Success Is a Journey!
What Do People Say Who Have Traveled With Us?...

Jack Canfield doesn’t just give you hype. His down-to-earth style made it easy for our associates to relate and follow through. We have seen a tremendous increase in our associates’ commissions, as well as their attitude and self-esteem.

—John Assaraf, RE/MAX of Indiana

You would have been thrilled to attend our recognition banquet Saturday night. Five of the [salespeople] inducted into the President’s Circle, our top managers and consultants, recalled your presentation last year and how it gave them the vision and strategies to achieve their success.

—John Zucker, VP Mktg

At all levels, their is new confidence and commitment. District and Branch managers and their staffs are taking risks, making decisions, pushing through fears, asking for what they need, and are working better as a team.

—Elliott Brown, Regional Vice President, Citicorp

We couldn’t have reacted more positively to your message. Our group has been through experiences that left us feeling splintered and war-weary. For the first time in a long time, people began expressing hope again that we can accomplish even our loftiest goals.

—Jill Miller, Corporate Marketing Director

The Ten Steps to Success are proving to be very valuable tools for our staff. Thank you for generating such excitement, improving our associates’ feelings of self-worth and for presenting so many lessons in a very short period of time.

—D.A. Garrett, Human Resources

Without exception, the feedback could not have been more positive. People are speaking about the “lasting impact” you had on them...your “sincerity and enthusiasm,” and how these qualities made the subject matter come to life and have a realism and relevance to their everyday lives.

—Patrick O’Sullivan, Director, Sales Training

Our group truly enjoyed your presentation. I understand most of our folks gave you a #1, our highest rating, on the evaluation sheets. You did a super job.

—James J. Westervelt, Vice President

You lead participants on a journey of self-discovery that is fascinating and fun while being solidly founded on research and experience. Your handouts are eminently useful.

—M.A. Armour, Director of Meeting Services

Your powerful presentation influenced even the most staunch, hard core “nay sayers.” You have a great ability to teach and I was most impressed with your style. You had a tremendous influence on our employees, and that type of impact is worth paying for.

—P.S. Downs, Minnesota Power

The response was unanimous: You were completely on target and had obviously done your homework and been responsive to what we needed you to focus on at our convention. The topics...very effectively supported and reinforced the rest of the agenda. Your material was perfect...One Director of Corporate Stores said, “Jack should be a given at every convention.” That says it all!

—Marla Rosner, Vice President, SUPERCUTS

I’m making major changes in all areas of my life as a direct result of the skills I learned. The safe environment you created allowed me to stretch in ways I never would have thought possible. My business skills and interactions are enhanced... and my personal life is opening widely.

—Linda Claire, Director, International Admin

I have been able to awaken and utilize my talents like never before. I have not only helped people change their lives, but I have changed my own as well. Each new week brings exciting opportunities. Thank you for all your guidance, encouragement and friendship.

—Todd McNally, Monogram Bank

For me, the training provided an opportunity to look at how I’ve been working in my organization and to consider options for changing my style, intent and behavior. My goal is to take the skills and integrate them into my presentations.

—Judith Schuster, Training & Development

“Fantastic” and “Ability to communicate with warmth and understanding” were just some of the comments that were given after your program. I will highly recommend your program to anyone...it was so relevant and offered participants outstanding take-home value.

—Lola Green, Seminar Chairperson

I’m making major changes in all areas of my life as a direct result of the skills I learned. The safe environment you created allowed me to stretch in ways I never would have thought possible. My business skills and interactions are enhanced... and my personal life is opening widely.

—Linda Claire, Director, International Admin
In a world that echoes with the dubious claims of thousands of so-called experts, Janet Switzer doesn’t just talk — she delivers. She’s savvy, practical and reliable… and the profits she creates are nothing short of extraordinary. Her programs make companies tons of money, while they leave business owners saying, “Why didn’t I think of that?” She takes a little money, combines it with a lot of expertise and creates profits beyond your wildest dreams.

— Michael Hutchison
Former Vice-President of Sales & Marketing and
Developer of Anthony Robbins’ Mastery University
Robbins Research International

Janet Switzer is the genius of choice for lots of very smart companies across the country. She’ll find a way to bring in the money when everyone else has failed… she understands budgets, risks, people and the bottom line. If you can get her to put you on her schedule, consider yourself lucky… but don’t call her unless you’re serious about making money.

— Macrae Ross
Independent growth and management strategist.

Janet gives so much more than she gets from any relationship. With her help, I’ve sold more than 150,000 books and become a best-selling author. Now, I check with Janet before virtually every marketing activity I undertake. In fact, her marketing “radar” is uncanny. If Janet has the time to work with you, don’t hesitate! You’ll not only discover a great mentor, you’ll meet a loyal and devoted friend.

— Cynthia Kersey
Popular keynote speaker and author of Unstoppable

I once saw Janet produce a highly specific and fully articulated strategy within eight minutes of meeting a business owner and hearing about his business. In just 40 minutes at my office, Janet provided me with an entire and fully integrated campaign for launching a new product to a market we were totally unfamiliar with. For you not to realize the same kind of results when you work with Janet is highly unlikely. She’s the most creative and skilled strategist I know. And her practical and proven programs boast an enviable record of success.

— Nelson H. Dodge
Director of Marketing & Communications
Xircom [acquired by Intel]
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The Success Principles: Your 30-Day Journey From Where You Are to Where You Want to Be
One of the greatest myths in this world is that we’re entitled to live a great life. That somehow, somewhere—someone—is required to fill our lives with continual happiness, enticing career options, empowering family time and blissful personal relationships simply because we exist on this planet. We expect these things—and when they don’t show up, for many of us at least, it’s someone else’s fault.

But perhaps the greatest truth in this world—and the one lesson we hope this program will help you learn over and over again—is that there’s only one person responsible for the life you enjoy here. **That person is YOU.**

If you want to be successful, you have to take 100% responsibility for everything you experience in your life. From the level of your achievements to the results you produce, to the quality of your relationships to the state of your health and physical fitness—even responsibility for your feelings, your income, your debts...everything!

**This is not easy.**

In fact, most of us have been conditioned to blame something outside of ourselves for the parts of our life we don’t like. We blame our parents, our bosses, our teachers, our friends, our co-workers, our clients, our spouse, the weather, the economy, our astrological chart, our lack of good golf clubs—anyone or anything we can pin the blame on. We never want to look at where the real problem is—ourselves.

There is a wonderful story that is told about a man who is out walking one night and comes upon a man down on his knees looking for something under a street lamp. The passerby inquires as to what the other man is looking for. He answers that he is looking for his lost key. The man offers to help and gets down on his knees and searches for the key. After an hour of fruitless searching, he says to the man, “We’ve looked everywhere for it and we have not found it. Are you sure that you lost it here?” The other man replies, “No, I lost it in my house, but there is more light out here under the a streetlamp.”
How many times do you look for the answers to your problems outside yourself, when the answer lies within? It is you who creates the quality of the life you lead and the results you produce. No one else!

**Choose Now to Make a Change**

Our final admonition to you as you start down your path to future success, is that you have control over just three things in your life—the thoughts you think, the images you visualize and the actions you take. How you make the most of them determines the outcomes you experience in life.

If you don’t like what you are producing and experiencing, choose now to change your responses. Change your negative thoughts to positive ones. Change what you daydream about. If you don’t like the way people treat you, say something about it or spend your time with different people.

If you keep doing what you’ve always done, you’ll keep getting what you’ve always gotten. In fact, if what you are currently doing was capable of producing the “more” that you are seeking in life, the “more” would have already shown up. If you want something different, you’re going to have to do something different!

While this audio program will give you the strategies and principles that are proven to help you acquire the success-filled life you want. Ultimately, you are the one who will execute the strategies and incorporate the principles into your everyday life.

The day you begin to do that is the day your life will begin to change for the better!
Section One: Building the Foundation of Your Successful Future

Take 100% Responsibility for Your Life With E+R=O

Bob Resnick, one of Jack’s earliest mentors, teaches a simple, yet powerful formula we believe should be the primary rule guiding your successful life:

**E+R=O**

Event + Response = Outcome

Stated succinctly, every outcome we experience in life is a direct result of how we respond to an individual event that occurs.

Sometimes that event is an unexpected opportunity that shows up. Other times, it’s a crisis we didn’t see coming. But in any case, it’s just the way things are—the existential reality of our life.

So how can we create the best possible outcome in relation to an event we have no control over? By taking responsibility and changing the way we respond to that event. Take a look at these two examples:

**Event:** You are given a $1,000 bonus.
**Response:** You spend it on a weekend trip.
**Outcome:** You are broke.

**Event:** You are given a $1,000 bonus.
**Response:** You invest it in your mutual fund.
**Outcome:** You have an increased net worth.

Can you see how your response—and your response alone—can significantly improve your life, or alternatively, keep you exactly where you are today?

Successful people know that how they respond can mean the difference between advancement and riches—or regret about what could have been. In fact, one of the greatest differences between successful people and those who would merely like to be, is how they respond to the opportunities in their life.

How often have you reacted with fear or “I can’t” when opportunity knocks? Have you walked away from a life-changing opportunity? Or worse, did you fail to recognize and respond to opportunity that actually appeared as a crisis or other disaster?

Take a look:

**Event:** Your co-workers continually miss deadlines, forcing you to work late to bring projects in on time.
**Response:** You grumble to your wife, but say nothing to your co-workers or boss.
**Outcome:** You end up working late most nights, straining your marriage and family relationship.

**Event:** Your co-workers continually miss deadlines, forcing you to work late to bring projects in on time.
**Response:** You investigate ways to streamline the process, then quietly present your better plan to the boss.
**Outcome:** Your boss creates a special job title for you, giving you more oversight on projects, which leads to increased responsibility, a year-end bonus and an increase in salary.

The truth is...when confronted with a negative event, successful people look for ways to transform that negative into an opportunity for achievement and greater success.

They simply respond differently.

**Do You Blame Events for Your Outcomes?**

Of course, responding differently means you must give up blaming the event itself. This is very difficult. Our conditioning has trained us that when something doesn’t work, we blame what happened rather than...
our reaction to it: the traffic that made you late for an important meeting, the bounced check that made your husband mad, your parents who still treat you like you’re 12, the company take-over that eliminated your job.

Does this sound familiar?

“If only my boss would give me enough time to do the job...If only my husband understood what I’m trying to do with the kids...If only the kids would clean up their rooms...If only we had a better economy...If only they would stop such-and-such...I would feel better.”

Stop blaming and complaining!
Understand that the E’s (the events) aren’t responsible for the O’s (the outcomes) you experience in life.

Complaining Simply Means You Know There’s Something Better
Complaining about the Events won’t help you change your outcomes, either.
Isn’t it interesting that many people who stay in bad situations never complain. Why? They simply don’t know any better. They don’t know that things could be better.

But complainers know exactly what’s available to them.

In fact, when you hear someone complain, what they’re really saying is, “I know things could be better. I have a point of reference of something better which I prefer. I know the difference between that ideal and the situation I’m in now. But I’m not willing to risk creating that other, more desirable scenario.”

It’s simply easier and less risky to complain.
And it’s certainly easier than responding the way successful people do. If successful people don’t like the situation they find themselves in, they either:

(a) work to make it better, or...
(b) they leave and go somewhere else.

The truth is...as fast as our society moves today, things are likely to change anyway. Left alone, bad situations often get worse. But you can do something to change them — if you’re willing to take 100% responsibility for your life. It’s up to you to do something different.

Do You Ignore the Yellow Alerts?

Most people are surprised to hear that they’re usually notified in advance about the “negative” events that occur in their lives. Like the “yellow alerts” in the old Star Trek television series, you receive advance warnings — in the form of tell-tale signs, comments from others, gut instinct, your intuition — that warn you of impending doom and give you time to prevent disaster from happening.

You have time to change your response (R) in the E+R=O equation.

You can act, as successful people do — facing facts squarely, doing the uncomfortable and taking steps to change the outcome. Successful people don’t wait for disaster to occur, and then blame something or someone else for their problems. They respond in time. They prevent things from going too far.

Life Becomes Much Easier

Once you begin responding decisively to signals and events as they occur, life becomes much easier. The feelings of hopelessness and lack of control go away. You start seeing two kinds of improved outcomes — both internal and external.

Old internal dialogs like: “I feel like a victim. I feel used. Only bad things happen to me,” are transformed into, “I feel better. I’m in control. I can make things happen.”

External outcomes like, “Nobody comes to our store. We missed our quarterly goals. People are complaining the new product doesn’t work,” become outcomes like: “I have more money in the bank. I lead the division in sales. Our product is flying off the shelves.”

Eventually, as you respond regularly to these yellow alerts, you begin to see events without needing these advance warnings. You begin to anticipate problems.

And, you mature in your thinking.

Finally, you can accept the fact that you are the one who has created the way things are. You took the actions, you thought the thoughts, you created the feelings and you made the choices that got you to where you are now.

You are the one who ate the food. You are the one who stayed in that job that you hate. You are the one who married him. You are the one who wanted kids. You are the one who abandoned your dream. You are the one who ignored your intuition. You are the one who decided to go it alone. You are the one who decided you were damaged goods. You are the one who trusted him.

And, come to think of it, you’re the one who said yes to the dogs, too.

It was you!
You Either Create It or Allow It to Happen

You alone have the power to make something happen in your life, whether you actively create it or passively allow it to happen or continue. This goes for outcomes that are both good and bad.

When you confront a guy in a bar who is twice your size and say to him, “You’re ugly!” — then find yourself in the hospital with a broken jaw — it’s easy to see you created that outcome.

But what about those outcomes that are more difficult to see?

Let’s say you work late every night. You come home tired and burned out. You eat dinner in a stupor, then sit down to watch television. You are too tired and stressed out to do anything else — like go for a walk or play with the kids. This goes on for years. Your wife asks you to talk to her. “Later,” you say.

Three years from now you come home to an empty house and a find note that she’s left you and taken the kids.

You created that one, too!

Of course, in this kind of situation, it’s easy to gloss over the obvious with self-righteous arguments like, “I was working hard to make a better life for my family. I’m entitled to watch a ball game every now and then. I was a good provider, wasn’t I?”

But perhaps the worst outcomes are those we simply allow to happen, whether through inaction, neglect or unspoken agreement.

You didn’t sign the petition when it came in the mail, and now there’s a microwave tower in your neighborhood. You didn’t demand counseling the first time he hit you, and now the abuse has gotten worse. You didn’t follow through on your threat to take away privileges, and now the kids’ rooms look like a war zone. You didn’t go back to school, and now you are being passed over for a promotion. You didn’t demand an audit, and now your partner has disappeared with the money. You didn’t leave when you saw the drugs, and now you are in jail.

When you allow outcomes like these to happen, be aware that you are not a victim. In fact, you can safely take credit for standing passively by and letting it happen. You didn’t say anything, make a demand, say no, or leave.

Like the yellow alerts we talked about before, there were signs that you chose to ignore.

You didn’t acknowledge the alert or act upon it because that would have required you to do something uncomfortable. Whether it’s confronting your spouse or speaking up in a staff meeting or leaving the premises, you are the only one who can respond to a yellow alert while there is still time to change it, reverse it or save it.

My good friend, former Congressman Ed Foreman once said,

Winners are those people who make a habit of doing the things losers are uncomfortable doing.

Don’t fail to respond to a yellow alert because it’s easier, more convenient, less uncomfortable, less confrontational, keeps the peace, doesn’t require taking risks, or confirms your low self-image. Take action! Don’t allow negative outcomes to be your fate.

The E+R=O Partner Process

Begin with a partner asking you the following questions, with you answering verbally. If no partner is available, feel free to write the answers in the space provided.

1. What is a difficult or troubling situation in your life? __________________________________________________________
2. What pay-offs or benefits do you get for keeping it like it is? __________________________________________________
3. What costs do you pay for keeping it like it is? ______________________________________________________________
4. How do you create it or allow it to be like it is? ______________________________________________________________
5. What are you pretending not to know? __________________________________________________________________
6. What do you want? _______________________________________________________________________________________
7. What actions could you take and what requests could you make to get it? ________________________________________
8. When will you do that? ____________________________________________________________________________________
How Would You Respond Differently?

The following scenarios include inappropriate responses and undesirable outcomes. How would you respond differently in order to change the outcome?

<table>
<thead>
<tr>
<th>Poor Response / Undesirable Outcome</th>
<th>Your Response / More Desirable Outcome</th>
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</table>
| **Event:** Your boss “dumps” last-minute projects on you.  
**Response:** You stay late to finish them 2-3 nights a week.  
**Outcome:** Your family life suffers and your wife is furious. | **Event:** Your boss “dumps” last-minute projects on you.  
**Your Response:** You discuss the problem with your boss, offer solutions and now ask early in the day about any deadlines.  
**Better Outcome:** You feel more in control in the workplace, get home on time and your family relationships improve. Your teenager’s rage problem diminishes and he’s doing better in school. You have time to share in household duties now so your wife is less resentful and more loving and supportive. |
| **Event:** The house remodeler says permits aren’t needed.  
**Response:** You believe him even though you’re not sure.  
**Outcome:** The electrical wiring was poorly done, not inspected and now you’re paying even more money to have it re-done because the lights don’t work. | **Event:** The house remodeler says permits aren’t needed.  
**Your Response:**  
**Better Outcome:** |
| **Event:** You now get 500 cable channels with DSS.  
**Response:** You spend your entire evening channel-surfing.  
**Outcome:** You mindlessly eat snacks after dinner and balloon to 230 lbs. Following your lead, the kids watch, too, instead of doing their homework. You end up yelling at them and their schoolwork suffers for lack of concentration and help from you. | **Event:** You now get 500 cable channels with DSS.  
**Your Response:**  
**Better Outcome:** |
| **Event:** You lose your job and now the creditors are calling.  
**Response:** You ignore the calls and letters and don’t investigate options for reducing your payment or negotiating better terms.  
**Outcome:** Your credit rating is ruined, you have 4 judgments against you and now that you just got a new job, they’re garnishing your wages and causing you embarrassment with your new boss. | **Event:** You lose your job and now the creditors are calling.  
**Your Response:**  
**Better Outcome:** |
| **Event:** A friend approaches you with a business idea.  
**Response:** Even though the business sounds wonderful, you let your husband tell you it’s too good to be true, so you don’t even investigate. You tell your friend no.  
**Outcome:** Your friend’s idea was sound, the business took off and now she’s quitting her lackluster job because she’s making $9,000 a month. You’re still stuck in a job you hate, so you’re jealous and harbor resentment about your friend’s success. | **Event:** A friend approaches you with a business idea.  
**Your Response:**  
**Better Outcome:** |
Success Is a Learned Behavior

One of our favorite stories is about a famous research scientist who had made several very important medical breakthroughs.

He was being interviewed by a newspaper reporter who asked him why he thought he was able to succeed so much more than the average person, to be so much more creative than the average person? In other words, what set him so far apart from others?

He responded that, in his opinion, it all came from a lesson his mother taught him when he was two years old. He'd been trying to take a bottle of milk out of the refrigerator, when he lost his grip and spilled the entire contents on the kitchen floor. His mother, instead of scolding him, said, “What a wonderful mess you’ve made! I’ve rarely seen such a huge puddle of milk. Well, the damage is already done. Would you like to get down and play in the milk before we clean it up?”

Indeed, he did. And, after a few minutes, his mother continued, “You know, whenever you make a mess like this, eventually you have to clean it up. So, how would you like to do that? We could use a towel, sponge or mop. Which do you prefer?”

After they were finished cleaning up the milk, she said, “What we have here is a failed experiment in how to carry a big bottle of milk with two tiny hands. Let’s go out in the backyard, fill the bottle with water and see if you can discover a way to carry it without dropping it.” And they did.

What a wonderful lesson!

The scientist then remarked it was at that moment he knew he didn’t have to be afraid to make mistakes. Instead, he learned that mistakes were just opportunities for learning something new — which after all, is what scientific experiments are all about.

That bottle of spilled milk led to a lifetime of learning experiences — experiences that were the building blocks of a lifetime of world-renowned successes and medical breakthroughs!

Taking Inventory of Your Life Successes: What Milk Have You Spilled?

What did you learn each time you achieved something new? How did you have to “stretch” in your ability? In other words, what skills did you acquire, what techniques did you learn, and what relationships did you form that helped you achieve significant successes in your life?

We’ll be inventorying your life’s successes in just a moment, but as you do, remember that success is a learned behavior. We succeed when we try new things, when we move outside our comfort zone, and when we make new contacts that can help us in our journey.

The more you acknowledge that you are successful (and the more you acknowledge what you already know), the better prepared you’ll be to benefit from the success training you’ll experience in this workbook. Let’s start working on your success now!

To start the process of taking inventory: Divide your life into three parts — for example, if you are 45 years old today, your three parts would be 0 to 15 years, 16 to 30 years and 31 to 45 years. Then list three successes for each time frame — and list what you learned as you achieved that success.

<table>
<thead>
<tr>
<th>The Formative Years: Age _______ to Age _______</th>
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<tr>
<td>Successes I Achieved</td>
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<td>1. ____________________________</td>
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### The Middle Years: Age _______ to Age _______

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<th>Successes I Achieved</th>
<th>Success Lessons I Learned (use additional sheets if necessary)</th>
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### The Most Recent Years: Age _______ to Age _______

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<th>Successes I Achieved</th>
<th>Success Lessons I Learned (use additional sheets if necessary)</th>
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Now let’s take a look at the next five years...your immediate future which we’ll be working on over the next 30 days. What do you want to accomplish? What would you like to achieve? Quickly jot down what comes to mind immediately. In future days, we’ll be building on these thoughts with step-by-step strategies for developing and achieving these specific goals!

### The Next Five Years

<table>
<thead>
<tr>
<th>Successes I Will Achieve</th>
<th>What Knowledge, Skills, Habits, Self-Disciplines, Relationships and Resources Will I Need to Develop to Achieve These Successes (use additional sheets if necessary)</th>
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Janet and I discovered long ago what we were put on this earth to do. We determined our purpose in life, our "right livelihood." We discovered how to inject passion and determination into every activity we undertake. And we learned how purpose can bring an aspect of fun and fulfillment to virtually everything we do.

Now we’d like to help uncover the same secret for you. 
You see, without a purpose in life, it’s easy to get sidetracked on your life’s journey. It’s easy to wander and drift, accomplishing little.

But with a purpose, everything in life seems to fall into place. To be "on purpose" means you’re doing what you love to do, doing what you’re good at and accomplishing what’s important to you. When you are on purpose, the people, resources and opportunities you need naturally gravitate toward you. The world benefits, too.

With a life purpose—carefully developed and clearly stated—you suddenly have a basis for making all your major life decisions, for setting a lifetime’s worth of goals and for pursuing one activity or goal versus another.

Not only will thinking about and pursuing your life purpose get you to where you want to be, it will make the journey more enjoyable!

In this chapter, you’ll learn that your greatest challenge will be to discover and use your natural talents, resources and abilities to their highest and best use—for you…your family…and the world. Let’s get started now!

What's In a Mission Statement? The Life Purpose of Some of History's Greatest Names

Surprisingly, some of the greatest names in history have had some of the simplest personal mission statements. Titans of industry, leaders of major world governments, entertainment giants—have all had a definitive life purpose that drives their daily actions, helping them create great successes and positively impact generations of people.

Take Thomas Edison, for example: His stated mission was to create inventions that people needed, that people would pay for and that would be profitable. Imagine having that mission statement as a road map to guide your daily actions! If an activity didn’t fit that formula, you wouldn’t work on it. Period. If something was getting you off track in life, you’d be able to recognize its short-comings before spending too much time, energy or resources on it. If something didn’t fit all the criteria, you’d move on to the next thing that did. See the kind of focus a stated purpose or mission statement can give you?

Let’s look at other historical figures that have had a stated purpose that guides their actions and energy:

John F. Kennedy: To put a man on the moon in this decade.
Andrew Carnegie, American steel industrialist, founder of the public library system, and at one time the richest man in the world: To spend the first half of my life making as much money as I can — and the second half giving it away.
Stanley Mason, inventor of the Band-Aid, disposable diapers and other consumable consumer products: Create one invention a year that will generate $10 million a year in royalties forever.
Jack Canfield: To inspire and empower people to live their highest vision in a context of love and joy.

Finding Your Personal Life Purpose: The "Why" Behind Everything You'll Do

Have you ever written down your life purpose? If not, ask yourself this question: If I were provided with everything I wanted and needed to release my full potential and achieve my highest vision, what would my purpose be?

Finding your purpose is really discovering what you were put on this Earth to do. Your purpose can tell you what to accomplish, for whom, how to accomplish it and in what time frame. When you discover your purpose, life flows effortlessly. Opportunity seems to fall in your lap. Resources and relationships find you easily. Small successes build upon one another to create unstoppable momentum.

But how does purpose differ from goals or action plans? Purpose is the "why" — the reason you create the goals you create and pursue the activities you do. It’s the reason you strive to achieve the results you’re looking for.

Goals are merely the "what" you’ll accomplish and action plans are simply the “how” you’ll accomplish those goals. Without purpose as the compass, goals and action plans are meaningless.

To determine your life's purpose — to develop it in crystal-clear words that are compelling to you and others — take time now to complete the exercises that follow. Then, finish by writing your own heartfelt personal mission statement.
Life Purpose Exercise

1. List two of your unique personal qualities, such as enthusiasm and creativity.

_____________________________________________________________________________________________________________________

2. List one or two ways you enjoy expressing those qualities when interacting with others, such as to support and to inspire.

