
THE LAW OF SUCCESS

Revised and Updated

Volume II

NAPOLEON HILL

and the Napoleon Hill Foundation

Edited by

Arthur Morey

Bill Hartley

Ann Hartley

Matthew Sartwell



The four volumes comprising *The Law of Success* . . .

Volume I: *The Principles of Self-Mastery*

Volume II: *The Principles of Personal Power*

Volume III: *The Principles of Self-Creation*

Volume IV: *The Principles of Personal Integrity*

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PRINCIPLES OF PERSONAL POWER

Initiative and Leadership

Imagination

Enthusiasm

Self-Control

DEDICATED TO

ANDREW CARNEGIE

who suggested the writing of the course, and to

HENRY FORD

whose astounding achievements form the foundation
for practically all of the lessons of the course, and to

EDWIN C. BARNES

a business associate of Thomas A. Edison,
whose close personal friendship over a period
of more than fifteen years served to help me carry on
in the face of a great variety of adversities
and much temporary defeat met with in organizing the course.

TRIBUTES TO “LAW OF SUCCESS”

From Great American Leaders

The publishers feel that you will realize more keenly the enormous value of these lessons if you first read a few tributes from great leaders in finance, science, invention, and political life.

Supreme Court of the United States Washington, D.C.

MY DEAR MR. HILL: I have now had an opportunity to finish reading your *Law of Success* textbooks, and I wish to express my appreciation of the splendid work you have done in this philosophy. It would be helpful if every politician in the country would assimilate and apply the 15 principles upon which the *Law of Success* is based. It contains some very fine material which every leader in every walk of life should understand.

WILLIAM H. TAFT

(Former President of the United States and Chief Justice)

Laboratory of Thomas A. Edison

MY DEAR MR. HILL: Allow me to express my appreciation of the compliment you have paid me in sending me the original manuscript of *Law of Success*. I can see you have spent a great deal of time and thought in its preparation. Your philosophy is sound and you are to be congratulated for sticking to your work over so long a period of years. Your students . . . will be amply rewarded for their labor.

THOMAS A. EDISON

PUBLIC LEDGER

Philadelphia

DEAR MR. HILL: Thank you for your *Law of Success*. It is great stuff; I shall finish reading it. I would like to reprint that story "What I Would Do if I Had a Million Dollars" in the Business Section of the *Public Ledger*.

CYRUS H. K. CURTIS

(Publisher of *Saturday Evening Post*, *Ladies Home Journal*)

King of the 5 and 10 Cent Stores

By applying many of the 15 fundamentals of the *Law of Success* philosophy we have built a great chain of successful stores. I presume it would be no exaggeration of fact if I said that the Woolworth Building might properly be called a monument to the soundness of these principles.

F. W. WOOLWORTH

Historic American Labor Leader

Mastery of the *Law of Success* philosophy is the equivalent of an insurance policy against failure.

SAMUEL GOMPERS

A Former President

May I congratulate you on your persistence. Any man who devotes that much time . . . must of necessity make discoveries of great value to others. I am deeply impressed by your interpretation of the "Master Mind" principles which you have so clearly described.

WOODROW WILSON

A Department Store Founder

I know that your 15 fundamentals of success are sound because I have been applying them in my business for more than 30 years.

JOHN WANAMAKER

From the Founder of Kodak

I know that you are doing a world of good with your *Law of Success*. I would not care to set a monetary value on this training because it brings to the student qualities which cannot be measured by money alone.

GEORGE EASTMAN

A Food and Candy Chief

Whatever success I may have attained I owe, entirely, to the application of your 15 fundamental principles of the *Law of Success*. I believe I have the honor of being your first student.

WILLIAM WRIGLEY, JR.

**At the time these Tributes were written, The Law of Success had been based on fifteen principles.*

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EDITORS' NOTE

THE LAW OF SUCCESS IS COMPRISED OF THE KEY PRINCIPLES that form the foundation of Napoleon Hill's philosophy of personal achievement. This newly revised and updated edition, the first to include all seventeen principles, is published in four separate volumes, each volume devoted to a specific set of those principles.

In its first edition *The Law of Success* presented fifteen principles. In later editions the number was expanded to sixteen as Hill came to believe that The Master Mind, which had been part of the introduction to the first edition, was in fact a separate principle unto itself. Later still, he concluded that there was another key principle that in effect unified the others. This newly recognized principle he termed Cosmic Habitforce, which, when he began working with W. Clement Stone, was also referred to as the Universal Law.

The genesis of the four principles explored in this second volume, and the other principles that complete the Law of Success, date from the day in 1908 when Napoleon Hill was assigned to write a magazine profile on steel baron and philanthropist Andrew Carnegie. During their interview Carnegie became so impressed with the young writer that what was to have been a brief interview stretched into a three-day marathon. It concluded with Carnegie offering to introduce Napoleon Hill to the most powerful men of the day in order that Hill could learn from each of them the secrets

of their success. It was Carnegie's vision that, in so doing, Hill could formulate a philosophy that could be used by anyone to help themselves create their own success and realize their dreams.

As Napoleon Hill pursued his mission, the material he was gathering and the lessons he was learning truly became his life's Definite Chief Aim. He wrote thousands of articles and profiles, launched his own magazines, developed home-study courses, started training centers, and opened a business college—all inspired by his evolving philosophy. And he created a lecture series that brought him wide recognition as an inspiring public speaker on the subject of success and personal achievement. Through it all, Napoleon Hill was constantly testing and modifying his theories until they became refined into a set of specific principles that together formed the cohesive philosophy Andrew Carnegie had envisioned.

In 1928, drawing upon the interviews and research he had compiled and the materials he had written during his twenty-year quest, Napoleon Hill finally assembled what would become the first edition of *The Law of Success*. Then, in what proved to be a brilliant marketing concept, his publisher chose to release it not as a single book but as a set of eight volumes. The entire collection was an immediate and astounding success, as were later editions that presented all of the principles in one volume. Over the years there have been at least five authorized editions that revised or added material, and in its various forms it has been reprinted more than fifty times.

In preparing this revised and updated edition of *The Law of Success*, the editors have attempted to allow Hill to be as modern an author as if he were still among us, and we have treated the text as we would the text of a living author. When we encountered what modern grammarians would consider run-on sentences, outdated punctuation, or other matters of form, we opted for contemporary usage. If something was obscure or misleading because the author's language was idiosyncratic or archaic, or when it might be construed as out of step with modern thinking, minor alterations were made.

A more challenging issue was the question of how to update the actual content of the book. In carefully reviewing the original text, it became clear that the answer was not to simply replace the examples cited by Hill with similar stories about contemporary people. The anecdotes and examples

used by Napoleon Hill were so integral to the point being made or the principle being discussed that to replace them just for the sake of having a more contemporary name would do nothing to make it better. The editors concluded that the best course was to instead augment with additional stories that would serve as confirmation that the Law of Success is a living philosophy. The additional examples have been judiciously inserted as reminders that the principles upon which the Law of Success is based were relevant in 1928, they were still applicable seventy-five years later in 2003, and they will no doubt continue to be relevant and applicable for at least the next seventy-five years.

In addition to the contemporary examples, where the editors felt it would be of interest to the reader, we have also included marginal notes that provide background information, historical context, and, where applicable, we have suggested books that complement various aspects of Napoleon Hill's philosophy. All marginal commentary in these volumes is set off in a different font and style. You will also notice that sometimes the Law of Success is italicized in the text and at other times it is not. The italicized usage is in reference to the book; unitalicized, it is a general reference to the concept and its principles.

Throughout the preparation of this most recent revised and updated edition, the editors have enjoyed the complete cooperation of the Napoleon Hill Foundation and the Napoleon Hill World Learning Center. With their assistance we have drawn upon the previous editions of the work, as well as on other books and materials written by Napoleon Hill, in order to incorporate the final evolution of his philosophy and thereby present the most comprehensive edition of *The Law of Success*.

—Arthur Morey
Bill Hartley
Ann Hartley
Matthew Sartwell

THE AUTHOR'S ACKNOWLEDGMENT OF HELP RENDERED HIM IN THE WRITING OF THIS COURSE

THIS COURSE IS THE RESULT OF CAREFUL ANALYSIS OF THE lifework of over one hundred men and women who have achieved unusual success in their respective callings.

I have spent more than twenty years in gathering, classifying, testing, and organizing the lessons upon which the course is based. In this labor I have received valuable assistance either in person or by studying the lifework of the following:

Henry Ford
Thomas A. Edison
Harvey S. Firestone
John D. Rockefeller
Charles M. Schwab
Woodrow Wilson
Darwin P. Kingsley
William Wrigley, Jr.
A. D. Lasker
E. A. Filene
James J. Hill
Edward Bok
Cyrus H. K. Curtis
George W. Perkins

Henry L. Doherty
George S. Parker
Dr. C. O. Henry
General Rufus A. Ayers
Judge Elbert H. Gary
William Howard Taft
Dr. Elmer Gates
John W. Davis
Captain George M. Alexander
(to whom I was formerly
an assistant)
Hugh Chalmers
Dr. E. W. Strickler
Edwin C. Barnes

Robert L. Taylor (Fiddling Bob)	Elbert Hubbard
George Eastman	Luther Burbank
E. M. Statler	O. H. Harriman
Andrew Carnegie	John Burroughs
John Wanamaker	E. H. Harriman
Marshall Field	Charles P. Steinmetz
Samuel Gompers	Frank Vanderlip
F. W. Woolworth	Theodore Roosevelt
Judge Daniel T. Wright (one of my law instructors)	William H. French
	Dr. Alexander Graham Bell (to whom I owe credit for most of lesson one)

Of the people named, perhaps Henry Ford and Andrew Carnegie should be acknowledged as having contributed most toward the building of this course, for the reason that it was Andrew Carnegie who first suggested the writing of the course and Henry Ford whose lifework supplied much of the material out of which the course was developed.

I have studied the majority of these people at close range, in person. With many of them I enjoy, or did enjoy before their death, the privilege of close personal friendship which enabled me to gather from their philosophy facts that would not have been available under other conditions.

I am grateful for having enjoyed the privilege of enlisting the services of the most powerful human beings on earth, in the building of the Law of Success course. That privilege has been remuneration enough for the work done, if nothing more were ever received for it. They have been the backbone and the foundation and the skeleton of American business, finance, industry, and statesmanship.

The Law of Success course epitomizes the philosophy and the rules of procedure which made each of these men a great power in his chosen field of endeavor. It has been my intention to present the course in the plainest and most simple terms available, so that it could also be mastered by very young men and young women of high school age.

With the exception of the psychological law referred to in Lesson One [*Volume I*] as the Master Mind, I do not claim to have created anything basically new in this course. What I have done, however, has been to organize old truths and known laws into practical, usable form.

Commenting on the Law of Success, Judge Elbert H. Gary said: "Two outstanding features connected with the philosophy impress me most. One is the simplicity with which it has been presented, and the other is the fact that its soundness is so obvious to all that it will be immediately accepted."

The student of this course is warned against passing judgment upon it before having read *all* of the lessons. The reader who takes up this course with an open mind, and sees to it that his or her mind remains open until the last lesson is finished, will be richly rewarded with a broader and more accurate view of life as a whole.

A PERSONAL STATEMENT BY NAPOLEON HILL

from the 1928 edition

SOME THIRTY YEARS AGO A YOUNG CLERGYMAN BY THE NAME of Gunsaulus announced in the newspapers of Chicago that he would preach a sermon the following Sunday morning entitled "What I Would Do if I Had a Million Dollars!"

The announcement caught the eye of Philip D. Armour, the wealthy packing-house king, who decided to hear the sermon.

In his sermon Dr. Gunsaulus pictured a great school of technology where young men and young women could be taught how to succeed in life by developing the ability to think in practical rather than in theoretical terms; where they would be taught to "learn by doing." "If I had a million dollars," said the young preacher, "I would start such a school."

After the sermon was over, Mr. Armour walked down the aisle to the pulpit, introduced himself, and said, "Young man, I believe you could do all you said you could, and if you will come down to my office tomorrow morning I will give you the million dollars you need." There is always plenty of capital for those who can create practical plans for using it.

That was the beginning of the Armour Institute of Technology, one of the very practical schools of the country. The school was born in the imagination of a young man who never would have been heard of outside of the community in which he preached had it not been for the imagination, plus the capital, of Philip D. Armour.

COMMENTARY

The Armour Institute of Technology opened in 1893, offering courses in engineering, chemistry, architecture, and library science, and in 1940 became the Illinois Institute of Technology when the Armour Institute merged with the Lewis Institute, a Chicago college that had opened in 1895 and offered liberal arts as well as science and engineering courses. In 1949 the Institute of Design, founded in 1937, also merged with IIT, followed in 1969 by the Chicago-Kent College of Law and the Stuart School of Business, and in 1986 by the Midwest College of Engineering. Today there are several campuses in downtown Chicago. IIT has been called the alma mater of accomplishments.

Every great railroad and every outstanding financial institution and every mammoth business enterprise and every great invention began in the imagination of some one person.

F. W. Woolworth created the Five and Ten Cent Stores plan in his imagination before it became a reality and made him a multimillionaire.

Thomas A. Edison created sound recorders, movies, the electric light bulb, and scores of other useful inventions, in his own imagination, before they became a reality.

After the Chicago fire, scores of merchants whose stores went up in smoke stood near the smoldering embers of their former places of business, grieving over their loss. Many of them decided to go away into other cities and start over again. In the group was Marshall Field, who saw, in his own imagination, the world's greatest retail store, standing on the same spot where his former store had stood, which was then but a ruined mass of smoking timbers. That store became a reality.

Fortunate is the young man or young woman who learns, early in life, to use imagination, and doubly so in this age of greater opportunity.

Imagination is a faculty of the mind that can be cultivated, developed, extended, and broadened by use. If this were not true, this course on the laws of success never would have been created, because it was first conceived in my imagination, from the mere seed of an idea which was sown by a chance remark of the late Andrew Carnegie.

Wherever you are, whoever you are, whatever you may be following as an occupation, there is room for you to make yourself more useful, and in that manner more productive, by developing and using your imagination.

Success in this world is always a matter of individual effort, yet you will only be deceiving yourself if you believe that you can succeed without the cooperation of other people. Success is a matter of individual effort only to the extent that each person must decide, in his or her own mind, what is wanted. This involves the use of imagination. From this point on, achieving success is a matter of skillfully and tactfully inducing others to cooperate.

Before you can secure cooperation from others, before you have the right to ask for or expect cooperation from other people, you must first show a willingness to cooperate with them. For this reason the ninth lesson of this course, the Habit of Doing More Than Paid For, is one that should have your serious and thoughtful attention. The law upon which this lesson is based would, of itself, practically ensure success to all who practice it in all they do.

Following, you will find a Personal Analysis Chart in which nine well-known people have been analyzed for your study and comparison. Observe this chart carefully and note the danger points which mean failure to those who do not observe these signals. Of the nine people analyzed seven are known to be successful, while two may be considered failures. Study, carefully, the reasons why these two men failed.

Then, study yourself. In the two columns which have been left blank for that purpose, give yourself a rating on each of the laws of success at the beginning of this course; at the end of the course rate yourself again and observe the improvements you have made.

The purpose of the Law of Success course is to enable you to find out how you may become more capable in your chosen field of work. To this end you will be analyzed and all of your qualities classified so you may organize them and make the best possible use of them.

You may not like the work in which you are now engaged. There are two ways of getting out of that work. One way is to take little interest in it and do just enough to get by. Very soon you will find a way out, because the demand for your services will cease.

The other and better way is by making yourself so useful and efficient in what you are now doing that you will attract the favorable attention of those who have the power to promote you into more responsible work that is more to your liking.

It is your privilege to take your choice as to which way you will proceed.

Thousands of people walked over the great Calumet Copper Mine without discovering it. Just one lone man used his imagination, dug down into the ground a few feet, investigated, and discovered the richest copper deposit on earth.

You and every other person walk, at one time or another, over your "Calumet mine." Discovery is a matter of investigation and use of imagination. This course on the laws of success may lead the way to your "Calumet," and you may be surprised when you discover that you were standing right over this rich mine, in the work in which you are now engaged. In his lecture "Acres of Diamonds," Russell Conwell tells us that we need not seek opportunity in the distance; that we may find it right where we stand. *This is a truth well worth remembering!*



ALL YOU ARE
OR EVER SHALL BECOME
IS THE RESULT OF
THE USE TO WHICH
YOU PUT YOUR MIND.

—Napoleon Hill

AN EXERCISE IN COMPARISON					
The Seventeen Laws of Success	Henry Ford	Benjamin Franklin	George Washington	Abraham Lincoln	
1. The Master Mind**	100	100	100	100	
2. Definite Chief Aim	100	100	100	100	
3. Self-Confidence	100	90	80	75	
4. Habit of Saving	100	100	75	20	
5. Initiative & Leadership	100	60	100	60	
6. Imagination	90	90	80	70	
7. Enthusiasm	75	80	90	60	
8. Self-Control	100	90	50	95	
9. Habit of Doing More Than Paid For	100	100	100	100	
10. Pleasing Personality	50	90	80	80	
11. Accurate Thinking	90	80	75	90	
12. Concentration	100	100	100	100	
13. Cooperation	75	100	100	90	
14. Profiting by Failure	100	90	75	80	
15. Tolerance	90	100	80	100	
16. Practicing the Golden Rule	100	100	100	100	
17. Universal Law**	70	100	100	100	
Average	91	92	86	84	

The nine people who have been analyzed above are all well known. Seven of them are commonly considered to be successful. Two are generally regarded as failures, but of very different sorts. Napoleon had success within his grasp but squandered it. Jesse James gained notoriety and some cash but little else except a very short life. Observe where they each attained a zero and you will see why they failed. A grade of zero in any one of the Laws of Success is sufficient to cause failure, no matter how high any other grade may be.

Notice that all the successful figures grade 100 percent on a Definite Chief Aim. This is a prerequisite to success, in all cases, without exception. If you wish to conduct an interesting experiment, replace the

Study this chart carefully and compare the ratings of these nine people before grading yourself, at the start and end of this course, in the two columns to the right.

	Napoleon Bonaparte	Helen Keller*	Eleanor Roosevelt*	Bill Gates*	Jesse James	Yourself Before	Yourself After
	100	100	80	100	100		
	100	100	100	100	0		
	100	90	80	80	75		
	40	75	80	100	0		
	100	90	90	90	90		
	90	70	80	80	60		
	80	70	70	60	80		
	40	85	90	100	50		
	100	100	100	100	0		
	100	95	80	70	50		
	90	75	80	100	20		
	100	100	80	100	75		
	50	100	90	100	50		
	40	100	90	90	0		
	10	100	100	90	0		
	0	100	100	75	0		
	0	100	100	75	0		
	67	91	88	89	38		

above names with the names of nine people whom you know, half of whom are successful and half of whom are failures, and grade each of them. When you are through, grade yourself, taking care to see that you really know what are your weaknesses.

* Helen Keller, Eleanor Roosevelt, and Bill Gates replace Theodore Roosevelt, William Howard Taft, Woodrow Wilson, and Calvin Coolidge in Hill's original chart.

** These more recently defined Laws were added to the original chart and scored by the editor.

Lesson Five

Initiative and Leadership

EVERYTHING PASSES AT PAR,
TEMPORARILY;
TRUTH ALONE REMAINS
PERMANENTLY.

Lesson Five

INITIATIVE AND LEADERSHIP

“You Can Do It if You Believe You Can!”

BEFORE YOU PROCEED TO THE MASTERY OF this lesson, your attention is directed to the fact that there is perfect coordination of thought running throughout this course. The entire seventeen lessons (nine through seventeen will be in subsequent volumes) harmonize and blend with each other so that they constitute a perfect chain that has been built, link by link, out of the factors that enter into the development of power through *organized effort*.

You will find also that the same fundamental principles of applied psychology form the foundation of each of these seventeen lessons, although different application is made of these principles in each of the lessons.

This lesson, on Initiative and Leadership, comes after the lesson on Self-Confidence (in Volume I) for the reason that no one could become an efficient leader or take the Initiative in any great undertaking without belief in himself.

THE POWER OF INITIATIVE

Initiative and *Leadership* are associated terms in this lesson for the reason that Leadership is essential for the attainment of success, and Initiative is the very foundation upon which this necessary quality of Leadership is built. Initiative is as essential to success as a hub is essential to a wheel.

Initiative is that exceedingly rare quality that impels a person to do that which ought to be done *without being told to do it*. Elbert Hubbard expressed himself on the subject of Initiative in these words:

The world bestows its big prizes, both in money and honors, for one thing, and that is Initiative.

What is Initiative? I'll tell you: It is doing the right thing without being told.

But next to doing the right thing without being told is to do it when you are told once. That is to say, "Carry the message to Garcia." Those who can carry a message get high honors, but their pay is not always in proportion.

Next, there are those who do the right thing only when necessity kicks them from behind, and these get indifference instead of honors, and a pittance for pay.

This kind spends most of the time polishing a bench with a hard luck story.

Then, still lower down in the scale than this, we have the person who will not do the right thing even when someone goes along to demonstrate and stays to see that the work is done right. This person is always out of a job, and receives deserved contempt, unless there is a rich relative in the background, in

which case destiny patiently waits around the corner with a club.
To which class do *you* belong?

Inasmuch as you will be expected to take inventory of yourself and determine which of the factors of this course you need most, after you have completed the last lesson, it may be well if you begin to get ready for this analysis by answering the question that Elbert Hubbard has asked:

To which class do you belong?

One of the peculiarities of Leadership is the fact that it is never found in those who have not acquired the *habit* of taking the Initiative. Leadership is something that you must invite yourself into; it will never thrust itself upon you. If you will carefully analyze all leaders whom you know you will see that they not only exercised Initiative, but they also went about their work with a *definite purpose* in mind. You will also see that they possessed that quality described in the third lesson of this course: Self-Confidence.

These facts are mentioned in this lesson for the reason that it will profit you to observe that successful people make use of *all* the factors covered by the seventeen lessons of the course; and, for the more important reason that it will profit you to understand thoroughly the principle of *organized effort*, which this course is intended to establish in your mind.

This seems an appropriate place to state that this course is not intended as a *shortcut* to success, nor is it intended as a mechanical formula that you may use in noteworthy achievement without effort on your part. The *real* value of the course lies in the *use* that you will make of it, and not in the course itself. The chief purpose of the course is to help you develop in yourself the qualities covered by its seventeen lessons, and one of the most important of these qualities is Initiative, the subject of this lesson.

We will now proceed to apply the principle upon which this lesson is founded by describing, in detail, just how it served successfully to complete a business transaction that most people would call difficult.

In 1916 I needed \$25,000 with which to create an educational institution, but I had neither this sum nor sufficient collateral with which to borrow it through the usual banking sources. Did I bemoan my fate or think of what I might accomplish if some rich relative or Good Samaritan would come to my rescue by loaning me the necessary capital?

I did nothing of the sort!

I did just what you will be advised, throughout this course, to do. First of all, I made the securing of this capital my Definite Chief Aim. Second, I laid out a complete *plan* through which to transform this *aim* into reality. Backed by sufficient Self-Confidence and spurred on by Initiative, I proceeded to put my plan into action. But before the "action" stage of the plan had been reached, more than six weeks of constant, persistent study and effort and thought were embodied in it. If a plan is to be sound it must be built of carefully chosen material.

You will here observe the application of the principle of *organized effort*, through the operation of which it is possible for one to ally or associate several interests in such a way that *each of these interests* is greatly strengthened and each supports all the others, just as one link in a chain supports all the other links.

I wanted this \$25,000 in capital for the purpose of creating a school of Advertising and Salesmanship. Two things were necessary for the organization of such a school. One was the \$25,000 capital, which I did not have, and the other was the proper course of instruction, which *I did have*. My problem was to *ally myself* with some group who needed that which I had, and who would supply the \$25,000.

This alliance had to be made through a plan that would benefit all concerned.

After my plan had been completed, and I was satisfied that it was equitable and sound, I laid it before the owner of a well-known and reputable business college which just then was finding competition quite keen and was badly in need of a plan for meeting this competition.

My plan was presented in about these words:

Whereas, you have one of the most reputable business colleges in the city; and,

Whereas, you need some plan with which to meet the stiff competition in your field; and,

Whereas, your good reputation has provided you with all the credit you need; and,

Whereas, I have the plan that will help you meet this competition successfully, be it resolved that we ally ourselves through a plan that will give you that which you need and at the same time supply me with something which I need.

Then I proceeded to unfold my plan, further, in these words:

I have written a very practical course on Advertising and Salesmanship. Having built this course out of my actual experience in training and directing salesmen, and my experience in planning and directing many successful advertising campaigns, I have behind it plenty of evidence of its soundness.

If you will use your credit in helping market this course, I will place it in your business college as one of the regular departments of your curriculum and take entire charge of this newly created department. No other business college in the city will be able to meet your competition, for the reason that no other college has such a course as this. The advertising that you do in marketing this course will serve, also, to stimulate the demand for your regular business course. You may charge the entire amount that you spend for this advertising, to my department, and the advertising bill will be paid out of that department, leaving you the accumulative advantage that will accrue to your other departments without cost to you.

Now, I suppose you will want to know where I profit by this transaction, and I will tell you. I want you to enter into a contract with me in which it will be agreed that when the cash receipts from my department equal the amount that you have paid out or contracted to pay out for

THERE IS NO SECURITY
ON THIS EARTH,
THERE IS ONLY OPPORTUNITY.

—General Douglas MacArthur

advertising, my department and my course in Advertising and Salesmanship become my own and I may have the privilege of separating this department from your school and running it under my own name.

The plan was agreeable and the contract was closed.

(Please keep in mind that my *definite purpose* was to secure the use of \$25,000 for which I had no security to offer.)

COMMENTARY

A powerful example of initiative can be found in one the greatest modern success stories: the founding of Microsoft by Bill Gates and Paul Allen.

Gates and Allen became friends in high school. They were early examples of the now-familiar computer nerd, people so obsessed with programming that they seemed to think of little else.

In 1974, Gates was attending Harvard while Allen was working for Honeywell and also living in Cambridge, Massachusetts. It was there that they began to exhibit the initiative that would guide their careers. An issue of Popular Electronics magazine had a cover article on a new computer, the Altair 8800, a \$400 device that was the first computer meant for the general public.

Today the Altair would seem very primitive. It had no keyboard and was designed to be connected to a teletype. But Gates and Allen knew that it would be tremendously appealing if someone wrote a simple version of the programming language BASIC to give the Altair instructions.

For two months they worked on writing BASIC language for the Altair—though they didn't even own one of the machines—and then contacted Ed Roberts, the engineer who had designed the Altair.

Their version of BASIC worked, and Roberts was so impressed that he offered Gates and Allen a contract. By the summer, Gates and Allen had formed a company they called Microsoft, which earned royalties on every Altair sold with their language. Soon they were adapting other programming languages for the Altair.

Sometimes it seems that when anyone wants to make a point about any aspect of success, they cite Bill Gates and the founding of Microsoft. So what is the point of the story in the context of initiative?

It is quite possible to be successful without demonstrating any particular initiative. Some people simply follow the tried-and-true path and become successes. And Bill Gates and Paul Allen were smart enough about computers early on that they surely would have been successful.

On the other hand, some people have terrific ideas but their ideas don't make them successful because they never get beyond using those ideas to amuse themselves and their friends. That, too, could have been the story of Gates and Allen.

But it wasn't. And that's where initiative played a huge part in the story. Bill Gates and Paul Allen weren't content just to go along to get along. And they weren't content to wait until someone else told them what a good idea they had. Without initiative they could have had enough success to satisfy most people. Because they had initiative, however, they stepped up to the plate, thought outside the box, pushed the envelope, and had not just success but the biggest success ever in the history of the world.

In a little less than a year the business college had paid out slightly more than \$25,000 for advertising and marketing my course and the other expenses incidental to the operation of this newly organized department, while the department had collected and turned back to the college, in tuition fees, a sum equaling the amount the college had spent, and I took the department over as a going and self-sustaining business, according to the terms of my contract.

As a matter of fact, this newly created department not only served to attract students for the other departments of the college, but at the same time the tuition fees collected through this new department were sufficient to place it on a self-sustaining basis before the end of the first year.

Now you can see that while the college did not loan me one penny of actual capital, it nevertheless supplied me with credit, which served exactly the same purpose.

I said that my plan was founded upon equity; that it contemplated a benefit to all parties concerned. The benefit accruing to me was the use

of the \$25,000, which resulted in an established and self-sustaining business by the end of the first year. The benefit accruing to the college was the students secured for its regular commercial and business course as a result of the money spent in advertising my department, all advertising having been done under the name of the college.

Today that business college is one of the most successful schools of its kind, and it stands as a monument of sound evidence with which to demonstrate the value of *allied effort*.

COMMENTARY

While not perfectly parallel, the stories of Hill's college and the story of the rise of Microsoft share the basic principles of this law of success. In both cases the entrepreneurs didn't have the money to launch their projects themselves. In both cases they took the initiative to find someone who did, and then made the case for why it was in that party's interests to finance the project. As Hill has pointed out, once his course had paid back the seed capital he then owned the business, and it went on to become the most successful college of its kind.

To continue the example of Microsoft, in 1980 IBM wanted someone to write the software for a personal computer line they were about to launch that was far more sophisticated than the Altair. They wanted results in just three months. Microsoft agreed to do it.

Allen and Gates bought an operating system from another company and began adapting it for IBM. It was called MS-DOS—for Microsoft Disc Operating System. They and their staff met IBM's deadline, and the IBM PC caused a sensation.

It also inspired an immediate wave of clones, less expensive versions of the IBM PC. Microsoft's deal with IBM allowed them to license their software to whomever they pleased. And that's what they did, riding the huge surge in popularity of home computers. But Microsoft didn't stop there. They created a worldwide sales force to license their software in other countries and they continually worked to improve MS-DOS. In four years their sales quadrupled.

Today, Microsoft dominates the software market worldwide. Is it luck? Were Paul Allen and Bill Gates just in the right place at the right time? Certainly not. From the moment they saw the Altair on the cover of Popular Electronics, they pursued a definite aim, one that continued to grow as time passed. They were determined to make themselves indispensable to the manufacturers and owners of personal computers.

Once they had their initial success, they continued to drive themselves and their employees forward to offer further improvement to what they had already done.

Microsoft is the leader in the software industry precisely because it has always been willing to take the initiative, and with it the risks, of pursuing its founders' aims.

These two stories are told not only because they show the value of initiative and leadership, but they also lead up to the subject covered by the next lesson of this course on the Law of Success—which is imagination.

There are generally many plans through the operation of which a desired object may be achieved, and it often happens to be true that the obvious and usual methods employed are not the best. The usual method of procedure would have been to borrow from a bank. You can see that this method was impractical, in this case, for the reason that no collateral was available.

A great philosopher once said: *"Initiative is the passkey that opens the door to opportunity."*

I do not recall who this philosopher was, but I know that he was *great* because of the soundness of his statement.

We will now proceed to outline the exact procedure that you must follow if you are to become a person of Initiative and Leadership.

ELIMINATE PROCRASTINATION

First you must master the habit of procrastination and eliminate it from your make-up. This habit of putting off until tomorrow that which you should have done last week or last year or a score of years ago is gnawing at the very vitals of your being, and you can accomplish nothing until you throw it off.

The method through which you eliminate procrastination is based upon a well-known and scientifically tested principle of psychology that

has been referred to in the two preceding lessons, in Volume I of this course, as *autosuggestion*.

Copy the following formula and place it conspicuously in your room where you will see it as you retire at night and as you arise in the morning:

Having chosen a Definite Chief Aim as my life work, I now understand it to be my duty to transform this purpose into reality.

Therefore, I will form the habit of taking some definite action each day that will carry me one step nearer the attainment of my Definite Chief Aim.

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

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

I can see that the muscles of the body become strong in proportion to the extent to which they are used. Therefore, I understand that the *habit* of Initiative also becomes fixed in proportion to the extent that it is practiced.

I realize that the place to begin developing the *habit* of Initiative is in the small, commonplace things connected with my daily work. Therefore I will go at my work each day as if I were doing it solely for the purpose of developing this necessary *habit* of Initiative.

I understand that by practicing this *habit* of taking the Initiative in connection with my daily work I will be not only developing that habit, but I will also be attracting the attention of those who will place greater value on my services as a result of this practice.

(Signed)

Regardless of what you are now doing, every day brings you face to face with a chance to render some service, outside of the course of your regular duties, that will be of value to others. In rendering this additional service of your own accord, you of course understand that you are not doing so with the object of receiving monetary pay. You are rendering this service because it provides you with ways and means of exercising, developing, and making stronger the aggressive spirit of Initiative, which you must possess before you can ever become an outstanding figure in your chosen field.

Those who work for *money* alone, and who receive for their pay nothing but money, are always underpaid, no matter how much they receive. Money is necessary, but the big prizes of life cannot be measured in dollars and cents.

No amount of money could possibly be made to take the place of the happiness and joy and pride that belong to the person who digs a better ditch, or builds a better chicken coop, or sweeps a cleaner floor, or cooks a better meal. Every normal person loves to create something that is better than the average. The joy of *creating* a work of art is a joy that cannot be replaced by money or any other form of material possession.

I employ a woman who opens, sorts, and answers much of my personal mail. She began in my employ more than three years ago. Then her duties were to take dictation. Her salary was about the same as that which others receive for similar service. One day I dictated the following motto that I asked her to type for me:

Remember that your only limitation is the one that you set up in your own mind.

As she handed the typewritten page back to me she said, "Your motto has given me an idea that is going to be of value to both you and me."

I told her I was glad to have been of service to her. The incident made no particular impression on my mind, but from that day on I could see that it had made a *tremendous* impression on her mind. She began to come back to the office after supper and performed service that she was neither paid for nor expected to perform. Without anyone telling her to do it she began to bring to my desk letters that she had answered for me. She had studied my style and these letters were attended to as well as I could have done it; in some instances much better. She kept up this habit until my personal secretary resigned. When I began to look for someone to take his place, what was more natural than to turn to this young woman to fill the place. Before I had time to give her the position, *she took it on her Initiative*. My personal mail began to come to my desk with a new secretary's name attached, and she was that secretary. On her own time, after hours, without additional pay, she had prepared herself for the best position on my staff.

But that is not all. She became so noticeably efficient that she began to attract the attention of others who offered her attractive positions. I have increased her salary many times and she now receives four times what she earned when she first went to work for me as a stenographer, and, to tell you the truth, I am helpless in the matter, because she has made herself so valuable to me that I cannot get along without her.

That is Initiative transformed into practical, understandable terms. I would be remiss in my duties if I failed to direct your attention to an advantage, other than a greatly increased salary, that this young lady's Initiative has brought her. It has developed in her a spirit of cheerfulness that brings her happiness that most stenographers never know. Her work is not work—it is a great interesting game at which she is playing. Even

“WHAT HELPED YOU OVER
THE GREAT OBSTACLES OF LIFE?”

WAS ASKED OF A
HIGHLY SUCCESSFUL MAN.
“THE OTHER OBSTACLES,” HE REPLIED.

though she arrives at the office ahead of the other stenographers and remains there long after they have watched the clock tick off five o'clock and quitting time, her hours are shorter by far than are those of the other workers. Hours of labor do not drag on the hands of those who are happy at their work.

This brings us to the next step in our description of the exact procedure that you must follow in developing Initiative and Leadership.

INSPIRE OTHERS

The only way to get *happiness* is by giving it away, to others. The same applies to the development of Initiative. It is a well-known fact that a man learns best that which he endeavors to teach others. If a person embraces a certain faith, the first thing he does is to go out and try to "sell" it to others. And in exact proportion to the extent to which he impresses others does he impress *himself*.

In the field of salesmanship it is a well-known fact that no salesman is successful in selling others until he has first made a good job of selling *himself*. Stated conversely, no salesman can do his best to sell others without sooner or later selling himself that which he is trying to sell to others.

Any statement that a person repeats over and over again for the purpose of inducing others to believe it, he also will come to believe, and this holds good whether the statement is false or true.

You can now see the advantage of making it your business to *talk* Initiative, *think* Initiative, *eat* Initiative, *sleep* Initiative, and *practice* Initiative. By so doing you are becoming a person of Initiative and Leadership, for it is a well-known fact that people will readily, willingly, and voluntarily follow the person who shows by his actions that he is a person of Initiative.

