



THE MAGIC LADDER TO SUCCESS

NAPOLEON HILL

SUCCESS MANUAL STRATEGIST EDITION 2010

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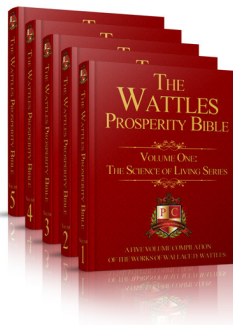
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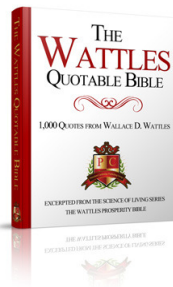
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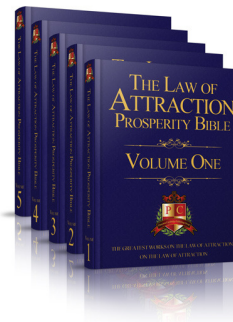
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NAPOLEON HILL

THE MAGIC LADDER TO SUCCESS

NAPOLEON HILL

Napoleon Hill devoted his entire life to the study of Success and the men and women who attained it. Not just “ordinary” Success, but extraordinary Success. “The Magic Ladder to Success” has been published in many forms, and further, has been delivered in practically every city in the United States, in a personal lecture, before hundreds of thousands of people. Eventually, it was published as a book, prior to Hill’s most notable work, “Think and Grow Rich!” The following version of “The Magic Ladder to Success,” shorter than the book version, was published in “Napoleon Hill’s Magazine” in April 1921.

THE OBJECT of this ladder is to show what is man-power, and how it is developed in those who do not possess it. Man-power comes only through organized knowledge intelligently directed. Facts within themselves do not represent power. Knowledge – unorganized and without intelligent control and direction – does not represent power.

There is a great deal of knowledge carefully classified and stored away in a well-edited encyclopedia, but it represents no power until it is transformed into organized, intelligently directed effort.

There is no power in college degrees, nor in the education that these degrees represent, until it is classified, organized, and put into action.

Human power is organized and intelligently directed energy, as represented by facts, intelligence, and the faculties through which the human mind operates.

In weight, tensile strength, and size, there is a strong log chain in a sack full of disconnected chain links, but these links represent only a potential chain until they are organized, connected up, and the links welded together. So it is with man's faculties. They must be organized before they represent power.

There are two kinds of man-power. One is represented by the organization of the individual faculties, which gives increased power to the individual, and the other is represented by the organization of individuals and groups of individuals.

A little handful of well-organized soldiers has been known to put to rout ten times its number of disorganized, undisciplined men, and history is full of the biographies of men who have risen to fame and fortune through the process of organizing and intelligently directing their individual faculties, while millions around them, with equal opportunities, remained mediocres or out-and-out failures.

There is considerable energy in an ordinary small electric dry battery, but not enough to do bodily damage if one should form a short-circuit with his finger and absorb the entire charge. A thousand such dry batteries are equally harmless – until they are organized and connected together with wires. Through this process of organization, if the energy of the entire thousand batteries is fed to one wire, enough energy is produced to turn a considerable piece of machinery. This group of dry batteries may be likened to individuals, in that greatly increased power comes through the organized effort of a large group of men, as compared to the efforts of the same men acting singly.

The object of this ladder, mainly, is to direct attention to the modus operandi through which individual power is developed and applied to the

economic problems of life.

If you will organize your own faculties after the pattern laid down in this ladder, by properly developing the qualities represented by the sixteen rungs, you will find your power enormously increased. You will find yourself in possession of power that you did not know you possessed, and through the intelligent direction of this power you can attain practically any position in life to which you aspire.

The sixteen rungs of this ladder represent the choicest and the most illustrative experience of my twenty-two years of business life:

Rung No. 1: A Definite Aim in Life

Rung No. 2: Self-Confidence

Rung No. 3: Initiative

Rung No. 4: Imagination

Rung No. 5: Action

Rung No. 6: Enthusiasm

Rung No. 7: Self-Control

Rung No. 8: The Habit of Performing More Work and Better Work
Than You Are Paid to Perform

Rung No. 9: An Attractive Personality

Rung No. 10: Accurate Thought

Rung No. 11: Concentration

Rung No. 12: Persistency

Rung No. 13: Failures

Rung No. 14: Tolerance and Sympathy

Rung No. 15: Work

Rung No. 16: The Golden Rule

I will take you behind the curtains of my own private life so that you may learn these great lessons, as portrayed in the outline of the ladder, with the hope that the road over which you will have to travel to reach the objective for which you are striving in life may be somewhat shortened, and the obstacles which will surely await you somewhat minimized.

Success ought not to be a mere matter of chance, as is true in the majority of instances, because the roadway over which success is reached is now well known, and every inch of it has been carefully and accurately charted.