_____________________________________________________________________________________________________________________

3. Assume the world is perfect right now. What does this world look like? How is everyone interacting with everyone else? What does it feel like? This is a statement, in present tense, describing the ultimate condition, the perfect world as you see it and feel it. Remember a perfect world is a fun place to be. For example: Everyone is freely expressing their own unique talents. Everyone is working in harmony. Everyone is expressing love.

_____________________________________________________________________________________________________________________

4. Combine the three prior subdivisions of this paragraph into a single statement.

Example: My purpose is to use my creativity and enthusiasm to support and inspire others to freely express their talents in a harmonious and loving way.

_____________________________________________________________________________________________________________________

There are several ways to approach defining your purpose. We learned this version of the life purpose exercise from Arnold M. Patent. You can reach Arnold Patent at 28172 Via Chabas, Mission Viejo, CA 92692. (949) 770-7769. www.arnoldpatent.com.
Finding Purpose in Your Career: Are You Where You Need to Be?

Why do I have the job I have? ___________________________________________________________________________________

What purpose or higher good am I serving? _____________________________________________________________________________

Who does my work serve? ___________________________________________________________________________________________

Do those people need what I provide? □ Yes, absolutely! □ Maybe. I sometimes wonder. □ Not really. They could easily do without it.

What do they do with what I provide? _______________________________________________________________________________

Do they, in turn, help others with what I give them? _______________________________________________________________________

Could I provide it differently, in a way that would better enable people to pass on the benefits? ________________________________

Is there integrity in what I do for a living? □ Yes □ No If yes, the way? □ Not really. □ I sometimes wonder. □ Absolutely!

Is integrity lacking in what I do for a living? □ Yes □ No If yes, the way? □ Not really. □ I sometimes wonder. □ Absolutely!

If I could be doing anything I wanted to do, assured that all my living expenses and material needs and desires would somehow be fulfilled, would I be working at this job? □ Yes, absolutely! □ No, I’d leave tomorrow.

If not, how can I alter this job and make it into something I can be passionate about? _____________________________________________

If this job ultimately isn’t for me, how will I start transitioning into something new? _____________________________________________

Are there any negative aspects to my work? □ No □ Yes Am I the source for that? _____________________________________________

Can I change any negative aspects? □ No □ Yes How? _________________________________________________________________

Can I achieve my purpose only in this job? ___________________________________________________________________________

How else can I achieve my purpose, if not in this job? ___________________________________________________________________

Can I stay in this job and achieve my higher purpose? □ Yes □ No If yes, how? If no, why not? ______________________________________

If I could wake up every morning, excited to face the day and eager to get to work, what would a day like this look like? ___________ 

____________________________________________________________________________________________________________________

Finding Purpose in Your Marriage or Committed Relationship: Are You More “On Purpose” as Two?

When you first met your spouse or partner, what activities were you both passionately interested in? __________________________

What goals for your future did you both share? _______________________________________________________________________

Did you ever write down those goals? □ Yes □ No If not, when will you do so? _____________________________________________

How have you pursued or met those goals? ___________________________________________________________________________

What vision did you originally have for your relationship? _________________________________________________________________

How could the two of you better support each other in reaching your full potential as individuals? _____________________________

____________________________________________________________________________________________________________________

Do you get that support now? □ Yes □ No If not, what needs to change? ____________________________________________________

____________________________________________________________________________________________________________________
### Finding Purpose in Your Civic Activities: Does Your Calling Shine Through?

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>Are you active in organized civic groups?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>- Service Organization(s)</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>- Social Club(s)</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>- Hobby Club(s)</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>- None.</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>What is your reason for joining and staying active?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What satisfaction or enjoyment do you get out of these groups?</td>
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<tr>
<td>Do any of your groups serve others as a regular activity or stated goal?</td>
<td></td>
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<tr>
<td>Do you participate in those activities?</td>
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<tr>
<td>Have you taken on leadership roles in these groups?</td>
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<tr>
<td>In what way?</td>
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<tr>
<td>How do these groups serve to further your career or personal goals, even if they just provide relaxation time?</td>
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<tr>
<td>Has meeting other members led to good things happening in your life outside club activities?</td>
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<td>☐</td>
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<tr>
<td>What kinds of surprising benefits have resulted from your club associations?</td>
<td></td>
<td></td>
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<tr>
<td>What other groups might you join that would further your life goals?</td>
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</tbody>
</table>

### Finding Purpose in Your Family Relationships: What Were You Put on This Earth to Do?

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you still close to your parents?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>- Grandparents?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>- Other seniors in your family?</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>What’s the most important reason you stay in touch with these “seniors”?</td>
<td></td>
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</tr>
<tr>
<td>Do you participate in frequent family activities with these “seniors”?</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>What kind?</td>
<td></td>
<td></td>
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<tr>
<td>Do you have children?</td>
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<td>☐</td>
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<tr>
<td>What are the most important lessons you’ll teach them in your lifetime?</td>
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<tr>
<td>What’s the greatest hope or aspiration you have for their future?</td>
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<tr>
<td>How important to you is that future?</td>
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<td></td>
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<tr>
<td>What steps do you regularly take to support that future?</td>
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<td></td>
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<tr>
<td>Does your family, including your children, support the activities or pursuits that interest you most?</td>
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<tr>
<td>In what way do they support you?</td>
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<tr>
<td>Does your family regularly participate in any activity that serves a goal or group of people outside your immediate household?</td>
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<td>☐</td>
</tr>
<tr>
<td>If yes, what is it?</td>
<td></td>
<td></td>
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<tr>
<td>How did you get involved in this activity?</td>
<td></td>
<td></td>
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<tr>
<td>Would your family like to participate in any activity that serves a goal or group of people outside your immediate household?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>If so, what is it?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What might each family member do to support that desire or effort?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have you all committed to that plan by writing it down on paper?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>If not, when will you do so?</td>
<td></td>
<td></td>
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<tr>
<td>What specifically would you expect your efforts to accomplish?</td>
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</table>
Finding Purpose as an Individual: What’s the Best Use of Your Time, Talent and Passion?

What are your best talents? ___________________________________________________________________________________

Are you using those talents every day? □ Yes, absolutely! In what ways? ____________________________________________
□ Not really. I could do better. In what ways? _______________________________________________________________

If the world at-large could benefit from your talents, how would they benefit? _______________________________________

How would they access your talent? _________________________________________________________________________

How might you make your talent more available to the world? ______________________________________________________

What takes up the majority of your time now? __________________________________________________________________

What would be a better use of your time? _____________________________________________________________________

How can you change your schedule so you have more time for this better use? _____________________________________

Putting It All Together: Defining Your Purpose

Now it’s time to put your thoughts together into a single statement that summarizes who you are and what you are doing here... a single statement that explains what gives you zest for living... what gives you a sense of joy, creativity and spontaneity that enables you to live every day more passionately than the last. Determining what provides you with enthusiasm, excitement and fulfillment will help you develop a purpose for your life — one that not only satisfies you personally, but serves the world, too. Complete the statements below to give you the clues you need to write your personal statement of purpose.

Whether in my career or in my private life, the activity I am most passionate about and have been most passionate about over time is...

The reason I’m so passionate about this activity is...

I could pursue this activity full-time if I...

I could thrive in my family and committed relationships, while at the same time pursuing this activity, if I...

This activity serves others in that it...

When I daydream, the life I visualize for myself includes...

When I’m at the end of my life, I hope to look back on my life and be satisfied that I accomplished...

I know I will have led a life of meaning if I...

Now combine all your thoughts above into the single statement below — a statement that explains a life pursuit you can be passionate about and dedicated to long-term... a statement that explains what drives you, what keeps you enthusiastic and what brings you fulfillment. That’s the definition of a powerful life purpose!

The best use of my productive time, heartfelt effort and passionate dedication is to...
Understanding the Cycle of Completion: Making Space for the New

Take a look at the chart on the right. We call it the Cycle of Completion. Each of those steps—Decide, Plan, Start, Continue, Finish and Complete—is required to succeed at anything, to get a desired result, to finish. Yet how many people get stalled at the deciding phase or the planning stage? How many more people never start anything they decide to do?

Let’s say you want to start your own business from home. You first have to decide what type of business, which takes investigation. You have to investigate your options, you have to determine what it will cost, discover what kind of budget you’ll need, who your customer will be.

In reality, investigation is just another part of the decision phase, but it’s a lot of work. So guess what? A lot of people get hung up in the deciding phase. Which is a shame because many of the world’s greatest business leaders will tell you that carrying out a decision isn’t the hardest part — making the decision is. That’s why most people stop short of making the decision. But once you do, you’re rewarded — usually in amazing ways.

Have you heard this quote? “Once you make a decision to do something, the Universe will move itself to help you.” It’s true. Once you release all the energy you’re using on making the decision, your mind is free to work on the execution part. You can begin planning, and you can start executing your plan.

Don’t think you have to wait until everything’s “perfect.” It rarely will be in the beginning. So you have to give yourself permission to what? Fail, make mistakes. Of course, one of the ways to attain perfection is to simply do something over and over. How do you learn to play the piano? By playing the piano. You have to start. And no one expects you to be perfect the first time out. Plus, you’ll learn a lot along the way. World-renowned entrepreneur Marshall Thurber says, “You can’t learn less!” You can only learn more.

So starting is the main prerequisite to completing anything. Along the way, even if you make mistakes, you get feedback — from friends, clients, employees, the Universe, government officials, industry experts, and so on.

Next, you have to continue. How many people start a project only to give up when it gets uncomfortable? You need to understand that discomfort is just part of the process. It wouldn’t be a worthy goal if it didn’t make you a little uncomfortable. Your goal is going to require something of you that you didn’t have before. If you’re not a little uncomfortable every day, you are not stretching yourself enough.

Next, you have to finish. Sounds pretty simple, but you would be surprised how many people get caught up in not completing anything. What’s the best way to avoid failure? Don’t complete anything. Then no one can judge your work.

At many universities, they have a tongue-in-cheek degree called an ABD—All But Dissertation. It’s for Ph.D. candidates who go to school for nine years, take all the classes, assemble a committee, submit their dissertation outline — but never turn in their final draft for review to become a Ph.D. Why? Because if they did hand it in, someone might say,
“Not good enough. Not perfect.” They are unwilling to risk the rejection.

Do you have projects like that? That poem you never finished or the painting you started or the dress that just needs a hem in it? Or what about that proposal at work for a new idea you had?

**Finally, you have to complete.** Let us give you this scenario.

Do you ever see someone in the supermarket and try to head down a different aisle because you don’t want to run into them — interact with them — because you have unfinished business with them? You’re not complete with the past so you can’t be free in the present. Your past incompletion is running you!

Every one of your incompletions in the world represents something inside of you that’s not complete. And these incompletions are taking your attention away from what’s presently important.

Let us give you an example: Jack once had a broken radio in the basement that, frankly, would probably cost more to fix than to replace. But something inside Jack wouldn’t let him throw it away. For more than a year, this radio sat down there. Until he realized there was this little part of him that didn’t trust the Universe to provide, or that he didn’t trust he’d be capable of buying a new radio if needed.

When we don’t throw away clothes that we no longer wear, it’s as if we don’t trust our ability to manifest the necessary abundance in our lives to buy new ones. But incompletes like this keep that very abundance from showing up for us. We need to complete the past so we can have the present show up more fully. We need to make space for the new.

**Making Attention Units Available**

Other things to complete are broken promises or agreements. When you make an agreement, it goes into your present memory bank and takes up what we call an Attention Unit. We can only pay attention to so many things at one time. Some people can handle more than others. But each promise, agreement or to-do item takes up an attention unit, leaving fewer and fewer to dedicate to bringing new activity and abundance into your life, and fewer to use to focus on the important tasks that are in front of you right now. It dulls your awareness and your mental sharpness.

Have you ever been in someone’s office and there’s no room to sit down? There’s all this stuff everywhere screaming, “Handle me, handle me!” How can you possibly concentrate like that?

Take time now to complete the past before moving forward, so you free up your attention units for exciting new possibilities in the future.

**The 4 D’s of Completion**

One way to take care of to-do items is something we’ve all seen in time management courses: Do it, delegate it, delay it or dump it. When you pick up a piece of paper, decide then and there whether you’ll ever do anything with it. If not, dump it. If you can take care of it within 10 minutes, do so immediately. If you still want to take care of it yourself, but know it will take longer, file it in a folder of To-Do Items. If you can’t do it yourself or don’t want to take the time, delegate it to someone you trust to accomplish the task. Be sure to have them report back when they complete the task.

**Making Space for Something New**

Take a look at your closet. If you’ve got one of those where you can’t put another thing into it — you know, where you struggle to pull out a dress or shirt — that may be one reason why you don’t have more new clothes. There’s nowhere to put them.

If you want something new in your life, you’ve got to make room for it. We mean that psychologically, as well as physically.

If you want a new man in your life, you’ve got to let go of the last one you stopped dating five years ago. Because when a new man comes up to meet you, the unspoken message he senses is: “This lady’s attached to somebody. She hasn’t let go.”

**Acknowledge Others When They Complete**

One of the best exercises for small staff meetings and workgroup de-briefings is The Acknowledgment Exercise. Invite one staff member to start by acknowledging something they appreciate about another staff member, either in general or related to a recent project. Chances are no one has ever given the recipient staff member glowing feedback or unconditional acknowledgment before. Continue around the group until everyone has had a chance to acknowledge and be acknowledged. Once your group starts this exercise, they’ll become closer in their working relationships, more pleasant to work with, more productive and more excited about staff meetings!
25 Ways to Complete Before Moving Forward

Take a look at the checklist below. How many of these things do you need to complete, dump or delegate before you can move on to bringing new activity, abundance, relationships and excitement into your life? Use the checklist to jog your memory.

Once you’ve completed this exercise, choose 4 of the incompletes below and start completing them. Choose those that would immediately free up the most time, energy or “space” — whether it’s mental space or physical space. Be aware that the quicker you move through these incompletes, the clearer your mind will be, and the more “attention units” you’ll have to dedicate to those things that can really make a difference in your life.

List your incompletes and the steps you’ll take to complete each area of your life:

Are You Preventing Abundance by Holding on to These Incompletes? Make a Plan to Complete Them.

1. Former Business Activities
2. Promises Not Kept, Not Acknowledged or Not Renegotiated
3. Unpaid Debts or Financial Commitments
4. Closets Overflowing With Clothing Never Worn
5. Disorganized Garage Crowded with Old Discards
6. Haphazard or Disorganized Tax Records
7. Checkbook Not Balanced or Accounts That Should Be Closed
8. “Junk” Drawers Full of Unusable Items
9. Missing or Broken Tools
10. Attic Filled with Unused Items
11. Car Trunk or Back Seat Full of “Trash”
12. Incomplete Car Maintenance
13. Basement Disorganized or Filled with Discards
14. Credenza Packed with Completed or Unrealized Projects
15. Filing Left Undone
16. Computer Not Backed-Up or Floppy Disks to Be Converted for Storage
17. Desk Surface Cluttered or Disorganized
18. Family Pictures Never Put into an Album
19. Mending, Ironing or Other Piles of Items to Repair or Discard
20. Deferred Household Maintenance
21. Personal Relationships with Unstated Resentments or Appreciations
22. Forgivensses That Need to Occur
23. Time Not Spent with People You’ve Been Meaning to Spend Time with
24. Incomplete Projects or Projects Delivered without Reporting or Asking for Feedback
25. Acknowledgment That Needs to Be Asked for

Of course, remember that it’s a bit overwhelming to take on all your incompletes at once. That’s why we suggest, at the minimum, accomplish one “incomplete” every three months. We also encourage you to schedule a “completion weekend,” and get as many of the things in the following list taken care of as possible — clean up your garage, clean out your closets, your basement, your attic and all your drawers, organize your photos and your financial records. Then take on a minimum of one incomplete every 3 months and complete it. Do that, and within a few years, you won’t have any incompletes in your life.
Does this sound familiar? Some people go through life as if they have a big anchor behind them, weighing them down. If they could release it, they would be able to move faster, succeed more easily.

Perhaps that’s you — holding onto past hurts, past incompletes, past anger or fear. Yet releasing these anchors can often be the final step we need to complete our past and embrace the future.

We have known people who have forgiven their parents and doubled their income in the ensuing few months, as well as doubled their productivity and doubled their ability to achieve things. We’ve known others who have forgiven their aggressors for past harm and been relieved of actual physical ailments.

The truth is…we need to let go of the past to embrace the future. One method we use for this is called the Total Truth Process.

First share the anger, then the hurt and the fear, the remorse and the regret, what you might have done differently, what you wanted but didn’t ask for—and finally, share the love, forgiveness and appreciation.

The Total Truth and Total Truth Letter Process

The Total Truth portion of this exercise can be conducted verbally or by writing a “Total Truth Letter” to the person you feel in conflict with. Whichever method you choose, the goal is to express the anger and hurt, then move toward forgiveness and love.

If you participate verbally — and the other person is willing to participate, as well — begin by expressing your anger, and then move through each stage all the way through to Stage 6: Love, Compassion, Forgiveness and Appreciation. You can use the following: Prompts at each stage using the opening phrases listed under each section:

1. Anger and Resentment
   - I’m angry that...
   - I’m fed up with...
   - I hate it when...
   - I resent...
   - I don’t like it when...
   - I can’t stand...

2. Hurt
   - It hurt me when...
   - I feel awful about...
   - I feel hurt that...
   - I felt sad when...
   - I feel sad when...
   - I feel disappointed about...

3. Fear
   - I was afraid that...
   - I get afraid of you when...
   - I feel scared when...
   - I’m afraid that I...

4. Remorse, Regret, Accountability
   - I’m sorry that...
   - I’m sorry for...
   - Please forgive me for...
   - I didn’t mean to...

5. Wants
   - All I ever want(ed)...
   - I want(ed)...
   - I want you to...
   - I deserve...

6. Love, Compassion, Forgiveness, Appreciation
   - I understand that...
   - Thank you for...
   - I appreciate...
   - I love you when...
   - I love you because...
   - I forgive you for...
   - and I forgive myself for...

If you’re uncomfortable participating verbally or if the other person cannot or will not participate, put your feelings in writing using the Total Truth Letter Technique to express your true feelings.
The Total Truth Letter Technique

Follow these steps when writing down your feelings using the six stages of the Total Truth Process, instead of expressing them verbally.

1. Write a letter to the person who has upset you, with roughly equal portions of the letter expressing each of the feelings in the Total Truth Process.

2. If the other party is not someone who is likely to agree to cooperate with this process, you may choose to simply throw the letter away once you have completed it. Remember, the main purpose here is to get you free from the unexpressed emotions. Just expressing your feelings is valuable.

3. Of course, if they are willing to participate, have the other person write their own Total Truth Letter, too.

4. Exchange letters while each of you are present. One of you will read the other's letter with the full intensity of the feelings expressed. When you read the anger part, read it with real anger in your voice. Read the hurt part, expressing the hurt fully. Read the fear part expressing the fear fully, and so on. This lets the other person know that they have been heard and understood.

5. Then, read the remaining letter, again, expressing each emotion fully.

6. Discuss the communication.

After some practice, you may find you can go through the feelings quickly and less formally, but in times of great difficulty, you will still want to use the Love Letter Technique. Writing it down always reinforces the value of the process.

Take a look at a sample letter below, written to a parent.

Then, use the blank letter on the next page to write your own Total Truth letter. As you go through the process, remember this process is more about getting the hurt out of you than “dumping” on the person who hurt you.

Letter to a Parent

“You really make me angry! All you do is drink and tell people how to run their lives. You don’t even try to straighten out your own life. You think you’ve got your stuff together, but you don’t. You can’t even run your own life. I’m hurt that maybe you don’t care about me and Robert now that Ted is gone. I’m sad that you’re so drunk, so you don’t appreciate the good things I do.

I’m afraid that you might die if you don’t quit drinking. I’m afraid you might lose your job. I’m afraid you’ll stop loving me because you hurt so bad. I’m afraid you’re not going to be there when I really need you because you’re too drunk.

I regret that I’m not understanding enough. I regret that I don’t help you more and try to comfort you when you’re depressed. I regret that I don’t realize the love in your actions.

I want you to be happy. I want you to feel good about yourself. I want you to know that I’m here if you need me. I want us to be a family. I want you to quit drinking.

I love you very much. I care what happens to you. I forgive you because you have been through so much and I appreciate when you are there for me. I care what you do with your life. You’re appreciated more than you know.”
Letter to _______________________________________

I’m angry that... _________________________________________________________________
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It hurts me when... _______________________________________________________________
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I am afraid that... ________________________________________________________________
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I’m sorry that... _________________________________________________________________
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I want you to... _________________________________________________________________
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I love you for... _________________________________________________________________
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One of the most amazing phenomenon you’ll ever experience as you incorporate The Success Principles into your daily life is the unexpected phone call, the windfall financial benefit or the uncanny new acquaintance that brings you exactly what you want or need in order to achieve your loftiest goals — almost as if it were planned.

Perhaps it’s the Universe, rewarding your new goal-setting activity and take-action attitude by harnessing all the forces at its disposal. Or perhaps you’ve worked hard and have “grown” yourself to the point where you’re finally ready to receive a benefit which had been waiting in the wings all along.

But more probably, as researchers have now come to believe, it may simply be a matter of your subconscious focusing on and recognizing opportunity when it arrives.

Whatever the explanation, the reality is that what you want, wants you. Your goals, desires and needs are patiently waiting to gravitate toward you, once you decide what you truly want.

Of course, the main reason why most people don’t get what they want is they haven’t decided what that “want” is. They haven’t defined their goals — exactly — in clear and compelling detail. After all, how else can your mind know where to begin looking, seeing and hearing if you don’t give it specific and detailed goals to achieve?

Clarify Your Vision and Your Values

There’s a very powerful technique for helping you define your goals in vivid, colorful and compelling detail. But before using this technique to write down your goals...before defining the compelling life you want for yourself, you first must know what your priorities are. Priorities are “wants” that are personally important to you—not those you believe should be important or those you believe the world expects you to value—but what’s truly important to you from the deepest place in your heart.

Once you know your “wants,” you must also determine your core values. What kinds of activities and priorities are in alignment with your integrity? Which are outside your acceptable limits?

Think about it. You might “want” all the riches and material wealth that could come from selling illegal drugs, but you might find it very difficult to convince your mind and body of your enthusiasm, especially if breaking the law and contributing to broken lives went against your basic values. In fact, engaging in an activity you don’t agree with often causes low self-esteem, depression, despondency, even anger. So be sure that what you want matches your values and your life purpose.

Don’t Live Someone Else’s Dream

Be certain, too, that what you “want” isn’t someone else’s version of what you should want.

Jack once met an anesthesiologist who made made $350,000 a year, but whose real dream was to work on cars. He had wanted to be a mechanic, but he knew his mother wouldn’t approve. Jack’s solution? “Give yourself permission to buy a bunch of cars and then work on them on the weekends.” What the anesthesiologist wanted in his heart didn’t match his picture of what he thought he should be.

Unfortunately, the sad reality for most people is they simply aren’t honest with themselves. If they were, they would realize their “want to’s” are almost always bigger than their “shoulds.” Back when Janet was 25 years old and still working for other people, her company’s Vice President asked her what she really wanted. She replied, “If I said I wanted to be President of the company, you’d tell me I shouldn’t aim so high!” But less than a month later, Janet was promoted and given management of the company’s flagship product, which also happened to be America’s top-selling software program in its category.

Make an “I Wants” List

One of the easiest ways to begin determining what you truly want is to ask a friend to help you make an “I Wants” list. Have the friend continually ask, “What do you want? What do you want?” for 10-15 minutes, while jotting down your answers. You’ll find the first “wants” aren’t all that profound. In fact, most people usually hear themselves saying, “I want a Mercedes. I want a big house on the ocean.” And
so on. But by the end of the 15-minute exercise, the real you begins to speak: “I want people to love me. I want to express myself. I want to make a difference. I want to feel powerful”… wants that are true expressions of your core values.

Is “Making a Living” Stopping You?

Of course, what often stops people from expressing their true desire, is they don’t think they can make a living doing what they love to do.

“What I love to do is hang out and talk with people,” you might say.

Well, Oprah Winfrey makes a living hanging out talking with people. And Jack’s friend Diane Brause, who is an international tour director, makes a living hanging out talking with people in some of the most exciting cities in the world.

A woman once told Jack her favorite thing to do was to watch soap operas. “How can I make a living watching soap operas?” she asked. Fortunately, she discovered lots of other people loved watching soap operas, too, but often missed their favorite shows because they also had to go to work.

Being very astute, this gal created a little magazine called Soap Opera Digest. Every week, she watched all the soap operas, cataloged the plots and wrote up little summaries, so that if a viewer missed their soap operas that week, they would know who got divorced from whom, who finally married the doctor, and so on. Now, this woman makes a fortune watching and publishing information about soap operas.

See how it’s possible to make a great living doing what you want to do? You simply have to be willing to risk it.

Visualize What You Want

Have a friend read this exercise to you or audio-record it and then listen back to it with your eyes closed. Pause about one minute between each of the seven categories.

Begin by listening to some relaxing music and sitting quietly in a comfortable environment.

Then, begin visualizing your ideal life exactly as if you are living it.

1. First, visualize your financial situation. How much money do you have in your savings, how much do you make in income? What is your net worth? How is your cash flow? Next… What does your home look like? Where is it? What color are the walls? Are there paintings hanging in the rooms? What do they look like? Walk through your perfect house visually, using your mind’s eye.

