FOREWORD

"Whatever your mind can conceive and believe it can achieve." - Napoleon Hill

American born Napoleon Hill is considered to have influenced more people

into success than any other person in history. He has been perhaps the most

influential man in the area of personal success technique development, primarily

through his classic book Think and Grow Rich which has helped million of the

people and has been important in the life of many successful people such as W.

Clement Stone and Og Mandino.

Napoleon Hill was born into poverty in 1883 in a one-room cabin on the Pound

River in Wise County, Virginia. At the age of 10 his mother died, and two years

later his father remarried. He became a very rebellious boy, but grew up to be an

incredible man. He began his writing career at age 13 as a "mountain reporter" for

small town newspapers and went on to become America's most beloved

motivational author. Fighting against all class of great disadvantages and

pressures, he dedicated more than 25 years of his life to define the reasons by

which so many people fail to achieve true financial success and happiness in their

life.

During this time he achieved great success as an attorney and journalist. His

early career as a reporter helped finance his way through law school. He was

given an assignment to write a series of success stories of famous men, and his

big break came when he was asked to interview steel-magnate Andrew Carnegie.

Mr. Carnegie commissioned Hill to interview over 500 millionaires to find a

success formula that could be used by the average person. These included Thomas

Edison, Alexander Graham Bell, Henry Ford, Elmer Gates, Charles M. Schwab,

Theodore Roosevelt, William Wrigley Jr, John Wanamaker, WIlliam Jennings

Bryan, George Eastman, Woodrow Wilson, William H. Taft, John D. Rockefeller,

F. W. Woolworth, Jennings Randolph, among others.

He became an advisor to Andrew Carnegie, and with Carnegie's help he

formulated a philosophy of success, drawing on the thoughts and experience of a

multitude of rags-to-riches tycoons. It took Hill over 20 years to produce his

book, a classic in the Personal Development field called Think and Grow Rich.

This book has sold over 7 million copies and has helped thousands achieve

success.

The secret to success is very simple but you'll have to read the book to find out

what it is!

Napoleon Hill passed away in November 1970 after a long and successful

career writing, teaching, and lecturing about the principles of success. His work

stands as a monument to individual achievement and is the cornerstone of modern

motivation. His book, Think and Grow Rich, is the all time best-seller in the field.

Perhaps no other success book has influenced more people than Napoleon

Hill’s Classic Think and Grow Rich. Since it’s introduction in 1937, millions of

copies have been sold around the world. It still remains one of the top selling

books of its kind.

Several years ago I came across a biography of Hill on a PBS show and it was

an eye-opening adventure into the life of a man whose days were not the smooth

sailing I had always assumed they were.

Napoleon struggled against a myriad of obstacles throughout his life many of

which were brought on by some of the earlier choices he had made. I can’t count

the number of times he became broke and penniless following a highly successful

venture gone sour. His personal life was as spotted as his financial life and a

recounting of that could easily consume a full book.

I would have thought that my discovery of his many flaws would cause me to

lose respect for him, and thus doubt the veracity of his teachings that have

influenced me for more than twenty years. But it is quite the opposite. Having

listened to the struggles of this very human man has given me a whole new

perspective of respect, even awe, of the incredible resilience and persistence that

he displayed repeatedly against sometimes massive odds.

I now understand that he didn’t write about some theory of how to think and

grow rich. He wrote from experience his numerous experiences and the

experiences of America’s most successful.

While the casual observer would believe that this book is only about making

money, those of us who have studied it for years know otherwise. It’s about a

better way to live a rich life. And for that I am grateful that Napoleon gave so

much of himself in order that he might leave us with this incredible work.

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THINK and

GROW RICH

Teaching, for the first time, the famous

Andrew Carnegie formula for money-making,

based upon the THIRTEEN PROVEN

STEPS TO RICHES.

Organized through 25 years of research,

in collaboration with more than 500

distinguished men of great wealth, who

proved by their own achievements that

this philosophy is practical.

BY

NAPOLEON HILL

Author of

THE LAW OF SUCCESS

Philosophy

1938

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With Original Foreword By

Tony Seruga

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entity.

5

WHAT DO YOU WANT MOST?

Is It Money, Fame, Power,

Contentment, Personality,

Peace of Mind, Happiness?

The Thirteen Steps to Riches described in this book offer the

shortest dependable philosophy of individual achievement ever

presented for the benefit of the man or woman who is searching for

a definite goal in life.

Before beginning the book you will profit greatly if you

recognize the fact that the book was not written to entertain. You

cannot digest the contents properly in a week or a month.

After reading the book thoroughly, Dr. Miller Reese Hutchison,

nationally known Consulting Engineer and long-time associate of

Thomas A. Edison, said— “This is not a novel. It is a textbook on

individual achievement that came directly from the experiences of

hundreds of America’s most successful men. It should be studied,

digested, and meditated upon. No more than one chapter should be

read in a single night. The reader should underline the sentences

which impress him most. Later, he should go back to these marked

lines and read them again. A real student will not merely read this

book, he will absorb its contents and make them his own. This book

should be adopted by all high schools and no boy or girl should be

permitted to graduate without having satisfactorily passed an

examination on it. This philosophy will not take the place of the

subjects taught in schools, but it will enable one to organize and

apply the knowledge acquired, and convert it into useful service and

adequate compensation without waste of time.

Dr. John R. Turner, Dean of the College of The City of New

York, after having read the book, said— “The very best example of

the soundness of this philosophy is your own son, Blair, whose

dramatic story you have outlined in the chapter on Desire.”

Dr. Turner had reference to the author’s son, who, born

without normal hearing capacity, not only avoided becoming a deaf

mute, but actually converted his handicap into a priceless asset by

applying the philosophy here described. After reading the story

(starting on page 52), you will realize that you are about to come

6

into possession of a philosophy which can be transmuted into

material wealth, or serve as readily to bring you peace of mind,

understanding, spiritual harmony, and in some instances, as in the

case of the author’s son, it can. help you master physical affliction.

The author discovered, through personally analyzing hundreds

of successful men, that all of them followed the habit of exchanging

ideas, through what is commonly called conferences. When they had

problems to be solved they sat down together and talked freely until

they discovered, from their joint contribution of ideas, a plan that

would serve their purpose.

You, who read this book, will get most out of it by putting into

practice the Master Mind principle described in the book. This you

can do (as others are doing so successfully) by forming a study

club, consisting of any desired number of people who are friendly

and harmonious. The club should have a meeting at regular

periods, as often as once each week. The procedure should consist

of reading one chapter of the book at each meeting, after which the

contents of the chapter should be freely discussed by all members.

Each member should make notes, putting down ALL IDEAS OF HIS

OWN inspired by the discussion. Each member should carefully

read and analyze each chapter several days prior to its open reading

and joint discussion in the club. The reading at the club should be

done by someone who reads well and understands how to put color

and feeling into the lines.

By following this plan every reader will get from its pages, not

only the sum total of the best knowledge organized from the

experiences of hundreds of successful men, but more important by

far, he will tap new sources of knowledge in his own mind as well as

acquire knowledge of priceless value FROM EVERY OTHER PERSON

PRESENT.

If you follow this plan persistently you will be almost certain to

uncover and appropriate the secret formula by which Andrew

Carnegie acquired his huge fortune, as referred to in the author’s

introduction.

7

TRIBUTES TO THE AUTHOR

From Great American Leaders

“THINK AND GROW RICH” was 25 years in the making. It is

Napoleon Hill’s newest book, based upon his famous Law of

Success Philosophy. His work and writings have been praised by

great leaders in Finance, Education, Politics, Government.

Supreme Court of the United States

Washington, D.C.

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 the organization of this philosophy.

It would be helpful if every politician in the country would

assimilate and apply the 17 principles upon which your lessons are

based. It contains some very fine material which every leader in

every walk of life should understand.

I am happy to have had the privilege of rendering you some

slight measure of help in the organization of this splendid course of

“common sense” philosophy.

Sincerely yours

(Former President and former Chief Justice of the United States)

KING OF THE 5 AND 10 CENT STORES

“By applying many of the 17 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

8

A GREAT STEAMSHIP MAGNATE

“I feel greatly indebted for the privilege of reading your Law of

Success. If I had had this philosophy fifty years ago, I suppose I

could have accomplished all that I have done in less than half the

time. I sincerely hope the world will discover and reward you.”

ROBERT DOLLAR

FAMOUS AMERICAN LABOR LEADER

“Mastery of the Law of Success philosophy is the equivalent of

an insurance policy against failure.”

SAMUEL GOMPERS

A FORMER PRESIDENT OF THE UNITED STATES

“May I not congratulate you on your persistence. Any man who

devotes that much time . . . must of necessity make discoveries of

great value to others. 1 am deeply impressed by your interpretation

of the ‘Master Mind’ principles which you have so clearly described.”

WOODROW WILSON

A MERCHANT PRINCE

“I know that your 17 fundamentals of success are sound

because I have been applying them in my business for more than

30 years.”

JOHN WANAMAKER

WORLD’S LARGEST MAKER OF CAMERAS

“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

9

A NATIONALLY KNOWN BUSINESS CHIEF

“Whatever success I may have attained I owe, entirely, to the

application of your 17 fundamental principles of the Law of

Success. I believe I have the honor of being your first student.”

WM. WRIGLEY, JR.

10

PUBLISHER’S PREFACE

THIS book conveys the experience of more than 500 men of

great wealth, who began at scratch, with nothing to give in return

for riches except THOUGHTS, IDEAS and ORGANIZED PLANS.

Here you have the entire philosophy of moneymaking, just as

it was organized from the actual achievements of the most

successful men known to the American people during the past fifty

years. It describes WHAT TO DO, also, HOW TO DO IT!

It presents complete instructions on HOW TO SELL YOUR

PERSONAL SERVICES.

It provides you with a perfect system of self-analysis that will

readily disclose what has been standing between you and “the big

money” in the past.

It describes the famous Andrew Carnegie formula of personal

achievement by which he accumulated hundreds of millions of

dollars for himself and made no fewer than a score of millionaires of

men to whom he taught his secret.

Perhaps you do not need all that is to be found in the book—

no one of the 500 men from whose experiences it was written did—

but you may need ONE IDEA, PLAN OR SUGGESTION to start you

toward your goal. Somewhere in the book you will find this needed

stimulus.

The book was inspired by Andrew Carnegie, after he had made

his millions and retired. It was written by the man to whom

Carnegie disclosed the astounding secret of his riches—the same

man to whom the 500 wealthy men revealed the source of their

riches.

In this volume will be found the thirteen principles of moneymaking essential to every person who accumulates sufficient money

to guarantee financial independence. It is estimated that the

research which went into the preparation, before the book was

written, or could be written—research covering more than twentyfive years of continuous effort—could not be duplicated at a cost of

less than $100,000.00.

Moreover, the knowledge contained in the book never can be

duplicated, at any cost, for the reason that more than half of the

500 men who supplied the information it brings have passed on.

Riches cannot always be measured in money!

11

Money and material things are essential for freedom of body

and mind, but there are some who will feel that the greatest of all

riches can be evaluated only in terms of lasting friendships,

harmonious family relationships, sympathy and understanding

between business associates, and introspective harmony which

brings one peace of mind measurable only in spiritual values!

All who read, understand and apply this philosophy will be

better prepared to attract and enjoy these higher estates which

always have been and always will be denied to all except those who

are ready for them.

Be prepared, therefore, when you expose yourself to the

influence of this philosophy, to experience a CHANGED LIFE which

may help you not only to negotiate your way through life with

harmony and understanding, but also to prepare you for the accumulation of material riches in abundance.

THE PUBLISHER.

12

AUTHOR’S PREFACE

IN EVERY chapter of this book, mention has been made of the

money-making secret which has made fortunes for more than five

hundred exceedingly wealthy men whom I have carefully analyzed

over a long period of years.

The secret was brought to my attention by Andrew Carnegie,

more than a quarter of a century ago. The canny, lovable old

Scotsman carelessly tossed it into my mind, when I was but a boy.

Then he sat back in his chair, with a merry twinkle in his eyes, and

watched carefully to see if I had brains enough to understand the

full significance of what he had said to me.

When he saw that I had grasped the idea, he asked if I would

be willing to spend twenty years or more, preparing myself to take it

to the world, to men and women who, without the secret, might go

through life as failures. I said I would, and with Mr. Carnegie’s

cooperation, I have kept my promise.

This book contains the secret, after having been put to a

practical test by thousands of people, in almost every walk of life. It

was Mr. Carnegie’s idea that the magic formula, which gave him a

stupendous fortune, ought to be placed within reach of people who

do not have time to investigate how men make money, and it was

his hope that I might test and demonstrate the soundness of the

formula through the experience of men and women in every calling.

He believed the formula should be taught in all public schools and

colleges, and expressed the opinion that if it were properly taught it

would so revolutionize the entire educational system that the time

spent in school could be reduced to less than half.

His experience with Charles M. Schwab, and other young men

of Mr. Schwab’s type, convinced Mr. Carnegie that much of that

which is taught in the schools is of no value whatsoever in

connection with the business of earning a living or accumulating

riches. He had arrived at this decision, because he had taken into

his business one young man after another, many of them with but

little schooling, and by coaching them in the use of this formula,

developed in them rare leadership. Moreover, his coaching made

fortunes for everyone of them who followed his instructions.

In the chapter on Faith, you will read the astounding story of

the organization of the giant United States Steel Corporation, as it

13

was conceived and carried out by one of the young men through

whom Mr. Carnegie proved that his formula will work for all who are

ready for it. This single application of the secret, by that young

man—Charles M. Schwab—made him a huge fortune in both money

and OPPORTUNITY. Roughly speaking, this particular application of

the formula was worth six hundred million dollars.

These facts-and they are facts well known to almost everyone

who knew Mr. Carnegie—give you a fair idea of what the reading of

this book may bring to you, provided you KNOW WHAT IT IS THAT

YOU WANT.

Even before it had undergone twenty years of practical testing,

the secret was passed on to more than one hundred thousand men

and women who have used it for their personal benefit, as Mr. Carnegie planned that they should. Some have made fortunes with it.

Others have used it successfully in creating harmony in their

homes. A clergyman used it so effectively that it brought him an

income of upwards of $75,000.00 a year.

Arthur Nash, a Cincinnati tailor, used his near-bankrupt

business as a “guinea pig” on which to test the formula. The

business came to life and made a fortune for its owners. It is still

thriving, although Mr. Nash has gone. The experiment was so

unique that newspapers and magazines, gave it more than a million

dollars’ worth of laudatory publicity.

The secret was passed on to Stuart Austin Wier, of Dallas,

Texas. He was ready for it—so ready that he gave up his profession

and studied law. Did he succeed? That story is told too.

I gave the secret to Jennings Randolph, the day he graduated

from College, and he has used it so successfully that he is now

serving his third term as a Member of Congress, with an excellent

opportunity to keep on using it until it carries him to the White

House.

While serving as Advertising Manager of the La-Salle

Extension University, when it was little more than a name, I had

the privilege of seeing J. G. Chapline, President of the University,

use the formula so effectively that he has since made the LaSalle

one of the great extension schools of the country.

The secret to which I refer has been mentioned no fewer than

a hundred times, throughout this book. It has not been directly

named, for it seems to work more successfully when it is merely uncovered and left in sight, where THOSE WHO ARE READY, and

14

SEARCHING FOR IT, may pick it up. That is why Mr. Carnegie

tossed it to me so quietly, without giving me its specific name.

If you are READY to put it to use, you will recognize this secret

at least once in every chapter. I wish I might feel privileged to tell

you how you will know if you are ready, but that would deprive you

of much of the benefit you will receive when you make the discovery

in your own way.

While this book was being written, my own son, who was then

finishing the last year of his college work, picked up the manuscript

of chapter two, read it, and discovered the secret for himself. He

used the information so effectively that he went directly into a

responsible position at a beginning salary greater than the average

man ever earns. His story has been briefly described in chapter two.

When you read it, perhaps you will dismiss any feeling you may

have had, at the beginning of the book, that it promised too much.

And, too, if you have ever been discouraged, if you have had

difficulties to surmount which took the very soul out of you, if you

have tried and failed, if you were ever handicapped by illness or

physical affliction, this story of my son’s discovery and use of the

Carnegie formula may prove to be the oasis in the Desert of Lost

Hope, for which you have been searching.

This secret was extensively used by President Woodrow

Wilson, during the World War. It was passed on to every soldier who

fought in the war, carefully wrapped in the training received before

going to the front. President Wilson told me it was a strong factor in

raising the funds needed for the war.

More than twenty years ago, Hon. Manuel L. Quezon (then

Resident Commissioner of the Philippine Islands), was inspired by

the secret to gain freedom for his people. He has gained freedom for

the Philippines, and is the first President of the free state.

A peculiar thing about this secret is that those who once

acquire it and use it, find themselves literally swept on to success,

with but little effort, and they never again submit to failure! If you

doubt this, study the names of those who have used it, wherever

they have been mentioned, check their records for yourself, and be

convinced.

There is no such thing as SOMETHING FOR NOTHING!

The secret to which I refer cannot be had without a price,

although the price is far less than its value. It cannot be had at any

price by those who are not intentionally searching for it. It cannot

15

be given away, it cannot be purchased for money, for the reason

that it comes in two parts. One part is already in possession of

those who are ready for it.

The secret serves equally well, all who are ready for it.

Education has nothing to do with it. Long before I was born, the

secret had found its way into the possession of Thomas A. Edison,

and he used it so intelligently that he became the world’s leading

inventor, although he had but three months of schooling.

The secret was passed on to a business associate of Mr.

Edison. He used it so effectively that, although he was then making

only $12,000 a year, he accumulated a great fortune, and retired

from active business while still a young man. You will find his story

at the beginning of the first chapter. It should convince you that

riches are not beyond your reach, that you can still be what you

wish to be, that money, fame, recognition and happiness can be

had by all who are ready and determined to have these blessings.

How do I know these things? You should have the answer

before you finish this book. You may find it in the very first chapter,

or on the last page.

While I was performing the twenty year task of research, which

I had undertaken at Mr. Carnegie’s request, I analyzed hundreds of

well known men, many of whom admitted that they had

accumulated their vast fortunes through the aid of the Carnegie

secret; among these men were: —

HENRY FORD

WILLIAM WRIGLEY JR.

JOHN WANAMAKER

JAMES J. HILL

GEORGE S. PARKER

E. M. STATLER

HENRY L. DOHERTY

CYRUS H. K. CURTIS

GEORGE EASTMAN

THEODORE ROOSEVELT

JOHN W. DAVIS

ELBERT HUBBARD

WILBUR WRIGHT

WILLIAM JENNINGS BRYAN

DR. DMTID STARR JORDAN

16

J. ODGEN ARMOUR

CHARLES M. SCHWAB

HARRIS F. WILLIAMS

DR. FRANK GUNSAULUS

DANIEL WILLARD

KING GILLETTE

RALPH A. WEEKS

JUDGE DANIEL T. WRIGHT

JOHN D. ROCKEFELLER

THOMAS A. EDISON

FRANK A. VANDERLIP

F. W. WOOLWORTH

COL. ROBERT A. DOLLAR

EDWARD A. FILENE

EDWIN C. BARNES

ARTHUR BRISBANE

WOODROW WILSON

WM. HOWARD TAFT

LUTHER BURBANK

EDWARD W. BOK

FRANK A. MUNSEY

ELBERT H. GARY

DR. ALEXANDER GRAHAM BELL

JOHN H. PATTERSON

JULIUS ROSENWALD

STUART AUSTIN WIER

DR. FRANK CRANE

GEORGE M. ALEXANDER

J. G. CHAPPLINE

HON. JENNINGS RANDOLPH

ARTHUR NASH

CLARENCE DARROW

These names represent but a small fraction of the hundreds of

well known Americans whose achievements, financially and

otherwise, prove that those who understand and apply the Carnegie

secret, reach high stations in life. I have never known anyone who

was inspired to use the secret, who did not achieve noteworthy

success in his chosen calling. I have never known any person to

distinguish himself, or to accumulate riches of any consequence,

17

without possession of the secret. From these two facts I draw the

conclusion that the secret is more important, as a part of the

knowledge essential for self-determination, than any which one

receives through what is popularly known as “education.”

What is EDUCATION, anyway? This has been answered in full

detail.

As far as schooling is concerned, many of these men had very

little. John Wanamaker once told me that what little schooling he

had, he acquired in very much the same manner as a modern locomotive takes on water, by “scooping it up as it runs.” Henry Ford

never reached high school, let alone college. I am not attempting to

minimize the value of schooling, but I am trying to express my

earnest belief that those who master and apply the secret will reach

high stations, accumulate riches, and bargain with life on their own

terms, even if their schooling has been meager.