The Magic Ladder to Success will carry you wherever you wish to go if you will master it and organize your faculties according to its plan – a statement I make after having not only organized my own faculties and directed them to a given end successfully, but after having helped others to do the same in many thousands of cases.

This Magic Ladder to Success represents twenty-two years of actual experience and observation, at least twelve of which have been directed to the intense analysis and study of character and human conduct.

During the past twelve years I have analyzed more than 12,000 men and women. These analyses developed some startling facts, one of which was that 95 percent of the adult population belong to the class that might properly be called unorganized (both as to individual faculties and as to group or collective effort) or followers, and the other 5 percent might be called leaders. Another startling fact discovered from organizing and classifying the tendencies and habits of human beings, as shown by these analyses, was that the main reason why the overwhelmingly large percentage of people belonged in the class of followers was lack of a definite purpose in life and a definite plan for carrying out that purpose.

With the foregoing analysis of the Magic Ladder to Success, you have already seen that the ladder deals entirely with the subject of acquiring man-power through organization, coordination, and classification of the human faculties.

Bear in mind that this ladder is not intended as a panacea for all the evils which beset the pathway of the human race, nor is it intended as a “new” formula for success. Its purpose is to help you organize what you already have and direct your efforts in the future more powerfully and more accurately than you have done in the past. Its purpose, stated in another way, is to help you educate yourself – meaning, by the word *educate*, to develop, organize, and intelligently direct your natural faculties called the mind.

Power comes through real education! No person is educated who has not learned to organize, classify, and intelligently direct the faculties of his mind to a definite end. No person is educated who has not learned to separate facts from mere information, weaving the facts into an organized plan of action, with a definite objective in view.

Mere schooling is no evidence of education. College degrees are no

evidence, per se, that those holding them are persons of education.

The word *educate* comes, if I recall correctly, from the Latin word *educo*, meaning to develop from within, to educe, to draw out, to expand through use. It does not mean to cram the brain with knowledge, as most dictionaries tell us that it does.

I dwell at length on this word *educate* and on the word *organization*, because these two words are the very foundation, the very warp and woof of the Magic Ladder to Success.

Education is something you must acquire. No one can give it to you; you must get it for yourself. You have to work to get it and you have to work to keep it. Education comes not from knowing but from doing. The Encyclopedia Britannica is full of facts, but the books themselves have no power. They are not educated because they cannot put into action the facts that have been classified and filed away in their pages. So it is with the human automaton who merely gathers knowledge and makes no organized use of it.

There is considerable energy in a ton of coal, but the coal must first be dug out of the ground and put into action, through the aid of combustion,

before that energy can be utilized. What is merely latent in the human brain represents no more energy or power than does the coal under the ground, until it is organized and put into action to some definite end.

The reason that a person can acquire an education through the cooperation of schools and teachers more readily than he can acquire it without these, is the fact that schools help to organize knowledge.

If I seem to lay undue stress upon this question of organization, let me remind you that lack of this very ability to organize, classify, and intelligently direct the faculties of the mind constitutes the rocks and reefs on which a large majority of the “failures” flounder and go down to ruin.

If, through repetition and by approaching this question from various angles, as I have intended to do, I can drive home the importance of properly organizing your faculties and directing them to a definite end, I will have done for you all that any school on earth aims to do for its students.

With the foregoing as a prelude, we are now ready to take up the first rung of the Magic Ladder to Success.

RUNG NO. I: A DEFINITE AIM IN LIFE

No one would think of gathering together a quantity of sand, lumber, brick, and building materials with the object of building a house without first creating a definite plan for that house, yet my experience in analyzing over 12,000 people proved conclusively that 95 percent of the people have no such plan for building a career, which is a thousand times more important than the building of a house.

Do not overlook the significance of the word *definite*, because it is the most important word in the phrase “a definite aim in life.” Without this word, the sentence represents what we all have, which is nothing more than a vague aim to succeed. How, when, or where we know not, or at least those of us who belong to the 95 percent class do not. We resemble a ship without a rudder, floundering on the ocean, running around in circles and using up energy that never carries us to shore because we do not aim toward one definite goal and carry on until we reach it.

You are commencing now to acquire man-power through the organization, classification, and intelligent direction of knowledge, but your first step must be the choice of a definite aim or else you might as well

have no power since you will not be able to guide it to a worthwhile objective.

It is necessary not only to have a definite aim in life, but you must also have a definite plan for attaining that aim. Therefore, place on paper a written statement of your definite aim and also a written statement, in as much detail as possible, of your plan for attaining that aim.

There is a psychological reason for insisting that you reduce your definite aim and your plan for attaining it to writing, a reason you will thoroughly understand after you have mastered the subject of autosuggestion. This reason is explained again in another article that will appear in these pages on the subject of self-confidence building.