At this point, don’t worry about how you’ll get that house. Don’t sabotage yourself by saying, “I can’t live in Malibu because I don’t make enough money.” Once you give your mind’s eye the picture, your mind will solve the “not enough money” challenge.

Simply be honest with yourself about what you truly want. Continue visualizing your perfect home. Next, visualize what kind of car you are driving.

2. Next, visualize your career. What are you doing in your career? Where are you working? Who are you working with? What kind of clients do you have? What is your compensation like? Is it your own business?

3. Then, focus on your free time, your recreation time. What are you doing with your family and friends in the free time you’ve created for yourself? What hobbies are you pursuing? What kinds of vacations do you take?

4. Next, visualize your body and your physical health, your emotional and spiritual life. Are you free and open, relaxed, perseverent, in an ecstatic state of bliss all day long. What does that look like?

5. Then move on to visualizing your relationships with your family and friends. What is your relationship with your family like? Who are your friends? What are the quality of your relationships with friends? What do those friendships feel like? Are they loving, supportive, empowering? Could they be better?

6. What about your own personal growth? Do you see yourself going back to school, taking training, seeking therapy for a past hurt or growing spiritually?

7. Move on to the community you live in, the community you’ve chosen. It’s ideal, isn’t it? What does it look like? What kinds of community activities take place there? What about your charitable work? What do you do to help others and make a difference? How often every week do you participate in these activities? Who are you helping?

Write these things in the worksheet on the next two pages, as you visualize them.

Share Your Vision for Maximum Impact

Then, finally, share your vision with somebody. This can be very uncomfortable. In fact, most people say, “I can’t share that! It’s too personal. It’s too crazy. People will think I’m flaky.” But the truth is half the people you talk to will want the very same thing. Everyone wants material wealth, loving relationships, supportive family and friends and time to help make a difference in our world. But too few of us readily admit it. Sharing your vision helps your subconscious mind become accountable to make it happen.
Take a look at the examples below, then write your own visualized goals in the blanks provided.

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<th>What I Want... Specifically</th>
<th>Why I Want It</th>
<th>Date I Achieved It</th>
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<td><strong>FINANCIAL GOALS</strong> (income, savings &amp; investments, debt reduction, credit)</td>
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<tr>
<td>1. By December 31, 2004, I will be earning $10,000 a month net pre-tax income.</td>
<td>1. So Abby can quit her job and stay home with Matt.</td>
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<td>2. By June 30, 2007, I will make the last mortgage payment on the house.</td>
<td>2. To be debt-free after 15 years of credit slavery.</td>
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<td>3. On September 1, 2004, I will begin saving $85/mo. for Matt’s college tuition.</td>
<td>3. To give Matt the best start for his future career.</td>
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### What I Want…Specifically

#### HEALTH/ APPEARANCE GOALS (lose weight, feel younger, eat better)

1. I will be at my ideal weight of 178 pounds by November 1, 2003.
2. I will consult a holistic doctor about nutrition and lifestyle by June 1, 2003.

#### RELATIONSHIP GOALS (family, mentors, business alliances, staff, civic)

1. I will re-establish communication with my brother by September 19, 2003.
2. I will approach Don Richardson September 9, 2003 about providing referrals.
3. I will begin holding staff trainings every week starting on July 15, 2003.

#### PERSONAL GROWTH (education, spiritual growth, therapy, training)

1. I will enroll December 3, 2003 & complete the Men’s Basics course at church.
2. I will attend the September 23, 2003 one-day training on negotiating skills.
3. I will begin yoga four times a week commencing on July 17, 2003.

#### MAKING A DIFFERENCE (charitable giving, church tithes, mentoring)

1. I will work up to regularly tithing a full 10% of my gross income by Jan 6, 2004.
2. I will volunteer mentor at least one young entrepreneur starting Fall Semester.

### Why I Want It

1. I will need to eat better and work out to reach 178.
2. I have concerns about circulation and longevity.
3. I look better and feel more confident without glasses.

1. Making up will help me bring closure to Dad’s death.
2. This will help the business grow in reputation.
3. This will empower the staff and lessen my stress.

1. I have missed the spiritual guidance of male friends.
2. I would like to be more confident when negotiating.
3. I believe I will feel more relaxed.

1. I believe tithing helps me receive back ten-fold.
2. I wish I had had a veteran entrepreneur help me.
3. I believe matching gifts boost employee loyalty.
Visualization may be the most underutilized success tool that you possess. It can greatly accelerate the achievement of any success in three powerful ways.

1. Visualization will activate the creative powers of the subconscious mind.
2. Visualization will program the reticular activating system in your brain to open up the doors of perception to notice resources that were always there but were previously unnoticed. It focuses the brain.
3. Visualization will magnetize and attract to you the people, resources, and opportunities that you will need to achieve your goal.

This is simply how the brain works. None of us were ever taught this in school. However, in the last 25 years, sports psychologists and peak performance experts have been popularizing the power of visualization. Almost all Olympic and professional athletes employ the power of visualization.

I never hit a shot, not even in practice, without having a very sharp, in-focus picture of it in my head.
—Jack Nicklaus, professional golfer

I visualized every step of the 400-meter race until I saw every stride I would take.
—Lee Evans, 1968 Olympic Gold Medalist

Most of us visualize on a daily basis, but we often do it unconsciously and in a negative fashion. It is called worrying. What happens to our bodies when we worry? We tense up, disrupt our normal breathing, and psycho-physically prepare ourselves for failure. Instead, learn to use positive visualization to prepare yourself for success. As you do you will transform the energy that supports your worrying into fuel for making your dreams come true.

—Michael Gelb and Tony Buzan

Imagination’s everything. It is the preview of life’s coming attractions.
—Albert Einstein

Here is an excerpt from the forthcoming Chicken Soup for the Athlete’s Soul in which Olympic gold medalist Peter Vidmar describes his use of visualization in his successful pursuit of the gold:

“To keep us focused on our Olympic goal, we began ending our workouts by visualizing our dream. We visualized ourselves actually competing in the Olympics and achieving our dream by practicing what we thought would be the ultimate gymnastics scenario.

I’d say, “Okay, Tim, let’s imagine it’s the men’s gymnastics team finals of the Olympic Games. The United States team is on its last event of the night, which just happens to be the high bar. The last two guys up for the United States are Tim Daggett and Peter Vidmar. Our team is neck-and-neck with the People’s Republic of China, the reigning world champions, and we have to perform our routines perfectly to win the Olympic team gold medal.”

At that point we’d each be thinking, Yeah, right. We’re never going to be neck-and-neck with those guys. They were number one at the Budapest world championships while our team didn’t even win a medal. It’s never going to happen.

But what if it did happen? How would we feel? We’d close our eyes and, in this empty gym at the end of a long day, we’d visualize an Olympic arena with 13,000 people in the seats and another 200 million watching live on television. Then we’d practice our routines. First, I’d be the announcer. I’d cup my hands around my mouth, and say, “Next up, from the United States of America, Tim Daggett.” Then Tim would go through his routine as if it were the real thing.

Then Tim would go over to the corner of the gym, cup his hands around his mouth, and in his best announcer-voice say, “Next up, from the United States of America, Peter Vidmar.”

Then it was my turn. In my mind I had one chance to perfectly perform my routine in order for our team to win the gold medal. If I didn’t, we’d lose.

Tim would shout out “green light” and I’d look at the superior judge, who was usually our coach Mako. I’d raise my hand and he’d raise his right back. Then I’d turn, face the bar, grab hold, and begin my routine.

Well, a funny thing happened on July 31st, 1984.
It was the Olympic Games, men’s gymnastics team finals in Pauley Pavilion on the UCLA campus. The 13,000 seats were all filled and a television audience in excess of 200 million around the world tuned in. The United States team was on its last event of the night, the high bar. The last two guys up for the United States just happened to be Tim Daggett and Peter Vidmar. And just as we visualized, our team was neck-and-neck with the People’s Republic of China. We had to perform our high bar routines perfectly to win the gold medal.

I looked at Coach Mako, my coach for the past twelve years. As focused as ever, he simply said, “OK, Peter, let’s go. You know what to do. You’ve done it a thousand times, just like every day back in the gym. Let’s just do it one more time and let’s go home. You’re prepared.”

He was right. I planned for this moment and visualized it hundreds of times. I was prepared to perform my routine. Rather than seeing myself actually standing in the Olympic arena with 13,000 people in the stands and 200 million watching on television, in my mind I pictured myself back in the UCLA gym at the end of the day with two people left in the gym.

When the announcer said, “From the United States of America, Peter Vidmar,” I imagined it was my buddy Tim Daggett saying it. When the green light came on indicating it was time for the routine I imagined that it wasn’t really a green light, but that it was Tim shouting “green light!” And when I raised my hand toward the superior judge from East Germany in my mind I was signaling my coach just like I had signaled him every day at the end of hundreds of workouts. In the gym, I always visualized I was at the Olympic finals. At the Olympic finals, I visualized I was back in the gym.

I turned, faced the bar, jumped up and grabbed on. I began the same routine I had visualized and practiced day after day in the gym. I was in memory mode, going yet again where I’d already gone hundreds of times. I quickly made it past the risky double release move that had harpooned my chances at the world championships. I moved smoothly through the rest of my routine and landed a solid dismount where I anxiously waited for my score from the judges.

“With a deep voice the announcement came through the speaker, “The score for Peter Vidmar is 9.95. “Yes.” I shouted. “I did it!” The crowd cheered loudly as my teammates and I celebrated our victory.

Thirty minutes later we were standing on the Olympic Medal platform in the Olympic arena with 13,000 people in the stands and over 200 million watching on television, while the gold medals were officially draped around our necks. Tim, myself, and our teammates stood proudly wearing our gold medals as the national anthem played and the American flag was raised to the top of the arena. It was a moment we visualized and practiced hundreds of times in the gym. Only this time, it was for real.”

The Process for Visualizing Your Future

The process of visualizing for success is really quite simple. All you need to do is close your eyes and visualize your goals and objectives as already complete.

If one of your goals is to own a nice house on the lake, then simply close your eyes and see yourself walking through the exact house you would like to own. Fill in all of the details. What does the exterior look like? How is it landscaped? What kind of view does it have? What does the living room, kitchen, master bedroom, dining room, family room and den look like? How is it furnished? Go from room to room and fill in all of the details. Is there a workshop, sewing room, cabana, guest-house, pool or spa?

Make the images as clear and as bright as possible. Take the time to use the power of your creative mind to create vivid images of your goal.

The first time you create the image it will take a few minutes to fill in all the details. After that, each time you revisit the image, it will only take a few seconds to call up all of the images you have already created. It is more like looking at a video or a set of slides that you have already taken and developed.

Repeat this process for every goal that you have. Refer to the goals you listed on pages 29 and 30 of this workbook—as well as any other short-term objectives and long-term goals you have in the seven key areas of your Personal Master Plan.

We suggest that you write each of your goals and objectives for the year—as well as any longer term goals like financial independence and a vacation home in Hawaii—on a separate 3x5 index card. Then, each morning when you arise and each night before you go to bed, read through the cards, pausing after each one to close your eyes and recreate the visual image in your mind of that completed goal. Continue through the cards until you have visualized each goal as complete and fulfilled. The whole process will take about 5 minutes.
If you are in the habit of meditating, you can do this after meditating for maximum benefit. This daily practice of visualizing your goals as already complete will keep your subconscious mind focused on the realization of your goals. And just like the guidance system on one of the “smart bombs” used in the military, it will keep you on track until you manifest the result.

Adding Sounds and Feelings to the Pictures
To add extra fuel and motivational power to the visualization process, you can add the sensory modalities of auditory and kinesthetic to the visual. This multiplies the effect many times over. You do this by imagining what sounds you would be hearing and what emotions and bodily sensations you would be feeling if you had already achieved the goal.

For example, if you were imagining you dream house on the ocean, you might add in the sound of the surf lapping at the shore outside your home, the sound of your kids playing on the beach, the sound of the cue ball hitting another ball on your billiards table, the sound of your home theater system and the sound of your spouse’s voice thanking you for being such a good provider.

Then add in the feelings of pride of ownership, satisfaction at having achieved your goal, and the feeling of the sun on your face as you sit on your deck or the feeling of the warmth of the water as you sit in your hot tub looking out over the ocean at a beautiful sunset.

What If I Don’t See Anything When I Visualize?
Some people are what psychologists refer to as eidetic visualizers. When they close their eyes, they see everything in bright, clear, 3D, technicolor images. Most of us, however, are non-eidetic visualizers. That means we don’t really see an image as much as we just think it. That is perfectly okay. It still works just as well if you are just “thinking” it rather than actually “seeing” it. You need to still do the visualization exercise twice a day every day. You will be getting the same benefit as those people who claim to actually see the image. Don’t worry about it—just do it!

If you are, like most of us, a non-eidetic visualizer, you will find the next technique to be especially helpful.

External Pictures
You can also use external pictures, images and symbols to keep your conscious and subconscious mind focused on your goals. For example, if one of your goals is to own a new Lexus LS-430, you can take your camera down to your local Lexus dealer. Ask a salesperson to take a picture of you leaning up against your dream car, or even better, sitting behind the wheel of the car waving out of the driver’s side window.

If your goal is to visit Paris, go down to your travel agent and get a poster of the Eiffel Tower. Then cut out a picture of you and place it at the base of the Eiffel Tower as if it were a photograph taken of you in Paris. Jack did this with a picture of the Sydney opera house, and within a year he was in Sydney, Australia standing in front of it.

If your goal is to be a millionaire, you might want to write yourself a check for $1,000,000 or create a bank statement that shows your bank account or your stock portfolio with a $1,000,000 balance.

If your goal is to have your book be #1 on the New York Times best-seller list, you might want to photocopy the best-seller list, white out the current #1 book, and type your book’s title in it’s place. Or you might want to use your computer to create a newspaper article declaring you the best-selling author of the year.

If your working on reaching your ideal weight, you can use your computer to create a picture of your head on someone else’s body that represents your ideal body weight or shape.

Once you have created these images, you can place them—one to a page—in a 3-ring binder that you review every day, or place them on a bulletin board, wall, or refrigerator door—somewhere where you will see them every day.

When NASA was working on putting a man on the moon, they had a huge picture of the moon covering the entire wall of their main construction area. Everyone was clear on the goal, and they reached that goal two years ahead of schedule!

Action Steps to Take
1. Create a set of 3x5 index cards with one goal written on each card.
2. Set aside 5 minutes twice a day to review the cards and visualize each goal as already complete.
3. Find or create a picture that represents or symbolizes each of your completed goals. Place these images on the pages of a three-ring binder that you review every day, or place them on a bulletin board, wall or refrigerator where you will see them every day.
We believe you have inside of you a unique ability or area of brilliance — some one thing you love to do and do so well, you hardly feel like charging people for it. It’s effortless for you and a whole lot of fun. And if you could make money doing it, you’d make it your lifetime’s work.

Successful people believe this, too. That’s why they put their unique brilliance first. They focus on it. And they delegate everything else.

Compare that to the rest of the world who goes through life doing everything, even those tasks they’re bad at or that could be done cheaper, better and faster by someone else. They can’t find the time to focus on their area of brilliance because they fail to delegate even the most menial of tasks.

When you delegate the “grunt work” — the things you hate doing or those tasks that are so painful, you end up putting them off — you get to concentrate on what you love to do. You free up your time...you’re more productive. And you get to enjoy life more.

So why is delegating routine tasks and unwanted projects so difficult for most people?

Surprisingly, most people are afraid of looking wasteful or of being judged as “above everyone” or of feeling out of control or of spending money. Deep-down, they simply don’t want to let go.

Others, potentially you, have simply fallen into the habit of doing everything themselves. “It’s too time-consuming to explain to someone,” you say. “I can do it better myself anyway.” But can you?

Determine What You’re Brilliant At... Then Delegate Everything Else

The following exercise is designed to help you determine your areas of profound expertise and those areas you really should be delegating to others. Keep in mind that you’re looking for the one, two or three activities that bring you the most money, that bring you the most enjoyment and that you could spend all day doing for free, but you are so good at, you’re paid handsomely by everyone who needs access to your unique abilities.

Start with the box below.

Start by listing all those activities that occupy your time... whether they’re business-related, personal or related to your civic organizations or volunteer work. List even small tasks such as confirmation phone calls or Xeroxing.

1. _____________________________________________ 10. _____________________________________________
2. _____________________________________________ 11. _____________________________________________
3. _____________________________________________ 12. _____________________________________________
4. _____________________________________________ 13. _____________________________________________
5. _____________________________________________ 14. _____________________________________________
6. _____________________________________________ 15. _____________________________________________
7. _____________________________________________ 16. _____________________________________________
8. _____________________________________________ 17. _____________________________________________
9. _____________________________________________ 18. _____________________________________________
Next, choose from the previous list those 1-3 things that you are brilliant at, things that very few other people can do as well as you:

1. _____________________________________________
2. _____________________________________________
3. _____________________________________________

Name the three activities from the previous list that generate the most income for you or your company:

1. _____________________________________________
2. _____________________________________________
3. _____________________________________________

Identify any individual activities that appear in both boxes above. In other words, list activities that you are brilliant at and that generate the most income for you or your company. This is the activity or area of expertise where you'll want to focus the most time and energy:

1. _____________________________________________
2. _____________________________________________
3. _____________________________________________

Name any “toxic” tasks from the list on page 34 that you especially dislike doing or that take too much of your time — activities you would gladly delegate to someone else if you could. You’ll be transferring these tasks to the Complete Delegation Exercise on the next page:

1. _____________________________________________
2. _____________________________________________
3. _____________________________________________
4. _____________________________________________
5. _____________________________________________
6. _____________________________________________
7. _____________________________________________
8. _____________________________________________
9. _____________________________________________
10. ____________________________________________
11. ____________________________________________
12. ____________________________________________
13. ____________________________________________
14. ____________________________________________
15. ____________________________________________
16. ____________________________________________
17. ____________________________________________
18. ____________________________________________
If you’re a professional earning $75 per hour and you pay a neighborhood boy $10 an hour to cut the grass, you save the effort of doing it yourself on the weekend and gain one extra hour when you could profit by $65. Of course, while one hour doesn’t seem like much, multiply that by 52 weekends a year and you discover you’ve gained 52 hours a year at $65 per hour — or an extra $3,380 in potential earnings.

Similarly, if you’re a real estate agent, you need to list houses, gather information for the multiple listing, attend open houses, do showings, put keys in lock boxes, write offers and make appointments. And, if you’re lucky, you eventually get to close somebody.

But let’s say that you’re the best closer on the planet.

Why would you want to waste your time writing listings, doing lead generation, placing lock boxes, and making videos of the property when you could have a staff of assistants doing all that and freeing you up to do more closing? Instead of doing just one deal a month, you could be doing a deal a week because you delegated the less profitable activities.

One of the strategies I routinely teach in my seminars is called Complete Delegation. It simply means that you delegate a task once and completely, rather than delegating it each time it needs to be done.

Identify your Area of Brilliance in the gray box on the previous page, then use the chart below to delegate other tasks in order to free up time to focus on what you love to do.

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<th>Task To Be Delegated</th>
<th>Delegate To Whom?</th>
<th>Hours Now Available</th>
<th>$ Value of Those Hours?</th>
<th>What Will You Do With the Hours You Just Made Available?</th>
<th>Date You’ll Delegate?</th>
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Create a Mastermind Group: Help Is Just a Phone Call Away

One of the most powerful tools ever used by successful people—whether the world’s richest industrialists from the early 20th Century or today’s modern icons of business—is called the mastermind group. Napoleon Hill first talked about mastermind groups in his classic book Think and Grow Rich. And it’s the one concept people most reference when they credit any one thing with helping them become a millionaire.

Andrew Carnegie had a mastermind group. So did Henry Ford. In fact, Ford would mastermind with brilliant thinkers like Thomas Edison, Harvey Firestone and others in a group they held at their winter mansions in Coral Gables, Florida.

They knew, as millions of others have discovered since, that a mastermind group can focus special energy on your effort—in the form of knowledge, resources and spiritual energy, too.

While you must always do the work of becoming a great success, a mastermind group can harness and maximize the spiritual focus behind your success. It’s this spiritual aspect that Napoleon Hill wrote about extensively. In fact, he said that if we are in tune with THE mastermind—that is, God, the Universal Power or whatever term you use for the all-powerful life force, we have significantly more positive energy available to us—power that can be focused on our success.

For Christians, the mastermind “force” that is concentrated in mastermind groups is Christ himself, as described in this Scripture:

“For where two or three are gathered together in my name, there am I in the midst of them.”

— Matthew 18:20 (KJV)

For others, the Universal Force could be thought of as the web of overhead cable that links bumper cars to their energy source. While you may be a single bumper car, you have a cable going up that connects you to that greater source of energy which provides the power you need to move forward.

In short, “mastermind” is both that power coming to us from above—from the God force—but also that power which comes to us from each other. Together, we know more and can focus more energy than any one of us can alone.

How to Assemble a Mastermind Group

Choose people who are already where you’d like to be in your life—or who are at least a level above you. If your goal is to become a millionaire, you won’t get much help if everyone in your mastermind group is making $60,000 a year.

Of course, approaching millionaires can be scary. In fact, most people faced with this recommendation reply, “Why would anyone want to be in a mastermind group with me if I’m only making $60,000 a year?”

The answer? You’re the one putting the group together. You’re the one providing the arena. And while you may not be Muhammed Ali, you could be just like Don King, Ali’s promoter—organizing, supporting and building a forum for other people’s growth and masterminding needs.

The truth is many people at a higher level will want to become involved simply because they then get to play at a game they might never organize for themselves. The other people you’re going to invite are people they would like to be around, too.

When Jack did a keynote and pre-conference workshop for the International NLP Conference, he had everyone make a list of who they’d like to approach for a mastermind group once they returned home. One of the attendees was a psychologist in private practice from New York who went home wanting to draft a psychiatrist from the local major hospital, a major radio talk-show host, plus a number of other people he was sure would turn him down.

Jack had said, “Pick 5 people you’d really like to mastermind with, then create a back-up list.” If any one prospect says no, say “next” and move on to the next prospect on your list.” Jack had also directed...
attendees to call him in 14 days to report their results. Without exception, the psychologist reported, “Everyone I asked said, Wow, what a great idea. I want to play.”

The truth is, most people are not in mastermind alliances. And if you can start one they’d like to be involved with, they’ll let you in and open a whole new world for you.

While you may not get Ted Turner or Bill Gates, you could probably get the major real estate developer in town. You could probably get a business owner. You could probably get the publisher of the local newspaper.

But you won’t know until you ask.

Start with your list and work down. Maybe you’ll end up with a local columnist instead of the publisher — someone who might be a lot more helpful to you in the long-run.

If your goals are centered around a specific subject like starting a new business or investing money, you might start a mastermind group centered around entrepreneurship or investments. You can always launch a general mastermind group plus a second mastermind group centered around a certain topic area where you invite people from the same field.

New Thoughts, New People, New Resources

Of course, the ideal mastermind group brings together people from different professional arenas — people that are “above” you and who can introduce you to a network of people you normally wouldn’t have access to.

While the benefits of masterminding with people outside your field may not seem obvious now, the truth is we all tend to get “stuck” in our own field of expertise, doing things the same way everyone else in our industry does. But when you assemble people from different industries and professions, you get lots of different perspectives on the same subject.

Henry Ford was an assembly-line expert. Thomas Edison was an inventor. Harvey Firestone was a corporate management genius. So their mastermind group brought together diverse talent that could lend different perspectives to one another’s challenges, whether they were legal, financial or human related.

Jack’s first mastermind group included Chicken Soup for the Soul co-author Mark Victor Hansen, relationship expert Barbara De Angelis, a former editor of Playboy Magazine, real-estate mogul John Assaraf and others.

Each one had different perceptions and life experiences that the entire group benefitted from.

What’s the Ideal Size for a Mastermind Group?

The ideal size of a mastermind group is 5-6 people. If it is too much smaller, it loses its dynamics. If it is bigger, it gets unwieldy—meetings take longer, some needs go unmet and personal sharing is minimized.

Conducting a Mastermind Meeting

Ideally, each mastermind meeting should be conducted weekly or every other week, for one hour, in person, with all members of the group in attendance. Meetings can also be conducted over the phone. But each meeting should follow the proven format described below for insuring each participant stays involved and gets their needs met.

Your group should also assign someone to be the Timekeeper—either the same person each session or rotating the task amongst the participants. The Timekeeper insures each portion of the meeting gets its allotted time, and insures that all members adhere to their pre-approved time to speak.

We recommend that for the first few meetings, each member gets the entire hour to familiarize the others with his or her situation, needs and challenges—while the other members brainstorm ways they can support that person. During later meetings, participants each get a small amount of time to update the others, ask for help and get feedback.

Use the following outline for your meetings.

Step #1: Ask for Spiritual Guidance By Delivering an Invocation

Ideally, mastermind meetings should start with a request for the group to be filled and surrounded with powerful spiritual energy. Members can trade off delivering the invocation. Using whatever spiritual belief structure the reader has, they ask the Universal Force to assist the group with each other’s needs.

A sample invocation that asks God or that higher power to be present might be:

“We ask now to be filled and surrounded with light, and our hearts be open to receive guidance from the higher power.”

Step #2: Share What’s New and Good

A good way to bond with others in the group and keep esteem and excitement high is to each share a success story. Even small successes achieved since the last meeting give others in the group the feeling that “this process is working. It’s something I need to stay involved with.”
Step #3: Negotiate for Time

While the normal weekly time allotment might be 10 minutes per person, say that one participant needs extra time during this week's session to discuss a particularly difficult situation. During Step #3, they ask for the amount of extra time they think they'll need. Others in the group may have their own challenges that week and need extra time, too. Still others may decide to give up their time entirely, as they do not have anything to discuss. Using the Timekeeper as referee, each member negotiates for the amount of time they think they'll need.