Somewhere, as you read, the secret to which I refer will jump

from the page and stand boldly before you, IF YOU ARE READY

FOR IT! When it appears, you will recognize it. Whether you receive

the sign in the first or the last chapter, stop for a moment when it

presents itself, and turn down a glass, for that occasion will mark

the most important turning-point of your life.

We pass now, to Chapter One, and to the story of my very dear

friend, who has generously acknowledged having seen the mystic

sign, and whose business achievements are evidence enough that

he turned down a glass. As you read his story, and the others,

remember that they deal with the important problems of life, such

as all men experience.

The problems arising from one’s endeavor to earn a living, to

find hope, courage, contentment and peace of mind; to accumulate

riches and to enjoy freedom of body and spirit.

Remember, too, as you go through the book, that it deals with

facts and not with fiction, its purpose being to convey a great

universal truth through which all who are READY may learn, not

only WHAT TO DO, BUT ALSO HOW TO DO IT! and receive, as well,

THE NEEDED STIMULUS TO MAKE A START.

As a final word of preparation, before you begin the first

chapter, may I offer one brief suggestion which may provide a clue

by which the Carnegie secret may be recognized? It is this—ALL

ACHIEVEMENT, ALL EARNED RICHES, HAVE THEIR BEGINNING IN

AN IDEA! If you are ready for the secret, you already possess one

18

half of it, therefore, you will readily recognize the other half the

moment it reaches your mind.

THE AUTHOR

19

CHAPTER 1

INTRODUCTION

THE MAN WHO “THOUGHT” HIS

WAY INTO PARTNERSHIP WITH

THOMAS A. EDISON

TRULY, “thoughts are things,” and powerful things at that,

when they are mixed with definiteness of purpose, persistence, and

a BURNING DESIRE for their translation into riches, or other

material objects.

A little more than thirty years ago, Edwin C. Barnes discovered

how true it is that men really do THINK AND GROW RICH. His

discovery did not come about at one sitting. It came little by little,

beginning with a BURNING DESIRE to become a business associate

of the great Edison.

One of the chief characteristics of Barnes’ Desire was that it

was definite. He wanted to work with Edison, not for him. Observe,

carefully, the description of how he went about translating his

DESIRE into reality, and you will have a better understanding of the

thirteen principles which lead to riches.

When this DESIRE, or impulse of thought, first flashed into

his mind he was in no position to act upon it. Two difficulties stood

in his way. He did not know Mr. Edison, and he did not have

enough money to pay his railroad fare to Orange, New Jersey.

These difficulties were sufficient to have discouraged the

majority of men from making any attempt to carry out the desire.

But his was no ordinary desire! He was so determined to find a way

to carry out his desire that he finally decided to travel by “blind

baggage,” rather than be defeated. (To the uninitiated, this means

that he went to East Orange on a freight train).

He presented himself at Mr. Edison’s laboratory, and

announced he had come to go into business with the inventor. In

speaking of the first meeting between Barnes and Edison, years

later, Mr. Edison said, “He stood there before me, looking like an

ordinary tramp, but there was something in the expression of his

face which conveyed the impression that he was determined to get

what he had come after. I had learned, from years of experience with

20

men, that when a man really DESIRES a thing so deeply that he is

willing to stake his entire future on a single turn of the wheel in

order to get it, he is sure to win. I gave him the opportunity he

asked for, because I saw he had made up his mind to stand by until

he succeeded. Subsequent events proved that no mistake was

made.”

Just what young Barnes said to Mr. Edison on that occasion

was far less important than that which he thought. Edison, himself,

said so! It could not have been the young man’s appearance which

got him his start in the Edison office, for that was definitely against

him. It was what he THOUGHT that counted.

If the significance of this statement could be conveyed to every

person who reads it, there would be no need for the remainder of

this book.

Barnes did not get his partnership with Edison on his first

interview. He did get a chance to work in the Edison offices, at a

very nominal wage, doing work that was unimportant to Edison,

but most important to Barnes, because it gave him an opportunity

to display his “merchandise” where his intended “partner” could see

it.

Months went by. Apparently nothing happened to bring the

coveted goal which Barnes had set up in his mind as his DEFINITE

MAJOR PURPOSE. But something important was happening in

Barnes’ mind. He was constantly intensifying his DESIRE to

become the business associate of Edison.

Psychologists have correctly said that “when one is truly ready

for a thing, it puts in its appearance.”

Barnes was ready for a business association with Edison,

moreover, he was DETERMINED TO REMAIN READY UNTIL HE

GOT THAT WHICH HE WAS SEEKING.

He did not say to himself, “Ah well, what’s the use? I guess I’ll

change my mind and try for a salesman’s job.” But, he did say, “I

came here to go into business with Edison, and I’ll accomplish this

end if it takes the remainder of my life.” He meant it! What a

different story men would have to tell if only they would adopt a

DEFINITE PURPOSE, and stand by that purpose until it had time to

become an all-consuming obsession!

Maybe young Barnes did not know it at the time, but his

bulldog determination, his persistence in standing back of a single

DESIRE, was destined to mow down all opposition, and bring him

21

the opportunity he was seeking.

When the opportunity came, it appeared in a different form,

and from a different direction than Barnes had expected. That is

one of the tricks of opportunity. It has a sly habit of slipping in by

the back door, and often it comes disguised in the form of

misfortune, or temporary defeat. Perhaps this is why so many fail to

recognize opportunity.

Mr. Edison had just perfected a new office device, known at

that time, as the Edison Dictating Machine (now the Ediphone). His

salesmen were not enthusiastic over the machine. They did not

believe it could be sold without great effort. Barnes saw his

opportunity. It had crawled in quietly, hidden in a queer looking

machine which interested no one but Barnes and the inventor.

Barnes knew he could sell the Edison Dictating Machine. He

suggested this to Edison, and promptly got his chance. He did sell

the machine. In fact, he sold it so successfully that Edison gave him

a contract to distribute and market it all over the nation. Out of

that business association grew the slogan, “Made by Edison and

installed by Barnes.”

The business alliance has been in operation for more than

thirty years. Out of it Barnes has made himself rich in money, but

he has done something infinitely greater, he has proved that one

really may “Think and Grow Rich.”

How much actual cash that original DESIRE of Barnes’ has

been worth to him, I have no way of knowing. Perhaps it has

brought him two or three million dollars, but the amount, whatever

it is, becomes insignificant when compared with the greater asset

he acquired in the form of definite knowledge that an intangible

impulse of thought can be transmuted into its physical counterpart by

the application of known principles.

Barnes literally thought himself into a partnership with the

great Edison! He thought himself into a fortune. He had nothing to

start with, except the capacity to KNOW WHAT HE WANTED, AND

THE DETERMINATION TO STAND BY THAT DESIRE UNTIL HE

REALIZED IT.

He had no money to begin with. He had but little education.

He had no influence. But he did have initiative, faith, and the will to

win. With these intangible forces he made himself number one man

with the greatest inventor who ever lived.

Now, let us look at a different situation, and study a man who

22

had plenty of tangible evidence of riches, but lost it, because he

stopped three feet short of the goal he was seeking.

THREE FEET FROM GOLD

One of the most common causes of failure is the habit of

quitting when one is overtaken by temporary defeat. Every person is

guilty of this mistake at one time or another.

An uncle of R. U. Darby was caught by the “gold fever” in the

gold-rush days, and went west to DIG AND GROW RICH. He had

never heard that more gold has been mined from the brains of men

than has ever been taken from the earth. He staked a claim and

went to work with pick and shovel. The going was hard, but his lust

for gold was definite.

After weeks of labor, he was rewarded by the discovery of the

shining ore. He needed machinery to bring the ore to the surface.

Quietly, he covered up the mine, retraced his footsteps to his home

in Williamsburg, Maryland, told his relatives and a few neighbors of

the “strike.” They got together money for the needed machinery, had

it shipped. The uncle and Darby went back to work the mine.

The first car of ore was mined, and shipped to a smelter. The

returns proved they had one of the richest mines in Colorado! A few

more cars of that ore would clear the debts. Then would come the

big killing in profits.

Down went the drills! Up went the hopes of Darby and Uncle!

Then something happened! The vein of gold ore disappeared! They

had come to the end of the rainbow, and the pot of gold was no

longer there! They drilled on, desperately trying to pick up the vein

again—all to no avail.

Finally, they decided to QUIT.

They sold the machinery to a junk man for a few hundred

dollars, and took the train back home. Some “junk” men are dumb,

but not this one! He called in a mining engineer to look at the mine

and do a little calculating. The engineer advised that the project had

failed, because the owners were not familiar with “fault lines.” His

calculations showed that the vein would be found JUST THREE

FEET FROM WHERE THE DARBYS HAD STOPPED DRILLING! That

is exactly where it was found!

The “Junk” man took millions of dollars in ore from the mine,

because he knew enough to seek expert counsel before giving up.

23

Most of the money which went into the machinery was

procured through the efforts of R. U. Darby, who was then a very

young man. The money came from his relatives and neighbors,

because of their faith in him. He paid back every dollar of it,

although he was years in doing so.

Long afterward, Mr. Darby recouped his loss many times over,

when he made the discovery that DESIRE can be transmuted into

gold. The discovery came after he went into the business of selling

life insurance.

Remembering that he lost a huge fortune, because he

STOPPED three feet from gold, Darby profited by the experience in

his chosen work, by the simple method of saying to himself, “I

stopped three feet from gold, but I will never stop because men say

‘no’ when I ask them to buy insurance.”

Darby is one of a small group of fewer than fifty men who sell

more than a million dollars in life insurance annually. He owes his

“stickability” to the lesson he learned from his “quitability” in the

gold mining business.

Before success comes in any man’s life, he is sure to meet with

much temporary defeat, and, perhaps, some failure. When defeat

overtakes a man, the easiest and most logical thing to do is to

QUIT. That is exactly what the majority of men do.

More than five hundred of the most successful men this

country has ever known, told the author their greatest success

came just one step beyond the point at which defeat had overtaken

them. Failure is a trickster with a keen sense of irony and cunning.

It takes great delight in tripping one when success is almost within

reach.

A FIFTY-CENT LESSON IN PERSISTENCE

Shortly after Mr. Darby received his degree from the

“University of Hard Knocks,” and had decided to profit by his

experience in the gold mining business, he had the good fortune to

be present on an occasion that proved to him that “No” does not

necessarily mean no.

One afternoon he was helping his uncle grind wheat in an old

fashioned mill. The uncle operated a large farm on which a number

of colored sharecrop farmers lived. Quietly, the door was opened,

and a small colored child, the daughter of a tenant, walked in and

24

took her place near the door.

The uncle looked up, saw the child, and barked at her roughly,

“what do you want?”

Meekly, the child replied, “My mammy say send her fifty

cents.”

“I’ll not do it,” the uncle retorted, “Now you run on home.”

“Yas sah,” the child replied. But she did not move.

The uncle went ahead with his work, so busily engaged that he

did not pay enough attention to the child to observe that she did

not leave. When he looked up and saw her still standing there, he

yelled at her, “I told you to go on home! Now go, or I’ll take a switch

to you.”

The little girl said “yas sah,” but she did not budge an inch.

The uncle dropped a sack of grain he was about to pour into

the mill hopper, picked up a barrel stave, and started toward the

child with an expression on his face that indicated trouble.

Darby held his breath. He was certain he was about to witness

a murder. He knew his uncle had a fierce temper. He knew that

colored children were not supposed to defy white people in that part

of the country.

When the uncle reached the spot where the child was

standing, she quickly stepped forward one step, looked up into his

eyes, and screamed at the top of her shrill voice, “MY MAMMY’S

GOTTA HAVE THAT FIFTY CENTS!”

The uncle stopped, looked at her for a minute, then slowly laid

the barrel stave on the floor, put his hand in his pocket, took out

half a dollar, and gave it to her.

The child took the money and slowly backed toward the door,

never taking her eyes off the man whom she had just conquered.

After she had gone, the uncle sat down on a box and looked out the

window into space for more than ten minutes. He was pondering,

with awe, over the whipping he had just taken.

Mr. Darby, too, was doing some thinking. That was the first

time in all his experience that he had seen a colored child

deliberately master an adult white person. How did she do it? What

happened to his uncle that caused him to lose his fierceness and

become as docile as a lamb? What strange power did this child use

that made her master over her superior? These and other similar

questions flashed into Darby’s mind, but he did not find the answer

until years later, when he told me the story.

25

Strangely, the story of this unusual experience was told to the

author in the old mill, on the very spot where the uncle took his

whipping. Strangely, too, I had devoted nearly a quarter of a

century to the study of the power which enabled an ignorant,

illiterate colored child to conquer an intelligent man.

As we stood there in that musty old mill, Mr. Darby repeated

the story of the unusual conquest, and finished by asking, “What

can you make of it? What strange power did that child use, that so

completely whipped my uncle?”

The answer to his question will be found in the principles

described in this book. The answer is full and complete. It contains

details and instructions sufficient to enable anyone to understand,

and apply the same force which the little child accidentally

stumbled upon.

Keep your mind alert, and you will observe exactly what

strange power came to the rescue of the child, you will catch a

glimpse of this power in the next chapter. Somewhere in the book

you will find an idea that will quicken your receptive powers, and

place at your command, for your own benefit, this same irresistible

power. The awareness of this power may come to you in the first

chapter, or it may flash into your mind in some subsequent chapter. It may come in the form of a single idea. Or, it may come in the

nature of a plan, or a purpose. Again, it may cause you to go back

into your past experiences of failure or defeat, and bring to the

surface some lesson by which you can regain all that you lost

through defeat.

After I had described to Mr. Darby the power unwittingly used

by the little colored child, he quickly retraced his thirty years of

experience as a life insurance salesman, and frankly acknowledged

that his success in that field was due, in no small degree, to the

lesson he had learned from the child.

Mr. Darby pointed out: “every time a prospect tried to bow me

out, without buying, I saw that child standing there in the old mill,

her big eyes glaring in defiance, and I said to myself, ‘I’ve gotta

make this sale.’ The better portion of all sales I have made, were

made after people had said ‘NO’.”

He recalled, too, his mistake in having stopped only three feet

from gold, “but,” he said, “that experience was a blessing in

disguise. It taught me to keep on keeping on, no matter how hard

the going may be, a lesson I needed to learn before I could succeed

26

in anything.”

This story of Mr. Darby and his uncle, the colored child and

the gold mine, doubtless will be read by hundreds of men who make

their living by selling life insurance, and to all of these, the author

wishes to offer the suggestion that Darby owes to these two

experiences his ability to sell more than a million dollars of life

insurance every year.

Life is strange, and often imponderable! Both the successes

and the failures have their roots in simple experiences. Mr. Darby’s

experiences were commonplace and simple enough, yet they held

the answer to his destiny in life, therefore they were as important

(to him) as life itself. He profited by these two dramatic experiences,

because he analyzed them, and found the lesson they taught. But

what of the man who has neither the time, nor the inclination to

study failure in search of knowledge that may lead to success?

Where, and how is he to learn the art of converting defeat into

stepping stones to opportunity?

In answer to these questions, this book was written.

The answer called for a description of thirteen principles, but

remember, as you read, the answer you may be seeking, to the

questions which have caused you to ponder over the strangeness of

life, may be found in your own mind, through some idea, plan, or

purpose which may spring into your mind as you read.

One sound idea is all that one needs to achieve success. The

principles described in this book, contain the best, and the most

practical of all that is known, concerning ways and means of

creating useful ideas.

Before we go any further in our approach to the description of

these principles, we believe you are entitled to receive this

important suggestion….WHEN RICHES BEGIN TO COME THEY

COME SO QUICKLY, IN SUCH GREAT ABUNDANCE, THAT ONE

WONDERS WHERE THEY HAVE BEEN HIDING DURING ALL

THOSE LEAN YEARS. This is an astounding statement, and all the

more so, when we take into consideration the popular belief, that

riches come only to those who work hard and long.

When you begin to THINK AND GROW RICH, you will observe

that riches begin with a state of mind, with definiteness of purpose,

with little or no hard work. You, and every other person, ought to be

interested in knowing how to acquire that state of mind which will

attract riches. I spent twenty-five years in research, analyzing more

27

than 25,000 people, because I, too, wanted to know “how wealthy

men become that way.

Without that research, this book could not have been written.

Here take notice of a very significant truth, viz:

The business depression started in 1929, and continued on to

an all time record of destruction, until sometime after President

Roosevelt entered office. Then the depression began to fade into

nothingness. Just as an electrician in a theatre raises the lights so

gradually that darkness is transmuted into light before you realize

it, so did the spell of fear in the minds of the people gradually fade

away and become faith.

Observe very closely, as soon as you master the principles of

this philosophy, and begin to follow the instructions for applying

those principles, your financial status will begin to improve, and

everything you touch will begin to transmute itself into an asset for

your benefit. Impossible? Not at all!

One of the main weaknesses of mankind is the average man’s

familiarity with the word “impossible.” He knows all the rules which

will NOT work. He knows all the things which CANNOT be done.

This book was written for those who seek the rules which have

made others successful, and are willing to stake everything on those

rules.

A great many years ago I purchased a fine dictionary. The first

thing I did with it was to turn to the word “impossible,” and neatly

clip it out of the book. That would not be an unwise thing for you to

do.

Success comes to those who become SUCCESS CONSCIOUS.

Failure comes to those who indifferently allow themselves to

become FAILURE CONSCIOUS.

The object of this book is to help all who seek it, to learn the

art of changing their minds from FAILURE CONSCIOUSNESS to

SUCCESS CONSCIOUSNESS.

Another weakness found in altogether too many people, is the

habit of measuring everything, and everyone, by their own

impressions and beliefs. Some who will read this, will believe that

no one can THINK AND GROW RICH. They cannot think in terms of

riches, because their thought habits have been steeped in poverty,

want, misery, failure, and defeat.

These unfortunate people remind me of a prominent Chinese,

who came to America to be educated in American ways. He

28

attended the University of Chicago. One day President Harper met

this young Oriental on the campus, stopped to chat with him for a

few minutes, and asked what had impressed him as being the most

noticeable characteristic of the American people.

“Why,” the Chinaman exclaimed, “the queer slant of your eyes.

Your eyes are off slant!”

What do we say about the Chinese?

We refuse to believe that which we do not understand. We

foolishly believe that our own limitations are the proper measure of

limitations. Sure, the other fellow’s eyes are “off slant,” BECAUSE

THEY ARE NOT THE SAME AS OUR OWN.

Millions of people look at the achievements of Henry Ford,

after he has arrived, and envy him, because of his good fortune, or

luck, or genius, or whatever it is that they credit for Ford’s fortune.

Perhaps one person in every hundred thousand knows the secret of

Ford’s success, and those who do know are too modest, or too

reluctant, to speak of it, because of its simplicity. A single

transaction will illustrate the “secret” perfectly.

A few years back, Ford decided to produce his now famous V-8

motor. He chose to build an engine with the entire eight cylinders

cast in one block, and instructed his engineers to produce a design

for the engine. The design was placed on paper, but the engineers

agreed, to a man, that it was simply impossible to cast an eightcylinder gas engine block in one piece.

Ford said, “Produce it anyway.”

“But,” they replied, “it’s impossible!”

“Go ahead,” Ford commanded, “and stay on the job until you

succeed no matter how much time is required.”

The engineers went ahead. There was nothing else for them to

do, if they were to remain on the Ford staff. Six months went by,

nothing happened. Another six months passed, and still nothing

happened. The engineers tried every conceivable plan to carry out

the orders, but the thing seemed out of the question; “impossible!”

At the end of the year Ford checked with his engineers, and

again they informed him they had found no way to carry out his

orders.

“Go right ahead,” said Ford, “I want it, and I’ll have it.”

They went ahead, and then, as if by a stroke of magic, the

secret was discovered.

The Ford DETERMINATION had won once more!

29

This story may not be described with minute accuracy, but the

sum and substance of it is correct. Deduce from it, you who wish to

THINK AND GROW RICH, the secret of the Ford millions, if you can.

You’ll not have to look very far.

Henry Ford is a success, because he understands, and applies

the principles of success. One of these is DESIRE: knowing what

one wants. Remember this Ford story as you read, and pick out the

lines in which the secret of his stupendous achievement have been

described. If you can do this, if you can lay your finger on the

particular group of principles which made Henry Ford rich, you can

equal his achievements in almost any calling for which you are

suited.