Bear in mind that both your definite aim and your plan for attaining it may be modified from time to time. As a matter of fact, you will be an unusual person if you have the vision and the imagination to see a definite aim now that will be large enough in its scope to satisfy your ambition a little later on. The important thing for you to do now is to learn the significance of working always with a definite aim in view, and always with a definite plan. This principle is one that you must make a part of the

process of organizing your faculties, and you must apply it in everything you do, thus forming the habit of systematic, organized effort.

One year from the time that you write out your first statement of your definite aim in life, you will be surprised, more than likely, at the small scope it covered, for you will then have developed greater vision and greater self-confidence.

You will be able to accomplish more because of your belief that you can do so and because of your courage in setting a bigger task for yourself, as indicated by your definite aim.

This process of education – of educating, expanding from within, drawing out your mind – will enable you to think in bigger terms without becoming frightened. It will enable you to look upon your definite aim in life with eyes of analysis and synthesis, and to see it not only in its entirety but in its component parts, all of which will seem small and insignificant to you.

Engineers move mountains from one spot to another with no difficulty whatsoever, not by trying to move the whole mountain at one shovelful, you understand, but by shovelful at a time and according to a definite plan.

The time and the necessary money required with which to build the Panama Canal were correctly estimated years ahead, in fact before a single shovelful of dirt had been removed, because the engineers who built it had learned how to work by definite plans.

The Canal was a success!

It was a success because the men who planned and built it followed the principle that I have laid down, for your guidance, as the first rung in this ladder. Therefore you can readily see that there is nothing new about this principle. It needs no experiment to prove its accuracy because the successful men of the past have already proved this.

Make up your mind now what you wish to do in life, then formulate your plans and commence doing it. If you have trouble deciding what your lifework ought to be, you can secure the services of able analysts (not many of them, but there are a few) who can assist you in selecting a lifework that will be in harmony with your natural inclinations, your temperament, physical strength, training, and native ability.

This brings us to the second rung in the ladder.

RUNG NO. 2: SELF-CONFIDENCE

It would hardly be worthwhile to create a definite aim in life or a plan for attaining it unless one possessed the self-confidence with which to put the plan into action and achieve the aim.

Nearly everyone has a certain amount of what is ordinarily considered self-confidence, but only a relatively small number possess the particular kind of self-confidence to which we have reference as constituting the second rung in the Magic Ladder to Success.

Self-confidence is a state of mind that anyone can develop in a short period of time. The modus operandi through which this is done is set out in detail in a lesson on self-confidence that will appear later, but now we will make plain the necessity of this quality.

Twenty-odd years ago I was engaged as a laborer in the coal mines I was without a definite aim and lacked the self-confidence necessary in creating such an aim. Something happened one night that marked the most important turning point in my life. I was sitting before an open fire, discussing with the man with whom I lived, this very problem of problems

that has now come up to plague the entire world: the spirit of unrest and antagonism between employer and employee. I said something that impressed this man and he did something that gave me my first lesson in self-confidence building. He then reached over, took me by the shoulder, looked me squarely in the eye, and said, "Why, you are a bright boy, and if you will get out and go to school, you will make your mark in the world!"

It was not what he said as much as it was the manner in which he said it – the sparkle in his eye, the firmness with which he gripped my shoulder as he spoke – that impressed me. It was the first time in my life that anyone had told me I was "bright," or that I might make my "mark" in the world. It gave me my first ray of hope, my first fleeting glimpse of self-confidence.

The seed of self-confidence was sown in my mind on that occasion and it has been growing all these years. The first thing this planting in my mind of the seed of self-confidence did was to cause me to break away from the mines and enter more remunerative work. It caused me to become thirsty for knowledge, so much so that I am becoming a more efficient student every year that I live, until today I can gather, classify, and organize facts in

less than one-tenth the time required only a few years ago.

RUNG NO. 3: INITIATIVE

Initiative is that very rare quality which impels a person to do what ought to be done without being told to do it. All great leaders must possess initiative. A man without initiative could never become a great general, either in warfare or in business and industry, because generalship, to be successful, must be based on intense action.

Golden opportunities are lurking at every corner, waiting for the person with initiative to come along and discover them. When a person performs only the tasks allotted to him and then stops, he attracts no particular attention. But when he takes the initiative, goes ahead and looks for other tasks to be performed after his regular duties have been taken care of, he attracts the favorable attention of his superiors who willingly allot to him greater responsibilities, with pay accordingly.

Before a person can rise very high in any field of endeavor, he must become a person of vision who can think in big terms, who can create definite plans and then carry these plans into action, all of which makes it

imperative that the quality of initiative be developed.

One of the significant features concerning this magic ladder is the extent to which its rungs blend and harmonize with one another, to the end that the whole ladder constitutes a powerful organization of usable material. Notice how the third and fourth rungs complement each other, and notice also the power that comes out of a proper blending of these two rungs in the practical affairs of life.