During the negotiating step, you'll often hear comments like:

“I just lost my assistant and my receptionist yesterday and I need time to talk about that.”

“Well, my Mom died this week and I need help processing that.”

“I want to read you this new proposal I’ve written and get your feedback on it.”

“Well, I need to find a printing company in the Far East and I don’t know the first thing about how to find one.”

So members negotiate for time. Once the negotiation process is complete and everyone agrees to the schedule, the meeting begins in earnest. And the Timekeeper keeps everyone on time and on focus.

But be aware: If the Timekeeper is not diligent about keeping members on track, some members won't get their needs met and the group will risk losing them as participants. Still others—the dominators or needy types—may hog the time or turn their brainstorming responses into a personal discourse.

Everyone deserves equal time and equal guidance. It's the Timekeeper's job to insure this.

Step #4: Individual Members Speak While the Group Listens and Brainstorms Solutions

What kind of discussions can you expect during a mastermind meeting? I need contacts. I need referrals. I'm lost at this new aspect of my business. I'm looking for an expert to help me develop this idea. I need you to open your Rolodex. I need to raise $10,000.

After the allotted time of explanation, discussion and brainstorming, the Timekeeper says, “Done!” and the group moves on to the next member's needs.

Discussions can be personal, professional—it doesn’t matter. As long as everyone is getting value, they'll stay involved with the group. As long as you're giving value, everyone will want you to be there.

You’ll find that groups tend to go through phases. They start out fairly business-like, but as people get to know each other and begin to delve into personal challenges like My son’s a heroin addict or My wife and I are having problems, they take on a special personal bond. You and the other members can use the group any way you want.

Step #5: Make a Commitment to Stretch

Once members have had their time to present, discuss, brainstorm and gain feedback, the Timekeeper asks each member in turn to commit verbally to something they wouldn’t normally commit to if they weren’t part of the group.

The commitment needs to be a stretch.

It could be a result of what they heard from the group that day: “OK, I’m going to make three calls to hire a new salesperson” or “I’m going to call John Deerfield at Consolidated and pitch my new product.”

This commitment insures everyone is continually moving forward, which is the true benefit of a mastermind group.

Step #6: End With Gratitude

Your group might end with a group prayer expressing gratitude. Or you might go around the table with each member saying one thing they appreciate about another person in the group.

Step #7: Be Accountable

When members assemble the very next week, each member needs to share something related to the goal they set at the previous meeting. Did each member take action? Did they achieve their goal?

You’ll find the real value in mastermind groups is often the accountability factor—other members checking up on you to make sure you meet your stated commitments. Of course, most people are more productive when they have a stated deadline. The reality is if you know you’re going to be asked next week about the commitment you made today, you’ll take steps to accomplish it by next week's deadline. It's one way to insure you'll accomplish a lot more.
Mastermind Group Planning Sheet

Name of Mastermind Group I’m Planning ____________________________________________

My Personal Goals and Objectives for Planning This Group ____________________________________________

List 12 People You Will Call to Join the Group. (ranked in order of preference) Stop calling after the first 6 who join:

1. ____________________________________________________ 7. __________________________________________________
2. ____________________________________________________ 8. __________________________________________________
3. ____________________________________________________ 9. __________________________________________________
4. ____________________________________________________ 10. _________________________________________________
5. ____________________________________________________ 11. _________________________________________________
6. ____________________________________________________ 12. _________________________________________________

My script for “pitching” the Mastermind Group:

Example: Hi, John. My name is Jennifer Bentley. I’m a software developer with a new product for AS/400 systems that helps e-commerce companies handle multiple billings and subscriptions. Though I’m just starting out, I’ve gotten some interest from a number of people in forming a mastermind group that would help all of us access new resources and discover new solutions and perspectives that we probably haven’t thought of before. I especially wanted you to be in the group. I believe you’d get a lot of value out of it and I’m not sure that you have your own mastermind group yet. Can I put you down on my list? The group would meet every other week to brainstorm on each other’s challenges. We can do it in person, or the group might decide to meet by phone instead. If you could have 5-6 other prominent CEO’s working on your company’s challenges or even your personal ones, would that be something you would set aside an hour a week for? Jim McCutcheon has already agreed to be involved. I’m not sure if you know him.

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Instead of a mastermind group, you might choose to work with a mastermind partner. The two of you could agree to a set of goals that each is working toward and agree to talk regularly by phone to hold each other accountable for meeting deadlines, accomplishing goals and making progress.

You can also “pitch” your partner on your latest idea, saying Here’s what I’m thinking. What’s your opinion. How would you proceed? You partner might agree to make a call for you, give you a contact name, e-mail you some information they’ve already collected on that subject or other helpful tasks.

Then, every week, you agree to call each other to make sure your partner has followed through. Knowing that you’ll be reporting to someone often provides the motivation to get the job done. This is an especially useful relationship to develop if you’re independent and work from home.
Section One: Building the Foundation of Your Successful Future

Develop Your Elevator Speech: Take 30 Seconds to Tell the World Why You’re Special

It’s said that Dale Carnegie once carried a stopwatch in his pocket so that whenever he met someone new, he could secretly time how long it took the person to “sell” Carnegie on their knowledge, expertise and value. It’s rumored he once hired a young man who took just 29 seconds to convince Carnegie of his worth.

Could this be you, too? In other words, when people ask who you are or what you do, could you deliver a personal statement so succinct, yet so powerful, that it literally “sells” you to almost anyone you meet?

Let’s look at some examples:

Lois Creamer, who is a popular sales trainer for major corporations but who is also a highly sought after consultant to the professional speaking industry, has two elevator speeches — or what she calls “positioning statements.” The first is targeted to corporate meeting planners:

I work with organizations who want to fast-forward their sales process.

Her second is directed to professional speakers:

I work with professional speakers who want to book more business and make more money.

How about this speech that Jack has used?

I work with business owners, salespeople and entrepreneurs who want to double their income and double their time off in three years or less.

Here are two other examples:

I build lucrative profit centers around a company’s underutilized marketing assets and charge them only when I put cash in their bank account.

I transform 6th-graders into possibility thinkers.

Do you see how a compelling elevator speech can help people instantly understand what you do — and instantly grasp the result you can provide for them?

Go For the “Wow”…

When Janet began conducting a program for experts, authors and speakers who wanted to up-level their national reputation and increase their market posture, she tested several “pitches” that could be delivered in the 30 seconds it took to ride up the elevator, introduce oneself at a seminar, open a sales call on the telephone or any of the other countless 30-second opportunities that come our way in a lifetime. Janet said,

I work with authors, speakers and experts turning their book, their training concept or their successful business model into an information empire that spans 57 separate profit centers.

What kinds of responses did Janet get? Wow, can I get your business card? Wow, we need to talk. You know I’ve been thinking of writing a book — you’re exactly the person I’ve been looking for.

It’s precisely responses like these that can lead to beneficial relationships, lucrative deals, mentorships and more. Spend some time developing a “wow” of an elevator speech and see for yourself what kind of opportunity comes your way.

Four Steps to Developing Your Elevator Speech

On the next page, you’ll find a worksheet to help you develop your own 30-second “pitch,” but as you work through the exercise, be aware. The best elevator speeches are specific: Who do you help? How? What result do you provide? And so on.

Of course, the most important benefit of a truly compelling elevator speech is that it causes people, resources and opportunity to gravitate toward you, but it also helps others “deselect” themselves if what you have to offer holds no interest for them. It’s a time saver for you. You’ll immediately know whether the other party has any interest.
Developing Your “Wow” of an Elevator Speech

Example:

Whom do you help through your work? ___________________________________________________________________

What qualifies them to work with you? ___________________________________________________________________

What disqualifies them to work for you? ___________________________________________________________________

What’s the actual service you perform? ___________________________________________________________________

What’s the chief result you bring about for them? ___________________________________________________________________

Why is that result important to them? ___________________________________________________________________

Put it all together in a “wow” of an elevator speech:

__________________________________________________________________________________________________

__________________________________________________________________________________________________

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Now, It’s Your Turn…

Whom do you help through your work? ___________________________________________________________________

What qualifies them to work with you? ___________________________________________________________________

What disqualifies them to work for you? ___________________________________________________________________

What’s the actual service you perform? ___________________________________________________________________

What’s the chief result you bring about for them? ___________________________________________________________________

Why is that result important to them? ___________________________________________________________________

Put it all together in a “wow” of an elevator speech:

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Team leaders in the network marketing industry

I don’t want to travel to train downlines outside the United States

Training in motivation and recruiting techniques

...increases the distributors’ monthly checks by an average of 17%,

and keeps new distributors in the downline an average of 90 additional days

When distributors stay in the downline longer, it boosts the leader’s

check through bonus plans and sales of monthly business-building tools

I work with network marketing leaders who have 5,000 or more U.S. distributors,

motivating their people with sales and recruiting techniques that boost checks by 17%

and keep people in the downline for an average of 90 extra days.
Stop to Look at Your Opportunities: Say “No” to the Good, So You Can Say “Yes” to the Great

What a simple concept this is, yet you’d be surprised how frequently even the world’s top entrepreneurs, professionals, educators and civic leaders get caught up in projects, situations and opportunities that are merely good, while the great is left out in the cold — waiting for them to make room in their lives. In fact, concentrating on merely the “good” often prevents the “great” from showing up, simply because there’s no time left in our schedules to take advantage of any additional opportunity.

Is this your situation — constantly chasing after mediocre prospects or pursuing misguided schemes for success, when you could be holding at bay opportunities for astounding achievement and untold wealth?

A multi-millionaire entrepreneur we know had built a successful business in the dental industry, so not surprisingly, he always had a myriad of possibilities surrounding him.

But which one to choose?

Which opportunity to focus on as his next big stream of income?

He briefly investigated packaging up his practice-management knowledge and taking it to the dental industry. He even dabbled for a while in the network marketing field.

But where his true talent lay was in identifying entrepreneurial “sleepers” — situations that very few people see — but which could be leveraged into millions of dollars in revenue and massive industry posture. In fact, he had one such company right in his Rolodex — a major conglomerate that was about to launch a tiny new division.

Within days of identifying them as a truly “great” opportunity, he approached the company with a simple strategy for producing a book as a marketing tool and pre-sold the company enough books to become a best-selling author in just 11 days! Not only that, he negotiated a spot as the keynote presenter at their 3,000-person launch event and landed his first book-signing where more than 1,000 people were slated to show up.

He’s now launched an entire publishing company based upon this book-as-marketing-tool concept — something he’d secretly wanted to do for years.

He said no to the good, so he would have time, energy and focus to say yes to the great.

“Saying No, Saying Yes” Quick Reference

- Start by listing your opportunities and the date you’ll pursue each one
- Decide if the opportunity fits with your overall life purpose and passion
- Discuss your best opportunities with your most trusted advisors
- Further investigate the opportunity by researching the people, activities and expectations behind it
- Consider the “Hassle Factor”
- Test with a small amount of time and money
- Always ask, Where’s the money in this?

How Can You Determine What’s Truly Great, So You Can Say No What’s Merely Good?

Start By Listing Your Opportunities! It sounds simple, but often writing down your opportunities is enough to steer you away from ordinary projects and even potentially damaging ones. Seeing them in writing somehow tends to help us crystallize our thinking about an opportunity. It also helps us determine what questions to ask, what information to gather, what our plan of attack might be and so on.
List your 10 best opportunities below along with the date you’ll pursue each one:

1. ________________________________________________________________________ Date __________________
2. ________________________________________________________________________ Date __________________
3. ________________________________________________________________________ Date __________________
4. ________________________________________________________________________ Date __________________
5. ________________________________________________________________________ Date __________________
6. ________________________________________________________________________ Date __________________
7. ________________________________________________________________________ Date __________________
8. ________________________________________________________________________ Date __________________
9. ________________________________________________________________________ Date __________________
10. ________________________________________________________________________ Date __________________

Decide If an Opportunity Fits With Your Overall Life Purpose and Passion. Most of the opportunity that comes our way is really Life’s way of taking us down side roads—paths that deviate from our overall purpose and passion. But like the businessman we spoke of, you must ask yourself, “Is this project something I’ve secretly always wanted to do? Will it create additional opportunity I can be equally passionate about? Will my excitement for the project help me persevere in the face of challenges? Will it help me fulfill my ultimate goal of bringing good to myself and to the world at large?” These are all questions that must be answered before pursuing any new opportunity that comes your way.

Below is the Life Purpose exercise you completed on page 17. Use it to remind yourself about your life purpose when deciding whether an opportunity fits with your overall life purpose.

Life Purpose Exercise from page 17...

1. List two of your unique personal qualities, such as enthusiasm and creativity.
   _______________________________________________________ _________________________________________________________

2. List one or two ways you enjoy expressing those qualities when interacting with others, such as to support and to inspire.
   _______________________________________________________________________________________________________

3. Assume the world is perfect right now. What does this world look like? How is everyone interacting with everyone else? What does it feel like?
   This is a statement, in present tense, describing the ultimate condition, the perfect world as you see it and feel it.
   _______________________________________________________________________________________________________
   _______________________________________________________________________________________________________

4. Combine the three prior subdivisions of this paragraph into a single statement.
   _______________________________________________________________________________________________________
   _______________________________________________________________________________________________________
Talk to advisors who have traveled this road before: People who have traveled the road before us have vast experience to share and hard-headed questions to ask about any new life opportunity we might be contemplating. They can give us guidance, help us see more clearly, help us connect to people who are in a position to help, and act as a sounding board for our hopes, fears, dreams and desires.

**Gather information and make educated decisions.** It's easy to get excited about something new, but what can truly help you determine whether an opportunity is good or great is to educate yourself about the actual activities you’ll be undertaking — before making a decision. Interview people. Visit with experts. Ask for advice. Survey customers. Talk with your family. Educate yourself fully about an opportunity and its impact on your life — before saying yes to it.

**Investigate who else has done this successfully.** If there are thousands of others that have gone before you with this opportunity, find out whether they succeeded—and how well they succeeded. With “business opportunities” in particular, the excitement of launching a new business in an area where you have little experience soon wears off in the face of lackluster revenue, employee problems and 16 hour days. Verify independently anything you’re being told about any opportunity by approaching others who are already doing it. What outcomes can you expect? Talk to dozens of people, not just a few.

---

### Which advisors will you seek out to discuss your 10 Best Opportunities?

1. ___________________________________________ Phone _________________
2. ___________________________________________ Phone _________________
3. ___________________________________________ Phone _________________
4. ___________________________________________ Phone _________________
5. ___________________________________________ Phone _________________

### What information will you gather to help you choose between your 10 Best Opportunities?

- News articles
- Interviews with Experts
- Special Reports on the Subject
- Information on the Provider(s)
- Investigate Extra Schooling
- Survey Customers & Clients
- Certification/Regulatory Agencies
- Financial & Operating Data
- Impact on Family Members
- Information from Legal Counsel
- Tax Advice from Your CPA
- Better Business Bureau
- Interviews with Others Who’ve Pursued this Opportunity
- Calculate Impact on Lifestyle
- Possibility for Immediate Return on Investment of Time & Money
- Investigate Time Required
- Low-Cost Resources Available to Help You Conduct the Work
- Potential for Further Gain
Consider the “Hassle Factor.” One way to look at any opportunity is to measure the possible outcome against how much time, money, effort, stress and commitment it will require. In short, determine the Hassle Factor. Is it easy to outsource much of the work or at least the less appealing or more time-consuming aspects of the opportunity? How easy is the opportunity to get out of if it doesn’t progress satisfactorily? Is there a specific amount of time or a certain level of expenditure you’ll be locked into? Would it be possible to generate additional sources of income or opportunity as a result—or even in spite of—the opportunity? What will the effect be on your family, job, staff or lifestyle?

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Test the waters with a small amount of time and money. Rather than take a leap of faith that the new opportunity will pay off as you expect, conduct a small test, spending a limited amount of time and money. If it’s a new career you’re interested in, seek part-time work or independent consulting contracts in that field to see if you like that type of work. If it’s a new business or product launch you’re considering, try a marketing test with an advertisement or direct-mail package to help you determine how responsive the market will be. If it’s a civic project, see if you can get a sponsor to provide funds to support the program on a small scale, to see if the idea is viable.

Always ask “Where’s the money in this?” While it’s a sad reality of Life, money can help you accomplish your goals faster, easier and more enjoyably — while a lack of money can actually prevent you from achieving the most unselfish and philanthropic goals. There are countless strategies for making money simply and quickly in virtually any endeavor, but there are some opportunities that are, by their very nature, money-squandering activities. Be careful as you investigate the opportunity, but also as you “say no” to other opportunities in order to pursue this one.
Create a “Breakthrough” Goal: Instantly Up-Level Your Life & Career

While goal-setting is an important step to becoming more successful, most of the goals we set focus on improving our life in the moment. Get the house painted. Finish my sales report. Clean out the laundry room. Lose 20 pounds.

But what if — instead — you focused on a single goal that would up-level everything you do... from your career to your acquaintances to your income to your lifestyle.

Wouldn’t that be a goal worth pursuing with passion? Wouldn’t that be something to focus on a little each day until you achieved it?

Think about it.

If you were an independent sales professional and knew you could get a better territory, a substantial bonus commission and maybe even a promotion once you landed a certain number of customers, wouldn’t you work day and night to achieve that goal?

And if you were the coach of a football team, whose typical strategy was to gain 4 yards on every play, what if your players instead worked toward completing a breakthrough 60-yard pass?

If you were a stay-at-home mom whose entire lifestyle and finances would change by earning an extra $1,000 a month, wouldn’t you pursue every possible opportunity until you achieved that goal?

That’s what we mean by a breakthrough goal. Something that changes your life, brings you new opportunities, gets you in front of the right people and up-levels every activity, relationship or group you’re involved in.

For Jack, producing his very first audio program was not only a breakthrough career goal—it became the catalyst that generated $100,000 in extra income per year. Suddenly, as a professional speaker and trainer, he had a product to sell at the back of the room. Soon after, CareerTrack heard the audio tapes and offered to underwrite an entire training program around the material, bringing Jack a substantial royalty. Eventually, Nightingale-Conant heard and reviewed the audio program and offered Jack an attractive contract.

What might your single Breakthrough Goal be? Let the exercise below help you decide.

### Breakthrough Goal Exercise

1. Whether you believe you can achieve it or not, what one single change in your career, business, lifestyle or relationships would boost you to the next level? Is it landing a promotion, meeting a sales goal, changing jobs, expanding your business, finding romance, qualifying for an award, going back to school or some other goal? Write your breakthrough goal below:

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________

2. Now visualize how your life would change as a result of accomplishing this goal. What would you be doing, seeing and feeling?

   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
Section Two: Taking Your First Action Steps

13 The Swiss Cheese Method: Chunk It Down

Sometimes our biggest life goals seem so overwhelming. Though we may work hard at achieving them, too often we decide to put them off altogether — until we have more time, more focus, more energy or more manpower.

We rarely see our goals as a series of small tasks, but in reality... breaking down the goal into smaller tasks—and accomplishing them a few at a time—is precisely how any big goal gets achieved.

We call this process of “chunking down” a goal mind mapping.

Mind mapping lets you create a detailed “to-do list” for your goals. It lets you determine what information you’ll need to gather, who you’ll need to talk to, what small steps you’ll need to take, how much money you’ll need to earn, which deadlines you’ll need to meet... and so on. It helps you determine what you have to do to make your biggest goals happen.

Mind Mapping Your Own Goals

Take a look at the example below. In creating his very first audio program, Self-Esteem: The Key to Success, Jack broke down the project into a series of “small bites” that could be easily accomplished, despite his busy schedule. To mind map your own goals, follow these steps, illustrated in the example below:

Center Circle: In the center circle, jot down the name of your stated goal—in this case, “Create an Audio Program.”

Outside Circles: Next, divide the goal into the major categories of tasks you’ll need to accomplish in order to achieve the greater goal — in this case Title, Studio, Topics, Audience and so on.

Spokes: Then, draw spokes radiating outward from each mini circle (such as Write Script, Get Color Picture for Cover, Arrange Lunch and so on), writing on each spoke the more detailed tasks required to accomplish the category stated in the mini circle. Break down each one of the more detailed task spokes with further spokes to help you create your master To-Do List.
Now it’s your turn. Use the blank form below to mind-map your own goals. Or use the highly recommended Mind Mapping software available at www.mindjet.com or call 1-877-MIND-JET.
Practice The Rule of Five: What Steps Will You Take?

Once you break down your goal into “bite-sized” pieces, you can begin accomplishing the small tasks you’ve determined will lead to achieving your goal.

But be aware: Preparing to move forward isn’t the same as taking action itself.

In other words, preparation, research, planning, getting it perfect... these are all areas where people get bogged down in the “take action” process.

Here’s a story from Jack that illustrates this point:

When Mark Victor Hansen and I published the first Chicken Soup for the Soul book, we were so eager and committed to making it a bestseller. We asked 15 best-selling authors ranging from John Gray (Men Are from Mars, Women Are from Venus) and Barbara DeAngelis (Making Love Work) to Ken Blanchard (The One Minute Manager) and Scott Peck (The Road Less Traveled) for their guidance and advice. We received a ton of valuable information about what to do and how to do it. Then we visited with book publishing and marketing guru Dan Poynter, who gave us even more great information. Then we bought and read John Kremer’s 1001 Ways to Market Your Books. After all of that we were overwhelmed with possibilities. To tell the truth, we became a little crazy.

We didn’t know where to start, plus we both had our speaking and seminar businesses to run.

We sought the advice of Ron Scolastico, a wonderful teacher and guide, who told us, “If you would go every day to a very large tree and take 5 swings at it with a very sharp ax, eventually, no matter how large the tree, it would have to come down.” How very simple and how very true! Out of that we developed what we have called “The Rule of 5.” This simply means that every day we do 5 specific things that will move our goal toward completion.

With the goal of getting Chicken Soup for the Soul to the top of the New York Times bestseller list, it meant having 5 radio interviews, or sending out 5 review copies to editors who might review the book, or calling 5 Network Marketing companies and asking them to buy the book as a motivational tool for their salespeople, or giving a seminar to at least 5 people and selling the book in the back of the room. On some days we would simply send out 5 free copies to people listed in The Celebrity Address Book—people like Harrison Ford, Barbara Striesand, Paul McCartney, Steven Spielberg and Sidney Poitier. As a result of that one activity, I ended up meeting Sidney Poitier (at his request), and we later learned that the producer of the television show “Touched by an Angel” required all of the people working on the show to read Chicken Soup for the Soul to put them in “the right frame of mind.”

We made phone calls to people who could review the book, we wrote press releases, we called into talk shows (some at 3:00 in the morning), we gave away free copies at our talks, we sent them to ministers to use as a source of talks for their sermons, we gave free “Chicken Soup for the Soul” talks at churches, we did book signings at any bookstore that would have us, we asked businesses to make bulk purchases for their employees, we got the book into the PXs on military bases, we asked our fellow speakers to sell the book at their talks, we asked seminar companies to put it in their catalogs, we bought a directory of catalogs and asked all the appropriate ones to carry it, we visited gift shops and card shops and asked them to carry the book—we even got gas stations, bakeries and restaurants to sell the book. It was a lot of effort—a minimum of 5 things a day, every day, day in and day out—for over two years.

Was it worth it? Yes! That very first Chicken Soup for the Soul book eventually went on to sell over 8 million copies in 39 languages. At a $1.20 royalty per book, it made Mark and I rich.

Did it happen overnight? No! We did not make the best-seller lists until over a year after the book came out—a year! But it was the sustained effort of The Rule of 5 for over two years that led to the success—one action at a time, one book at a time, one reader at a time. But slowly, over time, each reader told another reader, and eventually, like a slow-building chain letter, the word was spread and the book became a huge success—what Time magazine called “the publishing phenomenon of the decade.” It was less of a publishing phenomenon and more of a phenomenon of unending persistent effort. Thousands of individual activities that all added up to one large success.
What might you accomplish if you were to do a little bit—five things—every day for the next 40 years toward the accomplishment of your goal? If you wrote 5 pages a day, that would be a total of 73,000 pages of text—or about 243 books. If you invested $5.00 a day 6% interest, at the end of 40 years you’d have amassed a small fortune of $305,357.”

A lot of people tell us their dream is to own a house in Hawaii or buy a yacht. While we’re excited for them, we also have to ask them to get clear about all of the steps they’ll have to take to get there.

They need to complete the Mind-Mapping exercise in Chapter 13 and talk to an expert in those areas.

Take buying a house in Hawaii, for example: You have to find out where the best locations are, decide which island, find out how much homes cost there, determine how much money you’ll need to save, where you can get your financing, where you’ll get your furniture, how expensive that is... and on and on. Then you can begin taking these steps—5 a day until you achieve your goal.

**Take Time to Plan How You’ll Practice the Rule of 5**

While he didn’t call it the Rule of 5, a seminar leader once said that, in order to arrive at the life of your dreams, you simply (1) make a wish-list of the activities, finances and lifestyle you’ll be enjoying once you get there... (2) break down each wish on the list into the steps you’ll need to take to achieve it... (3) choose a number of those steps to achieve each week or month or year, and... (4) achieve them.

Try that formula—what we call the Rule of 5—for achieving the life of your dreams... or for achieving virtually any impressive goal you’ve set for yourself.