YOU ARE “THE MASTER OF YOUR FATE, THE CAPTAIN OF YOUR

SOUL,” BECAUSE…

When Henley wrote the prophetic lines, “I am the Master of my

Fate, I am the Captain of my Soul,” he should have informed us

that we are the Masters of our Fate, the Captains of our Souls,

because we have the power to control our thoughts.

He should have told us that the ether in which this little earth

floats, in which we move and have our being, is a form of energy

moving at an inconceivably high rate of vibration, and that the ether

is filled with a form of universal power which ADAPTS itself to the

nature of the thoughts we hold in our minds; and INFLUENCES us,

in natural ways, to transmute our thoughts into their physical

equivalent.

If the poet had told us of this great truth, we would know WHY

IT IS that we are the Masters of our Fate, the Captains of our Souls.

He should have told us, with great emphasis, that this power makes

no attempt to discriminate between destructive thoughts and

constructive thoughts, that it will urge us to translate into physical

reality thoughts of poverty, just as quickly as it will influence us to

act upon thoughts of riches.

He should have told us, too, that our brains become

magnetized with the dominating thoughts which we hold in our

minds, and, by means with which no man is familiar, these

“magnets” attract to us the forces, the people, the circumstances of

life which harmonize with the nature of our dominating thoughts.

He should have told us, that before we can accumulate riches

30

in great abundance, we must magnetize our minds with intense

DESIRE for riches, that we must become “money conscious until

the DESIRE for money drives us to create definite plans for

acquiring it.

But, being a poet, and not a philosopher, Henley contented

himself by stating a great truth in poetic form, leaving those who

followed him to interpret the philosophical meaning of his lines.

Little by little, the truth has unfolded itself, until it now

appears certain that the principles described in this book, hold the

secret of mastery over our economic fate.

We are now ready to examine the first of these principles.

Maintain a spirit of open-mindedness, and remember as you read,

they are the invention of no one man. The principles were gathered

from the life experiences of more than 500 men who actually

accumulated riches in huge amounts; men who began in poverty,

with but little education, without influence. The principles worked

for these men. You can put them to work for your own enduring

benefit.

You will find it easy, not hard, to do.

Before you read the next chapter, I want you to know that it

conveys factual information which might easily change your entire

financial destiny, as it has so definitely brought changes of

stupendous proportions to two people described.

I want you to know, also, that the relationship between these

two men and myself, is such that I could have taken no liberties

with the facts, even if I had wished to do so. One of them has been

my closest personal friend for almost twenty-five years, the other is

my own son. The unusual success of these two men, success which

they generously accredit to the principle described in the next

chapter, more than justifies this personal reference as a means of

emphasizing the far-flung power of this principle.

Almost fifteen years ago, I delivered the Commencement

Address at Salem College, Salem, West Virginia. I emphasized the

principle described in the next chapter, with so much intensity that

one of the members of the graduating class definitely appropriated

it, and made it a part of his own philosophy. The young man is now

a Member of Congress, and an important factor in the present

administration. Just before this book went to the publisher, he

wrote me a letter in which he so clearly stated his opinion of the

principle outlined in the next chapter, that I have chosen to publish

31

his letter as an introduction to that chapter.

It gives you an idea of the rewards to come.

“My dear Napoleon:

“My service as a Member of Congress having given me an insight

into the problems of men and women, I am writing to offer a

suggestion which may become helpful to thousands of worthy

people.

“With apologies, I must state that the suggestion, if acted upon,

will mean several years of labor and responsibility for you, but I am

en-heartened to make the suggestion, because I know your great

love for rendering useful service.

“In 1922, you delivered the Commencement address at Salem

College, when I was a member’ of the graduating class. In that

address, you planted in my mind an idea which has been

responsible for the opportunity I now have to serve the people of my

State, and will be responsible, in a very large measure, for whatever

success I may have in the future.

“The suggestion I have in mind is, that you put into a book the

sum and substance of the address you delivered at Salem College,

and in that way give the people of America an opportunity to profit

by your many years of experience and association with the men

who, by their greatness, have made America the richest nation on

earth.

“I recall, as though it were yesterday, the marvelous

description you gave of the method by which Henry Ford, with but

little schooling, without a dollar, with no influential friends, rose to

great heights. I made up my mind then, even before you had

finished your speech, that I would make a place for myself, no

matter how many difficulties I had to surmount.

“Thousands of young people will finish their schooling this

year, and within the next few years. Every one of them will be

seeking just such a message of practical encouragement as the one

I received from you. They will want to know where to turn, what to

do, to get started in life. You can tell them, because you have helped

to solve the problems of so many, many people.

“If there is any possible way that you can afford to render so

great a service, may I offer the suggestion that you include with

every book, one of your Personal Analysis Charts, in order that the

purchaser of the book may have the benefit of a complete self-

32

inventory, indicating, as you indicated to me years ago, exactly

what is standing in the way of success.

“Such a service as this, providing the readers of your book

with a complete, unbiased picture of their faults and their virtues,

would mean to them the difference between success and failure.

The service would be priceless.

“Millions of people are now facing the problem of staging a

come-back, because of the depression, and I speak from personal

experience when I say, I know these earnest people would welcome

the opportunity to tell you their problems, and to receive your

suggestions for the solution.

“You know the problems of those who face the necessity of

beginning all over again. There are thousands of people in America

today who would like to know how they can convert ideas into

money, people who must start at scratch, without finances, and

recoup their losses. If anyone can help them, you can.

“If you publish the book, I would like to own the first copy that

comes from the press, personally autographed by you.

“With best wishes, believe me,

“Cordially yours,

“JENNINGS RANDOLPH”

33

CHAPTER 2

DESIRE

THE STARTING POINT OF

ALL ACHIEVEMENT

The First Step toward Riches

WHEN Edwin C. Barnes climbed down from the freight train in

Orange, N. J., more than thirty years ago, he may have resembled a

tramp, but his thoughts were those of a king!

As he made his way from the railroad tracks to Thomas A.

Edison’s office, his mind was at work. He saw himself standing in

Edison’s presence. He heard himself asking Mr. Edison for an

opportunity to carry out the one CONSUMING OBSESSION OF HIS

LIFE, a BURNING DESIRE to become the business associate of the

great inventor.

Barnes’ desire was not a hope! It was not a wish! It was a

keen, pulsating DESIRE, which transcended everything else. It was

DEFINITE.

The desire was not new when he approached Edison. It had

been Barnes’ dominating desire for a long time. In the beginning,

when the desire first appeared in his mind, it may have been, probably was, only a wish, but it was no mere wish when he appeared

before Edison with it.

A few years later, Edwin C. Barnes again stood before Edison,

in the same office where he first met the inventor. This time his

DESIRE had been translated into reality. He was in business with

Edison. The dominating DREAM OF HIS LIFE had become a reality.

Today, people who know Barnes envy him, because of the “break”

life yielded him. They see him in the days of his triumph, without

taking the trouble to investigate the cause of his success.

Barnes succeeded because he chose a definite goal, placed all

his energy, all his will power, all his effort, everything back of that

goal. He did not become the partner of Edison the day he arrived.

He was content to start in the most menial work, as long as it

provided an opportunity to take even one step toward his cherished

goal.

Five years passed before the chance he had been seeking

34

made its appearance. During all those years not one ray of hope,

not one promise of attainment of his DESIRE had been held out to

him. To everyone, except himself, he appeared only another cog in

the Edison business wheel, but in his own mind, HE WAS THE

PARTNER OF EDISON EVERY MINUTE OF THE TIME, from the

very day that he first went to work there.

It is a remarkable illustration of the power of a DEFINITE

DESIRE. Barnes won his goal, because he wanted to be a business

associate of Mr. Edison, more than he wanted anything else. He

created a plan by which to attain that purpose. But

he BURNED ALL BRIDGES BEHIND HIM.

He stood by his DESIRE until it became the dominating

obsession of his life—and—finally, a fact.

When he went to Orange, he did not say to himself, “I will try

to induce Edison to give me a job of some soft.” He said, “I will see

Edison, and put him on notice that I have come to go into business

with him.

He did not say, “I will work there for a few months, and if I get

no encouragement, I will quit and get a job somewhere else.” He did

say, “I will start anywhere. I will do anything Edison tells me to do,

but before I am through, I will be his associate.”

He did not say, “I will keep my eyes open for another

opportunity, in case I fail to get what I want in the Edison

organization.” He said, “There is but ONE thing in this world that I

am determined to have, and that is a business association with

Thomas A. Edison. I will burn all bridges behind me, and stake my

ENTIRE FUTURE on my ability to get what I want.”

He left himself no possible way of retreat. He had to win or

perish!

That is all there is to the Barnes story of success! A long while

ago, a great warrior faced a situation which made it necessary for

him to make a decision which insured his success on the

battlefield. He was about to send his armies against a powerful foe,

whose men outnumbered his own. He loaded his soldiers into

boats, sailed to the enemy’s country, unloaded soldiers and

equipment, then gave the order to burn the ships that had carried

them. Addressing his men before the first battle, he said, “You see

the boats going up in smoke. That means that we cannot leave

these shores alive unless we win! We now have no choice-we win—

or we perish! They won.

35

Every person who wins in any undertaking must be willing to

burn his ships and cut all sources of retreat. Only by so doing can

one be sure of maintaining that state of mind known as a BURNING

DESIRE TO WIN, essential to success.

The morning after the great Chicago fire, a group of merchants

stood on State Street, looking at the smoking remains of what had

been their stores. They went into a conference to decide if they

would try to rebuild, or leave Chicago and start over in a more

promising section of the country. They reached a decision—all

except one-to leave Chicago.

The merchant who decided to stay and rebuild pointed a finger

at the remains of his store, and said, “Gentlemen, on that very spot

I will build the world’s greatest store, no matter how many times it

may burn down.”

That was more than fifty years ago. The store was built. It

stands there today, a towering monument to the power of that state

of mind known as a BURNING DESIRE. The easy thing for Marshal

Field to have done, would have been exactly what his fellow

merchants did. When the going was hard, and the future looked

dismal, they pulled up and went where the going seemed easier.

Mark well this difference between Marshal Field and the other

merchants, because it is the same difference which distinguishes

Edwin C. Barnes from thousands of other young men who have

worked in the Edison organization. It is the same difference which

distinguishes practically all who succeed from those who fail.

Every human being who reaches the age of understanding of

the purpose of money, wishes for it. Wishing will not bring riches.

But desiring riches with a state of mind that becomes an obsession,

then planning definite ways and means to acquire riches, and

backing those plans with persistence which does not recognize

failure, will bring riches.

The method by which DESIRE for riches can be transmuted

into its financial equivalent, consists of six definite, practical steps,

viz:

First. Fix in your mind the exact amount of money you

desire. It is not sufficient merely to say “I want plenty of money.”

Be definite as to the amount. (There is a psychological reason for

definiteness which will be described in a subsequent chapter).

36

Second. Determine exactly what you intend to give in

return for the money you desire. (There is no such reality as

“something for nothing.)

Third. Establish a definite date when you intend to possess

the money you desire.

Fourth. Create a definite plan for carrying out your desire,

and begin at once, whether you are ready or not, to put this plan

into action.

Fifth. Write out a clear, concise statement of the amount of

money you intend to acquire, name the time limit for its

acquisition, state what you intend to give in return for the

money, and describe clearly the plan through which you intend

to accumulate it.

Sixth. Read your written statement aloud, twice daily, once

just before retiring at night, and once after arising in the

morning. AS YOU READ—SEE AND FEEL AND BELIEVE

YOURSELF ALREADY IN POSSESSION OF THE MONEY.

It is important that you follow the instructions described in

these six steps. It is especially important that you observe, and

follow the instructions in the sixth paragraph. You may complain

that it is impossible for you to “see yourself in possession of money”

before you actually have it. Here is where a BURNING DESIRE will

come to your aid. If you truly DESIRE money so keenly that your

desire is an obsession, you will have no difficulty in convincing

yourself that you will acquire it. The object is to want money, and to

become so determined to have it that you CONVINCE yourself you

will have it.

Only those who become “money conscious” ever accumulate

great riches. “Money consciousness” means that the mind has

become so thoroughly saturated with the DESIRE for money, that

one can see one’s self already in possession of it.

To the uninitiated, who has not been schooled in the working

principles of the human mind, these instructions may appear

impractical. It may be helpful, to all who fail to recognize the

soundness of the six steps, to know that the information they

37

convey, was received from Andrew Carnegie, who began as an

ordinary laborer in the steel mills, but managed, despite his humble

beginning, to make these principles yield him a fortune of

considerably more than one hundred million dollars.

It may be of further help to know that the six steps here

recommended were carefully scrutinized by the late Thomas A.

Edison, who placed his stamp of approval upon them as being, not

only the steps essential for the accumulation of money, but necessary for the attainment of any definite goal.

The steps call for no “hard labor.” They call for no sacrifice.

They do not require one to become ridiculous, or credulous. To

apply them calls for no great amount of education. But the

successful application of these six steps does call for sufficient

imagination to enable one to see, and to understand, that

accumulation of money cannot be left to chance, good fortune, and

luck. One must realize that all who have accumulated great

fortunes, first did a certain amount of dreaming, hoping, wishing,

DESIRING, and PLANNING before they acquired money.

You may as well know, right here, that you can never have

riches in great quantities, UNLESS you can work yourself into a

white heat of DESIRE for money, and actually BELIEVE you will

possess it.

You may as well know, also that every great leader, from the

dawn of civilization down to the present, was a dreamer.

Christianity is the greatest potential power in the world today,

because its founder was an intense dreamer who had the vision and

the imagination to see realities in their mental and spiritual form

before they had been transmuted into physical form.

If you do not see great riches in your imagination, you will

never see them in your bank balance.

Never, in the history of America has there been so great an

opportunity for practical dreamers as now exists. The six year

economic collapse has reduced all men, substantially, to the same

level. A new race is about to be run. The stakes represent huge

fortunes which will be accumulated within the next ten years. The

rules of the race have changed, because we now live in a CHANGED

WORLD that definitely favors the masses, those who had but little

or no opportunity to win under the conditions existing during the

depression, when fear paralyzed growth and development.

We who are in this race for riches, should be encouraged to

38

know that this changed world in which we live is demanding new

ideas, new ways of doing things, new leaders, new inventions, new

methods of teaching, new methods of marketing, new books, new

literature, new features for the radio, new ideas for moving pictures.

Back of all this demand for new and better things, there is one

quality which one must possess to win, and that is DEFINITENESS

OF PURPOSE, the knowledge of what one wants, and a burning

DESIRE to possess it.

The business depression marked the death of one age, and the

birth of another. This changed world requires practical dreamers

who can, and will put their dreams into action. The practical

dreamers have always been, and always will be the pattern-makers

of civilization.

We who desire to accumulate riches, should remember the

real leaders of the world always have been men who harnessed, and

put into practical use, the intangible, unseen forces of unborn

opportunity, and have converted those forces, [or impulses of

thought], into sky-scrapers, cities, factories, airplanes, automobiles,

and every form of convenience that makes life more pleasant.

Tolerance, and an open mind are practical necessities of the

dreamer of today. Those who are afraid of new ideas are doomed

before they start. Never has there been a time more favorable to

pioneers than the present. True, there is no wild and woolly west to

be conquered, as in the days of the Covered Wagon; but there is a

vast business, financial, and industrial world to be remoulded and

redirected along new and better lines.

In planning to acquire your share of the riches, let no one

influence you to scorn the dreamer. To win the big stakes in this

changed world, you must catch the spirit of the great pioneers of

the past, whose dreams have given to civilization all that it has of

value, the spirit which serves as the life-blood of our own country—

your opportunity and mine, to develop and market our talents.

Let us not forget, Columbus dreamed of an Unknown world,

staked his life on the existence of such a world, and discovered it!

Copernicus, the great astronomer, dreamed of a multiplicity of

worlds, and revealed them! No one denounced him as “impractical”

after he had triumphed. Instead, the world worshipped at his

shrine, thus proving once more that “SUCCESS REQUIRES NO

APOLOGIES, FAILURE PERMITS NO ALIBIS.”

If the thing you wish to do is right, and you believe in it, go

39

ahead and do it! Put your dream across, and never mind what

“they” say if you meet with temporary defeat, for “they,” perhaps, do

not know that EVERY FAILURE BRINGS WITH IT THE SEED OF AN

EQUIVALENT SUCCESS.

Henry Ford, poor and uneducated, dreamed of a horseless

carriage, went to work with what tools he possessed, without

waiting for opportunity to favor him, and now evidence of his dream

belts the entire earth. He has put more wheels into operation than

any man who ever lived, because he was not afraid to back his

dreams.

Thomas Edison dreamed of a lamp that could be operated by

electricity, began where he stood to put his dream into action, and

despite more than ten thousand failures, he stood by that dream

until he made it a physical reality. Practical dreamers DO NOT

QUIT!

Whelan dreamed of a chain of cigar stores, transformed his

dream into action, and now the United Cigar Stores occupy the best

corners in America.

Lincoln dreamed of freedom for the black slaves, put his

dream into action, and barely missed living to see a united North

and South translate his dream into reality.

The Wright brothers dreamed of a machine that would fly

through the air. Now one may see evidence all over the world, that

they dreamed soundly.

Marconi dreamed of a system for harnessing the intangible

forces of the ether. Evidence that he did not dream in vain, may be

found in every wireless and radio in the world. Moreover, Marconi’s

dream brought the humblest cabin, and the most stately manor

house side by side. It made the people of every nation on earth

back-door neighbors. It gave the President of the United States a

medium by which he may talk to all the people of America at one

time, and on short notice. It may interest you to know that

Marconi’s “friends” had him taken into custody, and examined in a

psychopathic hospital, when he announced he had discovered a

principle through which he could send messages through the air,

without the aid of wires, or other direct physical means of

communication. The dreamers of today fare better.

The world has become accustomed to new discoveries. Nay, it

has shown a willingness to reward the dreamer who gives the world

a new idea.

40

“The greatest achievement was, at first, and for a time, but a

dream.”

“The oak sleeps in the acorn. The bird waits in the egg, and in

the highest vision of the soul, a waking angel stirs. DREAMS ARE

THE SEEDLINGS OF REALITY.”

Awake, arise, and assert yourself, you dreamers of the world.

Your star is now in the ascendency. The world depression brought

the opportunity you have been waiting for. It taught people

humility, tolerance, and open-mindedness.

The world is filled with an abundance of OPPORTUNITY which

the dreamers of the past never knew.

A BURNING DESIRE TO BE, AND TO DO is the starting point

from which the dreamer must take off. Dreams are not born of

indifference, laziness, or lack of ambition.

The world no longer scoffs at the dreamer, nor calls him

impractical. If you think it does, take a trip to Tennessee, and

witness what a dreamer President has done in the way of

harnessing, and using the great water power of America. A score of

years ago, such a dream would have seemed like madness.

You have been disappointed, you have undergone defeat

during the depression, you have felt the great heart within you

crushed until it bled. Take courage, for these experiences have

tempered the spiritual metal of which you are made-they are assets

of incomparable value.

Remember, too, that all who succeed in life get off to a bad

start, and pass through many heartbreaking struggles before they

“arrive.” The turning point in the lives of those who succeed,

usually comes at the moment of some crisis, through which they

are introduced to their “other selves.”

John Bunyan wrote the Pilgrim’s Progress, which is among the

finest of all English literature, after he had been confined in prison

and sorely punished, because of his views on the subject of religion.

0. Henry discovered the genius which slept within his brain,

after he had met with great misfortune, and was confined in a

prison cell, in Columbus, Ohio. Being FORCED, through

misfortune, to become acquainted with his “other self,” and to use

his IMAGINATION, he discovered himself to be a great author

instead of a miserable criminal and outcast. Strange and varied are

the ways of life, and stranger still are the ways of Infinite

Intelligence, through which men are sometimes forced to undergo

41

all sorts of punishment before discovering their own brains, and

their own capacity to create useful ideas through imagination.

Edison, the world’s greatest inventor and scientist, was a

“tramp” telegraph operator, he failed innumerable times before he

was driven, finally, to the discovery of the genius which slept within

his brain.

Charles Dickens began by pasting labels on blacking pots. The

tragedy of his first love penetrated the depths of his soul, and

converted him into one of the world’s truly great authors. That

tragedy produced, first, David Copperfield, then a succession of

other works that made this a richer and better world for all who

read his books. Disappointment over love affairs, generally has the

effect of driving men to drink, and women to ruin; and this, because

most people never learn the art of transmuting their strongest

emotions into dreams of a constructive nature.