In the place where you work or the community in which you live you come into contact with other people. Make it your business to

interest every one of them who will listen to you, in the development of Initiative. It will not be necessary for you to give your reasons for doing this, nor will it be necessary for you to announce the fact that you are doing it. *Just go ahead and do it.* In your own mind you will understand, of course, that you are doing it because this practice will help you and will, at least, do those whom you influence in the same practice no harm.

If you wish to try an experiment that will prove both interesting and profitable to you, pick out some person of your acquaintance whom you know to be a person who never does anything that he is not expected to do, and begin selling him your idea of Initiative. Do not stop by merely discussing the subject once; keep it up every time you have a convenient opportunity. Approach the subject from a different angle each time. If you go at this experiment in a tactful and forceful manner you will soon observe a change in the person on whom you are trying the experiment. And you will observe something else of more importance still: you will observe a change in yourself! Do not fail to try this experiment. You cannot talk Initiative to others without developing a desire to practice it yourself.

Through the operation of the principle of autosuggestion, every statement that you make to others leaves its imprint on your own subconscious mind, and this holds good whether your statements are false or true. You have often heard the saying: "He who lives by the sword will die by the sword." Properly interpreted, this simply means that we are constantly attracting to ourselves and weaving into our own characters and personalities those qualities that our influence is helping to create in others. If we help others develop the habit of Initiative, we, in turn, develop this same habit. If we sow the seeds of hatred and envy and discouragement in others, we, in turn, develop these qualities in ourselves.

We come, now, to the next step in our description of the exact procedure that you must follow in developing Initiative and Leadership.

LEADERSHIP AND TEAMWORK

Before we go further, let it be understood what is meant by the term *leadership* as it is used in connection with this course on the Law of Success. There are two brands of Leadership, and one of them is as deadly and destructive as the other is helpful and constructive. The deadly brand, which leads not to *success* but to *absolute failure*, is the brand adopted by pseudo-leaders who *force* their leadership on unwilling followers.

Napoleon Bonaparte was a *leader*, there can be no doubt about this, but he led his followers and himself to destruction. It is not Napoleon's brand of leadership that is recommended in this course, although I will admit that Napoleon possessed all the necessary fundamentals for great leadership, excepting one—he lacked the spirit of helpfulness to others as an objective. His desire for leadership was based solely upon self-aggrandizement. His desire for leadership was built upon personal ambition and not upon the desire to lift the French people to a higher and nobler station in the affairs of nations.

COMMENTARY

As was noted in Volume I of The Law of Success, Napoleon Hill often cited Napoleon Bonaparte because when Hill was composing this work in 1927 his namesake was thought to be the personification of charismatic but misguided leadership. At that time the world had yet to experience Hitler or Stalin, not to mention the many other dictators, strongmen, cult leaders, terrorists, and fanatics who ruthlessly abused their positions of power throughout the later years of the twentieth century and the beginning of the new millennium.

The brand of Leadership that is recommended throughout this course is the brand that leads to self-determination and freedom and self-development and enlightenment and justice. This is the brand that endures. For example, and as a contrast with the brand of leadership through which Napoleon raised himself into prominence, consider our

THEY ALWAYS SAY THAT
TIME CHANGES THINGS,
BUT YOU ACTUALLY HAVE TO
CHANGE THEM YOURSELF.

—Andy Warhol

own American commoner, Lincoln. The object of Lincoln's Leadership was to bring truth and justice and understanding to the people of the United States. Even though he died a martyr to his belief in this brand of Leadership, his name has been engraved upon the heart of the world in terms of loving kindness that brings good to the world.

Both Lincoln and Napoleon led armies in warfare, but the objects of their Leadership were as different as night is different from day. Your own ability to look around and analyze people who take the leading parts in all lines of endeavor is sufficient to enable you to pick out the Lincoln as well as the Napoleon types. Your own judgment will help you decide which type you prefer to emulate.

There can be no doubt in your mind as to the brand of Leadership that I recommend, and there should be no question in your mind as to which of the two brands described you will adopt as your brand. I make no recommendations on this subject. However, for the reason that this course has been prepared as a means of laying before its students the fundamental principles upon which power is developed, and not as a preachment on ethical conduct, I present both the constructive and the destructive possibilities of the principles outlined in this course, that you may become familiar with both. But I leave entirely to your own discretion the choice and application of these principles, believing that your own intelligence will guide you to make a wise selection.

THE PRICE OF LEADERSHIP

(With the compliments of the Cadillac Motor Car Co.)

In every field of human endeavor, he that is first must perpetually live in the white light of publicity. Whether the leadership be vested in a man or in a manufactured product, emulation and envy are ever at work.

In art, in literature, in music, in industry, the reward and the punishment are always the same. The reward is widespread recognition; the punishment, fierce denial and detraction.

When a man's work becomes a standard for the whole world, it also becomes a target for the shafts of the envious few. If his work be merely mediocre, he will be left severely alone—if he achieves a masterpiece, it will set a million tongues a-wagging.

Jealousy does not protrude its forked tongue at the artist who produces a commonplace painting.

Whatsoever you write, or paint, or play, or sing, or build, no one will strive to surpass or slander you, unless your work be stamped with the seal of a genius.

Long, long after a great work or a good work has been done, those who are disappointed or envious continue to cry out that it cannot be done.

The leader is assailed because he is a leader, and the effort to equal him is merely added proof of his Leadership.

Failing to equal or to excel, the follower seeks to depreciate and to destroy—but only confirms the superiority of that which he strives to supplant.

There is nothing new in this.

It is as old as the world and as old as the human passions—envy, fear, greed, ambition, and the desire to surpass.

And it all avails nothing.

Spiteful little voices in the domain of art were raised against the painter Whistler long after the big world acclaimed him its greatest artistic genius.

Multitudes worship at the musical shrine of the composer Wagner, while the little group of those whom he had dethroned and displaced argued angrily that he was no musician at all.

The little world continued to protest that the inventor Fulton could never build a steamboat, while the big world flocked to the riverbanks to see his boat steam by.

Small, narrow voices cried out that Henry Ford would not last another year, but above and beyond the din of their childish prattle,

Ford went silently about his business and made himself the richest and most powerful man on earth.

Mean voices were raised against me personally before the ink was dry on the first copies of *The Law of Success*. Poisoned pens were released against both my ideas and me the moment the first edition of the course was printed.

But if the leader truly leads, he remains the leader!

Master poet, master painter, master workman, each in his turn is assailed, and each holds his laurels through the ages.

That which is good or great makes itself known, no matter how loud the clamor of denial.

A real leader cannot be slandered or damaged by lies of the envious, because all such attempts serve only to turn the spotlight on his ability, and real ability always finds a generous following.

Attempts to destroy real Leadership is love's labor lost, because that which deserves to live, lives!

COOPERATION

We come back now to the discussion of the third step of the procedure that you must follow in developing Initiative and Leadership. This third step takes us back for a review of the principle of *organized effort*, as described in Volume I of *The Law of Success, The Principles of Self-Mastery*.

You have already learned that no one can accomplish enduring results of a far-reaching nature without the aid and Cooperation of others. You have already learned that when two or more persons ally themselves in any undertaking, in a spirit of harmony and understanding, each person in the alliance thereby multiplies his own powers of achievement. Nowhere is this principle more evidenced than it is in an industry or business in which there is perfect teamwork between the employer and the employees. Wherever you find this teamwork you find prosperity and goodwill on both sides. Without it, prosperity suffers.

THE WORLD IS DIVIDED INTO
PEOPLE WHO DO THINGS
AND PEOPLE WHO GET THE CREDIT.
TRY, IF YOU CAN, TO BELONG TO
THE FIRST CLASS.
THERE'S FAR LESS COMPETITION.

—Dwight Morrow

Cooperation is said to be the most important word in the English language. It plays an important part in the affairs of the home, in the relationship of man and wife, parents and children. It plays an important part in the affairs of state.

So important is this principle of Cooperation that no leader can become powerful or last long who does not understand and apply it in his Leadership.

Lack of Cooperation has destroyed more business enterprises than have all other causes combined. In my twenty-five years of active business experience and observation, I have witnessed the destruction of all manner of business enterprises because of dissension and lack of application of this principle of Cooperation. In the practice of law I have observed the destruction of homes and divorce cases without end as a result of the lack of Cooperation between man and wife. In the study of the histories of nations, it becomes alarmingly obvious that lack of cooperative effort has been a curse to the human race throughout the ages. Turn back the pages of these histories and study them and you will learn a lesson in Cooperation that will impress itself indelibly upon your mind for ages and ages to come.

You are paying, and your children and your children's children will continue to pay for the cost of waging wars, because nations have not yet learned that a part of the world cannot suffer without damage and suffering to the whole world.

This same rule applies, with telling effect, in the conduct of modern business and industry. When an industry becomes disorganized and torn asunder by strikes and other forms of disagreement, both the employers and employees suffer irreparable loss. But the damage does not stop here; this loss becomes a burden to the public and takes on the form of higher prices and scarcity of the necessities of life. In the final analysis it becomes obvious that the evils of government and of industry have grown out of lack of Cooperation.

COMMENTARY

There was a time in this country when businesses flourished and great fortunes were made by their owners, while the common laborers who toiled in factories made a pittance. It was hardly surprising that labor unions sprang up to represent those at the bottom. The United States went through many decades of unrest as labor and capital struggled with each other to achieve a balance between the interests of both parties. Ultimately the hard-won cooperation between the two sides benefited everyone as demand for products increased and so did worker output. America became the world's greatest industrial power, enjoying a standard of living that was the envy of the world.

The so-called captains of industry would have been reduced to failures if they had not cooperated with those they led. You, too, must learn to inspire cooperation among everyone you work with. Otherwise, it will be forced upon you or you will be forced out of your position of leadership.

If you would be a real leader, you must realize that everyone in the world will not share your ambitions. Some people will oppose you directly. Others will agree with you in small ways, and still others will say, "Yes, that is a worthwhile goal, but I would go about it another way."

The key is to find those points on which your interests intersect with those around you, and to use those points as a means of moving forward. You may eventually part ways with some or most of your followers, but if you have been an effective leader, they will all go their own way feeling that they benefited from their association with you.

Nor can it be truthfully said that all the evils of the world are confined to the affairs of state and industry. Take a look at the churches and you will observe the damaging effects of lack of Cooperation. No particular church is cited, but analyze any church or group of churches where lack of coordination of effort prevails and you will see evidence of disintegration that limits the service those churches could render.

My complaint is not against the work that the churches have done, but the work that they *could have done* through Leadership that was based

upon the principle of coordinated, cooperative effort that would have carried civilization at least a thousand years ahead of where it is today. These possibilities are not mentioned in a spirit of criticism, but only as a means of illustrating the power of Cooperation, and to emphasize my belief in the potential power of the churches of the world. Had it not been for the influence of the churches, no one would be safe in walking down the street. People would be at each other's throats like wolves, and civilization would still be in the prehistoric age. Through harmonized effort and through Cooperation, the churches of the world could wield sufficient influence to render war an impossibility. It is not yet too late for such Leadership.

COMMENTARY

Since the first publication of The Law of Success in the early part of the twentieth century there have been profound changes in practically every aspect of our way of life. Yet none of those changes have made Hill's basic concepts less relevant or his advice less applicable. In fact, as has been said before, many of the changes came about because of the influence of Napoleon Hill's philosophy on those who have become the leaders in every aspect of American life.

The last quarter of the twentieth century saw the emergence of a subset within the publishing industry that specializes in books and audiobooks on personal growth, motivation, leadership, and management style, all of which are testament to the enduring quality of the principles enunciated in The Law of Success. Many of these recent books became the biggest bestsellers of their day, and in them you will find Napoleon Hill's ideas, elaborated upon, personalized, and told from different perspectives that will further illuminate the principles you are learning in these pages.

The editors of this volume suggest that when you have finished reading all four volumes of The Law of Success, you should then read or listen to the audiobook of Hill's classic, Think and Grow Rich, followed by reading or listening to the work of others who have explored the same ground. The following list is a sampling of

books that are also available on audio. The editors feel confident you will find these similarly enlightening: You Can Negotiate Anything by Herb Cohen; The 7 Habits of Highly Effective People by Stephen R. Covey; Feel the Fear and Do It Anyway by Susan Jeffers; In Search of Excellence by Tom Peters; Awaken the Giant Within by Anthony Robbins, and the complete Anthony Robbins library of PowerTalk! audio-books; Wishcraft by Barbara Sher; Do What You Love, The Money Will Follow by Marsha Sinetar; Sell Your Way to the Top by Zig Zigler.

THE CHARACTER OF A GREAT LEADER

During the World War, I was fortunate enough to listen to a great soldier's analysis of how to be a *leader*. This analysis was given to the student officers of the Second Training Camp at Fort Sheridan, by Major C. A. Bach, a quiet, unassuming army officer acting as an instructor. I have preserved a copy of this address because I believe it to be one of the finest lessons on Leadership ever recorded.

The wisdom of Major Bach's address is so vital to the businessperson aspiring to Leadership, or to the section boss, or to the clerk, or to the foreman of the shop, or to the president of the company, that I have preserved it as a part of this course. It is my earnest hope that this remarkable dissertation on Leadership will find its way into the hands of every employer and every worker and every ambitious person who aspires to Leadership in any walk of life. The principles upon which the address is based are as applicable to Leadership in business and industry and finance as they are in the successful conduct of warfare. Major Bach spoke as follows:

In a short time each of you men will control the lives of a certain number of other men. You will have in your charge loyal but untrained citizens, who look to you for instruction and guidance. Your word will be their law. Your most casual remark will be remembered. Your mannerisms will be aped. Your clothing,

your carriage, your vocabulary, your manner of command will be imitated.

When you join your organization you will find there a willing body of men who ask from you nothing more than the qualities that will command their respect, their loyalty, and their obedience.

They are perfectly ready and eager to follow you so long as you can convince them that you have these qualities. When the time comes that they are satisfied you do not possess them, you might as well kiss yourself good-bye. Your usefulness in that organization is at an end.

How remarkably true this is in all manner of leadership!

From the standpoint of society, the world may be divided into leaders and followers. The professions have their leaders, the financial world has its leaders. In all this leadership it is difficult, if not impossible, to separate from the element of pure leadership that selfish element of personal gain or advantage to the individual, without which any leadership would lose its value.

It is in military service only, where men freely sacrifice their lives for a faith, where men are willing to suffer and die for the right or the prevention of a wrong, that we can hope to realize leadership in its most exalted and disinterested sense. Therefore, when I say *leadership*, I mean *military leadership*.

In a few days the great mass of you men will receive commissions as officers. These commissions will not make you leaders; they will merely make you officers. They will place you in a position where you *can* become leaders if you possess the proper attributes. But you must make good, not so much with the men over you as with the men under you.

Men must and will follow into battle officers who are not leaders, but the driving power behind these men is not enthusiasm but discipline. They go with doubt and trembling that prompts the unspoken question: "What will he do next?"

BEGIN NOW—NOT TOMORROW,
NOT NEXT WEEK, BUT TODAY—
TO SEIZE THE MOMENT
AND MAKE THIS DAY COUNT.
REMEMBER, YESTERDAY IS GONE
AND TOMORROW MAY NEVER COME.

—Ellen Kreidman

Such men obey the letter of their orders but no more. Of devotion to their commander, of exalted enthusiasm that scorns personal risk, of *self-sacrifice* to ensure his personal safety, they know nothing. Their legs carry them forward because their brain and their training tell them they *must* go. Their spirit does not go with them.

Great results are not achieved by cold, passive, unresponsive soldiers. They don't go very far and they stop as soon as they can. Leadership not only demands but receives the willing, unhesitating, unfaltering obedience and loyalty of other men; and a devotion that will cause them, when the time comes, to follow their uncrowned king to hell and back again, if necessary.

You will ask yourselves: "Of just what, then, does leadership consist? What must I do to become a leader? What are the attributes of leadership, and how can I cultivate them?"

Leadership is a composite of a number of qualities. [Just as success is a composite of the factors out of which this course was built.] Among the most important I would list self-confidence, moral ascendancy, self-sacrifice, paternalism, fairness, initiative, decision, dignity, courage.

Self-confidence results, first, from exact knowledge; second, the ability to impart that knowledge; and third, the feeling of superiority over others that naturally follows. All these give the officer poise. To lead, you must *know*. You may bluff all of your men some of the time, but you can't do it all the time. Men will not have confidence in an officer unless he knows his business, and he must know it from the ground up.

The officer should know more about paperwork than his first sergeant and company clerk put together; he should know more about messing than his mess sergeant; more about diseases of the horse than his troop farrier. He should be at least as good a shot as any man in his company.

If the officer does not know, and demonstrates the fact that he does not know, it is entirely human for the soldier to say to himself, "To hell with him. He doesn't know as much about this as I do," and calmly disregard the instructions received.

There is no substitute for accurate knowledge!

Become so well-informed that men will hunt you up to ask questions; that your brother officers will say to one another, "Ask Smith—he knows."

And not only should each officer know thoroughly the duties of his own grade, but he should study those of the two grades next above him. A twofold benefit attaches to this. He prepares himself for duties that may fall to his lot anytime during battle; he further gains a broader viewpoint which enables him to appreciate the necessity for the issuance of orders and join more intelligently in their execution.

Not only must the officer know, but he must be able to put what he knows into grammatical, interesting, forceful English. He must learn to stand on his feet and speak without embarrassment.

I am told that in British training camps student officers are required to deliver ten-minute talks on any subject they choose. That is excellent practice. For to speak clearly one must think clearly, and clear, logical thinking expresses itself in definite, positive orders.

While self-confidence is the result of knowing more than your men, moral ascendancy over them is based upon your belief that you are the better man. To gain and maintain this ascendancy you must have self-control, physical vitality, and endurance and moral force. You must have yourself so well in hand that, even though in battle you be scared stiff, you will never show fear. For if by so much as a hurried movement or a trembling of the hands, or a change of expression or a hasty order hastily revoked you indicate your mental condition, it will

be reflected in your men in a far greater degree.

In garrison or camp, many instances will arise to try your temper and wreck the sweetness of your disposition. If at such times you “fly off the handle,” you have no business to be in charge of men. For men in anger say and do things that they almost invariably regret afterward.

An officer should never apologize to his men; also an officer should never be guilty of an act for which his sense of justice tells him he should apologize.

Another element in gaining moral ascendancy lies in the possession of enough physical vitality and endurance to withstand the hardships to which you and your men are subjected, and a dauntless spirit that enables you not only to accept them cheerfully but to minimize their magnitude.

Make light of your troubles, belittle your trials, and you will help vitally to build up within your organization an esprit whose value in time of stress cannot be measured.

Moral force is the third element in gaining moral ascendancy. To exert moral force you must live clean; you must have sufficient brainpower to see the right and the will to do right.

Be an example to your men!

An officer can be a power for good or a power for evil. Don't preach to them—that will be worse than useless. Live the kind of life you would have them lead, and you will be surprised to see the number that will imitate you.

A loud-mouthed, profane captain who is careless of his personal appearance will have a loud-mouthed, profane, dirty company. *Remember what I tell you. Your company will be the reflection of yourself!* If you have a rotten company it will be because you are a rotten captain.

Self-sacrifice is essential to leadership. You will give, give, all the time. You will give of yourself physically, for the longest

hours, the hardest work, and the greatest responsibility are the lot of the captain. He is the first man up in the morning and the last man in at night. He works while others sleep.

You will give of yourself mentally, in sympathy and appreciation for the troubles of the men in your charge. This one's mother has died, and that one has lost all his savings in a bank failure. They may desire help, but more than anything else they desire *sympathy*. Don't make the mistake of turning such men down with the statement that you have troubles of your own, for every time you do that *you knock a stone out of the foundation of your house*. Your men are your foundation, and your house of leadership will tumble about your ears unless it rests securely upon them.

Finally, you will give of your own slender financial resources. You will frequently spend your own money to conserve the health and well-being of your men or to assist them when in trouble. Generally you get your money back. Very frequently you must charge it off to profit and loss.

Even so, it is worth the cost.

When I say that paternalism is essential to leadership, I use the term in its better sense. I do not now refer to that form of paternalism that robs men of initiative, self-reliance, and self-respect. I refer to the paternalism that manifests itself in watchful care for the comfort and welfare of those in your charge.

Soldiers are much like children. You must see that they have shelter, food, and clothing, the best that your utmost efforts can provide. You must see that they have food to eat before you think of your own; that they have each as good a bed as can be provided before you consider where you will sleep. You must be far more solicitous of their comfort than of your own. You must look after their health. You must conserve their strength by not demanding needless exertion or useless labor.

And by doing all these things you are breathing life into what would be otherwise a mere machine. You are creating a soul in your organization that will make the mass respond to you as though it were one man. And that is esprit.

And when your organization has this esprit you will wake up some morning and discover that the tables have been turned; that instead of your constantly looking out for them, they have, without even a hint from you, taken up the task of looking out for you. You will find that a detail is always there to see that your tent, if you have one, is promptly pitched; that the most and the cleanest bedding is brought to your tent; that from some mysterious source two eggs have been added to your supper when no one else has any; that an extra man is helping your men give your horse a super grooming; that your wishes are anticipated; that every man is "Johnny-on-the-spot." And then you have *arrived!*

You cannot treat all men alike! A punishment that would be dismissed by one man with a shrug of the shoulders is mental anguish for another. A company commander who, for a given offense, has a standard punishment that applies to all is either too indolent or too stupid to study the personalities of his men. In his case justice is certainly blind.

Study your men as carefully as a surgeon studies a difficult case. And when you are sure of your diagnosis, apply the remedy. And remember that you apply the remedy to effect a cure, not merely to see the victim squirm. It may be necessary to cut deep, but when you are satisfied as to your diagnosis, don't be diverted from your purpose by any false sympathy for the patient.

Hand in hand with fairness in awarding punishment walks fairness in giving credit. Everybody hates a human hog. When one of your men has accomplished an especially creditable piece of work, see that he gets the proper reward. *Turn heaven and earth upside down to get it for him.* Don't try to take it away from him and hog it for yourself. You may do this and get away with it,

NO ACCURATE THINKER
WILL JUDGE ANOTHER PERSON
BY THAT WHICH
THE OTHER PERSON'S ENEMIES
SAY ABOUT HIM.

but you have lost the respect and loyalty of your men. Sooner or later your brother officers will hear of it and shun you like a leper. In war there is glory enough for all. Give the man under you his due. The man who always takes and never gives is not a leader. He is a parasite.

There is another kind of fairness—that which will prevent an officer from abusing the privileges of his rank. When you exact respect from soldiers, be sure you treat them with equal respect. Build up their manhood and self-respect. Don't try to pull it down.

For an officer to be overbearing and insulting in the treatment of enlisted men is the act of a coward. He ties the man to a tree with the ropes of discipline and then strikes him in the face knowing full well that the man cannot strike back.

Consideration, courtesy, and respect from officers toward enlisted men are not incompatible with discipline. They are parts of our discipline. Without initiative and decision, no man can expect to lead.

In maneuvers you will frequently see, when an emergency arises, certain men calmly give instant orders which later, on analysis, prove to be, if not exactly the right thing, very nearly the right thing to have done. You will see other men in emergency become badly rattled; their brains refuse to work, or they give a hasty order, revoke it; give another, revoke that; in short, show every indication of being in a blue funk.

Regarding the first man you may say: "That man is a genius. He hasn't had time to reason this thing out. He acts intuitively." Forget it! Genius is merely the capacity for taking infinite pains. The man who was ready is the man who has prepared himself. He has studied beforehand the possible situations that might arise; he has made tentative plans covering such situations. When he is confronted by the emergency he is ready to meet it. He must have sufficient mental alertness to appreciate the problem that confronts him and the power of quick reasoning to determine what

changes are necessary in his already formulated plan. He must also have the decision to order the execution and stick to his orders.

Any reasonable order in an emergency is better than no order. The situation is there. Meet it. It is better to do something and do the wrong thing than to hesitate, hunt around for the right thing to do, and wind up by doing nothing at all. And, having decided on a line of action, stick to it. Don't vacillate. Men have no confidence in an officer who doesn't know his own mind.

Occasionally you will be called upon to meet a situation that no reasonable human being could anticipate. If you have prepared yourself to meet other emergencies that you could anticipate, the mental training that you have thereby gained will enable you to act promptly and with calmness.

You must frequently act without orders from higher authority. Time will not permit you to wait for them. Here again enters the importance of studying the work of officers above you. If you have a comprehensive grasp of the entire situation and can form an idea of the general plan of your superiors, that and your previous emergency training will enable you to determine that the responsibility is yours and to issue the necessary orders without delay.

The element of personal dignity is important in military leadership. Be the friend of your men, but do not become their intimate. Your men should stand in awe of you—not in fear! If your men presume to become familiar, it is your fault and not theirs. Your actions have encouraged them to do so. And above all things, don't cheapen yourself by courting their friendship or currying their favor. They will despise you for it. If you are worthy of their loyalty and respect and devotion they will surely give all these without asking. If you are not, nothing that you can do will win them.

It is exceedingly difficult for an officer to be dignified while wearing a dirty, spotted uniform and a three-days' stubble of whiskers on his face. Such a man lacks self-respect, and self-respect is an essential of dignity.

There may be occasions when your work entails dirty clothes and an unshaved face. Your men all look that way. At such times there is ample reason for your appearance. In fact, it would be a mistake to look too clean—they would think that you were not doing your share. But as soon as this unusual occasion has passed, set an example for personal neatness.

And then I would mention courage. Moral courage you need as well as mental courage—that kind of moral courage which enables you to adhere without faltering to a determined course of action, which your judgment has indicated is the one best suited to secure the desired results.

You will find many times, especially in action, that after having issued your orders to do a certain thing, you will be beset by misgivings and doubts; you will see, or think you see, other and better means for accomplishing the object sought. You will be strongly tempted to change your orders. Don't do it until it is clearly manifested that your first orders were radically wrong. For, if you do, you will be again worried by doubts as to the efficacy of your second orders.

Every time you change your orders without obvious reason you weaken your authority and impair the confidence of your men. Have the moral courage to stand by your order and see it through.

Moral courage further demands that you assume the responsibility for your own acts. If your subordinates have loyally carried out your orders and the movement you directed is a failure, the failure is *yours*, not theirs. Yours would have been the honor had it been successful. Take the blame if it results in disaster. Don't try to shift it to a subordinate and make him the goat. That is a cowardly act. Furthermore, you will need moral courage to determine the fate of those under you. You will frequently be called upon for recommendations for promotion or demotion of officers and noncommissioned officers in your immediate command.

THERE IS SOMETHING WRONG
ABOUT THE MAN WHOSE
WIFE AND CHILDREN DO NOT
GREET HIM AFFECTIONATELY
ON HIS HOMECOMING.

Keep clearly in mind your personal integrity and the duty you owe your country. Do not let yourself be deflected from a strict sense of justice by feelings of personal friendship. If your own brother is your second lieutenant and you find him unfit to hold his commission, eliminate him. If you don't, your lack of moral courage may result in the loss of valuable lives.

If, on the other hand, you are called upon for a recommendation concerning a man whom, for personal reasons, you thoroughly dislike, do not fail to do him full justice. Remember that your aim is the general good, not the satisfaction of an individual grudge.

I am taking it for granted that you have physical courage. I need not tell you how necessary that is. Courage is more than bravery. Bravery is fearlessness—the absence of fear. The merest dolt may be brave, because he lacks the mentality to appreciate his danger; he doesn't know enough to be afraid.

Courage, however, is that firmness of spirit, that moral backbone which, while fully appreciating the danger involved, nevertheless goes on with the undertaking. Bravery is physical; courage is mental and moral. You may be cold all over; your hands may tremble; your legs may quake; your knees be ready to give way—that is fear. If, nevertheless, you go forward; if, in spite of this physical defection you continue to lead your men against the enemy, you have courage. The physical manifestations of fear will pass away. You may never experience them but once. They are the “buck fever” of the hunter who tries to shoot his first deer. You must not give way to them.

A number of years ago, while taking a course in demolitions, the class of which I was a member was handling dynamite. The instructor said, regarding its manipulation: “I must caution you gentlemen to be careful in the use of these explosives. One man has but one accident.” And so I would caution you. If you give way to fear that will doubtless beset you in your first action, if

you show the white feather, if you let your men go forward while you hunt a shell crater, you will never again have the opportunity of leading those men.

Use judgment in calling on your men for displays of physical courage or bravery. *Don't ask any man to go where you would not go yourself.* If your common sense tells you that the place is too dangerous for you to venture into, then it is too dangerous for him. You know his life is as valuable to him as yours is to you.

Occasionally some of your men must be exposed to danger that you cannot share. A message must be taken across a fire-swept zone. You call for volunteers. If your men know you and know that you are "right" you will never lack volunteers, for they will know your heart is in your work, that you are giving your country the best you have, that you would willingly carry the message yourself if you could. Your example and enthusiasm will have inspired them.

And, lastly, if you aspire to leadership, I would urge you to study men. Get under their skins and find out what is inside. Some men are quite different from what they appear to be on the surface. Determine the workings of their minds.

Much of General Robert E. Lee's success as a leader may be ascribed to his ability as a *psychologist*. He knew most of his opponents from West Point days, knew the workings of their minds, and he believed that they would do certain things under certain circumstances. In nearly every case he was able to anticipate their movements and block the execution.

You cannot know your opponent in this war in the same way. But you can know your own men. You can study each to determine wherein lies his strength and his weakness, which man can be relied upon to the last gasp and which cannot.

Know your men, know your business, know yourself!

In all literature you will not find a better description of Leadership. Apply it to yourself, or to your business or profession, and you will see how well it can serve as your guide.

Major Bach's address is one that might well be delivered to every boy and girl who graduates from high school. It might well be delivered to every college graduate. It might well become the book of rules for every person who is placed in a position of Leadership over others, no matter in what calling, business, or profession.

MAKE BOLD DECISIONS QUICKLY

In Lesson Two (in Volume I of *The Law of Success*) you learned the value of a Definite Chief Aim. Here, I want to emphasize that your definite aim will never be anything else but a mere wish unless you become a person of Initiative and aggressively and persistently pursue that aim until it has been fulfilled. Your aim must be active and not passive.

You can get nowhere without persistence, a fact that cannot be too often repeated.

The difference between persistence and lack of it is the same as the difference between wishing for a thing and positively determining to get it.

To become a person of Initiative you must form the habit of *aggressively* and *persistently* following the object of your Definite Chief Aim until you acquire it, whether this requires one year or twenty years. You might as well have no Definite Chief Aim at all as to have such an aim without *continuous* effort to achieve it.

You are not making the most of this course if you do not take some step each day that brings you closer to the realization of your Definite Chief Aim. Do not fool yourself, or permit yourself to be misled into believing that the object of your Definite Chief Aim will materialize if you only wait. The materialization will come through your own determination, backed by your own carefully laid plans and your own Initiative in putting those plans into action, or it will not come at all.

One of the major requisites for Leadership is the power of quick and firm *decision!*

Analysis of more than 16,000 people disclosed the fact that leaders always make ready decisions, even in matters of small importance, while followers *never* make quick decisions.

This is worth remembering!

The follower, in whatever walk of life you find him, is a person who seldom knows what he or she wants. The follower vacillates, procrastinates, and actually refuses to reach a decision, even in matters of the smallest importance, unless a leader induces him to do so.

To know that the majority of people cannot and will not reach decisions quickly, if at all, is of great help to the leader who knows what he wants and has a plan for getting it.

Here it will be observed how closely allied are the two laws covered by Lesson Two and by this lesson. The leader not only works with a Definite Chief Aim, but he has a very *definite plan* for attaining the object of that aim. It will be seen, also, that the Law of Self-Confidence becomes an important part of the working equipment of the leader.

The chief reason why the follower does not reach decisions is that he lacks the Self-Confidence to do so. Every leader makes use of the Law of a Definite Chief Aim, the Law of Self-Confidence, and the Law of Initiative and Leadership. And if he is an outstanding, successful leader he makes use, also, of the laws of Imagination, Enthusiasm, Self-Control, Pleasing Personality, Accurate Thinking, Concentration, and Tolerance. Without the combined use of all these laws, no one may become a really great leader. Omission of a single one of these laws lessens the power of the leader proportionately.

A salesman for the LaSalle Extension University called on a real estate dealer, in a small western town, for the purpose of trying to sell the realtor a course in Salesmanship and Business Management.

When the salesman arrived at the prospective student's office, he found the gentleman pecking out a letter by the two-finger method, on an antiquated typewriter. The salesman introduced himself, then proceeded to state his business and describe the course he had come to sell.

The realtor listened with apparent interest. After the sales talk had been completed the salesman hesitated, waiting for some signs of yes or no from his prospective client. Thinking that perhaps he had not made the sales talk quite strong enough, he briefly went over the merits of the course he was selling, a second time. Still there was no response from the prospective student.

The salesman then asked the direct question, "You want this course, do you not?"

In a slow, drawling tone of voice, the realtor replied: "Well, I hardly know whether I do or not."

No doubt he was telling the truth, because he was one of the millions who find it hard to reach decisions.

Being an able judge of human nature the salesman then arose, put on his hat, placed his literature back in his briefcase, and made ready to leave. Then he resorted to tactics that were somewhat drastic, and took the realtor by surprise with this startling statement:

"I am going to take it upon myself to say something to you that you will not like, but it may be of help to you.

"Take a look at this office in which you work! The floor is dirty, the walls are dusty, the typewriter you are using looks as if it might be the one Mr. Noah used in the Ark during the big flood. Your pants are bagged at the knees, your collar is dirty, your face is unshaved, and you have a look in your eyes that tells me you are defeated.

"Please go ahead and get mad—that's just what I want you to do, because it may shock you into doing some thinking that will be helpful to you and to those who are dependent upon you.

"I can see, in my imagination, the home in which you live. Several little children, none too well-dressed, and perhaps none too well-fed; a mother whose dress is three seasons out of style, whose eyes carry the same look of defeat that yours do. This woman whom you married has stuck by you but you have not made good in life as she had hoped, when you were first married, that you would.

IF YOU HAVE A TALENT,
USE IT IN EVERY WAY POSSIBLE.
DON'T HOARD IT.
DON'T DOLE IT OUT LIKE A MISER.
SPEND IT LAVISHLY LIKE A
MILLIONAIRE INTENT ON GOING BROKE.

—Brendan Francis

“Please remember that I am not now talking to a prospective student, because I would not sell you this course at this particular moment if you offered to pay cash in advance, because if I did you would not have the initiative to complete it, and we want no failures on our student list.

“The talk I am now giving you will make it impossible, perhaps, for me ever to sell you anything, but it is going to do something for you that has never been done before, providing it makes you think.

“Now, I will tell you in a very few words exactly why you are defeated; why you are pecking out letters on an old typewriter, in an old dirty office, in a little town: *It is because you do not have the power to reach a decision!*

“All your life you have been forming the habit of dodging the responsibility of reaching decisions, until you have come now to where it is well-nigh impossible for you to do so.

“If you had told me that you wanted the course, or that you did not want it, I could have sympathized with you, because I would have known that lack of funds was what caused you to hesitate. But what did you say? Why, you admitted that you did not know whether you wanted it or not.

“If you will think over what I have said I am sure you will acknowledge that it has become a habit with you to dodge the responsibility of reaching clear-cut decisions on practically all matters that affect you.”

The realtor sat glued in his chair, with his underjaw dropped, his eyes bulged in astonishment, but he made no attempt to answer the biting indictment.

The salesman said good-bye and started for the door.

After he had closed the door behind him he again opened it, walked back in, and with a smile on his face, took his seat in front of the astonished realtor and explained his conduct in this way:

“I do not blame you at all if you feel hurt at my remarks. In fact, I sort of hope that you have been offended. But now let me say this,

face to face, that I think you have intelligence and I am sure you have ability, but you have fallen into a habit that has whipped you. Nobody is ever down and out until he is under the sod. You may be temporarily down, but you can get up again, and I am just sportsman enough to give you my hand and offer you a lift, if you will accept my apologies for what I have said.

