

people around us. But psychologists also tell us you can actually change your attitudes by changing your posture and speed of movement. Watch, and you discover that body action is the result of mind action. The extremely beaten people, the real down-and-outers, just shuffle and stumble along. They have zero self-confidence.

Average people have the "average" walk. Their pace is "average." They have the look of "I really don't have very much pride in myself."

Then there's a third group. Persons in this group show superconfidence. They walk faster than the average. There seems to be a slight sprint in the way they walk. Their walk tells the world, "I've got someplace important to go, something important to do. What's more, I will succeed at what I will do fifteen minutes from now."

Use the walk-25-percent-faster technique to help build self-confidence. Throw your shoulders back, lift up your head, move ahead just a little faster, and feel self-confidence grow.

Just try and see.

*4. Practice speaking up.* In working with many kinds of groups of all sizes, I've watched many persons with keen perception and much native ability freeze and fail to participate in discussions. It isn't that these folks don't want to get in and wade with the rest. Rather, it's a simple lack of confidence.

The conference clam thinks to himself, "My opinion is probably worthless. If I say something, I'll probably look foolish. I'll just say nothing. Besides, the others in the group probably know more than I. I don't want the others to know how ignorant I am."

Each time the conference clam fails to speak, he feels even more