Helen Keller became deaf, dumb, and blind shortly after birth.

Despite her greatest misfortune, she has written her name indelibly

in the pages of the history of the great. Her entire life has served as

evidence that no one ever is defeated until defeat has been accepted

as a reality.

Robert Burns was an illiterate country lad, he was cursed by

poverty, and grew up to be a drunkard in the bargain. The world

was made better for his having lived, because he clothed beautiful

thoughts in poetry, and thereby plucked a thorn and planted a rose

in its place.

Booker T. Washington was born in slavery, handicapped by

race and color. Because he was tolerant, had an open mind at all

times, on all subjects, and was a DREAMER, he left his impress for

good on an entire race.

Beethoven was deaf, Milton was blind, but their names will

last as long as time endures, because they dreamed and translated

their dreams into organized thought.

Before passing to the next chapter, kindle anew in your mind

the fire of hope, faith, courage, and tolerance. If you have these

states of mind, and a working knowledge of the principles

described, all else that you need will come to you, when you are

READY for it. Let Emerson state the thought in these words, “Every

proverb, every book, every byword that belongs to thee for aid and

comfort shall surely come home through open or winding passages.

Every friend whom not thy fantastic will, but the great and tender

42

soul in thee craveth, shall lock thee in his embrace.”

There is a difference between WISHING for a thing and being

READY to receive it. No one is ready for a thing, until he believes he

can acquire it. The state of mind must be BELIEF, not mere hope or

wish. Open-mindedness is essential for belief. Closed minds do not

inspire faith, courage, and belief.

Remember, no more effort is required to aim high in life, to

demand abundance and prosperity, than is required to accept

misery and poverty. A great poet has correctly stated this universal

truth through these lines:

“I bargained with Life for a penny,

And Life would pay no more,

However I begged at evening

When I counted my scanty store.

“For Life is a just employer,

He gives you what you ask,

But once you have set the wages,

Why, you must bear the task.

“I worked for a menial’s hire,

Only to learn, dismayed,

That any wage I had asked of Life,

Life would have willingly paid.”

DESIRE OUTWITS MOTHER NATURE

As a fitting climax to this chapter, I wish to introduce one of

the most unusual persons I have ever known. I first saw him

twenty-four years ago, a few minutes after he was born. He came

into the world without any physical sign of ears, and the doctor

admitted, when pressed for an opinion, that the child might be deaf,

and mute for life.

I challenged the doctor’s opinion. I had the right to do so, I

was the child’s father. I, too, reached a decision, and rendered an

opinion, but I expressed the opinion silently, in the secrecy of my

own heart. I decided that my son would hear and speak. Nature

could send me a child without ears, but Nature could not induce me

to accept the reality of the affliction.

43

In my own mind I knew that my son would hear and speak.

How? I was sure there must be a way, and I knew I would find it. I

thought of the words of the immortal Emerson, “The whole course

of things goes to teach us faith. We need only obey.

There is guidance for each of us, and by lowly listening, we

shall hear the right word.”

The right word? DESIRE! More than anything else, I DESIRED

that my son should not be a deaf mute. From that desire I never

receded, not for a second.

Many years previously, I had written, “Our only limitations are

those we set up in our own minds.” For the first time, I wondered if

that statement were true. Lying on the bed in front of me was a

newly born child, without the natural equipment of hearing. Even

though he might hear and speak, he was obviously disfigured for

life. Surely, this was a limitation which that child had not set up in

his own mind.

What could I do about it? Somehow I would find a way to

transplant into that child’s mind my own BURNING DESIRE for

ways and means of conveying sound to his brain without the aid of

ears.

As soon as the child was old enough to cooperate, I would fill

his mind so completely with a BURNING DESIRE to hear, that

Nature would, by methods of her own, translate it into physical

reality.

All this thinking took place in my own mind, but I spoke of it

to no one. Every day I renewed the pledge I bad made to myself, not

to accept a deaf mute for a son.

As he grew older, and began to take notice of things around

him, we observed that he had a slight degree of hearing. When he

reached the age when children usually begin talking, he made no

attempt to speak, but we could tell by his actions that he could

hear certain sounds slightly. That was all I wanted to know! I was

convinced that if he could hear, even slightly, he might develop still

greater hearing capacity. Then something happened which gave me

hope. It came from an entirely unexpected source.

We bought a victrola. When the child heard the music for the

first time, he went into ecstasies, and promptly appropriated the

machine. He soon showed a preference for certain records, among

them, “It’s a Long Way to Tipperary.” On one occasion, he played

that piece over and over, for almost two hours, standing in front of

44

the victrola, with his teeth clamped on the edge of the case. The

significance of this self-formed habit of his did not become clear to

us until years afterward, for we had never heard of the principle of

“bone conduction” of sound at that time.

Shortly after he appropriated the victrola, I discovered that he

could hear me quite clearly when I spoke with my lips touching his

mastoid bone, or at the base of the brain. These discoveries placed

in my possession the necessary media by which I began to translate

into reality my Burning Desire to help my son develop hearing and

speech. By that time he was making stabs at speaking certain

words. The outlook was far from encouraging, but DESIRE BACKED

BY FAITH knows no such word as impossible.

Having determined that he could hear the sound of my voice

plainly, I began, immediately, to transfer to his mind the desire to

hear and speak. I soon discovered that the child enjoyed bedtime

stories, so I went to work, creating stories designed to develop in

him self-reliance, imagination, and a keen desire to hear and to be

normal.

There was one story in particular, which I emphasized by

giving it some new and dramatic coloring each time it was told. It

was designed to plant in his mind the thought that his affliction

was not a liability, but an asset of great value. Despite the fact that

all the philosophy I had examined clearly indicated that EVERY

ADVERSITY BRINGS WITH IT THE SEED OF AN EQUIVALENT

ADVANTAGE, I must confess that I had not the slightest idea how

this affliction could ever become an asset. However, I continued my

practice of wrapping that philosophy in bedtime stories, hoping the

time would come when he would find some plan by which his

handicap could be made to serve some useful purpose.

Reason told me plainly, that there was no adequate

compensation for the lack of ears and natural hearing equipment.

DESIRE backed by FAITH, pushed reason aside, and inspired me to

carry on.

As I analyze the experience in retrospect, I can see now, that

my son’s faith in me had much to do with the astounding results.

He did not question anything I told him. I sold him the idea that he

had a distinct advantage over his older brother, and that this

advantage would reflect itself in many ways. For example, the

teachers in school would observe that he had no ears, and, because

of this, they would show him special attention and treat him with

45

extraordinary kindness. They always did. His mother saw to that,

by visiting the teachers and arranging with them to give the child

the extra attention necessary. I sold him the idea, too, that when he

became old enough to sell newspapers, (his older brother had

already become a newspaper merchant), he would have a big

advantage over his brother, for the reason that people would pay

him extra money for his wares, because they could see that he was

a bright, industrious boy, despite the fact he had no ears.

We could notice that, gradually, the child’s hearing was

improving. Moreover, he had not the slightest tendency to be selfconscious, because of his affliction. When he was about seven, he

showed the first evidence that our method of servicing his mind was

bearing fruit. For several months he begged for the privilege of

selling newspapers, but his mother would not give her consent. She

was afraid that his deafness made it unsafe for him to go on the

street alone.

Finally, he took matters in his own hands. One afternoon,

when he was left at home with the servants, he climbed through the

kitchen window, shinnied to the ground, and set out on his own. He

borrowed six cents in capital from the neighborhood shoemaker,

invested it in papers, sold out, reinvested, and kept repeating until

late in the evening. After balancing his accounts, and paying back

the six cents he had borrowed from his banker, he had a net profit

of forty-two cents. When we got home that night, we found him in

bed asleep, with the money tightly clenched in his hand.

His mother opened his hand, removed the coins, and cried. Of

all things! Crying over her son’s first victory seemed so

inappropriate. My reaction was the reverse. I laughed heartily, for I

knew that my endeavor to plant in the child’s mind an attitude of

faith in himself had been successful.

His mother saw, in his first business venture, a little deaf boy

who had gone out in the streets and risked his life to earn money. I

saw a brave, ambitious, self-reliant little business man whose stock

in himself had been increased a hundred percent, because he had

gone into business on his own initiative, and had won. The

transaction pleased me, because I knew that he had given evidence

of a trait of resourcefulness that would go with him all through life.

Later events proved this to be true. When his older brother wanted

something, he would lie down on the floor, kick his feet in the air,

cry for it—and get it. When the “little deaf boy” wanted something,

46

he would plan a way to earn the money, then buy it for himself. He

still follows that plan!

Truly, my own son has taught me that handicaps can be

converted into stepping stones on which one may climb toward

some worthy goal, unless they are accepted as obstacles, and used

as alibis.

The little deaf boy went through the grades, high school, and

college without being able to hear his teachers, excepting when they

shouted loudly, at close range. He did not go to a school for the

deaf.

WE WOULD NOT PERMIT HIM TO LEARN THE SIGN

LANGUAGE. We were determined that he should live a normal life,

and associate with normal children, and we stood by that decision,

although it cost us many heated debates with school officials.

While he was in high school, he tried an electrical hearing aid,

but it was of no value to him; due, we believed, to a condition that

was disclosed when the child was six, by Dr. J. Gordon Wilson, of

Chicago, when he operated on one side of the boy’s head, and

discovered that there was no sign of natural hearing equipment.

During his last week in college, (eighteen years after the

operation), something happened which marked the most important

turning-point of his life. Through what seemed to be mere chance,

he came into possession of another electrical hearing device, which

was sent to him on trial. He was slow about testing it, due to his

disappointment with a similar device. Finally he picked the

instrument up, and more or less carelessly, placed it on his head,

hooked up the battery, and lo! as if by a stroke of magic, his lifelong

DESIRE FOR NORMAL HEARING BECAME A REALITY! For the first

time in his life he heard practically as well as any person with

normal hearing. “God moves in mysterious ways, His wonders to

perform.”

Overjoyed because of the Changed World which had been

brought to him through his hearing device, he rushed to the

telephone, called his mother, and heard her voice perfectly. The

next day he plainly heard the voices of his professors in class, for

the first time in his life! Previously he could hear them only when

they shouted, at short range. He heard the radio. He heard the

talking pictures. For the first time in his life, he could converse

freely with other people, without the necessity of their having to

speak loudly. Truly, he had come into possession of a Changed

47

World. We had refused to accept Nature’s error, and, by

PERSISTENT DESIRE, we had induced Nature to correct that error,

through the only practical means available.

DESIRE had commenced to pay dividends, but the victory was

not yet complete. The boy still had to find a definite and practical

way to convert his handicap into an equivalent asset.

Hardly realizing the significance of what had already been

accomplished, but intoxicated with the joy of his newly discovered

world of sound, he wrote a letter to the manufacturer of the

hearing-aid, enthusiastically describing his experience. Something

in his letter; something, perhaps which was not written on the

lines, but back of them; caused the company to invite him to New

York. When be arrived, he was escorted through the factory, and

while talking with the Chief Engineer, telling him about his changed

world, a hunch, an idea, or an inspiration—call it what you wish—

flashed into his mind. It was this impulse of thought which converted his affliction into an asset, destined to pay dividends in both

money and happiness to thousands for all time to come.

The sum and substance of that impulse of thought was this: It

occurred to him that he might be of help to the millions of deafened

people who go through life without the benefit of hearing devices, if

he could find a way to tell them the story of his Changed World.

Then and there, he reached a decision to devote the remainder of

his life to rendering useful service to the hard of hearing.

For an entire month, he carried on an intensive research,

during which he analyzed the entire marketing system of the

manufacturer of the hearing device, and created ways and means of

communicating with the hard of hearing all over the world for the

purpose of sharing with them his newly discovered “Changed

World.” When this was done, he put in writing a two-year plan,

based upon his findings. When he presented the plan to the company, he was instantly given a position, for the purpose of carrying

out his ambition.

Little did he dream, when he went to work, that he was

destined to bring hope and practical relief to thousands of deafened

people who, without his help, would have been doomed forever to

deaf mutism.

Shortly after he became associated with the manufacturer of

his hearing aid, he invited me to attend a class conducted by his

company, for the purpose of teaching deaf mutes to hear, and to

48

speak. I had never heard of such a form of education, therefore I

visited the class, skeptical but hopeful that my time would not be

entirely wasted. Here I saw a demonstration which gave me a

greatly enlarged vision of what I had done to arouse and keep alive

in my son’s mind the DESIRE for normal hearing. I saw deaf mutes

actually being taught to hear and to speak, through application of

the self-same principle I had used, more than twenty years

previously, in saving my son from deaf mutism.

Thus, through some strange turn of the Wheel of Fate, my son,

Blair, and I have been destined to aid in correcting deaf mutism for

those as yet unborn, because we are the only living human beings,

as far as I know, who have established definitely the fact that deaf

mutism can be corrected to the extent of restoring to normal life

those who suffer with this affliction. It has been done for one; it will

be done for others.

There is no doubt in my mind that Blair would have been a

deaf mute all his life, if his mother and I had not managed to shape

his mind as we did. The doctor who attended at his birth told us,

confidentially, the child might never hear or speak. A few weeks

ago, Dr. Irving Voorhees, a noted specialist on such cases,

examined Blair very thoroughly. He was astounded when he learned

how well my son now hears, and speaks, and said his examination

indicated that “theoretically, the boy should not be able to hear at

all.” But the lad does hear, despite the fact that X-ray pictures show

there is no opening in the skull, whatsoever, from where his ears

should be to the brain.

When I planted in his mind the DESIRE to hear and talk, and

live as a normal person, there went with that impulse some strange

influence which caused Nature to become bridge-builder, and span

the gulf of silence between his brain and the outer world, by some

means which the keenest medical specialists have not been able to

interpret. It would be sacrilege for me to even conjecture as to how

Nature performed this miracle. It would be unforgivable if I

neglected to tell the world as much as I know of the humble part I

assumed in the strange experience. It is my duty, and a privilege to

say I believe, and not without reason, that nothing is impossible to

the person who backs DESIRE with enduring FAITH.

Verily, a BURNING DESIRE has devious ways of transmuting

itself into its physical equivalent. Blair DESIRED normal hearing;

now he has it! He was born with a handicap which might easily

49

have sent one with a less defined DESIRE to the street with a

bundle of pencils and a tin cup. That handicap now promises to

serve as the medium by which he will render useful service to many

millions of hard of hearing, also, to give him useful employment at

adequate financial compensation the remainder of his life.

The little “white lies” I planted in his mind when he was a

child, by leading him to BELIEVE his affliction would become a

great asset, which he could capitalize, has justified itself. Verily,

there is nothing, right or wrong, which BELIEF, plus BURNING

DESIRE, cannot make real. These qualities are free to everyone.

In all my experience in dealing with men and women who had

personal problems, I never handled a single case which more

definitely demonstrates the power of DESIRE. Authors sometimes

make the mistake of writing of subjects of which they have but

superficial, or very elementary knowledge. It has been my good

fortune to have had the privilege of testing the soundness of the

POWER OF DESIRE, through the affliction of my own son. Perhaps

it was providential that the experience came as it did, for surely no

one is better prepared than he, to serve as an example of what

happens when DESIRE is put to the test. If Mother Nature bends to

the will of desire, is it logical that mere men can defeat a burning

desire?

Strange and imponderable is the power of the human mind!

We do not understand the method by which it uses every

circumstance, every individual, every physical thing within its

reach, as a means of transmuting DESIRE into its physical

counterpart. Perhaps science will uncover this secret.

I planted in my son’s mind the DESIRE to hear and to speak

as any normal person hears and speaks. That DESIRE has now

become a reality. I planted in his mind the DESIRE to convert his

greatest handicap into his greatest asset. That DESIRE has been

realized. The modus operandi by which this astounding result was

achieved is not hard to describe. It consisted of three very definite

facts; first, I MIXED FAITH with the DESIRE for normal hearing,

which I passed on to my son. Second, I communicated my desire to

him in every conceivable way available, through persistent,

continuous effort, over a period of years. Third, HE BELIEVED ME!

As this chapter was being completed, news came of the death

of Mme. Schuman-Heink. One short paragraph in the news

dispatch gives the clue to this unusual woman’s stupendous

50

success as a singer. I quote the paragraph, because the clue it

contains is none other than DESIRE.

Early in her career, Mme. Schuman-Heink visited the director

of the Vienna Court Opera, to have him test her voice. But, he did

not test it. After taking one look at the awkward and poorly dressed

girl, he exclaimed, none too gently, “With such a face, and with no

personality at all, how can you ever expect to succeed in opera? My

good child, give up the idea. Buy a sewing machine, and go to work.

YOU CAN NEVER BE A SINGER.”

Never is a long time! The director of the Vienna Court Opera

knew much about the technique of singing. He knew little about the

power of desire, when it assumes the proportion of an obsession. If

he had known more of that power, he would not have made the

mistake of condemning genius without giving it an opportunity.

Several years ago, one of my business associates became ill.

He became worse as time went on, and finally was taken to the

hospital for an operation. Just before he was wheeled into the

operating room, I took a look at him, and wondered how anyone as

thin and emaciated as he, could possibly go through a major

operation successfully. The doctor warned me that there was little if

any chance of my ever seeing him alive again. But that was the

DOCTOR’S OPINION. It was not the opinion of the patient. Just

before he was wheeled away, he whispered feebly, “Do not be

disturbed, Chief, I will be out of here in a few days.” The attending

nurse looked at me with pity. But the patient did come through

safely. After it was all over, his physician said, “Nothing but his own

desire to live saved him. He never would have pulled through if he

had not refused to accept the possibility of death.”

I believe in the power of DESIRE backed by FAITH, because I

have seen this power lift men from lowly beginnings to places of

power and wealth; I have seen it rob the grave of its victims; I have

seen it serve as the medium by which men staged a comeback after

having been defeated in a hundred different ways; I have seen it

provide my own son with a normal, happy, successful life, despite

Nature’s having sent him into the world without ears.

How can one harness and use the power of DESIRE? This has

been answered through this, and the subsequent chapters of this

book. This message is going out to the world at the end of the

longest, and perhaps, the most devastating depression America has

ever known. It is reasonable to presume that the message may

51

come to the attention of many who have been wounded by the

depression, those who have lost their fortunes, others who have lost

their positions, and great numbers who must reorganize their plans

and stage a comeback. To all these I wish to convey the thought

that all achievement, no matter what may be its nature, or its purpose, must begin with an intense, BURNING DESIRE for something

definite.

Through some strange and powerful principle of “mental

chemistry” which she has never divulged, Nature wraps up in the

impulse of STRONG DESIRE “that something” which recognizes no

such word as impossible, and accepts no such reality as failure.

52

CHAPTER 3

FAITH

VISUALIZATION OF, AND BELIEF

IN ATTAINMENT OF DESIRE

The Second Step toward Riches

FAITH is the head chemist of the mind. When FAITH is

blended with the vibration of thought, the subconscious mind

instantly picks up the vibration, translates it into its spiritual

equivalent, and transmits it to Infinite Intelligence, as in the case of

prayer.

The emotions of FAITH, LOVE, and SEX are the most powerful

of all the major positive emotions. When the three are blended, they

have the effect of “coloring” the vibration of thought in such a way

that it instantly reaches the subconscious mind, where it is

changed into its spiritual equivalent, the only form that induces a

response from Infinite Intelligence.

Love and faith are psychic; related to the spiritual side of man.

Sex is purely biological, and related only to the physical. The

mixing, or blending, of these three emotions has the effect of

opening a direct line of communication between the finite, thinking

mind of man, and Infinite Intelligence.

How To Develop Faith

There comes, now, a statement which will give a better

understanding of the importance the principle of auto-suggestion

assumes in the transmutation of desire into its physical, or

monetary equivalent; namely: FAITH is a state of mind which may

be induced, or created, by affirmation or repeated instructions to

the subconscious mind, through the principle of auto-suggestion.

As an illustration, consider the purpose for which you are,

presumably, reading this book. The object is, naturally, to acquire

the ability to transmute the intangible thought impulse of DESIRE

into its physical counterpart, money. By following the instructions

laid down in the chapters on auto-suggestion, and the

subconscious mind, as summarized in the chapter on auto-

53

suggestion, you may CONVINCE the subconscious mind that you

believe you will receive that for which you ask, and it will act upon

that belief, which your subconscious mind passes back to you in

the form of “FAITH,” followed by definite plans for procuring that

which you desire.