---

**List Below the 21 Goals You Made on Pages 29 and 30...**

1. ___________________________________________________________
2. ___________________________________________________________
3. ___________________________________________________________
4. ___________________________________________________________
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List a Goal from the chart on page 51:  

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<tr>
<th>Steps Needed to Accomplish This Goal</th>
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Repeat this process for the other goals you set for yourself on page 51!
Find a Wing to Climb Under: Which Eagles Could You Be Soaring With?

A lot of information has been published over the years about the benefits of building a mastermind team — that is, collecting around yourself a group of people to brainstorm with, get advice from and ask help from as you climb your way to the top. As we discussed in Chapter 9, that’s a great idea.

But the problem is, even though they may be involved in a mastermind group, most people still tend to ask their friends, neighbors, co-workers and siblings for advice on key issues they may be facing in their life. Too often, they ask the advice of others who have never triumphed over a specific hardship or never succeeded in a specific area of expertise. Perhaps this describes you.

An alternative way to get answers and advice is to find a wing to climb under — or three or four! Surround yourself with advisors, mentors, experts and friends who have succeeded in the specific tasks or skills you need to be good at.

First, Do Your Homework

In Chapter 18, you’ll learn how to ask effectively for anything you want—including mentorship and other practical assistance. In that chapter, we told you one of the key strategies for getting people to say yes is to ask the right person and ask in the right way. In other words, give all the reasons why you are asking them and describe what you’ll do with any assistance you’re given.

It’s no different with approaching potential mentors.

This means you must do your homework — first, in order to develop your list of possible mentors, but secondly, so you’ll know what to ask for when you get them on the phone.

One of the easiest ways to research the names and backgrounds of people who have been successful at your area of interest is to read industry magazines, search the Internet, ask trade association Executive Directors, attend trade shows and conventions, call fellow entrepreneurs or approach others who operate in this industry or profession.

Look for mentors who have the kind of well-rounded experience you need to access to tackle your goal. When you start seeing a pattern of the same few people being recommended, you know you’ve identified your possible mentors. Be sure to keep careful notes of where you got each mentor’s name, so you can mention the referring party in your first conversation with the mentor.

How Will You Research Potential Mentors?

- News articles
- Lexus-Nexus Search
- SCORE Executive Advisors
- Internet Search Engines
- Subscribe to E-Newsletters
- Do Trademark Searches
- Read Professional Magazines
- Attend Trainings They Give
- Interviews with Industry Experts
- Talk to Their Former Partners
- Talk to Trade Association Directors
- Talk to Industry Magazine Columnists
- Research & Talk to Published Authors
- Interview Vendors & Suppliers
- Watch Them Interviewed on Television
- Talk to Their Patients/Customers
- Trade Association Reports
- Survey Other Companies
- Attend Trade Shows
- Attend Industry Conferences
- Interview PR Agencies
- Approach Trade/Tech Schools
- Read Their Published Works
- Ask Professional Associations
Determine in Advance What You Want From a Mentor

Make a list of information, contacts, answers and assistance you want to elicit from a potential mentor. Perhaps you need the name of someone who will do a joint-venture deal with you. Or perhaps you need a referral to a technical expert who can help you build a new service for your company. Maybe you simply need validation that the path you’re pursuing is the correct one, given market trends and your unique abilities.

A mentor can help you with all of these things, but you need to be prepared to ask for them specifically.

Your Ideal Outcomes From a Mentor Relationship...

☐ Strategies  ☐ Contacts  ☐ Information  ☐ Confirmation of Ideas  ☐ Friendship/Kindred Spirit
☐ Investment  ☐ Testimonial  ☐ Endorsement  ☐ Direction and Counsel  ☐ Review of Business Plan

Best Outcome #1 ____________________________________________________________
Best Outcome #2 ____________________________________________________________
Best Outcome #3 ____________________________________________________________

Questions You Want to Ask...

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Then, Ask for a Supportive Mentoring Relationship

One of the easiest ways to insure you have the conversation you plan is to plan your conversation! Literally, write out on paper the points you’d like to make—even the words you’d like to use—so you stay on track, prevent getting tongue-tied and use as little of the mentor’s time as possible. You can even write out your voice mail message to the potential mentor, just in case you get their voice mail greeting when you call.

Introduce yourself, but be brief. State where you got their name, why you are calling them, and specifically what you want—whether it’s simply information, resources, contacts...or a true mentor relationship.

The truth is, most successful people are delighted to be asked. But bluntly asking a high-profile individual to be your “mentor” occasionally scares them. It infers they might somehow be responsible for your ultimate success or failure. Or that you’ll brag about your privileged relationship with them.

A far less threatening approach is the one we’ve detailed below. In The Power of Focus, Jack’s co-author Les Hewitt, who founded the Achievers coaching program, talks about a client Les had—the owner of a small trucking company. The young man wanted to expand his business and after attending an Achievers seminar, decided to approach one of the major players in the trucking industry as a mentor. The “script” the young man used successfully is below. The mentor was delighted to be asked and helped the young man’s company grow exponentially.

Here’s a sample dialog you might imitate:

“Hello, Mr. Johnston, my name is Neil. We haven’t met yet. And I know you’re a busy man, so I’ll be brief. I own a small trucking business. Over the years you have done a fantastic job building your business into one of the largest companies in our industry. I’m sure you had some real challenges when you were first starting out. Well, I’m still in those early stages, trying to figure everything out. Mr. Johnston, I would really appreciate it if you would consider being my mentor. All that would mean is spending ten minutes on the phone with me once a month, so I could ask you a few questions. I’d really appreciate it. Would you be open to that?”

If your prospective mentor says Yes, ask him or her, “When would be a good time to call you in the next few weeks?” Then confirm a specific time for your first mentor phone call. Follow up with a handwritten “thank you” note right away. If your prospective mentor says No, politely thank them and move on to the next person on your list. Or, politely ask if you can call back at a more convenient time to revisit your request.

Now write your own script for the first phone call:

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Be Prepared to Return the Favor

Even if it’s a simple one like keeping them updated on industry information or calling with new opportunities that might benefit them, be sure to return the favor in small ways. Soon, you’ll have the opportunity to begin repaying in kind, not only by returning favors to your mentor, but also by helping others who want to climb under your wing. What a great reward to any mentor — to eventually have their former protégé out in the world helping others to grow!
Structuring Your Days: Use the Breakthrough Results Time System

In order to stay on focus, create superior results and still have more balance in your life, you’ll need to learn to manage your time in a new way. The Breakthrough Results Time System helps you do that.

It’s a system that divides all of your time into the following three kinds of days: Best Results Days, Preparation Days and Rest & Recreation Days.

Best Results Days

A Best Results Day is a day in which you spend at least 80% of the day operating in your areas of brilliance—interacting with people or processes that can give you the highest payoffs for the time you invest. To be successful, you must schedule more Best Results Days and hold yourself accountable for producing the results.

In Chapter 8: The Total Focus Process we talked about your areas of brilliance: those things that you do so well and you do so easily that it doesn’t feel like work. These are your natural talents, the areas where you shine.

Jack’s areas of brilliance are speaking, story telling, conducting seminars, coaching people through their stuck places, writing and editing. These are all things that he does easily and well—and when they are applied in a focused way, they’re the things he gets paid the most money for. For Jack, a Best Results Day might be spent taking a seminar that will improve his speaking or training skills, planning on how to maximize product sales at a convention where he will be speaking, rehearsing a new speech he is developing, creating new PowerPoint slides, reading stories for possible inclusion in a new Chicken Soup for the Soul book or delegating a project to a member of his support team.

Others might consider their Best Results Days as making sales calls on the telephone, negotiating deals, producing a loan package to send to a mortgage lender or writing a grant proposal for a non-profit organization.

For Janet, a Best Results Day is writing and developing the direct-response marketing materials that sell an expert’s products and services...or developing knowledge products or the marketing campaign for them...or speaking to a group of consultants and business owners about success and income generation.

Preparation Days

A Preparation Day is a day in which you focus on preparing and planning for a Best Results Day, learning a new skill, locating a new resource, training your support team, and delegating tasks and projects to others. Preparation Days are important to ensure that our Best Results Days and our Rest and Recreation Days are as productive and fulfilling as possible.

For Jack, a Preparation Day might be spent taking a seminar that will improve his speaking or training skills, planning on how to maximize product sales at a convention where he will be speaking, rehearsing a new speech he is developing, creating new PowerPoint slides, reading stories for possible inclusion in a new Chicken Soup for the Soul book or delegating a project to a member of his support team.

Yours might be seeking out a mentor, attending an industry or professional convention, or writing an employee manual.

Janet’s best Preparation Days are spent negotiating deals, writing agreements, interviewing potential clients and joint-venture partners—all the work that must be done before the marketing and income-generation really start.

Rest & Recreation Days

A Rest and Recreation (R & R) Day is a day that extends from Midnight to Midnight with no work related activity of any kind.

It’s a day completely free of attending business meetings, answering business-related phone calls, answering cell phone calls, reading faxes, answering e-mails, or even doing any business reading.

On a true R & R Day you are not available to your staff, clients or students for any kind of contact except for a true emergency. By the way, most emergencies are not true emergencies—physical injuries, death, floods, or fires. Those are true emergencies.

Most so-called emergencies are just employees and family members not having—or not being given—enough training and responsibility to handle on their own any unexpected situations that arise. When you train your staff and colleagues not to bother...
you on your R&R days, it forces them to step up to
the plate, take more responsibility and become more
self-sufficient and self-reliant. This is ultimately a good
thing because it frees you up to have more Best Result
Days and more R&R Days.

By the Way, R&R Means Days Without the Kids

The question often arises about what to do with
children. For the most part, you need to take some
time away from your children on a regular basis. If
you cannot afford a babysitter, ask relatives like aunts,
uncles and grandparents to take them. If they are
unavailable or unwilling, trade with other parents.
You take their little ones for a weekend and they take
yours on a different weekend. And don’t make the
mistake of calling every hour to see how they’re doing.
Let go, trust, and take care of yourself for a change.

R&R Days Help You

Work Harder...and Smarter

The value of plenty of regular R&R days is that
you come back to your work refreshed and ready to
tackle anything with renewed vigor, enthusiasm and
creativity. To become truly out-of-the-box successful,
you need these breaks to allow you some distance
from your normal day-to-day life—so you can become
more creative in the generation of breakthrough ideas
and solving problems.

Because we are so clear about the value to the
bottom line of time off from the pressures and stresses
of work, we require all of the employees at Jack’s two
companies—Chicken Soup for the Soul Enterprises and
Self-Esteem Seminars—to take six weeks of vacation
time a year.

Jack’s current personal goal is to take 150 R&R
days in the next year. That’s every weekend, several
long weekends, one weeklong vacation every quarter,
two weeks in the summer, and the week between
Christmas and New Year. Remember, this is a goal,
something you work toward.

The key to getting more Best Results Days and
R&R Days into your life is to schedule them. Sit down
with the people at work and with your family and
talk about how to create more of these days.

Plan for uninterrupted time at work where you
can focus on producing your best results—and plan
more R&R days and vacations with your family and
friends.

A valuable exercise is to review the three most
perfect R&R days you have ever had, analyze them
to see if they contained any common elements—
whether it was time spent outside in nature, a great
meal, physical nurturing, playing tennis—and then
intentionally plan to build more of those activities into
your R&R days.

Keep track of how many Best Results Days,
Preparation Days and R&R Days you have every
month.

Then, each month, do your best to increase the
amount of Best Results Days you have on your
calendar, where you’re doing what you love to do
and doing what you do best. Work to increase the
number of true 24-hour R&R days, and to reduce the
number of Preparation Days. If you do this, you will
naturally find yourself creating greater results at work,
more fulfillment in your personal life and more balance
between the two.

Action Steps:

1. Meet with your boss, staff, and co-workers to
discuss how to create more Best Results Days
where you can focus 80% of your time on utilizing
your areas of brilliance to produce your best
results.

2. Meet with your friends or family and discuss how
to create more true R&R days in your life.

3. Schedule at least 4 vacations—they can be long
weekends or longer—for the next year. These can
be as simple as a weekend camping trip, a
weekend in San Francisco taking in the sites, a
trip to the wine country, a weekend at the shore,
a fishing trip, or a week visiting friends in a nearby
state, or it can include that dream-of-a-lifetime
vacation you have always wanted to take to
California, Hawaii, Mexico, Europe or Asia. If you
don’t plan it, it won’t happen. So sit down and
make a plan.

4. List the three Best Results Days you have ever
had. Write down any common elements. This will
give you valuable clues as to how to create more
perfect Best Results Days. Plan for them.

5. List the three best R&R Days you have ever had
and look for the common elements in those.
Schedule more of those elements into your
scheduled R&R Days.
In his book, Live Your Dreams, Les Brown tells the story of how he dreamed of becoming a popular Miami disc-jockey. When I set out, he says, I had no idea how I would do it, but I knew life would present the opportunities if I was prepared and in a position to take advantage of them.

Les shadowed his high-school drama teacher, learning as much as he could about linguistics. Together, they worked on Les’s speaking voice. Soon, Les began developing his own on-air style of “patter,” pretending at school that he was performing on the radio. He sought out mentors who could prepare him for the opportunity of being on the air. And after high school, though Les earned his wage as a city sanitation worker, his persistence landed him a job as a late-night gofer at a prominent Miami radio station.

Les immediately took advantage of the opportunity to learn even more. He absorbed all he could—hanging around the disc-jockeys and engineers—until finally, one night, a dee-jay could no longer perform and Les had his chance to get on the air.

When the chance came, Les was not only prepared to be on the radio, he was prepared to be great on the radio. The style, patter, dialogues and broadcasting skills he had worked so hard to develop paid off instantly as Les was promoted to fill-in dee-jay... and finally to a full-time disc jockey with his own radio show.

What Do You Need to Do to Get Ready?

If you’re an industry expert and believe your consulting business would skyrocket after presenting a workshop at the national convention, why not get prepared now... by writing your speaker’s kit, joining Toastmasters, outlining your speech and getting ready to be on the platform?

If you want a promotion at work, why not ask your boss what it takes to become promotable? Perhaps you need to go back to school and get your MBA. Or maybe you need one year of accounting experience. Or perhaps you need to learn the latest software programs. Do that, and when the next promotion comes around, you can say, “I’m ready!”

Take classes on your own time. Read books. Get new skills. Go to your industry’s trade show. Dress the part. Look like a player before you’re there.

As Les Brown’s story teaches us, all it takes is passion, persistence and the belief that someday the opportunity will come. Start getting ready now.

What do you need to do to get ready for your most important opportunity?

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Section Two: Taking Your First Action Steps

Ask, Ask, Ask: Creating Win-Win Relationships

In the Bible, Matthew 7:7 says, Ask and it will be given to you; knock and the door will be opened to you. History is filled with examples of incredible riches and astounding benefits people have received simply by asking for them. Yet, asking—perhaps the most powerful Success Principle of all—is still the challenge that holds people back.

Why People Are Afraid to Ask

Why are people so afraid to ask? They are afraid of several things: looking needy, looking foolish, looking stupid. But mostly they’re afraid of experiencing rejection. They are afraid of hearing the word “no.”

The sad thing is that they’re actually rejecting themselves in advance. They’re saying no to themselves before anyone else even has a chance to.

You’ve Got Nothing to Lose By Asking

As executive coach Marcia Martin likes to say, “If you apply to Harvard and you don’t get in, you weren’t in Harvard before you applied and you’re not in Harvard after you applied. Your life didn’t get worse. And think about it. You’ve spent your whole life not going to Harvard and you know how to handle that.”

This is so true!

Jack teaches a phrase in his seminars...Oh what the heck...go for it anyway.

How to Ask for What You Want

There’s a specific science to asking for and getting what you want or need in life. And while we recommend you learn more by reading The Aladdin Factor (Jack Canfield and Mark Victor Hansen), here are some quick tips to get you started:

1. Ask as if you expect to get it. Ask with a positive expectation. Ask from the place that you have already been given it. It is a done deal. Ask as if you expect to get a “yes.”

2. Assume you can. Don’t start with the assumption that you can’t get it. If you are going to assume, assume you can get an upgrade. Assume you can get a table by the window. Assume that you can return it without a sales slip. Assume that you can get a scholarship, that you can get a raise, that you can get tickets at this late date. Don’t ever assume against yourself.

3. Ask someone who can give it to you. Qualify the person. Who would I have to speak to to get...Who is authorized to make a decision about...What would have to happen for me to get...

4. Be clear and specific. In his seminars, Jack often asks, “Who wants more money in their life?” He picks someone who raised their hand and he gives them a quarter, asking, “Is that enough for you?”

“No? Well, how would I know how much you want. How would anybody know?”

You need to ask for a specific number. Too many people are walking around wanting more money, but not being specific. Do you want enough to retire? Enough to pay cash for a beautiful home? Enough to send your daughter to private school? Well, how much is that? If you’re not sure, do the research and find out.

Take a look at these examples:

Don’t say: I want a raise.
Do say: I want a raise of $500 a month.

Don’t say: I want to spend some time with you this weekend.
Do say: I would like to go out for dinner and a movie with you on Saturday night. Would that work for you?

Don’t say: I want more help around the house.
Do say: I want you to wash the dishes every night after dinner and take out the garbage Monday and Wednesday nights.
5. **Ask repeatedly.** One of the most important Success Principles is the commitment to not give up. Whenever we’re asking others to participate in the fulfillment of our goals, some people are going to say “no.” They may have other priorities, commitments and reasons not to participate. It’s no reflection on you.

Just get used to the idea that there’s going to be a lot of rejection along the way to the brass ring. The key is not to give up. When someone says “No”—you say “NEXT!”

Why?
Because when you keep on asking, even the same person again and again...they might say “yes”...

...on a different day
...when they are in a better mood
...when you have new data to present
...after you’ve proven your commitment to them
...when circumstances have changed
...when you’ve learned how to close better
...when you’ve established better rapport
...when they trust you more
...when you have paid your dues
...when the economy is better
...and so on.

**Kids know this Success Principle better than anyone.** They will ask the same person over and over again without any hesitation.

**Ask Someone Else**
The other option is to ask someone else. Remember, there are over 6 billion people on the planet! Someone will say “yes.” Don’t get stuck in your fear. Move on to the next person, and the next person, and the next!

**It is a numbers game.** Someone out there is waiting to say yes.

When 19-year-old Rick Little wanted to start a program in the high schools that would teach kids how to deal with their feelings, handle conflict, clarify their life goals, learn communication skills and the values that would help them live more effective and fulfilling lives, he wrote a proposal and shopped it to over 143 foundations. During that 2-year period, he slept in the back of his car and most of the time ate peanut butter on crackers. But he never gave up his dream. Eventually, the Kellogg Foundation gave Rick $140,000. Since that time Rick and his team have implemented the Quest Program in over 1000 high schools and junior high schools around the world. His International Youth Foundation has raised tens of millions of dollars for programs that benefit children around the world.

What if Rick had given up after the 100th rejection and said to himself, “Well, I guess this just isn’t supposed to happen.” What a great loss that would have been to the world and to Rick’s higher purpose for being.

**How the NEXT Principle Built an Empire**
Jack tells this story about how *Chicken Soup for the Soul* came to be—simply by asking repeatedly:
When Mark Victor Hansen and I went to find a publisher for the original *Chicken Soup for the Soul*, our agent took us to New York, where we were turned down by more than 33 publishers. Our agent tried another 22 publishers on his own, who also rejected it. Then he returned the book to us and said no one was ever going to publish it.

What did we do? We said, “NEXT!”

We took the book to the 1992 American Booksellers Association convention in Anaheim, California. We walked from booth to booth for two days, talking to every publisher that would listen. There were over 4,000 booths at that convention. Again and again, we were turned down. Again and again, we said “Next!”

Finally, toward the end of the second day, a little publisher from Florida—Health Communications—said they would look at the manuscript. They called us back a week later and said “We love it! We want to publish it.”

The hundreds of NEXTs paid off! There are now 8 million copies of that very first book in print and over 80 million books in print (in 39 languages!) from the over 50 books in the *Chicken Soup for the Soul* series that has sprung from that first effort.

What if Mark and I had given up after all the New York publishing houses had said no? What would have happened if we had given up after our agent gave us the book back. What would have happened if we had quit after the first days of continual rejections at the ABA convention? Nothing! That’s what would have happened. Absolutely nothing.

Fortunately Mark and I walked our talk of consistent and perseverant action in the face of obstacles to our goals. We lived the NEXT principle.

**SW...SW...SW...SW**

Some will, some won’t, so what...someone’s waiting. This powerful phrase helps us remember that, ultimately, someone is in the market for what you have to offer. Keep asking. Say “Next.”
What Do You Need to Ask For?

Remember the seven categories from pages 29-30? If you did that exercise already, you jotted down more than 20 goals that can be accomplished by asking. What do you need to ask for to accomplish those goals? Make a list.

Financial Goals _____________________________________________________________________________
____________________________________________________________________________________________
____________________________________________________________________________________________

Career / Business Goals ______________________________________________________________________
____________________________________________________________________________________________
____________________________________________________________________________________________

Free Time / Family Time Goals __________________________________________________________________
____________________________________________________________________________________________
____________________________________________________________________________________________

Health / Appearance Goals ____________________________________________________________________
____________________________________________________________________________________________
____________________________________________________________________________________________

Relationship Goals ___________________________________________________________________________
____________________________________________________________________________________________
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Personal Growth Goals _______________________________________________________________________
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____________________________________________________________________________________________

Making a Difference Goals _____________________________________________________________________
____________________________________________________________________________________________
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Then, take a few moments to write down how you’ll ask, just as if you were writing a speech. State what you want with clarity, specificity, why you want it, and what you are willing to do in return if that is appropriate. Write down the date by which you’ll ask. Finally, decide who you’ll ask first, and then who next if the first person says “no.”
Avoid Toxic People and Surround Yourself with Nurturing People: Build Empowering, Not Endangering, Relationships

Do you know people who only have to walk into the room to totally drain you of energy? Are there people in your life who, simply by calling you on the telephone, create tension, stress and disorder in your day?

Well, what about people who brighten a room when they enter it? Do you have friends, mentors and others in your life who radiate energy, optimism, support and encouragement?

While it’s always interesting to ask yourself what kind of person you are, the Success Principle to learn here is that there are both nourishing people in our lives — and toxic ones.

Toxic people are negative. They’re dream-stealers. And though they often don’t know they’re doing it, they dissuade us from our goals, keep us from achieving excellence, tell us we’re not worthy and constantly attempt to bring us down to their level.

By contrast, positive people are nurturing, empowering, inspiring, encouraging, supportive and pro-actively helpful. They believe in you, they applaud you, they’re possibility thinkers, they’re fun to be around — and they feel you deserve to succeed at the highest possible level.

How to Recognize a Toxic Person

One of the exercises we do in trainings illustrates how widespread negativity is in our culture. Close your eyes for a moment and imagine your neighbor just won the lottery. Not a little jackpot, but a million dollars a year for life. How do you feel?

In 30 years of training, we can tell you most people feel resentful. Instead of responding with, “Way to go! One of my friends hit the jackpot!”—most people react negatively. They are jealous and resentful.

Unfortunately, the negative reaction to this training exercise is not too different from real life. In fact, sometimes toxic people are actually addicted to their negativity.

Cherie Carter-Scott, author of If Life Is a Game, These Are the Rules, writes extensively about ‘Negaholics.’ She says these toxic personalities actually need to keep you from succeeding at a higher level because you threaten their level of comfort. They’re happy being negative and mediocre. Yet you threaten to expose this side of their personality when you are ambitious, goal-oriented, forward-thinking and positive.

To counteract this threat from you, toxic people try to discourage you from moving ahead. They say things like:

- Oh, who are you kidding? You’ll never do that.
- There’s never been a black kid from this neighborhood who went to college.
- There’s never been someone from this department who made Vice-President.
- Remember the last time you tried that? It was a total failure.
- You always work late. Why not take the night off and go shopping with me? I’ll buy you dinner.
- How can you do that? You don’t know anything about that!
- Don’t come crying to me when the whole thing blows up in your face.
- They’ll never let a college student do that.
- Why try? You always gain the weight back.
- Take it from me. I know. This whole idea is a mistake.

Unfortunately, all too often, comments like these leave us wondering, What if I am making a mistake? What if I do fail? Suddenly, you’re telling yourself, “Yeah, they’re right. Who am I kidding? I’ll never be able to do that.”
Spend More Time With Positive People

By contrast, you want people in your life that say, “Great idea! You can do that! Here’s what you’ll need. How can I help?”

Positive people coach us. They mentor us. They’re pro-actively helpful. They come through with ideas that help us expand on our goal. They make us believe we can achieve all that and more. And the good news is, positive people are easy to find. Perhaps they’re part of your acquaintance right now. In fact, they might be delighted to spend more time with you.

Try This Test

To determine who in your life is positive or toxic, list below everyone you spend time with on a regular basis — your family members, your co-workers, your neighbors, friends, football buddies, people in your civic organization, fellow church members you spend time with, and others.

When you’ve written your list, review the names, putting a minus sign “—” next to those people who are toxic, and a plus sign “+” next to those who are nurturing.

As you make a decision about each person, a pattern will begin to form. Perhaps your entire workplace is filled with toxic personalities. Or perhaps your friends nay-say everything you do. Maybe your family members constantly sabotage your success goals. Whatever you discover, decide today to limit the time you spend with toxic people!

Spend more time with those people who have a “+” sign next to their name and work on gathering even more positive people into your sphere. In fact, if there aren’t enough people on your list who are positive, review Chapter 15: Find A Wing to Climb Under and go get some uplifting, encouraging people in your life who believe in you.