“You do not belong in this town. You would starve to death in the real estate business in this place, even if you were a leader in your field. Get yourself a new suit of clothes, even if you have to borrow the money with which to do it, then go over to St. Louis with me and I will introduce you to a real estate agent who will give you a chance to earn some money and at the same time teach you some of the important things about this line of work that you can later capitalize on.

“If you haven’t enough credit to get the clothes you need, I will stand good for you at a store in St. Louis where I have a charge account. I am in earnest and my offer to help you is based upon the highest motive that can actuate a human being. I am successful in my own field, but I have not always been so. I went through just what you are now going through, but the important thing is that I went through it, and got it over with, just as you are going to do if you will follow my advice.

“Will you come with me?”

The realtor started to arise, but his legs wobbled and he sank back into his chair. Despite the fact that he was a great big fellow, a “he-man” type, his emotions got the better of him and he actually wept.

He made a second attempt and got on his feet, shook hands with the salesman, thanked him for his kindness, and said he was going to follow the advice, but he would do so in his own way.

Calling for an application blank, he signed for the course on Salesmanship and Business Management, made the first payment in nickels and dimes, and told the salesman he would hear from him again.

Three years later this realtor had an organization of sixty salesmen, and one of the most successful real estate businesses in the city of St. Louis. I have been in this realtor's office many times and have observed him over a period of more than fifteen years. He is an entirely different human being from the person interviewed by the LaSalle salesman over fifteen years ago, and the thing that made him different is the same that will make *you* different: It is the power of *decision* that is so essential to Leadership.

This realtor is now a leader in the real estate field. He is directing the efforts of other salesmen and helping them to become more efficient. This one change in his philosophy has turned temporary defeat into success. Every new salesperson who goes to work for him is called into his private office, before going to work, and told the story of his own transformation, word for word, just as it occurred when the LaSalle salesman first met him in his shabby little real estate office.

Some eighteen years ago I made my first trip to the little town of Lumberport, West Virginia. At that time the only means of transportation leading from Clarksburg, the largest nearby center, to Lumberport was the Baltimore & Ohio Railroad and an interurban electric line which ran within three miles of the town; one could walk the three miles if he chose.

Upon arrival at Clarksburg I found that the only train going to Lumberport in the forenoon had already gone, and not wishing to wait for the later afternoon train I made the trip by trolley, with the intention of walking the three miles. On the way down, the rain began to pour, and those three miles had to be navigated on foot, through deep yellow mud. When I arrived at Lumberport my shoes and pants were muddy, and my disposition was none the better for the experience.

MASTERY OF THE
SEVENTEEN LAWS OF SUCCESS
IS THE EQUIVALENT OF
AN INSURANCE POLICY
AGAINST FAILURE.

—Samuel Gompers

The first person I met was V. L. Hornor, who was then cashier of the Lumberport Bank. In a rather loud tone of voice I asked of him, "Why do you not get that trolley line extended from the junction over to Lumberport so your friends can get in and out of town without drowning in mud?"

"Did you see a river with high banks, at the edge of the town, as you came in?" he asked. I replied that I had seen it. "Well," he continued, "that's the reason we have no streetcars running into town. The cost of a bridge would be about \$100,000 and that is more than the company owning the trolley line is willing to invest. We have been trying for ten years to get them to build a line into town."

"Trying!" I exploded. "How hard have you tried?"

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

Then the Law of Success philosophy began to come to my rescue!

I asked Mr. Hornor if he would take a walk over to the river with me, that we might look at the spot that was causing so much inconvenience. He said he would be glad to do so.

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

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

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

It was obvious that the Baltimore & Ohio Railroad Company would be interested in such a bridge, because that would remove the county road from their switching tracks, and save them a possible accident on the crossing, to say nothing of much loss of time and expense in cutting trains to allow the wagon teams to pass.

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

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

A Definite Chief Aim took place in my mind. Also, *a definite plan* for its attainment. The next day I got together a committee of townspeople, consisting of the mayor, councilmen, and some of their leading citizens, and called on the Division Superintendent of the Baltimore & Ohio Railroad Company at Grafton. We convinced him that it was worth one-third of the cost of the bridge to get the county road off his company's tracks. Next we went to the County Commissioners and found them to be quite enthusiastic over the possibility of getting a new bridge by paying for only one-third of it. They promised to pay their one-third, providing we could arrange for the other two-thirds.

We then went to the president of the Traction Company that owned the trolley line at Fairmont, and laid before him an offer to donate all the rights of way and pay for two-thirds of the cost of the bridge, providing he would begin building the line into town promptly. We found him receptive also.

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

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

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

It also meant a great deal to me, because it served to introduce me as one who “got things done.” Two very definite advantages resulted from this transaction. The Chief Counsel for the Traction Company gave me a position as his assistant, and later on it was the means of an introduction that led to my appointment as the advertising manager of the LaSalle Extension University.

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

Four of the Seventeen Laws of Success were combined in the transaction described, namely: a Definite Chief Aim, Self-Confidence, Imagination, and Initiative and Leadership. The Law of Doing More Than Paid For also entered, somewhat, into the transaction, because I was not offered anything and in fact did not expect pay for what I did.

To be perfectly frank, I appointed myself to the job of getting the bridge built more as a sort of challenge to those who said it could not be done than I did with the expectation of getting paid for it. By my attitude I rather intimated to Mr. Hornor that I could get the job done, and he was not slow to snap me up and put me to the test.

TIME IS THE MIGHTY HAND
THAT ROCKS THE ETERNAL CRADLE
OF PROGRESS AND
NURSES STRUGGLING HUMANITY
THROUGH THAT PERIOD
WHEN MAN NEEDS PROTECTION
AGAINST HIS OWN IGNORANCE.

It may be helpful to call attention here to the part that Imagination played in this transaction. For ten years the townspeople of Lumberport had been trying to get a streetcar line built into town. It must not be concluded that the town was without citizens of ability, because that would be inaccurate. In fact there were many able people in the town, but they had been making the mistake, which is so commonly made by us all, of trying to solve their problem through one single source, whereas there were actually *three sources* of solution available to them.

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

The question might be asked: "Why did not some of the local townsmen think of this three-way solution?"

In the first place, they were so close to their problem that they failed to take a perspective bird's-eye view of it, which would have suggested the solution. This, also, is a common mistake, and one that is always avoided by great leaders. In the second place, these townspeople had never before coordinated their efforts or worked as an organized group with the sole purpose in mind of finding a way to get a streetcar line built into town. This, also, is another common error made by people in all walks of life—that of failure to work in unison, in a thorough spirit of Cooperation.

I, being an outsider, had less difficulty in getting cooperative action than one of their own group might have had. Too often there is a spirit of selfishness in small communities that prompts each individual to think that his ideas should prevail. It is an important part of the leader's responsibility to induce people to subordinate their own ideas and interests for the good of the whole, and this applies to matters of a civic, business, social, political, financial, or industrial nature.

Success, no matter what may be one's conception of that term, is nearly always a question of one's ability to get others to subordinate their own individualities and follow a leader. The leader who has the Personality and the Imagination to induce his followers to accept his plans and carry them out faithfully is always an able leader.

The next lesson, on Imagination, will take you still further into the art of tactful Leadership. In fact Leadership and Imagination are so closely allied and so essential for success that one cannot be successfully applied without the other. Initiative is the moving force that pushes the leader ahead, but Imagination is the guiding spirit that tells him which way to go.

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

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

What is true of warfare is equally true in business, and in most other problems which confront us throughout life. We win or lose according to the nature of the plans we build and carry out, a fact that serves to emphasize the value of the laws of Initiative and Leadership, Imagination, Self-Confidence, and a Definite Chief Aim. *With the intelligent use of these four laws, one may build plans, for any purpose whatsoever, which cannot be defeated by any person or group of persons who do not employ or understand these laws.*

There is no escape from the truth here stated! *Organized effort* is effort that is directed according to a plan that was conceived with the aid of Imagination, guided by a Definite Chief Aim, and given momentum with Initiative and Self-Confidence. These four laws blend into one and become a power in the hands of a leader. Without their aid, effective Leadership is impossible.

INTOLERANCE— AN AFTER-THE-LESSON VISIT WITH THE AUTHOR

If you must give expression to prejudice and hatred and intolerance, do not speak it, but write it; write it in the sands, near the water's edge.

When the dawn of intelligence shall spread over the eastern horizon of human progress, and ignorance and superstition shall have left their last foot-prints on the sands of time, it will be recorded in the last chapter of the book of humanity's crimes that our most grievous sin was that of intolerance.

The bitterest intolerance grows out of religious, racial, and economic prejudices and differences of opinion. How long, O God, until we poor mortals will understand the folly of trying to destroy one another because we are of different religious beliefs and racial tendencies?

Our allotted time on this earth is but a fleeting moment. Like a candle, we are lighted, shine for a moment, and flicker out. Why can we not learn to so live during this brief earthly visit that when the great caravan called Death draws up and announces this visit completed, we will be ready to fold our tents and silently follow out into the great unknown without fear and trembling?

I am hoping that I will find no Jews or Gentiles, Catholics or Protestants, Germans, Englishmen, or Frenchmen when I shall have crossed the bar to the other side. I am hoping that I will find there only human Souls, brothers and sisters all, unmarked by race, creed, or color, for I shall want to be done with intolerance so I may rest in peace throughout eternity.



DESTINY IS NOT
A MATTER OF CHANCE;
IT IS A MATTER OF CHOICE.
IT IS NOT A THING TO BE WAITED FOR;
IT IS A THING TO BE ACHIEVED.

—William Jennings Bryan



There is a famous picture that, to my mind, perfectly describes the futility of combat.

Two male deer have engaged in a fight to the finish, each believing that he will be the winner. Off at the side, a doe awaits the victor, little dreaming that tomorrow the bones of both combatants will be bleaching in the sun.

Twenty years ago a great educational institution was doing a thriving business and rendering a worthy service to thousands of students. The two owners of the school married two beautiful and talented young women who were especially accomplished in the art of piano playing. The two wives became involved in an argument as to which one was the more accomplished in this art. The disagreement was taken up by each of the husbands. They became bitter enemies. Now the bones of that once prosperous school "lie bleaching in the sun."

In one of the great industrial plants, two young managers "locked horns" because one received a promotion which the other should have had. For more than five years the silent undertow of hatred and intolerance showed itself. Those who worked under each of them became inoculated with the spirit of dislike that they saw cropping out in their superiors. Slowly the spirit of retaliation began to spread over the entire plant. The employees became divided into little cliques. Production began to fall off. Then came financial difficulty and finally bankruptcy for the company.

Now the bones of a once prosperous business "lie bleaching in the sun," and the two managers and several thousand others were compelled to start all over again, in another field.

In a fashionable suburb of Philadelphia, certain people of wealth have built their homes. The word *intolerance* might just as well be inscribed

on each door. One owner builds a high steel fence in front of the house. The neighbor, not to be outdone, builds a fence twice as high. Another buys a new motor car and the next-door neighbor goes one better by purchasing two new cars. One remodels and adds a Colonial-style porch. Another adds a new porch and a Spanish-style garage for good measure. The big mansion on top of the hill gives a reception that brings a long line of cars filled with people who have nothing in particular in common with the host. Then follows a series of “receptions” all down the “gold-coast” line, each trying to outshine all the others.

Andrew Carnegie and Henry C. Frick did more than any other two men to establish the steel industry. Both made millions of dollars for themselves. Came the day when economic intolerance sprang up between them. To show his contempt for Frick, Carnegie built a tall skyscraper and named it the Carnegie Building. Frick retaliated by erecting a much taller building, alongside of the Carnegie Building, naming it the Frick Building.

These two gentlemen “locked horns” in a fight to the finish. Carnegie lost his mind, and perhaps more, for all we of this world know. What Frick lost is known only to himself and the keeper of the Great Records. In memory, their bones “lie bleaching in the sun” of posterity.

Poverty has some advantages—it never drives those who are poverty-stricken to lock horns in the attempt to out-poverty their neighbors.

Wherever you see people with their “horns locked” in conflict, you may trace the cause of the combat to one of the three causes of intolerance—religious difference of opinion, economic competition, or sexual competition.

The next time you observe two people engaged in any sort of hostility toward each other, just close your eyes and think for a moment and you will be surprised at how much they begin to resemble two deer with their horns locked over a doe, a religious emblem, or a pile of gold.

Seventeen factors enter into the attainment of success. One of these is Tolerance. The other sixteen are mentioned many times in this series of lessons.

Intolerance binds our legs with the shackles of ignorance and covers our eyes with the scales of fear and superstition. Intolerance closes the book of knowledge and writes on the cover: "Open not this book again. The last word has been herein written."

It is not your *duty* to be tolerant; it is your *privilege*!

Remember as you read this article, that sowing the seed of intolerance is the sole and exclusive business of *some*. All wars and all other forms of human suffering bring profit to *some*. If this were not true, there would be no wars or other similar forms of hostility.

When you feel yourself preparing to lock horns with someone, remember that it will be more profitable if you *lock hands* instead! A handshake leaves no bones bleaching in the sun.

Love is the only bow on life's dark cloud. It is the Morning and the Evening Star. It shines upon the cradle of the babe, and sheds its radiance upon the quiet tomb. It is the mother of Art, inspirer of poet, patriot and philosopher. It is the air and light of every heart, builder of every home, kindler of every fire on every hearth. It was the first to dream of immortality. It fills the world with melody, for Music is the voice of Love. Love is the magician, the enchanter that changes worthless things to Joy, and makes right royal kings and queens of common clay. It is the perfume of the wondrous flower—the heart—and without that sacred passion, that divine swoon, we are less than beasts; but with it, earth is heaven and we are gods.

—INGERSOLL

Cultivate *love* for your fellow human being and you will no longer want to lock horns with him in futile combat. Love makes each of us our brother's keeper.

*Love, indeed, is light from heaven;
A spark of that immortal fire
With angels shared, by Allah given,
To lift from earth our low desire.
Devotion wafts the mind above,
But heaven itself descends in love;
A feeling from the Godhead caught,
To wean from self each sordid thought;
A ray of Him who form'd the whole;
A glory circling round the soul.*

—BYRON

There are twenty qualities that leaders must possess. Rubber-spined people will have no part in the Leadership of the future. They will have been supplanted because they lacked the qualities essential for Leadership at a time when the whole country was literally bleeding to death because of poor Leadership. Leaders of the future must possess these qualities:

1. Complete mastery over the six basic fears.
2. Willingness to subordinate personal interests for the good of their followers. Complete mastery over avarice and greed.
3. Singleness of purpose, represented by a definite program of Leadership which harmonizes with the needs of the times.
4. Understanding and application of the Master Mind principle, through which power may be achieved through coordination of effort in a spirit of harmony.

5. Self-Confidence in its highest form.
6. Ability to reach decisions quickly and stand by them firmly.
7. Imagination sufficient to enable them to anticipate the needs of the times and to create plans for supplying those needs.
8. Initiative in its keenest form.
9. Enthusiasm and the ability to transmit it to their followers.
10. Self-Control in its highest form.
11. A willingness to render more service than that for which direct compensation is received.
12. A pleasing, magnetic Personality.
13. The ability to Think Accurately.
14. The ability to Cooperate with others in a spirit of harmony.
15. The persistence to Concentrate thoughts and efforts upon a given task until it has been completed.
16. The ability and “hindsight” to profit by mistakes and failures.
17. Tolerance in its highest form.
18. Temperance in all of its forms.
19. Intentional honesty of both purpose and deed.
20. Last, but by no means least, strict adherence to the Golden Rule, as the basis of all relationships with others.

This may appear to be a formidable list of qualities with which the leader of the future must be equipped, but time will prove that those leaders who endure will possess and make use of every one of these qualities.

Casual examination of the list will disclose the fact that the leaders of the future will be compelled to avoid the mistakes of the leaders of the past, the chief of which has been *exploitation of their followers*. Great fortunes accumulated at the expense of the masses will not be among the possessions of the leaders of the future.

Wise beyond room for comparison will be the aspirant to future Leadership who realizes that no business or profession of the future may be successfully conducted without recognition of the fact that the followers and patrons of that business or profession are *partners in it* and, as such, are entitled to share in the benefits to be derived from it.

COMMENTARY

If you think that sounds like pie-in-the-sky optimism, let us offer you an example: Sam Walton. At his death in 1992, Sam Walton was the richest person in America, worth \$28 billion. He made that fortune through his Wal-Mart stores, providing everyday necessities to everyday people.

Walton's customers benefited from his business because it provided them the things they needed at lower prices than any other store. They also benefited from shopping in a place where the clerks were friendly and eager to help. That spirit was a direct result of Walton's dedication to working hard alongside his employees. He would show up on loading docks late at night with bags of donuts for his crews, jump up on tables at store openings and lead the staff in a cheer, and once paid up on a dare to them to bring in improved profits by doing the hula dance down Wall Street.

Walton also shared the company's wealth very generously, paying yearly bonuses in the company's valuable stock. People who were committed to Wal-Mart were repaid with retirement accounts that, even for salesclerks, could be worth hundreds of thousands of dollars. It may have cost Walton a little more up front, but it earned him an unbelievable return in terms of the enthusiasm of his employees.

As noted earlier, the latter part of the twentieth century saw the publication of numerous books on management theory that echoed much of what Napoleon Hill proposed in The Law of Success.

Before taking up the next lesson it may be helpful if you take inventory of yourself and determine your rating on the twenty qualities of Leadership. Self-analysis always is beneficial, provided the analysis is accurate. Every essential for Leadership can be cultivated by any person who makes a reasonable effort to apply the Law of Success philosophy.

If you wish to be certain that your self-analysis is accurate, give yourself a rating on the twenty qualities of Leadership and then have it checked by two or three people who know you well enough to judge you accurately.

A simple method of rating yourself is this: Copy the twenty qualities of Leadership on a sheet of paper. After each of the qualities, write the word "perfect, fair, or poor" according to what you believe your rating to be. Perfect will entitle you to a rating of 5 percent, fair will entitle you to a rating of 2.5 percent, and poor should be rated as zero. Place these figures on your analysis sheet and add them. If the total gives you an average rating of less than 75 percent, you will know that you are not yet passable as a leader in your chosen occupation. The chart will disclose where you are weak. Mastery of this philosophy will provide all you need with which to eliminate or bridge your weakness.

This self-analysis should be made before you pass on to the next lesson, because it will help you get more from that and all of the other lessons that follow. Remember, as you make this analysis, that its purpose is to let you see yourself as you are, through eyes that are dependable and friendly.

You are now ready for the lesson on Imagination. Read that lesson with the thought in mind of all that has been here stated, and it will take on a deeper meaning.

Lesson Six

Imagination

I CALL THAT MAN IDLE
WHO MIGHT BE BETTER EMPLOYED.

—Socrates

Lesson Six

IMAGINATION

“You Can Do It if You Believe You Can!”

IMAGINATION IS THE WORKSHOP OF THE HUMAN mind wherein old ideas and established facts may be reassembled into new combinations and put to new uses. Webster’s Third International Dictionary defines *imagination* as follows:

I. an act or process of forming a conscious idea or mental image of something never before wholly perceived in reality by the imaginer (as through a synthesis of remembered elements of previous sensory experiences or ideas . . .) 2. creative ability . . . resourcefulness. . . .”

Imagination has been called the creative power of the soul, but this is somewhat abstract and goes more deeply into the meaning than is

necessary from the viewpoint of a student of this course who wishes to use the course only as a means of attaining material or monetary advantages in life.

IMAGINATION CAN BE DEVELOPED

If you have mastered and thoroughly understood the preceding lessons of this course, you know that the materials out of which you built your Definite Chief Aim were assembled and combined in your Imagination. You also know that Self-Confidence and Initiative and Leadership must be created in your Imagination before they can become a reality, for it is in the workshop of your Imagination that you will put the principle of autosuggestion into operation in creating these necessary qualities.

This lesson on Imagination might be called the “hub” of this course, because every lesson of the course leads to this lesson and makes use of the principle upon which it is based, just as all the telephone wires lead to the exchange office for their source of power. You will never have a *definite purpose* in life, you will never have Self-Confidence, you will never have Initiative and Leadership unless you first create these qualities in your Imagination and see yourself in possession of them.

Just as the oak tree develops from the germ that lies in the acorn, and the bird develops from the germ that lies asleep in the egg, so will your material achievements grow out of the *organized* plans that you create in your Imagination. First comes the thought; then organization of that thought into ideas and plans; then transformation of those plans into reality. The beginning, as you will observe, is in your Imagination.

The Imagination is both interpretative and creative in nature. It can examine facts, concepts, and ideas, and it can create new combinations and plans out of these.

COMMENTARY

Imagination is too often regarded as nothing more than fanciful dreams, but it is a tremendously practical, exciting tool. Forget the pejorative terms you may have heard, such as “having your head in the clouds” or “contemplating your navel.” This lesson will help you regard your imagination as a useful, vigorous ally in your pursuit of success.

If further proof were needed, consider that much of the vast Walt Disney empire was born out of the fanciful thinking of a group that Walt dubbed his Imagineers, that the space program and many advances in medicine have been achieved by imagining what might be and then applying science and technology to making those “pipe dreams” real, and that even our military leaders openly drew upon Hollywood screenwriters to create imagined scenarios so that those in charge of the War on Terrorism could prepare countermeasures to the kind of attacks that weren’t covered in conventional military strategy.

Through its interpretative capacity, the Imagination has one power not generally attributed to it, namely, the power to register vibrations and thought waves that are put into motion from outside sources, just as the radio-receiving apparatus picks up the vibrations of sound. The principle through which this interpretative capacity of the Imagination functions is called telepathy—the communication of thought from one mind to another, at long or short distances, without the aid of physical or mechanical appliances, in the manner explained in the Introductory Lesson in Volume I of *The Law of Success*.

COMMENTARY

As was noted in Volume I of the The Law of Success, at the time that Napoleon Hill was writing the original edition of this book, research was being conducted that strongly implied that telepathy would soon be a proven fact. However, by the beginning of the twenty-first century, the evidence in its favor is still largely anecdotal.

It is the opinion of the editors of this updated edition that Napoleon Hill would not have been deterred by the lack of scientific evidence. Hill's interest in telepathy was purely practical, not in proving the existence of some parapsychic phenomenon. The editors advise the reader to suspend any skepticism you might have because the term telepathy has, in the intervening years, fallen out of favor. Instead, pay attention to the perfectly logical and practical application Hill had in mind when he used the term.

Telepathy can be an important factor to a student who is preparing to make effective use of Imagination, for the reason that this telepathic capacity of the Imagination is constantly picking up thought waves and vibrations of every description. So-called “snap judgment” and “hunches,” which prompt one to form an opinion or decide upon a course of action that is not in harmony with logic and reason, are usually the result of stray thought waves that have registered in the Imagination.

That you may understand how closely interwoven are the seventeen factors upon which this course is based, consider, for example, what happens when a salesman who lacks confidence in himself, and in his goods, walks in to see a prospective buyer. Whether the prospective buyer is conscious of it or not, his Imagination immediately “senses” that lack of confidence in the salesman’s mind. The salesman’s own *thoughts* are actually undermining his efforts. This will explain, from another angle, why Self-Confidence is one of the most important factors entering into the great struggle for success.

The principle of telepathy and the law of attraction, through which like attracts like, explain many a failure. If the mind has a tendency to attract those thought vibrations which harmonize with the dominating thoughts of a given mind, you can easily understand why a negative mind that dwells upon failure and lacks Self-Confidence would not attract a positive mind that is dominated by thoughts of success.

Perhaps these explanations are somewhat abstract but it seems necessary to inject them into this lesson as a means of enabling the student

to understand and make practical use of the subject of this lesson. The Imagination is too often regarded merely as an indefinite, untraceable, indescribable something that does nothing but create fiction. It is this popular disregard of the powers of the Imagination that has made necessary these more or less abstract references to one of the most important subjects of this course. Not only is the subject of Imagination an important factor in this course, but it is one of the most interesting subjects, as you will observe when you begin to see how it affects all that you do toward the achievement of your Definite Chief Aim.

You will see how important is the subject of Imagination when you stop to realize that it is the only thing in the world over which you have absolute control. Others may deprive you of your material wealth and cheat you in a thousand ways, but no one can deprive you of the control and use of your Imagination. Others may deal with you unfairly, as they often do; they may deprive you of your liberty, but they *cannot* take from you the privilege of using your Imagination as you wish.

The most inspiring poem in all literature was written by Leigh Hunt while he was a poverty-stricken prisoner in an English prison, where he had been unjustly confined because of his advanced views on politics. This poem is entitled "Abou Ben Adhem," and it is here reprinted as a reminder that one of the great things each of us may do, in our own Imaginations, is to forgive those who have dealt unjustly with us:

*Abou Ben Adhem (may his tribe increase)
Awoke one night from a deep dream of peace
And saw within the moonlight of his room,
Making it rich and like a lily in bloom,
An angel writing in a book of gold,
Exceeding peace had made Ben Adhem bold,
And to the presence in the room he said:
"What writest thou?"—the vision raised its head,*

THE MAN WHO SLANDERS
HIS FELLOWMAN UNWITTINGLY
UNCOVERS THE REAL NATURE
OF HIS INNER SELF.

*And, with a look made of all sweet accord,
Answered, "The names of those who love the Lord."
"And is mine one?" said Abou. "Nay, not so,"
Replied the angel. Abou spoke more low,
But cheerily still; and said, "I pray thee, then,
Write me as one that loves his fellow men."
The angel wrote, and vanished. The next night
It came again, with a great wakening light,
And showed the names whom love of God had blessed.
And, lo! Ben Adhem's name led all the rest!*

Civilization, itself, owes its existence to such poets as Leigh Hunt, in whose fertile Imaginations have been pictured the higher and nobler standards of human relationship. "Abou Ben Adhem" is a poem that will never die, thanks to this poet who pictured in his Imagination the hope of an ideal that is constructive.

THE POWER OF IMAGINATION

The major trouble with this world today lies in our lack of understanding of the power of Imagination, for if we understood this great power we could use it as a weapon with which to wipe out poverty and misery and injustice and persecution, and this could be done in a single generation. This is a rather broad statement, and no one understands better than I how useless such a statement would be if the principle upon which it is founded were not explained in terms of the most practical, workaday nature. Therefore, let us proceed to describe what is meant.

I will devote no time to proving that telepathy is a reality, To make this description understandable we must simply accept the principle of telepathy, in the sense that every thought we release is registering itself in the minds of other people.

You have often heard of "mob psychology," which is nothing more nor less than some strong, dominating idea that has been created in the

mind of one or more persons and registers itself in the minds of other persons through the principle of telepathy. So strong is the power of mob psychology that two men fighting in the street will often start a “free-for-all” fight in which bystanders will engage each other in battle without even knowing what they are fighting about, or with whom they are fighting.

On Armistice Day 1918, we had extraordinary anecdotal evidence of the principle of telepathy, on a scale such as the world had never before witnessed. I remember, distinctly, the impression made on my mind on that eventful day. So strong was this impression that it awakened me at about three o'clock in the morning, just as effectively as if someone had aroused me by physical force. As I sat up in bed I knew that something out of the ordinary had happened, and so strange and impelling was the effect of this experience that I got up, dressed myself, and went out in the streets of Chicago where I was met by thousands of others who had felt the touch of the same influence. Everyone was asking: “*What has happened?*”

What had happened was this:

Millions of men had received instructions to cease fighting, and their combined joy set into motion a thought wave that swept the entire world. Perhaps never in the history of the world had so many millions of people *thought of the same thing, in the same manner, at the same time*. For once in the history of the world *everybody* felt something in common, and the effect of this harmonized thought was the worldwide “mob psychology” that we witnessed on Armistice Day. In connection with this statement it will be helpful if you recall what was said about the method of creating a Master Mind, through the harmony of thought of two or more persons, in the Introductory Lesson in Volume I of this course.

We will bring the application of this principle a little nearer home by showing how it may be made to make or break the harmonious working relationship of a business or industry. You may doubt that it was the

harmony of thought of millions of soldiers that registered in the minds of the people of the world and caused the “mob” psychological condition on Armistice Day, but you will need no proof that a disgruntled person always disturbs everyone with whom he comes in contact. It is a well-established fact that one such person in a place of employment will disrupt the entire organization.

Apply the principle in another way: Place among a group of workers one person whose personality is of the positive, optimistic type, and who makes it his business to sow the seeds of harmony around the place where he works, and his influence will reflect itself in every person who works with him.

If every business is “the extended shadow of one man” as Emerson stated, then it behooves that one man to reflect a shadow of confidence and good cheer and optimism and harmony, that these qualities may, in turn, reflect themselves in all who are connected with the business.

PUT IMAGINATION TO WORK

In passing to the next step in our application of the power of Imagination in the attainment of success, we will cite some of the most recent and modern examples of its use in the accumulation of material wealth and the perfection of some of the leading inventions of the world.

In approaching this next step it should be borne in mind that “there is nothing new under the sun.”

Life on this earth may be likened to a great kaleidoscope, before which the scenes and facts and material substances are ever shifting and changing, and all anyone can do is to take these facts and substances and rearrange them in new combinations.

The process through which this is done is called Imagination.

We have stated that the Imagination is both interpretative and creative in its nature. It can receive impressions or ideas and out of these it can form new combinations.

TOWERING GENIUS
DISDAINS A BEATEN PATH.
IT SEEKS REGIONS
HITHERTO UNEXPLORED.

—Abraham Lincoln

As our first illustration of the power of Imagination in modern business achievement, we will take the case of Clarence Saunders, who organized the Piggly-Wiggly system of self-help grocery stores.

Saunders was a grocery clerk in a small southern retail store. One day he was standing in a line, with a tin tray in his hands, waiting his turn to secure food in a cafeteria. He had never earned more than twenty dollars a week before that time, and no one had ever noticed anything about him that indicated unusual ability, but something took place in his mind, as he stood in that line of waiting people, that put his Imagination to work. With the aid of his Imagination he lifted that “self-help” idea out of the cafeteria in which he found it (not creating anything new, merely shifting an old idea into a new use) and set it down in a grocery store. In an instant the Piggly-Wiggly chain-store grocery plan had been created and Clarence Saunders the twenty-dollar-a-week grocery clerk rapidly became the million-dollar chain-store groceryman of America.

Where, in that transaction, do you see the slightest indication of a performance that you could not duplicate?

Analyze this transaction and measure it by the previous lessons of this course and you will see that Clarence Saunders created a very *definite purpose*. He supported this purpose with sufficient Self-Confidence to cause him to take the Initiative to transform it into reality. His Imagination was the workshop in which these three factors, a Definite Chief Aim, Self-Confidence, and Initiative, were brought together and made to supply the momentum for the first step in the organization of the Piggly-Wiggly plan.

Thus are great ideas changed into realities.

COMMENTARY

A few years later, Sylvan Goldman, who owned a supermarket himself in Kansas City, saw his customers struggling to carry everything they wanted in small baskets. What would make it easier for my customers to carry more things, and thus buy more,

Goldman wondered. Then one day he saw a child playing with a wagon. Soon the shopping cart made its debut in Goldman's store. Today it seems such an obvious part of going shopping that it is almost strange to think that someone invented it.

Thomas Stemberg was the manager of another supermarket. He knew how the business worked, and he began to wonder if there wasn't some other kind of retail operation that could be run the same way. He decided to apply the supermarket concept to office supplies, and he gave his first new store the name Staples.

When Thomas A. Edison invented the incandescent electric light bulb he merely brought together two old, well-known principles and associated them in a new combination. Mr. Edison, and practically all others who were informed on the subject of electricity, knew that a light could be produced by heating a small wire with electricity, but the difficult problem was to do this without burning the wire in two. In his experimental research Mr. Edison tried out every conceivable sort of wire, hoping to find some substance that would withstand the tremendous heat to which it had to be subjected before a light could be produced.

Edison's Imagination finally delivered for him when he compared his problem with the making of charcoal. Charcoal is created by burning wood under a mound of dirt. This cuts off most of the available oxygen, which is necessary for combustion. Edison needed to make the wire burn like charcoal. His solution was to enclose the wire in a glass bulb and then pump out almost all the oxygen. Combustion still occurred, but at such a slow rate that the wire lasted long enough for the light bulb to be useful.

Even then, Edison's idea still required many refinements in terms of the right kind of wire, the proper thickness and type of glass. Those refinements continue today, but nothing obscures the fact that it was Edison who made the essential connection, and he did it by repeated attempts to apply his Imagination.

When the sun goes down tonight, you step to the wall, press a button, and bring it back again, a performance that would have mystified the people of a few generations ago. Thanks to the use of Edison's

Imagination, you have simply brought together two principles both of which were in existence since the beginning of time.

No one who knew him intimately ever accredited Andrew Carnegie with unusual ability, or the power of genius, except in one respect, and that was his ability to select men who could and would cooperate in a spirit of harmony, in carrying out his wishes. But what additional ability did he need in the accumulation of his millions of dollars?

COMMENTARY

Throughout this course, your imagination should prompt you to make connections between principles and apply them in ways that are unique to your situation.

Begin with your definite chief aim. Look at the written statement you have made of it. Is there some way that you might now modify that statement to make it clearer, more accurate, or closer to what you truly want?

Sometimes you will discover that you have misplaced the emphasis in what you have set out to do. This is not uncommon, and hardly cause for despair or frustration. Some of the greatest successes have come when people have looked at their goals and seen that they were not right for their situation.

Anyone who understands the principle of *organized effort*, as Carnegie understood it, and knows enough about human nature to be able to select just those types that are needed in the performance of a given task, could duplicate all that Carnegie accomplished.

Carnegie was a leader of Imagination. He first created a *definite purpose* and then surrounded himself with people who had the training and the vision and the capacity necessary for the transformation of that purpose into reality. Carnegie did not always create his own plans for the attainment of his *definite purpose*. He made it his business to know what he wanted, then found others who could create plans through which to procure it. And that was not only Imagination, it was genius of the highest order.

But it should be made clear that individuals of Mr. Carnegie's type

are not the only ones who can make profitable use of Imagination. This great power is as available to the beginner in business as it is to the person who has “arrived.”

One morning Charles M. Schwab’s private car was backed on the side track at his Bethlehem Steel plant. As he alighted from his car he was met by a young man stenographer who announced that he had come to make sure that any letters or telegrams Mr. Schwab might wish to write would be taken care of promptly. No one told this young man to be on hand, but he had enough Imagination to see that his being there would not hurt his chances of advancement. From that day on, this young man was “marked” for promotion. Mr. Schwab singled him out because he had done that which any of the dozen or so other stenographers in the employ of the Bethlehem Steel Company might have done, but didn’t. Today this same man is the president of one of the largest drug concerns in the world and has all of this world’s goods and wares that he wants and much more than he needs.

COMMENTARY

The Sony Corporation once set its engineers the task of developing a very small tape recorder that would record on standard-size cassettes. The best they could do, however, was to make a small device that would play tapes, because the recording mechanism was too large to fit into it. When it didn't meet their aim, they concluded that the design was a failure.

Then one day engineer Mitsuro Ida walked into the laboratory and saw that a few of the other engineers were using the prototypes of the failed tape recorder to listen to music tapes. They didn't seem to care that it couldn't record, they just liked to be able to walk around listening to their favorite music.

Mitsuro Ida's imagination made the connection that the rest of the engineers' had not: they hadn't made a failed “recorder,” they'd created a successful “listener.” They added headphones, named it the Walkman, and it revolutionized both the music business and the electronics industry.

A few years ago I received a letter from a young man who had just finished business college, and who wanted to secure employment in my office. With his letter he sent a crisp ten-dollar bill that had never been folded. The letter read as follows:

“I have just finished a commercial course in a first-class business college and I want a position in your office because I realize how much it would be worth to a young man, just starting out on his business career, to have the privilege of working under the direction of a man like you.

“If the enclosed ten-dollar bill is sufficient to pay for the time you would spend in giving me my first week’s instructions I want you to accept it. I will work the first month without pay and you may set my wages after that at whatever I prove to be worth.

“I want this job more than I ever wanted anything in my life and I am willing to make any reasonable sacrifice to get it.

Very cordially . . .”

This young man did get his chance in my office. His Imagination gained for him the opportunity that he wanted, and before his first month had expired, the president of a life insurance company who heard of this incident offered the young man a private secretaryship at a substantial salary. He is today an official of one of the largest life insurance companies in the world.