The method by which one develops FAITH, where it does not

already exist, is extremely difficult to describe, almost as difficult, in

fact, as it would be to describe the color of red to a blind man who

has never seen color, and has nothing with which to compare what

you describe to him. Faith is a state of mind which you may develop

at will, after you have mastered the thirteen principles, because it is

a state of mind which develops voluntarily, through application and

use of these principles.

Repetition of affirmation of orders to your subconscious mind i5

the only known method of voluntary development of the emotion of

faith.

Perhaps the meaning may be made clearer through the

following explanation as to the way men sometimes become

criminals. Stated in the words of a famous criminologist, “When

men first come into contact with crime, they abhor it. If they remain

in contact with crime for a time, they become accustomed to it, and

endure it. If they remain in contact with it long enough, they finally

embrace it, and become influenced by it.”

This is the equivalent of saying that any impulse of thought

which is repeatedly passed on to the subconscious mind is, finally,

accepted and acted upon by the subconscious mind, which

proceeds to translate that impulse into its physical equivalent, by

the most practical procedure available.

In connection with this, consider again the statement, ALL

THOUGHTS WHICH HAVE BEEN EMOTIONALIZED, (given feeling)

AND MIXED WITH FAITH, begin immediately to translate

themselves into their physical equivalent or counterpart.

The emotions, or the “feeling” portion of thoughts, are the

factors which give thoughts vitality, life, and action. The emotions of

Faith, Love, and Sex, when mixed with any thought impulse, give it

greater action than any of these emotions can do singly.

Not only thought impulses which have been mixed with

FAITH, but those which have been mixed with any of the positive

emotions, or any of the negative emotions, may reach, and influence

the subconscious mind.

54

From this statement, you will understand that the

subconscious mind will translate into its physical equivalent, a

thought impulse of a negative or destructive nature, just as readily

as it will act upon thought impulses of a positive or constructive nature. This accounts for the strange phenomenon which so many

millions of people experience, referred to as “misfortune,” or “bad

luck.”

There are millions of people who BELIEVE themselves

“doomed” to poverty and failure, because of some strange force over

which they BELIEVE they have no control. They are the creators of

their own “misfortunes,” because of this negative BELIEF, which is

picked up by the subconscious mind, and translated into its

physical equivalent.

This is an appropriate place at which to suggest again that you

may benefit, by passing on to your subconscious mind, any DESIRE

which you wish translated into its physical, or monetary equivalent,

in a state of expectancy or BELIEF that the transmutation will

actually take place. Your BELIEF, or FAITH, is the element which

determines the action of your subconscious mind. There is nothing

to hinder you from “deceiving” your subconscious mind when giving

it instructions through autosuggestion, as I deceived my son’s

subconscious mind.

To make this “deceit” more realistic, conduct yourself just as

you would, if you were ALREADY IN POSSESSION OF THE

MATERIAL THING WHICH YOU ARE DEMANDING, when you call

upon your subconscious mind.

The subconscious mind will transmute into its physical

equivalent, by the most direct and practical media available, any

order which is given to it in a state of BELIEF, or FAITH that the

order will be carried out.

Surely, enough has been stated to give a starting point from

which one may, through experiment and practice, acquire the

ability to mix FAITH with any order given to the subconscious mind.

Perfection will come through practice. It cannot come by merely

reading instructions.

If it be true that one may become a criminal by association

with crime, (and this is a known fact), it is equally true that one

may develop faith by voluntarily suggesting to the subconscious

mind that one has faith. The mind comes, finally, to take on the

nature of the influences which dominate it. Understand this truth,

55

and you will know why it is essential for you to encourage the

positive emotions as dominating forces of your mind, and discourage

— and eliminate negative emotions.

A mind dominated by positive emotions, becomes a favorable

abode for the state of mind known as faith. A mind so dominated

may, at will, give the subconscious mind instructions, which it will

accept and act upon immediately.

FAITH IS A STATE OF MIND WHICH MAY BE

INDUCED BY AUTO-SUGGESTION

All down the ages, the religionists have admonished struggling

humanity to “have faith” in this, that, and the other dogma or

creed, but they have failed to tell people HOW to have faith. They

have not stated that “faith is a state of mind, and that it may be

induced by self-suggestion.”

In language which any normal human being can understand,

we will describe all that is known about the principle through which

FAITH may be developed, where it does not already exist.

Have Faith in yourself; Faith in the Infinite.

Before we begin, you should be reminded again that:

FAITH is the “eternal elixir” which gives life, power, and action

to the impulse of thought!

The foregoing sentence is worth reading a second time, and a

third, and a fourth. It is worth reading aloud!

FAITH is the starting point of all accumulation of riches!

FAITH is the basis of all “miracles,” and all mysteries which

cannot be analyzed by the rules of science!

FAITH is the only known antidote for FAILURE!

FAITH is the element, the “chemical” which, when mixed with

prayer, gives one direct communication with Infinite Intelligence.

FAITH is the element which transforms the ordinary vibration

of thought, created by the finite mind of man, into the spiritual

equivalent.

FAITH is the only agency through which the cosmic force of

Infinite Intelligence can be harnessed and used by man.

EVERY ONE OF THE FOREGOING STATEMENTS IS CAPABLE

OF PROOF!

The proof is simple and easily demonstrated. It is wrapped up

in the principle of auto-suggestion. Let us center our attention,

56

therefore, upon the subject of self-suggestion, and find out what it

is, and what it is capable of achieving.

It is a well known fact that one comes, finally, to BELIEVE

whatever one repeats to one’s self, whether the statement be true or

false. If a man repeats a lie over and over, he will eventually accept

the lie as truth. Moreover, he will BELIEVE it to be the truth. Every

man is what he is, because of the DOMINATING THOUGHTS which

he permits to occupy his mind. Thoughts which a man deliberately

places in his own mind, and encourages with sympathy, and with

which he mixes any one or more of the emotions, constitute the

motivating forces, which direct and control his every movement, act,

and deed!

Comes, now, a very significant statement of truth:

THOUGHTS WHICH ARE MIXED WITH ANY OF THE

FEELINGS OF EMOTIONS, CONSTITUTE A “MAGNETIC” FORCE

WHICH ATTRACTS, FROM THE VIBRATIONS OF THE ETHER,

OTHER SIMILAR, OR RELATED THOUGHTS. A thought thus

“magnetized” with emotion may be compared to a seed which, when

planted in fertile soil, germinates, grows, and multiplies itself over

and over again, until that which was originally one small seed, becomes countless millions of seeds of the SAME BRAND!

The ether is a great cosmic mass of eternal forces of vibration.

It is made up of both destructive vibrations and constructive

vibrations. It carries, at all times, vibrations of fear, poverty,

disease, failure, misery; and vibrations of prosperity, health,

success, and happiness, just as surely as it carries the sound of

hundreds of orchestrations of music, and hundreds of human

voices, all of which maintain their own individuality, and means of

identification, through the medium of radio.

From the great storehouse of the ether, the human mind is

constantly attracting vibrations which harmonize with that which

DOMINATES the human mind. Any thought, idea, plan, or purpose

which one holds in one’s mind attracts, from the vibrations of the

ether, a host of its relatives, adds these “relatives” to its own force,

and grows until it becomes the dominating, MOTIVATING MASTER

of the individual in whose mind it has been housed.

Now, let us go back to the starting point, and become informed

as to how the original seed of an idea, plan, or purpose may be

planted in the mind. The information is easily conveyed: any idea,

plan, or purpose may be placed in the mind through repetition of

57

thought. This is why you are asked to write out a statement of your

major purpose, or Definite Chief Aim, commit it to memory, and

repeat it, in audible words, day after day, until these vibrations of

sound have reached your subconscious mind.

We are what we are, because of the vibrations of thought

which we pick up and register, through the stimuli of our daily

environment.

Resolve to throw off the influences of any unfortunate

environment, and to build your own life to ORDER. Taking

inventory of mental assets and liabilities, you will discover that your

greatest weakness is lack of self-confidence. This handicap can be

surmounted, and timidity translated into courage, through the aid

of the principle of autosuggestion. The application of this principle

may be made through a simple arrangement of positive thought

impulses stated in writing, memorized, and repeated, until they

become a part of the working equipment of the subconscious

faculty of your mind.

SELF-CONFIDENCE FORMULA

First. I know that I have the ability to achieve the object of

my Definite Purpose in life, therefore, I DEMAND of myself

persistent, continuous action toward its attainment, and I here

and now promise to render such action.

Second. I realize the dominating thoughts of my mind will

eventually reproduce themselves in outward, physical action,

and gradually transform themselves into physical reality, therefore, I will concentrate my thoughts for thirty minutes daily,

upon the task of thinking of the person I intend to become,

thereby creating in my mind a clear mental picture of that

person.

Third. I know through the principle of auto-suggestion, any

desire that I persistently hold in my mind will eventually seek

expression through some practical means of attaining the object

back of it, therefore, I will devote ten minutes daily to

demanding of myself the development of SELF-CONFIDENCE.

Fourth. I have clearly written down a description of my

58

DEFINITE CHIEF AIM in life, and I will never stop trying, until I

shall have developed sufficient self-confidence for its attainment.

Fifth. I fully realize that no wealth or position can long

endure, unless built upon truth and justice, therefore, I will

engage in no transaction which does not benefit all whom it

affects. I will succeed by attracting to myself the forces I wish to

use, and the cooperation of other people. I will induce others to

serve me, because of my willingness to serve others. I will

eliminate hatred, envy, jealousy, selfishness, and cynicism, by

developing love for all humanity, because I know that a negative

attitude toward others can never bring me success. I will cause

others to believe in me, because I will believe in them, and in

myself.

I will sign my name to this formula, commit it to memory,

and repeat it aloud once a day, with full FAITH that it will

gradually influence my THOUGHTS and ACTIONS so that I will

become a self-reliant, and successful person.

Back of this formula is a law of Nature which no man has yet

been able to explain. It has baffled the scientists of all ages. The

psychologists have named this law “auto-suggestion,” and let it go

at that.

The name by which one calls this law is of little importance.

The important fact about it is—it WORKS for the glory and success

of mankind, IF it is used constructively. On the other hand, if used

destructively, it will destroy just as readily. In this statement may

be found a very significant truth, namely; that those who go down

in defeat, and end their lives in poverty, misery, and distress, do so

because of negative application of the principle of auto-suggestion.

The cause may be found in the fact that ALL IMPULSES OF

THOUGHT HAVE A TENDENCY TO CLOTHE THEMSELVES IN

THEIR PHYSICAL EQUIVALENT.

The subconscious mind, (the chemical laboratory in which all

thought impulses are combined, and made ready for translation

into physical reality), makes no distinction between constructive

and destructive thought impulses. It works with the material we

feed it, through our thought impulses. The subconscious mind will

translate into reality a thought driven by FEAR just as readily as it

will translate into reality a thought driven by COURAGE, or FAITH.

59

The pages of medical history are rich with illustrations of

cases of “suggestive suicide.” A man may commit suicide through

negative suggestion, just as effectively as by any other means. In a

midwestern city, a man by the name of Joseph Grant, a bank

official, “borrowed” a large sum of the bank’s money, without the

consent of the directors. He lost the money through gambling. One

afternoon, the Bank Examiner came and began to check the

accounts. Grant left the bank, took a room in a local hotel, and

when they found him, three days later, he was lying in bed, wailing

and moaning, repeating over and over these words, “My God, this

will kill me! I cannot stand the disgrace.” In a short time he was

dead. The doctors pronounced the case one of “mental suicide.”

Just as electricity will turn the wheels of industry, and render

useful service if used constructively; or snuff out life if wrongly

used, so will the law of auto-suggestion lead you to peace and

prosperity. or down into the valley of misery, failure, and death,

according to your degree of understanding and application of it.

If you fill your mind with FEAR, doubt and unbelief in your

ability to connect with, and use the forces of Infinite Intelligence,

the law of auto—suggestion will take this spirit of unbelief and use

it as a pattern by which your subconscious mind will translate it

into its physical equivalent.

THIS STATEMENT IS AS TRUE AS THE STATEMENT THAT

TWO AND TWO ARE FOUR!

Like the wind which carries one ship East, and another West,

the law of auto-suggestion will lift you up or pull you down,

according to the way you set your sails of THOUGHT.

The law of auto-suggestion, through which any person may

rise to altitudes of achievement which stagger the imagination, is

well described in the following verse:

“If you think you are beaten, you are,

If you think you dare not, you don’t

If you like to win, but you think you can’t,

It is almost certain you won’t.

“If you think you’ll lose, you’re lost

For out of the world we find,

Success begins with a fellow’s will—

It’s all in the state of mind.

60

“If you think you are outclassed, you are,

You’ve got to think high to rise,

You’ve got to be sure of yourself before

You can ever win a prize.

“Life’s battles don’t always go

To the stronger or faster man,

But soon or late the man who wins

Is the man WHO THINKS HE CAN!”

Observe the words which have been emphasized, and you will

catch the deep meaning which the poet had in mind.

Somewhere in your make-up (perhaps in the cells of your

brain) there lies sleeping, the seed of achievement which, if aroused

and put into action, would carry you to heights, such as you may

never have hoped to attain.

Just as a master musician may cause the most beautiful

strains of music to pour forth from the strings of a violin, so may

you arouse the genius which lies asleep in your brain, and cause it

to drive you upward to whatever goal you may wish to achieve.

Abraham Lincoln was a failure at everything he tried, until he

was well past the age of forty. He was a Mr. Nobody from Nowhere,

until a great experience came into his life, aroused the sleeping

genius within his heart and brain, and gave the world one of its

really great men. That “experience” was mixed with the emotions of

sorrow and LOVE. It came to him through Anne Rutledge, the only

woman whom he ever truly loved.

It is a known fact that the emotion of LOVE is closely akin to

the state of mind known as FAITH, and this for the reason that Love

comes very near to translating one’s thought impulses into their

spiritual equivalent. During his work of research, the author

discovered, from the analysis of the life-work and achievements of

hundreds of men of outstanding accomplishment, that there was

the influence of a woman’s love back of nearly EVERY ONE OF

THEM. The emotion of love, in the human heart and brain, creates

a favorable field of magnetic attraction, which causes an influx of

the higher and finer vibrations which are afloat in the ether.

If you wish evidence of the power of FAITH, study the

achievements of men and women who have employed it. At the head

61

of the list comes the Nazarene. Christianity is the greatest single

force which influences the minds of men. The basis of Christianity

is FAITH, no matter how many people may have perverted, or

misinterpreted the meaning of this great force, and no matter how

many dogmas and creeds have been created in its name, which do

not reflect its tenets.

The sum and substance of the teachings and the

achievements of Christ, which may have been interpreted as

“miracles,” were nothing more nor less than FAITH. If there are any

such phenomena as “miracles” they are produced only through the

state of mind known as FAITH! Some teachers of religion, and many

who call themselves Christians, neither understand nor practice

FAITH.

Let us consider the power of FAITH, as it is now being

demonstrated, by a man who is well known to all of civilization,

Mahatma Gandhi, of India. In this man the world has one of the

most astounding examples known to civilization, of the possibilities

of FAITH. Gandhi wields more potential power than any man living

at this time, and this, despite the fact that he has none of the orthodox tools of power, such as money, battle ships, soldiers, and

materials of warfare. Gandhi has no money, he has no home, he

does not own a suit of clothes, but HE DOES HAVE POWER. How

does he come by that power?

HE CREATED IT OUT OF HIS UNDERSTANDING OF THE

PRINCIPLE OF FAITH, AND THROUGH HIS ABILITY TO TRANSPLANT THAT FAITH INTO THE MINDS OF TWO HUNDRED

MILLION PEOPLE.

Gandhi has accomplished, through the influence of FAITH,

that which the strongest military power on earth could not, and

never will accomplish through soldiers and military equipment. He

has accomplished the astounding feat of INFLUENCING two

hundred million minds to COALESCE AND MOVE IN UNISON, AS A

SINGLE MIND.

What other force on earth, except FAITH could do as much?

There will come a day when employees as well as employers

will discover the possibilities of FAITH. That day is dawning. The

whole world has had ample opportunity, during the recent business

depression, to witness what the LACK OF FAITH will do to business.

Surely, civilization has produced a sufficient number of

intelligent human beings to make use of this great lesson which the

62

depression has taught the world. During this depression, the world

had evidence in abundance that widespread FEAR will paralyze the

wheels of industry and business. Out of this experience will arise

leaders in business and industry who will profit by the example

which Gandhi has set for the world, and they will apply to business

the same tactics which he has used in building the greatest

following known in the history of the world. These leaders will come

from the rank and file of the unknown men, who now labor in the

steel plants, the coal mines, the automobile factories, and in the

small towns and cities of America.

Business is due for a reform, make no mistake about this! The

methods of the past, based upon economic combinations of FORCE

and FEAR, will be supplanted by the better principles of FAITH and

cooperation. Men who labor will receive more than daily wages; they

will receive dividends from the business, the same as those who

supply the capital for business; but, first they must GIVE MORE TO

THEIR EMPLOYERS, and stop this bickering and bargaining by

force, at the expense of the public. They must earn the right to

dividends!

Moreover, and this is the most important thing of all—THEY

WILL BE LED BY LEADERS WHO WILL UNDERSTAND AND APPLY

THE PRINCIPLES EMPLOYED BY MAHATMA GANDHI. Only in this

way may leaders get from their followers the spirit of FULL

cooperation which constitutes power in its highest and most

enduring form.

This stupendous machine age in which we live, and from

which we are just emerging, has taken the soul out of men. Its

leaders have driven men as though they were pieces of cold

machinery; they were forced to do so by the employees who have

bargained, at the expense of all concerned, to get and not to give.

The watchword of the future will be HUMAN HAPPINESS AND

CONTENTMENT, and when this state of mind shall have been

attained, the production will take care of itself, more effectively than

anything that has ever been accomplished where men did not, and

could not mix FAITH and individual interest with their labor.

Because of the need for faith and cooperation in operating

business and industry, it will be both interesting and profitable to

analyze an event which provides an excellent understanding of the

method by which industrialists and business men accumulate great

fortunes, by giving before they try to get.

63

The event chosen for this illustration dates back to 1900,

when the United States Steel Corporation was being formed. As you

read the story, keep in mind these fundamental facts and you will

understand how IDEAS have been converted into huge fortunes.

First, the huge United States Steel Corporation was born in

the mind of Charles M. Schwab, in the form of an IDEA he created

through his IMAGINATION! Second, he mixed FAITH with his IDEA.

Third, he formulated a PLAN for the transformation of his IDEA into

physical and financial reality. Fourth, he put his plan into action

with his famous speech at the University Club. Fifth, he applied,

and followed-through on his PLAN with PERSISTENCE, and backed

it with firm DECISION until it had been fully carried out. Sixth, he

prepared the way for success by a BURNING DESIRE for success.

If you are one of those who have often wondered how great

fortunes are accumulated, this story of the creation of the United

States Steel Corporation will be enlightening. If you have any doubt

that men can THINK AND GROW RICH, this story should dispel

that doubt, because you can plainly see in the story of the United

States Steel, the application of a major portion of the thirteen principles described in this book.

This astounding description of the power of an IDEA was

dramatically told by John Lowell, in the New York World-Telegram,

with whose courtesy it is here reprinted.

“A PRETTY AFTER-DINNER SPEECH FOR A

BILLION DOLLARS

“When, on the evening of December 12, 1900, some eighty of

the nation’s financial nobility gathered in the banquet hail of the

University Club on Fifth Avenue to do honor to a young man from

out of the West, not half a dozen of the guests realized they were to

witness the most significant episode in American industrial history.

“J. Edward Simmons and Charles Stewart Smith, their hearts

full of gratitude for the lavish hospitality bestowed on them by

Charles M. Schwab during a recent visit to Pittsburgh, had

arranged the dinner to introduce the thirty-eight-year-old steel man

to eastern banking society. But they didn’t expect him to stampede

the convention. They warned him, in fact, that the bosoms within

New York’s stuffed shirts would not be responsive to oratory, and

that, if he didn’t want to bore the Stilhnans and Harrimans and

64

Vanderbilts, he had better limit himself to fifteen or twenty minutes

of polite vaporings and let it go at that.

“Even John Pierpont Morgan, sitting on the right hand of

Schwab as became his imperial dignity, intended to grace the

banquet table with his presence only briefly. And so far as the press

and public were concerned, the whole affair was of so little moment

that no mention of it found its way into print the next day.

