

I wish it were possible to describe this discovery without the use of the personal pronoun, but this is impossible because it came through personal experiences from which it cannot be separated. To give you the complete picture I shall have to go back to the first of these two major turning-points and bring you up to the discovery step by step.

The research necessary for the accumulation of the data, from which the seventeen principles of achievement and the thirty major causes of failure were organized, required years of labor.

I had reached the false conclusion that my task of organizing a complete philosophy of personal achievement had been completed. Far from having been completed, my work had merely begun. I had erected the skeleton of a philosophy by organizing the seventeen principles of achievement and the thirty major causes of failure, but that skeleton had to be covered with the flesh of application and experience. Moreover, it had to be given a soul through which it might inspire men and women to meet obstacles without going down under them.

The “soul,” which had yet to be added, as I discovered later, became available only after my “other self” made its appearance, through two major turning-points of my life.

Resolving to turn my attention, and whatever talents I might possess, into monetary returns through business and professional channels, I decided to go into the profession of advertising, and I became the advertising manager of the LaSalle Extension University of Chicago. Everything went along beautifully for one year, at the end of which I was seized by a violent dislike for my job and resigned.

I then entered the chain store business, with the former president of the LaSalle Extension University, and became the president of the Betsy Ross Candy Company. Unfortunate—or