RUNG NO. 4: IMAGINATION

Imagination is the workshop of the human mind in which old ideas are built into new combinations and new plans. When Edison invented the incandescent light, he merely brought together, in his imagination first and then in his laboratory, two well-known principles and hooked them up, so to speak, in a new way. He knew, as almost every amateur electrician knows, that friction in an electric line would cause heat; that the line could be heated, at the point of friction, to a white glow and thereby produce light. But the trouble was that the wire would burn in two.

Finally, after searching all over the world for a special fiber or filament

that could be heated to a white glow without its burning in two, Edison thought of the old charcoal principle, wherein a pile of wood is placed on the ground, set on fire, and then covered over with dirt and the air cut off. The wood smolders along, but it cannot burn up entirely because most of the oxygen has been cut off, and there can be, therefore, not enough combustion. The moment Edison thought of this charcoal principle, he went into his laboratory, placed the filament inside of a globe, cut off the air, and lo! – he had produced the long sought incandescent light.

When Christopher Columbus turned his eyes westward in search of a “new world,” he made the most profitable use of initiative and imagination ever recorded in all history. Out of his blending of these two qualities was born America – our America of which the whole world is envious and we are proud.

When Gutenberg turned his attention to the invention of the modern printing press, he also made profitable use of initiative and imagination, because he gave wings to thought – which carries the happenings of the world to our door each day at a cost of two or three cents – and brought the whole world into closer intercourse.

When the Wright brothers turned their attention to the airplane, they used initiative and imagination, which, within the span of a few years, mastered the air and shortened the distance between two given points by an enormous proportion.

All of the great inventions owe their existence to the blending of these two forces – initiative and imagination. The limits to which a person of ordinary ability can attain, through the use of initiative and imagination, no person can define.

Lack of these two qualities is the main reason why 95 percent of the adult people of the world have no definite aim in life, which, in turn, is also the reason why this same 95 percent constitute the followers in life.

Leaders are always men and women of initiative and imagination.

RUNG NO. 5: ACTION

The world pays for only one thing and that is for service rendered, or action! Stored-away knowledge is worthless. It benefits no one until it has been expressed in terms of action. No one pays for goods on the shelves; they must be hauled down and ushered into service before the world pays

for them.

You might be a graduate of Yale, Harvard, or Princeton – in fact, you might have all the facts in all of the encyclopedias in the world stored away in your head – but unless you organized this knowledge, and expressed it in action, it would be worth nothing to you or to the world.

A few years ago I went out into the Chicago public parks and interviewed seven of those so-called “down-and-outs” – those fellows who lie around, asleep, with newspapers over their faces while work is plentiful and wages high. I wanted to catch a glimpse of their particular “alibi!” I knew they had what they believed to be a “reason” for being without work.

With some small change and a pocket full of cigars, I got pretty close to these fellows, and what do you suppose they told me, every mother’s son of them?

Each of them said substantially this: “I am here because the world would not give me a chance!”

Think of it – “because the world would not give me a chance!”

Did the world ever give any person a chance, other than what he went out and created by the use of his imagination, self-confidence, initiative, and those other qualities mentioned in this ladder?

We need not argue the point that if there is no action, all the education in the world, all the knowledge that ever came from the best colleges and universities on earth, and all the good intentions plus all of the other qualities mentioned in this magic ladder, will not be of any value whatsoever.

A person without this great quality of action resembles a great locomotive that stands on the side track or in the roundhouse with coal in the bunker, water in the tank, fire in the firebox, steam in the dome, but no engineer to open the throttle.

This great piece of locomotive power is as useless as a sand dune until someone opens the throttle and puts the thing into action.

Within that head of yours is a great machine, one that rivals all the locomotives and manmade machines ever built, but it is as useless as the locomotive that stands on the side of the track without the engineer, until

you put it into action.

How many millions of people are there in this world who have all the essentials for great success, who have everything necessary with which to render the world a great service, except one quality – action!

With but little use of your imagination you can see how closely related action is to all of the other qualities covered by the first four rungs in the ladder. You can see how the lack of action would nullify all of the other qualities. When a person goes into action, those negative qualities of procrastination, fear, worry, and doubt are strictly on the defensive, and nearly everyone knows that a better fight can be fought on the offensive than can be fought on the defensive.

Action is one of the chief qualities that all leaders must possess and, incidentally, it is the chief quality that distinguishes the leader from those who follow. This is worth thinking about; it may help some of us advance from the rank and file of the followers into the select, limited class who are leaders.

RUNG NO. 6: ENTHUSIASM

The next rung in the ladder is very appropriately called enthusiasm, because enthusiasm usually arouses one to action and therefore should be closely associated with it in the ladder.

If we were considering the steps of this ladder in the order of their importance, probably enthusiasm would precede action because there is not apt to be very much action in a person unless there is enthusiasm.

