, do not 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 riches.”

He advises that the only people you should take into your confidence are the members of your Master Mind. Hill's epigram is: “Tell the world what you intend to do, but first show it.”

Hill says you should never give in to the temptation to show off your knowledge. You should remember that every time you open your mouth to talk you either give away too much or you show how little you actually know. Either way, you will not have done yourself any good in achieving your aim or purpose.

FIFTY-SIX WHO RISKED THE GALLOWS

Hill opens this rather long section by pointing out to the reader that although we are familiar with the names of the men who fought and the dates of the battles that led to the Declaration of Independence, little attention is paid to the force that was behind those events: the power of decision. Hill reminds readers that it began with the life-or-death decision first taken by John Hancock and Sam Adams, and subsequently taken by the other fifty-four founding fathers who joined in the world's greatest Master Mind alliance.

Throughout this book is the concept that a thought backed by burning desire will find a way to transmute itself into physical reality. The story of the founding of America is a perfect example of how, once a decision has been made, a thought can become reality.

This is not magic, and it is not a secret. It is simply recognizing and making use of natural law to realize your decision.

KNOW WHAT YOU WANT AND YOU WILL GENERALLY GET IT

If you make a decision promptly and definitely, the chances are you will get what you want out of life. The world makes room for those who know where they want to go.

If you are indecisive, slow to act, but quick to change your mind, you are the one who should get out of the way, because the world is going to walk right over you. If you don't make up your mind right now to stop and change your habit of procrastinating, it is quite likely you will fail to achieve much in your life.

1. Do you give undue attention to what your friends or family say about you?

2. Have you ever not done something because you feared what your family would say?

3. Have you ever not done something because you feared what your friends would say?

4. Whose opinion do you value most?

5. Whose opinion do you fear most?

6. Is there something you would like to be doing right now that you are not doing because of your concern for what your family or friends might think or say?

7. Do you feel you have an obligation to live up to someone's expectations? Who is that person or persons?

8. Is someone making demands upon you that you do not deserve? What do they expect?

9. Do you have an idea or a plan or a concept that you would be pursuing right now if it wasn't for the opinions of others?

10. Are your family or friends more afraid to take a chance than you are?

11. Are you confident in your own ability to assess risk and act in your own best interests?

12. Do you believe that your family or friends are sincerely concerned about you when they give advice, or are they looking out for their own interests?

13. Is there someone in your family or among your friends whom you suspect may secretly want you to fail because they would be jealous if you succeeded?

NOTES & COMMENTS**TELL THE WORLD OR SHOW IT?**

There are some motivation and self-help experts who suggest that the best way to make sure you stick to your decisions is to declare yourself and let the world know what you plan to do. Their theory is that if you let everyone know what you plan to do, you will be so afraid to embarrass yourself or to let people down that you will stick to your announced plan and see it through to completion.

Napoleon Hill's advice is exactly the opposite. He cautions against being too outspoken about your aims and plans for the simple reason that there are too many unscrupulous people who, given the chance, will steal your ideas. Once again, Hill's advice is not only based on his research and interviews with those who achieved success, but also on his own personal experience.

In the years when Hill was starting his own businesses to support his family and fund his research, he lost at least three businesses because he trusted dishonest people who he had thought were his friends. He mistook the intentions of bankers who extended him credit; his reputation was tarnished by associates who embezzled funds; and on more than one occasion, companies that he founded and built were literally stolen away from him by unscrupulous partners.

Hill's conclusion became to take no one into your confidence except members of your Master Mind alliance. Never tell people what you plan to do, and don't call attention to your plans by bragging or showing off your knowledge. In short, do not "tell" the world what you can do—show it!

The following six questions are designed to bring to mind those occasions when you allowed your ego to get the best of you. If you answer these questions honestly, you will very likely be surprised at how easily you can lose sight of what is really important.

1. Have you ever tried to impress someone in business by exaggerating your position or bragging about who you know?

2. Did it benefit you in the long run?

3. Have you ever resisted the opportunity to make yourself look important, and just listened instead of talking about yourself or your ideas?

4. What was the result?

5. Have you ever regretted having given away too much because you couldn't resist the urge to show how smart or important you are?

6. Has the fear of embarrassment ever motivated you to do what you said you would do?

NOTES & COMMENTS**THIS IS NOT A HISTORY TEST**

This chapter is among the shortest and most straightforward in the entire book. The largest part of the chapter is Napoleon Hill's version of the motivating power behind the American Revolution, which illustrates the importance of being firm in your decisions.

Hill devotes six pages to his retelling of the events that led up to the signing of the Declaration of Independence by the Founding Fathers. As Hill tells it, this is the story of a Master Mind alliance of men who knowingly made a decision that required great courage, and then risked their lives to stand behind that decision until their purpose was realized.

This workbook is not meant to be a history text, so there would be little point in testing your recall of Hill's story. However, his conclusion about what the story of the Founding Fathers tells us is the very heart of Hill's philosophy: a burning desire followed by a firm decision will set into motion laws of nature that, when supported by appropriate action, will transmute that desire into physical reality.

Hill's advice that you should make decisions firmly and quickly is repeated often in his writing, but he also makes it very clear that he is not advising that you jump to conclusions or act impulsively. Hill's advice is to collect all the facts, study what you have learned, then be decisive and take action. Good leaders don't procrastinate.

STRONG LEADERS MAKE PROMPT DECISIONS

The habit of prompt and firm decision is the first essential step in the development of initiative and leadership. The leader who hesitates between vague notions of what he or she wants to do or should do generally ends by doing nothing.

If you are a leader who changes your mind often, you will lose the confidence of those you are leading. One of the natural tendencies

NOTES & COMMENTS**DECISION-MAKING QUALITIES OF A LEADER**

In applying initiative and leadership, there are certain steps that are essential:

- Know definitely what you want.
- Build a practical plan for the achievement of what you want, making use of the counsel and advice of your Master Mind group.
- Surround yourself with an organization made up of people who have the knowledge and experience essential for carrying out your definite aim.
- Have sufficient faith in yourself and in your plans to envision your goal as a reality even before you begin to carry out your plans.
- Do not become discouraged, no matter what obstacles you may meet. If one plan fails to work, substitute other plans until you have found the one that *will* work.
- Do no guessing. Get the facts as the basis for all of your plans.
- Do not be influenced by others to abandon your plans or your aim.
- Have no set hours of work. The leader must devote whatever hours are necessary for success.
- Concentrate on one thing at a time. You cannot dissipate thought and energy and still be efficient.
- Whenever possible, delegate to others the responsibility of details, but have a system for checking to see that these details are being dealt with.
- Hold yourself accountable at all times for carrying out all of your plans, bearing in mind that if subordinates fail, it is you yourself who has failed.

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it could take too much time to process because having all the facts presents you with far more information, possibilities, and choices than can be reasonably dealt with, or because you've got so much to choose from you just select the points that support your preconceived desire. Or you could just get worn down by too much to deal with.

All of these possibilities add up to delayed decisions or bad decisions because you tried to assimilate too much input.

GOOD DECISIONS AND BAD DECISIONS

Before we go any further we should point out that the chances are you are probably using the term *bad decision* incorrectly. It is likely that what you are really referring to is the bad result of the decision, not the decision itself. As you will see below, bad decisions are ones that are rushed and poorly conceived. Therefore, by definition, bad decisions have no place in the Napoleon Hill method.

- A good decision is one that has a clear objective, is based on appropriate research, is well thought-out, and is rational.
- A bad decision is one that may have a clear objective but it involves little research, or inappropriate facts, and it is arrived at on a whim or out of impatience.

This should make it clear why we say that bad decisions are not even worth considering in the Napoleon Hill method. If you practice the Hill method you would never make a rushed or ill-conceived decision. However, that does not mean that you may not get a bad result.

The problem is that good decisions don't always produce good results, and bad decisions don't always yield bad results. You may make a good decision that is well considered, rational, and takes into account all the available information and preferences, and you can still end up with an outcome you don't want.

NOTES & COMMENTS

The method through which you may eliminate procrastination is based on self-suggestion and autosuggestion. Copy the following formula and put it in a conspicuous place where you will see it often. This formula is designed to prompt you to take the initiative and make firm decisions. As you know from the chapter on autosuggestion, every time you read the written version of the formula, it will deepen the imprint on your subconscious mind and it will help you stick with your decision. This is adapted from *Law of Success: The 21st-Century Edition*, Volume II, Lesson Eight:

PROCRASTINATION

Having chosen a definite aim or purpose as my life's work, I now understand it to be my duty to transform this aim into reality. Therefore I will form the habit of taking some definite action each day that will carry me one step nearer the attainment of my definite aim or purpose.

I know that procrastination is a deadly enemy of all who would become leaders in any undertaking, and I will eliminate this habit from my makeup by:

- Doing some one definite thing each day, something that ought to be done, without anyone telling me to do it.
- Looking around until I find at least one thing that I can do each day that I have not been in the habit of doing, and that will be of value to others, without expectation of pay.
- Telling at least one other person each day of the value of practicing this habit of deciding to do something that ought to be done without being told to do it.

NOTES & COMMENTS

In the chapter on the Master Mind, Hill advises that you will almost surely make changes in your Master Mind group because you will find that some of your choices were wrong.

The question is, how will you ever know for sure when you should stick with something or when you should give up on a goal and move on to another?

The answer is, there are no magic answers. You are the person who must decide for you. It is up to you to decide what your aim or purpose will be, and for each goal you set it is up to you to make the decision at which point you should stop pursuing that goal and choose a new one.

As we have pointed out, even well-reasoned, good decisions can produce bad results. You must simply accept the fact that you may not know until after you have made a decision whether you were right or wrong. The smart move is to make contingency plans a part of your decision-making process so that you have a fall-back position in case something goes seriously wrong. That way you can stay the course with your decision, but if it becomes clear that it is producing a bad result, you are prepared to switch gears to another course of action without panicking.

PERSISTENCE

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CHAPTER 10: OVERVIEW AND ANALYSIS

THE SUSTAINED EFFORT NECESSARY TO INDUCE FAITH

This chapter begins with Napoleon Hill's statement that lack of persistence is one of the major causes of failure. Two of the best techniques for developing your persistence are autosuggestion and the formation of a Master Mind group.

ARE YOU MONEY-CONSCIOUS OR POVERTY-CONSCIOUS?

You must work at it if you want to make money-consciousness your natural habit. On the other hand, you don't have to work at poverty-consciousness—it just sneaks in if you don't guard against it.

SNAP OUT OF MENTAL INERTIA

Life puts roadblocks in the way of success to test you. If you have persistence, you will continue no matter how often you are deterred. Every failure brings with it the seed of an equivalent advantage.

“Weak desires bring weak results, just as a small amount of fire makes a small amount of heat.”

“There may not be a heroic connotation to the word *persistence*, but persistence does for your character what carbon does to iron—it hardens it to steel.”

“Every failure brings with it the seed of an equal or greater benefit.”

PERSIST PAST YOUR FAILURES

If you have learned the importance of persistence, you know that failure is not defeat. Failure is only temporary. It is a lesson you needed to learn in order to succeed.

EDITOR'S COMMENTARY

This section is devoted to the seven turning points in Napoleon Hill's life, which offers a perfect example of how persistence in the face of rejection can pay off. It also demonstrates why this book has become the standard against which all self-help books are measured.

TAKE YOUR OWN PERSISTENCE INVENTORY

Hill says that persistence is a state of mind. He suggests that readers take an inventory of themselves to see if they are lacking any of the qualities of persistence. Hill provides a list of the eight causes on which persistence is based.

He then sets up a second list of sixteen weaknesses that must be mastered by anyone who wants to accumulate riches. The last item on the list is the fear of criticism.

IF YOU FEAR CRITICISM

Hill says that many people never succeed because they fear criticism from friends and family. They stay in bad marriages, don't take chances, and let duty to family keep them from succeeding.

EDITOR'S COMMENTARY

Napoleon Hill says that the only lucky break is the one you make for yourself. The editors elaborate on the point by citing the book *How to Make Your Own Luck*, as well as studies which prove that although certain people appear to be lucky, it is really a result of specific actions that they may not even be aware they are taking.

He closes the section with the statement that riches do not respond to wishes. Riches respond to a definite desire emotionalized with faith, which is turned into a specific plan, action, and persistence.

HOW TO DEVELOP PERSISTENCE

Hill offers a four-step plan to develop persistence: (1) a definite purpose, (2) a definite plan, (3) a mind closed to negativity, (4) an alliance with a Master Mind group. He concludes with a list of benefits that result from persistence.

HOW TO MASTER DIFFICULTIES

Hill says that in closely studying both Henry Ford and Thomas Edison, the only thing he could determine they had that set them apart from others was persistence. When they started out, they weren't smarter or richer or luckier; they were persistent, and that's what it took to change the world.

He says that if you study the great prophets and philosophers, you will see that definiteness of purpose, concentration of effort, and persistence is the source of their achievements.

Hill suggests the biography of Mohammed as an example of a prophet-philosopher whose success was based solely on persistence.

CHAPTER 10: THE WORKBOOK

As Napoleon Hill states often throughout *Think and Grow Rich*, each of his principles of success builds upon the other principles. This chapter, Persistence, begins by referring back to the concept of a chief aim or purpose. The degree to which you have persistence is a direct result of how clear you are about your desire and how committed you are to accomplishing your aim or purpose.

Hill also says in an earlier chapter that there is a vast difference between wishing and desiring. All your wishing and hoping for success accomplishes nothing. The only thing that counts is what you do to condition your mind for success and what you do to make it happen. That brings us to what some consider to be the most controversial aspect of this book: money-consciousness.

“I had the opportunity to analyze both Mr. Edison and Mr. Ford, year after year, over a long period of time. So I can speak from actual knowledge when I say that I found no quality except persistence, in either of them, that even remotely suggested the major source of their stupendous achievements.”

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You may be able to make an argument for either point of view, but if you decide to put less than 100 percent into it, you must accept that what you get back will be less than 100 percent of what you could have achieved.

SUCCESS-CONSCIOUSNESS IS NOT FOR EVERYONE

What Napoleon Hill offers is a philosophy of personal achievement and a specific method that, if followed, will produce success and make you rich. But it will change who you are, and some of the changes may not be entirely to your liking.

It's true that you might become successful without following Hill's principles. There are people who make huge fortunes just by being in the right place at the right time or by taking a gamble and winning or by exploiting their natural talent or ability. That may be the kind of success that you wish for, but it is not the kind of success that you can plan on. Hill's methods cannot help you have that kind of success.

It is up to you to decide if you are prepared to commit yourself to a method that is this focused on being a success and making money. Your challenge is to decide what your monetary aim or purpose is, and then to decide how persistent you will be in pursuing your desire to have that money. You will become rich in direct proportion to the degree to which you apply these principles.

POVERTY-CONSCIOUSNESS

Just as money is attracted to those who deliberately set their minds on it, poverty is attracted to those whose minds are open to it.

Money-consciousness is something you have to work hard at to achieve. Poverty-consciousness requires no work at all. It is always there, waiting for you to let down your guard. Money-consciousness is demanding, but poverty-consciousness is easy. It's easier than working hard. It's easier than taking responsibility. It's easier to blame your

PERSISTENCE INVENTORY

1. Definiteness of purpose. Knowing what you want is the first and most important step toward the development of persistence. A strong motive will force you to surmount difficulties.

2. Desire. It is comparatively easy to acquire and maintain persistence in pursuing the object of intense desire.

3. Self-reliance. Belief in your ability to carry out a plan encourages you to follow the plan through with persistence. (Self-reliance can also be developed through autosuggestion.)

4. Definiteness of plans. Organized plans, even ones that may be weak or impractical, encourage persistence.

5. Accurate knowledge. Knowing that your plans are sound, based upon experience or observation, encourages persistence; "guessing" instead of "knowing" destroys persistence.

6. Cooperation. Sympathy, understanding, and cooperation with others tend to develop persistence.

7. Willpower. The habit of concentrating your thoughts on making plans to attain your definite purpose leads to persistence.

8. Habit. Persistence is the direct result of habit. The mind absorbs and becomes a part of the daily experiences upon which it feeds. Fear, the worst of all enemies, can be overcome by forcing yourself to perform and repeat acts of courage.

IDENTIFY THE WEAKNESSES YOU MUST MASTER

Following is a list of the real enemies that stand between you and achievement. These are 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.