Who Would You Rather Spend Time With?

List those people you spend time with on a regular basis — your family members, your co-workers, your neighbors, friends, football buddies, people in your civic organization, fellow church members you spend time with, and others. When you’ve written your list, review the names, putting a minus sign “—” next to those people who are toxic, and plus sign “+” next to those who are nurturing.

Example: Jonathan Mackey +
If You Let Toxic People Steal Your Future, You Have No One to Blame But Yourself

The truth is, toxic people often have tremendous power over us. They have the ability to check our minds and our hearts. They have the power to crush our self-esteem and diminish our passion...but only if we let them.

And while it's simple to stay away from toxic people, it isn't always easy to do so. In other words, it's simple to decide to avoid them...it's simple to put boundaries in place...and it's simple to stand by your boundaries.

But the difficulty for most people comes in deflecting — not giving in to — their toxic reactions. When they bombard you with guilt, try to dissuade you, manipulate you and try to turn you from your path, it's merely their negativity in play.

Setting boundaries and saying "no" often are the only tools we have to combat these negative forces.

Setting Boundaries With Toxic People

Sometimes, toxic people are our family members. Other times, they're a co-worker or boss. In these cases, we can't just avoid them altogether, so we have to put boundaries in place to minimize their negative effects on our time, our priorities and our self-worth.

Minimize your contact, if possible. While most people are not fortunate enough to have their own personal assistant to take calls, if you do, simply ask your assistant not to put calls through from specific individuals you name. If you work independently and answer your own phone, either invest in caller ID, don't return voice-mail messages or simply tell a toxic caller you're on an important deadline and can't talk at length.

Janet has a fabulous strategy that dates back to her days in the newsroom. When she's on deadline, she firmly tells callers (toxic and otherwise) that all non-project-critical phone calls are limited to five minutes or less. Any requests made during such calls — no matter how small — are not fulfilled until after her deadline is met. If toxic people try to extend the conversation, Janet simply tells them: “Well, as I said, I am on deadline and I do need to end this conversation. Goodbye.”

Additionally, though Janet is constantly contacted for information, files, documents, samples, marketing copy and other collateral that's easy enough to Xerox or e-mail, as a matter of policy, she simply does not offer to be helpful to toxic people...period. Not only is it bad business to enable toxic behavior, but more importantly, it isn't worth the effort when the result is that the toxic person lingers in your universe.

Spend holidays out of town. When Jack's toxic, alcoholic mother called to ask if he'd be home for Christmas, Jack would say, “I'd really like to. It's not against you, Mom, but we planned to do Christmas this year with just the kids in Hawaii.” Now that she's sober and has an “+” next to her name, Jack finds ways to spend more quality time with her.

“It's Not Against You, It's For Me.” One response that's helpful in saying “no” to crisis appeals or time-robbing requests from people is...

It’s not against you. It’s for me.

When the local PTA chairman calls with yet another weekend fund-raising event that needs your dedication, you can say, “You know, I'd really love to, but the fact is I've made a commitment to spend more time with my family. I realized I had overcommitted myself outside my home life. So even though I support what you’re doing, now my commitment is my family.”

Few people get angry at you for making and standing by a higher commitment.

And while techniques like these will get toxic people out of your life in very short order, you may experience emotional responses to your boundaries. Just remember, the other party’s response is their responsibility, not yours.

Guilt Is the Real Enemy

One of the most powerful weapons toxic people use is guilt. Where does guilt come from?

It stems from our need for approval. All too often, we’re more interested in how we’re accepted, than in the results we produce. We risk giving into our own feelings of guilt when we constantly seek approval.

So, if you want to be successful, you must give up the need for approval. You must give up guilt feelings and guilt responses that are the mind’s natural reaction when seeking approval.

Whether it’s your mother, the school committee, the PTA chairman, your boss or your friends, as long as you are willing to feel guilty, you can be manipulated away from your path to success.
Go the Extra Mile: How to Make Your Effort Pay Off in Spades

In his timeless classic Think and Grow Rich, Napoleon Hill writes, “The main trouble with so many of us is that we see men who have “arrived” — and we weigh them in the hour of their triumph without taking the trouble to find out how or why they arrived.”

The truth is that most of the “overnight” success stories you read about are really the result of decades of hard work, years of extra effort and a lifetime of perseverance.

These people are often over-achievers — who simply aren’t satisfied with “good enough,” but who seek out opportunities to deliver more, to provide extra value, to produce 110% and to do a better job.

In short…

They are people who go the extra mile.

Almost by force of habit, successful people simply do more. Not surprisingly, this “do more” habit actually helps create new possibilities in their lives, because they’re constantly placed in the way of ever greater opportunity.

Imagine what would happen to you if you stayed just 15 minutes after the rest of your fellow employees left for the day. Or what you could accomplish if you took charge of some activity that was languishing from lack of manpower?

Are there circumstances in your life right now where you could do more, provide better value, over-deliver or improve upon what is asked of you?

Do you have the opportunity — but also the personal initiative — to go the extra mile?

Let’s take a look…

No one has ever been known to achieve permanent success without doing more than he was paid for.

— Napoleon Hill

When Peter Vidmar—the Olympic gold medalist we featured in Chapter 7—was training for the Olympics at UCLA, he and his teammate Tim Dagget were always the last two athletes to leave the gym.

Though their hands were blistered and their muscles ached, they stayed and practiced for an additional 15 minutes every day.

Those extra 15 minutes—multiplied by hundreds of days over 4 years—added up to over 200 additional hours of practice...more than anyone else. In fact, it’s the equivalent of several months of additional practice.

Working just an extra 15 minutes gave Peter and Tim the edge that earned the United States gymnastic team the gold medal.

The truth is, most contests—whether they’re car races, horse races or athletic events—are won by mere hundredths of a second. So are many of the “races” you’ll run in your life. Put in a little extra every day and, eventually, going the extra mile will add up to a huge margin of victory in your life.

The Big Payoff: Why Would Anyone Want to Go the Extra Mile?

Consider the two most important reasons for going the extra mile: (1) You experience greater rewards for your efforts, at the same time becoming more valuable to your employers, customers and clients. (2) You experience a personal transformation, becoming more confidant, more self-reliant, more enthusiastic, and more influential with those around you...all traits of successful people.

So, what’s the pay-off for you? What can you expect from going the extra mile? Surprisingly, most rewards are unexpected...a surprise promotion, an unusual bonus, a greater area of responsibility, or unusually lucrative revenues for your business. But you have to start in order for the rewards to appear.
Where In Your Life Could You Begin to Go the Extra Mile?

Take a look at the lists below. How could you begin to “go the extra mile” in each of the areas described?

### In Your Workplace:

- Ways to Generate Additional Revenue
- Projects That Are Behind Schedule
- Areas for Improvement
- Work Area Clean-Up & Organization
- Preparing for Staff Meetings
- Informing Others
- Preventing Problems & Losses
- Profit Improvement
- Cost Savings
- Time Savings
- New Service Offerings, Designs or Innovations

### In Your Own Business:

- Additional Free Services
- Finding Assistance When You Can’t Deliver
- Customer Appreciation Programs
- Hand-Written Thank You Notes
- Empowering Customer Service Reps to Solve Problems
- Remembering Customers With Helpful Information or Special Products

### In Service to Others:

- In Your Civic Groups & Clubs
- Within Your Own Family
- In Your Church or Spiritual Organizations
- Through Volunteering
Pay Yourself First: Grow Yourself Rich One Dollar at a Time

Many people ask us how they can become rich. Not filthy rich, but comfortably wealthy—without having to worry about job loss, unexpected emergencies, college expenses or long-term care for aging parents.

We’re happy to say it’s not only possible to become rich, it’s fairly easy to do. With a few simple changes in the way you approach your lifestyle, savings and financial priorities, it is easy to build not only a large emergency fund, but also a financial fortress that will shield you and your family from financial disaster and provide you with the money you need to retire the way you want to.

One of the most common questions we’ve been asked is how much money will bring financial security. We’ve watched as people with millions have been reduced to poverty, while others with very little manage surprisingly well, even into retirement.

If you really think about it, all you really need to be rich is one dollar more than you need to spend. In other words, if you’re already happy with the material possessions you own, the entertainments you enjoy and the work that you do, you are already rich.

Money won’t change that if you’re already happy. So, you see, it’s important to remember that finding peace and contentment in your life will probably do more to make you “rich” than winning the lottery. If you are happy with your life the way it is, and you don’t need to consume great quantities of consumer goods, then the amount of money needed to bring you financial freedom will be very little.

Could you become rich today with this simple change in your thinking?

Could you have all the happiness, peace, enjoyment and sense of security you thought boundless wealth would bring you...starting today? Let’s find out.

Money By Itself Is Powerless

Psychologists know that to be fulfilled in life, one must have choices—the choice of where to live, where to work, what to do in your spare time, how to spend your money and so on. They know you must have challenge—from your job, your hobbies, your schooling and from other activities you’re involved in. And they know you must believe you are making a difference in the world—by “contributing” to the greater good of others in some way.

That’s what the experts say about what makes everyday people happy.

But what would make you happy?

Would money give you a choice of where to live, where to work (if at all) and what you could do in your spare time? Probably yes. Would it give you challenging work to do, in a setting that makes you and your talents a critical link in the success or failure of the business or profession you work in? Not necessarily. Would it allow you to help others, to draw some satisfaction from contributing to the betterment of others whose circumstances are less than your own or who could be helped in some through your knowledge, influence, skills or encouragement. Possibly...but not entirely by itself.

So, you see, money can play a role in making you happy. But by itself, it is powerless.

The Financial Gift You Give Yourself

If money by itself is powerless, then you and the way you manage and spend your money must be the real key to whether you are happy or not...whether you are fulfilled or not.

If you’re like the average American, during your lifetime you’ll earn more than $1,235,700...file at least 42 tax returns...and pay more than $178,363 in taxes. So why is saving a small portion of it in order to become rich so difficult for so many?

Let’s look at the reasons.

First, the nation’s leading marketing experts say that, as an average American, you’re bombarded with more than 200,000 advertising messages each year telling you to spend your money. Surveys are being done constantly combining Madison Avenue genius with modern database analysis to find your weakness and exploit it. This weakness will sweep your savings dollar from your hand if you don’t make some important financial decisions now.

Secondly, too many parents, as they approach retirement and are sitting on a comfortable nest egg, are asked to “bail out” a loved one—usually an adult child—who has experienced financial disaster or who has discovered the latest business opportunity. Others dip too deeply into their investments to fund their
adult children’s weddings, college expenses, graduation gifts, home purchases, grandchildren’s private schooling and more.

For truly awesome savers, debilitating expenditures like these are unthinkable. They’re not mean-spirited...they simply view savings as a requirement that’s above rescuing others from disaster. To them, saving money is not a choice.

**Saving Money Is Not a Choice**

Without exception, every outstanding saver we have ever met—not just the richest, but the ones who save the greatest percentage of their income—honestly believe they have no choice when it comes to saving money.

This used to surprise us. As a nation, we have not developed the most impressive track record of saving money. In fact, we save less than 5% of what we earn, yet we carry the most frightening debt imaginable when we look at it as a portion of our disposable income. This attitude of going into debt so easily—and saving so inadequately—tells us that for most people, savings is optional.

However, there’s an entirely different group of people out there that view saving money as a necessity. Almost like paying their mortgage or their light bill, these people pay themselves every month in the form of a deposit to their savings or investment account.

Occasionally, they’re irrational about their diligence. If they miss a month of putting money away at their normal savings rate or they miss an extra payment on their mortgage, they exhibit the same anxiety others do when they can’t make their house payment or car payment.

While it’s easy to dismiss these types as simply wealthier or more disciplined than the rest of us, the truth is, these individuals literally see no difference between writing a check for the mortgage and putting a large amount of money into a savings account. Those two things are equally important in their mind.

**90 Days to Being a Better Saver**

Psychologists now know that anything you do regularly for at least 90 days, and continue to do over several months, gets “programmed” into your brain and is difficult to erase. That portion of your brain devoted to insuring your survival actually remembers the new habit and helps you maintain it longer.

Here’s how it works:

Your brain examines a day’s or week’s or month’s worth of activities and draws this simple conclusion: Yesterday, my life included these activities and at the end of the day I was alive and well. Therefore, in order to remain alive and well tomorrow I need to continue yesterday’s activities.

Once a change becomes imbedded in your brain, it becomes a new and normal part of your life, almost as if you’re on auto-pilot.

As your desire to save begins driving all your decisions, you never look at money the same way again. Automobiles you once financed or leased are soon within your reach to buy with cash. Consumer goods you absolutely had to have six months ago, you now easily do without.

Saving money becomes more important than spending it. And reducing your debt becomes a top priority.

**Take Steps Now to Become Debt-Free**

It’s amazing that, as a people, we’ve amassed as much personal debt as we have. Credit card, mortgage and auto payments are staggering for many people. Savings and financial security suffer. Take steps now to start living life debt-free using the strategies below:

1. **Stop Borrowing Money.** As simple as this may sound, it’s one of the main reasons why people don’t get out of debt. They don’t stop borrowing money. While they’re paying down existing debt, they’re still using their credit cards, taking out new loans and so on. This is madness. Why? Because the cost of borrowing is actually more staggering than most people know. Take a look. The numbers below show you how much you’re actually paying when you purchase an item with borrowed money.

<table>
<thead>
<tr>
<th>Amount Borrowed</th>
<th>$10,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Rate</td>
<td>10%</td>
</tr>
<tr>
<td>Months Financed</td>
<td>60 months</td>
</tr>
<tr>
<td>Total Interest Paid</td>
<td>$3,346.67</td>
</tr>
<tr>
<td>Total Interest as a % of Item Purchased</td>
<td>33.5%</td>
</tr>
</tbody>
</table>

   If you wouldn’t pay $13,346 for the item you’ve just borrowed $10,000 for, find a way to pay cash for it, purchase a similar item that is equally utilitarian for less money or decide whether you really need the item at all.
(2) **Pay Off Your Smallest Debts First.** When you pay off your smallest debt first, you achieve a major success breakthrough—even if it doesn’t seem that way. For one thing, you experience a huge boost in your self-esteem whenever you accomplish a goal. Why not start with the smallest goal that’s the easiest to achieve?

Additionally, paying off a debt keeps you from suffering from debt reduction burn-out and it reassures you that the new path you’re taking is the right one. You begin to believe you can overcome your worst debt challenges. The stress of being in debt decreases because we owe fewer people.

(3) **Avoid Debt Pyramiding.** Debt pyramiding is the practice of borrowing money on your house to pay off your credit cards, then running your credit cards back up to the limit. As awful as that sounds, there are actually several ways to unwittingly commit this offense.

One is to take out a home equity loan to pay off credit cards, auto loans or appliance purchases. While you may believe you’re “consolidating” all your monthly payments into a lower-rate loan, you actually make your situation worse because you start back at the beginning of the amortization scale where interest is the highest percentage of your monthly payment. At the beginning of any loan, very little of your new monthly payment goes to pay down the principal, whereas the consumer loans you were paying on before may have had most or even all of your monthly payment going toward reduction of the principal.

Additionally, if you roll consumer debt—such as groceries, clothing, entertainment, travel or gasoline—into a new 30-year mortgage, you end up paying for these consumable items for years after you've consumed them (and you pay thousands of times what they were worth to you).

(4) **Accelerate Your Debt Payments.** This strategy means you simply take the monthly payment you’re making on one debt now and use it to make additional payments on another debt as soon as the first one is paid off. For example, if by paying $300 a month on your credit card, you reduce your balance to zero—take that same $300 the next month and begin making an extra monthly payment on your car loan. This saves you thousands of dollars in interest by paying your debt off early, plus it keeps you from expanding your lifestyle to the tune of $300 more a month.

(5) **Pay Off Your Home Mortgage and Credit Cards Early.** Today, many mortgage lenders offer what’s called a bi-weekly mortgage. That means you pay half your monthly mortgage amount every other week, instead of making one big payment at the beginning of the month. Because these loans often re-amortize with every payment, it has the effect of turning a 30-year mortgage into a 23-year loan. This results in staggering savings on mortgage interest and, when combined with the Accelerate Your Debt Payment Technique (#4), gets you out of debt faster than you ever thought possible. If your lender doesn’t offer such a loan, why not make one extra payment a year or pay a small extra sum every month? It will still reduce the number of years on the loan and save you years’ worth of interest.

The same technique, by the way, applies to credit cards, but the benefits are far greater since credit cards often carry rates as high as 21%.

**Start Paying Cash For Virtually Everything**

It’s an interesting phenomenon that when people pay cash for everything, they actually spend less than they would if they used a credit card.

Suddenly, every potential purchase is considered more carefully. “Necessary” incidentals become less necessary. And large purchases are put off, forcing you to think about how you can make do without it.

If you used to charge $200 a month on your credit card and you can now free that money for savings, your $200 a month would grow to $371,428 in just 40 years. When you stop to realize that you could be almost $400,000 richer at retirement just by using cash instead of credit cards, you can easily see you’ll be well compensated for any inconvenience you may experience by not using plastic.

Are there other ways to free up extra cash each month for saving? Take a look at the next section for ideas on spending less, but enjoying life more.

**Reduce the Cost of Your Rich Lifestyle**

People always ask us how they can live the life they want, yet still maintain an aggressive saving and investment program. Since we know of many people who do this all the time, we can assure you it’s possible with a few simple changes in the way you spend and buy.

Let’s look at a few examples.

A woman we know regularly purchases $685 season tickets to the opera for just $123. She sees the same world-class tenors, hears the same
thunderous music and hob-nobs with the same art patrons as those who pay more to be there—but she gets her tickets at 82% off what other people pay. How does she do it? When the mailing for season ticket subscribers arrives in March, she selects the operas she wants to see, disregards those she doesn’t like and sends in her payment with instructions for her “Design-Your-Own” series—simply assuming the order will be accepted (which of course, it always is). Since she is perfectly happy to sit in the balcony, she gets an entire season’s worth of “champagne” experiences for less than the cost of a month’s worth of gas for her car.

Another friend is a collector of vintage cars—but not just any cars...convertible Cadillacs. He buys them in January when no one would ever think of purchasing a convertible and saves literally tens of thousands of dollars off the cost of his purchases. As a result of this strategy and other savvy purchasing ideas, he is able to own several rental properties and put the positive cash flow they produce into saving himself rich.

Another woman we know likes to wear expensive designer fashions, but feels morally bound to purchase them at the consignment store where she selects from racks and racks of virtually new or never-been-worn cast-offs, yet pays pennies on the dollar to look like a movie star.

Other people we know barter for goods and services, ask for discounts even when they’re not offered, ask how they can buy the item cheaper, call four or five vendors and take “bids” for the same identical item, shop at ultra-budget stores for the things that don’t matter so they can spend on the ones that do—in short, routinely squeeze every dime they can out of the cost of living the extravagant lifestyle they want.

To these people—who are all aggressive savers—living this kind of lifestyle on as little money as possible is almost like a game. And make no mistake, many people are living this way spending $20,000 a year or less.

Get Into the Saving Habit

Remember our example above about what an extra $100 paid on your mortgage or $200 saved in credit card charges every month would do to your financial picture? Well, what if you put that $100 or $200 a month to work growing your own financial future?

Better still, what might your financial picture look like if you saved 10%...15%...even 30% of your paycheck? Could you even bring yourself to save this much once you eliminate your debt and rethink your purchases?

Yes.

It’s simply a matter of developing the savings habit. To begin with, you must identify why you want to amass a financial fortress. The reason must be compelling enough to carry you month after month for the next 20-30 years—a reason so compelling, you’ll be willing to forego short-term pleasures and unnecessary purchases in order to see your fortune grow.

Next, write down saving money as one of your breakthrough goals. Visualize the financial statements that show you own a million dollars. Add any windfall earnings—such as bonuses, gifts and other leftover cash—to your investment account. Review your goal daily.

Your goal, plus your success in saving regularly, will positively reinforce you to save more, thus building up a bigger investment account.

As you save, remember these important success principles:

1. **Keep or exceed the savings promise you make to yourself.**

2. **Read your goal or affirmation** four times a day to change your thinking, your actions and your outcomes. Know that your sub-conscience never sleeps and will be working full-time accomplishing your objective. Ask your mastermind group or your accountability partner to keep you on track.

3. **Use “non-essential” money to augment your savings.** Give up your daily coffee at Starbucks...take your lunch two days a week...cook gourmet meals at home instead of eating out...spend more quality time and less money on the kids.

For your physical as well as your financial health, stop spending on junk food, candy, soft drinks, and beer. Put the money into savings instead. While we don’t want you to live like a beggar, we do want you to invest a portion of your income in savings.

4. **If you miss a savings month, make it up the next month.** If you miss two months, save three times as much in the third month, and so on. If you break this habit inadvertently or because of an unexpected catastrophe, resume it immediately. Just decide to start again and do it.
The Miracle of Single-Mindedness

As you commit to becoming debt-free and saving more, you’ll encounter an almost miraculous force working in your life. It’s an unexplained phenomenon we call the Miracle of Single-Mindedness.

As you change your focus from spending and consuming to enjoying the things you already have and putting money aside, you’ll inexplicably progress at an unexplainable rate.

We’ve watched people commit to saving and reducing debt without knowing how they’ll survive month-to-month. And though they commit to do whatever it takes anyway, they’re surprised when they reach their goal, on basically the same income, in under three years.

Perhaps they gain momentum as they finish paying off one debt and begin using the same monthly payment to accelerate paying off the next one. Or perhaps, as they make progress and become excited about becoming debt-free and saving more, they literally re-commit themselves to their plan as they never have before.

Then again, we often witness a profound transformation of values and priorities taking place. Personal rewards are re-defined as “debts eliminated” and “investment portfolio increased,” rather than goods purchased. Plus, all purchases and financial decisions are now weighed against the goal to be debt-free and boost savings.

The result is astounding progress.

When you put your whole heart into becoming debt-free and financially stable, it almost seems as if you are aided by some unseen hand that makes progress seem much greater than the effort you put forth.

If you will simply set your goal—one that reflects what you want to save, rather than what you believe you can save—you can experience a debt-free, financially secure life with a profound sense of true abundance, regardless of your station in life or what appears to be a hopeless financial situation.

Stay the course and allow this miracle phenomenon to accelerate you to the financial finish line.

The Tremendous Value of Hard Times

As strange as it may sound, we’ve found that financial setbacks are often the key to even greater financial accomplishment. By that, we mean that in the midst of financial problems and cash shortages, we learn—often for the first time—how little we really need to live on, what we can comfortably do without, and what we truly need to consider ourselves satisfied.

Without a truly disturbing setback—one that leaves us shaken with how close we came to bankruptcy—we don’t ever believe we have enough money or possessions.

As we finally do emerge from cash crunches, we’re forever influenced by the impact of that experience. The result is that when good times follow and cash is plentiful, those who remember what they learned use it to achieve staggering financial success.

Once you’ve discovered what it really takes to make you happy—and what you can do without—you no longer need to test the limits of conspicuous consumption.

You’re free to save at your true potential.

If you’re currently in the midst of a lay-off, job-cut or whatever leaves you without a paycheck, know that there can be tremendous value in what appears to be the end of the world.

Even more important, if you are now emerging from a financial melt-down, stop and evaluate what you learned from it. The paycheck that used to be just enough to get by will look like a major windfall after you have survived hard times.

Determine what you really need to be happy. Then save everything else.
N ormally, we take our successes for granted. Or worse, we allow simple failures to negate all the successes we've had in our life, because the failures are front-and-center, in our face. If we don't write them down, our successes run the risk of being forgotten in the face of failure, which always seems overwhelming at the time.

Writing down your successes helps you become more empowered. What happens once you write them down is that your subconscious mind starts to say, "Wow, I'm successful. Look at all these things I've been successful at."

Peter Thigpen, a former vice-president at Levi Strauss & Company, keeps a steno pad on his desk and every time he has a victory or a win, he writes it on the steno pad. He calls this his “Victory Log.” When he's about to go do something scary, like negotiate for a multi-million dollar bank loan, he reads his Victory Log. It lists successes like, Opened up China as a market, Got my teenage son to clean up his room, Got the Board of Directors to approve the new expansion plan.

When most people are about to embark on some frightening task, what do they focus on? All the times they tried that task before and didn't succeed at it. Or they focus on the fear — instead of focusing on when they did succeed.

When you focus on tasks completed successfully, it puts you in a resourceful frame of mind. It gives you the expectancy of success, which can truly change your entire posture or approach going forward. With this kind of confidence, even if the situation takes a turn for the worse or the outcome isn't the total success you expect, you'll at least be better prepared to “roll with the punches.” After all, you've been successful at situations like this before!

What would your Victory Log look like? Perhaps like one of those below. Or design one of your own. Review your Victory Log often to remind yourself just how capable you are. Embellish your Victory Log with photos, certificates, memos and other reminders of your success. Of course, your victories don't have to be as big as Opening the China market...but then again, they might be! This is your life — list those that are meaningful to you.
Give Away and Display Your Own Success Symbols

Researchers have discovered that we are very much affected by our environment. What we see around us has a psychological impact on our moods, our attitudes and our behavior. For example, the colors blue and green relax and calm us. The color red excites us. Likewise, the objects we surround ourselves with reflect back to us important messages about ourselves.