Enthusiasm usually develops automatically when one finds the work for which he or she is best fitted; the work they like best. It is not likely that you will be able to maintain very much enthusiasm over work that you dislike, therefore it behooves you to search diligently until you find the work into which you can throw your whole heart and soul – the work in which you can earnestly and persistently “lose” yourself.

RUNG NO. 7: SELF-CONTROL

For eighteen long, perilous years, an arch enemy stood between me and the attainment of my definite aim.

That enemy was lack of self-control.

I was always looking for controversy and argument. Usually I found it. Most of my time was spent in showing someone that he was wrong, whereas I should have been devoting this valuable time to showing myself that I was wrong.

Finding fault with people is undoubtedly the most unprofitable business one ever engaged in. It makes enemies and demoralizes the spirit of friendship. In no way does it reform or help another person.

Lack of self-control leads to fault-finding.

No person ever became a great leader of others until he first learned to lead himself, through self-control. Self-mastery is the first steppingstone to real achievement, all of which is merely a preachment and does not give the real reason why self-control is an absolutely necessary quality for all who attain real success.

When a person “loses his temper,” something takes place in his brain which ought to be understood more generally. An angry person does not really “lose” his temper – he merely inflames it and causes it to draw to his

brain those chemicals which, when combined through anger, form a deadly poison.

An angry person will throw off enough poison with every exhalation of breath to kill a guinea pig!

There are only three ways of getting rid of poison manufactured by the brain in anger. One is through the pores of the skin; one is through the lungs, the poison being carried away on the breath in the form of gases; and the other is through the liver, which separates the waste matter from the blood.

When these three roadways become overworked, the surplus poison being manufactured by an angry person is distributed through the system and poisons it, just as would be done if any other deadly and poisonous drug were injected into the blood with the use of a hypodermic syringe.

Anger, hatred, cynicism, pessimism, and other negative states of mind tend to poison the system and should be avoided. They are all a part of that deadly negative called lack of self-control.

**RUNG NO. 8: THE HABIT OF PERFORMING MORE WORK AND
BETTER WORK THAN YOU ARE PAID TO PERFORM**

I do not believe it possible for anyone to rise above mediocrity without developing this habit of performing more service and better service than is actually paid for in dollars and cents.

The person who makes it a habit to do this is usually regarded as a leader, and without exception, as far as we have any knowledge on the subject, all such people have risen to the top in their profession or business, regardless of other handicaps that may have stood in the way.

A person who renders this sort of service is sure to attract the attention of people who will start a lively competition for his or her services. No one ever heard of competition over the services of the person who performs as little work as possible to get by with, and who performs that work in a careless manner, in an unwilling spirit.

All of the ability on earth, all of the knowledge recorded in all of the books down the ages, all the schooling on earth, will not create a profitable market for the services of a man or woman who renders as little service as

possible and makes the quality as poor as will pass.

On the other hand, the spirit of willingly performing more work and better work than one is paid to perform is sure to bring its just reward. It will offset many other negative qualities and the lack of many other desirable qualities.

RUNG NO. 9: AN ATTRACTIVE PERSONALITY

You can readily see that even though you possessed all of the qualities thus far outlined, you would nevertheless be very apt to fail in your lifework if you did not also attract people to you through a pleasing personality.

Personality cannot be defined in one word because it is the sum total of those qualities that distinguish you from every other person on earth. The clothes you wear form a part of your personality – a very important part at that. Your facial expression, as shown by the lines on your face or the lack of these, forms a part of your personality. The words you speak form a very important part of your personality, and mark you instantly, once you have spoken, as a person of refinement or the opposite. Your voice also

constitutes an important part of your personality, a part which, to be pleasing, must be cultivated, trained, and developed so it is harmonious, rich, and expressed with rhythm. The manner in which you shake hands forms an important part of your personality; therefore, make your handshake firm and vibrant. If you merely permit the other person to shake your limp, cold, lifeless hand, you are displaying what constitutes a negative personality.

An attractive personality may be described as one that draws people to you and causes them to find companionship and harmony in your company, while an unattractive personality is one that causes people to want to get as far away from you as possible.

You undoubtedly can analyze yourself and determine whether or not people are attracted to you, and if they are not, you surely can find the reason why. Also, it may be of interest to you to know that the class of people you attract to yourself clearly indicates your own character and personality, because you will attract only those who are in harmony with you and whose characters and nature correspond to that of your own.