Some years ago a young man wrote to Thomas A. Edison for a position. For some reason Mr. Edison did not reply. By no means discouraged on this account, the young man made up his mind that he would not only get a reply from Mr. Edison, but what was more important still, he would actually secure the position he sought. He lived a long distance from West Orange, New Jersey, where the Edison industries are located, and he did not have the money with which to pay his railroad fare. *But he did have Imagination.* He went to West Orange in

a freight car, got his interview, told his story in person, and got the job he sought.

Today this same man has retired from active business, having made all the money he needs. His name, in case you wish to confirm my statements, is Edwin C. Barnes.

COMMENTARY

Edwin C. Barnes not only got a job with Edison, but he ultimately became a business associate of the famed inventor. It was largely through Barnes' belief in the Edison Dictating Machine, and his unflagging salesmanship, that the device became a staple in business offices throughout the country.

By using his Imagination, Edwin Barnes saw the advantage of close association with a man like Thomas A. Edison. He saw that such an association would give him the opportunity to study Mr. Edison, and at the same time it would bring him in contact with Mr. Edison's friends, who are among the most influential people of the world.

These are but a few cases in connection with which I have personally observed how people have climbed to high places in the world and accumulated wealth in abundance by making practical use of their Imagination.

COMMENTARY

When the first Xerox copies were introduced, the machines were very expensive. So Xerox didn't sell the machines, they leased them and charged customers for each copy that was made. It was a whole new way of doing business, it was imaginative, and it changed the way modern offices worked.

Ruth Hander's daughter Barbara liked playing dress-up and she liked playing with dolls. When Ruth went looking for a doll that could be dressed up, she found that there weren't any on the market. Every doll had just one dress. Why doesn't somebody combine these two favorite pastimes, Hander wondered. So she did it herself and named the doll for her daughter, calling it Barbie.

George de Mestrel went hunting one day with his dog. When they got home, he realized that they were both covered with burrs. The burrs were a real nuisance to remove and, curious, de Mestrel put them under a magnifying glass to see why. They were covered with tiny hooks that attached themselves to fur and fabric. De Mestrel began to wonder what else could be attached with tiny hooks, and the result of his wondering was Velcro.

In each of these examples, an existing concept was given a new application.

Theodore Roosevelt engraved his name on the tablets of time by one single act during his tenure of office as President of the United States, and after all else that he did while in that office will have been forgotten, this one transaction will record him in history as a person of Imagination:

He started the steam shovels to work on the Panama Canal.

Every President, from Washington on up to Roosevelt, could have started the canal and it would have been completed, but it seemed such a colossal undertaking that it required not only Imagination but daring courage as well. Roosevelt had both, and the people of the United States have the canal.

COMMENTARY

Many years later, when Franklin Delano Roosevelt was president of the United States through one of the most difficult times in its history, he used his imagination to strengthen his self-confidence. FDR had been a vigorous and active man until polio cost him the use of his legs. For a leader who guided the country through the Great Depression and World War II, paralysis was a terrible specter, and it would have been disastrous if he let the limitations of his legs affect his spirit.

Often, when he was troubled and unable to sleep, Roosevelt would imagine himself on a hillside near his boyhood home, standing in the snow with his sled. He would push off on his sled and imagine himself skimming across the snow, negotiating sharp turns, avoiding obstacles, until he reached the bottom and stood up, ready to race back up the hill and do it again. As his biographer, Doris Kearns Goodwin, writes, it was "an imaginative act of will."

THE FUTURE BELONGS TO THOSE
WHO BELIEVE IN THE BEAUTY
OF THEIR DREAMS.

—Eleanor Roosevelt

At the age of forty—the age at which the average man or woman begins to think they are too old to start anything new—James J. Hill was still sitting at the telegraph key, at a salary of thirty dollars per month. He had no capital. He had no influential friends with capital, but he did have that which is more powerful than either—Imagination.

In his mind's eye he saw a great railway system that would penetrate the undeveloped northwest and unite the Atlantic and Pacific oceans. So vivid was his Imagination that he made others see the advantages of such a railway system. I would emphasize the part of the story that most people never mention—that Hill's Great Northern Railway system became a reality in his own Imagination first. The railroad was built with steel rails and wooden cross-ties, just as other railroads are built, and these things were paid for with capital that was secured in very much the same manner that capital for all railroads is secured. But if you want the real story of James J. Hill's success, you must go back to that little country railway station where he worked at thirty dollars a month and there pick up the little threads that he wove into a mighty railroad, with materials no more visible than the thoughts which he organized in his Imagination.

What a mighty power is Imagination, the workshop of the soul, in which *thoughts* are woven into railroads and skyscrapers and mills and factories and all manner of material wealth.

*I hold it true that thoughts are things;
They're endowed with bodies and breath and wings;
And that we send them forth to fill
The world with good results or ill.
That which we call our secret thought
Speeds forth to earth's remotest spot,
Leaving its blessings or its woes,
Like tracks behind it as it goes.*

*We build our future, thought by thought,
For good or ill, yet know it not,
Yet so the universe was wrought.
Thought is another name for fate;
Choose, then, thy destiny and wait,
For love brings love and hate brings hate.*

—ELLA WHEELER WILCOX

If your Imagination is the mirror of your soul, then you have a perfect right to stand before that mirror and see yourself as you wish to be. You have the right to see reflected in that magic mirror the mansion you intend to own, the factory you intend to manage, the bank of which you intend to be president, the station in life you intend to occupy. Your Imagination belongs to you! Use it! The more you use it, the more efficiently it will serve you.

COMMENTARY

You have already learned that the power of self-suggestion makes you become the thoughts that you permit to occupy your mind. If you imagine that you have no imagination, this valuable faculty will devote itself to nothing more than creating images of yourself being unable to respond to opportunities and new situations. What you must do instead is imagine yourself being imaginative.

Acquire a small notebook that you can keep accessible as much of the day as possible. Get one for work and one for home, if you need to. In this book, as often as you can, write down ideas that come to you for anything that it seems to you could be done differently. You don't have to know how these things could be done differently. You don't have to know how they could be done differently, just that a better way might be possible or useful. They can be big, enormous things, or small, everyday things. Don't worry about feeling silly, or that you're just making things up to put something on the page. Even making things up requires that you use your imagination.

IMAGINATION DOES THE IMPOSSIBLE

At the east end of the great Brooklyn Bridge, in New York City, an old man operates a cobbler shop. When the engineers began driving stakes and marking the foundation place for that great steel structure, this man shook his head and said, "*It can't be done!*"

Now he looks out from his dingy little shoe-repair shop, shakes his head, and asks himself, "*How did they do it?*"

He saw the bridge grow before his very eyes and still he lacks the Imagination to analyze that which he saw. The engineer who planned the bridge saw it as a reality long before a single shovel of dirt had been removed for the foundation stones. The bridge became a reality in his Imagination because he had trained that Imagination to weave new combinations out of old ideas.

In one of the cities on the coast of California all of the land that was suitable for building lots had been developed and put into use. On one side of the city there were some steep hills that could not be used for building purposes, and on the other side the land was unsuitable for buildings because it was so low that the backwater covered it once a day.

And then an imaginative newcomer arrived in town. People of Imagination usually have keen minds, and this man was no exception. The first day of his arrival he saw the possibilities for making money out of real estate. He secured an option on those hills that were unsuitable for use because of their steepness. He also secured an option on the ground that was unsuitable for use because of the backwater that covered it daily. He secured these options at a very low price because the ground was supposed to be without substantial value.

With the use of a few tons of explosives he turned those steep hills into loose dirt. With the aid of a few tractors and some road scrapers he leveled the ground down and turned it into beautiful building lots, and with the aid of a few mules and carts he dumped the surplus dirt on the low ground and raised it above the water level, thereby turning it into beautiful building lots.

He made a substantial fortune, *for what?*

For removing some dirt from where it was not needed to where it was needed! *For mixing some useless dirt with Imagination!*

The people of that little city gave this man credit for being a genius; and he was—the same sort of genius that any one of them could have been had he used his Imagination as this man used his.

COMMENTARY

You will often find yourself in situations where you face a problem that offers no obvious solutions. The following four techniques for focusing your imagination are designed to help you get around problems in your quest for success.

Imagination helps you look at a situation in a novel way and make connections that you have not seen before. These exercises may not present you with million-dollar solutions, but they do have the power to stimulate your mind to consider new approaches.

Call a Council of Advisers: *In Volume I of The Law of Success, there is a story about the man who imagined himself at a table surrounded by great figures whom he wanted to emulate. The purpose for this imaginary group of great leaders is to ask each of them how they would tackle a particular problem.*

Seek Random Inspiration: *Select a book of inspiring words, perhaps the Bible or a book of quotations, or the autobiography of someone you admire. Open it anywhere, and read the first sentence your eyes fall upon.*

Turn the World Upside Down: *Make a list of the four or five major components of your problem. Underneath each of them, write down what the opposite situation would be.*

Go Away: *Strange as it may seem, sometimes focusing your imagination on a problem can be a trap. You need a way to break free of the mental boundaries you have created. The key is to reduce pressure on yourself and allow your mind a freedom that you have not been giving it.*

In the field of chemistry it is possible to mix two or more chemical ingredients in such proportions that the mere act of mixing gives each of the ingredients a tremendous amount of energy that it did not possess.

It is also possible to mix certain chemical ingredients in such proportions that *all the ingredients of the combination take on an entirely different nature*, as in the case of H_2O , which is a mixture of two parts hydrogen and one part oxygen, creating water.

Chemistry is not the only field in which a combination of various physical materials can be so assembled that each takes on a greater value, or the result is a product entirely foreign in nature to that of its component parts. The man who blew up those useless hills of dirt and stone and removed the surplus from where it was not needed over to the low land, where it was needed, gave that dirt and stone a value that it did not have before.

A ton of iron is worth little. Add to it carbon, silicon, manganese, sulfur, and phosphorus, in the right proportions, and you have transformed it into steel, which is of much greater value. Add still other substances, in the right proportion, including some skilled labor, and that same ton of steel is transformed into watch springs worth a small fortune. But in all these transformation processes the one ingredient that is worth most is the one that has no material form—Imagination!

Here lie great piles of loose brick, lumber, nails and glass. In its present form it is worse than useless for it is a nuisance and an eyesore. But mix it with the architect's Imagination and add some skilled labor and it becomes a beautiful mansion worth a king's ransom.

On one of the great highways between New York and Philadelphia stood an old ramshackle, timeworn barn, worth less than fifty dollars. With the aid of a little lumber and some cement, plus Imagination, this old barn has been turned into a beautiful automobile supply station that earns a small fortune for the man who supplied the Imagination.

Across the street from my office is a little print shop that earns coffee and rolls for its owner and his helper, but no more. Less than a dozen blocks away stands one of the most modern printing plants in the world, whose owner spends most of his time traveling and has far more wealth than he will ever use. Twenty-two years ago those two printers were in business together.

I KNOW I AM HERE.

I KNOW I HAD NOTHING TO DO
WITH MY COMING, AND I SHALL
HAVE BUT LITTLE, IF ANYTHING,
TO DO WITH MY GOING,
THEREFORE I WILL NOT WORRY
BECAUSE WORRIES ARE OF NO AVAIL.

The one who owns the big print shop had the good judgment to ally himself with a man who mixed Imagination with printing. This man of Imagination is an advertising writer who brings in more business than the shop can handle, by analyzing its clients' business, creating attractive advertising features, and supplying the necessary printed material with which to make these features of service. This plant receives top-notch prices for its printing because the Imagination mixed with that printing produces a product that most printers cannot supply.

In the city of Chicago the level of a certain boulevard was raised, which spoiled a row of beautiful residences because the sidewalk was raised to the level of the second-story windows. While the property owners were bemoaning their ill fortune, a man of Imagination came along, purchased the property for a "song," converted the second stories into business property, and now enjoys a handsome income from his rentals.

As you read these lines please keep in mind all that was stated in the beginning of this lesson; especially the fact that the greatest and most profitable thing you can do with your Imagination is to rearrange old ideas in new combinations.

If you properly use your Imagination it will help you convert your failures and mistakes into assets of priceless value; it will lead you to discovery of a truth known only to those who use their Imagination, namely, that the greatest reverses and misfortunes of life often open the door to golden opportunities.

One of the finest and most highly paid engravers in the United States was formerly a mail carrier. One day he was fortunate enough to be on a streetcar that met with an accident and he had one of his legs cut off. The street railway company paid him \$5,000 for his leg. With this money he paid his way through school and became an engraver. The product of his hands, plus his Imagination, is worth much more than he could earn with his legs as a mail carrier. He discovered that he had Imagination when it became necessary to redirect his efforts, as a result of the streetcar accident.

You will never know what is your capacity for achievement until you learn how to mix your efforts with Imagination. The products of your hands, minus Imagination, will yield you but a small return, but those selfsame hands, when properly guided by Imagination, can be made to earn you all the material wealth you can use.

There are two ways in which you can profit by Imagination. You can develop this faculty in your own mind, or you can ally yourself with those who have already developed it. Andrew Carnegie did both. He not only made use of his own fertile Imagination, but he gathered around him a group of others who also possessed this essential quality, for his *definite purpose* in life called for specialists whose Imaginations ran in numerous directions. In the group that constituted Mr. Carnegie's Master Mind were men whose Imaginations were confined to the field of chemistry. He had others in the group whose Imaginations were confined to finances. He had still others whose Imaginations were confined to salesmanship, one of whom was Charles M. Schwab, who is said to have been the most able salesman on Mr. Carnegie's staff.

If you feel that your own Imagination is inadequate, you should form an alliance with someone whose Imagination is sufficiently developed to supply your deficiency. There are various forms of alliance. For example, there is the alliance of marriage and the alliance of a business partnership and the alliance of friendship and the alliance of employer and employee. Not all workers have the capacity to serve their own best interests as employers, and those who haven't this capacity may profit by allying themselves with people of Imagination who have such capacity.

It is said that Mr. Carnegie made more millionaires of his employees than any other employer in the steel business. Among these was Charles M. Schwab, who displayed evidence of the soundest sort of Imagination by his good judgment in allying himself with Mr. Carnegie. It is no disgrace to serve in the capacity of employee. To the contrary, it often proves to be the most profitable side of an alliance since not all of us are fitted to assume the responsibility of directing others.

COMMENTARY

Figures like Michelangelo or Georgia O'Keeffe are renowned for their imaginations, but the essence of what they did is simple: They looked at the world in a way that no one else had before, and they translated their visions into work.

Imagination is always reshaping the world as people connect seemingly disparate things. Once the connection is made, it may seem obvious, but making these supposedly obvious creations has brought success to many people.

John D. Rockefeller was a partner in an oil refining business in Cleveland, Ohio. In the early days of petroleum production, the business was extremely volatile. The price of a barrel of oil fluctuated enormously. Determined to make his company succeed, Rockefeller realized that if he couldn't control oil prices, he might help himself by controlling his costs. So he set up a barrel-making operation that cut barrel costs by more than 60 percent. That move was so profitable, Rockefeller began investigating what other parts of the business his company could control. Soon he owned pipelines and oil wells, along with his refineries. He had created the first vertical corporation, one that supplied all its own needs, and one that became the huge Standard Oil.

You must learn to focus your imagination, and then to act upon the right ideas that you develop. This is not an overnight process; a multimillion-dollar idea will not spring from your brain tomorrow morning simply because you will it. In most people, imagination is handicapped by two things. First, it is not usefully focused. It flits from object to object, driven by circumstance. Today your imagination may be stimulated by a movie you saw, tomorrow by a newspaper headline, and the next day by a bit of conversation you overheard on the street. Its powers are scattered. Or, second, it may be in thrall to the six basic fears, creating visions of some rare and dreaded disease, a disaster at work, or romantic betrayal. In such situations, its powers are at work, but only to your detriment.

But if you do begin to focus your imagination, it will not take long at all for you to have many small ideas of surprising usefulness. As you begin to apply these ideas, your confidence in your imagination and in yourself will grow.

There are numerous books, and audiobooks, specifically designed to help stimulate the imagination and create solutions to problems. Following is a list of a few of the many books and audio programs that will help readers tap into their creativity and imagination: *Super Creativity* by Tony Buzan; *The Artist's Way* by Julia Cameron; *Lateral Thinking, Six Thinking Hats*, and *Super Thinking* by Edward De Bono; *Drawing on the Right Side of the Brain* by Betty Edwards; *The Zen of Seeing* by Frederick Franck; *Writing Down the Bones* by Natalie Goldberg; *Peak Learning* by Ronald Gross; *Thinkertoys* by Michael Michalko; *Superlearning* by Sheilah Ostrander and Lynn Schroeder; *Writing the Natural Way* by Gabriele Rico; *A Kick in the Seat of the Pants* by R. von Oech. There are also numerous computer programs designed to stimulate new ideas and creativity.

Perhaps there is no field of endeavor in which Imagination plays such an important part as it does in salesmanship. The master salesman sees the merits of the goods he sells or the service he is rendering, in his own Imagination, and if he fails to do so he will not make the sale.

A few years ago a sale was made which is said to have been the most far-reaching and important sale of its kind ever made. The object of the sale was not merchandise, but the freedom of a man who was confined in the Ohio penitentiary and the development of a prison reform system that promises a sweeping change in the method of dealing with unfortunate men and women who have become entangled in the meshes of the law.

IMAGINATION AND PERSUASION

That you may observe just how Imagination plays the leading part in salesmanship I will analyze this sale for you, with due apologies for personal references, which cannot be avoided without destroying much of the value of the illustration.

A few years ago I was invited to speak before the inmates of the Ohio penitentiary. When I stepped upon the platform I saw in the audience

before me a man whom I had known as a successful businessman, more than ten years previously. That man was B——, whose pardon I later secured, and the story of whose release has been spread upon the front page of practically every newspaper in the United States. Perhaps you will recall it.

After I had completed my address I interviewed Mr. B—— and found out that he had been sentenced for forgery, for a period of twenty years. After he had told me his story I said:

“I will have you out of here in less than sixty days!”

With a forced smile he replied: “I admire your spirit but question your judgment. Why, do you know that at least twenty influential men have tried every means at their command to get me released, without success? *It can't be done!*”

I suppose it was that last remark—*It can't be done*—that challenged me to show him that it could be done. I returned to New York City and requested my wife to pack her trunks and get ready for an indefinite stay in the city of Columbus, where the Ohio penitentiary is located.

I had a *definite purpose* in mind! That purpose was to get B—— out of the Ohio penitentiary. Not only did I have in mind securing his release, but I intended to do it in such a way that his release would erase from his breast the scarlet letter of “convict” and at the same time reflect credit upon all who helped to bring about his release.

Not once did I doubt that I would bring about his release, for no salesman can make a sale if he doubts that he can do it. My wife and I returned to Columbus and took up permanent headquarters.

The next day I called on the governor of Ohio and stated the object of my visit in about these words:

“Governor, I have come to ask you to release B—— from the Ohio penitentiary. I have sound reason for asking his release and I hope you will give him his freedom at once, but I have come prepared to stay until he is released, no matter how long that may be.

THE REAL VOYAGE OF DISCOVERY
CONSISTS NOT IN SEEKING
NEW LANDSCAPES
BUT IN HAVING NEW EYES.

—Marcel Proust

“During his imprisonment, B—— has inaugurated a system of correspondence instruction in the Ohio penitentiary, as you of course know. He has influenced 1729 of the 2518 prisoners of the Ohio penitentiary to take up courses of instruction. He has managed to beg sufficient textbooks and lesson materials with which to keep these men at work on their lessons, and has done this without a penny of expense to the state of Ohio. The warden and the chaplain of the penitentiary tell me that he has carefully observed the prison rules. Surely a man who can influence 1729 prisoners to turn their efforts toward self-betterment cannot be a very bad sort of fellow.

“I have come to ask you to release B—— because I wish to place him at the head of a prison school that will give the 160,000 inmates of the other penitentiaries of the United States a chance to profit by his influence. I am prepared to assume full responsibility for his conduct after his release.

“That is my case, but before you give me your answer, I want you to know that I am not unmindful of the fact that your enemies will probably criticize you if you release him; in fact if you release him it may cost you many votes if you run for office again.”

With his fist clinched and his broad jaw set firmly, Governor Vic Donahey of Ohio said: “If that is what you want with B—— I will release him if it costs me five thousand votes. However, before I sign the pardon I want you to see the Clemency Board and secure its favorable recommendation. I want you also to secure the favorable recommendation of the warden and the chaplain of the Ohio penitentiary. You know a governor is amenable to the Court of Public Opinion, and these gentlemen are the representatives of that Court.”

The sale had been made! and the whole transaction had required less than five minutes.

The next day I returned to the governor’s office, accompanied by the chaplain of the Ohio penitentiary, and notified the governor that the Clemency Board, the warden, and the chaplain all joined in

recommending the release. Three days later the pardon was signed and B—— walked through the big iron gates, a free man.

I have cited the details to show you that there was nothing difficult about the transaction. The groundwork for the release had all been prepared before I came upon the scene. B—— had done that, by his good conduct and the service he had rendered those 1729 prisoners. When he created the world's first prison correspondence school system he created the key that unlocked the prison doors for himself.

Why, then, had the others who asked for his release failed to secure it?

They failed because they used no Imagination!

Perhaps they asked the governor for B——'s release on the ground that his parents were prominent people, or on the ground that he was a college graduate and not a bad sort of fellow. *But they failed to supply the governor of Ohio with a sufficient motive to justify him in granting a pardon*, for had this not been so, he would undoubtedly have released B—— long before I came upon the scene and asked for his release.

Before I went to see the governor I went over all the facts, and in my own Imagination I saw myself in the governor's place and made up my mind what sort of a presentation would appeal most strongly to me if I were in reality in his place.

When I asked for B——'s release I did so in the name of the 160,000 unfortunate men and women inmates of the prisons of the United States who would enjoy the benefits of the correspondence school system that he had created. I said nothing about his prominent parents. I said nothing about my friendship with him during former years. I said nothing about his being a deserving fellow. All these matters might have been used as sound reasons for his release, but they seemed insignificant when compared with the bigger and sounder reason that his release would be of help to 160,000 other people who would feel the influence of his correspondence school system after his release.

When the governor of Ohio came to a decision I doubt not that B—— was of secondary importance as far as his decision was concerned.

The governor no doubt saw a possible benefit, not to B—— alone, but to 160,000 other men and women who needed the influence that B—— could supply, if released.

And that was Imagination!

It was also salesmanship. In speaking of the incident after it was over, one of those who had worked diligently for more than a year in trying to secure B——'s freedom, asked:

"How did you do it?"

And I replied: "It was the easiest task I ever performed, because most of the work had been done before I took hold of it. In fact I didn't do it. B—— did it himself."

This man looked at me in bewilderment. He did not see that which I am here trying to make clear; namely, that practically all difficult tasks are easily performed if one approaches them from the right angle. There were two important factors entering B——'s release. The first was the fact that he had supplied the material for a good case before I took it in charge; and the second was the fact that before I called on the governor of Ohio, I had so completely convinced myself that I had a right to ask for B——'s release that I had no difficulty presenting my case effectively.

Go back to what was stated in the beginning of this lesson, on the subject of telepathy, and apply it to this case. The governor could tell, long before I had stated my mission, that *I knew I had a good case*. If my brain did not telegraph this thought to his brain, then the look of Self-Confidence in my eyes and the positive tone of my voice made obvious my belief in the merits of my case.

Again I apologize for these personal references, with the explanation that I have used them only because the whole of America was familiar with the B—— case that I have described. I disclaim all credit for the small part I played in the case, for I did nothing except use my Imagination as an assembly room in which to piece together the factors out of which the sale was made. I did nothing except that which any salesman of Imagination could have done.

ONLY PASSIONS,
GREAT PASSIONS,
CAN ELEVATE THE SOUL
TO GREAT THINGS.

—Denis Diderot

I cannot recall an incident in my entire life in connection with which the soundness of the seventeen factors that enter into this course was more clearly manifested than it was in securing the release of B——.

It is but another link in a long chain of evidence that proves to my entire satisfaction the power of Imagination as a factor in salesmanship. There are endless millions of approaches to every problem, but there is *only one* best approach. Find this one best approach and your problem is easily solved. No matter how much merit your goods may have, there are millions of *wrong* ways in which to offer them. Your Imagination will assist you in finding the *right* way.

In your search for the *right* way in which to offer your merchandise or your services, remember this peculiar trait of mankind:

Men will grant favors that you request for the benefit of a third person when they would not grant them if requested for your benefit.

Compare this statement with the fact that I had asked the governor to release B—— not as a favor to me, and not as a favor to B——, but for the benefit of the 160,000 unfortunate inmates of the prisons of America.

Salesmen of Imagination always offer their wares in such terminology that the advantages of those wares to the prospective purchaser are obvious. It is seldom that anyone makes a purchase of merchandise or renders another a favor just to accommodate the salesman. It is a prominent trait of human nature that prompts us all to do that which advances our own interests. This is a cold, indisputable fact, claims of the idealist to the contrary notwithstanding.

To be perfectly plain, *men are selfish!*

To understand the truth is to understand how to present your case, whether you are asking for the release of a man from prison or offering for sale some commodity. In your own Imagination, so plan your presentation of your case that the strongest and most impelling advantages to the buyer are made plain.

This is Imagination!

A farmer moved to the city taking with him his well-trained shepherd dog. He soon found that the dog was out of place in the city, so he decided to "get rid of him." Taking the dog with him he went out into the country and rapped on the door of a farmhouse. A man came hobbling to the door, on crutches. The man with the dog greeted the man in the house in these words:

"You wouldn't care to buy a fine shepherd dog, that I wish to get rid of, would you?"

The man on crutches replied, "No!" and closed the door.

The man with the dog called at half a dozen other farmhouses, asking the same question, and received the same answer. He made up his mind that no one wanted the dog and returned to the city. That evening he was telling of his misfortune, to someone with Imagination. The man heard how the owner of the dog had tried in vain to "get rid of him."

"Let me dispose of the dog for you," said the man of Imagination. The owner was willing. The next morning the man of Imagination took the dog out into the country and stopped at the first farmhouse at which the owner of the dog had called the day before. The same old man hobbled out on crutches and answered the knock at the door.

The man of Imagination greeted him in this fashion:

"I see you are all crippled with rheumatism. What you need is a fine dog to run errands for you. I have a dog here that has been trained to bring home the cows, drive away wild animals, herd the sheep, and perform other useful services. You may have this dog for a hundred dollars."

"All right," said the crippled man, "I'll take him."

That, too, was Imagination!

Most anyone would like to own a dog that would herd sheep and bring home the cows and perform other useful services. The dog was the same one that the crippled buyer had refused the day before, but the man who sold the dog was not the man who had tried to "get rid of him." If you use your Imagination you will know that no one wants anything that someone else is trying to "get rid of."

Remember that which was said about the law of attraction through the operation of which “like attracts like.” If you look and act the part of a failure you will attract nothing but failures.

Whatever your life’s work may be, it calls for the use of Imagination.

Niagara Falls was nothing but a great mass of roaring water until a man of Imagination harnessed it and converted the wasted energy into electric current that now turns the wheels of industry. Before this man of Imagination came along, millions of people had seen and heard those roaring falls, but lacked the Imagination to harness them.

The first Rotary Club of the world was born in the fertile Imagination of Paul Harris, of Chicago, who saw in this child of his brain an effective means of cultivating prospective clients and the extension of his law practice, since the ethics of the legal profession forbid commercial advertising. Paul Harris’s Imagination found a way to extend his law practice without advertising in the usual way.

If the winds of fortune are temporarily blowing against you, remember that you can harness them and make them carry you toward your *definite purpose*, through the use of your Imagination. A kite rises against the wind—not with it!

Dr. Frank Crane was a struggling “third-rate” preacher until the starvation wages of the clergy forced him to use his Imagination. Now he earns upward of a hundred thousand dollars a year for an hour’s work a day, writing essays.

Woolworth was a poorly paid clerk in a retail store—poorly paid, perhaps, because he had not yet found out that he had Imagination. Before he died he built the tallest office building in the world and girdled the United States with Five and Ten Cent Stores, through the use of his Imagination.

You will observe, by analyzing these illustrations, that a close study of human nature played an important part in the achievements mentioned. To make profitable use of your Imagination you must make it give you a keen insight into the motives that cause people to do or refrain from

doing a given act. If your Imagination leads you to understand how quickly people grant your requests when those requests appeal to their self-interest, you can have practically anything you go after.

COMMENTARY

The story of David Lloyd provides not only an example of an imaginative use of appealing to someone's self-interest but it also speaks to the value of going the extra mile.

David Lloyd grew up in a small Alabama town, an African American in a place where Black people owned few businesses. He had only a high school education. On a trip to San Diego, California, for the first time, he saw the ocean—and a marina full of boats.

Lloyd was fascinated. He got a job working for a company that repaired yachts. His excitement about his work, and his dedication to doing it well, quickly won him attention, and soon he was overwhelmed with offers of freelance work on some of San Diego's finest yachts.

Lloyd saw an opportunity. One handsome yacht in the marina was in particular need of work. Lloyd approached the owner and offered to make all repairs for the cost of the materials if the owner would allow him to take before-and-after photographs to show to prospective clients.

Lloyd probably could have got himself hired to fix the yacht anyway, but he went the extra mile and appealed to the owner's self-interest by offering to do the work for free. Naturally the owner accepted, and Lloyd got his photos. But even more important, he had so impressed the yacht owner that the man began referring more work to Lloyd—eventually more than fifty clients.

Even with his business so brisk that he could barely keep up, Lloyd continued to teach himself the skills he needed. He read books on everything from accounting fundamentals to varnishing. He received certification that allowed him to bid on the biggest and most lucrative contracts for aircraft carriers and cruise ships.

From there, Lloyd built his business into one of the largest and most successful shipbuilding and repair companies in the nation, working with clients like General Dynamics, Exxon, and the U.S. Navy. He was always willing to work harder, using his imagination to put his initiative and leadership on display.

I saw my wife make a very clever sale to our baby not long ago. The baby was pounding the top of our mahogany library table with a spoon. When my wife reached for the spoon the baby refused to give it up, but being a woman of Imagination she offered the baby a nice stick of red candy; he dropped the spoon immediately and centered his attention on the more desirable object.

That was Imagination! It was also salesmanship. She won her point without using force.

There is one form of Imagination against which I would caution you. It is the brand that prompts some people to *imagine* that they can get something for nothing, or that they can force themselves ahead in the world without observing the rights of others. There are more than 160,000 prisoners in the penal institutions of the United States, practically every one of whom is in prison because he imagined he could get something for nothing.

There is a man in the Ohio penitentiary who has served more than thirty-five years for forgery, and the largest amount he ever got from his misapplication of Imagination was twelve dollars.

There are a few people who direct their Imaginations in the vain attempt to work out a way to show what happens when "an immovable body comes in contact with an irresistible force," but these types belong in the psychopathic hospitals.

There is also another form of misapplied Imagination; namely, that of the young boy or girl who knows more about life than his or her "Dad." But this form is subject to modification with *time*. My own boys have taught me many things that my "Dad" tried, in vain, to teach me when I was their age.

Time and Imagination (which is often but the product of time) teach us many things, but nothing of more importance than this: *All of us are much alike in many ways.*

If you would like to know what your customer is thinking, Mr. Salesman, study yourself and find out what you would be thinking if you were in your customer's place.

NOTHING IN LIFE IS MORE
EXCITING AND REWARDING THAN
THE SUDDEN FLASH OF
INSIGHT THAT LEAVES YOU
A CHANGED PERSON—
NOT ONLY CHANGED,
BUT FOR THE BETTER.

—Arthur Gordon

Study yourself, find out what are the motives which actuate you in the performance of certain deeds and cause you to refrain from performing other deeds, and you will have gone far toward perfecting yourself in the accurate use of Imagination.

The detective's biggest asset is Imagination. The first question he asks when called in to solve a crime is: *What was the motive?* If he can find out the motive he can usually find the perpetrator of the crime.

A man who had lost a horse posted a reward of five dollars for its return. Several days later a boy who was supposed to have been "weak-minded" came leading the horse home and claimed the reward. The owner was curious to know how the boy found the horse. "How did you ever think where to look for the horse?" he asked, and the boy replied, "Well, I just thought where I would have gone if I had been a horse and went there, and he had." Not so bad for a "weak-minded" fellow. Some who are not accused of being weak-minded go all the way through life without displaying as much evidence of Imagination as did this boy.

If you want to know what the other person will do, use your Imagination, put yourself in the place of the other and find out what you would have done. That's Imagination.

Every person should be somewhat of a dreamer. Every business needs the dreamer. Every industry and every profession needs him. But the dreamer must be, also, a doer; or else he must form an alliance with someone who can and does translate dreams into reality.

IMAGINATION AND ACTION

The greatest nation upon the face of this earth was conceived, born, and nurtured through the early days of its childhood, as the result of Imagination in the minds of people who combined dreams with *action!*

Your mind is capable of creating many new and useful combinations of old ideas, but the most important thing it can create is a Definite Chief Aim that will give you that which you most desire.

Your Definite Chief Aim can be speedily translated into reality after you have fashioned it in the cradle of your Imagination. If you have faithfully followed the instructions set down for your guidance in Lesson Two in Volume I of *The Law of Success*, you are now well on the road toward success, because you know what it is that you want, and you have a plan for getting that which you want.

The battle for the achievement of success is half won when one knows definitely what is wanted. The battle is all over except the “shouting” when one knows what is wanted and has made up his mind to get it, whatever the price may be.

The selection of a Definite Chief Aim calls for the use of both Imagination and *decision*! The power of decision grows with its use. Prompt decision in forcing the Imagination to create a Definite Chief Aim renders more powerful the capacity to reach decisions in other matters.

Adversities and temporary defeat are generally blessings in disguise, for the reason that they force one to use both Imagination and decision. This is why all of us usually make a better fight when our backs are to the wall and we know there is no retreat. We then reach the decision to fight instead of running.

COMMENTARY

Ben Nighthorse Campbell got used to people saying no, and he found imaginative ways around those negative answers. Campbell had a tough childhood, in and out of foster homes. He dropped out of high school, wound up in the Air Force, worked his way through college, and then moved to Japan to study judo. He won a gold medal in judo in the 1963 Pan Am Games and was captain of the U.S. Olympic team a year later in Tokyo. He returned to the United States that year.

In Japan he had learned a jewelry-making technique that could be applied to traditional Native American arts. Though Campbell's father had been reluctant

to acknowledge his roots, he had passed along the craft of jewelry-making to his son. Ben began executing his own designs in the new technique, and displaying them at shows.

When his jewelry won popular success, Campbell began exploring further his Native American roots. His commitment to his heritage led him into politics. He was drafted in 1982 as a candidate for the Colorado state house of representatives, and four years later was the only Native American elected to the U.S. House of Representatives. In 1994 he became only the second Native American to be elected to the U.S. Senate.

Campbell still designs his jewelry, and is one of the most popular artists in the country. Though the circumstances of his life presented him with a series of situations in which Campbell was told to ignore or forget his aspirations, his imagination allowed him to see possibility where others saw only limitation.

John H. Johnson is another who became a success because he wouldn't take no for an answer. In 1939 Johnson was editor of "The Guardian," the in-house publication of Supreme Liberty, the largest life insurance firm in America targeted to African Americans. In the publication, positive news items about Blacks were reprinted for the edification of company employees.

Johnson came to see that what "The Guardian" did for the company's employees was something that ought to be done for African Americans everywhere. But the respected editor of The Crisis, the NAACP's magazine, told him, "Save your money, young man. Save your energy. Save yourself a lot of disappointment." A banker he approached for start-up capital told him, "Boy, we don't make loans to colored people."

But Johnson's determination convinced executives at Supreme Liberty to give him their mailing list of 20,000 names. By November 1942, the first issue of Negro Digest was on newsstands, featuring reprints of articles by the likes of Carl Sandburg and the director of the NAACP.

Within a year, Negro Digest was including original articles by prominent people of all colors, including First Lady Eleanor Roosevelt. The success of Negro Digest gave Johnson the money to pursue even bigger projects, including the launch in 1945 of Ebony.

He knew that getting one major advertiser would help keep his company afloat. He targeted the Zenith corporation, also based in Chicago, and went after it with consummate imagination.