“So the two hosts and their distinguished guests ate their way

through the usual seven or eight courses. There was little

conversation and what there was of it was restrained. Few of the

bankers and brokers had met Schwab, whose career had flowered

along the banks of the Monongahela, and none knew him well. But

before the evening was over, they—and with them Money Master

Morgan — were to be swept off their feet, and a billion dollar baby,

the United States Steel Corporation, was to be conceived.

“It is perhaps unfortunate, for the sake of history, that no

record of Charlie Schwab’s speech at the dinner ever was made. He

repeated some parts of it at a later date during a similar meeting of

Chicago bankers. And still later, when the Government brought suit

to dissolve the Steel Trust, he gave his own version, from the

witness stand, of the remarks that stimulated Morgan into a frenzy

of financial activity.

“It is probable, however, that it was a ‘homely’ speech,

somewhat ungrammatical (for the niceties of language never

bothered Schwab), full of epigram and threaded with wit. But aside

from that it had a galvanic force and effect upon the five billions of

estimated capital that was represented by the diners. After it was

over and the gathering was still under its spell, although Schwab

had talked for ninety minutes, Morgan led the orator to a recessed

window where, dangling their legs from the high, uncomfortable

seat, they talked for an hour more.

“The magic of the Schwab personality had been turned on, full

force, but what was more important and lasting was the fullfledged, clear-cut program he laid down for the aggrandizement of

Steel. Many other men had tried to interest Morgan in slapping

together a steel trust after the pattern of the biscuit, wire and hoop,

sugar, rubber, whisky, oil or chewing gum combinations. John W.

Gates, the gambler, had urged it, but Morgan distrusted him. The

Moore boys, Bill and Jim, Chicago stock jobbers who had glued

together a match trust and a cracker corporation, had urged it and

65

failed. Elbert H. Gary, the sanctimonious country lawyer, wanted to

foster it, but he wasn’t big enough to be impressive. Until Schwab’s

eloquence took J. P. Morgan to the heights from which he could

visualize the solid results of the most daring financial undertaking

ever conceived, the project was regarded as a delirious dream of

easy-money crackpots.

“The financial magnetism that began, a generation ago, to

attract thousands of small and sometimes inefficiently managed

companies into large and competition-crushing combinations, had

become operative in the steel world through the devices of that

jovial business pirate, John W. Gates. Gates already had formed the

American Steel and Wire Company out of a chain of small concerns,

and together with Morgan had created the Federal Steel Company.

The National Tube and American Bridge companies were two more

Morgan concerns, and the Moore Brothers had forsaken the match

and cookie business to form the ‘American’ group— Tin Plate, Steel

Hoop, Sheet Steel—and the National Steel Company.

“But by the side of Andrew Carnegie’s gigantic vertical trust, a

trust owned and operated by fifty-three partners, those other

combinations were picayune. They might combine to their heart’s

content but the whole lot of them couldn’t make a dent in the

Carnegie organization, and Morgan knew it.

“The eccentric old Scot knew it, too. From the magnificent

heights of Skibo Castle he had viewed, first with amusement and

then with resentment, the attempts of Morgan’s smaller companies

to cut into his business. When the attempts became too bold,

Carnegie’s temper was translated into anger and retaliation. He

decided to duplicate every mill owned by his rivals. Hitherto, he

hadn’t been interested in wire, pipe, hoops, or sheet. Instead, he

was content to sell such companies the raw steel and let them work

it into whatever shape they wanted. Now, with Schwab as his chief

and able lieutenant, he planned to drive his enemies to the wall.

“So it was that in the speech of Charles M. Schwab, Morgan

saw the answer to his problem of combination. A trust without

Carnegie-giant of them all—would be no trust at all, a plum

pudding, as one writer said, without the plums.

“Schwab’s speech on the night of December 12, 1900,

undoubtedly carried the inference, though not the pledge, that the

vast Carnegie enterprise could be brought under the Morgan tent.

He talked of the world future for steel, of reorganization for

66

efficiency, of specialization, of the scrapping of unsuccessful mills

and concentration of effort on the flourishing properties, of

economies in the ore traffic, of economies in overhead and

administrative departments, of capturing foreign markets.

“More than that, he told the buccaneers among them wherein

lay the errors of their customary piracy. Their purposes, he inferred,

bad been to create monopolies, raise prices, and pay themselves fat

dividends out of privilege. Schwab condemned the system in his

heartiest manner. The shortsightedness of such a policy, he told his

hearers, lay in the fact that it restricted the market in an era when

everything cried for expansion. By cheapening the cost of steel, he

argued, an ever-expanding market would be created; more uses for

steel would be devised, and a goodly portion of the world trade

could be captured. Actually, though he did not know it, Schwab

was an apostle of modern mass production.

“So the dinner at the University Club came to an end. Morgan

went home, to think about Schwab’s rosy predictions. Schwab went

back to Pittsburgh to run the steel business for ‘Wee Andra

Carnegie,’ while Gary and the rest went back to their stock tickers,

to fiddle around in anticipation of the next move.

“It was not long coming. It took Morgan about one week to

digest the feast of reason Schwab had placed before him. When he

had assured himself that no financial indigestion was to result, he

sent for Schwab-and found that young man rather coy. Mr.

Carnegie, Schwab indicated, might not like it if he found his trusted

company president had been flirting with the Emperor of Wall

Street, the Street upon which Carnegie was resolved never to tread.

Then it was suggested by John W. Gates the go-between, that if

Schwab ‘happened’ to be in the Bellevue Hotel in Philadelphia, J. P.

Morgan might also ‘happen’ to be there. When Schwab arrived,

however, Morgan was inconveniently ill at his New York home, and

so, on the elder man’s pressing invitation, Schwab went to New

York and presented himself at the door of the financier’s library.

“Now certain economic historians have professed the belief

that from the beginning to the end of the drama, the stage was set

by Andrew Carnegie—that the dinner to Schwab, the famous

speech, the Sunday night conference between Schwab and the

Money King, were events arranged by the canny Scot. The truth is

exactly the opposite. When Schwab was called in to consummate

the deal, he didn’t even know whether ‘the little boss,’ as Andrew

67

was called, would so much as listen to an offer to sell, particularly

to a group of men whom Andrew regarded as being endowed with

something less than holiness. But Schwab did take into the

conference with him, in his own handwriting, six sheets of copperplate figures, representing to his mind the physical worth and the

potential earning capacity of every steel company he regarded as an

essential star in the new metal firmament.

“Four men pondered over these figures all night. The chief, of

course, was Morgan, steadfast in his belief in the Divine Right of

Money. With him was his aristocratic partner, Robert Bacon, a

scholar and a gentleman. The third was John W. Gates whom

Morgan scorned as a gambler and used as a tool. The fourth was

Schwab, who knew more about the processes of making and selling

steel than any whole group of men then living. Throughout that

conference, the Pittsburgher’s figures were never questioned. If he

said a company was worth so much, then it was worth that much

and no more. He was insistent, too, upon including in the combination only those concerns he nominated. He had conceived a

corporation in which there would be no duplication, not even to

satisfy the greed of friends who wanted to unload their companies

upon the broad Morgan shoulders. Thus he left out, by design, a

number of the larger concerns upon which the Walruses and

Carpenters of Wall Street had cast hungry eyes.

“When dawn came, Morgan rose and straightened his back.

Only one question remained.

“‘Do you think you can persuade Andrew Carnegie to sell?’ he

asked.

“‘I can try,’ said Schwab.

“‘If you can get him to sell, I will undertake the matter,’ said

Morgan.

“So far so good. But would Carnegie sell? How much would he

demand? (Schwab thought about $320,000,000). What would he

take payment in? Common or preferred stocks? Bonds? Cash? Nobody could raise a third of a billion dollars in cash.

“There was a golf game in January on the frost-cracking heath

of the St. Andrews links in Westchester, with Andrew bundled up in

sweaters against the cold, and Charlie talking volubly, as usual, to

keep his spirits up. But no word of business was mentioned until

the pair sat down in the cozy warmth of the Carnegie cottage hard

by. Then, with the same persuasiveness that had hypnotized eighty

68

millionaires at the University Club, Schwab poured out the

glittering promises of retirement in comfort, of untold millions to

satisfy the old man’s social caprices. Carnegie capitulated, wrote a

figure on a slip of paper, handed it to Schwab and said, ‘all right,

that’s what we’ll sell for.’

“The figure was approximately $400,000,000, and was reached

by taking the $320,000,000 mentioned by Schwab as a basic figure,

and adding to it $80,000,000 to represent the increased capital

value over the previous two years.

“Later, on the deck of a trans-Atlantic liner, the Scotsman said

ruefully to Morgan, ‘I wish I had asked you for $100,000,000 more.’

“‘If you had asked for it, you’d have gotten it,’ Morgan told him

cheerfully.

\* \* \* \* \* \* \*

“There was an uproar, of course. A British correspondent

cabled that the foreign steel world was ‘appalled’ by the gigantic

combination. President Hadley, of Yale, declared that unless trusts

were regulated the country might expect ‘an emperor in Washington

within the next twenty-five years.’ But that able stock manipulator,

Keene, went at his work of shoving the new stock at the public so

vigorously that all the excess water—estimated by some at nearly

$600,000,000—was absorbed in a twinkling. So Carnegie had his

millions, and the Morgan syndicate had $62,000,000 for all its

‘trouble,’ and all the ‘boys,’ from Gates to Gary, had their millions.

\* \* \* \* \* \* \*

“The thirty-eight-year-old Schwab had his reward. He was

made president of the new corporation and remained in control

until 1930.”

The dramatic story of “Big Business” which you have just

finished, was included in this book, because it is a perfect

illustration of the method by which DESIRE CAN BE TRANSMUTED

INTO ITS PHYSICAL EQUIVALENT!

I imagine some readers will question the statement that a

mere, intangible DESIRE can be converted into its physical

equivalent. Doubtless some will say, “You cannot convert NOTHING

into SOMETHING!” The answer is in the story of United States

69

Steel.

That giant organization was created in the mind of one man.

The plan by which the organization was provided with the steel

mills that gave it financial stability was created in the mind of the

same man. His FAITH, his DESIRE, his IMAGINATION, his

PERSISTENCE were the real ingredients that went into United

States Steel. The steel mills and mechanical equipment acquired by

the corporation, AFTER IT HAD BEEN BROUGHT INTO LEGAL

EXISTENCE, were incidental, but careful analysis will disclose the

fact that the appraised value of the properties acquired by the

corporation increased in value by an estimated SIX HUNDRED

MILLION DOLLARS, by the mere transaction which consolidated

them under one management.

In other words, Charles M. Schwab’s IDEA, plus the FAITH

with which he conveyed it to the minds of J. P. Morgan and the

others, was marketed for a profit of approximately $600,000,000.

Not an insignificant sum for a single IDEA!

What happened to some of the men who took their share of the

millions of dollars of profit made by this transaction, is a matter

with which we are not now concerned. The important feature of the

astounding achievement is that it serves as unquestionable

evidence of the soundness of the philosophy described in this book,

because this philosophy was the warp and the woof of the entire

transaction. Moreover, the practicability of the philosophy has been

established by the fact that the United States Steel Corporation

prospered, and became one of the richest and most powerful

corporations in America, employing thousands of people, developing

new uses for steel, and opening new markets; thus proving that the

$600,000,000 in profit which the Schwab IDEA produced was

earned.

RICHES begin in the form of THOUGHT!

The amount is limited only by the person in whose mind the

THOUGHT is put into motion. FAITH removes limitations!

Remember this when you are ready to bargain with Life for

whatever it is that you ask as your price for having passed this way.

Remember, also, that the man who created the United States

Steel Corporation was practically unknown at the time. He was

merely Andrew Carnegie’s “Man Friday” until he gave birth to his

famous IDEA. After that he quickly rose to a position of power,

fame, and riches.

70

THERE ARE NO LIMITATIONS

TO THE MIND EXCEPT THOSE

WE ACKNOWLEDGE

BOTH POVERTY AND RICHES ARE THE

OFFSPRING OF THOUGHT

71

CHAPTER 4

AUTO-SUGGESTION

THE MEDIUM FOR INFLUENCING

THE SUBCONSCIOUS MIND

The Third Step toward Riches

AUTO-SUGGESTION is a term which applies to al1

suggestions and all self-administered stimuli which reach one’s

mind through the five senses. Stated in another way, autosuggestion is self-suggestion. It is the agency of communication

between that part of the mind where conscious thought takes place,

and that which serves as the seat of action for the subconscious

mind.

Through the dominating thoughts which one permits to remain

in the conscious mind, (whether these thoughts be negative or

positive, is immaterial), the principle of auto-suggestion voluntarily

reaches the subconscious mind and influences it with these

thoughts.

NO THOUGHT, whether it be negative or positive, CAN ENTER

THE SUBCONSCIOUS MIND WITHOUT THE AID OF THE

PRINCIPLE OF AUTO-SUGGESTION, with the exception of thoughts

picked up from the ether. Stated differently, all sense impressions

which are perceived through the five senses, are stopped by the

CONSCIOUS thinking mind, and may be either passed on to the

subconscious mind, or rejected, at will. The conscious faculty

serves, therefore, as an outer-guard to the approach of the

subconscious.

Nature has so built man that he has ABSOLUTE CONTROL

over the material which reaches his subconscious mind, through

his five senses, although this is not meant to be construed as a

statement that man always EXERCISES this control. In the great

majority of instances, he does NOT exercise it, which explains why

so many people go through life in poverty.

Recall what has been said about the subconscious mind

resembling a fertile garden spot, in which weeds will grow in

abundance, if the seeds of more desirable crops are not sown

72

therein. AUTOSUGGESTION is the agency of control through which

an individual may voluntarily feed his subconscious mind on

thoughts of a creative nature, or, by neglect, permit thoughts of a

destructive nature to find their way into this rich garden of the

mind.

You were instructed, in the last of the six steps described in

the chapter on Desire, to read ALOUD twice daily the WRITTEN

statement of your DESIRE FOR MONEY, and to SEE AND FEEL

yourself ALREADY in possession of the money! By following these

instructions, you communicate the object of your DESIRE directly

to your SUBCONSCIOUS mind in a spirit of absolute FAITH.

Through repetition of this procedure, you voluntarily create thought

habits which are favorable to your efforts to transmute desire into

its monetary equivalent.

Go back to these six steps described in chapter two, and read

them again, very carefully, before you proceed further. Then (when

you come to it), read very carefully the four instructions for the

organization of your “Master Mind” group, described in the chapter

on Organized Planning. By comparing these two sets of instructions

with that which has been stated on auto-suggestion, you, of course,

will see that the instructions involve the application of the principle

of auto-suggestion.

Remember, therefore, when reading aloud the statement of

your desire (through which you are endeavoring to develop a

“money consciousness”), that the mere reading of the words is of

NO CONSEQUENCE—UNLESS you mix emotion, or feeling with

your words. If you repeat a million times the famous Emil Coué

formula, “Day by day, in every way, I am getting better and better,”

without mixing emotion and FAITH with your words, you will

experience no desirable results. Your subconscious mind recognizes

and acts upon ONLY thoughts which have been well-mixed with

emotion or feeling.

This is a fact of such importance as to warrant repetition in

practically every chapter, because the lack of understanding of this

is the main reason the majority of people who try to apply the principle of auto-suggestion get no desirable results.

Plain, unemotional words do not influence the subconscious

mind. You will get no appreciable results until you learn to reach

your subconscious mind with thoughts, or spoken words which

have been well emotionalized with BELIEF.

73

Do not become discouraged, if you cannot control and direct

your emotions the first time you try to do so. Remember, there is no

such possibility as SOMETHING FOR NOTHING. Ability to reach,

and influence your subconscious mind has its price, and you MUST

PAY THAT PRICE. You cannot cheat, even if you desire to do so. The

price of ability to influence your subconscious mind is everlasting

PERSISTENCE in applying the principles described here. You

cannot develop the desired ability for a lower price. You, and YOU

ALONE, must decide whether or not the reward for which you are

striving (the “money consciousness”), is worth the price you must

pay for it in effort.

Wisdom and “cleverness” alone, will not attract and retain

money except in a few very rare instances, where the law of

averages favors the attraction of money through these sources. The

method of attracting money described here, does not depend upon

the law of averages. Moreover, the method plays no favorites. It will

work for one person as effectively as it will for another. Where

failure is experienced, it is the individual, not the method, which has

failed. If you try and fail, make another effort, and still another,

until you succeed.

Your ability to use the principle of auto-suggestion will

depend, very largely, upon your capacity to CONCENTRATE upon a

given DESIRE until that desire becomes a BURNING OBSESSION.

When you begin to carry out the instructions in connection

with the six steps described in the second chapter, it will be

necessary for you to make use of the principle of CONCENTRATION.

Let us here offer suggestions for the effective use of

concentration. When you begin to carry out the first of the six steps,

which instructs you to “fix in your own mind the EXACT amount of

money you desire,” hold your thoughts on that amount of money by

CONCENTRATION, or fixation of attention, with your eyes closed,

until you can ACTUALLY SEE the physical appearance of the

money. Do this at least once each day. As you go through these

exercises, follow the instructions given in the chapter on FAITH,

and see yourself actually IN POSSESSION OF THE MONEY!

Here is a most significant fact—the subconscious mind takes

any orders given it in a spirit of absolute FAITH, and acts upon

those orders, although the orders often have to be presented over

and over again, through repetition, before they are interpreted by

the subconscious mind. Following the preceding statement,

74

consider the possibility of playing a perfectly legitimate “trick” on

your subconscious mind, by making it believe, because you believe

it, that you must have the amount of money you are visualizing,

that this money is already awaiting your claim, that the

subconscious mind MUST hand over to you practical plans for

acquiring the money which is yours.

Hand over the thought suggested in the preceding paragraph

to your IMAGINATION, and see what your imagination can, or will

do, to create practical plans for the accumulation of money through

transmutation of your desire.

DO NOT WAIT for a definite plan, through which you intend to

exchange services or merchandise in return for the money you are

visualizing, but begin at once to see yourself in possession of the

money, DEMANDING and EXPECTING meanwhile, that your

subconscious mind will hand over the plan, or plans you need. Be

on the alert for these plans, and when they appear, put them into

ACTION IMMEDIATELY. When the plans appear, they will probably

“flash” into your mind through the sixth sense, in the form of an

“inspiration.” This inspiration may be considered a direct

“telegram,” or message from Infinite Intelligence. Treat it with

respect, and act upon it as soon as you receive it. Failure to do this

will be FATAL to your success.

In the fourth of the six steps, you were instructed to “Create a

definite plan for carrying out your desire, and begin at once to put

this plan into action.” You should follow this instruction in the

manner described in the preceding paragraph. Do not trust to your

“reason when creating your plan for accumulating money through

the transmutation of desire. Your reason is faulty. Moreover, your

reasoning faculty may be lazy, and, if you depend entirely upon it to

serve you, it may disappoint you.

When visualizing the money you intend to accumulate, (with

closed eyes), see yourself rendering the service, or delivering the

merchandise you intend to give in return for this money. This is

important!

SUMMARY OF INSTRUCTIONS

The fact that you are reading this book is an indication that

you earnestly seek knowledge. It is also an indication that you are a

student of this subject. If you are only a student, there is a chance

75

that you may learn much that you did not know, but you will learn

only by assuming an attitude of humility. If you choose to follow

some of the instructions but neglect, or refuse to follow others-you

will fail! To get satisfactory results, you must follow ALL

instructions in a spirit of FAITH.

The instructions given in connection with the six steps in the

second chapter will now be summarized, and blended with the

principles covered by this chapter, as follows:

First. Go into some quiet spot (preferably in bed at night)

where you will not be disturbed or interrupted, close your eyes,

and repeat aloud, (so you may hear your own words) the written

statement of the amount of money you intend to accumulate,

the time limit for its accumulation, and a description of the

service or merchandise you intend to give in return for the

money. As you carry out these instructions, SEE YOURSELF

ALREADY IN POSSESSION OF THE MONEY.

For example :—Suppose that you intend to accumulate

$50,000 by the first of January, five years hence, that you

intend to give personal services in return for the money, in the

Capacity of a salesman. Your written statement of your purpose

should be similar to the following:

“By the first day of January, 19.., I will have in my

possession $50,000, which will come to me in various amounts

from time to time during the interim.

“In return for this money I will give the most efficient

service of which I am capable, rendering the fullest possible

quantity, and the best possible quality of service in the capacity

of salesman of (describe the service or merchandise you intend

to sell).

“I believe that I will have this money in my possession. My

faith is so strong that I can now see this money before my eyes. I

can touch it with my hands. It is now awaiting transfer to me at

the time, and in the proportion that I deliver the service I intend

to render in return for it. I am awaiting a plan by which to

accumulate this money, and I will follow that plan, when it is

received.”