An attractive personality usually may be found in the person who

speaks gently and kindly, selecting words that do not offend; who selects clothing of appropriate style, and colors that harmonize. The person who is unselfish and willing to serve others; who is a friend of all humanity, regardless of politics, religion, creed, or economic viewpoints; who refrains from speaking unkindly of others, either with or without cause. The person who manages to converse without being drawn into an argument or trying to draw others into argument on such debatable subjects as religion and politics; who sees the good there is in people and overlooks the bad; who seeks neither to reform nor reprimand others; who smiles frequently and deeply. The person who loves little children, flowers, birds, the growing grass, the trees, and the running brooks; who sympathizes with all who are in trouble; who forgives acts of unkindness; who willingly grants to others the rights to do as they please as long as no one else's rights are interfered with. The person who earnestly strives to be constructive in every thought and act; who encourages others and spurs them on to greater undertakings in some useful work for the good of humanity, by interesting them in themselves and inspiring them with self-confidence; who is a patient and interested listener and makes a habit of giving the other person a part of the conversation without breaking in and doing all the talking.

An attractive personality, like all of the other qualities mentioned in this ladder, is easily developed through the application of applied psychology.

RUNG NO. 10: ACCURATE THOUGHT

After you have learned how to think correctly, you will easily and automatically practice the habit of examining everything that tries to make its way to your mind, to see whether it is mere “information” or *facts*. You will learn how to keep away from your mind all those sense impressions that arise not from facts but from prejudices and from hatred, anger, bias, and other false sources.

You will learn how to separate facts into two groups – namely, the relevant and irrelevant, or the important and unimportant. You will learn how to take the “important” facts and organize them, working them into a perfect judgment or plan of action.

You will learn how to analyze what you read in magazines and newspapers, making the necessary deductions, reasoning from the known facts to the unknown, and arriving at a well-balanced judgment that is not

colored by prejudice or built out of mere “information” that you did not carefully examine.

You will also learn, when you understand how to think correctly, how to put what others say through the same process, because this will lead you nearer to the truth. You will learn not to take anything for a fact unless it squares up with your own intelligence, and unless it meets the various tests to which a sound thinker always subjects everything that tries to make its way to his mind.

You will learn, also, not to be influenced by what one man says about another, until you have weighed the statement, examined it, and determined, according to the known principles of correct thinking, whether the statement is false or true.

If scientific thinking will do all of this for you, it is a desirable quality, is it not?

It will do all of this – and much more – when you understand the comparatively simple principles through which correct thought is produced.

RUNG NO. II: CONCENTRATION

Concentration, in the sense that we have made it one of the rungs of this ladder, has reference to the practice of inducing your mind to picture all of the details outlined in your chief aim or in any undertaking, whether connected with or leading to your chief aim or not, until that picture has been clearly outlined and practical ways and means of transforming it into reality have been created.

Concentration is the process of causing your imagination to search every crevice and corner of your subconscious mind, wherein is stored away a perfect picture of every sense impression that ever reached your mind through your five senses, and finding all that can be used in connection with the object of the concentration.

Concentration is also the process of bringing together, as electric batteries are connected by wires, the combined strength of all the qualities outlined in this ladder for the purpose of achieving a given end or attaining a given object – the object of the concentration.

It is the process of focusing the powers of thought upon a given subject

until the mind has analyzed that subject and separated it into its component parts, then reassembled it again into a definite plan.

It is the process of studying effects by their causes and, conversely, causes by their effects.

RUNG NO. 12: PERSISTENCY

Persistency and concentration are so closely related that it is hard to say where is the line that separates them.

Persistency is synonymous with will power or determination. It is the quality that causes you to keep the powers of your mind focused upon a given objective, through the principle of concentration, until that objective has been reached.

Persistence is the quality that causes you to arise, when once you have been knocked down by temporary failure, and to continue your pursuit of a given desire or object. It is the quality that gives you courage and faith to keep on trying in the face of any and all obstacles that may confront you.

It is the quality that causes the bulldog to find the death grip on his

opponent's throat and then lie down and hold on in spite of all efforts to shake him off.

However, you are not aiming to develop persistency for the purpose of using it as a bulldog does. You are developing it for the purpose of carrying you over those necessary rocks and reefs that nearly every person must master in reaching any worthwhile place in the world. You are developing persistency to guide you unwavering in a given direction only after you are satisfied that you are going in the right direction. Indiscriminate use of persistency might only get you in trouble.

RUNG NO. 13: FAILURES

This brings us to the “lucky” thirteenth rung of the ladder – failures!

Do not stumble on this rung. It is the most interesting rung of all because it deals with facts that you must face in life, whether you wish to do so or not. It shows you, as clearly as you might see the sun on a clear day, how you can turn every failure into an asset; how you can carve every failure into a foundation stone upon which your house of success will stand forever.

Failure is the only subject in the whole ladder that might be called “negative,” and I shall show you how and why it is one of the most important of life’s experiences.

Failure is nature’s plan of hurdle-jumping a person and training them for a worthwhile work in life. It is nature’s great crucible and tempering process that burns the dross from all the other human qualities and purifies the metal so it will withstand all hard usage throughout life. Failure is the great law of resistance that makes a person stronger in proportion to the extent that he overcomes this resistance.