Zenith's chairman, Eugene McDonald, was famous for having gone to the North Pole. Johnson decided to appeal to McDonald's interests by running a feature on Matthew Henson, a Black man who had made it to the North Pole ahead of the famed Robert Peary. When Johnson arrived at McDonald's office, he saw on the wall a pair of snowshoes that Henson had given to the executive. McDonald was easily persuaded that Ebony was a good place to advertise.

For the next twenty years, Johnson continued his campaign to interest big companies in the Black consumer. His publishing operations were successful and by the mid-1960s Johnson was a member of the board of companies like Zenith and Twentieth Century-Fox. In 1982 he was the first Black person to appear on the Forbes 400 list of wealthiest Americans.

The late Dr. Harper, who was formerly president of the University of Chicago, was one of the most efficient college presidents of his time. He had a penchant for raising funds in large amounts. It was he who induced John D. Rockefeller to contribute millions of dollars to the support of the University of Chicago.

It may be helpful to the student of this philosophy to study Dr. Harper's technique, because he was a leader of the highest order. Moreover, I have his own word for it that his Leadership was never a matter of chance or accident, but always the result of carefully planned procedure.

The following incident will serve to show just how Dr. Harper made use of Imagination in raising money in large sums.

Dr. Harper needed an extra million dollars for the construction of a new building. Taking inventory of the wealthy men of Chicago to whom he might turn for this large sum, he decided upon two, each of whom was a millionaire, and both were bitter enemies.

One of these was, at that time, the head of the Chicago street railway system. Choosing the noon hour, when the office force and this man's

secretary, in particular, would be apt to be out at lunch, Dr. Harper nonchalantly strolled into the office and, finding no one on guard at the outer door, walked into the office of his intended "victim," whom he surprised by his appearance unannounced.

"My name is Harper," said the doctor, "and I am president of the University of Chicago. Pardon my intrusion, but I found no one in the outer office [which was no mere accident] so I took the liberty of walking on in.

"I have thought of you and your street railway system many, many times. You have built up a wonderful system, and I understand that you have made lots of money for your efforts. I never think of you, however, without it occurring to me that one of these days you will be passing out into the Great Unknown, and after you are gone there will be nothing left as a monument to your name, because others will take over your money, and money has a way of losing its identity very quickly, as soon as it changes hands.

"I have often thought of offering you the opportunity to perpetuate your name by permitting you to build a new Hall out on the University grounds, and naming it after you. I would have offered you this opportunity long ago had it not been for the fact that one of the members of our Board wishes the honor to go to Mr.—— [the streetcar head's enemy]. Personally, however, I have always favored you and I still favor you, and if I have your permission to do so, I am going to try to swing the opposition over to you.

"I have not come to ask for any decision today, however, as I was just passing and thought it a good time to drop in and meet you. Think the matter over and if you wish to talk to me about it again, telephone me at your leisure.

"Good day, sir. I am happy to have had this opportunity of meeting you."

With this he bowed himself out without giving the head of the streetcar company a chance to say either yes or no. In fact the streetcar

A MAN'S MIND,
ONCE STRETCHED BY A NEW IDEA,
NEVER REGAINS ITS
ORIGINAL DIMENSIONS.

—Oliver Wendell Holmes

man had very little chance to do any talking. Dr. Harper did the talking. That was as he planned it to be. He went into the office merely to plant the seed, believing that it would germinate and spring into life in due time.

His belief was not without foundation. He had hardly returned to his office at the University when the telephone rang. It was the streetcar man. He asked for an appointment with Dr. Harper, and the two met in Dr. Harper's office the next morning, and the check for a million dollars was in Dr. Harper's hands an hour later.

Despite the fact that Dr. Harper was a small, rather insignificant-looking man, it was said of him that "he had a way about him that enabled him to get everything he went after."

And as to this "way" that he was reputed to have had—what was it?

It was nothing more nor less than his understanding of the power of Imagination. Suppose he had gone to the office of the streetcar head and asked for an appointment. Sufficient time would have elapsed between the time he called and the time when he would have actually seen his man, to have enabled the latter to anticipate the reason for his call, and also to formulate a good, logical excuse for saying no.

Suppose, again, he had opened his interview with the streetcar man something like this: "The University is badly in need of funds and I have come to you to ask your help. You have made lots of money and you owe something to the community in which you have made it. [Which, perhaps, was true.] If you will give us a million dollars, we will place your name on a new Hall that we wish to build."

What might have been the result?

In the first place, there would have been no motive suggested that was sufficiently appealing to sway the mind of the streetcar man. While it may have been true that he "owed something to the community from which he had made a fortune," he probably would not have admitted that fact. In the second place, he would have enjoyed the position of being on the offensive instead of the defensive side of the proposal.

But Dr. Harper, shrewd in the use of Imagination as he was, provided for just such contingencies by the way he stated his case. First, he placed the streetcar man on the defensive by informing him that it was not certain that he (Dr. Harper) could get the permission of his Board to accept the money and name the Hall after the streetcar man. In the second place, he intensified the desire of the streetcar man to have his name on that building because of the thought that his enemy and competitor might get the honor if it got away from him. Moreover (and this was no accident either), Dr. Harper had made a powerful appeal to one of the most common of all human weaknesses by showing this streetcar man how to perpetuate his own name.

All of which required a practical application of the Law of Imagination.

Dr. Harper was a master salesman. When he asked for money he always paved the way for success by planting in the mind of the person of whom he asked it a good sound reason why the money should be given—a reason which emphasized some advantage accruing to the man as the result of the gift. Often this would take on the form of a business advantage. Again it would take on the nature of an appeal to that part of man's nature which prompts him to wish to perpetuate his name so it will live after him. But, always, the request for money was carried out according to a plan that had been carefully thought out, embellished, and smoothed down with the use of Imagination.

COMMENTARY

When the editors of this revised and updated edition of The Principles of Personal Power set about the task of reviewing the material in the original edition, it was concluded that there were certain instances where the text would benefit from the inclusion of contemporary stories. However, once the task was actually begun, it became clear that very often Napoleon Hill's stories illustrated certain concepts so well that replacing those

would have resulted in little more than mentioning names that are more familiar to the modern reader while adding little of consequence to the point being made.

It was with that in mind that the editors decided to include the following section from the original text in which Hill offers his readers ideas that he suggests the imaginative person could take and develop into products or businesses. As you might guess, every one of the concepts he offered was taken up by someone and turned into a reality.

While the Law of Success philosophy was in the embryonic stage, long before it had been organized into a systematic course of instruction and reduced to textbooks, I was lecturing on this philosophy in a small town in Illinois.

One of the members of the audience was a young life insurance salesman. After hearing what was said on the subject of Imagination, he began to apply what he had heard to his own problem of selling life insurance. Something was said during the lecture about the value of allied effort, through which people may enjoy greater success by co-operative effort through a working arrangement under which each “boosts” the interests of the other.

Taking this suggestion as his cue, the young man in question immediately formulated a plan whereby he gained the Cooperation of a group of businessmen who were in no way connected with the insurance business.

Going to the leading grocer in his town he made arrangements with that grocer to give a thousand-dollar insurance policy to every customer purchasing no less than fifty dollars’ worth of groceries each month. He then made it a part of his business to inform people of this arrangement and brought in many new customers. The groceryman had a large neatly lettered card placed in his store, informing his customers of this offer of free insurance, thus helping himself by offering all his customers an inducement to do all their trading in the grocery line with him.

This young insurance man then went to the leading gas station and made arrangements with the owner to insure all customers who purchased all their gasoline, oil, and other motor supplies from him.

TO KNOW IS NOTHING AT ALL;
TO IMAGINE IS EVERYTHING.

—Anatole France

Next he went to the leading restaurant in the town and made a similar arrangement with the owner. Incidentally, this alliance proved to be quite profitable to the restaurateur, who promptly began an advertising campaign in which it was stated that the food was so pure, wholesome, and good that all who ate there regularly would be apt to live much longer. Therefore he would insure the life of each regular customer for one thousand dollars.

The life insurance salesman then made arrangements with a local builder and real estate man to insure the life of each person buying property from him, for an amount sufficient to pay off the balance due on the property in case the purchaser died before payments were completed.

The young man in question is now the General Agent for one of the largest life insurance companies in the United States, with headquarters in one of the largest cities in Ohio.

The turning point in his life came when he discovered how he might make practical use of the Law of Imagination.

There is no patent on his plan. It may be duplicated over and over again by other life insurance sellers who know the value of Imagination. Just now, if I were engaged in selling life insurance, I think I should make use of this plan by allying myself with a group of automobile distributors in each of several cities, thus enabling them to sell more automobiles and at the same time providing for the sale of a large amount of life insurance, through their efforts.

Financial success is not difficult to achieve after one learns how to make practical use of creative Imagination. Someone with sufficient Initiative and Leadership, and the necessary Imagination, will duplicate the fortunes being made each year by the owners of Five and Ten Cent Stores, by developing a system of marketing the same sort of goods now sold in these stores, with the aid of vending machines. This will save a fortune in clerk hire, insure against theft, and cut down the overhead of store operation in many other ways. Such a system can be conducted just as

successfully as food can be dispensed with the aid of automatic vending machines.

The seed of the idea has been here sown. It is yours for the taking!

Someone with an inventive turn of the mind is going to make a fortune and at the same time save thousands of lives each year, by perfecting an automatic railroad crossing "control" that will reduce the number of automobile accidents on crossings.

Imagination, plus some mechanical skill, will give the motorist this much needed safeguard, and make the man who perfects the system all the money he needs and much more besides

Some inventor who understands the value of Imagination and has a working knowledge of the radio principle, may make a fortune by perfecting a burglar alarm system that will signal police headquarters and at the same time switch on lights and ring a gong in the place about to be burglarized, with the aid of apparatus similar to that now used for broadcasting.

Any farmer with enough Imagination to create a plan, plus the use of a list of all automobile licenses issued in his state, may easily work up a clientele of motorists who will come to his farm and purchase all the vegetables he can produce and all the chickens he can raise, thus saving him the expense of hauling his products to the city. By contracting with each motorist for the season, the farmer may accurately estimate the amount of produce he should provide. The advantage to the motorist, accruing under the arrangement, is that he will be sure of direct-from-the-farm produce, at less cost than he could purchase it from local dealers.

The roadside gasoline filling station owner can make effective use of Imagination by placing a lunch stand near his filling station, and then doing some attractive advertising along the road in each direction, calling attention to his "barbecue," "home-made sandwiches," or whatever else he may wish to specialize in. The lunch stand will cause the motorists to stop, and many of them will purchase gasoline before starting on their way again.

These are simple suggestions, involving no particular amount of complication in connection with their use, yet it is just such uses of Imagination that bring financial success.

The Piggly-Wiggly self-help store plan, which made millions of dollars for its originator, was a very simple idea which anyone could have adopted, yet considerable Imagination was required to put the idea to work in a practical sort of way.

The more simple and easily adapted to a need an idea is, the greater is its value, as no one is looking for ideas which are involved with great detail or in any manner complicated.

COMMENTARY

The billions of McDonald's hamburgers sold, the invention of Wite-Out by a secretary, and the success of Mrs. Field's Cookies are stories that have been cited so often as modern examples of a simple idea transformed by imagination that they may have begun to lose some of their power to inspire. If that is so, the story of Josie Natori's simple idea should once again ignite your imagination.

Raised in the Philippines, Josie Natori came to the United States to study economics and had a successful career as an investment banker. But, she recalls, "I was bored. It all came too easy." She and her husband were mulling over starting their own business, considering items they could import from the Philippines, when a friend sent her some children's clothes with elaborate embroidery.

Natori took one look at the clothes and was inspired. The look might not work for kids, but she knew it would be dynamite on women's lingerie. She began creating her own designs and soon had orders from major department stores like Saks and Bloomingdale's.

"From the beginning," Natori told an interviewer, "I wasn't consciously trying to challenge the established ideas of lingerie. I simply followed my instincts. I had no preconceived ideas and asked questions that forced buyers to reconsider what [a garment] should look like. I naturally asked questions like, 'Why can't a nightgown look like an evening gown?' or 'Who says you can't wear these slippers with that dress?'"

Today her company does \$40 million worth of business annually and sells lingerie across America and in Canada, Italy, Japan, and France. Natori's imagination continues to be the fuel that drives her business forward. "Even when I'm shopping in a flea market, I am searching for inspiration."

IMAGINATION AND SALESMANSHIP

COMMENTARY

During the first quarter of the twentieth century, when Napoleon Hill was developing the Law of Success, business in America was booming. But, in many ways, how people conducted their day-to-day business affairs was still quite traditional. Most merchants had yet to embrace what was to become one of the defining hallmarks of American business—the concept of business as a service industry.

In the following, Napoleon Hill addresses the issue of imaginative salesmanship and customer service, and to make his point he uses everyday examples drawn from his personal experience. Today Hill's suggestions may seem somewhat quaint compared with our drive-through shopping center/infomercial/e-commerce way of life, but as with the previous section in which Hill gave away ideas, much of what is common business practice today is so because of what Napoleon Hill wrote in the original edition of this book.

Imagination is the most important factor entering into the art of selling. The master salesman is always one who makes systematic use of Imagination. The outstanding merchant relies upon Imagination for the ideas that make his business excel.

Imagination may be used effectively in the sale of even the smallest articles of merchandise, such as shirts or ties.

I walked into one of the best-known haberdasheries in the city of Philadelphia, to purchase some shirts and ties.

I picked up two or three ties from the counter, examined them briefly, then laid down all but one light blue that somewhat appealed

to me. Finally I laid this one down also, and began to look through the remainder of the assortment.

The young man behind the counter then had a happy idea. Picking up a gaudy-looking yellow tie he wound it around his fingers to show how it would look when tied, and asked:

“Isn’t this a beauty?”

Now I hate yellow ties, and the salesman made no particular hit with me by suggesting that a gaudy yellow tie is pretty. If I had been in that salesman’s place I would have picked up the blue tie, for which I had shown a decided preference, and I would have wound it around my fingers so as to bring out its appearance after being tied. I would have known what my customer wanted by watching the kinds of ties that he picked up and examined. If given the opportunity, any customer will give the alert salesman a clue as to the particular merchandise that should be stressed in an effort to make a sale.

I then moved over to the shirt counter. Here I was met by an elderly gentleman who asked:

“Is there something I can do for you today?”

Well, I thought to myself that if he ever did anything for me it would have to be today, as I might never come back to that particular store again. I told him I wanted to look at shirts, and described the style and color of shirt that I wanted.

The old gentleman replied: “I am sorry, sir, but they are not wearing that style this season, so we are not showing it.”

I said I knew “they” were not wearing the style for which I had asked, and for that very reason, among others, I was going to wear it providing I could find it in stock.

If I were selling goods, I might think what I pleased about a customer’s taste, but I surely would not be so lacking in diplomacy as to tell the customer that I thought he didn’t know his business. Rather, I would tactfully show him what I believed to be more appropriate merchandise, if what he wanted was not in stock.

A SENSE OF CURIOSITY
IS NATURE'S ORIGINAL SCHOOL
OF EDUCATION.

—Smiley Blanton

The old gentleman finally pulled down some shirt boxes and began laying out shirts that were not even similar to the shirt for which I had asked. I told him that none of these suited, and as I started to walk out he asked if I would like to look at some nice suspenders.

It is proper for a salesman to try to interest a customer in wares for which he makes no inquiry, but judgment should be used and care taken to offer something which the salesman has reason to believe the customer may want.

I walked out of the store without having bought either shirts or ties, and feeling somewhat resentful because I had been so grossly misjudged as to my tastes for colors and styles.

A little further down the street I went into a small, one-man shop which had shirts and ties on display in the window.

Here I was handled differently!

The salesperson asked no unnecessary or stereotyped questions. He took one glance at me as I entered the door, sized me up quite accurately, and greeted me with a very pleasant "Good morning, sir!"

He then inquired, "Which shall I show you first, shirts or ties?" I said I would look at the shirts first. He glanced at the style of shirt I was wearing, asked my size, and began laying out shirts of the very type and color for which I was searching, without my saying another word. He laid out six different styles and watched to see which I would pick up first. I looked at each shirt, in turn, and laid them all back on the counter, but the salesman observed that I examined one of the shirts a little more closely than the others, and that I held it a little longer. No sooner had I laid this shirt down than the salesman picked it up and began to explain how it was made. He then went to the tie counter and came back with three very beautiful blue ties, tied each, and held it in front of the shirt, calling attention to the perfect harmony between the colors of the ties and the shirt.

Before I had been in the store five minutes I had purchased three shirts and three ties, and was on my way with the package under my arm, feeling that here was a store to which I would return.

DREAM. DREAM *BIG DREAMS!*

OTHERS MAY DEPRIVE YOU OF YOUR
MATERIAL WEALTH AND CHEAT YOU
IN A THOUSAND WAYS, BUT NO MAN
CAN DEPRIVE YOU OF THE CONTROL
AND USE OF YOUR IMAGINATION.

MEN MAY DEAL WITH YOU UNFAIRLY,
AS MEN OFTEN DO; THEY MAY DEPRIVE
YOU OF YOUR LIBERTY; BUT THEY
CANNOT TAKE FROM YOU THE PRIVILEGE
OF USING YOUR IMAGINATION.

IN YOUR IMAGINATION *YOU ALWAYS WIN!*

—Jesse Jackson

I learned, afterwards, that the merchant who owns the little shop where I made these purchases pays a monthly rental of \$500 for the small store, and makes a handsome income from the sale of nothing but shirts, ties, and collars. He would have to go out of business, with a fixed charge of \$500 a month for rent, if it were not for his knowledge of human nature which enables him to make a very high percentage of sales to all who come into his store.

I was once walking down Michigan Boulevard, in Chicago, when my eye was attracted to a beautiful gray suit in the window of a men's store. I had no notion of buying the suit, but I was curious to know the price, so I opened the door and, without entering, merely pushed my head inside and asked the first person I saw how much the suit in the window was.

Then followed one of the cleverest bits of sales maneuvering I have ever observed. The salesman knew he could not sell me the suit unless I came into the store, so he said, "Will you not step inside, sir, while I find out the price of the suit?"

Of course he knew the price, all the time, but that was his way of disarming me of the thought that he intended trying to sell me the suit. In less than two minutes I found myself standing in front of a case, with my coat off, getting ready to try on a coat like the one I had observed in the window.

After I was in the coat, which happened to fit almost perfectly (this was no accident, thanks to the accurate eyes of an observing salesman) my attention was called to the nice, smooth touch of the material. I rubbed my hand up and down the arm of the coat, as I had seen the salesman do while describing the material, and, sure enough, it was a very fine piece of material. By this time I had again asked the price, and when I was told that the suit was only fifty dollars I was agreeably surprised, because I had come to believe that it might have been priced much higher. However, when I first saw the suit in the

window my guess was that it was priced at about thirty-five dollars, and I doubt that I would have paid that much for it had I not fallen into the hands of a man who knew how to show me the suit to best advantage.

If the first coat tried on me had been about two sizes too large, or a size too small, I doubt that any sale would have been made. I bought that suit “on the impulse of the moment.” A single slip on the part of the salesman would have lost him the sale of that suit. If he had replied “Fifty dollars” when I first asked the price, I would have said “Thank you” and have gone my way without looking at the suit.

Later in the season I purchased two more suits from this same salesman, and if I now lived in Chicago the chances are that I would buy still other suits from him, because he always showed me suits that were in keeping with my personality.

The Marshall Field’s store, in Chicago, gets more for merchandise than any other store of its kind in the country. Moreover, people knowingly pay more at this store, and feel better satisfied than if they bought the merchandise at another store for less money.

Why is this?

Well, there are many reasons, among them the fact that anything purchased at the Field’s store which is not entirely satisfactory may be returned and the purchase price will be refunded. A guarantee goes with every article sold in the Field’s store.

Another reason why people will pay more at the Field’s store is the fact that the merchandise is displayed and shown to better advantage than it is at most other stores. The Field’s window displays are truly works of art. The same is true of the goods displayed in the store. There is harmony and proper grouping of merchandise throughout the Field’s establishment, and this creates an “atmosphere” that is more—much more—than merely an imaginary one.

Still another reason why the Field's store can get more for merchandise than most other merchants is due to the careful selection and supervision of salespeople. One would seldom find a person employed in the Field's store whom one would not also be willing to accept as a neighbor.

Merchandise purchased in the Field's store is packed or wrapped more artistically than is common in other stores, which is still another reason why people go out of their way and pay higher prices to trade there.

While we are on the subject of the artistic wrapping of merchandise, I wish to relate the experience of a friend of mine which shows how Imagination may be used even in wrapping merchandise.

This friend had a very fine silver cigarette case that he had carried for years, and of which he was very proud because it was a gift from his wife.

Constant usage had banged the case up rather badly, and he decided to take it to Caldwell, a jewelry store in Philadelphia, to be repaired. He left the case and asked them to send it to his office when it was ready.

About two weeks later a splendid-looking new livery wagon with the Caldwell name on it drew up in front of his office, and a nice-looking young man in a neat uniform stepped out with a package that was artistically wrapped and tied with a ribbon.

His secretary and other workers in his office gathered around his desk to watch him open up his "present." He cut the ribbon and removed the outer covering. Under this was a covering of tissue paper, fastened with beautiful gold seals bearing the Caldwell initials and trademark. This paper was removed, and behold! a most beautiful plush-lined box met his eyes. The box was opened, and, after removing the tissue-paper packing, there was the cigarette case he had left to be repaired.

GREAT ACHIEVEMENT IS
USUALLY BORN OF GREAT SACRIFICE,
AND IS NEVER THE RESULT
OF SELFISHNESS.

But it did not look like the same case, thanks to the Imagination of the Caldwell manager. Every dent had been carefully straightened out. The hinges had been trued and the case had been polished and cleaned so it shone as it did when it was first purchased.

And the bill? Oh, it was plenty, and yet the price charged for the repair did not seem too high. As a matter of fact everything that entered into the transaction, from the packing of the case with the fine tissue paper and gold seals to the delivery of the package, was based upon carefully calculated psychology which laid the foundation for a high price for the repair.

To me there was a great lesson in this cigarette case incident. The goods you are selling may actually be worth all you are asking for them, but if you do not carefully study the subjects of display and packaging you may be accused of overcharging your customers.

On Broad Street, in the city of Philadelphia, there is a fruit shop where those who patronize the store are met at the door by a man in uniform who opens the door for them. He does nothing else but merely open the door, but he does it with a smile. This fruit merchant specializes in baskets of fruit decorated with fancy wrapping and ribbons. Just outside the store is a big blackboard on which are listed the sailing dates of the various ocean liners leaving New York City. This merchant caters to people who wish baskets of fruit delivered on board departing boats on which friends are sailing.

This merchant's store is a small affair, no larger than the average small store, but he pays a rent of at least \$15,000 a year for the place and makes more money than half a hundred ordinary fruit stands combined, merely because he knows how to display and deliver his wares so they appeal to the vanity of the buyers. He gets from \$10 to \$25

for a basket of fruit which one could purchase just around the corner for from \$3 to \$7.50, with the exception that the latter would not be embellished with the seventy-five cents' worth of frills which the former contains.

This is but another proof of the value of Imagination.

The American people—and this means all of them, not merely the so-called rich—are the most extravagant spenders on earth, but they insist on “class” when it comes to appearances such as wrapping and delivery and other embellishments which add no real value to the merchandise they buy. The merchant who understands this, and has learned how to mix Imagination with his merchandise, may reap a rich harvest in return for his knowledge.

And a great many are doing it, too.

The salesman who understands the psychology of proper display, wrapping, and delivery of merchandise, and who knows how to show his wares to fit the whims and characteristics of his customers, can make ordinary merchandise bring fancy prices, and what is more important still, he can do so and still retain the patronage of his customers more readily than if he sold the same merchandise without the “studied” appeal and the artistic wrapping and delivery service.

In a “cheap” restaurant, where coffee is served in heavy, thick cups and the silverware is tarnished or dirty, a ham sandwich is only a ham sandwich, and if the restaurant keeper gets fifteen cents for it he is doing well; but just across the street, where the coffee is served in dainty thin cups, on neatly covered tables, a much smaller ham sandwich will bring a quarter, to say nothing of the cost of the tip for service. The only difference in the sandwiches is merely in appearances. The difference in price is very considerable, but the difference in the merchandise is not a difference of either quality or quantity so much as it is of “atmosphere,” or appearances.

People love to buy appearance or atmosphere! which is merely a more refined way of saying that which P. T. Barnum said about “one being born every minute.”

It is no overstatement of fact to say that a master of sales psychology could go into the average merchant's store, where the stock of goods was worth, let us say, \$50,000, and at very slight additional expense make the stock bring \$60,000 to \$75,000. He would have to do nothing except coach the salespeople on the proper showing of the merchandise, after having purchased a small amount of more suitable fixtures, perhaps, and repacked the merchandise in more suitable coverings and boxes.

A shirt or blouse, packed one to a box, in the right sort of a box, with a piece of ribbon and a sheet of tissue paper added for embellishment, can be made to bring a dollar or a dollar and a half more than the same shirt would bring without more artistic packing. I know this is true, and I have proved it more times than I can recall, to convince some skeptical merchant who had not studied the effect of “proper displays.”

Conversely stated, I have proved, many times, that the finest shirt made cannot be sold for half its value if it is removed from its box and placed on a bargain counter with inferior-looking shirts.

COMMENTARY

As was noted at the beginning of this section, merchandising has changed radically in the years since Napoleon Hill wrote those words, but the basic principles he described are still at work in contemporary life. The editors are confident that if you stop to think about the last time you went into Starbucks or Wal-Mart, bought a cell phone, a computer, a car, or just a pair of jeans at the Gap, you will recognize that you were being influenced by those same principles of imaginative salesmanship that Hill was writing about in 1927. The editors are equally confident that you too can take those “old-fashioned” concepts and use them in your own “new-fashioned” way.

Lesson Seven

Enthusiasm

THE LUCKY OR
SUCCESSFUL PERSON
HAS LEARNED A SIMPLE SECRET.

CALL UP, CAPTURE,
EVOKE THE FEELING OF SUCCESS.

WHEN YOU FEEL SUCCESSFUL
AND SELF-CONFIDENT,
YOU WILL ACT SUCCESSFULLY.

—Maxwell Maltz

Lesson Seven

ENTHUSIASM

“You Can Do It if You Believe You Can!”

ENTHUSIASM IS A STATE OF MIND THAT inspires and arouses one to put *action* into the task at hand. And it does more than this—it is contagious, and vitally affects not only the enthusiast, but all with whom they come in contact as well.

Enthusiasm bears the same relationship to a human being that steam does to the locomotive—it is the vital moving force that impels action. The greatest leaders are the ones who know how to inspire Enthusiasm in their followers. Enthusiasm is the most important factor entering into salesmanship, and, by far, the most vital factor that enters into public speaking.

HOW ENTHUSIASM WILL AFFECT YOU

Mix Enthusiasm with your work and it will not seem difficult or monotonous. Enthusiasm will so energize your entire body that you can get along with less than half the usual amount of sleep and at the same time it will enable you to perform two to three times as much work as you usually perform in a given period, without fatigue.

For many years I have done most of my writing at night. One night, while I was enthusiastically working at my typewriter, I looked out the window of my study, just across the square from the Metropolitan tower in New York City, and saw what seemed to be the most peculiar reflection of the moon on the tower. It was a silvery gray shade, such as I had never seen before. Upon closer inspection I found that the reflection was that of the early morning sun and not that of the moon. It was daylight! I had been at work all night, but I was so engrossed in my work that the night had passed as though it were but an hour. I worked at my task all that day and all the following night without stopping, except for a small amount of light food.

Two nights and one day without sleep, and with little food, without the slightest evidence of fatigue, would not have been possible had I not kept my body energized with Enthusiasm over the work at hand.

Enthusiasm is not merely a figure of speech; it is a vital force that you can harness and use. Without Enthusiasm you would resemble an electric battery without electricity.

Enthusiasm is the vital force with which you recharge your body and develop a dynamic personality. Some people are blessed with natural Enthusiasm, while others must acquire it. The procedure through which it may be developed is simple. It begins by doing work you like. If you cannot engage in the work that you like best, for the time being, then you can continue in another line very effectively by adopting a Definite Chief Aim that contemplates your engaging in your chosen work at some future time.

Lack of money and other circumstances over which you have no control may force you to engage in work that you do not like, but no one can stop you from determining in your own mind what your Definite Chief Aim in life shall be. Nor can anyone stop you from planning ways and means for translating this aim into reality, and nor can anyone stop you from mixing Enthusiasm with your plans.

Happiness, the final object of all human effort, is a state of mind that can be maintained only through the hope of future achievement. The happy person is the one who dreams of heights of achievement that are yet unattained. The home you intend to own, the money you intend to earn and place in the bank, the trip you intend to take when you can afford it, the position in life you intend to fill when you have prepared yourself, and the preparation itself—these are the things that produce happiness. Likewise, these are the materials out of which your Definite Chief Aim is formed, and these are the things over which you may become *enthusiastic*, no matter what your present station in life may be.

More than twenty years ago I became *enthusiastic* over an idea. When the idea first took form in my mind, I was unprepared to take even the first step toward its transformation into reality. But I nursed it in my mind and I became enthusiastic as I looked ahead, in my Imagination, and saw the time when I would be prepared to make it a reality.

The idea was this: I wanted to become the editor of a magazine, based on the Golden Rule, through which I could inspire people to keep up courage and deal with one another squarely.

Finally my chance came, and on Armistice Day 1918, I wrote the first editorial for what was to become the material realization of a hope that had lain dormant in my mind for nearly twenty years.

With Enthusiasm I poured into that editorial the emotions which I had been developing in my heart. My dream had come true—my editorship of a national magazine had become a reality.

As I have said, this editorial was written with Enthusiasm. I took it to a man of my acquaintance, and with Enthusiasm I read it to him. The

editorial ended in these words: “At last my twenty-year-old dream is about to come true. It takes money, and a lot of it, to publish a national magazine, and I haven’t the slightest idea where I am going to get this essential factor, but this is worrying me not at all because *I know I am going to get it somewhere!*” As I wrote those lines, I mixed Enthusiasm and faith with them.

I had hardly finished reading this editorial when the man to whom I read it—the first and only person to whom I had shown it—said:

“I can tell you where you are going to get the money, for I am going to supply it.” And he did!

Yes, enthusiasm is a vital force; so vital, that until you have it highly developed you cannot even begin to imagine its potential power in the achievement of success.

Before moving to the next step in this lesson, I wish to repeat and to emphasize the fact that you may develop Enthusiasm over your Definite Chief Aim in life whether you are in position to achieve that purpose at this time or not. You may be a long way from realization of your Definite Chief Aim, but if you will kindle the fire of Enthusiasm in your heart, and keep it burning, before very long the obstacles that now stand in the way of your attainment of that purpose will melt away as if by magic, and you will find yourself in possession of power that you did not know you possessed.

HOW YOUR ENTHUSIASM WILL AFFECT OTHERS

We come now to the discussion of one of the most important subjects of this course—*suggestion*. Suggestion is the principle through which your words and your acts and *even your state of mind* influence others.

COMMENTARY

In Lesson Two, Napoleon Hill discusses at length the subject of autosuggestion, or self-suggestion, and in Lesson Three he introduces a related concept which he called the law of mental telepathy. As noted earlier, in the time since Hill's

writing most experiments in telepathy have done little to convince the skeptical. What Hill meant by the term, however, had little to do with hocus-pocus and much to do with common sense. Here he briefly recaps his thoughts on telepathy as it relates to suggestion.

If you accept the principle of telepathy (the communication of thought from one mind to another without the aid of signs, symbols, or sounds) as a reality, you of course understand why Enthusiasm is contagious and why it influences all within its radius.

When your own mind is vibrating at a high rate because it has been stimulated with Enthusiasm, that vibration registers in the minds of all within its radius, and especially in the minds of those with whom you come in close contact. When a public speaker “senses” their audience is “en rapport” (in harmony) with him or her, they are merely recognizing that their own Enthusiasm has influenced the minds of the listeners until the listeners’ minds are vibrating in harmony with the speaker’s own.

When the salesperson senses that the “psychological” moment for closing a sale has arrived, he or she merely feels the effect of their own Enthusiasm as it influences the mind of the prospective buyer and places that mind “en rapport” with the salesperson’s own.

The subject of *suggestion* constitutes so important a part of this lesson, and of this entire course, that I will describe the three mediums through which it usually operates, which are: what you say, what you do, and what you *think*!

When you are enthusiastic over the goods you are selling or the services you are offering, or the speech you are delivering, your state of mind becomes obvious to all who hear you, *by the tone of your voice*. Whether you have ever thought of it in this way or not, it is the tone in which you make a statement, more than it is the statement itself, that carries conviction or fails to convince. No mere combination of words can ever take the place of a deep belief in a statement that is expressed with burning Enthusiasm. Words are but devitalized sounds unless colored with feeling that comes from Enthusiasm.

ONE FEELS THE NOBLEST,
AND ACTS THE BEST,
WHEN THE INSPIRATION OF
ENTHUSIASM DRIVES
HIM ONWARD TOWARD
THE ATTAINMENT OF
SOME PREESTABLISHED GOAL.

Here the printed word fails me, for I can never express with mere type and paper the difference between words that fall from unemotional lips, without the fire of Enthusiasm behind them, and those that seem to pour forth from a heart that is bursting with eagerness for expression. The difference is there, however.

Thus, *what* you say, and the *way* in which you say it, conveys a meaning that may be just the opposite of what is intended. This accounts for many a failure by the salesperson who presents their arguments in words that seem logical enough, but lack the coloring that can come only from Enthusiasm that is born of sincerity and belief in the goods they are trying to sell. Their words said one thing, but their tone of voice *suggested* something entirely different. Therefore, no sale was made.

What you *say* is of course an important factor in the operation of the principle of suggestion, but not nearly so important as what you *do*. *Your acts will count for more than your words*, and woe unto you if the two fail to harmonize.

If you preach the Golden Rule as a sound rule of conduct, your words will fall upon deaf ears if you do not practice what you preach. The most effective sermon a person can preach on the soundness of the Golden Rule is the one that is preached by *suggestion*, when that person applies this rule in their relationships with others.

If a salesman of Ford automobiles drives up to his prospective purchaser in a Buick, all the arguments he can present in behalf of the Ford will be without effect.

Your *thoughts* constitute the most important of the three ways in which you apply the principle of suggestion, because they control the tone of your words and, to some extent at least, your actions. If your thoughts and your actions and your words harmonize, you are bound to influence others.

We will now analyze the subject of *suggestion*, and I will show you exactly how to apply the principle upon which it operates. As we have already seen, suggestion differs from autosuggestion in only one way—

we use suggestion, consciously or unconsciously, when we influence others, while we use *autosuggestion* as a means of influencing ourselves.

Before you can influence another person through suggestion, that person's mind must be in a state of neutrality; that is, it must be open and receptive to your method of suggestion. Right here is where most salespeople fail—they try to make a sale before the mind of the prospective buyer has been rendered receptive or neutralized. This is such a vital point in this lesson that I feel impelled to dwell on it until there can be no doubt that you understand the principle that I am describing.

When I say that the salesperson must neutralize the mind of the prospective purchaser before a sale can be made I mean that the prospective purchaser's mind must be credulous. A state of confidence must have been established and it is obvious that there can be no set rule for either establishing confidence or neutralizing the mind to a state of openness. Here the ingenuity of the salesperson must supply that which cannot be set down as a hard-and-fast rule.

I know a life insurance salesman who sells nothing but large policies. Before this man even approaches the subject of insurance with a prospective client he familiarizes himself with that person's complete history, including their education, financial status, eccentricities if they have any, religious preferences, and other data too numerous to be listed. Armed with this information, he manages to secure an introduction under conditions that permit him to know the prospective client in a social as well as a business way. Nothing is said about the sale of life insurance during his first visit, nor his second, and sometimes he does not approach the subject of insurance until he has become very well acquainted with the prospective client.

All this time, however, he is not dissipating his efforts. He is taking advantage of these friendly visits for the purpose of neutralizing his prospective client's mind. That is, he is building up a relationship of confidence so that when the time comes for him to talk life insurance, what he says will fall upon ears that *willingly* listen.