A valuable technique that will help to build your self-esteem and motivate you to greater future success is the practice of surrounding yourself with "success symbols" — awards, pictures and other objects that attest to and remind you of your successes. These might include your medals from your armed services days, a picture of you scoring the winning touchdown, your wedding picture, pictures of your children, an autographed baseball, a trophy, a framed copy of a poem you had published in the local newspaper, a letter of thanks, a special card you received from someone, your high school or college diploma, your certificate of completion from a course you took, your eagle scout badge, something you made... and so on.

Make a special place — a shelf, a victory wall, the top of your dresser, the refrigerator door, a wall in a hallway you pass through everyday—and fill it with your success symbols. Clean out that special drawer, those boxes in the closet, your files—then frame, laminate, polish and display those symbols of your success so you will see them every day. This will have a powerful effect on your subconscious mind. It will subtly program you to believe yourself a winner—someone who has consistent successes in life! It will also convey this message to others. It will instill confidence in you, and in others for you.

This is also a great thing to do for your children. Proudly display their success symbols as well—papers, ribbons, their artwork, photographs of them in their baseball uniform or playing the violin, photographs of them enjoying themselves, trophies, medals and other awards. If you have children living at home, frame their best artwork and hang it on the walls of the kitchen, their rooms and the hallways in the house. When they see these framed and on the wall, it boosts their self-esteem.

Memory Jogger: Which Symbols of Success Do You Need to Collect and Display As You Move Forward?

Take time to go through your house, your garage, your drawers and cabinets—looking for symbols of past successes. If you’re like most people, while you may have kept these momentos, you’re probably not displaying them. What if you took all your medals from Viet Nam and had them framed? What if you took that letter of commendation and had it made into a plaque? What if you took the golf ball you used when you made that hole-in-one and had it mounted with a little gold nameplate? List below the success symbols you have or you’ll collect as you move forward—then plan where you’ll display them.

- Certificates
- Diplomas
- Awards & Trophies
- Golf Ball from Hole-in-One
- Photos of You Achieving
- Photos With Famous People
- Photos of Dream Vacations
- Published Works / News Articles
- Items Representing Spiritual Growth
- Military Medals & Commendations
- High School Varsity Letter for Sports
- Invitations to Important Events
- Letters of Thanks / Positive Feedback
- Momentos With Special Meaning
- Letters of Recommendation
- Special Birthday Cards
- Pictures of Your Charity Work
- Collage of Pictures of the Kids
- Sports Awards / Karate Belts
- Girl Scout Merit Badges
- Color Xerox of First Bonus Check
Celebrate Your Successes:
Plan Now to Reward the Kid in You

Inside all of us are three distinct and totally separate ego states that work in concert to make up our unique personality. We have a parent-like ego, an adult ego and a child-like ego who act much the same way parents, adults and children do in real life.

Our parent-like ego tells us to tie our shoes, brush our teeth, do our homework, meet our deadlines, finish our projects and so on. But it’s also the nurturing part of our self—making sure we’re taken care of and provided with basic necessities.

Our child-like ego, on the other hand, does what all children do—it whines, begs attention, craves hugs and acts out when it doesn’t get its needs met. As we go through life, it’s almost as if we have a three-year-old holding onto us that’s constantly asking, Why am I sitting at this desk? Why am I not having fun? Why am I up till three in the morning? Why am I reading this boring report?

As the parent of this “inner child,” one of your most important tasks is to engage him and reward him for behaving while you get your work done.

If you had a three-year-old in real life, you might say, “Mommy has to finish this proposal in the next 20 minutes. But after Mommy’s done, we’ll go for an ice cream or play a video game.” Your real-life three-year-old would probably answer, “OK, I’ll be good, because I know I’m gonna get somethin’ yummy at the end of it.”

Well, not surprisingly, your inner child is no different. When you ask it to be still, let you finish your work, stay up late and so on, it will behave as long as it knows there’s a reward at the end of the behaving. At some point, it knows it will get to go to the movies, play with a friend, go to Hawaii and so on. In reality, a big part of rewarding yourself for your successes goes toward keeping your inner child happy and compliant the next time it needs to behave.

Hey, Succeeding Is Cool...

Another reason we should all celebrate our successes is that we don’t feel complete until we’ve been acknowledged. If you review Chapter 3: The Cycle of Completion, you’ll notice that acknowledgment is particularly important. It gives us a sense of accomplishment and recognition. If you spend weeks producing a report and your boss doesn’t acknowledge it, you feel incomplete. If you send someone a gift and they don’t acknowledge it, there’s this little incomplete taking up attention units inside of you. Our mind’s natural cycle needs to complete.

Of course, even more important than completing, the simple, enjoyable act of acknowledging and rewarding our successes causes our sub-conscious mind to say, “Hey, succeeding is cool. Every time we produce a success we get to go do something fun. Jack will buy us something we want or take us someplace neat. Let’s have more of these successes, so Jack will take us out to play.”

Rewarding yourself for your “wins” powerfully reinforces your sub-conscious mind’s desire to want to work harder. It’s just basic human nature.

Build Yourself Up For Long-Term Successes

Today, there are companies who get paid millions of dollars to develop award and recognition programs for Fortune 100 companies. These corporate giants know that staff people need recognition, just as we need to acknowledge and reward ourselves.

How could you reward yourself? Whatever you choose to do, it should be totally determined by you. Perhaps you could:

1. Take a walk in a nearby park after finishing this month’s sales report.
2. Buy yourself a gift after completing the newest ad campaign.
3. Do something nurturing for yourself, like get a massage or spend a weekend in the country, after landing a lucrative new account you’ve been pursuing.

Whatever you choose to do, be sure it’s fun, safe and nurturing. Don’t go out and get drunk, overeat or buy yourself something you can’t really afford.

Piles In His Pocket

What do really successful people do to reward themselves? Jerry Gillies, author of Moneylove, writes individual successes on $20, $50 or $100 bills and keeps them in his pocket. When he reaches into his pocket for change, he sees the wad of successes...
getting bigger. When he has enough of these success bills, he buys a trip to Paris or some other treat that rewards his inner child. Herbert Otto who is an author and sports car enthusiast, buys himself a new sports car every time he finishes writing a new book.

The key is to spend your reward money on yourself. Don’t pay bills with it. Don’t put it in your savings account. Don’t spend it on a friend. Don’t be “careful” with it. Indulge yourself. Reward your inner child and enjoy a lifetime of ongoing successes.

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<th>Your Own Personal Award and Recognition Program</th>
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<td>List below the many ways you’ll reward yourself when you meet specific goals. Review the other chapters of this workbook and list below any goals you wrote down on other pages:</td>
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During Jack’s live presentations, he often selects someone from the audience to come up on stage and receive a standing ovation just for being alive. Not only does the entire conference room applaud that person, they yell, clap, whistle and shout out positive affirmations like, “Way to go! We love you! Great job!” Not for any reason, really, but just because the person on stage wants to receive the applause.

What takes maybe 30 seconds and the minimal attention of the hundreds of people in the room ends up giving the person on stage a huge boost—emotionally, psychologically and spiritually. It doesn’t cost anything. It isn’t fattening, it’s not illegal and it feels good. How many things in life can we say that about?

But although this standing ovation exercise would make almost anyone in the room feel good, what’s so surprising is how few people volunteer to be applauded when Jack asks for volunteers. Even though a Jack Canfield presentation is probably the “safest” place in America to volunteer for something that makes you feel good about yourself, only a few people will raise their hands and ask for it.

That got us thinking: How many of us fail to applaud ourselves for the successes we achieve each day—no matter how big or small—simply because we’re so unaccustomed to receiving praise and acknowledgement in general?

The Mirror Exercise

One technique Jack has used with people over the years to help them be more open to receiving validation and praise—and therefore be more willing to accomplish praiseworthy acts—is called The Mirror Exercise. It’s based on the theory that we all need acknowledgment, but we need acknowledgement from ourselves most importantly. If you don’t think your successes are worthwhile, why on Earth would you bother to achieve anything worthwhile in the future?

The Mirror Exercise gives your subconscious mind the positive “strokes” it needs to pursue further achievements and it helps change any negative beliefs you have toward praise and accomplishment, which puts you in an achieving frame of mind.

Preparing for The Mirror Exercise

Set aside a couple of minutes toward the end of each day when you’ll have quiet time in a quiet room with a mirror—no deadlines, no TV, no kids to get ready for bed. Tell your spouse and your children that this is your Mirror Exercise time. Get relaxed, then think through any accomplishments you’ve achieved that day—big, small…doesn’t matter.

Maybe you met a deadline or got a project done early. Maybe you saved money on a special purchase just by taking the time to shop around. Maybe you volunteered for something at your child’s school when you never would have done anything like that in the past.

Now, Begin Acknowledging Yourself

When you’re ready, stand or sit in front of your mirror and begin by saying, “Good evening. I want to appreciate you for the following things today.” Then acknowledge yourself for everything you did that was a success. If you were doing this tonight, your Mirror Exercise might sound like this: “Okay. You got up on time. You went to work. You were friendly. You got that order out on time. You handled that staff meeting without blowing up. You went to lunch and stayed on your diet. You played racquetball after work and kept your body in shape. At home, you spent quality time with your kids. You watched one hour of TV instead of six.” And then you look yourself in the eye (and this is the hardest part) and you say, “One more thing, [insert Your Name]. I want you to know that I really love you.”

We guarantee the first time you do this Exercise, you’ll feel awkward, strange, weird and maybe lots of other things. You may hear little voices in your head saying, “This is stupid.” Very few of us know what it’s like to totally acknowledge ourselves. While you may be uncomfortable in the beginning, keep at it. Jack has had grown men—key executives in major companies—tell him how much better they feel about themselves and others after doing this exercise just a week or less.

Ideally, we want you to do the Mirror Exercise diligently for at least three months. After 90 days of telling yourself how successful you are, will there be any question that you truly are? Or that you can go on to succeed even more?
Ask for Feedback: Are You Moving in the Right Direction?

As you travel down your path to success—from discovering your purpose to visualizing your perfect life to setting big goals and taking decisive action—feedback will become a frequent companion on your journey.

Every time you take a step, you’ll get back information about whether that was the right thing to do. You’ll get data, advice, help, suggestions, directions, even criticism that will help you constantly adjust and move forward, while continually enhancing your knowledge, abilities, attitudes and relationships.

You’ll discover that not every action you take is one that will produce a result. In fact, some actions will take you absolutely nowhere. Other actions will catapult you forward. Still others will actually divert you from your goal.

But be assured that feedback is a necessary and welcome aide to achieving your goals and becoming a more confident, successful person.

All Actions Are Really Experiments

Remember the E+R=O equation in Chapter 1? We learned we can create more desirable outcomes (O) simply by responding (R) appropriately to the events (E) that occur in our lives.

But how do you know which responses will deliver the best possible outcomes? The answer is... you don’t. At least not at first. And until you amass a body of proven responses you know will create the outcomes you want, it’s actually better in the beginning if you treat every step you take as a new and exciting experiment. Take action and see if that action produces the new, more desirable outcome.

Listen to the feedback you get.

On-Course, Off-Course, On-Course, Off-Course

When Jack conducts trainings in self-esteem and peak performance, one of the most illustrative exercises is one that actually shows participants what it’s like to take action. A volunteer acts as the Goal, while Jack zig-zags his way toward it from the opposite end of the room. The Goal is responsible for providing constant feedback—when Jack walks straight at the Goal, the volunteer exclaims, “On course!” When Jack veers away from the Goal, “Off course!” is the reply.

Notice we didn’t say Jack is criticized, ridiculed embarrassed or penalized for veering off-course. He simply hears information that helps him re-direct himself toward the goal and arrive at his destination.

Does Jack eventually get to his goal? Yes.

Is he on-course or off-course most of the time? Who cares.

Is the feedback helpful to him? Absolutely.

So feedback is simply information.

Perhaps it’s easier to think of feedback as the guidance system on an airplane. The plane’s computer constantly takes in data and automatically adjusts the controls and other guidance systems. When you drive your car, your arms are never absolutely steady. In fact, you’re constantly making tiny adjustments to your steering at all times.

Feedback is no different. It’s just a mechanism to help you adjust—and get to the goal a whole lot faster.

Why We Need Feedback

In his book, The One-Minute Manager, Ken Blanchard tells us that life is a lot like bowling. If we roll the ball down the lane but it rolls underneath a blanket, we can’t see the outcome of the ball hitting the pins. We know something happened, because we can hear the noise of the falling pins. But the game becomes boring because we can’t see how well we’re doing.

The truth is humans are teleological mechanisms. We’re goal-seeking organisms. It’s part of our nature to want to succeed. We need feedback. Never seeing where the ball goes, never getting information, is simply contrary to our nature.

Be Careful What You Wish For

Did you ever wonder why, despite all the feedback and external assistance we get, some of our goals just don’t get met?

In his book, The DNA of Success, Jack Zufelt tells
us that most people accomplish only about 2 out of every 10 goals they set.

So what is it about those two goals that’s different from the other eight?

The two goals they achieve are typically the two goals they really want. And they’re willing to do whatever it takes to accomplish them—including accepting and responding appropriately to feedback. They don’t care if they look stupid, have to work extra hard, get criticized or anything else—they’re totally passionate about accomplishing that goal.

We've all seen an example of the "lazy" neighbor boy who one day decides he wants a skateboard. Suddenly, he's cutting the neighbor's grass, saving his money and selling lemonade. When he's earned all the money he needs, he buys his skateboard and turns back into that “lazy” kid next door.

The problem is most people never get really clear about what they want. If they wanted all their goals equally passionately, they wouldn't give feedback a second thought. It would be just one more step in accomplishing what they truly want.

That means that, once you decide what you truly want, accomplishing it is just a matter of taking action and responding to the feedback.

Listen, Listen, Listen

Feedback comes to us in various forms. It might come verbally from a colleague. Or it might be a letter from the government. It might be the bank refusing your loan. Or it could be a special opportunity that comes your way because of a specific step you took.

Whatever it is, it’s important to listen to the feedback. Simply take a step... and listen. Take another step and listen. If you hear “off course”—take a step in a direction you believe may be on-course... and listen. Listen externally to what others may be telling you, but also listen internally to what your body, your feelings and your instincts may be telling you.

Is your mind and body saying I’m happy, I like this, This is the right job for me, I’m weary, I’m emotionally drained, I don’t like this as much as I thought, I don’t have a good feeling about that guy?

Whatever feedback you get, don’t ignore the yellow alerts. Never go against your “gut.” If it doesn’t feel right to you, it probably isn’t.

Ask for Feedback

As valuable as feedback is, the truth is, most people don’t ask for it. They don’t solicit feedback. In fact, they often go out of their way to avoid it.

Why?

Because most people are afraid to hear feedback. They’re afraid of feeling stupid. They’re afraid word of their faults will get out. Unfortunately, everybody usually knows your failings already.

If you’re a teacher in school and the kids sneer, “Oh, you got Mrs. Smith. She's mean. You’re gonna hate her,” you can rest assured everyone else is talking about you. If you’re not getting along with your wife, you can be sure she's talking to her sister, her mother, the next-door neighbor, her co-worker—everybody but the person who needs to know... her husband.

We often don’t give others feedback for fear of their response. Similarly, we don’t ask people for feedback for fear of what we’ll hear.

The problem is, if we don’t get the feedback, we can’t change. If we don’t have new information, we can’t make the corrections we need to get closer to our goal.

That’s why it’s so critical to become dispassionately neutral to feedback.

Some writers, for example, are exceedingly neutral first-draft writers. They simply get words on paper that can be reviewed for feedback.

Non-neutral writers, on the other hand, are so afraid to show people their work—for fear of the feedback they’re going to get—they end up writing nothing at all.

Personal growth courses can help you get neutral. But so can practice—that is, repeatedly taking action and carefully listening to feedback.

The Most Valuable Question of All Time

One of the most powerful questions we’ve ever used for soliciting feedback is,

On a scale of 1 to 10, what has been the quality of our relationship over the past period of time?

It could be over the past week, two months, the length of your stay, the two weeks of your honeymoon—whatever it might be, the basic question asks What has been your experience using this product or service? How have we met your needs? Is our relationship what you expected?

For any answer less than 10, follow-up with,

What would it take to make it a 10?

Of course, you may not choose to act on their
comments, given other priorities in your life, but at least you’ll know what it would take for the other person to experience a 10 in your mutual relationship. This is critically important with children, spouses, clients, managers and key customers. But don’t avoid asking the question simply because you’re afraid you’ll “score” less than 10. While you may think the answer is a critical commentary on you, be aware that it’s just data.

How to Solicit Feedback

You can ask for feedback in person, by mail, by survey, by phone call, by randomly calling your customers or by putting a card in each hotel room.

Jack discontinued using a printer who later called and said, “I noticed you haven’t used me for printing lately. What would it take to start giving me your printing business again?”

Jack replied, “Lower prices, on-time turnaround and pick-up and delivery. If you can guarantee me those three things, I’ll give you a small portion of my printing and try you again.” Eventually, the printer won back most of Jack’s printing because he beat other people’s prices, picked up and delivered, finished on-time and the quality was acceptable.

Janet knows of a CEO who took over a floundering business, and—instead of generating new accounts as everyone expected—spent his first 6 months on the job calling former customers and recapturing their business.

What Would Have to Happen...

Marcia Martin, an executive coach and communications consultant, uses a similar technique for eliciting feedback that leads instantly to the result she is seeking.

Stated plainly, whenever you want something done, simply ask, “What would have to happen in order for you to ________?”

Let’s say you’re not allowed to change your airline ticket, but you approach the ticket counter anyway and ask, “What would have to happen in order for you to change this ticket?”

“It’s impossible to change it,” they might answer.

“Yes, but if it were possible, what would have to happen?” you reply. Be persistent. You’d be surprised how often you get the assistance you need.

Ask for Feedback Exercise

To help you ask for feedback more effectively, complete the grid below for each of the projects, opportunities, relationships and situations you’re involved in. Decide if you’ll ask via letters, phone calls, surveys or personal contact.

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<tr>
<th>What Feedback Do I Need to Ask for That I’m Not Asking for Now?</th>
<th>Who Do I Need to Ask?</th>
<th>When Will I Ask?</th>
<th>How Will I Ask?</th>
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<td>Example: Will this work? Is it sellable? How do I add more value? Is it missing something? Where can I take it from here? How can I improve before taking the next step?</td>
<td>Customers; clients; industry experts; vendors; other practitioners</td>
<td>By June 30th. At national convention</td>
<td>Phone calls; personal contact at convention</td>
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Asking for feedback is really only the first part of the equation. Once you receive feedback, you have to be willing to respond to it. You have to be willing to change if you want a result.

It doesn’t mean you have to act upon all of the feedback you hear. In fact, you may simply decide you don’t want your intended result after all. Sometimes, you get so much feedback to the contrary, you abandon your approach altogether in favor of re-thinking the original goal or strategy.

Asking for feedback, then responding, gets you closer to your goal. The trouble is many people aren’t willing or able to listen to feedback and get on with what works. Their ego gets in the way. Or their emotions do. They might hear negative feedback that immobilizes them.

But the reality is, often negative feedback is extremely beneficial.

**Ask Yourself These Questions**

Have you ever had negative feedback that was useful? If you only got positive feedback might that be a disadvantage?

Could you accept that positive feedback is good because it tells you you’re on-course, but that negative feedback might also be good since it merely tells you you’re off-course? If you knew you were doing something that wasn’t working, wouldn’t negative feedback make it easier to adjust your plans and move forward?

If you are considering moving to another state to take a new job, but suddenly hear that your intended employer is on the brink of bankruptcy, wouldn’t you look at that negative feedback as beneficial?

And if you started a home-based business, but neglected to file the correct forms with the county, wouldn’t you want someone to tell you?

In cases like these, negative feedback can be very beneficial. It’s how you respond that makes all the difference.

When Jack conducts his On-Course, Off-Course seminar exercise with the volunteer at the other end of the room, he sometimes asks, “Why aren’t you saying anything?”

The volunteer replies, Because you haven’t moved yet. If you don’t move, I can’t give you feedback.

So Lesson #1 is that, in order to get feedback, you have to take action. You have to take that first step. It may not be the right thing, but at least it’s a start. Perhaps you make your first sales call and really mess it up. As you’re leaving the prospect’s office, you say to yourself, Boy, I shouldn’t have said that. I should have said this instead. And I certainly shouldn’t have kept quiet then. I should have told them about…and so on. That’s feedback.

Don’t beat yourself up over it—just let it in.

**Ways of Responding to Feedback That Don’t Work**

While there are many ways you can respond to feedback, some responses simply don’t work:

(1) **Over-Emotionalize the Feedback.** Sometimes during the seminar exercise, as Jack is walking toward the Goal, he hears “Off-course!” so many times, he breaks down, sobbing, “I can’t take it anymore. This is too hard. You’re so mean to me. You’re so negative. I give up!”

How many times have you received negative feedback and simply gone to pieces over it? It’s easier not to overly emotionalize what you hear, if you remember that feedback is simply information. Think of it as correctional guidance instead. Like the airplane in the previous chapter or the steering wheel in your car.

(2) **Get Mad at Feedback That’s Useful.** As Jack once again begins moving toward the other end of the room in the seminar exercise, the volunteer might say Off-course, off-course! causing Jack to reply, “Nag, nag, nag. All you ever do is say critical things. You’re so negative. Why can’t you ever say anything positive?”

Well, how many times have you gotten mad at the source of feedback that was genuinely useful?

Most people know about the two kinds of feedback—positive and negative. But there are also two other kinds of feedback: Internal and external.

You get feedback from your outside world which might say, Hey, your business is great. We’re beating a path to your door. Everyone wants to sign up for your program. That’s positive external feedback.
Negative external feedback, on the other hand, is when you opened your business and nobody comes. Maybe you opened in a bad neighborhood, don’t advertise, charge high prices, have poor lighting, don’t have enough parking, or whatever. So you need to get feedback from people, asking, “Why didn’t you come? What would encourage you to shop here?” While the feedback you get may be negative, it will certainly be feedback you can use.

(3) **Don’t Listen to the Feedback.** Imagine putting your fingers in your ears and determinedly walking off-course. The Goal in our seminar exercise might be saying Off-course, off-course... but you can’t hear anything because your fingers are in your ears.

Not listening to feedback is many people’s response. They don’t want to hear anything anyone has to say. They’re right, they know it all. It’s my way or the highway, they say. Take it from me, I know best.

The sad thing is, feedback could significantly transform these folks’ lives, if only they would listen.

(4) **Be Above the Feedback.** People who believe they are always right are often “too good” to listen to feedback. They know better. And because they believe they’re above the feedback—often because of its source—they miss out on the benefits of hearing feedback and applying it appropriately.

**How to Step Away From the Emotional Aspect of Hearing Feedback About Yourself**

One way to step away from any potential emotional pain of hearing feedback about yourself is to mentally remove yourself from the conversation. Imagine they’re not talking to you. View the feedback almost as if you’re observing a conversation between a customer and their dry cleaner, a student and his teacher, and so on. The authority figure in your pretended scene is simply providing information (feedback), while the other person is receiving it as helpful data. Don’t take it personally.

In his book, *The Four Agreements: A Practical Guide to Personal Freedom*, Don Miguel Ruiz details the four life strategies taught by the Toltec shamans of Mexico. One of the “agreements” is to never take anything personally. By taking things personally, Ruiz teaches, we actually get in the way of the Universal Power moving us toward our ultimate and best destiny. If we get out of the way and simply see feedback as data, we work with the Universe as it helps move us where we want to go.

**Think of Feedback As Beneficial**

One of the best-selling weight loss books ever published was a book called *Thin Thighs in 30 Days*. What’s so illustrative about it, is that it was developed solely using feedback. The author, Wendy Stehling, worked in an advertising agency but hated her job. She wanted to start her own agency but didn’t have the money to do so. She knew she would need about $100,000, so she began asking, “What’s the quickest way to raise $100,000?”

Sell a book, said the feedback.

She decided if she had a book that could sell 100,000 copies in 90 days, she could make $1 per book and raise the $100,000. But what kind of book would 100,000 people want? “Well, what are the best-selling books in America,” she asked?

Weight loss books, said the feedback.

“Yes, but how would I distinguish myself as an expert?” she asked.

Ask other women, said the feedback.

So, she went out to the marketplace and asked, “If you could lose weight in only one part of your body, what part would you choose?” The overwhelming response from women was My thighs.

“When would you want to lose it?” she asked.

Around April or May in time for swimsuit season, said the feedback.

So what did she do? She wrote a book called *Thin Thighs in 30 Days* and released it April 15th. By June, she had her $100,000. All because she asked the marketplace what it wanted and responded to the feedback by giving it to them.

Virginia Satir was probably the most successful and famous family therapist that ever lived. She wrote a book for parents called *Peoplemaking*.

Virginia was once hired by the Michigan State Department of Social Services to provide a proposal on how to revamp and restructure the Department of Social Services so it would work better. Sixty days later she provided the Department with a 150-page report which they said was the most amazing piece of work they had ever seen. “This is brilliant!” they gushed, “How did you come up with all these ideas?”

She replied, “Oh, I just went out to all the social workers in your system and asked them what it would take for the system to work better.”

Feedback is a good thing. But you have to respond.
Tell the Truth Faster:
Contribute Amazing Honesty

One of the most powerful principles of success we teach is to tell the truth faster. Most of us avoid telling the truth because it's uncomfortable. We're afraid of the consequences — making someone uncomfortable, hurting their feelings or risking their anger. And yet, when we don't tell the truth, and others don't tell us the truth, we can't deal with matters based upon reality.

We've all heard the phrase that “the truth will set you free.” And it will. The truth allows us to be free to deal with the way things are, not the way we imagine them to be or hope them to be or might manipulate them to be with our lies.