In every failure there is a great and lasting lesson if one will only analyze, think, and profit by it. Failure develops tolerance, sympathy, and kindness in the human heart.

You will not travel very far down life’s pathway before you discover that every adversity and every failure is a blessing in disguise, a blessing because it has put your mind and your body into action and thereby caused both to grow through the law of use.

Look back down the ages and you will find history full of incidents that

show clearly the cleansing, purifying, strengthening value of failure.

When you begin to realize that failure is a necessary part of one's education, you will no longer look upon it with fear, and lo! the first thing you know, there will be no more failures! No person ever arose from the knockout blow of defeat without being a stronger and wiser human being in one respect or another.

If you will look back over your own failures, if you are fortunate enough to be able to point to any of very great consequence, you will no doubt see that those failures marked certain turning points in your life and in your plans that were of benefit to you.

RUNG NO. 14: TOLERANCE AND SYMPATHY

One of the curses of this world today is intolerance and a lack of sympathy.

Had the world been tolerant, the world war could never have swept the face of the civilized globe as it did.

Here in America it is of particular importance that we learn the lesson

of tolerance and sympathy, for the reason that this is a great melting pot in which we are living side by side with every race and with the followers of every creed and religion on earth.

Unless we display tolerance and sympathy, we are not living up to the standard that first distinguished this from the old czar, king, and kaiser-ridden world across the Atlantic.

Many great lessons were learned during the war, but none was of more importance than this: that Catholics and Protestants, Jews and Gentiles, and the followers of all other religions and all nationalities and races could fight side by side for a common cause.

If we could fight for a common cause during the war, without displaying intolerance for one another on account of religion, race, and creed, and if we found it necessary and profitable to do so, why not continue to do the same in peace?

Power comes out of cooperation!

All down the ages, the seething, struggling masses have suffered more from their own gross indifference and violent intolerance with one another

than they have from oppression by the classes.

As a matter of fact, the masses could lay aside intolerance and work for a common cause, behind a solid front, and no power on earth could defeat them.

In warfare, defeat usually comes from lack of organization. The same is true in life. Intolerance and lack of harmonious effort, to a common end, has always left the door open so that a few who understood the power that comes from organized effort might step right in and ride the backs of the disorganized, intolerant masses.

Just now, intolerance is working havoc with the world in two directions – namely, in religion and in business and industry. The disagreement between so-called “capital” and “labor” is nothing but intolerance and greed, and it is as much in evidence on one side as it is on the other. If both sides would see that one is the arm while the other is the lifeblood which keeps that arm alive, each would see that intolerance which affects one adversely also affects the other in the same way.

Let us be done with intolerance by placing principle above the dollar

and humanity above the selfish individual. Let us exercise at least as much real intelligence as does the little honey bee that works for the good of the hive, that the hive may not perish.

RUNG NO. 15: WORK

This is the shortest word of all those that constitute the rungs of this ladder, yet it is one of the most important of those qualities.

All of nature's laws have decreed that nothing may live that is not used. The arm that is tied to one's side and removed from active use will wither up and perish away. So it is with any other part of the physical body. Disuse brings decay and death.

Likewise the human mind, with all of its qualities, will wither up and decay unless it is used. This is wrong; the mind will not decay, but the brain, the physical agent through which the mind functions, will decay unless it is used.

Every picture that reaches the human brain through the five senses embeds itself upon one of the tiny brain cells, there to wither up and die through disuse or to become vivid and healthy through constant use.

The most modern educators now concede that it is not the actual knowledge a child gathers from school books that constitutes their “education.” It is the brain development that takes place in the process of transferring that knowledge from the books to the brain, bringing a corresponding amount of use of the brain itself, which constitutes the real value of schooling.

The qualities outlined in this ladder are yours in return for just one price, and that price is work – persistent, never-ceasing work. As long as you exercise these qualities and keep them at work, they will be strong and healthy. But if you permit them to lie dormant, unused, they will wither into decay and finally into death.

RUNG NO. 16: THE GOLDEN RULE

This is the last rung of the ladder, yet but slight reflection will tell us that it probably should have been the first rung, because its use or disuse will determine whether one ultimately fails or succeeds in the application of all the other qualities mentioned in the ladder.

The Golden Rule philosophy is the shining sun that should form the

background of all the other qualities outlined in the ladder. Unless the Golden Rule lights the pathway over which you travel, you are apt to plunge headlong into pitfalls from which you can never escape.

The Golden Rule philosophy makes kaisers impossible and helps to produce Lincolns and Washingtons. It is the thing that leads individuals or nations into growth or decay, life or death, according to whether it is applied or not.

The Golden Rule offers the only sure roadway to happiness, because it leads straight through the field of useful service in the interest of humanity. It is the thing that develops the “hive” spirit in man and causes him to submerge his selfish personal interests for the good of the race.