Some years ago I wrote a book entitled *How to Sell Your Services*. Just before the manuscript went to the publisher, it occurred to me to ask some celebrities to write letters of endorsement to be published in the book. The printer was waiting for the manuscript, therefore I hurriedly wrote a letter to some eight or ten people, in which I briefly outlined exactly what I wanted. But the letter brought back no replies, for I had failed to observe two important prerequisites for success—I had written the letter so hurriedly that I had failed to inject the spirit of Enthusiasm into it, and I had neglected to word the letter so that it had the effect of neutralizing the minds of those to whom it was sent. I had not paved the way for the application of the principle of suggestion.

After I realized my mistake, I then wrote a letter that was based on strict application of the principle of suggestion. This letter not only brought back replies from all to whom it was sent, but many of the replies were masterpieces and served, far beyond my fondest hopes, as valuable supplements to the book. For the purpose of comparison, to show you how the principle of suggestion may be used in writing a letter and what an important part Enthusiasm plays in giving the written word “flesh,” the two letters are here reproduced. It will not be necessary to indicate which letter failed, as that will be quite obvious.

My dear Mr. Ford:

I am just completing a manuscript for a new book entitled *How to Sell Your Services*. I anticipate the sale of several hundred thousand of these books and I believe those who purchase the book would welcome the opportunity of receiving a message from you as to the best method of marketing personal services.

Would you, therefore, be good enough to give me a few minutes of your time by writing a brief message to be published in my book? This will be a big favor to me personally, and I know it would be appreciated by the readers of the book.

A CAREFUL INVENTORY
OF ALL YOUR PAST EXPERIENCES
MAY DISCLOSE THE
STARTLING FACT
THAT EVERYTHING
HAS HAPPENED FOR THE BEST.

Thanking you in advance for any consideration you may care to show me, I am,

Yours very truly . . .

Hon. Thomas R. Marshall,
Vice President of the United States,
Washington, D. C.

My dear Mr. Marshall:

Would you care for the opportunity to send a message of encouragement, and possibly a word of advice, to a few hundred thousand of your fellow men who have failed to make their mark in the world as successfully as you have done?

I have about completed a manuscript for a book to be entitled *How to Sell Your Services*. The main point made in the book is that service rendered is *cause* and the pay envelope is *effect*, and that the latter varies in proportion to the efficiency of the former.

The book would be incomplete without a few words of advice from a few men who, like yourself, have come up from the bottom to enviable positions in the world. Therefore, if you will write me of your views as to the most essential points to be borne in mind by those who are offering personal services for sale, I will pass your message on through my book, which will ensure its getting into hands where it will do a world of good for a class of earnest people who are struggling to find their places in the world's work.

I know you are a busy man, Mr. Marshall, but please bear in mind that by simply calling in your secretary and dictating a brief letter you will be sending forth an important message to possibly half a million people. In money this will not be worth

to you the two-cent stamp that you will place on the letter, but, if estimated from the viewpoint of the good it may do others who are less fortunate than yourself, it may be worth the difference between success and failure to many a worthy person who will read your message, believe in it, and be guided by it.

Very cordially yours . . .

Now, let us analyze the two letters and find out why one failed in its mission while the other succeeded. This analysis should start with one of the most important fundamentals of salesmanship: *motive*. In the first letter it is obvious that the motive is entirely one of self-interest. The letter states exactly what is wanted, but the wording of it leaves a doubt as to *why* the request is made or whom it is intended to benefit. Study the sentence in the second paragraph, "This will be a big favor to me personally," et cetera. Now, it may seem to be a peculiar trait, but the truth is that most people will not grant favors just to please others. If I ask you to render a service that will benefit me, without bringing you some corresponding advantage, you will not show much Enthusiasm in granting that favor; you may refuse altogether if you have a plausible excuse for refusing. But if I ask you to render a service that will benefit a third person, even though the service must be rendered through me, and if that service is of such a nature that it is likely to reflect credit on you, the chances are that you will render the service willingly.

We see this psychology demonstrated by the person who gives only small change to the beggar on the street, but willingly hands over hundreds of thousands of dollars to the charity worker who is soliciting in the name of others.

But the most damaging suggestion of all is contained in the last and most important paragraph of the letter: "Thanking you in advance for *any consideration you may care to show me.*" This sentence strongly suggests that the writer of the letter anticipates a refusal of their request. It clearly indicates lack of Enthusiasm. It paves the way for a refusal of the

request. There is not one single word in the entire letter that places in the mind of anyone to whom it is sent a satisfactory reason for complying with the request. On the other hand, the reader can clearly see that the object of the letter is to secure a letter of endorsement that will help sell the book. The most important selling argument—in fact, the only selling argument in connection with this request—has been lost because it was not brought out and established as the real motive for making the request. This argument was but faintly mentioned in the sentence, “I believe those who purchase the book would welcome the opportunity of receiving a message from you as to the best method of marketing personal services.”

The opening paragraph of the letter violates an important fundamental of salesmanship, because it clearly suggests that the object of the letter is to gain some advantage for its writer and does not even hint at any advantage to the person to whom it is sent. Instead of neutralizing the mind of the recipient of the letter, as it should do, it has just the opposite effect; it makes it easy for him to say no.

It reminds me of a salesman—or, perhaps I should say someone who wanted to be a salesman—who once approached me in an effort to sell me a subscription to the *Saturday Evening Post*. As he held a copy of the magazine in front of me he suggested the answer I should give, by this question:

“You wouldn’t subscribe for the *Post* to help me out, would you?”

He had made it too easy for me to say no. There was no Enthusiasm behind his words, and he suggested nothing that appealed to my self-interest motive, therefore he lost a sale.

A few weeks later another subscription agent approached me. She was selling a combination of six magazines, one of which was the *Saturday Evening Post*, but how different her approach was. She glanced at my library table, on which she saw several magazines, then at my bookshelves, and exclaimed with Enthusiasm:

“Oh! I see you are a lover of books and magazines.”

PEAK PERFORMERS ARE PEOPLE
WHO APPROACH ANY SET OF
CIRCUMSTANCES WITH THE ATTITUDE
THAT THEY CAN GET IT
TO TURN OUT THE WAY
THEY WANT IT TO.
NOT ONCE IN A WHILE.
REGULARLY. THEY CAN
COUNT ON THEMSELVES.

—Charles Garfield

I proudly pleaded guilty to the charge. Observe the word *proudly*, for it has an important bearing on this incident. I laid down the manuscript that I was reading when this saleswoman came in, for I could see that she was a woman of intelligence. Just how I came to see this you will see too, from this story. The important point is that I laid down the manuscript and actually felt myself wanting to hear what she had to say.

With the aid of eleven words, plus a pleasant smile, plus a tone of genuine Enthusiasm, she had neutralized my mind sufficiently to make me want to hear her. She had performed her most difficult task with those few words, because I had made up my mind when she was announced that I would keep my manuscript in my hands and thereby convey to her mind, as politely as I could, that I was busy.

Being a student of salesmanship and of suggestion, I carefully watched to see what her next move would be. She had a bundle of magazines under her arm and I expected she would unroll it and begin to urge me to purchase, but she didn't. You will recall that I said she was *selling* a combination of six magazines; not merely *trying* to sell them.

She walked over to my bookshelves, pulled out a copy of *Emerson's Essays*, and for the next ten minutes she talked about Emerson's essay on Compensation so interestingly that I lost sight of the roll of magazines that she carried. (She was neutralizing my mind some more.)

Incidentally, she gave me a sufficient number of new ideas about Emerson's works to provide material for an excellent editorial.

Then she asked me which magazines I received regularly, and after I told her, she smiled as she unrolled her bundle of magazines and laid them on the table in front of me. She analyzed her magazines one by one, and explained just why I should have each of them. *The Saturday Evening Post* would bring me the cleanest fiction; *Literary Digest* would bring me the news of the world in condensed form, such as a busy man like myself would demand; the *American Magazine* would bring me the latest biographies of those who were leading in business and industry, and so on, until she had covered the entire list.

But I was not responding to her argument as freely as she thought I should have, so she slipped me this gentle *suggestion*:

“A man of your position is bound to be well-informed, and if he isn’t it will show up in his own work!”

She spoke the truth! Her remark was both a compliment and a gentle reprimand. She made me feel somewhat sheepish because she had taken inventory of my reading matter—and six of the leading magazines were not on my list. (The six that she was selling.)

Then I began to “slip” by asking her how much the six magazines would cost. She put on the finishing touches of a well-presented sales talk by this tactful reply: “The cost? Why, the cost of the entire number is less than you receive for a single page of the typewritten manuscript that you had in your hands when I came in.”

Again she spoke the truth. And how did she happen to guess so well what I was getting for my manuscript? The answer is, she didn’t guess—*she knew!* She made it a part of her business to draw me out tactfully as to the nature of my work (which in no way made me angry). She became so deeply interested in the manuscript, which I had laid down when she came in, that she actually induced me to talk about it. (I am not saying, of course, that this required any great amount of skill or coaxing; after all, it was *my* manuscript.)

For all I know, it was a part of her plan to observe carefully all that she saw and heard, with the object of finding out just what my weaknesses were and in what I was most interested. Some salespeople take the time to do this; some do not. She was one of those who did.

Yes, she went away with my order for the six magazines, but that was not all the benefit she derived from tactful suggestion plus Enthusiasm. She also got my consent to canvass my office, and before she left she had five other orders from my employees.

At no time during her stay did she leave the impression that I was favoring her by purchasing her magazines. Just to the contrary, she distinctly impressed me with the feeling that she was rendering me a favor. This was tactful suggestion.

Before we get away from this incident, I wish to make an admission. When she drew me into conversation, she did it in such a way that I talked with Enthusiasm, and I am sure I caught the spirit of Enthusiasm from this clever saleswoman when she made that opening remark as she came into my study. I am just as sure that her Enthusiasm was not a matter of accident. She had trained herself to look for something in her prospective purchaser's office, or their work, or their conversation, over which she could express Enthusiasm.

Remember, suggestion and Enthusiasm go hand in hand!

I can remember, as though it were yesterday, the feeling that came over me when that other would-be salesman pushed that *Saturday Evening Post* in front of me, as he remarked, "You wouldn't subscribe for the *Post* to help me out, would you?"

His words were chilled, they were lifeless; they lacked Enthusiasm. They registered an impression in my mind, but that impression was one of coldness. I wanted to see the man go out the door at which he had come in. Mind you, I am not naturally unsympathetic, but the tone of his voice, the look on his face, his general bearing *suggested* that he was there to ask a favor and not to offer one.

Suggestion is one of the most subtle and powerful principles of psychology. You are making use of it in all that you do and say and think. But, unless you understand the difference between negative suggestion and positive suggestion, you may be using it in such a way that it is bringing you defeat instead of success.

Science has established the fact that through the negative use of suggestion, life may be extinguished. In the little town where I was raised, there lived an old lady who constantly complained that she feared death from cancer. During her childhood she had seen a woman who had cancer and the sight had so impressed itself upon her mind that she began to look for symptoms in her own body. She was sure that every little ache and pain was the beginning of her long-looked-for symptom of cancer. I have seen her place her hand on her breast

and have heard her exclaim, “Oh, I am sure I have a cancer growing here. I can feel it,” when complaining of this left breast, where she believed the cancer was attacking her.

A few weeks ago she died—with *cancer on her left breast!* If suggestion will actually transform healthy body cells into parasites out of which cancer will develop, can you not imagine what it will do in destroying disease germs—if properly directed? Suggestion is the law through which mental healers work what appear to be miracles. I have personally witnessed the removal of parasitical growths known as warts, through the aid of suggestion, within forty-eight hours.

COMMENTARY

By the 1980s the medical aspects of the principle Napoleon Hill wrote about in the preceding paragraph were embraced by a growing segment of the population commonly referred to as the New Age. Among the adherents were numerous medical professionals who incorporated the concept under the term “the body-mind connection,” and by the turn of the twenty-first century the belief that the mind can manifest physical changes in the body had become a part of mainstream medical practice.

Following is a listing of the seminal books and audiobooks that explain in greater detail the medical applications of the power of suggestion: Visualization by Adelaide Bry; Ageless Body, Timeless Mind by Deepak Chopra, M.D.; Creative Visualization by Shakti Gawain; Focusing by Eugene Gendlin, Ph.D.; You Can Heal Your Life by Louise Hay; Healing With Body Energy by W. Brugh Joy, M.D.; Psycho-Cybernetics by Maxwell Maltz, M.D.; Superimmunity by Paul Pearsall, Ph.D.; Healing Back Pain by John E. Sarno, M.D.; Love, Medicine, and Miracles by Bernie S. Siegel, M.D.; Getting Well by O. Carl Simonton, M.D.; Eight Weeks to Optimum Health and Spontaneous Healing by Andrew Weil, M.D.

A few months ago I received one of the most effective pieces of advertising I ever saw. It was a little book in which a clever automobile

insurance salesman had reprinted press dispatches that he had gathered from all over the country, showing that sixty-five automobiles had been stolen in a single day. On the back page of the book was this highly suggestive statement:

"Your car may be the next one to go. Is it insured?"

At the bottom of the page was the salesman's name, address, and telephone number. Before I had finished reading the first two pages of the book I called the salesman on the telephone and made inquiry about rates. He came right over to see me, and you know the rest of the story.

Go back now to the two letters [pages 159 and 161] and let us analyze the second one, which brought the desired replies from all to whom it was sent. Study, carefully, the first paragraph and you will observe that it asks a question that can be answered in only one way. Compare this opening paragraph with that of the first letter, by asking yourself which of the two would have impressed you most favorably. This paragraph is worded as it is for a twofold purpose. First, it is intended to serve the purpose of neutralizing the mind of the reader so he will read the remainder of the letter with an open-minded attitude. And second, it asks a question that can be answered in only one way, for the purpose of committing the reader to a viewpoint that harmonizes with the nature of the service which in subsequent paragraphs of the letter he is to be requested to render.

In the second lesson of this course, you observed that Andrew Carnegie refused to answer my question, when I asked him to what he attributed his success, until he had asked me to define the word *success*. He did this to avoid misunderstanding. The first paragraph of the letter we are analyzing is so worded that it states the object of the letter and at the same time practically forces the reader to accept that object as being sound and reasonable.

HALF THE WRECKS THAT
STREW LIFE'S OCEAN,
IF SOME STAR
HAD BEEN THEIR GUIDE,
MIGHT IN SAFETY NOW BE RIDING,
BUT THEY DRIFTED WITH THE TIDE.

Any person who would answer the question in the negative would convict himself on the charge of selfishness, and no one wants to live with a guilty conscience on such a charge. Just as the farmer first plows his ground, then fertilizes it in order that he may be sure of a crop, so does this paragraph fertilize the mind of the reader and prepare it for the seed that is to be placed there through the subtle suggestion the paragraph contains.

Now carefully study the second paragraph of the letter and you will observe that it carries a statement of fact that the reader can *neither question nor deny!* It provides him no reason for argument because it is obviously based on a sound fundamental. It takes him the second step of the psychological journey that leads straight toward compliance with the request that is carefully clothed in the third paragraph of the letter, but you will also notice that the paragraph begins by indirectly paying the reader a nice little compliment: "Therefore, if you will write me of your views as to the most essential points to be borne in mind by those who are offering personal services for sale," et cetera. Study the wording of this sentence, together with the setting in which it has been placed, and you will observe that it hardly appears to be a request at all, and certainly there is nothing about it to suggest that the writer of the letter is requesting a favor *for his personal benefit*. At most, it can be construed merely as a request for a favor for others.

Next study the closing paragraph and notice how tactfully concealed is the suggestion that if the reader should refuse the request he is placing himself in the awkward position of one who does not care enough about those who are less fortunate than himself to spend a stamp and a few minutes of time for their benefit.

The whole construction of the letter is such that if the reader lays it aside without complying with the request that it makes, *he will have to reckon with his own conscience!* This effect is intensified by the last sentence of the last paragraph and especially by the last thirteen words of that sentence: "*who will read your message, believe in it, and be guided by it.*"

CONCEIT IS A FOG THAT
ENVELOPS A MAN'S
REAL CHARACTER BEYOND
HIS OWN RECOGNITION.
IT WEAKENS HIS
NATIVE ABILITY AND
STRENGTHENS ALL
HIS INCONSISTENCIES.

This letter brings the reader up with a bang and turns his own conscience into an ally of the writer; it corners him, just as a hunter might corner a rabbit by driving it into a carefully prepared net.

The best evidence I can offer that this analysis is correct is that the letter brought replies from every person to whom it was sent, despite the fact that every one of the recipients was of the type that is generally supposed to be too busy to answer a letter of this nature. Not only did the letter bring the desired replies, but those to whom it was sent also replied in person, with the exception of the late Theodore Roosevelt, who replied under the signature of a secretary.

John Wanamaker and Frank A. Vanderlip wrote two of the finest letters I have ever read—each a masterpiece which might well have adorned the pages of a more dignified volume than the one for which the letters were requested. Andrew Carnegie also wrote a letter that was well worth consideration by all who have personal services for sale. William Jennings Bryan wrote a fine letter, as did, also, the late Lord Northcliffe.

None of these wrote merely to please me, for I was unknown to all of them, with the exception of four. They did not write to please me—they wrote to please themselves and to render a worthy service. Perhaps the wording of the letter had something to do with this, but, as to that, I make no point other than to state that all of those whom I have mentioned, and most others of their type, are generally the most willing to render service for others when they are properly approached.

I wish to take advantage of this appropriate opportunity to state that all of the really big public figures whom I have had the pleasure of knowing have been the most willing and courteous men of my acquaintance when it came to rendering service that was of benefit to others. Perhaps that was one reason why they were really major figures.

The human mind is a marvelous piece of machinery! One of its outstanding characteristics is that all impressions which reach it, either through outside suggestion or autosuggestion, are recorded together in groups which harmonize in nature. The negative impressions are all stored away in one portion of the brain, while the positive impressions are stored in another portion. When one of these impressions (or past experiences) is called into the conscious mind through the principle of memory there is a tendency to recall with it all others of a similar nature, just as the raising of one link of a chain brings up other links with it.

For example, anything that causes a feeling of doubt to arise in a person's mind is sufficient to call forth all of their experiences that caused them to become doubtful. If a person is asked by a stranger to cash a check, he or she may immediately remember having cashed checks that were not good, or of having heard of others who did so. Through the law of association, all similar emotions, experiences, and sense impressions that reach the mind are filed away together, so that the recalling of one tends to bring back to memory all the others.

To arouse a feeling of distrust in a person's mind has a tendency to bring back every doubt-building experience that person ever had. For this reason, successful salespeople endeavor to keep away from the discussion of subjects that may arouse the buyer's "chain of doubt impressions" from previous experiences. The successful salesperson quickly learns that "knocking" a competitor may result in bringing to the buyer's mind certain negative emotions that might make it impossible for the salesperson to "neutralize" the buyer's mind.

This principle applies to, and controls, every sense impression that is lodged in the human mind. Take the feeling of fear, for example; the moment we permit a single emotion that is related to fear to reach the conscious mind, it calls with it all of its unsavory relations. A feeling of courage cannot claim the attention of the conscious mind while a feeling of fear is there. One or the other must dominate. They make poor roommates because they do not harmonize in nature. Like attracts

like. Every thought held in the conscious mind has a tendency to draw to it other thoughts of a similar nature. These feelings, thoughts, and emotions growing out of past experiences, which claim the attention of the conscious mind, are backed by a regular army of supporting soldiers of a similar nature that stand ready to aid them in their work.

COMMENTARY

As noted earlier, many people built on the basic principles about which Napoleon Hill wrote and lectured. Some took inspiration from Hill's principles of success and turned their inspiration into businesses, a number of which went on to become not just businesses but industries unto themselves. Others built on the ideas by elaborating on certain concepts and they themselves became bestselling authors and famous motivational speakers.

To experience firsthand just how influential Napoleon Hill has been in this regard, the editors urge you to attend seminars and workshops by today's popular speakers. You will hear new buzzwords, and the speakers will illustrate their concepts with contemporary stories, but behind each modern catch phrase or story you will also hear the echo of one of Hill's original seventeen principles of success. Two of the most prominent and powerful motivational speakers of the latter part of the twentieth century and beginning of the twenty-first century are Anthony Robbins and Stephen Covey, both of whom readily acknowledge Napoleon Hill as a major inspiration in their work.

ENTHUSIASM AND SUGGESTION

Deliberately place in your own mind, through the principle of auto-suggestion, the ambition to succeed through the aid of a Definite Chief Aim, and notice how quickly all of your latent or undeveloped ability in the nature of past experiences will become stimulated and aroused to action on your behalf. Plant in a child's mind, through the principle of suggestion, the ambition to become a successful lawyer or

doctor or engineer or businessperson or financier, and if you plant that suggestion deeply enough, and keep it there, by repetition, it will begin to move the child toward the achievement of the object of that ambition.

If you would plant a suggestion “deeply,” mix it generously with Enthusiasm, for Enthusiasm is the fertilizer that will ensure its rapid growth as well as its permanency. When that kind-hearted old gentleman planted in my mind the suggestion that I was a “bright boy” and that I could make my mark in the world if I would educate myself, it was not so much *what* he said, as it was the *way* in which he said it that made such a deep and lasting impression on my mind. It was the way in which he gripped my shoulders, and the look of confidence in his eyes, that drove his suggestion so deeply into my subconscious mind that it never gave me any peace until I commenced taking the steps that led to the fulfillment of the suggestion.

This is a point I would stress with all the power at my command. *It is not so much what you say as it is the TONE and MANNER in which you say it that makes a lasting impression.*

It naturally follows, therefore, that sincerity of purpose, honesty, and earnestness must be placed behind all that one says if one would make a lasting and favorable impression.

Whatever you successfully sell to others you must first sell to *yourself!*

Not long ago I was approached by an agent of the government of a certain country. The agent sought my services as a writer of propaganda for the administration in charge at that time. His approach was about as follows:

“Whereas, you have a reputation as an exponent of the Golden Rule philosophy; and whereas, you are known throughout the United States as an independent who is not allied with any political faction, would you be gracious enough to come to our country, study the economic and political affairs, then return to the United States and write a series of

articles to appear in the newspapers, recommending to the people of America the immediate recognition of the government by the United States," et cetera.

For this service, I was offered more money than I shall, perhaps, ever possess during my entire life. But I refused the commission, and for a reason that will fail to impress anyone except those who understand the principle that makes it necessary for all who would influence others to remain on good terms with their own conscience.

I could not write convincingly of that country's cause because I did not believe in that cause. Therefore, I could not have mixed sufficient Enthusiasm with my writing to have made it effective, even if I had been willing to prostitute my talent and dip my pen into ink that I believed to be muddy.

I will not endeavor further to explain my philosophy on this incident, as those who are far enough advanced in the study of autosuggestion will not need further explanation, while those who are not far enough advanced would not and could not understand.

No one can afford to express, through words or acts, anything that is not in harmony with their own belief, and if they do, they must pay by the loss of their ability to influence others.

Please read aloud the foregoing paragraph! It is worth emphasizing by repetition, for it is by lack of observation of the principle on which it is based that many a person's Definite Chief Aim has been dashed.

I do not believe that I can afford to try to deceive anyone, about anything, but I *know* that I cannot afford to try to deceive *myself*. To do so would destroy the power of my pen and render my words ineffective.

It is only when I write with the fire of Enthusiasm burning in my heart that my writing impresses others favorably; and it is only when I speak from a heart that is bursting with belief in my message, that I can move my audience to accept that message.

I urge you to also read aloud the foregoing paragraph. Commit it to memory. Write it out and place it where it may serve as a daily

reminder of a principle, as immutable as the law of gravity, *without which you can never become a power in your chosen life's work.*

There have been times, and many of them, when it appeared that if I stood by this principle it would mean starvation!

There have been times when even my closest friends and business advisers have strongly urged me to shade my philosophy for the sake of gaining a needed advantage here and there, but somehow I have managed to cling to it, mainly, I suppose, because I have preferred peace and harmony in my own heart to the material gain that I might have had by compromising my integrity.

Strange as it may seem, my refusal to strangle my own conscience has seldom been based on what is commonly called "honesty." My refusal to write or speak anything that I did not believe has been solely a question of honor between my conscience and myself. I have tried to express what my heart dictated because I have aimed to give my words "flesh." It might be said that my motive was based more on self-interest than on a desire to be fair with others, though I have never desired to be unfair with others, so far as I am able to analyze myself.

No one can become a master salesperson if they compromise falsehood. Even if no one ever catches them red-handed in expressing what they do not believe, their words will fail in the accomplishment of their purpose because a person cannot give their words "flesh" if they do not come from the heart, and if they are not mixed with genuine, unadulterated Enthusiasm.

I would also ask you to read, aloud, the foregoing paragraph, for it embraces a great law that you must *understand* and *apply* before you can become a person of influence in any undertaking.

I should point out that I am quite serious when I ask you to read aloud or memorize certain phrases. It is not that I don't give you full credit for being an adult, a thinker, an intelligent person, but I know how likely you are to skip over these vital laws without being sufficiently impressed by them to make them a part of your everyday philosophy. I

know *your* weakness because I know *my own*. It has required the better part of twenty-five years of ups and downs—mostly downs—to impress these basic truths on my own mind so that they influenced me. I have tried both them and their opposites; therefore, I can speak not as one who merely *believes* in their soundness, but as one who *knows*.

And what do I mean by “these truths”?

So that you cannot possibly misunderstand my meaning, and so that these words of warning cannot possibly convey an abstract meaning, I will state that by “these truths” I mean this:

You cannot afford to suggest to another person, by word of mouth or by an act of yours, anything that you do not believe.

Surely, that is plain enough.

And the reason you cannot afford to do so, is this:

If you compromise with your own conscience, it will not be long before you will have no conscience; for your conscience will fail to guide you, just as an alarm clock will fail to awaken you if you do not heed it.

Surely, that is plain enough also.

And how do I happen to be an authority on this vital subject? I am an authority because I have experimented with the principle until I know how it works!

“But,” you may ask, “how do I know that you are telling the truth?”

The answer is *you will know only by experimenting for yourself, and by observing others who faithfully apply this principle and those who do not apply it.*

If my evidence needs backing, then consult anyone whom you know to be a person who has “tried to get by” without observing this principle, and if they will not or cannot give you the truth, you can get it nevertheless by analyzing the character of the person.

There is but one thing in the world that gives us real and enduring power, and that is *character*. Reputation, bear in mind, is not character. Reputation is that which people are believed to be; character is that which people *are*! If you would be a person of great influence, then be a person of real *character*.

Character is the philosopher's lodestone through which all who have it may turn the base metals of their life into pure gold. Without character you have nothing, you are nothing, and you can be nothing. Character is something that you cannot beg or steal or buy. You can get it only by building it; and you can build it by your own thoughts and deeds, and in no other way. Through the aid of autosuggestion, any person can build a sound character, no matter what his or her past has been. I wish to emphasize the fact that all who have character also have Enthusiasm and Personality sufficient to attract others who have character.

Following are three simple but valuable instructions as to how to develop Enthusiasm.

First: Complete the remaining lessons of this course, because other important instructions that are to be coordinated with this one will be found in subsequent lessons.

Second: If you have not already done so, write out your Definite Chief Aim in clear, simple language, and follow this by writing out the plan through which you intend to transform your aim into reality.

Third: Read over the description of your Definite Chief Aim each night just before retiring, and as you read, see yourself (in your Imagination) in full possession of the object of your aim. Do this with full faith in your ability to transform your Definite Chief Aim into reality. Read aloud, with all the Enthusiasm at your command, emphasizing every word. Repeat this reading until the small still voice within you tells you that your purpose will be realized. Sometimes you will feel the effects of this voice from within the first time you read your Definite Chief Aim, while at other times you may have to read it a dozen or fifty times before the assurance comes. But do not stop until you feel it.

One of the greatest powers for good, on the face of this earth, is *faith*. To this marvelous power may be traced miracles of the most astounding nature. It offers peace on earth to all who embrace it.

Faith involves a principle so far-reaching in its effect that no one can say what its limitations are, or if it has limitations. *Write into the description of your Definite Chief Aim a statement of the qualities that you intend to develop in yourself, and the station in life that you intend to attain, and have faith, as you read this description each night, that you can transform this purpose into reality.* Surely, you cannot miss the suggestion contained in this lesson.

To become successful you must be a person of *action*. Merely to “know” is not sufficient. It is necessary both to know and to do.

Enthusiasm is the mainspring of the mind that urges one to put knowledge into action.

Billy Sunday is the most successful evangelist this country has ever known. For the purpose of studying his technique and checking up on his psychological methods, I went through three campaigns with Reverend Sunday.

His success is based very largely on one word—ENTHUSIASM!

By making effective use of the law of suggestion, Billy Sunday conveys his own spirit of Enthusiasm to the minds of his followers and they become influenced by it. He sells his sermons by exactly the same sort of strategy employed by many master salespeople.

Enthusiasm is as essential to a salesperson as water is to a duck!

All successful sales managers understand the psychology of Enthusiasm and make use of it, in various ways, as a practical means of helping their group produce more sales.

Practically all sales organizations have get-together meetings for the purpose of revitalizing the minds of all members of the sales force and injecting the spirit of Enthusiasm, which can be best done en masse through group psychology.

Sales meetings might properly be called “revival” meetings, because their purpose is to revive interest and arouse Enthusiasm that will enable the salespeople to take up the fight with renewed ambition and energy.

During his administration as sales manager of the National Cash Register Company, Hugh Chalmers (who later became famous in the

IF YOU THINK YOUR LOT
IN LIFE HAS BEEN HARD,
READ UP FROM SLAVERY
BY BOOKER T. WASHINGTON,
AND YOU MAY SEE HOW
FORTUNATE YOU HAVE BEEN.

motor car industry) faced a most embarrassing situation which threatened to wipe out his position as well as that of thousands of salesmen under his direction.

The company was in financial difficulty. This fact had become known to the salesmen in the field, and as a result they began to lose their Enthusiasm. Sales began to dwindle until finally the conditions became so alarming that a general meeting of the sales organization was called, to be held at the company's plant in Dayton, Ohio. The salesmen were called in from all over the country.

Mr. Chalmers presided over the meeting. He began by calling on several of his best salesmen to tell what was wrong out in the field that orders had fallen off. One by one they got up, as called, and each had a most terrible tale of grief to tell. Business conditions were bad, money was scarce, people were holding off buying until after the presidential election, and so forth. As the fifth man began to enumerate the difficulties that had kept him from making his usual quota of sales, Mr. Chalmers jumped up on top of a table, held up his hands for silence, and said, "Stop! I order this convention to come to a close for ten minutes while I get my shoes shined."

Then turning to a small boy who sat nearby, he ordered the boy to bring his shoeshine outfit and shine his shoes, right where he stood, on top of the table.

The salesmen in the audience were astounded! They began to whisper among themselves. Meanwhile, the boy shined first one and then the other shoe, taking plenty of time and doing a first-class job.

After the job was finished, Mr. Chalmers handed the boy a dime, then went ahead with his speech:

"I want each of you," he said, "to take a good look at this boy. He has the concession for shoe-shining throughout our plant and offices. His predecessor was considerably older than himself, and despite the fact that the company subsidized him with a salary, he could not make a living in this plant, where thousands of people are employed.

"This boy not only makes a good living, without any subsidy from the company, but he is actually saving money out of his earnings each week, working under the same conditions, in the same plant, for the same people.

"Now I wish to ask you a question. Whose fault was it that the older boy did not get more business? Was it his fault, or the fault of his buyers?"

In a mighty roar from the crowd the answer came back:

"It was the boy's fault, of course!"

"Just so," replied Chalmers, "and now I want to tell you this, that you are selling cash registers in the same territory, to the same people, with exactly the same business conditions that existed a year ago, yet you are not producing the business that you were then. Now whose fault is that? Is it yours, or the buyers'?"

And again the answer came back with a roar:

"It is our fault, of course!"

"I am glad that you are frank to acknowledge your faults," Chalmers continued, "and I now wish to tell you what your trouble is: You have heard rumors about this company being in financial trouble and that has killed off your enthusiasm so that you are not making the effort that you formerly made. If you will go back into your territories with a definite promise to send in five orders each during the next thirty days, this company will no longer be in financial difficulty, for that additional business will see us clear. Will you do it?"

They said they would, and they did!

That incident has gone down in the history of the National Cash Register Company under the name Hugh Chalmers' Million-Dollar Shoe Shine, for it is said that this turned the tide in the company's affairs and was worth millions of dollars.

Enthusiasm knows no defeat! The sales manager who knows how to send out an army of enthusiastic salespeople may set his or her own price on their services. What is more important even than this, they can increase the earning capacity of every person under their

direction. Thus, the sales manager's Enthusiasm benefits not only himself, but perhaps hundreds of others as well.

Enthusiasm is never a matter of chance. There are certain stimuli that produce Enthusiasm, the most important being as follows:

1. Occupation in the work that one loves best.
2. Environment where one comes in contact with others who are enthusiastic and optimistic.
3. Financial success.
4. Complete mastery and application, in one's daily work, of the seventeen laws of success.
5. Good health.
6. Knowledge that one has served others in some helpful manner.
7. Good clothes, appropriate to the needs of one's occupation.

These sources of stimuli are self-explanatory, with the exception of the last. The psychology of clothes is understood by very few people and will therefore be explained here in detail. Clothes are the most important part of the embellishment that every person must have in order to feel self-reliant, hopeful, and enthusiastic.

THE PSYCHOLOGY OF GOOD CLOTHES

COMMENTARY

Needless to say, clothing and what is acceptable to wear in business today is a far cry from what was considered appropriate in the early part of the twentieth century. As you begin to read the following you may wonder what Napoleon Hill, who wore celluloid collars and spats, could have to say to a world where Casual Friday is common and billion-dollar deals are signed by people dressed in blue jeans or sweats.

The editors assure you that if you read on, it will become abundantly clear that the philosophy behind the words supercedes the fashion of any particular era, and that in fact Hill's Psychology of Good Clothes has a much more significant point than "Can I wear checks with stripes?"

When the good news came from the theatre of war on November the eleventh, 1918, my worldly possessions amounted to little more than they did the day I came into the world.

The war had destroyed my business and made it necessary for me to make a new start.

My wardrobe consisted of three well-worn business suits and two uniforms which I no longer needed.

Knowing all too well that the world forms its first and most lasting impressions of a person by the clothes he or she wears, I lost no time in visiting my tailor.

My tailor had known me for many years, and therefore he did not judge me entirely by the clothes I wore. If he had, I would have been "sunk."

With less than a dollar in change in my pocket, I picked out the cloth for three of the most expensive suits I ever owned, and ordered that they be made up for me at once. The three suits came to \$375!

I shall never forget the remark made by the tailor as he took my measure. Glancing first at the three bolts of expensive cloth that I had selected, and then at me, he inquired:

"Dollar-a-year man, eh?"

COMMENTARY

The term "dollar-a-year man" was used to refer to those individuals who were wealthy enough to leave their businesses and contribute their time and skills to helping the government manage essential industries during the First World War. In exchange for helping with the war effort, they were paid one dollar a year.

“No,” said I, “if I had been fortunate enough to get on the dollar-a-year payroll I might now have enough money to pay for these suits.”

The tailor looked at me with surprise. I don’t think he got the joke.

One of the suits was a beautiful dark gray; one was a dark blue; the other was a light blue with a pin stripe.

Fortunately I was in good standing with my tailor, therefore he did not ask when I was going to pay for those expensive suits. I knew that I could and would pay for them in due time, but could I have convinced him of that? This was the thought that was running through my mind, with hope against hope that the question would not be brought up.

I then visited my haberdasher, from whom I purchased three less expensive suits and a complete supply of the best shirts, collars, ties, hosiery, and underwear that he carried.

With an air of prosperity I nonchalantly signed the charge ticket. A feeling of renewed self-reliance and success began to come over me, even before I had attired myself in my newly purchased clothing.

I was out of the war and \$675 in debt, all in less than twenty-four hours.

The following day the first of the three suits I ordered from the haberdasher was delivered. I put it on at once, stuffed a new silk handkerchief in the outside pocket of my coat, shoved the fifty dollars I had borrowed on my ring down into my pants pocket, and walked down Michigan Avenue in Chicago, feeling as rich as Rockefeller.

Every morning I dressed in an entirely new outfit, and walked down that same street at precisely the same hour. That hour “happened” to be the time when a certain wealthy publisher usually walked down the same street on his way to lunch.