As you go through the list, analyze yourself point by point, record how you measure up on the self-test scale, record the date, and, as with the previous questionnaires, make a few notes to remind yourself how you felt when you first went through this review. These are the weaknesses that must be mastered by anyone who really wants to accumulate riches:

1. Failure to recognize and to clearly define exactly what you want.

1 2 3 4 5 6 7 8 9 10 _____

2. Procrastination, with or without cause (usually backed up with a long list of excuses).

1 2 3 4 5 6 7 8 9 10 _____

3. Lack of interest in acquiring specialized knowledge.

1 2 3 4 5 6 7 8 9 10 _____

4. Indecision, and the habit of “passing the buck” instead of facing issues squarely.

1 2 3 4 5 6 7 8 9 10 _____

5. The habit of relying on excuses instead of making definite plans by which to solve your problems.

1 2 3 4 5 6 7 8 9 10 _____

6. There is little remedy for the weakness of self-satisfaction, and little or no hope for those who suffer from it.

1 2 3 4 5 6 7 8 9 10 _____

7. Indifference, usually reflected in your readiness to compromise rather than meet opposition and fight it.

1 2 3 4 5 6 7 8 9 10 _____

8. The habit of blaming others for your mistakes, and accepting circumstances as being unavoidable.

1 2 3 4 5 6 7 8 9 10 _____

9. Weakness of desire because you neglected to choose motives that will push you to take action.

1 2 3 4 5 6 7 8 9 10 _____

10. Willingness to quit at the first sign of defeat (based upon one or more of the six basic fears).

1 2 3 4 5 6 7 8 9 10 _____

11. Lack of organized plans that you have written out so they can be analyzed.

1 2 3 4 5 6 7 8 9 10 _____

12. The habit of neglecting to act on ideas, or to grasp opportunity when it presents itself.

1 2 3 4 5 6 7 8 9 10 _____

13. The habit of wishing instead of willing.

1 2 3 4 5 6 7 8 9 10 _____

14. The habit of compromising with poverty instead of aiming at riches. A general lack of ambition to be, to do, or to own.

1 2 3 4 5 6 7 8 9 10 _____

15. Searching for all the shortcuts to riches. Trying to get without giving a fair equivalent, usually reflected in the habit of gambling or trying to drive unfair bargains.

1 2 3 4 5 6 7 8 9 10 _____

16. Fear of criticism, resulting in failure to create plans and put them into action, because of what other people might think, do, or say. This is one of your most dangerous enemies, because it often exists in your subconscious mind and you may not even know it is there.

1 2 3 4 5 6 7 8 9 10 _____

IF YOU FEAR CRITICISM

As is clear from the number of times it is mentioned in *Think and Grow Rich*, Napoleon Hill considers the fear of criticism to be one of the greatest enemies of success. In fact, the reason people have a fear of failing has more to do with their concern about what other people will think or say about them than it does with their concern for not being able to accomplish the task at hand. No one likes to try something and fail, but, more important, no one wants to be blamed for failing. Failure may make you mad at yourself, but blame and criticism diminishes you in front of others, which erodes your self-confidence.

Many people make mistakes in marriage but stay married, then go through life miserable and unhappy, because they fear criticism.

Millions of people will not go back to get an education after having left school, because they fear criticism.

Countless numbers of men and women permit relatives to wreck their lives in the name of family duty, because they fear criticism.

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NOTES & COMMENTS

People refuse to take chances in business because they fear the criticism that may follow if they fail.

Too many people refuse to set high goals for themselves because they fear the criticism of relatives and friends who may say, "Don't aim so high, people will think you are crazy."

Although for some people the fear of being criticized can act as a motivator to succeed, for others the anxiety it causes has just the opposite effect. Like stage fright or first-time jitters, the fear of criticism can cause panic attacks, shortness of breath, rapid breathing, irregular heartbeat, sweating, nausea, and other physical symptoms.

The problem with even moderate fear of criticism is that it can keep you from being your best because it keeps you from taking chances. It's easier to go the safe route and not attract attention to yourself. But the safe idea that is not likely to be criticized is also not likely to be a big breakthrough.

The most creative ideas and the most audacious statements are the ones that are most likely to be laughed at. It's those risky ideas, the ones that someone might hate or laugh at, that usually have the best up-side, but you don't put them out there because you don't want to get shot down.

For many people, the criticism doesn't even have to be directed at you. Just seeing someone else get taken down a peg is enough to keep you from wanting to suffer the same fate yourself.

The way to deal with the fear of being criticized is the same as dealing with any other fear or phobia. Psychologists may use various confrontation therapies to desensitize you, and there are drugs that might ease your anxiety, but basically the answer is, as Susan Jeffers says in the title of her bestseller: "feel the fear and do it anyway."

What have you got to lose? What happens if you take the chance that you will be criticized?

POWER OF THE MASTER MIND

11

CHAPTER 11: OVERVIEW AND ANALYSIS

THE DRIVING FORCE

Power is essential for success, and power is organized and directed knowledge. You get knowledge from experience, research, or Infinite Intelligence, but to make it useful it must be organized.

GAINING POWER THROUGH THE MASTER MIND

A Master Mind is the coordination of knowledge and effort in a spirit of harmony between two or more people for the attainment of a definite purpose. No individual can have great power without forming a Master Mind.

A Master Mind creates two kinds of power: economic and psychic. Hill says when you pull together bright people to help you, it naturally results in economic power. The psychic aspect is that by pulling bright people together, the combined intellect is greater than the sum of the parts. Great fortune can be gained in no other way.

“When two or more people harmonize their minds and produce the effect known as a Master Mind, each person in the group becomes vested with the power to contact and gather knowledge through the subconscious minds of all the other members of the group.”

HOW TO MULTIPLY YOUR BRAIN POWER

Hill compares a Master Mind to joining batteries together to increase the power. Similarly, when brains are connected, the total of all brains are available to each individual brain. People take on the nature and habits of the people with whom they associate. Hill mentions Ford's Master Mind comprised of Edison, Firestone, and Luther Burbank.

EDITOR'S COMMENTARY

The optimum size of a Master Mind group is no more than twelve members. Be prepared that it will be difficult to find people who will commit and give of themselves so freely.

FINDING YOUR MASTER MIND MEMBERS

Choose people with whom you share common values, and choose the best candidate, not your best friends. They must all work in harmony and subjugate their own ambitions for the good of the project.

COMPENSATING YOUR MASTER MIND MEMBERS

You must not take advantage of your members. You must make a fair financial offer, and you must also offer recognition and the opportunity for self-expression.

MEETINGS

These must be regular and organized, without killing spontaneity.

MAINTENANCE

You must create a nonthreatening environment in which everyone feels confident that they are valued.

MARRIAGE

You must involve your family in your Master Mind and your aims.

MASTER MIND AND INFINITE INTELLIGENCE

By joining a Master Mind group you not only get access to the knowledge of others, but by coming together, the minds interact and create a source of ideas that is more than the sum of the individual minds.

EDITOR'S COMMENTARY

The editors tell the story of how Napoleon Hill came to meet W. Clement Stone, and how their meeting resulted in the creation of the greatest Master Mind of either man's career.

THE POWER OF POSITIVE EMOTIONS

Hill closes this chapter with his theory that in life there is a great stream of power, like a river that flows in two directions. One side is positive and it flows to success and wealth; the other side is negative and flows to failure and poverty. If you are headed toward poverty, *Think and Grow Rich* can be the oar to steer you out.

CHAPTER 11: THE WORKBOOK

In many ways, the importance of the Master Mind principle is so obvious that it is easy to ignore or miss altogether. In fact when Napoleon Hill wrote his first bestseller, *Law of Success*, his philosophy of personal achievement was still evolving, and the Master Mind had not yet been identified as one of his principles of success. Hill's manuscript was constructed around fifteen concepts, and it wasn't until after the first edition had been published that he realized this idea he had included in the introduction was a separate principle unto itself. He dubbed this principle the Master Mind Alliance, and in future editions it was given its own chapter and identified as a unique and important principle.

It may be that it was overlooked because, when you first hear it described, it doesn't seem all that different from teamwork, and the need for teamwork seems so obvious that it hardly needs to be pointed out. The following excerpt, from a Commentary in the chapter Specialized Knowledge from *Think and Grow Rich: The 21st-Century Edition*, is included here to recap and clarify the difference between teamwork and a Master Mind, which takes the concept and steps it up to another level:

“If the group is meeting to discuss a given subject, ideas will come pouring into the minds of all present, as if an outside influence were dictating them. The minds of those in the Master Mind are like magnets, attracting ideas and thoughts from no one knows where.”

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You will recall that in previous chapters the subconscious is described as the part of the human mind that can, under some circumstances, have access to Infinite Intelligence. Infinite Intelligence is described as the part of our subconscious where bits and pieces of information come together to create flashes of insight, hunches, leaps of logic, and original ideas.

You will also recall the explanation that every "thing" in the universe is one form or another of energy. A human is made up of energy, the human mind is energy, and the thoughts and ideas that come into the mind are also energy. When the minds of two people are working together in a spirit of harmony, the energy of each mind seems to pick up on the energy of the other mind(s).

Two heads are not only better than one, they are better than two—because the combination is greater than the sum of its parts. No two minds ever come together without creating this third invisible, intangible force, which, in the case of a Master Mind, will produce insights and ideas that neither of the individual minds would have come up with independently.

ANDREW CARNEGIE CREATED THE FIRST MASTER MIND

Napoleon Hill explained that at his first meeting with Andrew Carnegie, one of the questions he asked Carnegie was to what did he attribute his success. Carnegie's answer is excerpted from *Law of Success: The 21st-Century Edition*, Volume I, Lesson Two:

With a twinkle in his eyes, he said: "Young man, before I answer your question, will you please define your term 'success'?"

After waiting until he saw that I was somewhat embarrassed by this request, he continued: "By success you make reference to my money, do you not?"

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he or she really believes is a million-dollar idea, what are the chances that person is going to blurt it out and give it to you for free?

Would you?

If you have been following this workbook, you know the answer to that question is no. Remember Hill's advice that every time you open your mouth you either give away too much or you show how little you actually know. This does not mean these groups don't provide some value; they can be stimulating and they can be encouraging, but you should go into them with your eyes wide open. They can offer you another way to network and some cheerleading, but they do not really provide what Hill had in mind for a Master Mind.

WHAT ALL CAN A MASTER MIND BE?

Napoleon Hill got his first exposure to a Master Mind when Andrew Carnegie described it to him. Hill also saw a Master Mind in action when he observed the group Henry Ford assembled, which included inventor Thomas Edison, famed botanist Luther Burbank, naturalist and essayist John Burroughs, and industrialist and founder of the rubber and tire company, Harvey Firestone.

In describing his own personal experience with the concept, Hill tells about the meetings he conducts with his staff for the purpose of blending their minds to develop creative solutions. He also mentions that his visualization technique of tapping into advice from his invisible counselors is in its own way a variation on the Master Mind.

From the above examples it is clear that Master Minds come in a variety of shapes and sizes. The most obvious is the business model, but there are other kinds that can be of great benefit to you. For instance, in the example of Henry Ford's Master Mind, his intention wasn't to have these famous men help him achieve his business goal. He was already fabulously wealthy, and he did not need their money or their advice about building cars. What Ford wanted was to learn their sensibilities.

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rewarded for the success of the organization, how do you ensure their commitment and motivation?

If you are the one in charge of the nonbusiness Master Mind, it is your job to inspire the members to share your vision, and it is your obligation to find out what each wants to get out of it so that he or she feels properly compensated. Instead of dollars and cents, you will be giving praise, recognition, and honors, while making sure they have a sense of self-satisfaction, accomplishment, and self-expression.

WHAT'S IN IT FOR ME?

There are at least three distinctly different advantages that you gain by working with a Master Mind alliance.

1. A Master Mind increases the amount you can do. As mentioned previously, no matter how intelligent or well-informed you may be, no one person, functioning independently, can ever possess great power. If you try to do it on your own, it will take you longer to do things that others can do faster and better, and in the end you will waste time, money, and energy.
2. A Master Mind improves the quality of what you can do because, in addition to more manpower, it also gives you more knowledge than any single person can have. Through your Master Mind alliance you combine your advice and knowledge with the advice and knowledge of others who join with you, and the others give you the use of their counsel and contacts just as if they were your own.
3. A Master Mind improves your creativity. When the minds of two or more people are coordinated in a spirit of harmony, when you are working with other people and everyone is on the same wavelength, the energy of each mind seems to pick up on the energy of the other minds. This results in more and better ideas than any one person could ever come up with working alone.

HOW TO ASSEMBLE YOUR MASTER MIND ALLIANCE

Following are sixteen guidelines that will help you to set the agenda and select the right kind of people for your Master Mind group. Although this is not a questionnaire, many people find it helpful to write a note or a reminder to themselves about their initial thoughts when reading the concepts, so we have provided a few lines for that purpose.

1. Clearly know your chief aim or purpose. Your desire will tell you what kind of people you need for your Master Mind.

2. Your Master Mind should be no more than a dozen people, and generally the smaller the group the better.

3. Decide what financial reward or advantages and benefits you will offer the individual members of your group in return for their cooperation. If you have trouble talking about money, you will just have to get over it. You *must* talk about money, and you must be absolutely honest about how you arrived at what you are offering. There is no reason to be embarrassed by any offer if it is truly the best you can make.

4. Each member must agree at the outset on the contribution each will make, and on the division of benefits and profits.

5. Do everything you can to attract the best people. Do not select people merely because you know them or because you like them.

6. Choose people who not only share your vision but who will also share their ideas, their information, their contacts, and who will let you use their knowledge as if it were your own.

7. Personal ambition must be subordinated to the achievement of the purpose of the alliance, otherwise you will have wasted everyone's time, you will ruin friendships, and your venture will be destroyed.

8. Arrange to meet with the members of your Master Mind group at least twice a week, and more often if possible.

9. Don't let the meetings become so regular and formalized that they inhibit phone calls, emails, and other less formal contact.

10. The members must know with certainty that you are reliable, trustworthy, and loyal. You must maintain perfect harmony between yourself and every member of your Master Mind group.

11. Everyone must deal with everyone else on a completely ethical basis. No member should seek unfair advantage at the expense of others.

12. Create a nonthreatening environment. Explore all ideas with equal interest and concern for the originator's feelings.

13. Attune yourself to every member of the group. Try to imagine how you would react in a given situation if you were in his or her shoes.

14. Don't try to force the group along too quickly. Allow for those who want to test ideas by playing devil's advocate.

15. Insist on confidentiality. Some people can give away an idea simply because they love to talk. You don't need them in your group.

16. You cannot succeed when surrounded by disloyal and unfriendly associates, no matter what the object of your definite chief aim may be. Success is built on loyalty, faith, sincerity, and cooperation.

NOTES & COMMENTS

THE MASTER MIND AND CHANGE

In preparing the earlier workbook chapter about selecting your desire, the editors made it clear that over time you should expect your aim or purpose to change. Just as you may not get your chief aim or purpose absolutely right the first time out, you probably won't assemble the absolutely right Master Mind the first time either. Andrew Carnegie said that practically every member of his alliance was removed and replaced with some other person who could adapt himself more loyally and enthusiastically to the spirit and objective of the alliance.

More common than making the wrong choice is selecting someone who was right in the beginning but whose contributions have become less relevant as your business succeeds and grows. All businesses that succeed hit a point where they have to either scale up or fail. This is when you suddenly realize that demand is too great for your manufacturing capacity. This is when you realize your business is too big to be small, but still too small to be big. This is when you have to step up and buy the new machinery, or borrow the money, or find

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Be honest, and be prepared to be turned down by some of the people you would love to have in your group. Any other course will only create problems down the road. Don't fool yourself into thinking it is worth the risk to convince them to join now and you'll deal with the money problems later. It's not worth the risk, and all you will do later is lose friendships and create bad feeling.

We also advise that on a very regular basis you review the progress of the project toward its stated objective, and at the same time you review the issue of compensation with all Master Mind members. That is the only way to make sure your people know if they are living up to your expectations, and it is the only way to make sure disagreements and resentments are dealt with before they become problems.

MARRIAGE AND THE MASTER MIND

Napoleon Hill says that if you are married you must involve your wife or husband in your Master Mind. (Today that advice would apply to so many other kinds of domestic relationships, that we will also use the terms *spouse* or *partner*.)

Hill's point is that if you are serious about using his techniques to create success-consciousness within yourself, it will change who you are and how you live your life. So if you are going to make yourself over, it is imperative that you involve your spouse or partner in the process.