Second. Repeat this program night and morning until you

can see, (in your imagination) the money you intend to

76

accumulate.

Third. Place a written copy of your statement where you

can see it night and morning, and read it just before retiring,

and upon arising until it has been memorized.

Remember, as you carry out these instructions, that you are

applying the principle of auto-suggestion, for the purpose of giving

orders to your subconscious mind. Remember, also, that your

subconscious mind will act ONLY upon instructions which are

emotionalized, and handed over to it with “feeling.” FAITH is the

strongest, and most productive of the emotions. Follow the

instructions given in the chapter on FAITH.

These instructions may, at first, seem abstract. Do not let this

disturb you. Follow the instructions, no matter how abstract or

impractical they may, at first, appear to be. The time will soon

come, if you do as you have been instructed, in spirit as well as in

act, when a whole new universe of power will unfold to you.

Scepticism, in connection with ALL new ideas, is characteristic

of all human beings. But if you follow the instructions outlined,

your scepticism will soon be replaced by belief, and this, in turn,

will soon become crystallized into ABSOLUTE FAITH. Then you will

have arrived at the point where you may truly say, “I am the master

of my fate, I am the captain of my soul!”

Many philosophers have made the statement, that man is the

master of his own earthly destiny, but most of them have failed to

say why he is the master. The reason that man may be the master

of his own earthly status, and especially his financial status, is

thoroughly explained in this chapter. Man may become the master

of himself, and of his environment, because he has the POWER TO

INFLUENCE HIS OWN SUBCONSCIOUS MIND, and through it, gain

the cooperation of Infinite Intelligence.

You are now reading the chapter which represents the

keystone to the arch of this philosophy. The instructions contained

in this chapter must be understood and APPLIED WITH

PERSISTENCE, if you succeed in transmuting desire into money.

The actual performance of transmuting DESIRE into money,

involves the use of auto-suggestion as an agency by which one may

reach, and influence, the subconscious mind. The other principles

are simply tools with which to apply auto-suggestion. Keep this

77

thought in mind, and you will, at all times, be conscious of the

important part the principle of auto-suggestion is to play in your

efforts to accumulate money through the methods described in this

book.

Carry out these instructions as though you were a small child.

Inject into your efforts something of the FAITH of a child. The

author has been most careful, to see that no impractical

instructions were included, because of his sincere desire to be

helpful.

After you have read the entire book, come back to this

chapter, and follow in spirit, and in action, this instruction:

READ THE ENTIRE CHAPTER ALOUD ONCE EVERY NIGHT,

UNTIL YOU BECOME THOROUGHLY CONVINCED THAT THE

PRINCIPLE OF AUTO-SUGGESTION IS SOUND, THAT IT WILL

ACCOMPLISH FOR YOU ALL THAT HAS BEEN CLAIMED FOR IT.

AS YOU READ, UNDERSCORE WITH A PENCIL EVERY SENTENCE

WHICH IMPRESSES YOU FAVORABLY.

Follow the foregoing instruction to the letter, and it will open

the way for a complete understanding, and mastery of the

principles of success.

78

CHAPTER 5

SPECIALIZED KNOWLEDGE

PERSONAL EXPERIENCES OR

OBSERVATIONS

The Fourth Step toward Riches

THERE are two kinds of knowledge. One is general, the other

is specialized. General knowledge, no matter how great in quantity

or variety it may be, is of but little use in the accumulation of

money. The faculties of the great universities possess, in the

aggregate, practically every form of general knowledge known to

civilization. Most of the professors have but little or no money. They

specialize on teaching knowledge, but they do not specialize on the

organization, or the use of knowledge.

KNOWLEDGE will not attract money, unless it is organized,

and intelligently directed, through practical PLANS OF ACTION, to

the DEFINITE END of accumulation of money. Lack of understanding of this fact has been the source of confusion to millions of

people who falsely believe that “knowledge is power.” It is nothing of

the sort! Knowledge is only potential power. It becomes power only

when, and if, it is organized into definite plans of action, and

directed to a definite end.

This “missing link” in all systems of education known to

civilization today, may be found in the failure of educational

institutions to teach their students HOW TO ORGANIZE AND USE

KNOWLEDGE AFTER THEY ACQUIRE IT.

Many people make the mistake of assuming that, because

Henry Ford had but little “schooling,” he is not a man of

“education.” Those who make this mistake do not know Henry Ford,

nor do they understand the real meaning of the word “educate.”

That word is derived from the Latin word “educo,” meaning to

educe, to draw out, to DEVELOP FROM WITHIN.

An educated man is not, necessarily, one who has an

abundance of general or specialized knowledge. An educated man is

one who has so developed the faculties of his mind that he may

acquire anything he wants, or its equivalent, without violating the

rights of others. Henry Ford comes well within the meaning of this

79

definition.

During the world war, a Chicago newspaper published certain

editorials in which, among other statements, Henry Ford was called

“an ignorant pacifist.” Mr. Ford objected to the statements, and

brought suit against the paper for libeling him. When the suit was

tried in the Courts, the attorneys for the paper pleaded justification,

and placed Mr. Ford, himself, on the witness stand, for the purpose

of proving to the jury that he was ignorant. The attorneys asked Mr.

Ford a great variety of questions, all of them intended to prove, by

his own evidence, that, while he might possess considerable

specialized knowledge pertaining to the manufacture of automobiles, he was, in the main, ignorant.

Mr. Ford was plied with such questions as the following:

“Who was Benedict Arnold?” and “How many soldiers did the

British send over to America to put down the Rebellion of 1776?” In

answer to the last question, Mr. Ford replied, “I do not know the

exact number of soldiers the British sent over, but I have heard that

it was a considerably larger number than ever went back.”

Finally, Mr. Ford became tired of this line of questioning, and

in reply to a particularly offensive question, he leaned over, pointed

his finger at the lawyer who had asked the question, and said, “If I

should really WANT to answer the foolish question you have just

asked, or any of the other questions you have been asking me, let

me remind you that I have a row of electric push-buttons on my

desk, and by pushing the right button, I can summon to my aid

men who can answer ANY question I desire to ask concerning the

business to which I am devoting most of my efforts. Now, will you

kindly tell me, WHY I should clutter up my mind with general

knowledge, for the purpose of being able to answer questions, when

I have men around me who can supply any knowledge I require?”

There certainly was good logic to that reply.

That answer floored the lawyer. Every person in the courtroom

realized it was the answer, not of an ignorant man, but of a man of

EDUCATION. Any man is educated who knows where to get knowledge when he needs it, and how to organize that knowledge into

definite plans of action. Through the assistance of his “Master

Mind” group, Henry Ford had at his command all the specialized

knowledge he needed to enable him to become one of the wealthiest

men in America. It was not essential that he have this knowledge in

his own mind. Surely no person who has sufficient inclination and

80

intelligence to read a book of this nature can possibly miss the

significance of this illustration.

Before you can be sure of your ability to transmute DESIRE

into its monetary equivalent, you will require SPECIALIZED

KNOWLEDGE of the service, merchandise, or profession which you

intend to offer in return for fortune. Perhaps you may need much

more specialized knowledge than you have the ability or the

inclination to acquire, and if this should be true, you may bridge

your weakness through the aid of your “Master Mind” group.

Andrew Carnegie stated that he, personally, knew nothing

about the technical end of the steel business; moreover, he did not

particularly care to know anything about it. The specialized

knowledge which he required for the manufacture and marketing of

steel, he found available through the individual units of his

MASTER MIND GROUP.

The accumulation of great fortunes calls for POWER, and

power is acquired through highly organized and intelligently

directed specialized knowledge, but that knowledge does not,

necessarily, have to be in the possession of the man who accumulates the fortune.

The preceding paragraph should give hope and encouragement

to the man with ambition to accumulate a fortune, who has not

possessed himself of the necessary “education” to supply such

specialized knowledge as he may require. Men sometimes go

through life suffering from “inferiority complexes,” because they are

not men of “education.” The man who can organize and direct a

“Master Mind” group of men who possess knowledge useful in the

accumulation of money, is just as much a man of education as any

man in the group. REMEMBER THIS, if you suffer from a feeling of

inferiority, because your schooling has been limited.

Thomas A. Edison had only three months of “schooling” during

his entire life. He did not lack education, neither did he die poor.

Henry Ford had less than a sixth grade “schooling” but he has

managed to do pretty well by himself, financially.

SPECIALIZED KNOWLEDGE is among the most plentiful, and

the cheapest forms of service which may be had! If you doubt this,

consult the payroll of any university.

81

IT PAYS TO KNOW HOW TO PURCHASE KNOWLEDGE

First of all, decide the sort of specialized knowledge you

require, and the purpose for which it is needed. To a large extent

your major purpose in life, the goal toward which you are working,

will help determine what knowledge you need. With this question

settled, your next move requires that you have accurate information

concerning dependable sources of knowledge. The more important

of these are:

(a) One’s own experience and education

(b) Experience and education available through

cooperation of others (Master Mind Alliance)

(c) Colleges and Universities

(d) Public Libraries (Through books and periodicals in

which may be found all the knowledge organized by

civilization)

(e) Special Training Courses (Through night schools

and home study schools in particular.)

As knowledge is acquired it must be organized and put into

use, for a definite purpose, through practical plans. Knowledge has

no value except that which can be gained from its application toward some worthy end. This is one reason why college degrees are

not valued more highly. They represent nothing but miscellaneous

knowledge.

If you contemplate taking additional schooling, first determine

the purpose for which you want the knowledge you are seeking,

then learn where this particular sort of knowledge can be obtained,

from reliable sources.

Successful men, in all callings, never stop acquiring

specialized knowledge related to their major purpose, business, or

profession. Those who are not successful usually make the mistake

of believing that the knowledge acquiring period ends when one

finishes school. The truth is that schooling does but little more

than to put one in the way of learning how to acquire practical

knowledge.

With this Changed World which began at the end of the

economic collapse, came also astounding changes in educational

requirements. The order of the day is SPECIALIZATION! This truth

82

was emphasized by Robert P. Moore, secretary of appointments of

Columbia University.

“SPECIALISTS MOST SOUGHT

“Particularly sought after by employing companies are

candidates who have specialized in some field—business-school

graduates with training in accounting and statistics, engineers of all

varieties, journalists, architects, chemists, and also outstanding

leaders and activity men of the senior class.

“The man who has been active on the campus, whose

personality is such that he gets along with all kinds of people and

who has done an adequate job with his studies has a most decided

edge over the strictly academic student. Some of these, because of

their all-around qualifications, have received several offers of

positions, a few of them as many as six.

“In departing from the conception that the ‘straight A’ student

was invariably the one to get the choice of the better jobs, Mr.

Moore said that most companies look not only to academic records

but to activity records and personalities of the students.

“One of the largest industrial companies, the leader in its field,

in writing to Mr. Moore concerning prospective seniors at the

college, said:

“‘We are interested primarily in finding men who can make

exceptional progress in management work. For this reason we

emphasize qualities of character, intelligence and personality far

more than specific educational background.’

“APPRENTICESHIP’ PROPOSED

“Proposing a system of ‘apprenticing’ students in offices, stores

and industrial occupations during the summer vacation, Mr. Moore

asserts that after the first two or three years of college, every

student should be asked ‘to choose a definite future course and to

call a halt if he has been merely pleasantly drifting without purpose

through an unspecialized academic curriculum.’

“Colleges and universities must face the practical

consideration that all professions and occupations now demand

specialists,” he said, urging that educational institutions accept

more direct responsibility for vocational guidance. One of the

83

most reliable and practical sources of knowledge available to

those who need specialized schooling, is the night schools

operated in most large cities. The correspondence schools give

specialized training anywhere the U. S. mails go, on all subjects

that can be taught by the extension method. One advantage of

home study training is the flexibility of the study programme

which permits one to study during spare time. Another

stupendous advantage of home study training (if the school is

carefully chosen), is the fact that most courses offered by home

study schools carry with them generous privileges of consultation

which can be of priceless value to those needing specialized

knowledge. No matter where you live, you can share the benefits.

Anything acquired without effort, and without cost is generally

unappreciated, often discredited; perhaps this is why we get so little

from our marvelous opportunity in public schools. The SELFDISCIPLINE one receives from a definite programme of specialized

study makes up to some extent, for the wasted opportunity when

knowledge was available without cost. Correspondence schools are

highly organized business institutions. Their tuition fees are so low

that they are forced to insist upon prompt payments. Being asked

to pay, whether the student makes good grades or poor, has the

effect of causing one to follow through with the course when he

would otherwise drop it. The correspondence schools have not

stressed this point sufficiently, for the truth is that their collection

departments constitute the very finest sort of training on

DECISION, PROMPTNESS, ACTION and THE HABIT OF FINISHING

THAT WHICH ONE BEGINS.

I learned this from experience, more than twenty-five years

ago. I enrolled for a home study course in Advertising. After

completing eight or ten lessons I stopped studying, but the school

did not stop sending me bills. Moreover, it insisted upon payment,

whether I kept up my studies or not. I decided that if I had to pay

for the course (which I had legally obligated myself to do), I should

complete the lessons and get my money’s worth. I felt, at the time,

that the collection system of the school was somewhat too well

organized, but I learned later in life that it was a valuable part of my

training for which no charge had been made. Being forced to pay, I

went ahead and completed the course. Later in life I discovered that

the efficient collection system of that school had been worth much

in the form of money earned, because of the training in advertising I

84

had so reluctantly taken.

We have in this country what is said to be the greatest public

school system in the world. We have invested fabulous sums for

fine buildings, we have provided convenient transportation for

children living in the rural districts, so they may attend the best

schools, but there is one astounding weakness to this marvelous

system—IT IS FREE! One of the strange things about human beings

is that they value only that which has a price. The free schools of

America, and the free public libraries, do not impress people

because they are free. This is the major reason why so many people

find it necessary to acquire additional training after they quit school

and go lo work. It is also one of the major reasons why EMPLOYERS

GIVE GREATER CONSIDERATION TO EMPLOYEES WHO TAKE

HOME STUDY COURSES. They have learned, from experience, that

any person who has the ambition to give up a part of his spare time

to studying at home has in him those qualities which make for

leadership. This recognition is not a charitable gesture, it is sound

business judgment upon the part of the employers.

There is one weakness in people for which there is no remedy.

It is the universal weakness of LACK OF AMBITION! Persons,

especially salaried people, who schedule their spare time, to provide

for home study, seldom remain at the bottom very long. Their action

opens the way for the upward climb, removes many obstacles from

their path, and gains the friendly interest of those who have the

power to put them in the way of OPPORTUNITY.

The home study method of training is especially suited to the

needs of employed people who find, after leaving school, that they

must acquire additional specialized knowledge, but cannot spare

the time to go back to school.

The changed economic conditions prevailing since the depression

have made it necessary for thousands of people to find additional,

or new sources of income. For the majority of these, the solution to

their problem may be found only by acquiring specialized

knowledge. Many will be forced to change their occupations entirely.

When a merchant finds that a certain line of merchandise is not

selling, he usually supplants it with another that is in demand. The

person whose business is that of marketing personal services must

also be an efficient merchant. If his services do not bring adequate

returns in one occupation, he must change to another, where

broader opportunities are available.

85

Stuart Austin Wier prepared himself as a Construction

Engineer and followed this line of work until the depression limited

his market to where it did not give him the income he required. He

took inventory of himself, decided to change his profession to law,

went back to school and took special courses by which he prepared

himself as a corporation lawyer. Despite the fact the depression had

not ended, he completed his training, passed the Bar Examination,

and quickly built a lucrative law practice, in Dallas, Texas; in fact

he is turning away clients.

Just to keep the record straight, and to anticipate the alibis of

those who will say, “I couldn’t go to school because I have a family

to support,” or “I’m too old,” I will add the information that Mr. Wier

was past forty, and married when he went back to school. Moreover,

by carefully selecting highly specialized courses, in colleges best

prepared to teach the subjects chosen, Mr. Wier completed in two

years the work for which the majority of law students require four

years. IT PAYS TO KNOW HOW TO PURCHASE KNOWLEDGE!

The person who stops studying merely because he has finished

school is forever hopelessly doomed to mediocrity, no matter what

may be his calling. The way of success is the way of continuous

pursuit of knowledge.

Let us consider a specific instance.

During the depression a salesman in a grocery store found

himself without a position. Having had some bookkeeping

experience, he took a special course in accounting, familiarized

himself with all the latest bookkeeping and office equipment, and

went into business for himself. Starting with the grocer for whom he

had formerly worked, he made contracts with more than 100 small

merchants to keep their books, at a very nominal monthly fee. His

idea was so practical that he soon found it necessary to set up a

portable office in a light delivery truck, which he equipped with

modern bookkeeping machinery. He now has a fleet of these

bookkeeping offices “on wheels” and employs a large staff of assistants, thus providing small merchants with accounting service

equal to the best that money can buy, at very nominal cost.

Specialized knowledge, plus imagination, were the ingredients

that went into this unique and successful business. Last year the

owner of that business paid an income tax of almost ten times as

much as was paid by the merchant for whom he worked when the

depression forced upon him a temporary adversity which proved to

86

be a blessing in disguise.

The beginning of this successful business was an IDEA!

Inasmuch as I had the privilege of supplying the unemployed

salesman with that idea, I now assume the further privilege of

suggesting another idea which has within it the possibility of even

greater income. Also the possibility of rendering useful service to

thousands of people who badly need that service.

The idea was suggested by the salesman who gave up selling

and went into the business of keeping books on a wholesale basis.

When the plan was suggested as a solution of his unemployment

problem, he quickly exclaimed, “I like the idea, but I would not

know how to turn it into cash.” In other words, he complained he

would not know how to market his bookkeeping knowledge after he

acquired it.

So, that brought up another problem which had to be solved.

With the aid of a young woman typist, clever at hand lettering, and

who could put the story together, a very attractive book was

prepared, describing the advantages of the new system of bookkeeping. The pages were neatly typed and pasted in an ordinary

scrapbook, which was used as a silent salesman with which the

story of this new business was so effectively told that its owner soon

had more accounts than he could handle.

There are thousands of people, all over the country, who need

the services of a merchandising specialist capable of preparing an

attractive brief for use in marketing personal services. The

aggregate annual income from such a service might easily exceed

that received by the largest employment agency, and the benefits of

the service might be made far greater to the purchaser than any to

be obtained from an employment agency.

The IDEA here described was born of necessity, to bridge an

emergency which had to be covered, but it did not stop by merely

serving one person. The woman who created the idea has a keen

IMAGINATION. She saw in her newly born brain-child the making of

a new profession, one that is destined to render valuable service to

thousands of people who need practical guidance in marketing

personal services.

Spurred to action by the instantaneous success of her first

“PREPARED PLAN TO MARKET PERSONAL SERVICES,” this

energetic woman turned next to the solution of a similar problem

for her son who had just finished college, but had been totally

87

unable to find a market for his services. The plan she originated for

his use was the finest specimen of merchandising of personal

services I have ever seen.

When the plan book had been completed, it contained nearly

fifty pages of beautifully typed, properly organized information,

telling the story of her son’s native ability, schooling, personal

experiences, and a great variety of other information too extensive

for description. The plan book also contained a complete description

of the position her son desired, together with a marvelous word

picture of the exact plan he would use in filling the position.

The preparation of the plan book required several week’s labor,

during which time its creator sent her son to the public library

almost daily, to procure data needed in selling his services to best

advantage. She sent him, also to all the competitors of his prospective employer, and gathered from them vital information

concerning their business methods which was of great value in the

formation of the plan he intended to use in filling the position he

sought. When the plan had been finished, it contained more than

half a dozen very fine suggestions for the use and benefit of the

prospective employer. (The suggestions were put into use by the

company).

One may be inclined to ask, “Why go to all this trouble to

secure a job?” The answer is straight to the point, also it is

dramatic, because it deals with a subject which assumes the

proportion of a tragedy with millions of men and women whose sole

source of income is personal services.

The answer is, “DOING A THING WELL NEVER IS TROUBLE!

THE PLAN PREPARED BY THIS WOMAN FOR THE BENEFIT OF

HER SON, HELPED HIM GET THE JOB FOR WHICH HE APPLIED,

AT THE FIRST INTERVIEW, AT A SALARY FIXED BY HIMSELF.”

Moreover—and this, too, is important—THE POSITION DID

NOT REQUIRE THE YOUNG MAN TO START AT THE BOTTOM. HE

BEGAN AS A JUNIOR EXECUTIVE, AT AN EXECUTIVE’S SALARY.