I made it my business to speak to him each day, and occasionally we would stop for a minute’s chat.

After this daily meeting had been going on for about a week, one day when I saw this publisher I decided to see if he would let me get by him without our speaking to each other.

PUT VIM, FORCE, VITALITY INTO
EVERY MOVEMENT OF YOUR BODY.
LET YOUR VERY ATMOSPHERE BE THAT
OF [ONE] WHO IS . . .
DETERMINED TO
STAND FOR SOMETHING,
AND TO BE SOMEBODY. . . .
DARE TO STEP OUT OF THE CROWD
AND BLAZE YOUR OWN PATH.

—Orison Swett Marden

Watching him from under my eyelashes I looked straight ahead and started to pass him, when he stopped and motioned me over to the edge of the sidewalk, placed his hand on my shoulder, looked me over from head to foot, and said: "You look damned prosperous for a man who has just laid aside a uniform. Who makes your clothes?"

"Well," I said, "Wilkie & Sellery made this particular suit."

He then wanted to know what sort of business I was engaged in. I said, "Oh, I am preparing the copy for a new magazine that I am going to publish."

"A new magazine, eh?" he queried. "And what are you going to call it?"

"It is to be named Hill's Golden Rule."

"Don't forget," said my publisher friend, "that I am in the business of printing and distributing magazines. Perhaps I can serve you also."

That was the moment for which I had been waiting. And I can assure you, that conversation never would have taken place had this publisher observed me walking down that street from day to day with a "whipped-dog" look on my face, an unpressed suit on my back, and a look of poverty in my eyes.

An appearance of prosperity attracts attention always, with no exceptions whatsoever. Moreover, a look of prosperity attracts favorable attention, because the one dominating desire in every human heart is to be prosperous.

My publisher friend invited me to his club for lunch. Before the coffee and cigars had been served he had "talked me out of" the contract for printing and distributing my magazine. I had even "consented" to permit him to supply the capital, without any interest charge.

For the benefit of those who are not familiar with the publishing business, let me point out that considerable capital is required for launching a new nationally distributed magazine.

The capital necessary for launching *Hill's Golden Rule Magazine* was well above \$30,000, and every cent of it was raised because of the way I was dressed, and perhaps more important, the way it made me feel.

To some it may seem an unpardonable extravagance for one who was “broke” to have gone into debt for \$675 worth of clothes, but the psychology behind that investment more than justified it.

The appearance of prosperity not only made a favorable impression on those to whom I had to look for favors, but of more importance still was the effect that proper attire had on me.

I not only knew that correct clothes would impress others favorably, but I knew also that good clothes would give me an air of self-reliance, without which I could not hope to regain my lost fortunes.

I got my first training in the psychology of good clothes from my friend Edwin C. Barnes, whom I mentioned earlier had ridden into West Orange, New Jersey, on a freight train (not being able to raise sufficient money for passenger fare). What I had not elaborated on then is that when Mr. Barnes arrived, he had announced at the Edison offices that he had come to enter into a partnership with Mr. Edison.

Nearly everybody around the Edison plant had laughed at Barnes, except Edison himself. He saw something in the square jaw and determined face of young Barnes that most of the others did not see, despite the fact that the young man looked more like a tramp than he did a future partner of the greatest inventor on earth.

Barnes got his start, sweeping floors in the Edison offices! That was all he sought—just a chance to get a toehold in the Edison organization. From there on he made history.

He is now a multimillionaire, prosperous and happy, and a close associate of Thomas A. Edison's. He has retired from active business, even though he is still a comparatively young man, and spends most of his time at his two beautiful homes in Bradentown, Florida, and Damariscotta, Maine.

I first became acquainted with Barnes during the early days of his association with Edison, before he had “arrived.”

In those days he had the largest and most expensive collection of clothes I had ever seen or heard of one man owning. His wardrobe

consisted of thirty-one suits; one for each day of the month. He never wore the same suit two days in succession.

One day, in a spirit of fun, I asked him to save some of his old suits that he did not need, for me.

He informed me that he hadn't a single suit that he did not need!

He then gave me a lesson on the psychology of clothes that is well worth remembering: "I do not wear thirty-one suits of clothes entirely for the impression they make on other people; I do it mostly for the impression they have on me."

Barnes then told me of the day when he presented himself at the Edison plant for a position. He said he had to walk around the plant a dozen times before he worked up enough courage to announce himself, because he knew he looked more like a tramp than he did a desirable employee.

Barnes is said to be the most able salesman ever connected with the great inventor of West Orange. His entire fortune was made through his ability as a salesman, but he has often said that he never could have accomplished the results that have made him both wealthy and famous had it not been for his understanding of the psychology of clothes.

I have met many salespeople in my time. During the past ten years I have personally trained and directed the efforts of more than three thousand, both men and women, and I have observed that, without a single exception, the star producers were all people who understood and made good use of the psychology of clothes. I have yet to see the first poorly dressed salesperson who became a star producer.

I have studied the psychology of clothes for so long, and I have watched its effect on people in so many different walks of life, that I am fully convinced there is a close connection between clothes and success.

WE ACT AS THOUGH COMFORT
AND LUXURY WERE THE
CHIEF REQUIREMENTS OF LIFE,
WHEN ALL WE NEED
TO MAKE US HAPPY
IS SOMETHING
TO BE ENTHUSIASTIC ABOUT.

—Charles Kingsley

Personally I feel no need of thirty-one suits of clothes, but if my personality demanded a wardrobe of this size I would manage to get it, no matter how much it might cost.

It may be true, as a well-known poet has said, that “clothes do not make the man,” but no one can deny that good clothes go a very long way toward giving a person a favorable start.

A bank will generally loan you all the money you want when you do not need it—when you are prosperous—but never go to your bank for a loan with shabby-looking clothes on your back and a look of poverty in your eyes, for if you do you’ll get the gate. Success attracts success! There is no escape from this fact. Therefore, if you wish to attract success, make sure that you look the part of success, whether your calling is that of day laborer or merchant prince.

For the benefit of the more “dignified” students of this philosophy who may object to resorting to “trick clothing” as a means of achieving success, let me say that the real lesson here is that practically every successful person has discovered some form of stimulus through which they can and do drive themselves on to greater effort.

Times too numerous to mention I have gone into conference with colleagues who had the appearance of worry written all over them, only to see those same colleagues straighten up their shoulders, tilt their chins at a higher angle, soften their faces with smiles of confidence, and get down to business with the sort of Enthusiasm that knows no defeat.

The change took place at the moment harmony of purpose was established.

If a person goes about the affairs of life devoid of Enthusiasm, they are doomed to failure. Nothing can save them until they change their attitude and learn how to stimulate their mind and body to unusual heights of Enthusiasm *at will!*

Your business in life, you are reminded once again, is to achieve success!

LET US GO SINGING

AS FAR AS WE GO;

THE ROAD WILL BE LESS TEDIOUS.

—Virgil

With the motivation you will derive from studying this philosophy, you should be able to create a *definite plan* that will lift you to great heights of achievement. However, there is no plan that can produce this desirable result without the aid of some influence that will cause you to lift yourself, in a spirit of Enthusiasm, to where you will exert greater than the ordinary effort that you put into your daily work.

You are now ready for the lesson on Self-Control, which describes the law that serves as the balance wheel of this entire philosophy. You will find that it has a vital bearing on this lesson, just as this lesson has a direct connection with the preceding lessons on a Definite Chief Aim, Self-Confidence, Initiative and Leadership, and Imagination.

THE SEVEN DEADLY HORSEMEN— AN AFTER-THE-LESSON VISIT WITH THE AUTHOR

*The “seven horsemen” are labeled
Intolerance, Greed, Revenge, Egotism, Suspicion, Jealousy, and “?”*

The worst enemy that anyone has is the one that walks around under his or her own hat. If you could see yourself as others see you, the enemies that you harbor in your own personality might be discovered and thrown out. The seven enemies named in this essay are the commonest that ride millions of men and women to failure without being discovered. Your success will be measured very largely by the way you manage your battle against these swift riders.

If these enemies rode openly, on real horses, they would not be dangerous, because they could be rounded up and put out of commission. But they ride unseen, in our minds. So silently and subtly do they work that most people never recognize their presence.

Take careful inventory of yourself and find out how many of these seven horsemen you are harboring.

In the foreground you will find Intolerance—the most dangerous and commonest of the riders. You will be fortunate if you can discover this enemy and protect yourself against it. This cruel warrior has killed more people, destroyed more friendships, brought more misery and suffering into the world, and caused more wars than all of the other six horsemen.

Until you master Intolerance you will never become an accurate thinker. This enemy of mankind closes the mind and pushes reason and logic and facts into the background. If you find yourself hating those whose viewpoint is different from your own, you may be sure that the most dangerous of the seven deadly horsemen still rides in your brain.

Next come Revenge and Greed. These riders travel side by side. Where one is found the other is always close at hand. Greed warps and twists a person's brain so that he or she wants to build a fence around the earth and keep everyone else on the outside. This is the enemy that drives many to accumulate millions on top of millions of dollars that they do not need and can never use. This is the enemy that causes many to twist the screw until they have wrung the last drop of blood from their fellow human being.

And thanks to Revenge, which rides alongside of Greed, the unfortunate person who gives room to these cruel twins is not satisfied to merely take away a neighbor's earthly belongings; that person wants to destroy the reputation of the other in the bargain.

*Revenge is a naked sword
It has neither hilt nor guard.
Would'st thou wield this brand of the Lord;
Is thy grasp then firm and hard?
But the closer thy clutch of the blade,*

*The deadlier blow thou would'st deal,
Deeper wound in thy hand is made
It is thy blood reddens the steel.
And when thou hast dealt the blow
When the blade from thy hand has flown
Instead of the heart of the foe
Thou may'st find it sheathed in thine own.*

If you would know how deadly are Revenge and Greed, study the history of every person who has set out to become ruler of the world!

If you do not wish to undertake such ambitious research, then study the people around you; those who have tried and those who are now trying to “feather their own nests” at the cost of others. Greed and Revenge stand at the crossroads of life, where they turn aside to failure and misery every person who would take the road that leads to success. It is a part of your business not to permit them to interfere with you when you approach one of these crossroads.

Both individuals and nations rapidly decline where Greed and Revenge are in the minds of those who dominate.

Most important of all, take a look at *yourself* and make sure that these two deadly enemies are not riding in your brain!

Turn your attention now to two more twins of destruction—Egotism and Suspicion. Observe that they also ride side by side. There is no hope of success for the person who suffers either from too much self-love or lack of confidence in others.

Someone who likes to manipulate figures has estimated that the largest club in the world is the “It-Can’t-Be-Done” club.

If you have no faith in other people, you have not the seed of success in you. Suspicion is a prolific germ. If permitted to get a start, it rapidly multiplies itself until it leaves no room for faith.

Without faith, no one may enjoy enduring success.

Running throughout the Bible is the admonition to have faith. Before civilization lost itself in its mad rush for dollars, people understood the power of faith.

“For verily I say unto you, if ye have faith as a grain of mustard seed, ye shall say unto this mountain, Remove hence to yonder place; and it shall remove; and nothing shall be impossible unto you.”

The writer of this passage, which appears in the Bible, understood a great law which but few today understand. Believe in people if you would have them believe in you. Kill off suspicion. If you do not, it will kill you off.

If you would have power, cultivate faith in humankind!

Egotism thrives where suspicion exists. Interest yourself in others and you will be too busy to indulge in self-love. Observe those around you who begin every sentence with the personal pronoun “I,” and you will notice that they are suspicious of other people.

The person who can forget himself while engaging in useful service to other people is never cursed with suspicion. Study those who are both suspicious and egotistical and see how many of this type you can name who are successful in their work.

And, while making this study of others, also study yourself!

Be sure that you are not bound down by egotism and suspicion.

Bringing up the rear of this deadly group of riders are two more horsemen. One is Jealousy and the name of the other has been purposely omitted. Each reader may take inventory of himself or herself and give the seventh rider a name that fits whatever they might find in their own mind.

Some will name this rider Dishonesty. Others will name it Procrastination. A few will name it Uncontrolled Sex Desire. As for you, name it whatever you please, but be sure to give it a name.

Perhaps your own imagination will supply an appropriate name as a fellow traveler for Jealousy.

You will be better prepared to give the unnamed rider a name if you know that jealousy is a form of insanity! Facts are sometimes cruel things to face, but it is a fact that jealousy is a form of insanity, known to the medical fraternity as “dementia praecox.”

*O jealousy,
Thou ugliest fiend of hell! thy deadly venom
Preys on my vitals, turns the healthful hue
Of my fresh cheek to haggard sallowness,
And drinks my spirit up!*

You will notice that Jealousy rides just behind Suspicion. Some readers will say that Jealousy and Suspicion should have ridden side by side, as one often leads to the other in the human mind.

Jealousy is the most common form of insanity. It rides in the minds of both men and women, sometimes with a real cause but more often without any cause whatsoever.

This deadly rider is a great friend of the divorce lawyers!

It also keeps the detective agencies busy night and day. It takes its regular toll of murders. It breaks up homes. It makes widows of mothers, and orphans of innocent little children. Peace and happiness can never be yours as long as this rider, Jealousy, remains unharnessed in your brain.

Man and wife may go through life together in poverty and still be very happy, if both are free from this child of insanity known as jealousy. Examine yourself carefully and if you find any evidence of jealousy in your mind, begin at once to master it.

Jealousy rides in many forms. When it first begins to creep into the brain it manifests itself something like this:

“I wonder where she is and what she is doing while I am away?”

EVERY GREAT AND
COMMANDING MOVEMENT
IN THE ANNALS OF THE WORLD
IS A TRIUMPH OF ENTHUSIASM.

—Ralph Waldo Emerson

Or, “I wonder if he does not see another woman when he is away from me?”

Get your foot on Jealousy’s neck before it gets its clutches on your throat.

After you have read this essay, lay it aside and think about it. At first you may say, “This does not apply to me. I have no imaginary horsemen in my brain.”

Do not fool yourself! The purpose of this essay is to get you to see yourself as you are! If you are suffering failure and poverty and misery in any of their forms, you are sure to discover one or more of these deadly riders in your brain.

Make no mistake about it—those who have all they want, including happiness and good health, have driven the seven horsemen out of their brains.

Come back to this essay a month from now, after you have had time to analyze yourself carefully. Read it again and it may bring you face-to-face with *facts* that will emancipate you from a horde of cruel enemies that now ride within your brain without your knowing it.

Lesson Eight

Self-Control

THE MAN WHO
MASTERS HIMSELF IS
DELIVERED FROM THE FORCE
THAT BINDS ALL CREATURES.

—Johann Wolfgang von Goethe

Lesson Eight

SELF-CONTROL

“You Can Do It if You Believe You Can!”

IN THE PRECEDING LESSON YOU LEARNED OF the value of Enthusiasm. You also learned how to generate Enthusiasm and how to transmit its influence to others, through the principle of *suggestion*.

We come now to the study of Self-Control, through which you may direct your Enthusiasm to constructive ends. Without Self-Control, Enthusiasm resembles the unharnessed lightning of an electrical storm—it may strike *anywhere*; it may destroy life and property.

Enthusiasm is the vital quality that arouses you to action, while Self-Control is the balance wheel that *directs* your action so that it will build up and not tear down.

COMMENTARY

Self-control is the ability to direct your thoughts, and thus your actions, in the pursuit of your definite chief aim. In a very large sense, every lesson of Law of Success is about self-control, but in this chapter Hill explores the issue with specific regard to your dealings with other people.

To be a person who is “well-balanced,” you must be a person in whom Enthusiasm and Self-Control are equalized. A survey I have just completed of 160,000 adult inmates of penitentiaries in the United States discloses the startling fact that 92 percent of these unfortunate men and women are in prison because they lacked the necessary Self-Control to direct their energies constructively.

Read the foregoing paragraph again; it is authentic, it is startling!

It is a fact that the majority of our personal grief comes about through lack of Self-Control. The holy scriptures are full of admonition in support of Self-Control. They even urge us to love our enemies and to forgive those who injure us.

Study the records of those whom the world calls great, and observe that *every one of them possesses this quality of Self-Control!*

For example, study the characteristics of our own immortal Lincoln. In the midst of his most trying hours he exercised patience, poise, and Self-Control. These were some of the qualities that made him the great man that he was. He found disloyalty in some of the members of his cabinet; but because this disloyalty was toward him, personally, and because those in whom he found it had qualities that made them valuable to his country, Lincoln exercised Self-Control and disregarded the objectionable qualities.

How many people do you know who have Self-Control to equal this?

In language more forceful than polished, Billy Sunday exclaimed from the pulpit: “There is something as rotten as hell about the man who is always trying to show some other fellow up!” I wonder if the “devil” didn’t yell “Amen, brother” when Billy made that statement?

Self-Control becomes an important factor in this course on the laws of success because those who do not exercise it suffer the loss of a great power that they need in their struggle for achievement of their Definite Chief Aim.

If you neglect to exercise Self-Control, you are not only likely to injure others but you are sure to injure yourself!

During the early part of my public career I discovered what havoc lack of Self-Control was playing in my life. This discovery taught me one of the most important lessons I have ever learned.

One day, in the building in which I had my office, the janitor and I had a misunderstanding. This led to a most violent form of mutual dislike between us. As a way of showing his contempt for me, this janitor would switch off the lights when he knew I was alone at work in my study. This happened on several occasions until I finally decided to "strike back." My opportunity came one Sunday when I came to my study to prepare an address I had to deliver the following night. I had hardly seated myself at my desk when off went the lights.

I jumped to my feet and ran toward the basement of the building where I knew I would find the janitor.

When I arrived, I found him busily engaged, shoveling coal into the furnace, and whistling as though nothing unusual had happened.

Without ceremony I pitched into him, and for five minutes I hurled adjectives at him which were hotter than the fire that he was feeding. Finally, I ran out of words and had to slow down. Then he straightened himself up, looked back over his shoulder, and in a calm, smooth tone of voice that was full of poise and Self-Control, and with a smile on his face that reached from ear to ear, he said:

"Why, you're just a little bit excited this morning, ain't you?"

That remark cut as though it had been a stiletto! Imagine my feelings as I stood there before a man who could neither read nor write, but who, despite this handicap, had defeated me in a duel that had been fought on ground and with a weapon of my own choice.

THE GROWTH OF WISDOM
MAY BE GAUGED ACCURATELY
BY THE DECLINE OF ILL-TEMPER.

—Friedrich Nietzsche

My conscience pointed an accusing finger at me. I knew that not only had I been defeated but, what was worse, I knew that I was the aggressor and *I was in the wrong*, which only served to intensify my humiliation.

Not only did my conscience point an accusing finger at me, but it placed some very embarrassing thoughts in my mind; it mocked me and it tantalized me. There I stood, a boasted student of advanced psychology, an exponent of the Golden Rule philosophy, having at least a fair acquaintance with the works of Shakespeare, Socrates, Plato, Emerson, and the Bible. And facing me stood a man who knew nothing of literature or of philosophy, but who had, despite this lack of knowledge, whipped me in a battle of words.

I turned and went back to my office as rapidly as I could go. There was nothing else for me to do. As I began to think the matter over, I saw my mistake, but, true to nature, I was reluctant to do what I knew must be done to right the wrong. I knew I would have to apologize to that man before I could place myself at peace in my own heart, much less with him. Finally, I made up my mind to go back down to the basement and suffer this humility which I knew I had to undergo. The decision was not easily reached, nor did I reach it quickly.

I started down, but I walked more slowly than I had when I went down the first trip. I was trying to think how I would make the second approach so as to suffer the least humiliation possible.

When I got to the basement I called to the janitor to come over to the door. In a calm, kindly tone of voice he asked: "What do you wish this time?"

I informed him that I had come back to apologize for the wrong I had done, if he would permit me to do so. Again that smile spread all over his face as he said: "For the love of the Lord, you don't have to apologize. Nobody heard you except these four walls and you and me. I ain't going to tell it and I know you ain't going to tell it, so just forget it."

And that remark hurt more than his first one, for he had not only expressed a willingness to forgive me, but he had actually indicated

LUCK IS NOT CHANCE—

IT'S TOIL—

FORTUNE'S EXPENSIVE SMILE

IS EARNED.

—Emily Dickinson

his willingness to help me cover up the incident so nobody would ever know.

I walked over to him and took him by the hand. But I shook with more than my hand—I shook with my heart—and as I walked back to my office I felt good for having summoned the courage with which to right the wrong I had done.

This is not the end of the story. It is only the beginning! Following this incident, I made a resolution that I would never again place myself in a position where another human being could humiliate me because I had lost my Self-Control.

Following that resolution, a remarkable change began to take place in me. My pen began to take on greater power. My spoken words began to carry greater weight. I began to make more friends and fewer enemies among my acquaintances. The incident marked one of the most important turning points of my life. It taught me that no one can control others unless they first control themselves. It gave me a clear concept of the philosophy behind these words: “Whom the gods would destroy, they first make mad.” It also gave me a clear concept of the law of nonresistance.

This incident placed in my hands the passkey to a storehouse of knowledge that is illuminating and helpful in all that I do. And later in life, when enemies sought to destroy me, it gave me a powerful weapon of defense that has never failed me.

Lack of Self-Control is the average salesperson’s most damaging weakness.

In one of the large department stores of Chicago I witnessed an incident that illustrated the importance of Self-Control. A long line of people was in front of the “complaint” desk, telling their troubles and the store’s faults to the young woman in charge. Some were angry and unreasonable and some of them made very ugly remarks. The young woman at the desk received the disgruntled customers without the slightest sign of resentment at their remarks. With a smile on her face she directed them to the proper departments with such charming grace and poise that I marveled at her Self-Control.

Standing just behind her was another young woman who was making notations on slips of paper and passing them in front of her as the customers in the line unburdened their troubles. These slips of paper contained the gist of what the women in the line were saying, minus the “vitriolic coloring” and the anger.

This smiling young woman at the desk who was “hearing” the complaints was deaf! Her assistant supplied her with all the necessary facts, through those slips of paper.

I was so impressed with the plan that I sought the manager of the store and interviewed him. He informed me that he had selected a deaf woman for one of the most trying and important positions in the store because he had not been able to find any other person with sufficient Self-Control to fill the position.

Ever since I witnessed that scene, I have thought of the poise and Self-Control of that young woman at the desk every time I felt myself becoming irritated at remarks I did not like. Often I have thought that everybody should have a set of “mental ear muffs” which they could slip over their ears at times. Life is too short and there is too much constructive work to be done to justify us “striking back” at everyone who says something that we do not wish to hear.

As I stood and watched that line of angry people, I observed what a pleasant effect the smile of the young woman at the desk had on them. Even those who came to her growling like wolves often went away as meek and quiet as sheep. This young woman’s Self-Control had made them ashamed of themselves. Those who control themselves usually boss the job, no matter what it may be.

No doubt all people who refuse or neglect to exercise Self-Control are literally turning away opportunity after opportunity without knowing it.

One rainy afternoon an old lady walked into a Pittsburgh department store and wandered around in an aimless sort of way, very much

in the manner that people who have no intention of buying often do. Most of the salespeople gave her the “once over” and busied themselves by straightening the stock on their shelves so as to avoid being troubled by her. One of the young men saw her and made it his business to inquire politely if he might serve her. She informed him that she was only waiting for it to stop raining; that she did not wish to make any purchases. The young man assured her that she was welcome, and by engaging her in conversation made her feel that he had meant what he said. When she was ready to go, he accompanied her to the street and raised her umbrella for her. She asked for his card and went on her way.

The incident had been forgotten by the young man, when one day he was called into the office by the head of the firm and shown a letter from a lady who wanted a salesman to go to Scotland and take an order for the furnishings for a mansion.

That lady was Andrew Carnegie’s mother; she was also the same woman whom the young man had so courteously escorted to the street many months previously.

In the letter, Mrs. Carnegie specified that this young man was the one whom she desired be sent to take her order. That order amounted to an enormous sum, and the incident brought to the young man an opportunity for advancement that he might never have had except for his courtesy to an old lady who did not look like a “ready sale.”

Just as the great fundamental laws of life are wrapped up in the commonest sort of everyday experiences that most of us never notice, so are the *real* opportunities often hidden in the seemingly unimportant transactions of life.

Ask the next ten people whom you meet why it is they have not accomplished more in their respective lines of endeavor, and at least nine of them will tell you that opportunity does not seem to come their way. Go a step further and analyze each of these nine accurately by observing their actions for one single day, and the chances are you

THE MAN WHO ACTUALLY KNOWS
JUST WHAT HE WANTS IN LIFE
HAS ALREADY GONE A LONG WAY
TOWARD ATTAINING IT.

will find that every one of them is turning away the finest sort of opportunities every hour of the day.

One day I went to visit a friend who was associated with a commercial school. When I asked him how he was getting along he replied: "Rotten! I see a large number of people but I am not making enough sales to give me a good living. I am thinking about changing positions as there is no *opportunity* here."

It happened that I was on my vacation and had ten days' time that I could use as I wished, so I challenged his remark that he had no opportunity by telling him that I could turn his position into \$250 in a week's time and show him how to make it worth that every week thereafter. He looked at me in amazement and asked me not to joke with him over so serious a matter. When he was finally convinced that I was in earnest, he inquired how I would perform the "miracle."

I informed him that by using *organized effort* he could enroll from five to ten students with the same amount of effort that he had been putting into the enrollment of one or of none. He replied that he was willing to be shown, so I asked him to arrange for me to speak before the employees of one of the local department stores. He made the appointment and I delivered the address. In my talk I outlined a plan by which the employees could not only increase their ability so that they could earn more money in their present positions, but it also offered them an opportunity to prepare themselves for greater responsibilities and better positions. Following my talk, which of course had been designed for that purpose, my friend enrolled eight of those employees for night courses in the commercial school that he represented.

The following night he booked me for a similar address before the employees of a laundry, and following this address he enrolled three more students, two of whom were young women who worked over the washing machines at the hardest sort of labor.

Two days later he booked me for an address before the employees of one of the local banks, and following the address he enrolled four

more students, making a total of fifteen new students. The entire time consumed was not more than six hours, including the time required for the delivery of the addresses and the enrollment of the students.

My friend's commission on the transactions was a little over four hundred dollars!

These places of employment were within fifteen minutes' walk of this man's place of business, but he had not thought of looking there for business nor of allying himself with a speaker to assist him in "group" selling. That man now owns a highly successful commercial school of his own.

No "opportunities" come your way? Perhaps they come but you do not see them. Perhaps you will see them in the future as you are preparing yourself, through the laws of success, so that you can recognize an opportunity when you see it. The sixth lesson of this course was on the subject of Imagination, which is the chief factor in this story. Imagination, plus a *definite plan*, plus Self-Confidence, plus *action*, were the main factors that entered into this transaction. You now know how to use all of these, and before you have finished this lesson you will understand how to direct these factors through Self-Control.

Now let us examine the scope of meaning of the term *self-control*. A person with well-developed Self-Control does not indulge in hatred, envy, jealousy, fear, revenge, or any similar destructive emotions. A person with well-developed Self-Control does not go into ecstasies or become ungovernably enthusiastic over anything or anybody.

Greed and selfishness and excessive self-approval indicate lack of Self-Control in one of its most dangerous forms. Self-Confidence is one of the important essentials of success, but when this faculty is developed beyond the point of reason, it becomes very dangerous.

Self-sacrifice is a commendable quality, but when carried to extremes it also becomes one of the dangerous forms of lack of Self-Control.

You owe it to yourself not to permit your emotions to place your happiness in the keeping of another person. Love is essential for happi-

ness, but the person who loves so deeply that his or her happiness is placed entirely in the hands of another is literally out of control.

A person with well-developed Self-Control will not permit himself or herself to be influenced by the cynic or the pessimist; nor will they permit another person to do their thinking for them.

A person with well-developed Self-Control will stimulate their Imagination and their Enthusiasm until they have produced *action*, but will then control that action and not permit it to control them.

A person with well-developed Self-Control will never, under any circumstances, slander another person or seek revenge for any cause whatsoever.

A person with Self-Control will not hate those who do not agree with them; instead, they will endeavor to understand the reason for their disagreement, and profit by it.

We come now to a form of lack of Self-Control that causes more grief than all other forms combined; it is the habit of forming opinions before studying the *facts*. You will find that this subject is covered more fully in Lesson Eleven, on Accurate Thinking, but the subject of Self-Control could not be covered without at least a passing reference to this common evil to which we are all more or less addicted.

No one has any right to form an opinion that is not based either on what they believe to be facts, or on a reasonable hypothesis. Yet, if you will observe yourself carefully, you will catch yourself forming opinions on nothing more substantial than your desire for a thing to be or not to be.

Another grievous form of lack of Self-Control is the habit of spending beyond one's needs.

I am safe in assuming that you are struggling to attain success, for if you were not, you would not be reading this course. Let me remind you, then, that a little savings account will attract many an opportunity that would not come your way without it. The size of the account is not as important as the fact that you have established the Habit of

SPEAK WHEN YOU ARE ANGRY
AND YOU WILL MAKE
THE BEST SPEECH
YOU WILL EVER REGRET.

—Ambrose Bierce

Saving, for this habit marks you as a person who exercises an important form of Self-Control.

The modern tendency of those who work for a salary is to spend it all. If a person who receives \$15,000 a year, and manages to get along on it fairly well, receives an increase of \$1,000 a year, do they continue to live on \$15,000 and put the increased portion of their income into savings or investments? No, not unless he or she is one of the few who have developed the savings *habit*. Then what do they do with this additional \$1,000? They trade in the old automobile and buy a new, more expensive one, and at the end of the year they are poorer on a \$16,000 income than they were previously on a \$15,000 income.

Somewhere between the miser who hoards, in an old sock, every penny they get their hands on, and the person who spends every cent they can earn or borrow, there is a "happy medium." If you wish to enjoy life with reasonable assurance of average freedom and contentment, you must find this halfway point and adopt it as a part of your Self-Control program.

Self-discipline is the most essential factor in the development of personal power. It enables you to control your appetite and your tendency to spend more than you earn, and your habit of "striking back" at those who offend you, as well as the other destructive habits that cause you to dissipate your energies through nonproductive effort which takes on forms too numerous to mention in this lesson.

Very early in my public career I was shocked when I learned how many people there are who devote most of their energies to tearing down what the builders construct. By some queer turn of the wheel of fate, one of these destroyers crossed my path by making it his business to try to destroy my reputation.

At first I was inclined to "strike back" at him, but as I sat at my typewriter late one night, a thought came to me that changed my entire attitude toward this man. Removing the sheet of paper from my typewriter, I inserted another on which I wrote this thought, in these words:

PERSEVERANCE IS
MORE PREVAILING THAN VIOLENCE;
AND MANY THINGS
WHICH CANNOT BE OVERCOME
WHEN THEY ARE TAKEN TOGETHER,
YIELD THEMSELVES UP
WHEN TAKEN LITTLE BY LITTLE.

—Plutarch

“You have a tremendous advantage over the man who does you an injury: You have it within your power to forgive him, while he has no such advantage over you.”

As I finished writing those lines, I made up my mind that I had come to the point at which I had to decide on a policy that would serve as a guide concerning my attitude toward those who criticize my work or try to destroy my reputation. I reached this decision by reasoning in somewhat this way:

Two courses of action were open to me. I could waste much of my time and energy in striking back, or I could devote this energy to furthering my life's work and let the result of that work serve as my sole answer to all who would criticize my efforts or question my motives. I decided on the latter as being the better policy and adopted it.

“By their deeds you shall know them!”

If your deeds are constructive and you are at peace with yourself, in your own heart, you will not find it necessary to stop and explain your motives, for they will explain themselves.

The world soon forgets its destroyers. It builds its monuments to and bestows its honors upon none but its builders. Keep this in mind and you will more easily reconcile yourself to the policy of refusing to waste your energies by “striking back” at those who offend you.

Every person who amounts to anything in this world comes to the point, sooner or later, at which they are forced to settle this question of policy toward their enemies. If you want proof that it pays to exercise sufficient Self-Control to refrain from dissipating your vital energies by striking back, then study the records of all who have risen to high stations in life and observe how carefully they curbed this destructive habit.

It is a well-known fact that no one ever reached a high station in life without opposition of a violent nature from jealous and envious enemies. The late President Warren G. Harding and former President Wilson and John H. Patterson of the National Cash Register Company and scores of others whom I could mention, were victims of this cruel

tendency, of a certain type of depraved human being, to destroy reputations. But these people wasted no time explaining or “striking back” at their enemies. They exercised Self-Control.

It may even be that these attacks, cruel and unjust and untruthful as they often are, serve a good purpose. In my own case, I know that I made a discovery that was of great value to me, as a result of a series of bitter attacks that a journalist launched against me. I paid no attention to these attacks for four or five years, until finally they became so bold that I decided to override my policy and strike back at my antagonist. I sat down at my typewriter and began to write. In all of my experience as a writer I do not believe I ever assembled such a collection of biting adjectives as those that I used on this occasion. The more I wrote, the more angry I became, until I had written all that I could think of on the subject. As the last line was finished, a strange feeling came over me—it was not a feeling of bitterness toward the person who had tried to injure me, it was a feeling of compassion, of sympathy, of forgiveness.

I had unconsciously psychoanalyzed myself by releasing, over the keys of my typewriter, the repressed emotions of hate and resentment that I had been unintentionally gathering in my subconscious mind over a long period of years.

Now if I find myself becoming very angry, I sit down at my typewriter and “write it out of my system,” then throw away the manuscript. Or I file it away so I can refer back in the years to come—after the evolutionary processes of time have given me greater understanding.

COMMENTARY

Elsewhere, Hill writes about a negative experience that motivated him: “I was once engaged by the chamber of commerce in a small town to deliver a series of lectures. One citizen took it upon himself to announce that I was a charlatan who was riding into town to fleece the locals of their hard-earned cash. He caused no small amount of grief to the people who had hired me, and frankly, piqued my anger a little.

"So, I took my entire fee for the lectures and bought airtime on the local radio station. And I delivered my talks free to a much larger audience than could have fit into the hall where I was supposed to speak.

"I must admit that I caused quite a sensation, creating favorable publicity for myself and for the chamber of commerce. I made no money on that actual transaction, but I did keep myself from becoming engaged in a fruitless battle. I answered the doubting Thomas's charges in a way that completely obliterated them without once sacrificing my dignity, or credibility. I like to think, in fact, that my words carried an extra weight in that town and did far more good than they might otherwise have."

Repressed emotions, especially the emotion of hatred, resemble a bomb that has been constructed of high explosives, and unless they are handled as an expert would handle a bomb, they are as dangerous. A bomb may be rendered harmless by explosion in an open field, or by disintegration in a bath of the proper sort. A feeling of anger or hatred may also be rendered harmless by giving expression to it in a manner that harmonizes with the principle of psychoanalysis.

THOUGHT

Before you can achieve success in the higher and broader sense, you must gain such thorough control over yourself that you will be a person of *poise*.

You are the product of at least a million years of evolutionary change. For countless generations preceding you, Nature has been tempering and refining the materials that have gone into your makeup. Step by step, she has removed from the generations that have preceded you the animal instincts and baser passions until she has produced, in you, the finest specimen of animal that lives. She has endowed you, through this slow evolutionary process, with reason and poise and "balance" sufficient to enable you to control and do with yourself whatever you will.



WHILE OTHERS
MAY SIDETRACK YOUR AMBITIONS
NOT A FEW TIMES,
REMEMBER THAT DISCOURAGEMENT
MOST FREQUENTLY
COMES FROM WITHIN.



No other animal has ever been endowed with such Self-Control as you possess. You have been endowed with the power to use the most highly organized form of energy known—that of *thought*. It is not improbable that thought is the closest connecting link there is between the material, physical things of this world and the world of Divinity.

You have not only the power to *think*, but what is a thousand times more important still, you have the power to *control* your thoughts and *direct* them to do your bidding!

We are coming now to the really important part of this lesson. Read slowly and meditatively!

I approach this part of the lesson almost with fear and trembling, for it brings us face to face with a subject which but few are qualified to discuss with reasonable intelligence.