We have all been told over and over that we shouldn't bring our work home with us, and it may be true in most cases, but that advice does not work with Hill's method. The change in you is going to be too great to ignore, and it is going to affect others close to you. Therefore, to make it work, you should plan on setting aside time each day to involve your partner in deciding what you want to achieve and how you can work together to accomplish it. This may not be the way the average couple does things, but Hill wasn't writing for the people who wanted to be average.

SEXUALITY: CHARISMA AND CREATIVITY

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CHAPTER 12: OVERVIEW AND ANALYSIS

CHARISMA AND CREATIVITY

This chapter opens with an Editor's Commentary that cites Maslow's Hierarchy of Human Needs and explains that Napoleon Hill's research focused on the correlation between sexuality and high achievement.

CHARISMA

Hill says people are influenced more by emotion than by logic. He lists the top ten desires and notes that when motivated by sexual desire, a person may exhibit extraordinary courage, persistence, or imagination. A person's sexuality can also project itself as a feeling of confidence and a sense of control that can be used to influence others.

EDITOR'S COMMENTARY

Numerous contemporary studies have corroborated Hill's conclusions. Sexuality is not always good looks and youth. It can also be charisma.

“The world is ruled by human emotion. People are influenced more by feelings than by reason.

The desire for sexual expression is at the top of the list of stimuli that step up the mind and start the wheels of physical action.

When harnessed, it has been used as a creative force in the arts and other pursuits, including the accumulation of riches.”

CHARISMA (continued)

Hill says that focusing your charisma is “transmuting sexual energy.” You can project charisma in your handshake, your tone of voice, the way you act, and your general style.

EDITOR'S COMMENTARY

Having established a link between sexuality and success, the editors comment on the connection between sexuality and creativity.

CREATIVITY

Hill draws on his own research, plus what he is able to derive from historical biographies, to support his theory that the greatest and most successful men in history possessed a highly sexual nature.

EDITOR'S COMMENTARY

Hill did not include women in his analysis, but today there are numerous biographies of successful women that reveal to what degree sexuality plays a role in their success.

GENIUS AND CREATIVE IMAGINATION

Hill defines a genius as someone who can tap into sources of knowledge that many people refer to as the sixth sense. He calls it the “creative imagination,” and says it is the area of the thinking process that links your mind to Infinite Intelligence.

Hill says that ideas come to you from: (1) someone who tells you something, (2) something stored in your subconscious, (3) tapping into someone else's subconscious, and (4) Infinite Intelligence. When your mind is working at its best, it can sometimes connect with Infinite Intelligence and come up with flashes of genius that appear in your creative imagination.

DEVELOPING YOUR CREATIVE IMAGINATION

Hill explains about Elmer R. Gates, one of America's most successful scientist-inventors, who became famous for using an isolation chamber in which he would “sit for ideas.” Although Gates' method of tapping

into what Hill called Infinite Intelligence was unconventional, it often resulted in amazing insights that were turned into practical inventions.

METHODS USED BY GENIUSES ARE AVAILABLE TO YOU

Hill explains the creative method used by Gates and other inventors:

(1) draw upon one of the ten stimulants to get your mind working, (2) review in your mind the known facts about the project, (3) picture in your mind the unknowns about the project, and (4) let your subconscious take it over and see what flashes into your mind.

EDITOR'S COMMENTARY

In addition to Hill, many of the greatest scientific minds have studied intuition, insight, hunches, and precognition. Some have dreamed solutions, or had hunches that turned out to be scientific breakthroughs, and a number of artists and authors have had important premonitions and inspirations.

METHODS USED BY GENIUSES (continued)

Certain artists have used alcohol or narcotics to stimulate their mind, but there are no artificial mind stimulants that are as powerful as the natural mental stimulants.

EDITOR'S COMMENTARY

The editors cite the VHI series *Behind the Music* to reinforce Hill's point on the dangers of turning to artificial stimulants for creative inspiration.

METHODS USED BY GENIUSES (continued)

Hill advises that sex can be just as addictive as alcohol or drugs. From this he concludes that many people do not succeed until late in life because they never learned any way except through physical expression to channel their sexuality and sexual energy.

THE IMPORTANCE OF LOVE

This last section is focused on the importance of balancing the biological aspect of sexuality with the emotional and spiritual aspect of love. It is Hill's contention that love can be the moderating force that channels sexuality into creativity, motivation, and success.

“When there was evidence available in connection with the lives of men of achievement, it indicated that each one possessed a highly developed sexual nature.”

“When driven by these emotions, people become gifted with a superpower for action. Understand this, and you will also understand why it is that transmutation contains the secret of creativity.”

NOTES & COMMENTS

CHAPTER 12: THE WORKBOOK

The basic principles of success identified and explained by Hill have not changed in the years since the first edition of *Think and Grow Rich* was published. However, the social climate and what are often called traditional values have gone through a cultural revolution during that time. Because this chapter deals with the ways human sexuality can affect motivation, success, and achievement, and because society's attitudes toward sexuality have changed so dramatically, modern readers often find this to be the most challenging chapter in the book.

When the editors prepared the revised and updated *Think and Grow Rich: The 21st-Century Edition*, this chapter was the only one that was substantially altered from the original text. In all other chapters, the updating was accomplished by adding additional material but no deletions of content were made. However, this chapter, which was originally titled *The Mystery of Sex Transmutation*, was based on the moral standards of the day as opposed to verifiable research or facts. The conventional wisdom that it presented was based on the opinion about sex and the moral standards common in the 1930s.

Although Napoleon Hill was a very forward thinker, people's lives in the America of 1937 were vastly different from the way people live in the America of the twenty-first century. As Hill was writing *Think and Grow Rich*, America was still deep in the Great Depression, jobs were scarce, the stock market had not recovered, the middle of the country was a dustbowl, soup kitchens were still feeding the hungry, and many men were riding the rails looking for any kind of work or a handout.

As for sex, the average home was a married husband and wife with children, most mothers didn't work outside the home, people could still leave their front doors unlocked at night, children had the run of their neighborhoods, divorce was uncommon, very few people were

NOTES & COMMENTS

- You can develop your creativity by learning techniques that will increase the possibility of accessing your creative imagination and Infinite Intelligence.
- Artificial stimulants are not as good as your internal emotional stimulants.
- Many people don't hit their stride until after the age of forty or fifty because they haven't learned they can channel their sexual drive into success.
- Love is the safety valve that can help you control your sexuality.

Most of these concepts are made clear in *Think and Grow Rich: The 21st-Century Edition*. However, there are a couple of issues that should be expanded in this workbook, and the first of these is the concept of sexual transmutation.

Although Hill stated his belief in the theory of sexual transmutation in a number of his books and programs, the version that he included in *Think and Grow Rich* does not explain the process in much detail. When the editors assembled the revised and updated *21st-Century Edition* of the book, they used Hill's statements about his belief in the theory, but they offered no further interpretation or commentary. They approached the subject from the point of view that it was one of those notions from the 1930s that would appeal to only a small portion of the readers, so rather than belabor the point, they decided to just reprint what Hill had written and let the reader choose how to apply it.

Because the purpose of this workbook is to present an examination of the entire Napoleon Hill philosophy, here we will offer further interpretation and explanation. To do so, we have drawn upon some of Hill's later writings on the subject where he was more explicit as to how you might make sexual transmutation a part of your success program.

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PUTTING THE THEORY INTO PRACTICE

Although there is not much specific detail about putting the method to use in *Think and Grow Rich*, by going through Hill's books, lectures, and other writings, the editors of this workbook have assembled a visualization exercise targeted at transmuting sexual energy to enhance your sex appeal or charisma.

This exercise is a variation on creative visualization, and like all autosuggestion techniques, the more often you practice it the better the results will be. However, it is unlikely that you will be in a position to go into a deep visualization every time you want to turn on your charisma, so we have included a cue that you can use to give you instant recall of what it feels like to be full of confidence. As part of your visualization, you will tell yourself that by pressing your thumb and middle finger together, it will act as a triggering device that instructs your subconscious to instantly recall what it feels like to be at your best. As simple as that sounds, it is a technique that is widely used by psychiatrists and motivational experts.

In order to educate your subconscious mind about how you want to feel, you should practice the transmutation visualization as often as you can find adequate time to be by yourself and completely relax. Once you have taught yourself the visualization, including the instant recall cue, when the occasion arises that you need an extra boost, you can use the cue to call up your confidence and charisma.

Begin by looking inward and going back in your mind to recall a specific time when you were at your most confident, sexually. Find in your memory one specific time when you were completely satisfied, confident, and content sexually. Using all of your powers of recall and visualization, re-create your feelings just as you felt them then.

In your imagination, bring those feelings forward, making them so real and so vivid that you can actually experience those feelings now,

“You are what
your habits make
you.”

By reviewing each of the chapters in *Think and Grow Rich: The 21st-Century Edition*, and by drawing upon material from *Law of Success* and other works written by Hill, the editors of this workbook have assembled the following material in order to provide a more focused overview than what appears in the book.

THE ELEMENTS OF A PLEASING PERSONALITY

Below each of the qualities listed, there is space for you to grade yourself and make notes about how that quality relates to your personality.

1. Good showmanship. A showman is someone who appeals to people through their imagination and keeps them interested through curiosity. A good showman is quick to recognize and to capitalize on other people's likes and dislikes at the right psychological moment.

1 2 3 4 5 6 7 8 9 10 _____

2. Harmony with yourself. You cannot have a pleasing personality without first developing harmony and control within your own mind.

1 2 3 4 5 6 7 8 9 10 _____

3. Definiteness of purpose. The procrastinator who drifts through life without a plan or a purpose does not have a very pleasing personality.

1 2 3 4 5 6 7 8 9 10 _____

4. Appropriateness of style and clothing. First impressions are lasting. The person with a pleasing personality dresses in clothing appropriate to the situation.

1 2 3 4 5 6 7 8 9 10 _____

5. Posture and carriage of the body. Everyone judges others by their body language: the way they walk and the general posture of their bodies.

1 2 3 4 5 6 7 8 9 10 _____

6. Voice. The tone, volume, pitch, and general emotional coloring of a person's voice constitute important factors of a pleasing personality.

1 2 3 4 5 6 7 8 9 10 _____

7. Sincerity of purpose. This quality needs little explanation, but having it is essential if you want to gain the confidence of others.

1 2 3 4 5 6 7 8 9 10 _____

8. Choice of language. The person with a pleasing personality is comfortable talking in everyday language or speaking formally, and he or she knows which to use when.

1 2 3 4 5 6 7 8 9 10 _____

9. Poise. Poise is a quality that comes naturally when you have self-confidence and self-control.

1 2 3 4 5 6 7 8 9 10 _____

10. A good sense of humor. Perhaps no other quality is more essential than this.

1 2 3 4 5 6 7 8 9 10 _____

11. Unselfishness. Selfishness and a pleasing personality are never found together.

1 2 3 4 5 6 7 8 9 10 _____

12. Facial expression. This is an accurate medium for the interpretation of your moods and thoughts. You can have a big smile, a crooked grin, or it may be as subtle as a twinkle in the eye, but you can always tell if it is sincere.

1 2 3 4 5 6 7 8 9 10 _____

13. Positive thought. The vibrations of your thoughts are picked up by others. To be pleasing, you must be radiating good feelings and pleasant thoughts.

1 2 3 4 5 6 7 8 9 10 _____

14. Enthusiasm. People who lack enthusiasm cannot inspire others. Enthusiasm is also an essential factor in all forms of salesmanship.

1 2 3 4 5 6 7 8 9 10 _____

15. A sound body. Poor health does not attract people. You are unlikely to project a pleasing personality without health and vigor.

1 2 3 4 5 6 7 8 9 10 _____

16. Imagination. This is one of the most essential factors of a pleasing personality.

1 2 3 4 5 6 7 8 9 10 _____

17. Tact. Lack of this quality has cost many people their positions. Lack of tact is usually expressed through insensitivity to others and loose conversation.

1 2 3 4 5 6 7 8 9 10 _____

18. Versatility. A general knowledge of the important subjects of current interest, as well as of the deeper problems of life and living, is a quality conducive to a pleasing personality.

1 2 3 4 5 6 7 8 9 10 _____

19. The art of being a good listener. Train yourself to listen attentively when other people are speaking.

1 2 3 4 5 6 7 8 9 10 _____

20. The art of forceful speech. Forceful speech can only be acquired by practice. Have something to say worth listening to, then say it with all the enthusiasm at your command.

1 2 3 4 5 6 7 8 9 10 _____

21. Personal magnetism or charisma. It is a manifestation of sexuality, it is the major asset of every great leader, and it is the factor of a pleasing personality that is the hardest to teach. You must discover your own charismatic qualities, then make the most of what you have.

1 2 3 4 5 6 7 8 9 10 _____

THE ELEMENTS OF A NEGATIVE PERSONALITY

Below each of these qualities listed, there is space for you to grade yourself and make notes about how that quality relates to your personality.

1. Disloyalty. There is no substitute for loyalty! And the person who lacks loyalty cannot possibly market personal services effectively.

1 2 3 4 5 6 7 8 9 10 _____

2. Dishonesty. There is no substitute for honesty! It is the keystone to character. Without sound character, no person can market their services effectively.

1 2 3 4 5 6 7 8 9 10 _____

3. Greed. A person who is cursed by greed cannot keep it under cover.

1 2 3 4 5 6 7 8 9 10 _____

4. Envy and hatred. These qualities make a pleasing personality impossible. Remember that like attracts like.

1 2 3 4 5 6 7 8 9 10 _____

5. Jealousy. This is a mild form of insanity. It is fatal to a pleasing personality.

1 2 3 4 5 6 7 8 9 10 _____

6. Anger. Whether passive or active in form, this is a quality that arouses antagonism and makes one disliked by others.

1 2 3 4 5 6 7 8 9 10 _____

7. Fear. There are six basic fears against which every person must guard. These are negative states of mind that must be eliminated before one can develop a pleasing personality.

1 2 3 4 5 6 7 8 9 10 _____

8. Revenge. A vengeful person cannot be pleasing to anyone.

1 2 3 4 5 6 7 8 9 10 _____

9. Fault-finding. The person who has the habit of finding fault with others might more profitably spend time looking within for faults.

1 2 3 4 5 6 7 8 9 10 _____

10. Gossiping about scandal. People may listen to the scandalmonger, but they will not like the person. And you cannot trust them.

1 2 3 4 5 6 7 8 9 10 _____

11. Uncontrolled enthusiasm. Too much enthusiasm is as bad as none.

1 2 3 4 5 6 7 8 9 10 _____

12. Excuses. It is better to take responsibility for mistakes you did not make than to develop the habit of trying to place responsibility for these mistakes on others.

1 2 3 4 5 6 7 8 9 10 _____

13. Exaggeration. It is better to understate a truth than to overstate it. Exaggeration causes loss of confidence.

1 2 3 4 5 6 7 8 9 10 _____

14. Egotism. Self-confidence is one of the most desirable and necessary traits, but it must be controlled and directed to definite ends. All forms of self-praise are easily recognized as evidences of inferiority complexes, therefore your motto should be "Deeds, not words."

1 2 3 4 5 6 7 8 9 10 _____

15. Obstinance and stubbornness. A certain amount of determination and the ability to stand by your opinions is essential, but these qualities should not become a blanket policy.

1 2 3 4 5 6 7 8 9 10 _____

16. Selfishness. A selfish person cannot be trusted.

1 2 3 4 5 6 7 8 9 10 _____

NOTES & COMMENTS**THE GOLDEN RULE AND CHARISMA**

The following segment is excerpted and adapted from *Law of Success: The 21st-Century Edition*, Volume III, Lesson Ten:

Here is a Golden Rule exercise that is guaranteed to improve your character and your personality. Find at least one person each day in whom you see some good quality that is worthy of praise—and praise them for it. Remember, however, that this praise must not be cheap, insincere flattery; it must be genuine. Speak your words of praise with such earnestness that they will impress those to whom you speak.

Then watch what happens. You will have rendered those whom you praise a benefit of great value to them, and you will have gone just one more step in the direction of developing the habit of looking for and finding the good qualities in others.

I cannot overemphasize the far-reaching effects of this habit of praising, openly and enthusiastically, the good qualities in others, for this habit will soon reward you with a feeling of self-respect and manifestation of gratitude from others that will modify your entire personality. Here, again, the law of attraction enters, and those whom you praise will see in you the qualities that you see in them. Your success in the application of this formula will be in exact proportion to your faith in its soundness.