The truth also frees up our energy. It takes energy to withhold the truth, keep a secret, or keep up an act and withhold our true self from the world.

What Happens When You Tell the Truth?

In Jack's four-day advanced seminar, they do a process called Secrets. It's a very simple exercise. Jack simply tells people, “We're going to spend the next hour or two telling the group our secrets—those things that we imagine, if anyone else knew, they surely wouldn't like us or approve of us.” Jack invites participants to simply stand up and tell the group whatever it is they've been hiding and then sit down. There is no discussion and no feedback, just sharing and listening. It starts out slowly as people test the water with, I cheated on my 8th grade math exam, and I stole a pen knife from the 5¢-and-10¢ store when I was 14 years old. But as people begin to realize that nothing bad is happening to anyone, people eventually open up and talk about deeper, more painful issues.

After there is no more to come out, Jack asks the group if they feel any less toward anyone in the group. He has never had a person say “yes.” He asks, “How many people feel relieved to have gotten this off their chest?”

Everyone says that they do.

And then he asks, “How many of you feel closer to the other people in the group,” and again all of the hands go up. People realize that the things they’ve been hiding are shared by others in the group. They are not the lone ranger. They are part of the human community, imperfect even as they strive to live their values with greater integrity.

But most astounding is what people report over the next few days.

Life long migraines disappear. Spastic colons relax and medication is no longer needed. Depressions lift and aliveness returns. People actually look younger and more vital. It's quite amazing. One man actually reported losing 6 pounds of excess weight over the next two days. He had indeed released more than just some withheld information. It takes a lot of energy to hold back our truth. And that energy, when it is released, can be used to focus on creating greater success in all areas of our lives.

We become less cautious and more spontaneous, more willing to be our natural selves. And when this happens information that is vital to making things work, and to getting things done is shared and acted upon.

Tell the Truth in the Workplace

In the arena of work, the three things that most need to be shared are resentments that have built up, the unmet needs and demands that underlay those resentments, and appreciations.

Underneath all resentments are unfulfilled needs and desires. Whenever you find yourself resenting someone, ask yourself, what is that I am wanting from them that I am not getting? And then make the commitment to at least ask for it. As we have talked about earlier, the worst that you'll get is a no. You just might get a yes. But at least the request will be out in the open.

Don't Withhold Appreciation

Finally, we withhold our appreciations. Make a list of all the people that you have withheld appreciations from and make a commitment to write them, call them or tell them in person what it is you appreciate about them. What are you thankful for. This simple little process will release a lot of energy in yourself and in the person receiving the feedback.
Where Do You Need to Tell the Truth?

In the following categories, jot down the relationships and situations where you need to tell the truth, share your resentment of give appreciation. Note what you’ll tell each person—and when:

<table>
<thead>
<tr>
<th>On the Job</th>
<th>Subject:</th>
<th>What You’ll Tell Them:</th>
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<td>GENESIS PRODUCT LAUNCH</td>
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The figures I supplied for the launch underestimate costs by 16% and assume better-than-average pricing on raw materials.

Who You’ll Tell: **John Stanton**
By What Date: **Third Qtr Board Meeting—Aug. 2**

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<tr>
<th>On the Job</th>
<th>Subject:</th>
<th>What You’ll Tell Them:</th>
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Who You’ll Tell: 
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<tr>
<th>With Your Spouse</th>
<th>Subject:</th>
<th>What You’ll Tell Them:</th>
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Who You’ll Tell: 
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<th>With Your Family</th>
<th>Subject:</th>
<th>What You’ll Tell Them:</th>
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Who You’ll Tell: 
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<th>With Your Friends</th>
<th>Subject:</th>
<th>What You’ll Tell Them:</th>
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Who You’ll Tell: 
By What Date: 

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<th>About Your Finances</th>
<th>Subject:</th>
<th>What You’ll Tell Them:</th>
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Who You’ll Tell: 
By What Date: 

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<th>With Your Business Partner</th>
<th>Subject:</th>
<th>What You’ll Tell Them:</th>
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Who You’ll Tell: 
By What Date: 

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The Success Principles: Your 30-Day Journey From Where You Are to Where You Want to Be
Make Your Habits Work For You, Not Against You

Many of our daily activities are simply routines. From the time you get up in the morning until you retire at night, there are hundreds of things you do the same way. These include the way you dress, get ready for the day, eat breakfast, read the newspaper, brush your teeth, drive to the office, greet people, arrange your desk, set up appointments, work on projects, attend meetings, answer the phone and so on.

If you've been doing these same activities for years, you have developed a set of firmly entrenched habits. They involve every area of your life including your work, family, income, health, relationships and many more. The sum total of these habits determines how your life operates.

Simply stated, this is your normal behavior.

How Habits Really Work

So, what is a habit? Simply stated, a habit is something you do so often it becomes easy. In other words, it's a behavior that you keep repeating. If you persist at developing a new behavior, eventually it becomes automatic.

You want to use the “no exceptions policy” when you're developing a new habit. In other words, you commit to your new habit every single day. It's what separates the people who are successful from the people who are not successful.

Say maintaining excellent health is high on your list of priorities. Then exercising three times a week may be the minimum standard to keep you in shape. A No Exceptions Policy means you will maintain this exercise habit no matter what happens, because you value the long-term benefits. People who dabble at change will quit after a few weeks or months. And they usually have a long list of excuses why it didn’t work out for them.

If you want to distance yourself from the masses and enjoy a unique lifestyle, understand this—your habits will determine your future.

It’s that important. Remember, successful people don’t drift to the top. It takes focused action, personal discipline and lots of energy every day to make things happen. The habits you develop from this day forward will ultimately determine how your future works out.

Good or Bad, Habits Always Deliver Results

One of the problems in life is that the results of your bad habits usually don’t show up until much later in life.

When you develop a chronic bad habit, life will eventually give you consequences. And you may not like to consequences. Here's what you need to really understand: Life will still give you the consequences. Whether you like it or not isn’t the issue. The fact is, if you keep on doing things a certain way, you will always get a predictable result. Negative habits breed negative consequences. Successful habits create positive rewards.

How To Start Changing Your Habits

Here's a little known secret: Developing successful habits takes time.

How long does it take to change a habit? The most common answers to this question are, “about twenty-one days” or “three to four weeks.” This is probably true for making small adjustments in your behavior. And it's true that after 21 to 30 experiences with a new habit it's harder not to do it than to do it.

But before you change a habit, you need to first check how long you have owned it. If you have been doing something repeatedly for 30 years, you may not be able to let go of it in a few short weeks. Acknowledge the fact that a deeply entrenched habit has long roots. It’s like trying to sever a multi-stranded fiber that has molded itself, over time, into a single powerful rope. It's very hard to break. Long-time smokers know how difficult it is to break the nicotine habit. Many never do, despite the overwhelming evidence that proves smoking can significantly shorten your life expectancy.

As well, people with a long history of low self-esteem won’t transform themselves into highly confident individuals, ready to take on the world, in 21 days. It may take a year or more to develop positive belief systems. These important transitions can affect both your professional and personal life.

Another factor about changing habits is the potential for slipping back into your old patterns. This can happen when stress levels rise or an unexpected crisis occurs. The new habit may not be
strong enough to resist these circumstances, and more time, energy and effort will be required. To ensure consistency, astronauts use a checklist for every single procedure to ensure the same results every time. You can create a similar fail-safe system. It just takes practice. And it's well worth the effort, as you'll see shortly.

Imagine if you only changed four habits a year. Five years from now you’d have 20 positive new habits. Now, here's the thing—would 20 positive new habits make a difference in your results? Of course! Twenty successful habits can bring you all the money you want or need, wonderful loving relationships, a healthier more energized physical body, plus all sorts of new opportunities. And what if you created more than four new habits a year? Think of the possibilities!

By systematically improving one behavior at a time, you can dramatically improve your overall lifestyle.

**Take Action to Change Your Habits Now**

There are two action steps for changing your habits:

The first is to make a list of all the habits that keep you unproductive. Block out an hour or more to do this so you can really think through this process. Until you clearly understand what is holding you back, it's difficult to create more productive habits.

The Successful Habits Formula in the next column will show you a way you can jumpstart yourself with the following list of most common bad habits:

- Not returning phone calls on time
- Being late for meetings and appointments
- Not attending to paperwork quickly and efficiently
- Handling the mail more than once
- Not following up on overdue receivables
- Talking instead of listening
- Forgetting someone's name 60 seconds or less after being introduced
- Working long days with no exercise or breaks
- Not spending enough time with your children
- Having fast-food meals Monday through Friday
- Making reservations at the last minute
- Not following through on-time with other people's requests
- Answering the telephone during family mealtime
- Procrastinating on everything from filing your taxes to cleaning out your garage

Another way to identify your unproductive behavior is to ask for feedback. Talk to people you respect and admire, who know you well. Ask them what they observe about your bad habits. Look for consistency. If you talk to 10 people and eight of them say you never return phone calls on time, pay attention. Remember this: Your outward behavior is the truth, whereas your inner perception of your behavior is often an illusion.

**The Successful Habits Formula**

So, the first step is to make a list of your unproductive habits. The second step is to change your bad habits into good ones using the Successful Habit Formula:

1. **Clearly identify your bad or unproductive habits.** Think about the future consequences of your bad habits. These may not show up until tomorrow, next week or next month. In fact, the real impact could be years away. So when you examine your own bad habits, consider the long-term implications. Be totally honest. Your life may be at stake.

2. **Define A New Successful Habit.** Usually this is just the opposite of your bad habit. For example, a smoker might say his or her new successful habit will be to stop smoking. But what are you actually going to do? What activities will you engage in? To motivate yourself, think of all the benefits and rewards for adopting your new successful habit. This helps you create a clear picture of what this new habit will do for you. The more vividly you describe the benefits, the more likely you are to take action.

3. **Create a Three-Step Action Plan.** This is where the rubber meets the road. You must take action. Start with one habit that you really want to change. Focus on your three most immediate action steps and put them into practice. In our smoking example, that might be to (1) Read how-to-stop-smoking literature, (2) Start hypnosis therapy, and (3) Use a nicotine patch. Do it now. Remember, nothing will change until you do.

So now you know how habits really work and how to identify your bad ones. In addition, you have a proven formula that will jump-start your new successful habits. This will work equally well to improve your business habits, as well as those in your personal life. Complete the Action Steps described above. Only when you commit to working through this Successful Habit Formula will the true benefits become clear. Do this and expect some major breakthroughs in your life.
Unlock the Wisdom of the Ages in Just One Hour a Day: Which Teachers Will You Choose?

If you spent just one hour a day reading books in your field and related fields, you would finish reading at least one book a week. Over 10 years' time, you would have read 520 books about your area of expertise—enough to put you in the top 1% of your field!

If you were access information from masters in related areas in addition to reading books in your field, you'd have an edge that others simply don't have.

Take a look at the subject areas listed below. Reading books in these areas will help you achieve mastery in those areas of life that are central to your happiness and fulfillment. Of course, most of these titles are the books that have helped us attain personal, professional, and financial success. Many of them are considered classics and should make up the core of anybody's personal success library.

If you read more slowly than you'd like, consider taking a course to increase not only your reading speed—but how fast you absorb and use the valuable information contained in these books. The best resource we've found is the PhotoReading Course developed by Paul Scheele. It's available as an audio-cassette self-study course from The Learning Strategies Corporation (2000 Plymouth Road • Minnetonka, MN 55305 • phone: 1-800-735-8273 • 952-476-9200 • fax 952-475-2373). You can learn more about the course and order it on-line at www.learningstrategies.com/PhotoReading/Course.html. Information on their live PhotoReading seminars is also available on the same web site.

The Science of Success


Success leaves clues.
—Anthony Robbins


Think and Grow Rich: A Black Choice by Dennis P. Kimbro, Ph.D.


Financial Success


Time Management and Getting Things Done


Entrepreneurial Success


Inspiration and Motivation


Chicken Soup for the Soul at Work by Jack Canfield, Mark Victor Hansen, Martin Rutte, Maida Rogerson and Tim Clausz. Deerfield Beach, FL, Health Communications Inc. 1996.

Health and Fitness


Communication, Family Success and Relationships


Communicate with Confidence by Dianna Booher.

How to Say It at Work: Putting Yourself Across with Power Words, Phrases, Body Language and Communication Secrets by Jack Griffin.

Boundaries: When to Say Yes, When to Say No to Take Control of Your Life by Dr. Henry Cloud and Dr. John Townsend. Grand Rapids: Zondervan, 1992.

Personal Awareness, Human Potential, Inner Peace and Spirituality


Don’t Sweat the Small Stuff…and it’s all small stuff: Simple Ways to Keep the Little Things From Taking Over Your Life by Richard Carlson. New York: Hyperion, 1997


Additional Resources

For a more extensive list of books in all of these areas, go to www.jackcanfield.com.

To enroll in the educational edge book of the month club service mentioned on the audio program, go online to www.ededge.com.

Audio Learning

Three companies have produced the best collections of audio albums you will ever find:

Nightingale-Conant (www.nightingale.com) has programs by success gurus Tony Robbins, Zig Ziglar, Brian Tracy, Jim Rohn, Napoleon Hill, Les Brown, Robert Allen, Wayne Dyer, Lee Pulos, Mark Victor Hansen, myself and many others. Listen to these programs in the car to keep yourself informed, inspired and motivated.

Fred Pryor Seminars/CareerTrack (www.pryor.com) produces courses that run the full range from personal development to business development. They have a broad and extensive catalog.

Learning Strategies Corporation (www.learningstrategies.com) produces in-depth audio home study courses that go beyond merely presenting information. Because of the interactive experiential design of their programs, I highly recommend their work for producing immediate and profound results in your life. Their programs are generally better listened to in a focused learning environment at home than in your car.

Some of Jack's own 6-hour audio programs that we highly recommend are:


## Section Three: Insuring Your Ongoing Success

As you finish reading individual titles or listening to specific audio programs, check them off below:

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<thead>
<tr>
<th>The Science of Success</th>
<th>Time Management/Getting Things Done</th>
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<tr>
<td>The Power of Focus: How to Hit Your Business, Personal and Financial Targets with Absolute Certainty</td>
<td>The 10 Natural Laws of Successful Time and Life Management: Proven Strategies for Increased Productivity and Inner Peace</td>
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<td>The Aladdin Factor: How to Ask for and Get Anything You Want in Life</td>
<td>First Things First</td>
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<td>The Art of Possibility: Transforming Personal and Professional Life</td>
<td>Getting Things Done</td>
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<td>The DNA of Success: Know What You Want...To Get What You Want</td>
<td>Doing It Now</td>
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<td>The Science of Success: How to Attract Prosperity and Create Life Balance through Proven Principles</td>
<td>The Procrastinator's Handbook: Mastering the Art of Doing It Now</td>
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<tr>
<td>The Success System That Never Fails</td>
<td>Getting Things Done: The Art of Stress-Free Productivity</td>
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<td>Success Through a Positive Mental Attitude</td>
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<td>Think and Grow Rich</td>
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<td>Napoleon Hill's Keys to Success: The 17 Principles of Personal Achievement</td>
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<td>Think and Grow Rich: A Black Choice</td>
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<td>What Makes the Great Great: Strategies for Extraordinary Achievement</td>
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<td>The 7 Habits of Highly Effective People</td>
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<td>The 100 Absolutely Unbreakable Laws of Business Success</td>
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<td>Master Success: Create A Life of Purpose, Passion, Peace &amp; Prosperity</td>
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<td>The Traits of Champions: The Secrets of Championship Performance in Business, Life and Golf</td>
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<td>The Great Crossover: Personal Confidence in the Age of the Microchip</td>
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<td>The Seven Spiritual Laws of Success</td>
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<td>Extreme Success</td>
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<td>The Power of Positive Habits</td>
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<td>Unlimited Power</td>
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<td>Peak Performance: Mental Training Techniques of the World's Greatest Athletes</td>
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<td>Peak Performers: The New Heroes of American Business</td>
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<td>Financial Success</td>
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<td>The Millionaire Next Door</td>
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<td>The Courage To Be Rich: Creating A Life of Material and Spiritual Abundance</td>
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<td>Rich Dad, Poor Dad</td>
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<td>The Wealthy Barber</td>
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<td>Inspiration and Motivation</td>
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<td>Dare to Win</td>
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<td>It’s Not Over Until You Win</td>
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<th>Entrepreneurial Success</th>
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<td>The E-Myth Revisited</td>
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<td>1001 Ways to Reward Employees</td>
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<td>The One Minute Manager</td>
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<th>Health and Fitness</th>
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<tr>
<td>The 24-Hour Turnaround : The Formula for Permanent Weight Loss, Anti-aging, and Optimal Health—Starting Today!</td>
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<td>Conscious Loving</td>
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<td>Men Are From Mars, Women Are from Venus</td>
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<td>How to Talk So Kids Will Listen &amp; Listen So Kids Will Talk</td>
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<td>Communicate with Confidence</td>
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<td>How to Say It at Work: Putting Yourself Across with Power Words, Phrases, Body Language and Communication Secrets</td>
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<td>Boundaries: When to Say Yes, When to Say No</td>
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<th>Personal Awareness/Human Potential/Spirituality</th>
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<td>Loving What Is: Four Questions that Can Change Your Life</td>
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<td>The Power of Now: A Guide to Spiritual Enlightenment</td>
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<td>The Four Agreements: A Practical Guide to Personal Freedom</td>
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<td>Don’t Sweat the Small Stuff…and it’s all small stuff</td>
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<td>The Six Pillars of Self-Esteem</td>
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<td>Life After Life</td>
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<td>Life Strategies: Doing What Works, Doing What Matters</td>
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<td>Power vs. Force: The Hidden Determinants of Human Behavior</td>
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<th>Audio Learning from Jack Canfield</th>
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<td>Maximum Confidence: 10 Steps to Extreme Self-Esteem</td>
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<td>Self-Esteem and Peak Performance</td>
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<td>The Aladdin Factor: How to Ask for and Get What You Want</td>
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<td>Chicken Soup for the Soul-Live!</td>
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Imagine you were driving your car and suddenly discovered you were driving with the emergency brake on. Would you push harder on the gas to overcome the drag of the brake? No! You would simply release the brake, and without any additional expenditure of energy, would instantly go faster.

Well, most of us are going through life with the emergency brake on. It is time to release the brakes. By that we mean it’s time to release the limiting beliefs, the emotional blockages, and the self-destructive behaviors that are holding us back.

The two most powerful methods for doing this are large group awareness trainings and therapy. If Jack were to attribute his incredible level of success to any one thing it would be the hundreds of personal development seminars he has attended over the past 40 years. We need outside influences to break through our habitual ways of thinking and behaving and assist us in restructuring our beliefs, releasing our repressed emotions and connecting with our true selves.

There are literally hundreds of individuals and organizations that conduct these seminars all over the world. Below is a short list of the ones Jack has personally found most powerful in his life and the lives of his students. Visit their web sites, call and talk to them, attend their guest events, and then make a decision about which ones feel right for you.

Make a commitment to take at least one seminar a year for the next five years. Two or three a year would be even better. All you have to do is invest a few weekends and a little bit of money, but the impact in all areas of your life will be incredible.

**Insight Seminars**
2101 Wilshire Boulevard
Santa Monica, CA 90403
Phone: (310) 315-9733
www.insight-seminars.org

**Hoffman Institute**
223 San Anselmo Avenue, Suite 4
San Anselmo, CA 94960
Phone: (415) 485-5220
Toll free: 1-(800)-506-5253
www.hoffmaninstitute.org

**Landmark Education**
353 Sacramento Street, Suite 200
San Francisco, CA 94111
Phone: (415) 981-8850
Fax: (415) 616-2411
www.landmarkeducation.com

**Sedona Training Associates**
60 Tortilla Drive
Sedona, AZ 86336
Phone: (928) 282-3522
Fax: (928) 203-0602
www.sedona.com
The Sedona Method is also available as an audio home-study course.

**Self-Esteem & Peak Performance Trainings**
Conducted by Jack Canfield
P.O. Box 30880
Santa Barbara, CA 93130
Phone: (805) 563-2935
Fax: (805) 563-2945
www.jackcanfield.com

**UYO — Understanding Yourself and Others**
Global Relationship Centers
25555 Pedernales Point Drive
Spicewood, TX 78669
Phone: (512) 264-3333
Fax: (512) 264-2913
www.grc333.com

**Therapy and Counseling**
Remember that a lot of counselors and therapists you’ll encounter are just not that good. In Jack’s experience, about 20% of them are highly competent and effective. Three therapy modalities that can help you grow to a higher level are gestalt therapy, psychosynthesis and neurolinguistic programming (popularly known as NLP).

To find a good therapist or counselor in these modalities, visit the resources below for a practitioner in your area and check out a practitioner’s credentials and references thoroughly.

Remember, too, that finding a good therapist is a lot like dating. You may need to test drive a few before you find one you like. A good therapist should make you feel safe, but also a little uncomfortable. They should be loving and confrontive at the same time.

**Neurolinguistic Programming (NLP):** To find a directory of NLP practitioners, trainers and centers, go to the following web site: www.nlpinfo.com. Some of Jack’s favorite trainers are Robert Dilts and Judith DeLozier (408-336-3457) at the NLP University in California, Tad James (808-596-7765) at Advanced Neuro Dynamics in Hawaii, and Steve Andreas (303) 987-2224 and the folks at NLP Comprehensive in Colorado. They’ve trained hundreds of people who live all over the United States and Canada.

**Gestalt therapy:** For information on gestalt therapy and for a directory of gestalt therapists in all regions of the United States, go online to the Gestalt Therapy Page at the following web page: www.gestalt.org. Then scroll down to the entry that says: If the reason for your visit to The Gestalt Therapy Page is to find a Gestalt therapist in your locale for personal therapy, click here. This will take you directly to the only comprehensive, worldwide guide to Gestalt therapists in private practice. Then click on the state you live in and scroll down to your city or closest city.

**Psychosynthesis:** To find a directory of psychosynthesis centers and practitioners, go to the following web site: www.chebucto.ns.ca/Health/Psychosynthesis/. Click on Centers and Practitioners.
Meet Jack Canfield...

Jack Canfield is the founder and co-creator of the New York Times #1 best-selling book series Chicken Soup for the Soul.

With more than 55 titles in print and over 80 million copies sold in 39 languages, Jack is a world-renowned expert at warming hearts and changing lives.

But behind the empire Time Magazine called the “publishing phenomenon of the decade” is America’s leading expert in creating peak performance for entrepreneurs, corporate leaders, managers, sales professionals, corporate employees and educators. Jack Canfield knows how to accelerate the personal achievement and career fulfillment of workgroups and individuals everywhere. He is a compelling, empowering and compassionate coach who has helped hundreds of thousands of individuals achieve their dreams. Jack’s latest success resource, The Power of Focus: How to Hit Your Business, Personal and Financial Targets With Absolute Certainty (co-authored with Les Hewitt and Mark Victor Hansen), contains powerful strategies and techniques designed to double your income and double your time off in less than three years!

Jack’s background includes a BA from Harvard University, a Masters degree in Psychological Education from the University of Massachusetts and an Honorary Doctorate in Human Behavior from the University of Santa Monica. For the past 30 years, he has been a psychotherapist, an educational consultant, and a leading authority in the areas of self-esteem, achievement motivation and peak performance.


He’s addressed countless audiences internationally—sharing his success strategies with companies and associations in 20 countries on nearly every continent.

To bring Jack to speak at your next event, call Teresa Esparza at Souper Speakers (805) 481-0327. Or visit www.jackcanfield.com!
Meet Janet Switzer...

From her first job as campaign coordinator for a Member of Congress at age 19 to building an international publishing company with over $10 million in assets by age 29, Janet Switzer epitomizes the personal achievement and professional accomplishment that comes from applying these proven principles of success.

Today, she’s the marketing genius and business growth expert of choice for some of the world’s top success gurus: peak performance expert Jack Canfield, master motivator Mark Victor Hansen, marketing icon Jay Abraham, Internet income expert Yanik Silver and Jesus CEO author Laurie Beth Jones, among others. Additionally, Janet’s counseled more than 50,000 companies and entrepreneurs worldwide in leveraging their off-balance-sheet assets for untold millions in potential windfall revenue: Xircom (acquired by Intel), Chicken Soup for the Soul, Genoa Technology, California Family Business Institute, $300 million newsletter giant Phillips Publishing, Liberty League International, LifeTools UK, Biz University Canada, Integrity Church International, affinity travel leader Vantage Travel, Profit Advisors Inc. and Habitat for Humanity, among others.

Janet is a nationally-recognized keynote speaker, Founder and Editor of Leading Experts magazine, and creator of the Instant Income series of business-growth publications — as well as a contributing expert to Mentors Magazine and numerous newswires and press syndicates. She regularly speaks to thousands of entrepreneurs, independent sales professionals, corporate employees and industry association members on the principles of success and income generation. Additionally, she helps achievers who are experts in their field attain worldwide status and million-dollar incomes by building publishing empires around their business strategies, training concepts, industry expertise and unique market posture.

Janet makes her home in Thousand Oaks, California where she belongs to Calvary Community Church and works with young people as a local 4-H Club project leader — a role she’s enjoyed for nearly 20 years.

To bring Janet to speak at your next event, call (805) 499-9400 or visit www.janetswitzer.com.
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- How to access powerful mentors and friends who’ll open doors for you as you seek success
- How to say “no” to the good, so you’ll have room in your life to say “yes” to the great
- How to complete past projects, relationships and hurts, so you can embrace the future
- Why telling the truth sooner can save you from disaster as you move forward to success
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