The Golden Rule acts as a barrier to all of man’s tendencies toward the destructive use of power that comes from developing the other qualities outlined in this ladder. It is the thing that antidotes the harm man could do without knowledge and power; the thing that guides man to the intelligent, constructive use of those qualities he develops from the use of the rungs of this ladder.

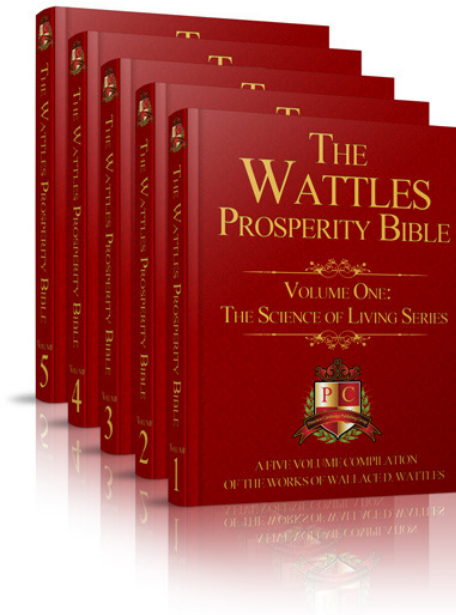
The Golden Rule is man's torchlight by which he is guided toward those objectives in life that leave something of value to posterity, that lightens the burdens of his fellow sojourners on earth and helps them find the way to useful, constructive effort.

The Golden Rule simply means that we must act toward others as we wish others to act toward us; that we must do unto them as we wish to be done unto us; that we must give in thoughts, actions, and deeds that which we are willing to receive from others.

You have before you, in this ladder, a perfect blueprint or plan by which you can reach any legitimate undertaking in life that is within possible reach of a person of your age, natural tendency, schooling, and environment. This is a magic ladder to guide you to look for the end of the rainbow of success – which nearly all of us expect to find at some point in life.

Your rainbow's end is in sight, my friend, and the moment you master the qualities in this ladder, you can pick up the bag of gold that is waiting there for the rightful owner to come along and claim it.

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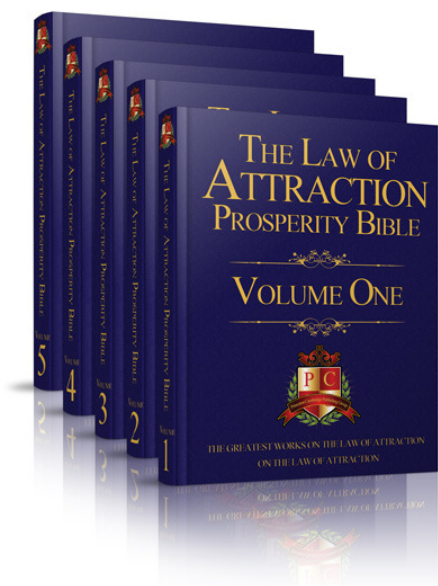
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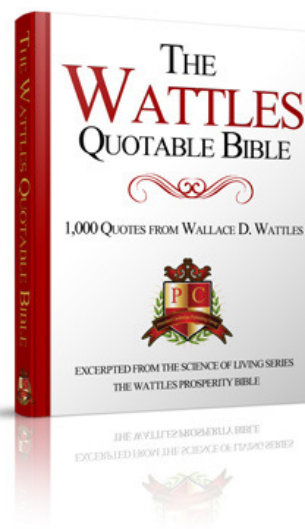
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Quick Bio

Richard is a practicing Intellectual Property, Technology and Internet law attorney with offices in Robbinsville and Princeton, New Jersey, and New York, New York. He has been practicing law for more than twenty years and has been named a “New Jersey Super Lawyer” for seven consecutive years (2004-2010) appearing in annual editions of *New Jersey* monthly magazine.

Richard is a life-long Student of Success and has been studying the Secrets of Success since his college days. During 2008-2009, Richard studied as a personal student under one of the greatest Success Masters and Thinkers of our modern day, Bob Proctor.

In December 2009, Richard launched his own Success website, [The Success Manual](#), and its companion free weekly newsletter, [The Success Beacon](#), both of which are published by Princeton Cambridge Publishing Group. The Success Manual features original articles, essays and other Success based references and offers [FREE quality Ebooks](#) of history’s greatest Success classics.

In July 2010, Richard launched his first product series, [The Wattles Prosperity Bible](#), [The Law of Attraction Prosperity Bible](#) and [The Wattles Quotable Bible](#), all published by Princeton Cambridge Publishing Group and available at www.prosperitybible.com.

Richard is married and is a devoted husband and father to three beautiful children. When not working, Richard spends his time with his family.

Follow Richard on Twitter: @SuccessBeacon