I do not merely believe that it is sound—I know that it is—and the reason I know is that I have used it successfully and I have also taught others how to use it successfully. I promise you that you can use it with equal success.

Furthermore, you can, with the aid of this formula, develop a pleasing personality so quickly that you will surprise

NOTES & COMMENTS

creative mind worked. In order to study what made his mind creative, he had to think creatively, and when he thought creatively he came up with very successful inventions.

In the early years of his career, the newspapers and the popular press loved writing about Elmer Gates. He was getting so much media exposure, one of the major breakfast cereal companies tried to get him to endorse their products. His research and his methods were so groundbreaking the press couldn't get enough of him, and in almost every article the writer just had to tell about Gates' isolation chamber. How could you go wrong writing about a guy who locked himself in an isolation chamber to come up with ideas?

The fact is, as much as the newsmen loved to write about Gates' "ideas chamber," it was only one of a number of experiments he had devised to find the optimum environment to promote creativity in thinking. What Gates was doing was so much more than sitting in a room thinking, but it was also so complex and demanding that few writers even tried to explain it. It was easier to write about idea booths.

ELMER GATES TAUGHT HIMSELF TO BE A GENIUS

Elmer Gates was first and foremost a psychologist, and while sitting in his isolation chamber he was perfecting what he considered to be an improved scientific method for discovering new information about a given subject. He called his method *psychurgy*, meaning the art of mind-using. The basic premise is that the mind and the thinking process are directly related to the physical brain, and the more brain cells that you can bring to work on a particular problem, the better and more creative the ideas will be that come to your mind. In simple terms, the mind-brain is like a muscle that gets bigger and works better with exercise.

It was known to science that certain kinds of learning happen in certain areas of the brain. Gates wanted to prove that by increasing a

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IT TOOK 33 YEARS TO LEARN JUST ONE CATEGORY

This was not just learning or memorizing or recalling or analyzing or reminiscing or introspection, but it was all of that and much more. The psychotaxis review of even a minor concept would take Gates months of daily effort to complete. It took Elmer Gates thirty-three years to complete his psychotaxis review of the arts and sciences. It took him twelve years to organize the feelings, emotions, and subconscious processes. Then it took him seven years to review the industrial arts.

One way to visualize what he was doing is to think of him first selecting a subject, finding the part of the brain that takes in information about that subject, then constantly putting facts into that part of the brain and taking them out to examine them over and over. It would be similar to going in and out of a warehouse where you knew every nook and cranny and exactly where to find what you want.

When Gates posed a question to himself, it was immediately connected with a vast complex of conscious and unconscious bits of information about that subject. With so many bits of information looking for ways to fit together, it is little wonder that when he decided to "think" about something, the results were often brilliant and original ideas that could be turned into commercially successful inventions.

The version of the Gates method presented here is far too sketchy for you to put into practice and, in truth, how Gates actually used his mind is probably too demanding for most readers to even attempt. However, if you would like to learn more, we suggest that you visit the Web site at <http://www.elmergates.com>.

There you will find more biographical information, links to reprints of all Elmer Gates' books, lectures, papers, and articles, and reference to the biography *Elmer Gates and the Art of Mind-Using*, written by his son Donald Edson Gates.

THE SUBCONSCIOUS MIND

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CHAPTER 13: OVERVIEW AND ANALYSIS

THE CONNECTING LINK

This chapter opens with a recap of what has been established about the subconscious in previous chapters:

- Your subconscious mind receives the same information that your conscious mind receives, but it does not evaluate the information; it just stores it.
- Through autosuggestion you can burn your aim or desire into your subconscious.
- Your subconscious mind will help turn your desire into a reality by opening a connection to Infinite Intelligence, which may provide you with hunches, flashes of insight, and inspiration.

HOW TO ENERGIZE YOUR SUBCONSCIOUS

The subconscious can turn desires into reality, but for it to happen you must believe it is possible and that you have the right stuff to do it.

“Every day all kinds of thought impulses are reaching your subconscious mind without your knowledge. Some of these impulses are negative, some are positive. Right now you should be specifically trying to shut off the flow of negative impulses, and actively working to influence your subconscious mind through positive impulses.”

EDITOR'S COMMENTARY

Your subconscious acts as both the connection to Infinite Intelligence and as a storehouse of all the information you have ever received.

Hypnosis is used in therapy to unlock repressed memories, and the police use it to help victims and witnesses recall details.

When planting an idea in your subconscious, strong emotion creates an impact similar to a traumatic experience and your planted idea will be burned deep into your subconscious.

When you try to come up with a creative idea, it reawakens bits and pieces of forgotten information stored in your subconscious, and the chain reaction of old information sparked by new ideas can produce sudden flashes of creativity or insight.

You can make yourself “money-conscious” by burning your aim or purpose deep into your subconscious mind so that it will become your natural habit to be conscious of your aim or purpose in every aspect of your life.

HOW TO ENERGIZE YOUR SUBCONSCIOUS (continued)

Because your subconscious is always working, you must focus on giving it positive thoughts to work with. If you don't, then just like a garden that gets overgrown with weeds, your subconscious mind will pick up negatives because nothing else is available.

MAKE YOUR POSITIVE EMOTIONS WORK FOR YOU

The subconscious responds to emotion more than to reason or logic. Hill lists the seven most powerful positive emotions and the seven most destructive negative emotions. One or the other must dominate, and it is up to you to train yourself by working with the positive emotions so that they become your habit.

EDITOR'S COMMENTARY

The editors explain the difficulty of keeping negativity from infecting your mind, and they introduce the concept of repeating creative affirmations as a way to combat negativity by imprinting positive concepts

into your subconscious mind. The editors offer six rules to follow when writing a positive affirmation.

THE SECRET OF EFFECTIVE PRAYER

Hill draws the comparison between prayer and the process of burning your aim or purpose into your subconscious. He cites the way in which radio signals are broadcast to illustrate how desire is sent to Infinite Intelligence.

Hill concludes the chapter by reiterating the need to inject emotion into your desire and passion into your prayer if you want it to transmit from the mind of man to Infinite Intelligence.

CHAPTER 13: THE WORKBOOK

Readers may find it curious that Napoleon Hill chose to include this chapter about the subconscious mind and place it this far into the book when the subject matter is so closely related to the material presented earlier in chapter 5, Autosuggestion. Although it may seem more logical to have presented this material all in one place as a part of chapter 5, it is likely that Hill was simply following his own advice that an idea has to be repeated over and over in order for it to become embedded in the subconscious.

To put Hill's success system to work in your life it is imperative that you understand and accept the theory of autosuggestion and that you understand and accept the concept of the subconscious mind. The more often you hear or read about a new or unusual idea, the more accepting you will become of that idea. In effect, by going over these concepts often, and spacing the references throughout the book, Napoleon Hill is actually using the technique of autosuggestion to influence your subconscious to accept the theories that underlie autosuggestion and the subconscious.

“It is your responsibility to make sure it is positive emotions that constitute the dominating influence of your mind.

Form the habit of applying and using positive emotions, and eventually they will dominate your mind so completely that the negatives cannot enter it.”

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WORKING WITH YOUR SUBCONSCIOUS MIND

Following is an overview of everything you have learned about the subconscious, presented in point form for quick reference:

- The human body consists of billions of living, intelligent, individual cells that carry on the work of building and maintaining your body.
- Every movement of the human body is controlled by either the conscious mind or the subconscious mind. Not a muscle can be moved until an order to do so has been sent out by one or the other of these two sections of the mind.
- The conscious mind receives outside information through the five senses: sight, hearing, touch, taste, and smell.
- The subconscious mind also receives the same information through those five senses.
- Your subconscious mind does not judge whether the information it receives is good or bad, right or wrong; it just takes in everything and stores it as raw data.
- If the information the subconscious receives is in the form of an order or a direction, the subconscious will not question but will try to carry out the order or follow the direction given.
- You can give your subconscious orders or directions by using the method of autosuggestion, which is the process of intentionally planting an idea in your subconscious through repetition.
- The stronger the emotion you feel toward the idea that you want to plant in your subconscious, the stronger the impression it will make on your subconscious.

NOTES & COMMENTS**WHERE IS YOUR MIND?**

Although the mind is not an organ or a muscle or any other specific part of the body, when we refer to the mind what we generally mean is some combination of the central nervous system and the autonomic nervous system.

WHAT IS THE CENTRAL NERVOUS SYSTEM?

The central nervous system is the way in which you consciously control your body. It includes your brain and your spinal cord.

WHAT IS THE AUTONOMIC NERVOUS SYSTEM?

The autonomic nervous system operates on a subconscious level and is the system that controls such things as breathing, digestion, heart rate, and other bodily activities that you don't have to think about.

WHAT IS THE SUBCONSCIOUS MIND?

As Napoleon Hill uses the term, it means the activity that goes on in your mind that is below the level of consciousness. It is a sort of inner mind, like a mind inside your mind.

As you work with autosuggestion and other techniques, it may be helpful to establish your own mental image of what you think your subconscious mind is like. Perhaps it's a large warehouse with shelf upon shelf of stored information, or maybe you'd prefer some kind of synapse-zapping supercomputer, or, to go in another direction, maybe it's a dusty old ornate book filled with handwritten entries of everything you know.

WHAT DO YOU KNOW ABOUT YOUR SUBCONSCIOUS MIND?

Let's begin with what you know about your subconscious from your own experience. Start with the fact that you do not have to think about breathing, keeping your heart beating, or making your stomach

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YOU CAN COMMUNICATE WITH YOUR SUBCONSCIOUS

Explanations and examples can go a long way toward making a convincing argument, but nothing is as convincing as seeing it for yourself. The following will let you do just that.

SUBCONSCIOUS MOVEMENTS

This method involves the scientific principle known as the ideomotor response. This response is your body's unconscious physical reaction to your thoughts. Ideomotor responses are physical cues and movements that happen subconsciously. They can be measured by EEG, PET, and MRI scans, but they are so tiny that you are not aware you are making them.

For our purposes here, the important information in the preceding paragraph is to know that your subconscious mind can control muscular movements.

If your subconscious can control muscular movements, then it is possible that if you set up a special code, your subconscious could send you messages by twitching certain muscles.

It's not only a possibility, but it really works!

SENDING SIGNALS

Here is how you can actually see your subconscious talking to you. Your subconscious may not be able to speak out loud, but it can send you signals. Your subconscious can cause small movements in certain muscle groups. These movements are very tiny, but they are enough to create quite pronounced movement in the right thing. The right thing is a pendulum.

If you take something like a key or a ring, tie it to the end of a piece of thread or light string, and holding it between your thumb and forefinger let it dangle like a pendulum, your subconscious can make it move enough that it can send you signals.

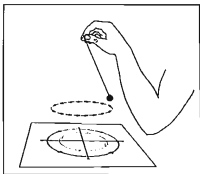
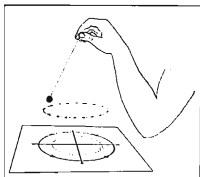
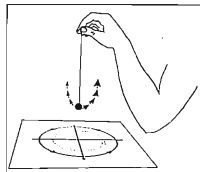
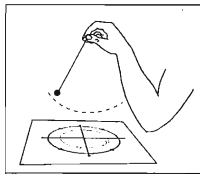
In order to succeed with this method, you must make your subconscious mind aware that it is able to move the muscles that will make the pendulum move. That's it. You've done it. The moment you finished reading the preceding sentence, your subconscious had been informed that it can make the pendulum move. That's all there is to it.

You don't need to be concerned that you have to learn something special to make it work. You just learned it. And there is no need to believe in something special either. This is not a question of faith. The ideomotor response is a scientific fact that has been known and studied since French scientist Michel Eugene Chevreul published a paper on it in 1833. He called it "the body's answer to a thought or an idea."

Once your subconscious has been made aware that it has this ability, then it remains only to identify what the movements are that it can make and what each movement will mean. On the right side of this page are some illustrations that will save us a thousand words. As you can see, there are four drawings of a person holding a pendulum over what looks somewhat like a compass. In the first drawing the pendulum is moving vertically (as in a north-south direction), in the second drawing it is moving horizontally (as in an east-west direction), in the third the pendulum is rotating in a clockwise direction, and in the fourth it is rotating counterclockwise. Those are the four different movements that your subconscious mind, working through ideomotor response, can cause the pendulum to make.

Now that you know your subconscious can make the pendulum move in four different directions, your subconscious can use those movements to send you four different signals. If you were to ask your subconscious a question, it could give you an answer by making the pendulum move in a way that would send you a signal.

The reason we have gone through all of this in such a methodical, step-by-step explanation is so that by reading this your subconscious mind has been exposed to all the information it needs, but we have



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avoided dictating what your actions should be. We have not given it any preconceived instructions about which way the pendulum should move to signal any of the four possible answers.

THE FINAL PREPARATIONS

The next step in the process is to decide what each of the movements means, and it will be most convincing if we do not make the choice, and you do not consciously make the choice, but you leave it up to your subconscious to tell you what each of the movements means.

To do this we are now going to list the four possible answers, but we wish to make it emphatically clear that there is no preconceived significance to the order of the possible answers. Specifically, the order of this list is not intended to coincide with the order of the previous list of four possible movements. It is possible that your subconscious may choose that order if it wishes, but it will be entirely up to your subconscious to select which movement indicates which answer.

The four possible answers are:

1. Yes
2. No
3. I don't know
4. I don't wish to answer

Although you could continue reading and come back to this exercise later, we strongly recommend that you stop and test it for yourself right now. For one thing, it will certainly satisfy any questions you may have about the existence of the subconscious, and secondly, if you do it now, before reading further, there is less chance that the result might be influenced, and the less chance there is of corruption, the greater the chance that you will be convinced.

The first step is to create your pendulum. There is nothing mystical, magical, or spiritual about this device, and there is nothing special

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the possible movements by thinking it to yourself in your mind, or you can speak out loud. Some people find that speaking the words aloud makes a stronger impression.

- As you tell your subconscious that it is able to move the pendulum horizontally, you intentionally swing the pendulum very gently left to right a couple of times, then stop it from swinging.
- Next, tell your subconscious it is possible to move it vertically, and you swing it vertically up and down a few times to get the feel of it, then stop it from swinging.
- Tell your subconscious it is possible to move the pendulum in a counterclockwise circle, and move it in the counterclockwise circle, then stop it from moving.
- Tell your subconscious it is possible to move it around in a clockwise circle, and move it in the circle, then stop it from moving.
- Now that you have stopped the pendulum from swinging, let it rest while suspended over the centre of the circle. From now on you will not move the pendulum. You will just hold the thread still, and the pendulum will move itself.
- It is also important that you avoid trying to use your conscious mind to influence the direction of movement. Just let your subconscious choose what to do on its own. Otherwise you will never be confident that it was your subconscious creating the movement.
- One final point before starting the process. The main reason for teaching you this technique is to provide you with concrete evidence of the existence of your subconscious. To increase your confidence we have taken steps to avoid giving information that might appear to influence the outcome of the exercise. To make it even more convincing, you might want to have another person assist you with

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Once the pendulum begins to move (and once it is working it will do so very clearly), and you have established the movement that will signal *yes*, you then do the same for each of the other three responses. You ask your subconscious to select the movement it wishes to use to signify *no*, then ask which movement it will use to indicate *I don't know*, and finally ask it to show you the movement indicating *I don't want to answer*. Once your subconscious has selected the movement for each answer, it is very likely that it will maintain the same choices in any future sessions.

As stated earlier, our purpose in teaching this technique is to overcome any skepticism you might have about the subconscious mind. But as most readers will have deduced, Chevreul's pendulum method has other uses. It is primarily a diagnostic technique used by many psychiatrists and therapists to help patients discover the root causes of phobias, fixations, compulsions, and other emotional difficulties.

Because your subconscious mind is like a storehouse of everything you ever learned or experienced, and because, as you now know, your subconscious mind can communicate with you by answering certain kinds of questions, if you ask your subconscious a carefully planned set of questions, you can learn a great deal about specific events that had a significant impact on your development.

Although the psychological application of the ideomotor response is fascinating, it is not the focus of *Think and Grow Rich*, and having used it to make our point about the subconscious, this workbook will return to more directly related material. However, if you wish to investigate further, we suggest that you go on the Internet and search *ideomotor response*, which will produce a wealth of references and related Web sites. The editors also suggest that you look up author and clinical psychologist Leslie M. LeCron and author David Cheek, M.D., both of whom have written extensively about the use of the technique.