I repeat, *you have the power to control your thoughts and direct them to do your bidding!*

Your brain may be likened to a dynamo, in that it generates or sets into motion the mysterious energy called *thought*. The stimuli that start your brain into action are of two sorts: one is *autosuggestion* and the other is *suggestion*. You can select the material out of which your thinking is produced, and that is autosuggestion (or self-suggestion). You can permit others to select the material out of which your thinking is produced, and that is suggestion. It is a humiliating fact that most thought is produced by the outside suggestions of others, and it is more humiliating still to have to admit that the majority of us accept this suggestion without examining it or questioning its soundness. We read the daily papers as though every word were based on fact. We are swayed by the gossip and idle chatter of others as though every word were true.

Thought is the only thing over which you have absolute control. Yet you permit other people to enter the sacred mansion of your mind and there deposit, through suggestion, their troubles and woes, adversities and falsehoods, just as though you did not have the power to close the door and keep them out.

You have within your control the power to select the material that constitutes the dominating thoughts of your mind, and just as surely as you are reading these lines, those thoughts which dominate your mind will bring you success or failure, according to their nature.

The fact that thought is the only thing over which you have absolute control is of most profound significance. It strongly suggests that thought is your nearest approach to Divinity on this earthly plane.

Surely, Divine Providence did not make thought the sole power over which you have absolute control, without associating with that power potentialities which, if understood and developed, would stagger the imagination. Thought is your most important tool; the one with which you may shape your worldly destiny according to your own liking.

Self-Control is solely a matter of thought control!

Please read the foregoing sentence aloud. Read it thoughtfully and meditate over it before reading further, because it is, without doubt, the most important single sentence of this entire course.

You are studying this course, presumably, because you are earnestly seeking truth and understanding sufficient to enable you to attain some high station in life.

You are searching for the magic key that will unlock the door to the source of power. And yet you have the key in your own hands, and you may make use of it the moment you learn to *control your thoughts*.

Place in your own mind, through the principle of autosuggestion, the positive, constructive thoughts that harmonize with your Definite Chief Aim in life, and that mind will transform those thoughts into physical reality and hand them back to you, as a finished product.

This is thought control!

When you deliberately choose the thoughts that dominate your mind, and firmly refuse admittance to outside suggestion, you are exercising Self-Control in its highest and most efficient form. Human beings are the only animals that can do this.

How many millions of years Nature has required in which to produce this animal, no one knows, but every intelligent student of psychology knows it is the dominating thoughts that determine the actions and the nature of the animal.

The point I wish to clearly establish in this lesson is that *thought*, whether accurate or inaccurate, is the most highly organized functioning power of your mind, and that *you are but the sum total of your dominating or most prominent thoughts*.

If you would be a master salesperson of goods or of personal services, you must exercise sufficient Self-Control to shut out all adverse arguments and suggestions. Most salespeople have so little Self-Control that they hear the prospective purchaser say no, even before it is said. They have so little Self-Control that they actually *suggest* to themselves that their prospective purchaser will say no when asked to purchase their wares.

How different is the person of Self-Control! He or she not only makes the self-suggestion that the prospective purchaser will say yes, but if the desired yes is not forthcoming, he or she stays on the job until the opposition breaks down. If the prospective purchaser says no, the person of Self-Control does not hear it. If the prospective purchaser says no a second, and a third, and a fourth time, he or she does not hear it, for a person of Self-Control permits no suggestions to reach the mind except those which are invited.

The master salesperson, whether engaged in selling merchandise or personal services or sermons or public addresses, understands how to control their own thoughts. Instead of being a person who accepts, with meek submission, the suggestions of others, the master salesperson is one who persuades *others* to accept his or her suggestions. The master salesperson becomes a dominating personality. *This, too, is Self-Control!*

A master salesperson is one who takes the offensive, and never the defensive, side of an argument, if argument arises.

Please read the foregoing sentence again!

BOTH TEARS AND SWEAT
ARE SALTY, BUT THEY WILL
RENDER DIFFERENT RESULTS.
TEARS WILL GET YOU SYMPATHY;
SWEAT WILL GET YOU CHANGE.

—Jesse Jackson

If you are a master salesperson you know that it is necessary for you to keep your prospective purchaser on the defensive. You also know that it will be fatal to your sale if you permit the buyer to place you on the defensive and keep you there. You may, and of course you will at times, be placed in a position in which you will have to assume the defensive side of the conversation for a time. But it is your business to exercise such perfect poise and Self-Control that you will change places with your prospective purchasers without them noticing that you have done so.

This requires the most consummate skill and Self-Control!

Most salespeople sweep this vital point aside by becoming angry and trying to scare the prospective purchaser into submission, but the master of the craft remains calm and serene, and usually comes out the winner.

When I use the term *salesperson*, I mean all people who try to persuade or convince others by logic or by appeal to self-interest. We are all salespeople, or at least we should be, no matter what form of service we are rendering or what sort of goods we are offering.

The ability to negotiate with other people without friction and argument is the outstanding quality of all successful people. Observe those nearest you and notice how few there are who understand this art of tactful negotiation. Observe, also, how successful are the few who understand this art, despite the fact that they may have less education than those with whom they negotiate.

It is a knack that can be cultivated.

COMMENTARY

An advertising representative for a magazine once received an angry phone call from one of his customers. The magazine's production department had placed incorrect information in a small ad, and the client was furious. For ten minutes he yelled and screamed.

The ad rep was a master salesperson. He listened carefully to everything the client had to say. Then he interrupted with a simple statement: "You feel we hurt your business." Showing that he understood the customer's frustration immediately gave him the offensive.

He continued with, "I know you had big expectations from this ad and that you feel your money has been wasted. I'd like to make it up to you. With your permission, we will correct the ad and run it again, but this time twice as large, at no charge."

The rep's words continued to reinforce the value of his magazine's service, while presenting the customer with a proposition that was difficult to refuse.

More significantly, however, the rep had gotten the customer to agree to a much larger ad. Of course, the first time it ran, the customer paid nothing for it. But the rep knew that once the customer experienced the business that the larger ad would create, he would never go back to a small one.

By exercising self-control in his dealings with an irate customer, the ad rep turned a potential disaster into a positive opportunity.

The art of successful negotiation grows out of patient and painstaking Self-Control. Notice how easily the successful salesperson exercises Self-Control when handling a customer who is impatient. The salesperson may be boiling inside, but you will see no evidence of it in manner or words. That person has acquired the art of tactful negotiation!

A single frown of disapproval or a single word denoting impatience will often spoil a sale. Successful salespeople exercise Self-Control, and as a reward they set their own salary and choose their own position.

To watch those who have acquired the art of successful negotiation is an education in itself. Watch the public speakers who have acquired this art; notice the firmness of step as they mount the platform; observe the firmness of voice as they begin to speak; study their facial expressions as they sweep the audience with the mastery of their arguments. *These are people who have learned how to negotiate without friction.*

Study those physicians who have acquired this art, as they walk into the sick room and greet their patients with a smile. The bearing, the tone

of voice, the look of assurance, clearly identify them as professionals who have acquired the art of successful negotiation. And their patients will tell you it makes them feel better the moment such a doctor enters the sick room.

Watch the managers or supervisors who have acquired this art, and observe how their very presence spurs the employees to greater effort and inspires them with confidence and Enthusiasm.

Watch the lawyer who has acquired this art, and observe how he or she commands the respect and the attention of the court. There is something about the tone of voice, the posture, and expression, that cause opponents to suffer by comparison.

All of this is predicated upon Self-Control. And Self-Control is the result of *thought control*!

Deliberately place in your own mind the sort of thoughts that you wish to have there, and keep out of your mind those thoughts that others place there through suggestion, and you will become a person of Self-Control.

This privilege of stimulating your mind with suggestions and thoughts of your own choosing is your prerogative, and if you will exercise this right there is nothing within the bounds of reason that you cannot attain.

Losing your temper, and with it your case, or your argument, or your sanity, marks you as one who has not yet familiarized yourself with the fundamentals upon which Self-Control is based, and chief of these fundamentals is the privilege of choosing the thoughts that will dominate your mind.

A student in one of my classes once asked how one went about controlling one's thoughts when in a state of intense anger. I replied: "In exactly the same way you would change your manner and the tone of your voice if you were in a heated argument with a member of your family and heard the doorbell ring, warning that company had arrived. You would control yourself because you would desire to do so."

If you have ever been in a similar predicament, where you found it necessary to cover up your real feelings and change the expression on your face quickly, you know how easily it can be done. You also know that it can be done because one *wants* to do it!

Behind all achievement, behind all Self-Control, behind all thought control, is that magic something called *desire*.

It is no misstatement of fact to say that you are limited only by the depth of your desires. When your desires are strong enough, you will appear to possess superhuman powers to achieve. No one has ever explained this strange phenomenon of the mind, and perhaps no one ever will, but if you doubt that it exists, you have but to experiment and be convinced.

If you were in a building that was on fire, and all the doors and windows were locked, chances are that you would develop sufficient strength with which to break down the average door, because of your intense *desire* to free yourself.

If you *desire* to acquire the art of successful negotiation, as you undoubtedly will when you understand its significance in relation to your achievement of your Definite Chief Aim, you will do so, providing your desire is intense enough.

Napoleon *desired* to become emperor of France, and he did rule. Lincoln *desired* to free the slaves, and he accomplished it. The French *desired* that "they shall not pass," at the beginning of the world war, and they didn't pass! Edison *desired* to produce light with electricity, and he produced it—although he was many years in doing so. Roosevelt *desired* to unite the Atlantic and Pacific Oceans, through the Panama Canal, and he did it. Demosthenes *desired* to become a great public speaker, and, despite the handicap of a serious speech impediment, he transformed his desire into reality. Helen Keller *desired* to speak, and, despite the fact that she was deaf, dumb, and blind, she spoke. John H. Patterson *desired* to dominate in the production of cash registers, and he did it. Marshall Field *desired* to be the leading merchant of his

time, and he did it. Shakespeare *desired* to become a great playwright, and, despite the fact that he was only a poor itinerant actor, he made his desire come true. Billy Sunday *desired* to quit playing baseball and become a master preacher, and he did. James J. Hill *desired* to become an empire builder, and, despite the fact that he was only a poor telegraph operator, he transformed that desire into reality.

COMMENTARY

Charles Lindbergh flew across the Atlantic, Gandhi led India to independence, Martin Luther King Jr. galvanized the civil rights movement, Mary Kay Ash built a business empire for women, Sam Walton became the richest man in America, Jackie Joyner-Kersey won a string of Olympic gold medals, and no doubt anyone reading this could add the names of other men and women that would go on for pages—and all of them had a definite chief aim that they desired strongly enough to make it a reality.

Don't say it can't be done, or that you are different from these and thousands of others who have achieved noteworthy success in every worthy calling. If you are "different" it is only in this respect: *they desired the object of their achievement with more depth and intensity than you desire yours.*

Plant in your mind the seed of a desire that is constructive, by making the following your creed and the foundation of your code of ethics.

I wish to be of service to others as I journey through life. To do this I have adopted this creed as a guide to be followed in dealing with my fellow beings:

To train myself so that never, under any circumstances, will I find fault with any person, no matter how much I may disagree with them or how inferior their work may be, as long as I know they are sincerely trying to do their best.

To respect my country, my profession, and myself. To be honest and fair with others, as I expect them to be honest

IT IS A PECULIAR TRAIT
OF HUMAN NATURE,
BUT IT IS TRUE,
THAT THE MOST SUCCESSFUL MEN
WILL WORK HARDER
FOR THE SAKE OF RENDERING
USEFUL SERVICE THAN
THEY WILL FOR MONEY ALONE.

and fair with me. To be a loyal citizen of my country. To speak of it with praise, and act always as a worthy custodian of its good name. To be a person whose name carries weight wherever it goes.

To base my expectations of reward on a solid foundation of service rendered. To be willing to pay the price of success in honest effort. To look upon my work as an opportunity to be seized with joy and made the most of, and not as a painful drudgery to be reluctantly endured.

To remember that success lies within myself—in my own brain. To expect difficulties and to force my way through them.

To avoid procrastination in all its forms, and never, under any circumstances, put off until tomorrow any duty that should be performed today.

Finally, to take a good grip on the joys of life, so I may be courteous to others, faithful to friends, true to God—a fragrance in the path I tread.

The energy that most people dissipate through lack of Self-Control would, if organized and used constructively, bring all the necessities and all the luxuries desired.

The time that many people devote to “gossiping” about others would, if controlled and directed constructively, be sufficient to attain the object of their Definite Chief Aim (if they had such an aim).

All successful people grade high on Self-Control. All “failures” grade low, generally zero, on this important law of human conduct.

Study those around you and observe, with profit, that all the successful ones exercise Self-Control, while the “failures” permit their thoughts, words, and deeds to run wild!

One very common and very destructive form of lack of Self-Control is the habit of talking too much. People of wisdom, who know what they want and are determined to achieve it, guard their

conversation carefully. There can be no gain from a barrage of uninvited, uncontrolled, loosely spoken words.

It is nearly always more profitable to listen than it is to speak. A good listener may, once in a great while, hear something that will add to their stock of knowledge. It requires Self-Control to become a good listener, but the benefits to be gained are worth the effort.

“Taking the conversation away from another person” is a common form of lack of Self-Control that is not only discourteous but it deprives those who do it of many valuable opportunities to learn from others.

Self-Control was one of the marked characteristics of all successful leaders whom I have analyzed in gathering material for this course. Luther Burbank said that, in his opinion, Self-Control was the most important of these seventeen laws. During all his years of patient study and observation of the evolutionary processes of vegetable life, he had found it necessary to exercise the faculty of Self-Control despite the fact that he was dealing with inanimate life.

John Burroughs, the naturalist, said practically the same thing; that Self-Control stood near the head of the list, in importance, of the seventeen laws of success.

The person who exercises complete Self-Control cannot be permanently defeated, as Emerson has so well stated in his essay on Compensation, because obstacles and opposition have a way of melting away when confronted by the determined mind that is guided to a definite end with complete Self-Control.

Every wealthy person I have analyzed (referring to those who have become wealthy through their own efforts) showed such positive evidence that Self-Control had been one of their strong points that I reached the conclusion no one can hope to accumulate great wealth and keep it without exercising this necessary quality.

The saving of money requires the exercise of Self-Control of the highest order, as I hope has been made quite clear in the fourth lesson of this course.

POVERTY

I am indebted to Edward W. Bok for the following rather colorful description of the extent to which he found it necessary to exercise Self-Control before he achieved success and was crowned with fame as one of the great journalists of America.

WHY I BELIEVE IN POVERTY AS THE RICHEST EXPERIENCE THAT CAN COME TO A BOY

I make my living trying to edit the *Ladies' Home Journal*. And because the public has been most generous in its acceptance of that periodical, a share of that success has logically come to me. Hence a number of my very good readers cherish an opinion that often I have been tempted to correct, a temptation to which I now yield. My correspondents express the conviction variously, but this extract from a letter is a fair sample:

"It is all very easy for you to preach economy to us when you do not know the necessity for it. To tell us how, as for example in my own case, we must live within my husband's income of eight hundred dollars a year, when you have never known what it is to live on less than thousands. Has it occurred to you, born with the proverbial silver spoon in your mouth, that theoretical writing is pretty cold and futile compared to the actual hand-to-mouth struggle that so many of us live, day by day and year in and year out—an experience that you know not of?"

"An experience that you know not of"!

Now, how far do the facts square with this statement?

Whether or not I was born with the proverbial silver spoon in my mouth, I cannot say. It is true that I was born of well-to-do parents. But when I was six years old my father lost all his means, and faced life at forty-five, in a strange country, without even necessities. There are men and their wives who know what that means; for a man to try to "come back" at forty-five, and

in a strange country! I had the handicap of not knowing one word of the English language. I went to a public school and learned what I could. And sparse morsels they were! The boys were cruel, as boys are. The teachers were impatient, as tired teachers are.

My father could not find his place in the world. My mother, who had always had servants at her beck and call, faced the problems of housekeeping that she had never learned nor been taught. And there was no money.

So, after school hours, my brother and I went home, but not to play. After-school hours meant for us to help a mother who daily grew more frail under the burdens that she could not carry. Not for days, but for years, we two boys got up in the gray cold winter dawn when the beds feel so warm to growing boys, and we sifted the coal ashes of the day before's fire for a stray lump or two of unburned coal, and with what we had or could find we made the fire and warmed up the room. Then we set the table for the scant breakfast, went to school, and directly after school we washed the dishes, swept and scrubbed the floors. Living in a three-family tenement, each third week meant that we scrubbed the entire three flights of stairs from the third story to the first, as well as the doorsteps and the sidewalk outside. The latter work was the hardest; for we did it on Saturdays, with the boys of the neighborhood looking on none too kindly, so we did it to the echo of the crack of the ball and bat on the adjoining lot!

In the evening when the other boys could sit by the lamp or study their lessons, we two boys went out with a basket and picked up wood and coal in the adjoining lots, or went after the dozen or so pieces of coal left from the ton of coal put in that afternoon by one of the neighbors, with the spot hungrily fixed in mind by one of us during the day, hoping that the

man who carried in the coal might not be too careful in picking up the stray lumps!

“An experience that you know not of”! Don’t I?

At ten years of age I got my first job, washing the windows of a baker’s shop at fifty cents a week. In a week or two I was allowed to sell bread and cakes behind the counter after school hours for a dollar a week—handing out freshly baked cakes and warm, delicious-smelling bread, when scarcely a crumb had passed my mouth that day!

Then on Saturday mornings I served a route for a weekly paper, and sold my remaining stock on the street. It meant from sixty to seventy cents for that day’s work.

I lived in Brooklyn, New York, and the chief means of transportation to Coney Island at that time was the horse car. Near where we lived the cars would stop to water the horses, the men would jump out and get a drink of water, but the women had no means of quenching their thirst. Seeing this lack I got a pail, filled it with water and a bit of ice, and, with a glass, jumped on each car on Saturday afternoon and all day Sunday, and sold my wares at a cent a glass. And when competition came, as it did very quickly when other boys saw that a Sunday’s work meant two or three dollars, I squeezed a lemon or two in my pail, my liquid became “lemonade” and my price two cents a glass, and Sunday meant five dollars to me. Then, in turn, I became a reporter during the evenings, an office boy daytimes, and learned stenography at midnight.

My correspondent says she supports her family of husband and child on eight hundred dollars a year and says I have never known what that means. I supported a family of three on six dollars and twenty-five cents a week—less than one-half of her yearly income. When my brother and I, combined, brought in eight hundred dollars a year we felt rich!

OUR DOUBTS ARE TRAITORS,
AND MAKE US LOSE
THE GOOD WE OFT MIGHT WIN
BY FEARING TO ATTEMPT.

—William Shakespeare

I have for the first time gone into these details in print that you may know, at first hand, that the editor of the *Ladies' Home Journal* is not a theorist when he writes or prints articles that seek to preach economy or that reflect a hand-to-hand struggle on a small or an invisible income. There is not a single step, not an inch, on the road of direct poverty that I do not know of or have not experienced. And, having experienced every thought, every feeling and every hardship that come to those who travel that road I say today that I rejoice with every boy who is going through the same experience.

Nor am I discounting or forgetting one single pang of the keen hardships that such a struggle means. I would not today exchange my years of the keenest hardship that a boy can know or pass through for any single experience that could have come to me. I know what it means to earn—not a dollar, but to earn two cents. I know the value of money as I could have learned it or known it no other way. I could have been trained for my life work in no surer way. I could not have arrived at a truer understanding of what it means to face a day without a penny in hand, not a loaf of bread in the cupboard, not a piece of kindling wood for the fire—with nothing to eat, and then be a boy with the hunger of nine or ten, with a mother frail and discouraged!

“An experience that you know not of”! Don't I?

And yet I rejoice in the experience, and I envy every boy who is in that condition and going through it. But—and here is the pivot of my strong belief in poverty as an undisguised blessing to a boy—I believe in poverty as a condition to experience, to go through, and then to get out of; not as a condition to stay in. “That's all very well,” some will say, “easy enough to say, but how can you get out of it!” No one can definitely tell another that. No one told me. No two persons can find the same way out. Each must find his way for himself. That depends

on the boy. I was determined to get out of poverty, because my mother was not born in it, could not stand it and did not belong in it. This gave me the first essential: a purpose. Then I backed up the purpose with effort and willingness to work and to work at anything that came my way, no matter what it was, so long as it meant "the way out." I did not pick and choose; I took what came and did it in the best way I knew how; and when I didn't like what I was doing I still did it well while I was doing it, but I saw to it that I didn't do it any longer than I had to do it. I used every rung in the ladder as a rung to the one above. It meant effort, but out of the effort and the work came the experience; the upbuilding, the development; the capacity to understand and sympathize; the greatest heritage that can come to a boy. And nothing in the world can give that to a boy, so that it will burn into him, as will poverty.

That is why I believe so strongly in poverty, the greatest blessing in the way of the deepest and fullest experience that can come to a boy. But, as I repeat: always as a condition to work out of, not to stay in.

THE LAW OF RETALIATION

Before you can develop the habit of perfect Self-Control, you must understand the real need for this quality. Also, you must understand the advantages which Self-Control provides those who have learned how to exercise it.

By developing Self-Control, you also develop other qualities that will add to your personal power. Among other laws that are available to the person who exercises Self-Control is the law of retaliation.

You know what "retaliate" means! But in the sense that we are using here, it means to "return like for like," and not merely to avenge or to seek revenge, as is commonly meant by the use of this word.

If I do you an injury, you retaliate at first opportunity. If I say unjust things about you, you will retaliate in kind, even in greater measure. On the other hand, if I do you a favor you will reciprocate even in greater measure if possible.

Through the proper use of this law, *I can get you to do whatever I wish you to do*. If I wish you to dislike me and lend your influence toward damaging me, I can accomplish this by inflicting upon you the sort of treatment that I want you to inflict upon me through retaliation.

If I wish your respect, your friendship, and your Cooperation, I can get these by extending to you my friendship and Cooperation.

You can compare these statements with your own experience and you will see how beautifully they harmonize.

How often have you heard the remark "What a wonderful personality that person has"? How often have you met people whose personalities you coveted?

People who attract you to them through their Pleasing Personality are merely making use of the law of harmonious attraction, or the law of retaliation, both of which, when analyzed, mean that "like attracts like."

If you will study, understand, and make intelligent use of the law of retaliation, you will be an efficient and successful salesperson. When you have mastered this simple law and learned how to use it, you will have learned all that can be learned about salesmanship.

The first and probably the most important step to be taken in mastering this law is to cultivate complete Self-Control. You must learn to take all sorts of punishment and abuse without retaliating in kind. This Self-Control is a part of the price you must pay for mastery of the law of retaliation.

When an angry person starts in to vilify and abuse you, justly or unjustly, just remember that if you retaliate in a like manner you are being drawn down to that person's mental level. Therefore that person is *dominating you!*

THE HEIGHTS BY GREAT MEN
REACHED AND KEPT
WERE NOT ATTAINED
BY SUDDEN FLIGHT,
BUT THEY,
WHILE THEIR COMPANIONS SLEPT,
WERE TOILING UPWARD
IN THE NIGHT.

—Henry Wadsworth Longfellow

On the other hand, if you refuse to become angry, if you retain your self-composure and remain calm and serene, you take the other person by surprise. You retaliate with a weapon with which he or she is unfamiliar, consequently you easily dominate.

Like attracts like! There's no denying this!

Literally speaking, every person with whom you come in contact is a mental looking-glass in which you may see a perfect reflection of your own mental attitude.

As an example of direct application of the law of retaliation, let me cite an experience that I recently had with my two small boys, Napoleon Junior and James.

We were on our way to the park to feed the birds and squirrels. Napoleon Junior had bought a bag of peanuts and James had bought a box of Cracker Jack. James took a notion to sample the peanuts. Without asking permission he reached over and made a grab for the bag. He missed and Napoleon Junior "retaliated" with his left fist, which landed rather briskly on James' jaw.

I said to James, "Now, see here, son, you didn't go about getting those peanuts in the right manner. Let me show you how to get them." It all happened so quickly that I hadn't the slightest idea when I spoke what I was going to suggest to James.

Then I thought of the experiments we had been doing in connection with the law of retaliation, so I said to James, "Open your box of Cracker Jack, offer your little brother some, and see what happens." After considerable coaxing I persuaded him to do so. Then a remarkable thing happened—out of which I learned my greatest lesson in salesmanship: *Before Napoleon would touch the Cracker Jack, he insisted on pouring some of his peanuts into James' overcoat pocket.* He "retaliated in kind"! Out of this simple experiment with two small boys, I learned more about the art of managing them than I could have learned in any other way.

None of us has advanced far beyond Napoleon Junior and James, as far as the operation and influence of this law of retaliation is

concerned. We are all just grown-up children and easily influenced through this principle. If a person presents us with a gift, we never feel satisfied until we have “retaliated” with something as good or better than that which we received. If a person speaks well of us, we increase our admiration for that person and we “retaliate” in return!

Through the principle of retaliation we can actually convert our enemies into loyal friends. If you have an enemy whom you wish to convert into a friend you can prove the truth of this statement if you will forget that dangerous millstone hanging around your neck which we call pride, or stubbornness. Make a habit of speaking to this enemy with unusual cordiality. Go out of your way to favor them in every manner possible. They may seem immovable at first, but gradually he or she will give way to your influence and “retaliate in kind”!

One morning in August 1863, a young clergyman was called out of bed in a hotel at Lawrence, Kansas. The man who called him was one of Quantrill’s guerrillas, who demanded that he immediately come downstairs. All over the border that morning people were being murdered. A band of raiders had ridden in early to perpetrate the Lawrence massacre.

The guerrilla who called the clergyman was impatient. The latter, when fully awake, was horrified by what he saw going on through his window. As he came downstairs the guerrilla demanded his watch and money, and then wanted to know if he was an abolitionist. The clergyman was trembling. But he decided that if he was to die then and there, it would not be with a lie on his lips. So he said that he was, and followed up the admission with a remark that immediately turned the whole affair in another direction.

He and the guerrilla sat down on the porch, while people were being killed through the town, and had a long talk. It lasted until the raiders were ready to leave. When the clergyman’s guerrilla mounted to join his confederates, he was strictly on the defensive. He handed back the New Englander’s valuables, apologized for disturbing him, and asked to be thought well of.

That clergyman lived many years after the Lawrence massacre. What did he say to the guerrilla? What was there in his personality that led the latter to sit down and talk? What did they talk about?

“Are you a Yankee abolitionist?” the guerrilla had asked.

“Yes, I am,” was the reply, “and you know very well that you ought to be ashamed of what you’re doing.”

This drew the matter directly to a moral issue. It brought the guerrilla up roundly. The clergyman was only a stripling beside this seasoned border ruffian. But he threw a burden of moral proof onto the raider, and in a moment the latter was trying to demonstrate that he might be a better fellow than circumstances would seem to indicate.

After waking this New Englander to kill him on account of his politics, he spent twenty minutes on the witness stand trying to prove an alibi. He went into his personal history at length. He explained matters from the time when he had been a tough little kid who would not say his prayers, and became quite sentimental in recalling how one thing had led to another, and that led to something worse, until—well, here he was, and “a mighty bad business to be in, pardner.” His last request in riding away was: “Now, pardner, don’t think too hard of me, will you?”

The New England clergyman made use of the law of retaliation, whether he knew it at that time or not. Imagine what would have happened had he come downstairs with a revolver in his hand and started to meet physical force with physical force!

But he didn’t do this. He mastered the guerrilla because he fought him with a force that was unknown to the brigand.

Why is it that when once you begin to make money the whole world seems to beat a pathway to your door?

Take any person that you know who enjoys financial success and they will tell you that they are being constantly sought, and that opportunities to make money are constantly being urged upon them!

“To him that hath shall be given, but to him that hath not shall be taken away even that which he hath.”

This quotation from the Bible used to seem ridiculous to me, yet how true it is when reduced to its concrete meaning.

Yes, “to him that hath shall be given.” If he “hath” failure, lack of Self-Confidence, hatred, or lack of Self-Control, to him shall these qualities be given in still greater abundance! But if he “hath” success, Self-Confidence, Self-Control, patience, persistence, and determination, to him shall these qualities be increased! Sometimes it may be necessary to meet force with force until we overpower our opponent or adversary, but while they are down is a splendid time to complete the “retaliation” by taking them by the hand and showing them a better way to settle disputes.

It is for you to decide what you want others to do and it is for you to get them to do it through the law of retaliation!

“The Divine Economy is automatic and very simple: we receive only that which we give.”

How true it is that “we receive only that which we give.” It is not that which we *wish for* that comes back to us, but that which we *give*.

I implore you to make use of this law, not alone for material gain, but, better still, for the attainment of happiness and goodwill.

This, after all, is the only real success for which to strive.

In this lesson we have learned a great principle—probably the most important major principle of psychology! We have learned that our thoughts and actions toward others resemble a magnet which attracts to us the same sort of thought and the same sort of action that we, ourselves, create.

We have learned that “like attracts like,” whether in thought or in action. We have learned that the human mind responds, in kind, to whatever thought impressions it receives. We have learned that the human mind resembles mother earth in that it will reproduce action that corresponds, in kind, to the sensory impressions planted in it.

We have learned that kindness begets kindness and unkindness and injustice beget unkindness and injustice.

We have learned that our actions toward others, whether of kindness or unkindness, justice or injustice, come back to us, in an even larger measure! We have learned that the human mind responds in kind to all sensory impressions it receives; therefore we know what we must do to influence any desired action on the part of another. We have learned that pride and stubbornness must be brushed away before we can make use of the law of retaliation in a constructive way.

We have *not* learned what the law of retaliation is, but we have learned how it works and what it will do. Therefore, it only remains for us to make intelligent use of this great principle.

THE EVOLUTION OF TRANSPORTATION— AN AFTER-THE-LESSON VISIT WITH THE AUTHOR

Nothing is permanent except change. Time is ever shifting, changing, and rearranging both the stage setting and the players. New friends are constantly replacing the old. Everything is in a state of flux. In every heart is the seed of both rascality and justice. Every human being is both a criminal and a saint, depending on the expediency of the moment as to which will assert itself. Honesty and dishonesty are largely matters of individual viewpoint. The weak and the strong, the rich and the poor, the ignorant and the well-informed are exchanging places continuously.

Know *yourself* and you know the entire human race. There is but one real achievement, and that is the ability to *think accurately*. We move with the procession, or behind it, but we cannot stand still.

Nothing is permanent except change!

The law of evolution is working out improvements in the methods of travel, and all these changes took place first in the human mind.

IF YOU ARE SUCCESSFUL,
REMEMBER THAT SOMEWHERE,
SOMETIME, SOMEONE GAVE YOU
A LIFT OR AN IDEA THAT
STARTED YOU IN THE
RIGHT DIRECTION.
REMEMBER, ALSO,
THAT YOU ARE INDEBTED
TO LIFE UNTIL YOU HELP
SOME LESS FORTUNATE PERSON,
JUST AS YOU WERE HELPED.

Man was not satisfied with the first crude method of transportation. Those two little words, “not satisfied,” have been the starting point of all advancement. Think of them as you read this.

As the human brain began to expand, humans discovered how to hitch a bullock to a wagon and thereby escape the toil of pulling the load. That was practical utility. But when the stagecoach was ushered into use, that was both utility and style. Still we were “not satisfied” and this dissatisfaction ultimately created the crude locomotive.

Now these methods of travel have been discarded in almost all parts of the world. The man drawing the cart, the bullock drawing the cart, the stagecoach, and the crude locomotive all belong to ages that have passed.

Think about the transportation methods of the present. Compare them with those of the past and you may have a fair idea of the enormous expansion that has taken place in the human brain and mind. Automobiles that travel at great speed became as common as were the two-wheel carts in ages past. And yet we were still “not satisfied.” Travel on the earth was too slow. Turning our eyes upward we watched the birds soaring high in the elements and became *determined* to excel them. And so we mastered the sky. Not only has man made the air carry him at amazing speeds, but he has harnessed the ether and made it carry his words all the way around the earth in a fraction of a second.

Any influence that causes one to think also causes one to grow stronger mentally. Mind stimulants are essential for growth. From the days of the man-drawn cart to the present days of air mastery, the only progress that anyone has made has been the result of some influence that stimulated their mind to greater than normal action.

The two great major influences that cause the human mind to grow are the urge of *necessity* and the urge of *desire to create*. Some minds will develop only after they have undergone failure and defeat

and other forms of punishment that arouse them to greater action. Other minds wither away and die under punishment, but grow to unbelievable heights when provided with the opportunity to use their imaginative forces in a creative way.

Understand the evolution of transportation and you will observe one outstanding aspect worth remembering: The whole story has been one of development and advancement that grew out of necessity. Throughout the past, the urge to change was based on necessity.

In the present the urge has been a combination of both necessity and the desire to create. In the future the strong desire to create will be the sole urge that will drive the human mind on and on to heights as yet undreamed of.

It is a long distance from the days of the man-drawn cart to the present, when we have harnessed the lightning of the clouds and made it turn machinery that will perform as much service in a minute as ten thousand workers could perform in a day. But if the distance has been long, the development of man's mind has been correspondingly great, and that development has been sufficient to eventually do the work of the world with machines operated by Nature's forces and not by human muscles.

The evolutionary changes in the methods of transportation have created other problems for our minds to solve. The automobile drove us to build better roads and more of them. The automobile also claims thousands of lives annually. The human mind must now respond to the urge of *necessity* and meet this emergency.

If you have a highly imaginative mind, *you* may be the one who will create the solution and collect the royalties from its sale. The value to you, of this suggestion, lies in the possibility of *thought* that you may devote to it, thereby developing and expanding your own mind. Remember, the purpose of this essay is to give you merely the seed of suggestion; not the finished product of an invention ready to set up and render service.

Study yourself and find out to which of the two great major urges to action your mind responds most naturally—the urge of necessity or the desire to create. If you have children, study them and determine to which of these two motives they respond most naturally. Millions of children have had their imaginations dwarfed and retarded by parents who removed as much as possible of the urge of necessity. By “making it easy” for your child you may be depriving the world of a genius. Bear in mind that most of the progress humans have made came as the result of bitter, biting *necessity*!

The law of evolution is always and everywhere at work—changing, tearing down, and rebuilding every material element on this earth and throughout the universe. Towns, cities, and communities are undergoing constant change. Go back to the place where you lived twenty years ago and you will recognize neither the place nor the people. New faces will have made their appearance. The old faces will have changed. New buildings will have taken the place of the old. Everything will appear different because everything will *be* different.

The human mind is also undergoing constant change. If this were not true we would never grow beyond the child-mind age. Every seven years the mind of a normal person becomes noticeably developed and expanded. It is during these periodical changes of the mind that bad habits may be left off and better habits cultivated.

The mind that is driven by the urge of necessity, or out of the love to create, develops more rapidly than does the mind that is never stimulated to greater action than what is necessary for existence.

The imaginative faculty of the human mind is the greatest piece of machinery ever created. Out of it has come every man-made machine and every man-made object.

Behind every one of the great industries and commercial enterprises is the all-powerful force of Imagination!

Force your mind to *think!* Proceed by combining old ideas into new plans. Every great invention and every outstanding business or industrial achievement that you can name is, in final analysis, but the application of a combination of plans and ideas that have been used before, in some other manner.

*Back of the beating hammer
By which the steel is wrought,
Back of the workshop's clamor
The seeker may find the Thought;
The thought that is ever Master
Of iron and steam and steel,
That rises above disaster
And tramples it under heel.*

*The drudge may fret and tinker
Or labor with lusty blows,
But back of him stands the Thinker,
The clear-eyed man who knows;
For into each plow or saber,
Each piece and part and whole,
Must go the brains of labor,
Which gives the work a soul.*

*Back of the motor's humming,
Back of the bells that ring,
Back of the hammer's drumming,
Back of the cranes that swing,
There is the Eye which scans them,
Watching through stress and strain,
There is the Mind which plans them—
Back of the brawn, the Brain.*

*Might of the roaring boiler,
Force of the engine's thrust,
Strength of the sweating toiler,
Greatly in these we trust;
But back of them stands the schemer,
The Thinker who drives things through,
Back of the job the Dreamer
Who's making the dream come true.*

—BERTON BRALEY

Six months or a year from now, come back and read this essay again and you will observe how much more you will get from it than you did at first reading. *Time* gives the law of evolution a chance to expand your mind so it can see and understand more.

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