MAKE YOUR POSITIVE EMOTIONS WORK FOR YOU

Now that you have seen proof that your subconscious mind can actually affect things in the real world, you should find it easier to accept that if you burn an idea into your subconscious mind, your subconscious will use that idea to change how you think and, therefore, what you do.

The next lesson for you to learn is the best way to burn an idea into your subconscious mind. The subconscious responds to emotion more than to logic. You must inject emotion and feeling into your desire if you want it to stick.

Following are the seven most powerful positive emotions that you should tap into when you are trying to burn your desire into your subconscious. Remember, it's the emotion that makes your desire more than just a wish or a daydream.

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THE SEVEN POSITIVE EMOTIONS

A negative emotion and a positive emotion cannot occupy your mind at the same time. One must dominate, and it is up to you to train yourself by working with the positive emotions so often that they become your habit. In the following list of positive emotions, after each emotion listed there is space for you to write your own aim or purpose and a brief statement of how the emotion relates to it.

1. THE EMOTION OF DESIRE: In Napoleon Hill's philosophy, an aim or purpose is something you set your sights on. What is the desire behind your objective? What is it that you really desire—is it money, fame, independence, glory, acceptance, dominance, revenge, admiration—or is there another secret desire that is really behind what you say is the reason you want something?

2. THE EMOTION OF FAITH: In Napoleon Hill's philosophy, faith is not reliance on a divine outside force. Faith is unwavering belief that you are capable of accomplishing your aim or purpose. Faith is principle, a commitment; it's something you hold to be real and true. Why and how can you bring your faith to your aim or purpose?

3. THE EMOTION OF LOVE: The emotion of love can be a deep affectionate concern for a person or persons, such as your mate or your family, or you can love an object such as your home, or a painting, or you can love an ideal such as liberty, mankind, or your country. It often manifests as a joyous compulsion to do something for someone. How can your love for someone or something be used to motivate you to accomplish your aim or purpose?

5. THE EMOTION OF ROMANCE: The emotion of romance is a passionate spiritual connection between two people that is part love and part sexual attraction. Unlike love, which may be aesthetic, or idealized, romance is a state of ecstasy directed toward the one you love. Unlike sexuality, which is a biological drive, romance is an emotional yearning that is idealistic, ardent, and passionate. How does the emotion of romance fit into your aim or purpose?

4. THE EMOTION OF SEX: Traditionally, much of man's sexuality was involved with the admiration earned from being the provider and protector of his family. Similarly, woman's sexuality involved attracting the best mate as provider, and with nurturing her children. In western society the push toward equality of the sexes has altered the traditional roles and

the role that sex plays as a motivator to succeed. Does your sexuality still make you want to succeed so you will be admired? Do you think you will be more sexually attractive if you are a success? Can you use your sexual signals to get what you want? Does sex still make you want to impress your mate by triumphing over your rivals? How can your desire for sexual fulfillment be redirected toward trying to accomplish something?

6. THE EMOTION OF ENTHUSIASM: The emotion of enthusiasm is not the act of pretending to be excited about something. Real enthusiasm starts with a sincere interest in something that turns into such a powerful desire to share your fascination and pleasure in it, that your appreciation for its value or importance becomes contagious. What is it about your aim or purpose you believe in so much that you can "sell" it to somebody without even trying?

7. THE EMOTION OF HOPE: The emotion of hope is the feeling that what you desire can happen; that it is a possibility. It is confidence that your aim or purpose will work out for the best. It is the belief that you have good reason for feeling the way you do. Does your aim or purpose give you hope? Does it offer hope to others? Does your aim or purpose serve a greater purpose? Can this be your salvation? Does it benefit the greater good?

There are other positive emotions, but these are the ones most commonly used in creative effort. Master these seven positive emotions and they will help you to develop a "money-consciousness" by filling your mind with positive emotions.

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THE SEVEN MAJOR NEGATIVE EMOTIONS

1. The emotion of fear
2. The emotion of jealousy
3. The emotion of hatred
4. The emotion of revenge
5. The emotion of greed
6. The emotion of superstition
7. The emotion of anger

In reading the preceding list it should be very clear why you must avoid feeling these emotions when you are trying to plant an aim or purpose in your subconscious.

It is a basic psychological truth that you cannot hold a positive and a negative in your mind at the same time. One has to dominate. Any one of the emotions on the list is such a powerful negative force that it would overwhelm your positive aim or purpose.

It is your responsibility to make sure that positive emotions constitute the dominating influence of your mind. That is where the law of habit will help you. Form the habit of applying and using the positive emotions. Eventually they will dominate your mind so completely that the negatives cannot enter it.

THE CHAIN OF NEGATIVES

The following is adapted from *Law of Success: The 21st-Century Edition*, Volume Two, Lesson Seven, Enthusiasm:

If you fill your mind with fear, hatred, revenge, jealousy, superstition, selfishness, and greed, your subconscious mind will not germinate the seed of your aim or purpose, nor will Infinite Intelligence translate it into physical reality. These negative, destructive thoughts will choke out the seed of your definite aim or purpose.

One of the most interesting aspects of the human mind is that the thoughts, ideas, information, and experiences it receives are stored together in related groups. The negative impressions are stored away, all in one portion of the brain, while the positive impressions are stored in another portion. When one of these impressions (or past experiences) is called into the conscious mind, there is a tendency to recall with it all other thoughts and memories of a similar nature, just as the raising of one link of a chain brings up other links with it.

Take the feeling of fear, for example. The moment you permit a single emotion that is related to fear to reach your conscious mind, it starts dredging up all of the other things that make you fearful. Like attracts like, even when it is negative. Every thought has a tendency to draw to it other thoughts of a similar nature.

A feeling of courage cannot claim the attention of your mind while a feeling of fear is there. One or the other must dominate. The negative power of fear will trump the positive power of your desire to be courageous. This principle applies to and controls every sense impression that is lodged in the human mind.

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THE HARDER YOU TRY, THE MORE YOU FAIL

In hypnotherapy the susceptibility of the subconscious to negative emotions is known as the law of reversed effect. This law states that if you force your willpower to overcome an idea that you have built up in your imagination, it can backfire because the subconscious becomes obsessed with defending its established idea. When there are conflicting desires, something vividly imagined (such as a severe fear or phobia) will always overpower your logical but less emotional

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willpower. The point here is that if you want to overcome one of those negative emotions, you better be prepared to make your aim or purpose even more emotional.

The following explanation of the law of reversed effect provides a more detailed explanation than what is offered in the book.

THE LAW OF REVERSED EFFECT

The law of reversed effect states that whenever there is a conflict between imagination and willpower, the imagination wins.

The example often used to illustrate this concept is as follows: If you take a sturdy six-inch by six-inch beam that is twelve feet long and place it on the ground, you will be able to easily walk along the beam without falling off. Raise the beam a foot off the ground, and you can probably still walk the beam without much problem. But raise that beam thirty feet off the ground, and despite the fact that you know you can walk a six-inch beam, you will not be able to do it because your subconscious already harbors a built-in imagined fear that is greater than your willpower to walk the beam.

Another aspect of the law of reversed effect is that when you attempt to plant what you consider to be a positive idea, if the subconscious already harbors a negative, trying to force the new idea has the reverse effect and the negative becomes even more firmly planted. That is because, when you try to force something on your subconscious, the subconscious becomes obsessed with defending its already established idea. In effect, it digs in its heels. The harder you "try" to do something, the more the subconscious resists and the more difficult it becomes.

In *Think and Grow Rich: The 21st-Century Edition*, the explanation of the negative connotation of the word "try" leads into the subject of creating positive affirmations. In this workbook, positive affirmations are already covered in great detail in chapter 5, Autosuggestion.

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The most important point to be taken from this is that it is the subconscious mind which translates the desire into terms that Infinite Intelligence can answer. Likewise, it is the subconscious mind that translates the prayer into terms the deity can answer.

The subconscious is at the very heart of things because that is where the emotion is added. A memorized prayer is just words. A self-suggestion is just words. Words, in and of themselves, have no emotion. To be powerful, the words must convey emotion. The emotion of a word happens at a subconscious level.

Hill concludes the chapter by stating that once you understand what the subconscious does, it should be clear why just repeating words has little effect. Without a burning desire and complete faith that what you can conceive and believe you really can achieve, your words are just sounds that vibrate off into emptiness, because without emotion they convey no meaning.

THE BRAIN

14

CHAPTER 14: OVERVIEW AND ANALYSIS

A BROADCASTING AND RECEIVING STATION FOR THOUGHT

Napoleon Hill refers to his comparison between radio broadcasting and the way in which you communicate with Infinite Intelligence. He says he came up with the analogy when he was working with the famed inventors Dr. Alexander Graham Bell and Dr. Elmer Gates.

Hill recaps the concept that through Infinite Intelligence you receive ideas that appear in your creative imagination as hunches or flashes of insight.

EDITOR'S COMMENTARY

This Commentary presents an eight-point recap of the subconscious mind:

1. The brain is both a broadcaster and a receiver.
2. You can send and receive better under the influence of emotion.

“In the past we have depended too much on our physical senses and have limited our knowledge to the physical things that we could see, touch, weigh, and measure.”

“It has been determined that there are from 10 billion to 14 billion nerve cells in the human cerebral cortex, and we know that these are arranged in definite patterns.”

3. The thoughts you send are those that you want to burn into your subconscious.
4. The thoughts you receive appear in your creative imagination.
5. Your subconscious mind is both a storehouse of information and the way you connect with Infinite Intelligence.
6. Because everything in the universe is all a part of the same basic energy, the energy of your subconscious mind shares a connection with the energy of other subconscious minds.
7. Under certain circumstances, the energy of an idea that is outside your mind can, through Infinite Intelligence, become a part of your subconscious mind.
8. When such ideas come to you, they flash into your creative imagination as hunches, intuitions, flashes of insight, or inspirations.

THE GREATEST FORCES ARE INTANGIBLE

People may doubt that a connection between minds is possible because it depends on an intangible force that they don't understand. However, there are many intangibles, such as gravity, that we rely on all the time. With the enormous capacity of the human brain, it is foolish to discount a phenomenon just because it is not fully understood.

EDITOR'S COMMENTARY

Although scientific knowledge has advanced much since Hill wrote the book, we still have no better theory than Hill's explanation about how we get hunches or premonitions.

The Commentary explains the work of Einstein, Pribram, and other scientists who have investigated the interconnectedness of all things.

The editors use the example of the folds and bumps in a tablecloth as an illustration of interconnectedness, and offer another example using the fingers on your hand to show that just because you can't see the connection, that doesn't mean it isn't there.

Even if we don't know *how* Infinite Intelligence works, our experience and common sense tells us that it *does* work, so we can use Hill's methods to put it to work for us.

WHAT IS TELEPATHY?

Hill quotes an article that appeared in the *New York Times* about the work being done on extrasensory perception by Dr. J. B. Rhine and his associates at Duke University.

The Editor's Commentary that follows provides background and information about the continuing studies being done by the Rhine Research Institute.

HOW TO JOIN MINDS IN TEAMWORK

Hill ends this chapter by explaining how he and the members of his staff have regular meetings to blend their minds together to come up with solutions to business problems. Hill notes that this is a practical application of the Master Mind.

CHAPTER 14: THE WORKBOOK

YOUR BRAIN AND WHAT IT DOES

The human brain is the most complex organ in the human body. It weighs approximately three pounds and looks somewhat like the two halves of a walnut joined in the middle. The two halves are called hemispheres, and on the surface they appear to be made of convoluted gray matter. The connection between the two halves is made up of millions of fibers and is called the corpus callosum.

The brain contains over one hundred billion neurons or nerve cells. Each neuron is connected to thousands of neural networks that are similar to electrical circuits. It sends and receives electrical and chemical signals throughout the body, which is how it controls both the central nervous system (which consciously directs behavior and

“It is inconceivable to me that such a network of intricate machinery should be in existence for the sole purpose of carrying on the physical functions connected with the growth and maintenance of the physical body.”

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action) and the autonomic nervous system (which controls such things as breathing, heart rate, and digestion).

The brain also has a central role in higher mental activity such as thinking, memory, language, conceptualizing, reasoning, creativity, and problem-solving. It is these activities that are the focus of this chapter of the workbook, and they are dealt with at length following this description of the brain.

The two halves of the brain communicate with the nervous system in a way that the left hemisphere of the brain controls the right side of the body, and the right hemisphere controls the left. If you know someone who has had a stroke or damage to one side of the brain, you have probably observed that it is the opposite side of the body that shows the effects the most.

LEFT BRAIN, RIGHT BRAIN

Beginning in the 1960s, a team of scientists at Caltech conducted a project called the split-brain study. It began with a patient who suffered from severe epileptic seizures. To relieve the seizures, neurosurgeons Joseph Bogen and Philip Vogel performed the first operation that severed a human corpus callosum, thereby separating the two hemispheres of the patient's brain. The surgery alleviated the seizures, but it produced an extraordinary result. They found that, when separated, the two sides of the brain could no longer communicate with each other, but the patient was still able to function even though he then had what amounted to two minds operating inside one person.

Following the surgery, a second team, led by psychobiologist Roger W. Sperry along with his students Michael Gazzaniga, Jerre Levy, and Colwyn Trevarthen, began working with this patient. The results of their studies with this patient, as well as a number of other patients who later received the split-brain surgery, has led to knowledge that revolutionized our understanding of how the brain works.

THE TENDENCIES OF THE TWO SIDES OF THE HUMAN BRAIN

The left-hemisphere way of knowing is:

- to verbalize
- to see things in words or numbers
- to interpret literally
- to plot and plan how things come out
- to examine and analyze and see details
- to deal with things in order, one at a time
- to be objective and rational
- to come to logical conclusions

The right-hemisphere way of knowing is:

- to visualize
- to see things in images or metaphors
- to interpret creatively
- to imagine how things come together
- to get the big picture and see patterns
- to juggle many things at once
- to dream up ideas
- to have leaps of logic and insight

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LEFT, RIGHT, AND CENTER

It should be remembered that these characterizations are tendencies, not hard-and-fast divisions. It does not mean that your left brain cannot come up with a fantasy, nor does it mean that your right brain cannot keep a schedule. However, if you are writing something, it is your right brain that will likely take the lead in coming up with the imagery, emotion, and metaphors, but you will need the left to find the words that express what you want to say. If you are trying to design and construct something, it is your left brain that will be most helpful in calculating the best sequence and plotting the plan of assembly, but it will likely be the right side of your brain that has the insights that make it a creative and original solution.

HOW DOES LEFT OR RIGHT BRAIN AFFECT HILL'S THEORY?

First let us restate Napoleon Hill's basic theory: By using autosuggestion techniques such as affirmations and visualizations, you can imprint your aim or purpose into your subconscious mind. Your subconscious mind is your storehouse of information and ideas, and it is also your

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inventing the electric light bulb, was also the inventor of the phonograph, the motion-picture camera, and movie projector; Dr. Alexander Graham Bell, inventor of the telephone and numerous other hearing-related devices; and Dr. Elmer Gates, mentioned in previous chapters for his extraordinary thinking process, but who also invented numerous acoustic and electronic devices.

It is no coincidence that many of the inventions perfected by these three men involved the use and manipulation of sound waves and electricity. It was because of their deep understanding of these areas of scientific research that Hill sought their advice and counsel. He was hoping they could develop experiments that would confirm his theory that the brain operates like a radio sending and receiving station. Although they could not provide Hill with conclusive scientific proof to back up his theory, all three men held views similar to Hill's, as is clear from the books and materials they published about their work.

To this day, science has still not been able to produce irrefutable proof, but as you will learn later, the most recent scientific evidence comes ever closer to corroborating the theory shared by Napoleon Hill, Alexander Graham Bell, Elmer Gates, and Thomas A. Edison.

VIBRATING MATTER

Whether you are looking at the Empire State Building, a grain of sand, a glass of water, or your right hand, what you are seeing is an organized collection of molecules. Molecules are made up of atoms. Atoms are made up of protons and neutrons, with electrons orbiting around at close to the speed of light. In between is empty space. In fact, almost 99 percent of each atom is space.

Things that appear to be solid and separate from one another are really just collections of atoms which are mostly empty space. The hardest piece of steel is in fact particles within particles revolving around other particles. So is your hand. So is your brain. So is a nerve cell.

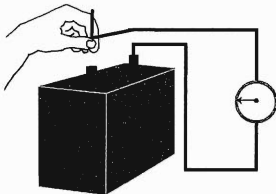
WAVES OF ENERGY

In the human brain there are approximately 100 billion neurons or nerve cells. Each neuron is connected to thousands of neural networks which are sort of like electrical circuits that in turn control the mental processes and physical functions.

- When neurons communicate they send electrical pulses.
- Electrical impulses radiate waves of energy.
- Waves of energy have an effect on the objects they run into.

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HOW WAVES OF ENERGY CAN AFFECT OTHER THINGS

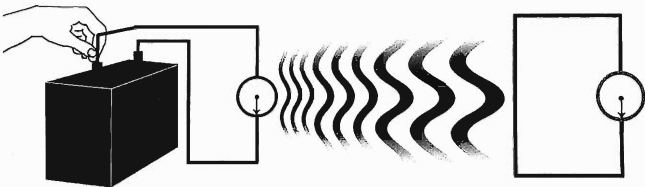


1. Connect a voltmeter to two lengths of wire that can be attached to the two terminals of a battery. One end of the wire is connected to the negative terminal, the other end of the wire is unattached.

2. A second voltmeter is connected to a loop of wire, as shown in the illustration below right.

3. When the loose end of the wire is touched to the positive terminal of the battery, a pulse of electricity passes through the wire, which registers on its voltmeter. As the electricity pulses through the wire, it also causes a wave of energy to travel outward into the air.

4. Each pulse sends out a wave of energy, and as each wave hits the other loop of wire, the electrons in the wire loop react to the wave of energy, causing the electrons to flow in the wire, which registers on its voltmeter.

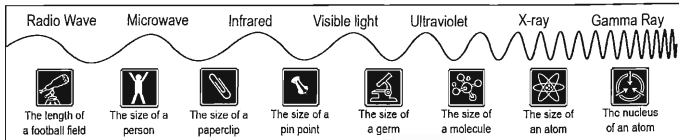


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SENDING AND RECEIVING THOUGHT WAVES OF ENERGY

Hill's concept of how you receive a hunch or an intuitive thought is very similar to the way the second loop of wire picks up the radiating waves of energy being sent out from the wire attached to the battery.

- Electromagnetic waves are waves of energy that are able to travel through space, air, and solid materials.
- Science has categorized waves by the term *frequency*, which refers to the number of waves per second.
- As the chart below illustrates, the lowest frequency waves are radio waves. As the waves get faster they become microwaves, then infrared waves, then visible light waves, then invisible ultraviolet light waves, followed by x-rays, and finally gamma rays.



- Within that spectrum of frequencies, it is quite possible there are frequencies that carry thought waves.
- Your thoughts and everyone else's thoughts create pulses of energy that send out waves.
- Your brain and everyone else's brain is both a receiver and a transmitter of thoughts.
- When the receiving part of your brain is receptive to a particular frequency (like a radio that is tuned to the frequency of a particular station), your brain can "pick up" thoughts that are causing waves of energy to radiate at that particular frequency.

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it end there? Does it not pass out of the body in waves that flow around the world unperceived by our senses, just as wireless (radio) waves passed unperceived before Hertz and others discovered their existence?

This is what Hill wrote about Elmer Gates' explanation of how brain or thought waves relate to Gates' method of "sitting for ideas":

It was more than twenty years ago that I first talked with Dr. Gates on this subject. Since that time, through the discovery of radio, we have a reasonable hypothesis through which to explain the results of these "sittings."

I have not a doubt that when Dr. Gates sat down in a room and placed himself in a quiet, passive state of mind, the dominating thoughts in his mind served as a force that attracted the similar thought waves of others.

It may be that by the act of focusing your mind on a given subject you send out thought waves that reach and blend with those of a related or similar nature, thereby establishing a line of communication between the one doing the concentrating and the thoughts of a similar nature that have been previously set into motion.

IS IT YOUR BRAIN OR YOUR MIND?

At the beginning of this chapter on the brain, Napoleon Hill states his belief that the brain is a sending and receiving station for thoughts. What is very significant in that sentence is the implication that the brain and the mind are the same thing. In fact, throughout the chapter Hill uses the two words *brain* and *mind* interchangeably. It is his assumption that the mind and the brain are either one and the same, or at least that the mind is housed in the brain.

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applying mild electrical stimulation to various parts of the cortex while it was exposed during brain surgery. It was during this procedure that Penfield found that by stimulating the temporal lobes in the front of the brain, it would cause the patient to recall vividly detailed memories.

As Penfield stimulated patients' brains, it produced memories so real that patients could smell flowers or feel textures. But there was an even more surprising result. Although these patients' brains were making them experience completely realistic memories, when Dr. Penfield asked the patients where they were, they knew that they were not in the memories; they knew they were in the hospital.

One patient was so involved in her realistic memory of a birthday-party picnic that she could smell the daisies and taste the cake. But when Dr. Penfield asked, "Are you at the picnic?" she said, "No, I'm in the operating room."

Who, then, was the person who was in the memory, and who was the person who said "no"?

Penfield concluded that although he could tweak the brain to make it believe hallucinations that are indistinguishable from reality, there is still a separate mind stepped back from and outside the brain that knows what is going on. This is how he described it:

"I cannot find the choice-maker. I cannot find the interpreter. All I can measure are the effects of the choices, the interpretations, and the decisions once they are already made. Then I can localize them in the brain. But I can't localize this person, the choice-maker who is making those choices."

More recently, the development of the EEG, CAT scans, PET scans, and functional MRI scans now allow us to literally watch the brain as it is working. By using these scanning techniques, trained medical professionals can observe various areas of the brain lighting up to reveal when you are thinking, what part of your brain you are

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However, that has become the minority view among scientists. With the advancements in scanning technology, the research into energy emissions, the work being done not just with brain waves but with thought waves, the holographic brain/body theory, and the concept of consciousness as biochemical messengers that link all of our systems and organs—joined with the greater understanding that on a subatomic level everything is energy—all come together to produce a conception of the mind not as a thing but as energy without form.

Brain surgeries have proved there is no doubt that the mind has a connection to the brain, but it is not as though the mind is sitting inside the brain working the controls. The mind is indeed in the brain, but it is there in the same way that magnetism is in a magnet, or a positive charge is in an electron. It is not a thing *inside* the brain, it is energy *within* the brain. Most modern scientists envision the mind as something like waves of energy, and they see the brain as a kind of physical transmitter that conveys information.

To illustrate the concept, Deepak Chopra likens it to listening to Beethoven on a radio and then tearing the radio apart hoping to find Beethoven inside. You won't find him there because he really isn't there. As you pull out the parts and wires, just like probing the cortex of the brain, reception will be affected and the sound will sputter in and out until it finally quits. But you won't find Beethoven inside the pieces of the radio, and you won't find your mind inside the pieces of your brain.

As we near the end of the first decade of the twenty-first century, most scientists no longer conceive of the mind as a thing. Some don't even use the word *mind*, because it is a noun and a noun is a thing. They believe that rather than using *mind* we should use the verb *mind-ing*, which means *paying attention*, and that better conveys the idea.

Unlike a brain that is a thing that exists at some place in time and space, a mind is timeless and occupies no space. And a thought or idea is just a ripple of energy.

THE SIXTH SENSE

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CHAPTER 15: OVERVIEW AND ANALYSIS

THE DOOR TO THE TEMPLE OF WISDOM

This chapter opens with Napoleon Hill announcing that this is the final principle in his philosophy of success. This chapter is about your creative imagination, which Hill describes as the receiving set of the mind, through which you receive thoughts, plans, and ideas. If you develop this ability you will have a surprising sensitivity both to what is happening and to what is going to happen.

MIRACLES OF THE SIXTH SENSE

Hill notes that this ability is generally referred to as some kind of mysterious sixth sense, but he says he is far too experienced to believe that nature's laws can be broken in that way. He says it is no miracle and it is no accident that you get hunches or intuitions. We may mistake them for miracles, but they are just a part of nature's law and the human thinking process that Hill identifies as creative intelligence. And because

“No matter who you are, or what may have been your purpose in reading this book, you can profit by it even if you don’t fully understand how or why the principle described in this chapter works. This is especially true if your major purpose is that of accumulation of money or other material things.”

it is a law of nature, you can work with it just as you work with gravity, electricity, radiation, or horticulture to achieve your aim or desire.

LET GREAT PEOPLE SHAPE YOUR LIFE

Hill opens this section by confessing that he has always been in awe of certain historical figures. He tells about the technique he developed to shed some of his backwoods ways and improve his character by emulating the great men of history, in the hope of catching some of what made them great.

Hill chose the nine men whose lives and work had impressed him most. He researched and studied their histories and accomplishments until he felt he understood them well enough to know how they might think and act. Then before going to sleep each night, he would imagine that he sat at the head of a table surrounded by these nine men, and he would conduct an imaginary council meeting in which they would give him advice on how to handle problems that he faced in his real life.

Hill says that he knows his counselors only existed in his imagination, but he believes by creating each one in such detail he was able to tap into certain ideas and information which resided in parts of his subconscious that he could not have reached in any other way.

EDITOR'S COMMENTARY

The editors explain that Hill's experience with his imaginary counselors is very similar to what happens with authors who find that their fictional characters begin to suggest dialogue and plot points. A similar thing also happens in therapy sessions when people “role play” so effectively that they get flashes of insight into someone else's experience and emotions.

TAPPING THE SOURCE OF INSPIRATION

There is no doubt that somewhere in the mind there is something that receives hunches and intuitions. Even if we can't control it, we would be foolish not to at least leave ourselves open to it. Hill says that by keeping his mind open to the possibility, he has had flashes of intuition and insight that may have actually saved him from being injured.

NOTES & COMMENTS***Where does your subconscious information come from?***

- From everything you ever learned through your five senses, which stays in your subconscious as unfiltered data.
- From information that your conscious mind has forgotten or had set aside as not applicable at the time.
- From the ideas you have intentionally burned into your subconscious through self-suggestion.
- From bits of information that have come to you through Infinite Intelligence from outside sources.

How do you get information from Infinite Intelligence?

- Pulses of energy are generated when other people think thoughts and create ideas.
- The pulses of energy created by an idea send waves radiating outward from the thinker, similar to broadcasting radio waves radiating from an antenna.
- Like the radio waves that are part of the electromagnetic spectrum which is traveling around us and within us at all times, thought waves are part of the Infinite Intelligence that is also around us and within us at all times.
- Sometimes your mind-brain becomes attuned to pick up certain frequencies.
- If another thinker's idea is sending pulses of energy at the same frequency that your mind-brain is attuned to, it receives that idea from Infinite Intelligence. When your physical brain intercepts these waves, the information the waves are carrying becomes a part of your subconscious.

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However, when the information that enters your subconscious mind from Infinite Intelligence appears in your creative imagination, it feels unusual and you don't know why you thought of it. It doesn't feel like it is the logical result of what you know.

Whether you call it a gut feeling, an instinct, mother's intuition, premonition, the eureka response, sudden inspiration, empathy, first impression, instant dislike, suspicion, mistrust, or love at first sight, Hill says the reason you don't know "where on earth that idea came from" is very simply that it doesn't come from your experience. It's not your idea. It's a random thought wave rippling through Infinite Intelligence, which happened to be of the right frequency to become part of your subconscious. When your conscious mind turned to thoughts of a similar nature, the idea naturally popped into your creative imagination, and because it doesn't feel familiar you call it a hunch, a premonition, or one of the other terms for an intuitive feeling.

What if it isn't unusual after all?

Although most people tend to look upon these intuitive events as unusual phenomena, Napoleon Hill asks you to consider an alternative approach. What if these aren't just wild ideas that sometimes happen? What if it isn't unusual after all? What if intuitive ideas are just as much a natural part of the thinking process as making a decision, or remembering, or imagining, or any of the other processes that you use all the time? What if it isn't some strange sixth sense, but just one of the laws of natural science working exactly the way it's supposed to?

Hill came to this theory from his observation of the regularity of the cause-and-effect relationship that is evident in every aspect of life. Hill concluded that there is a grand scheme of things that follows the laws of science and nature. As he often observed, acorns always grow into oak trees and never carrots because it is a law of nature, and it is no accident that water runs downhill instead of up, because that too is a

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as though it is a law, it will work like a law. What you can conceive and believe, you can achieve. Try it, and you will convince yourself.

Why was Napoleon Hill so sure of his theory?

The whole point of this book is to teach you how to *think* and grow rich, and everything Hill learned from his research convinced him that although this kind of thinking cannot be completely controlled, you can nurture it and develop it so that you get better at it. The most persuasive evidence was that five hundred of the most successful men in the world told him to pay attention to his hunches.

TRUST YOUR HUNCHES, GO WITH YOUR INSTINCTS

When Napoleon Hill finally wrote *Think and Grow Rich*, there was no doubt in his mind that his principles of success worked. He had spent thirty years studying how and why some people are successful while other people aren't, and his research was not just a comparison of statistics and business practices. Hill got his information firsthand from the most important and successful men in America, and he was able to do this because Andrew Carnegie, the person who opened the door for him, was the biggest and most successful of them all.

When Carnegie asked Wall Street bankers to spend time with his protégé Napoleon Hill, they not only opened their office doors but they invited him into their homes and they took him into their confidences—not once but many times over a period of years.

When Andrew Carnegie suggested to the captains of industry that it would be helpful if they would explain to his young author-friend how their businesses worked, they were only too happy to meet with Hill to explain to him how they learned the tricks of their trades.

And so it went with famous scientists and inventors; the heads of universities; the most talented writers, authors, and performers; businessmen; entrepreneurs; international statesmen; labor leaders;

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Sometimes you will have a hunch that turns out to be brilliant. The next time it could be dead wrong. It doesn't always work the way you want it to, and it doesn't always work when you want it to either. But you can increase the likelihood of creating more and better ideas by the simple act of acknowledging to yourself that you believe your creative imagination can help you solve problems.

As you work to improve your ability with this technique, it will help to keep in mind that your intuition isn't something outside trying to get your attention. Your intuition is really just you making yourself known. Your intuition is what you know that is buried just below your consciousness. So your intuition is really you telling yourself something. When you pay attention to your intuition it is you trusting yourself, and who knows you better than yourself?

The key is to keep an open mind and approach each intuition or insight with an attitude of open expectation. It cannot hurt to begin with a positive point of view. If it doesn't work, you can always be sensible later. But if you don't even give it chance, if you start out negative and reject all those crazy off-the-wall ideas, you will never know if it might have been the big winner you were hoping for.

HILL'S INVISIBLE COUNSELORS

Napoleon Hill developed a very specific method for tapping into this intuitive way of knowing. He called the method his "invisible counselors." It is a variation on creative visualization, and he describes his first use of it as a way to improve his character.

This development in Hill's methodology began after he had conducted a searching self-analysis and concluded that he lacked certain qualities which he wanted to incorporate into his personality. He settled on nine specific qualities and then chose nine men—each famous as a symbol of one of those qualities. He delved into each man's history until he knew almost as much about them as he knew about himself.

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and the human mind. Dr. Penfield found that, separate from the kind of "knowing" that takes place in the physical brain, there is another kind of knowing that takes place in your nonphysical mind: it is *a part of your mind*, but also *apart from your mind*. In some way your mind has a part that can stand back and either observe itself or exert control over itself without the rest of itself knowing it's doing it.

This unusual part of the mind that Wilder Penfield communicated during his open-brain surgeries was encountered in quite a different way by Ernest Hilgard, Professor Emeritus of Psychology at Stanford University and one of the most respected psychologists in America.

Ernest Hilgard and his wife, Josephine, headed the highly regarded Laboratory of Hypnosis Research at Stanford University. In 1975 they launched a scientific study into hypnosis and pain control. They developed a series of experiments to determine if a person who had been hypnotized and told not to feel pain could actually feel the pain.

They began each session by confirming that the subject could indeed feel pain. They would then hypnotize him and instruct him that he would *not* feel the pain. They would test again to ensure that it was working and that he was feeling no pain.

They asked the subject to give them a signal by raising one finger if there was some part of his inner self that knew he was in pain even though his hypnotized self couldn't feel it. He raised his finger.

The Hilgards then asked if there was a way to communicate with the part that knew there was pain. They found that they could actually speak to that part of his mind, and that it could answer by speaking through him. It could tell them what was really going on, even though the subject was hypnotized and not aware of the pain.

The Hilgards published the results of their research in numerous papers and books in which they refer to this part of the subconscious as the "hidden observer" or the "silent witness." Their research showed

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Six Thinking Hats

The inspiration for Dr. Edward de Bono's Six Thinking Hats is the old expression people often use when they have to solve a problem or come up with an idea, and they say that they have to put on their thinking hat. Suppose it wasn't just one thinking hat but six different thinking hats, and each hat represented a different kind of thinking. Imagine how thoroughly you would have thought about a problem or an idea if you put on the thinking hats one after the other, and each time you put on a different one of the hats, you focused on thinking about the problem just from that one point of view.

No doubt you have already recognized the similarity between using six thinking hats and using nine advisers to prompt you to think more creatively. Edward de Bono suggests that the thinking hats also help to unscramble your thinking so you can use one mode at a time instead of trying to take care of emotions, logic, information, hope, and creativity all at the same time.

Each of the thinking hats is a different color, and each color has a different style of thinking:

1. **White Hat** (think of a blank sheet—objective): Just the facts ma'am, just the facts. No opinions, no interpretations, no rationalizations, just the facts. Information, reports, facts, and figures. With white-hat thinking you focus on pulling together and reviewing all the available data. This tells you not only what you know but also helps you figure out what you don't know.

2. **Red Hat** (think of fire—subjective): The red hat represents emotional thinking and emotional intelligence. It's not what you think, it's what you feel. It doesn't have to be logical and you don't have to rationalize it. It's opinion, emotions, intuition, and empathy. It's also the kind of thinking

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To give you some idea of how you could use the Thinking Hats technique, you might start by trying to come up with an idea or solution to a problem you're having by "putting on" the blue hat to first sort out in your mind what your goals and objectives are.

You could put on your white hat to gather all the data you can find and review everything you already know about the problem.

Then you might move to red-hat thinking in order to ask yourself how you really feel about it, and to project how others might react to the problem.

Next you might move on to the yellow hat and then the green hat, in order to generate positive ideas and possible creative solutions.

You might also move between white-hat thinking as a part of developing information, and black-hat thinking to develop criticisms of the solution.

Although not as creatively vivid or as intellectually demanding as learning everything possible about nine famous people, the Six Thinking Hats technique will definitely push you to consider ideas you would not have thought of otherwise. And the more avenues you open into your thinking, the more likely the possibility of your creative imagination producing ideas from Infinite Intelligence.

Neuro-Linguistic Programming

In the early 1970s, John Grinder, a professor of linguistics at the University of California at Santa Cruz, and Richard Bandler, a student leading a Gestalt therapy group there, developed a self-improvement method they called Neuro-Linguistic Programming.

It is a method for identifying what it is about yourself that is keeping you from being as successful as you wish to be, and then changing who you are by systematically adopting the language, beliefs, and behaviors of those people who have achieved the kind of success and excellence you want for yourself.

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By studying the NLP models, you learn first what you want to change about yourself, and second you learn specific techniques for adopting the style and language of someone else who has already succeeded in what you wish to accomplish.

The idea is that if someone has excelled at something, you can learn how that person did it by observing the details of their behavior and then copying them right down to the smallest detail. When you are modeling another person, you must suspend your own beliefs and adopt everything about the model, from the way they carry themselves, to their personal style, to the way they use language. You must study all you can about their thoughts, feelings, and beliefs, until you can imitate their every thought and movement. In every way you must act as if *you* are your model. The more realistically you act as if you are the model, the more your brain begins to learn the model's patterns and eventually the patterns adapt to you so that you are no longer "acting as if"—you have actually become your version of the pattern.

NLP has had its greatest success in the areas of motivation, counseling, coaching, peak performance, sales training, and dealing with personal issues ranging from changing negative beliefs to overcoming fears and phobias, depression, and addiction.

As noted earlier, Neuro-Linguistic Programming involves much more than Hill's method for improving his character and coming up with intuitive ideas, but the bloodlines are clear. The basic idea of studying and copying someone so that you can tap into what makes them a success is a direct line to Hill's imaginary counselors.

The amount of detail that has been provided on the Six Thinking Hats and Neuro-Linguistic Programming is enough to show the similarities between these methods and Napoleon Hill's invisible counselors, and perhaps even enough for readers to experiment in a minor way with the Six Thinking Hats. However, if you are serious about attempting the

THE SIX GHOSTS OF FEAR

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CHAPTER 16: OVERVIEW AND ANALYSIS

HOW MANY ARE STANDING IN YOUR WAY?

This chapter opens with Hill's statement that before you can use his philosophy you must get rid of indecision, doubt, and fear. Indecision crystallizes into doubt, which turns into fear. This chapter describes the causes and cures of the six basic fears.

THE SIX BASIC FEARS

Hill lists these six fears, noting that there are other fears too but they are all variations on one of the six basics. All fears start with thought impulses, and because your thoughts are the one thing over which you have complete control, if you choose to, you can control your fears.

FIRST BASIC FEAR: THE FEAR OF POVERTY

Napoleon Hill says fear of poverty is the most destructive fear because it can drive you to harm others in an effort to get what you want.

“Before you can put any portion 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 that you shall have to clear out: indecision, doubt, and fear.”

He lists many of the ways that the fear of poverty can affect your character and destroy your ambition, and he follows that with a list of the symptoms of the fear of poverty.

Hill closes this section by reprinting an essay by Westbrook Pegler which points out what can happen when a person becomes beaten into hopelessness by poverty.

SECOND BASIC FEAR: THE FEAR OF CRITICISM

Hill says this is the fear that robs you of initiative and destroys your ambition. He says that to criticize is the one thing everyone seems to think they have a right to do. He also comments on how harmful it can be when parents criticize their children.

This section closes with a list of the symptoms of the fear of criticism.

THIRD BASIC FEAR: THE FEAR OF ILL HEALTH

This fear is associated with the fear of old age and it is also based on the fear of the economic toll it can take.

Hill comments on hypochondria and how the fear of ill health can end up *creating* ill health.

The section closes with the symptoms of this fear.

FOURTH BASIC FEAR: THE FEAR OF LOSS OF LOVE

This can be the most painful fear of all, and Hill calls jealousy a form of mental illness.

The section closes with the symptoms of the fear of loss of love.

FIFTH BASIC FEAR: THE FEAR OF OLD AGE

Hill says this fear is the result of the fear of poverty, the fear of losing control of your life, and the fear of what is on the other side.

The section closes with a list of symptoms of the fear of old age.

SIXTH BASIC FEAR: THE FEAR OF DEATH

This last fear is closely tied to the fear of pain and to the fear of the unknown, caused by certain religious beliefs.

Hill believes that everything in the universe is either matter or energy, and because death is just a transformation of matter into energy, life cannot be destroyed.

The section closes with a list of symptoms of the fear of death.

THE DISASTER OF WORRY AND DESTRUCTIVE THINKING

Worry is a state of mind based on fear. Worry is sustained fear caused by indecision. Because worry is a state of mind, it can be controlled.

Hill uses the story of a death-row prisoner to illustrate that decision gives peace of mind; *indecision* turns all six fears into worry.

He says that if you have fear in your mind, it gives off the sense of a loser and people pick up on it. But because fear is also a state of mind, it can be controlled by you.

THE DEVIL'S WORKSHOP

By this Hill means the susceptibility to any kind of negative influences—from bad associates to people who depress you to a dependence on drugs. Your only defense is your willpower.

SELF-ANALYSIS QUESTIONS

In this section Hill lists sixty questions that will help you to see yourself as you really are.

THE ONE THING OVER WHICH YOU HAVE ABSOLUTE CONTROL

Hill restates his warning that you must protect your thoughts and not let others influence you. You either control your mind or it controls you.

FIFTY-FIVE FAMOUS ALIBIS BY OLD MAN "IF"

Hill suggests that you go over this list of fifty-five excuses people use to explain their failures to see which ones you also use. He notes that, if you follow his philosophy, all of the alibis are obsolete.

Napoleon Hill closes with a restatement of his basic philosophy and the promise that if you put it to use, the rewards are well worth the effort.

“To protect yourself against negative influences, whether of your own making or the result of negative people around you, recognize that your willpower is your defense. You must put it into constant use until it builds a wall of immunity against all the negative influences in your own mind.”

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CHAPTER 16: THE WORKBOOK

REAL FEAR, AND WHAT-IF FEAR

Fear is a natural and reasonable response to the threat of danger, pain, or evil. If you are faced with a situation that presents the possibility you can suffer harm, fear is a perfectly reasonable response. In fact, fear as a response to danger is hard-wired into your brain. It is called the fight-or-flight response, which describes the way your respiration increases, your adrenaline floods into your blood stream, your immune system mobilizes, and you become prepared physically and psychologically to attack or escape.

The kind of fear that prompts the fight-or-flight response is real and immediate. Something happens, you respond. But there is another kind of fear that might be called imagined or anticipatory fear, and it is these what-if fears that Napoleon Hill writes about under the heading The Six Ghosts of Fear:

- the fear of poverty
- the fear of criticism
- the fear of ill health
- the fear of loss of love of someone
- the fear of old age
- the fear of death

If you suffer from one of these what-if fears, there is only one way to get rid of it: stop dwelling on your fear. That may sound too simplistic, but this is exactly what you must do. There is no other answer.

Fears are nothing more than states of mind. Nature has endowed human beings with absolute control over only one thing, and that one thing is thought. This fact, coupled with the additional fact that everything we create begins in the form of a thought, leads us to the principle by which fear may be mastered.

FEAR OF POVERTY

As you read through each of the following symptoms of the fear of poverty, give yourself a grade from one to ten and make a note explaining why you feel that way.

Return in three months to see if you think your grade has improved. Then come back again at the end of six months and grade yourself once more.

1. **Indifference.** Expressed through lack of ambition, willingness to tolerate poverty and accept whatever life hands you. Also laziness, lack of initiative, imagination, and self-control.

1 2 3 4 5 6 7 8 9 10 _____

2. **Doubt.** Generally expressed through excuses designed to cover up or apologize for your failures. Sometimes expressed as envy of those who are successful, or by criticizing them.

1 2 3 4 5 6 7 8 9 10 _____

3. **Worry.** Usually expressed by finding fault with others, a tendency to spend beyond your income, neglect of personal appearance, nervousness, lack of poise, self-consciousness, and often the use of alcohol or drugs.

1 2 3 4 5 6 7 8 9 10 _____

4. **Indecision.** The habit of permitting others to do your thinking; sitting on the fence.

1 2 3 4 5 6 7 8 9 10 _____

5. **Overcaution.** The habit of looking for the negative side of every circumstance. Knowing all the roads to disaster but never searching for the plans to avoid failure. Always waiting for "the right time" to begin, instead of getting started now.

1 2 3 4 5 6 7 8 9 10 _____

6. **Procrastination.** This symptom is closely related to overcaution, doubt, and worry. Spending more time in creating excuses than it would take to do the job. Refusal to accept responsibility. Willingness to compromise with difficulties instead of using them as steppingstones to advancement. Bargaining with life for a penny instead of demanding prosperity, opulence, riches, contentment, and happiness. Associating with those who accept poverty instead of seeking the company of those who demand and receive riches.

1 2 3 4 5 6 7 8 9 10 _____

SECOND BASIC FEAR: THE FEAR OF CRITICISM

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Fear of criticism manifests itself in a thousand different ways. People are afraid to be criticized for everything, from whether they wear the right clothes and have the right sneakers to whether they belong to the right group, gang, clique, club, or organization. You can be criticized because you don't speak with the right accent, have the right skin color, the right religion, the right political beliefs, or even whether you are the right gender, height, or weight. Whether it's called peer pressure or keeping up with the Joneses, it is a fear of being criticized.

The criticism doesn't even have to actually happen to you for the fear to set in. Just watch a few other people get criticized, and that's usually enough to keep you from giving it a try.

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Faith in yourself and in your abilities is the only thing that will overcome fear of criticism. Self-esteem is *self* esteem, not something you have given to you; it is how *you* feel.

That is why the fear of criticism becomes less important as you get older. Over time you have more experience with who you really are, and you care less about what other people think, but you care more about what *you* think about yourself.

Here's your opportunity to gain that knowledge right now, no matter how old you are. Ask yourself, what's the worst that could happen if I attempt something and someone criticizes me? The worst thing is that you might get your feelings hurt for a bit.

Now ask yourself what's the best thing that could happen? If the best thing that could happen is that you accomplish your goal, it's a no-brainer.

If the worst is that you get your feelings hurt, and the best is that you succeed, it doesn't take a genius to know that you are better off if you give it a try.

FEAR OF CRITICISM

As you read through each of the following symptoms of the fear of criticism, give yourself a grade from one to ten and make a note explaining why you feel that way.

Return in three months to see if you think your grade has improved. Then come back again at the end of six months and grade yourself once more.

1. **Self-consciousness.** Generally expressed through nervousness, timidity in conversation and in meeting strangers, awkward movements, and shifting of the eyes.

1 2 3 4 5 6 7 8 9 10 _____

2. **Lack of poise.** Expressed through lack of voice control, nervousness in the presence of others, poor posture, poor memory.

1 2 3 4 5 6 7 8 9 10 _____

3. **Indecision.** Lacking in firmness and the ability to express opinions definitely. The habit of sidestepping issues instead of meeting them squarely. Agreeing with others without careful examination of their opinions.

1 2 3 4 5 6 7 8 9 10 _____

4. **Inferiority complex.** The habit of expressing your own self-approval as a means of covering up your feelings of inferiority. Using "big words" to impress others (often without knowing the actual meaning of the words). Imitating others in dress, speech, and manners. Boasting of imaginary achievements and "acting superior" to cover up the fact that you feel inferior.

1 2 3 4 5 6 7 8 9 10 _____

5. **Mental and physical laziness.** The lack of self-assertion, slowness in reaching decisions, being too easily influenced, the habit of accepting defeat without protest or quitting an undertaking when opposed by others.

1 2 3 4 5 6 7 8 9 10 _____

6. **The habit of criticizing others** behind their backs and flattering them to their faces; suspicion of other people without cause; unwillingness to accept the blame for mistakes.

1 2 3 4 5 6 7 8 9 10 _____

7. **Extravagance.** The habit of trying to "keep up with the Joneses" and spending beyond your income.

1 2 3 4 5 6 7 8 9 10 _____

8. **Lack of initiative.** Failure to embrace opportunities for self-advancement, lack of confidence in your own ideas, hesitancy of manner and speech, deceit in both words and deeds.

1 2 3 4 5 6 7 8 9 10 _____

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THIRD BASIC FEAR: THE LOSS OF LOVE

No one wants to lose the love of someone they care for, but there is a big difference between a natural and normal concern, and living in fear that it will happen. The real issue is why you think it is a possibility that you will lose the love of the person you desire.

If you are afraid that someone won't love you, it may mean that you are dependent on the love of some person (or group) to help define your self-image and make you feel successful and complete.

Fearing the loss of love can also be a signal that at some level you know something about yourself that makes you believe you are

not worthy of their love. You are worried that you cannot live up to their expectations. Your fear is not just that you will lose love; it is also the fear that your secret weakness or failing will be exposed.

The greatest danger in fearing the loss of love is that it can also erode your faith by eating away at your self-image and self-confidence. If you don't believe that you deserve to be loved, if you are constantly worried that you aren't good enough, it is hard to maintain a healthy self-respect. And if you do not respect yourself, you cannot have faith in yourself.

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FEAR OF THE LOSS OF LOVE

As you read through each of the following symptoms of the fear of the loss of love, give yourself a grade from one to ten and make a note explaining why you feel that way.

Return in three months to see if you think your grade has improved. Then come back again at the end of six months and grade yourself once more.

1. **Jealousy.** The habit of being suspicious of friends and loved ones. The habit of accusing your wife or husband of infidelity without grounds. General suspicion of everyone and absolute faith in no one.

1 2 3 4 5 6 7 8 9 10 _____

2. **Fault-finding.** The habit of finding fault with friends, relatives, business associates, and loved ones upon the slightest provocation, or without any cause whatsoever.

1 2 3 4 5 6 7 8 9 10 _____

3. Gambling. The habit of gambling, stealing, cheating, and otherwise taking hazardous chances to provide money for loved ones in the belief that love can be bought. The habit of spending beyond your means or incurring debts to provide gifts for loved ones in order to make a good impression. Other symptoms include insomnia, nervousness, lack of persistence, weakness of will, lack of self-control, lack of self-reliance, bad temper.

1 2 3 4 5 6 7 8 9 10 _____

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FOURTH BASIC FEAR: THE FEAR OF ILL HEALTH

The fear of ill health manifests itself in worrying about your aches and pains, your diet and weight, and every other fluctuation in your bodily functions. If your mind can't stay focused on your chief aim because it is being distracted by your fear for your health, then it is your fear that you are focusing on, and what you focus on is what burns itself into your subconscious.

By dwelling on the fear of ill health, it may plant the suggestion in your subconscious to the degree that through autosuggestion you develop hypochondria, a condition in which your imagination produces the physical symptoms of the very disease that you fear. Or, because of all the stress and anxiety caused by your fear, your natural resistance becomes lowered, which makes you susceptible to real disease.

FEAR OF ILL HEALTH

As you read through the following pages about each of the symptoms of the fear of ill health, give yourself a grade from one to ten and make a note explaining why you feel that way.

Return in three months to see if you think your grade has improved. Then come back again at the end of six months and grade yourself once more.

1. Negative use of self-suggestion. This can result in looking for, and expecting to find, symptoms of all kinds of disease; "enjoying" your imaginary illness and speaking of it as being real; the habit of trying fads and "isms" and home remedies recommended by others; talking to others about operations, accidents, and other forms of illness; experimenting with diets, exercises, and weight-loss systems without professional guidance.

1 2 3 4 5 6 7 8 9 10 _____

2. Hypochondria. The habit of excessively talking about illness, and by concentrating the mind on disease you begin to expect it to happen to you. This is brought on by negative thinking, and nothing but positive thought can cure it.

1 2 3 4 5 6 7 8 9 10 _____

3. Lack of exercise. Fear of ill health interferes with exercise and may result in weight gain.

1 2 3 4 5 6 7 8 9 10 _____

4. Susceptibility. Fear of ill health breaks down your natural resistance, which makes you susceptible to real disease. The fear of ill health is often related to the fear of poverty, especially in the case of the hypochondriac who constantly worries about the possibility of having to pay doctors' bills, hospital bills, etc. This type of person spends much time preparing for sickness, talking about death, saving money for cemetery plots, burial expenses, and such.

1 2 3 4 5 6 7 8 9 10 _____

5. **Self-coddling.** Seeking sympathy and feigning illness to cover a lack of ambition.

1 2 3 4 5 6 7 8 9 10 _____

6. **Intemperance.** Using alcohol or drugs to destroy pain instead of eliminating the cause.

1 2 3 4 5 6 7 8 9 10 _____

NOTES & COMMENTS

FIFTH BASIC FEAR: THE FEAR OF OLD AGE

The fear of old age is actually one of the easiest fears to deal with because it doesn't matter whether you fear getting older or not; you are still going to get older. That does not mean you shouldn't do what you can to keep on top of things, maintain your health, and stay as youthful as possible, but being fearful won't do any good.

Having fear about growing older probably means that you believe your success is directly tied to your youthfulness and that somehow your success will diminish as you age. If you dwell on that fear it will erode your faith in your abilities and you just might lose your grip. Or you could look at all the people just like you who are making a difference in the world, and you could just keep doing what you do. Only now you'll do it better, because you've got the experience that comes with age.

FEAR OF OLD AGE

As you read through the following pages about each of the symptoms of the fear of old age, give yourself a grade from one to ten and make a note explaining why you feel that way.

Return in three months to see if you think your grade has improved. Then come back again at the end of six months and grade yourself once more.

1. Lack of enthusiasm. The tendency to slow down and develop an inferiority complex, falsely believing you are "slipping" because of age. The habit of killing off initiative, imagination, and self-reliance by falsely believing you are too old to have these qualities.

1 2 3 4 5 6 7 8 9 10 _____

2. Self-consciousness of speech. The habit of speaking apologetically of yourself as "being old" merely because you have reached the age of perhaps fifty, instead of reversing the rule and expressing gratitude for having reached an age of wisdom and understanding.

1 2 3 4 5 6 7 8 9 10 _____

3. Inappropriate dress and action. Trying to appear much younger than your age by going overboard in your attempt to keep up with the style and mannerisms of youth.

1 2 3 4 5 6 7 8 9 10 _____

SIXTH BASIC FEAR: THE FEAR OF DYING

The fear of death is very similar to the fear of getting older. It does not matter how much or how little you fear death, you are still going to die. Naturally you should take reasonable precautions to protect your life, but living in fear of dying is the ultimate oxymoron.

Napoleon Hill acknowledges that various religions have played on people's fear of what awaits them on the other side, but in keeping with Andrew Carnegie's advice to avoid any religious bias, Hill's philosophy focuses on the here-and-now rather than the hereafter.

NOTES & COMMENTS

NOTES & COMMENTS

Hill says that if you wish, you can come to terms with your mortality through the laws of natural science. The entire world is made up of matter or energy. Matter cannot be destroyed; it just converts to energy. Today you are matter. When you die you will become another form of energy.

FEAR OF DYING

As you read through each of the following symptoms of the fear of dying, give yourself a grade from one to ten and make a note explaining why you feel that way.

Return in three months to see if you think your grade has improved. Then come back again at the end of six months and grade yourself once more.

1. The habit of thinking about dying instead of making the most of life. This is generally due 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 too. 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. A busy person finds life too thrilling to worry about death.

1 2 3 4 5 6 7 8 9 10 _____

2. Sometimes the fear of dying is closely associated with the fear of poverty, where death would leave loved ones poverty-stricken.

1 2 3 4 5 6 7 8 9 10 _____

3. In other cases the fear of death is caused by illness and the breakdown of physical body resistance.

1 2 3 4 5 6 7 8 9 10 _____

4. The most common causes of the fear of death are ill health, poverty, lack of appropriate occupation, disappointment over love, or religious fanaticism.

1 2 3 4 5 6 7 8 9 10 _____

FEAR, WORRY, AND NEGATIVE INFLUENCES

Relieve yourself forever of the fear of dying by reaching a decision to accept death as an inescapable event. Eliminate the fear of old age by accepting it not as a handicap but as a blessing that carries with it wisdom, self-control, and understanding. Master the fear of loss of love by reaching a decision to get along without love, if that is necessary. Defeat the fear of criticism by deciding not to worry about what other people think. Overcome the fear of ill health by the decision to forget symptoms. And whip the fear of poverty by reaching a decision to get along with whatever wealth you can accumulate without worry.

In addition to the six basic fears, there is another kind of evil that Hill refers to as susceptibility to negative influences. If you really wish to succeed with this philosophy, you must examine yourself very carefully to determine whether you are susceptible to negative influences.

Make your analysis searching. As you read the questions on the following pages, be tough on yourself. You must deal with your own faults as you would deal with a real and serious enemy.

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SELF-ANALYSIS QUESTIONNAIRE

The following list of questions is designed to help you see yourself as you really are. You should read through the list now, making notes as you go.

You should also set aside another day when you can give adequate time to go through the list again, and this time you should have your journal handy so you will have adequate space to answer those questions that require more elaboration. When you do this, it would be best if you read the questions and state your answers aloud so that you can hear your own voice. This will make it easier for you to be truthful with yourself.

1. Do you complain often of "feeling bad" and, if so, what is the cause?

2. Do you find fault with other people at the slightest provocation?

3. Do you frequently make mistakes in your work and, if so, why?

4. Are you sarcastic and offensive in your conversation?

5. Do you deliberately avoid associating with anyone and, if so, why?

6. Do you suffer frequently with indigestion? If so, what is the cause?

7. Does life seem futile and the future hopeless to you?

8. Do you like your occupation? If not, why not?

9. Do you often feel self-pity and, if so, why?

10. Are you envious of those who excel you?

11. To which do you devote the most time—thinking of success or of failure?

12. Are you gaining or losing self-confidence as you grow older?

13. Do you learn something of value from all mistakes?

14. Are you permitting some relative or acquaintance to worry you? If so, why?

15. Are you sometimes excited about life, and at other times in the depths of despondency?

16. Who has the most inspiring influence on you, and for what reason?

17. Do you tolerate negative or discouraging influences that you could avoid?

18. Are you careless of your personal appearance? If so, when and why?

19. Have you learned to ignore your troubles by being too busy to be annoyed by them?

20. Does anyone "nag" you and, if so, for what reason?

21. How many preventible disturbances annoy you, and why do you tolerate them?

22. Are you easily influenced by others, against your own judgment?

23. Would you call yourself a "spineless weakling" if you permitted others to do your thinking for you?

24. Do you use autosuggestion to make your mind positive?

25. Do you suffer from any of the six basic fears? If so, which ones?

26. Have you developed a method to shield yourself against the negative influences of others?

27. Do you have a definite major purpose and, if so, what is it and what plan do you have for achieving it?

28. Which do you value most, your material possessions or your privilege of controlling your own thoughts?

29. Do you resort to alcohol, drugs, cigarettes, or other compulsions to "quiet your nerves"? If so, why do you not try willpower instead?

30. Has today added anything of value to your stock of knowledge or your state of mind?

31. Do you face squarely the circumstances that make you unhappy, or do you sidestep the responsibility?

32. Can you name three of your most damaging weaknesses? What are you doing to correct them?

33. 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?

34. Do you encourage other people to bring their worries to you for sympathy?

35. Do you choose, from your daily experiences, lessons or influences that aid in your personal advancement?

36. When others offer you free, unsolicited advice do you accept it without question or do you analyze their motive?

37. What habits of other people annoy you most?

38. Do you form your own opinions, or do you permit yourself to be influenced by other people?

39. Have you learned how to create a mental state of mind with which you can shield yourself against all discouraging influences?

40. Does your occupation inspire you with faith and hope?

41. Are you conscious of possessing spiritual forces of sufficient power to enable you to keep your mind free from all forms of fear?

42. Does your religion help to keep your mind positive?

43. Do you feel it your duty to share other people's worries? If so, why?

44. If you believe that "birds of a feather flock together," what have you learned about yourself by studying the friends you attract?

45. What connection, if any, do you see between the people with whom you associate most closely and any unhappiness you may experience?

46. Is it possible that some person whom you consider to be a friend is, in reality, your worst enemy because of his or her negative influence on your mind?

47. By what rules do you judge who is helpful and who is damaging to you?

48. Are your intimate associates mentally superior or inferior to you?

49. How much time out of every twenty-four hours do you devote to:

- your occupation _____
- sleep _____
- play and relaxation _____
- acquiring useful knowledge _____
- plain wasted time _____

50. Who among your acquaintances:

- encourages you most _____
- cautions you most _____
- discourages you most _____

51. Does your presence have a negative influence on other people as a rule?

52. Whom do you believe to be the greatest person living? In what respect is this person superior to yourself?

53. What is your greatest worry? Why do you tolerate it?

54. Do you usually finish everything you begin?

55. Are you easily impressed by other people's business titles, college degrees, or wealth?

56. Do you cater to people because of their social or financial status?

57. Are you easily influenced by what other people think or say about you?

58. Do you change your mind often? If so, why?

59. What, above all else, do you most desire? Are you willing to subordinate all other desires for this one, and how much time daily do you devote to acquiring it?

60. 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 of these questions truthfully, you now know more about yourself than the majority of people know about themselves. Once you have completed your second review, and have further elaborated on all of the questions, come back to them once each week for several months and be surprised at the amount of additional knowledge of great value to yourself you will have gained by the simple method of answering these questions truthfully.

If you are not certain about 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 both revealing and rewarding.

ADDITIONAL NOTES & COMMENTS

NOTES & COMMENTS**FIFTY-FIVE 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 airtight 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 you use. Remember, 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 . . .

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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 to assert myself . . .

If only I 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 real 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 . . .

NOTES & COMMENTS

If everybody wasn't against 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. And I know that something must be wrong with the way I have done things, or I would already have the success that I desire. I recognize that something must be wrong with me, otherwise I would have spent more time analyzing my weaknesses and less time building alibis to cover them.

**ADDITIONAL COPY OF THE
SELF-INVENTORY QUESTIONNAIRE**

(as explained on page 189)

SELF-INVENTORY QUESTIONNAIRE

1. Have I attained the goal that 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.)

1 2 3 4 5 6 7 8 9 10 _____

2. Have I delivered service of the best possible quality of which I was capable, or could I have improved any part of this service?

1 2 3 4 5 6 7 8 9 10 _____

3. Have I delivered service in the greatest possible quantity of which I was capable?

1 2 3 4 5 6 7 8 9 10 _____

4. Has the spirit of my conduct been harmonious and cooperative at all times?

1 2 3 4 5 6 7 8 9 10 _____

5. Have I permitted procrastination to decrease my efficiency and, if so, to what extent?

1 2 3 4 5 6 7 8 9 10 _____

6. Have I improved my personality and, if so, in what ways?

1 2 3 4 5 6 7 8 9 10 _____

7. Have I been persistent in following my plans through to completion?

1 2 3 4 5 6 7 8 9 10 _____

8. Have I reached decisions promptly and definitely on all occasions?

1 2 3 4 5 6 7 8 9 10 _____

9. Have I permitted any of the six basic fears to decrease my efficiency?

1 2 3 4 5 6 7 8 9 10 _____

10. Have I been either overcautious or undercautious?

1 2 3 4 5 6 7 8 9 10 _____

11. Has my relationship with my associates at work been pleasant or unpleasant? If it has been unpleasant, has the fault been partly or wholly mine?

1 2 3 4 5 6 7 8 9 10 _____

12. Have I dissipated any of my energy through lack of concentration of effort?

1 2 3 4 5 6 7 8 9 10 _____

13. Have I been open-minded and tolerant in connection with all subjects?

1 2 3 4 5 6 7 8 9 10 _____

14. In what ways have I improved my ability to render service?

1 2 3 4 5 6 7 8 9 10 _____

15. Have I been intemperate in any of my personal habits?

1 2 3 4 5 6 7 8 9 10 _____

16. Have I expressed, either openly or secretly, any form of egotism?

1 2 3 4 5 6 7 8 9 10 _____

17. Has my conduct toward my associates been such that they respect me?

1 2 3 4 5 6 7 8 9 10 _____

18. Have my opinions and decisions been based on guesswork, or on accuracy of analysis and thought?

1 2 3 4 5 6 7 8 9 10 _____

19. Have I followed the habit of budgeting my time, my expenses, and my income, and have I been conservative in these budgets?

1 2 3 4 5 6 7 8 9 10 _____

20. How much time have I devoted to unprofitable effort, which I might have used to better advantage?

1 2 3 4 5 6 7 8 9 10 _____

21. How may I rebudget my time and change my habits so that I will be more efficient during the coming year?

1 2 3 4 5 6 7 8 9 10 _____

22. Have I been guilty of any conduct that was not approved by my own conscience?

1 2 3 4 5 6 7 8 9 10 _____

23. In what ways have I rendered more service and better service than I was paid to render?

1 2 3 4 5 6 7 8 9 10 _____

24. Have I been unfair to anyone and, if so, in what way?

1 2 3 4 5 6 7 8 9 10 _____

25. If I had been the purchaser of my own services for the year, would I be satisfied with my purchase?

1 2 3 4 5 6 7 8 9 10 _____

26. Am I in the right vocation and, if not, why not?

1 2 3 4 5 6 7 8 9 10 _____

27. Has the purchaser of my services been satisfied with the service I have rendered and, if not, why not?

1 2 3 4 5 6 7 8 9 10 _____

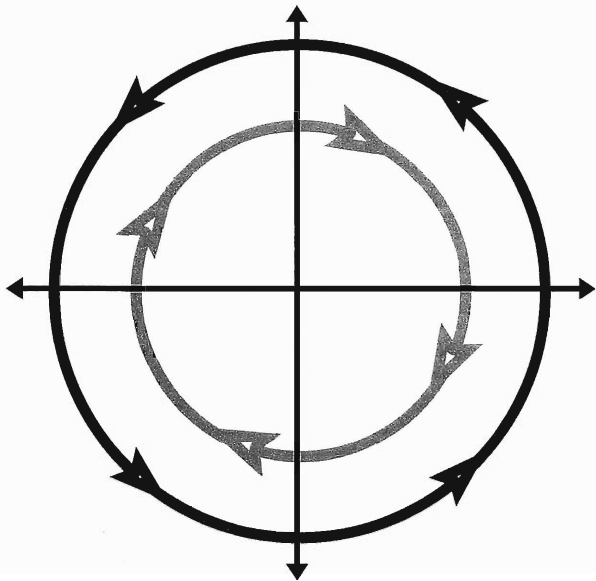
28. What is my present rating on the fundamental principles of success? (Make this rating fairly and frankly, and have it checked by someone who is courageous enough to do that for you accurately.)

1 2 3 4 5 6 7 8 9 10 _____

IDEOMOTOR ILLUSTRATION

(as referenced on page 289)

The Four Possible Movements:



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