“Why go to all this trouble?” do you ask?

Well, for one thing, the PLANNED PRESENTATION of this

young man’s application for a position clipped off no less than ten

years of time he would have required to get to where he began, had

he “started at the bottom and worked his way up.”

This idea of starting at the bottom and working one’s way up

may appear to be sound, but the major objection to it is this-too

88

many of those who begin at the bottom never manage to lift their

heads high enough to be seen by OPPORTUNITY, so they remain at

the bottom. It should be remembered, also, that the outlook from

the bottom is not so very bright or encouraging. It has a tendency to

kill off ambition. We call it “getting into a rut,” which means that we

accept our fate because we form the HABIT of daily routine, a habit

that finally becomes so strong we cease to try to throw it off. And

that is another reason why it pays to start one or two steps above

the bottom. By so doing one forms the HABIT of looking around, of

observing how others get ahead, of seeing OPPORTUNITY, and of

embracing it without hesitation.

Dan Halpin is a splendid example of what I mean. During his

college days, he was manager of the famous 1930 National

Championship Notre Dame football team, when it was under the

direction of the late Knute Rockne.

Perhaps he was inspired by the great football coach to aim

high, and NOT MISTAKE TEMPORARY DEFEAT FOR FAILURE, just

as Andrew Carnegie, the great industrial leader, inspired his young

business lieutenants to set high goals for themselves. At any rate,

young Halpin finished college at a mighty unfavorable time, when

the depression had made jobs scarce, so, after a fling at investment

banking and motion pictures, he took the first opening with a

potential future he could find—selling electrical hearing aids on a

commission basis. ANYONE COULD START IN THAT SORT OF JOB,

AND HALPIN KNEW IT, but it was enough to open the door of

opportunity to him.

For almost two years, he continued in a job not to his liking,

and he would never have risen above that job if he had not done

something about his dissatisfaction. He aimed, first, at the job of

Assistant Sales Manager of his company, and got the job. That one

step upward placed him high enough above the crowd to enable

him to see still greater opportunity, also, it placed him where

OPPORTUNITY COULD SEE HIM.

He made such a fine record selling hearing aids, that A. M.

Andrews, Chairman of the Board of the Dictograph Products

Company, a business competitor of the company for which Halpin

worked, wanted to know something about that man Dan Halpin

who was taking big sales away from the long established Dictograph

Company. He sent for Hal-pin. When the interview was over, Halpin

was the new Sales Manager, in charge of the Acousticon Division.

89

Then, to test young Halpin’s metal, Mr. Andrews went away to

Florida for three months, leaving him to sink or swim in his new

job. He did not sink! Knute Rockne’s spirit of “All the world loves a

winner, and has no time for a loser inspired him to put so much

into his job that he was recently elected Vice-President of the

company, and General Manager of the Acousticon and Silent Radio

Division, a job which most men would be proud to earn through ten

years of loyal effort. Halpin turned the trick in little more than six

months.

It is difficult to say whether Mr. Andrews or Mr. Halpin is more

deserving of eulogy, for the reason that both showed evidence of

having an abundance of that very rare quality known as

IMAGINATION. Mr. Andrews deserves credit for seeing, in young

Halpin, a “go-getter” of the highest order. Halpin deserves credit for

REFUSING TO COMPROMISE WITH LIFE BY ACCEPTING AND

KEEPING A JOB HE DID NOT WANT, and that is one of the major

points I am trying to emphasize through this entire philosophy—

that we rise to high positions or remain at the bottom BECAUSE OF

CONDITIONS WE CAN CONTROL IF WE DESIRE TO CONTROL

THEM.

I am also trying to emphasize another point, namely, that both

success and failure are largely the results of HABIT! I have not the

slightest doubt that Dan Halpin’s close association with the greatest

football coach America ever knew, planted in his mind the same

brand of DESIRE to excel which made the Notre Dame football team

world famous. Truly, there is something to the idea that heroworship is helpful, provided one worships a WINNER. Halpin tells

me that Rockne was one of the world’s greatest leaders of men in all

history.

My belief in the theory that business associations are vital

factors, both in failure and in success, was recently demonstrated,

when my son Blair was negotiating with Dan Halpin for a position.

Mr. Halpin offered him a beginning salary of about one half what he

could have gotten from a rival company. I brought parental

pressure to bear, and induced him to accept the place with Mr.

Halpin, because I BELIEVE THAT CLOSE ASSOCIATION WITH ONE

WHO REFUSES TO COMPROMISE WITH CIRCUMSTANCES HE

DOES NOT LIKE, IS AN ASSET THAT CAN NEVER BE MEASURED

IN TERMS OF MONEY.

The bottom is a monotonous, dreary, unprofitable place for

90

any person. That is why I have taken the time to describe how lowly

beginnings may be circumvented by proper planning. Also, that is

why so much space has been devoted to a description of this new

profession, created by a woman who was inspired to do a fine job of

PLANNING because she wanted her son to have a favorable “break.”

With the changed conditions ushered in by the world economic

collapse, came also the need for newer and better ways of marketing

PERSONAL SERVICES. It is hard to determine why someone had

not previously discovered this stupendous need, in view of the fact

that more money changes hands in return for personal services

than for any other purpose. The sum paid out monthly, to people

who work for wages and salaries, is so huge that it runs into

hundreds of millions, and the annual distribution amounts to

billions.

Perhaps some will find, in the IDEA here briefly described, the

nucleus of the riches they DESIRE! Ideas with much less merit have

been the seedlings from which great fortunes have grown.

Woolworth’s Five and Ten Cent Store idea, for example, had far less

merit, but it piled up a fortune for its creator.

Those seeing OPPORTUNITY lurking in this suggestion will

find valuable aid in the chapter on Organized Planning.

Incidentally, an efficient merchandiser of personal services would

find a growing demand for his services wherever there are men and

women who seek better markets for their services. By applying the

Master Mind principle, a few people with suitable talent, could form

an alliance, and have a paying business very quickly. One would

need to be a fair writer, with a flair for advertising and selling, one

handy at typing and hand lettering, and one should be a first class

business getter who would let the world know about the service. If

one person possessed all these abilities, he might carry on the

business alone, until it outgrew him.

The woman who prepared the “Personal Service Sales Plan” for

her son now receives requests from all parts of the country for her

cooperation in preparing similar plans for others who desire to

market their personal services for more money. She has a staff of

expert typists, artists, and writers who have the ability to dramatize

the case history so effectively that one’s personal services can be

marketed for much more money than the prevailing wages for

similar services. She is so confident of her ability that she accepts,

as the major portion of her fee, a percentage of the increased pay

91

she helps her clients to earn.

It must not be supposed that her plan merely consists of

clever salesmanship by which she helps men and women to

demand and receive more money for he same services they formerly

sold for less pay. She looks after the interests of the purchaser as

well as the seller of personal services, and so prepares her plans

that the employer receives full value for the additional money he

pays. The method by which she accomplishes this astonishing

result is a professional secret which she discloses to no one

excepting her own clients.

If you have the IMAGINATION, and seek a more profitable

outlet for your personal services, this suggestion may be the

stimulus for which you have been searching. The IDEA is capable of

yielding an income far greater than that of the “average” doctor,

lawyer, or engineer whose education required several years in

college. The idea is saleable to those seeking new positions, in

practically all positions calling for managerial or executive ability,

and those desiring re-arrangement of incomes in their present

positions.

There is no fixed price for sound IDEAS!

Back of all IDEAS is specialized knowledge. Unfortunately, for

those who do not find riches in abundance, specialized knowledge is

more abundant and more easily acquired than IDEAS. Because of

this very truth, there is a universal demand and an ever-increasing

opportunity for the person capable of helping men and women to

sell their personal services advantageously. Capability means

IMAGINATION, the one quality needed to combine specialized

knowledge with IDEAS, in the form of ORGANIZED PLANS designed

to yield riches.

If you have IMAGINATION this chapter may present you with

an idea sufficient to serve as the beginning of the riches you desire.

Remember, the IDEA is the main thing. Specialized knowledge may

be found just around the corner—any corner!

92

CHAPTER 6

IMAGINATION

THE WORKSHOP OF THE MIND

The Fifth Step toward Riches

The imagination is literally the workshop wherein are

fashioned all plans created by man. The impulse, the DESIRE, is

given shape, form, and ACTION through the aid of the imaginative

faculty of the mind.

It has been said that man can create anything which he can

imagine.

Of all the ages of civilization, this is the most favorable for the

development of the imagination, because it is an age of rapid

change. On every hand one may contact stimuli which develop the

imagination.

Through the aid of his imaginative faculty, man has

discovered, and harnessed, more of Nature’s forces during the past

fifty years than during the entire history of the human race,

previous to that time. He has conquered the air so completely, that

the birds are a poor match for him in flying. He has harnessed the

ether, and made it serve as a means of instantaneous

communication with any part of the world. He has analyzed, and

weighed the sun at a distance of millions of miles, and has determined, through the aid of IMAGINATION, the elements of which

it consists. He has discovered that his own brain is both a

broadcasting, and a receiving station for the vibration of thought,

and he is beginning now to learn how to make practical use of this

discovery. He has increased the speed of locomotion, until he may

now travel at a speed of more than three hundred miles an hour.

The time will soon come when a man may breakfast in New York,

and lunch in San Francisco.

MAN’S ONLY LIMITATION, within reason, LIES IN HIS

DEVELOPMENT AND USE OF HIS IMAGINATION. He has not yet

reached the apex of development in the use of his imaginative

faculty. He has merely discovered that he has an imagination, and

has commenced to use it in a very elementary way.

93

TWO FORMS OF IMAGINATION

The imaginative faculty functions in two forms. One is known

as “synthetic imagination,” and the other as “creative imagination.”

SYNTHETIC IMAGINATION:—Through this faculty, one may

arrange old concepts, ideas, or plans into new combinations. This

faculty creates nothing. It merely works with the material of experience, education, and observation with which it is fed. It is the

faculty used most by the inventor, with the exception of the who

draws upon the creative imagination, when he cannot solve his

problem through synthetic imagination.

CREATIVE IMAGINATION:—Through the faculty of creative

imagination, the finite mind of man has direct communication with

Infinite Intelligence. It is the faculty through which “hunches” and

“inspirations” are received. It is by this faculty that all basic, or new

ideas are handed over to man.

It is through this faculty that thought vibrations from the

minds of others are received. It is through this faculty that one

individual may “tune in,” or communicate with the subconscious

minds of other men.

The creative imagination works automatically, in the manner

described in subsequent pages. This faculty functions ONLY when

the conscious mind is vibrating at an exceedingly rapid rate, as for

example, when the conscious mind is stimulated through the

emotion of a strong desire.

The creative faculty becomes more alert, more receptive to

vibrations from the sources mentioned, in proportion to its

development through USE. This statement is significant! Ponder

over it before passing on.

Keep in mind as you follow these principles, that the entire

story of how one may convert DESIRE into money cannot be told in

one statement. The story will be complete, only when one has MASTERED, ASSIMILATED, and BEGUN TO MAKE USE of all the

principles.

The great leaders of business, industry, finance, and the great

artists, musicians, poets, and writers became great, because they

developed the faculty of creative imagination.

Both the synthetic and creative faculties of imagination

become more alert with use, just as any muscle or organ of the

body develops through use.

94

Desire is only a thought, an impulse. It is nebulous and

ephemeral. It is abstract, and of no value, until it has been

transformed into its physical counterpart. While the synthetic

imagination is the one which will be used most frequently, in the

process of transforming the impulse of DESIRE into money, you

must keep in mind the fact, that you may face circumstances and

situations which demand use of the creative imagination as well.

Your imaginative faculty may have become weak through

inaction. It can be revived and made alert through USE. This faculty

does not die, though it may become quiescent through lack of use.

Center your attention, for the time being, on the development

of the synthetic imagination, because this is the faculty which you

will use more often in the process of converting desire into money.

Transformation of the intangible impulse, of DESIRE, into the

tangible reality, of MONEY, calls for the use of a plan, or plans.

These plans must be formed with the aid of the imagination, and

mainly, with the synthetic faculty.

Read the entire book through, then come back to this chapter,

and begin at once to put your imagination to work on the building

of a plan, or plans, for the transformation of your DESIRE into

money. Detailed instructions for the building of plans have been

given in almost every chapter. Carry out the instructions best

suited to your needs, reduce your plan to writing, if you have not

already done so. The moment you complete this, you will have DEFINITELY given concrete form to the intangible DESIRE. Read the

preceding sentence once more. Read it aloud, very slowly, and as

you do so, remember that the moment you reduce the statement of

your desire, and a plan for its realization, to writing, you have

actually TAKEN THE FIRST of a series of steps, which will enable

you to convert the thought into its physical counterpart.

The earth on which you live, you, yourself, and every other

material thing are the result of evolutionary change, through which

microscopic bits of matter have been organized and arranged in an

orderly fashion.

Moreover—and this statement is of stupendous importance—

this earth, every one of the billions of individual cells of your body,

and every atom of matter, began as an intangible form of energy.

DESIRE is thought impulse! Thought impulses are forms of

energy. When you begin with the thought impulse, DESIRE, to

accumulate money, you are drafting into your service the same

95

“stuff” that Nature used in creating this earth, and every material

form in the universe, including the body and brain in which the

thought impulses function.

As far as science has been able to determine, the entire

universe consists of but two elements-matter and energy.

Through the combination of energy and matter, has been

created everything perceptible to man, from the largest star which

floats in the heavens, down to, and including man, himself.

You are now engaged in the task of trying to profit by Nature’s

method. You are (sincerely and earnestly, we hope), trying to adapt

yourself to Nature’s laws, by endeavoring to convert DESIRE into its

physical or monetary equivalent. YOU

CAN DO IT! IT HAS BEEN DONE BEFORE!

You can build a fortune through the aid of laws which are

immutable. But, first, you must become familiar with these laws,

and learn to USE them. Through repetition, and by approaching the

description of these principles from every conceivable angle, the

author hopes to reveal to you the secret through which every great

fortune has been accumulated. Strange and paradoxical as it may

seem, the “secret” is NOT A SECRET. Nature, herself, advertises it

in the earth on which we live, the stars, the planets suspended

within our view, in the elements above and around us, in every

blade of grass, and every form of life within our vision.

Nature advertises this “secret” in the terms of biology, in the

conversion of a tiny cell, so small that it may be lost on the point of

a pin, into the HUMAN BEING now reading this line. The conversion

of desire into its physical equivalent is, certainly, no more

miraculous!

Do not become discouraged if you do not fully comprehend all

that has been stated. Unless you have long been a student of the

mind, it is not to be expected that you will assimilate all that is in

this chapter upon a first reading.

But you will, in time, make good progress.

The principles which follow will open the way for

understanding of imagination. Assimilate that which you

understand, as you read this philosophy for the first time, then,

when you reread and study it, you will discover that something has

happened to clarify it, and give you a broader understanding of the

whole. Above all, DO NOT STOP, nor hesitate in your study of these

principles until you have read the book at least THREE times, for

96

then, you will not want to stop.

HOW TO MAKE PRACTICAL USE OF IMAGINATION

Ideas are the beginning points of all fortunes. Ideas are

products of the imagination. Let us examine a few well known ideas

which have yielded huge fortunes, with the hope that these

illustrations will convey definite information concerning the method

by which imagination may be used in accumulating riches.

THE ENCHANTED KETTLE

Fifty years ago, an old country doctor drove to town, hitched

his horse, quietly slipped into a drug store by the back door, and

began “dickering” with the young drug clerk.

His mission was destined to yield great wealth to many people.

It was destined to bring to the South the most far-flung benefit

since the Civil War.

For more than an hour, behind the prescription counter, the

old doctor and the clerk talked in low tones. Then the doctor left. He

went out to the buggy and brought back a large, old fashioned kettle, a big wooden paddle (used for stirring the contents of the

kettle), and deposited them in the back of the store.

The clerk inspected the kettle, reached into his inside pocket,

took out a roll of bills, and handed it over to the doctor. The roll

contained exactly $500.00-the clerk’s entire savings!

The doctor handed over a small slip of paper on which was

written a secret formula. The words on that small slip of paper were

worth a King’s ransom! But not to the doctor! Those magic words

were needed to start the kettle to boiling, but neither the doctor nor

the young clerk knew what fabulous fortunes were destined to flow

from that kettle.

The old doctor was glad to sell the outfit for five hundred

dollars. The money would pay off his debts, and give him freedom of

mind. The clerk was taking a big chance by staking his entire life’s

savings on a mere scrap of paper and an old kettle! He never

dreamed his investment would start a kettle to overflowing with

gold that would surpass the miraculous performance of Aladdin’s

lamp.

What the clerk really purchased was an IDEA! The old kettle

97

and the wooden paddle, and the secret message on a slip of paper

were incidental. The strange performance of that kettle began to

take place after the new owner mixed with the secret instructions

an ingredient of which the doctor knew nothing.

Read this story carefully, give your imagination a test! See if

you can discover what it was that the young man added to the

secret message, which caused the kettle to overflow with gold.

Remember, as you read, that this is not a story from Arabian

Nights. Here you have a story of facts, stranger than fiction, facts

which began in the form of an IDEA.

Let us take a look at the vast fortunes of gold this idea has

produced. It has paid, and still pays huge fortunes to men and

women all over the world, who distribute the contents of the kettle

to millions of people.

The Old Kettle is now one of the world’s largest consumers of

sugar, thus providing jobs of a permanent nature to thousands of

men and women engaged in growing sugar cane, and in refining

and marketing sugar.

The Old Kettle consumes, annually, millions of glass bottles,

providing jobs to huge numbers of glass workers.

The Old Kettle gives employment to an army of clerks,

stenographers, copy writers, and advertising experts throughout the

nation. It has brought fame and fortune to scores of artists who

have created magnificent pictures describing the product.

The Old Kettle has converted a small Southern city into the

business capital of the South, where it now benefits, directly, or

indirectly, every business and practically every resident of the city.

The influence of this idea now benefits every civilized country

in the world, pouring out a continuous stream of gold to all who

touch it.

Gold from the kettle built and maintains one of the most

prominent colleges of the South, where thousands of young people

receive the training essential for success.

The Old Kettle has done other marvelous things. All through

the world depression, when factories, banks and business houses

were folding up and quitting by the thousands, the owner of this

Enchanted Kettle went marching on, giving continuous employment

to an army of men and women all over the world, and paying out

extra portions of gold to those who, long ago, had faith in the idea.

If the product of that old brass kettle could talk, it would tell

98

thrilling tales of romance in every language. Romances of love,

romances of business, romances of professional men and women

who are daily being stimulated by it.

The author is sure of at least one such romance, for he was a

part of it, and it all began not far from the very spot on which the

drug clerk purchased the old kettle. It was here that the author met

his wife, and it was she who first told him of the Enchanted Kettle.

It was the product of that Kettle they were drinking when he asked

her to accept him “for better or worse.”

Now that you know the content of the Enchanted Kettle is a

world famous drink, it is fitting that the author confess that the

home city of the drink supplied him with a wife, also that the drink

itself provides him with stimulation of thought without intoxication,

and thereby it serves to give the refreshment of mind which an

author must have to do his best work.

Whoever you are, wherever you may live, whatever occupation

you may be engaged in, just remember in the future, every time you

see the words “Coca-Cola,” that its vast empire of wealth and

influence grew out of a single IDEA, and that the mysterious

ingredient the drug clerk—Asa Candler—mixed with the secret

formula was. . . IMAGINATION!

Stop and think of that, for a moment.

Remember, also, that the thirteen steps to riches, described in

this book, were the media through which the influence of Coca-Cola

has been extended to every city, town, village, and cross-roads of

the world, and that ANY IDEA you may create, as 8OUfld and

meritorious as Coca-Cola, has the possibility of duplicating the

stupendous record of this world-wide thirst-killer.

Truly, thoughts are things, and their scope of operation is the

world, itself.

WHAT I WOULD DO IF I HAD A MILLION DOLLARS

This story proves the truth of that old saying, “where there’s a

will, there’s a way.” It was told to me by that beloved educator and

clergyman, the late Frank W. Gunsaulus, who began his preaching

career in the stockyards region of South Chicago.

While Dr. Gunsaulus was going through college, he observed

many defects in our educational system, defects which he believed

he could correct, if he were the head of a college. His deepest desire

99

was to become the directing head of an educational institution in

which young men and women would be taught to “learn by doing.”

He made up his mind to organize a new college in which he

could carry out his ideas, without being handicapped by orthodox

methods of education.

He needed a million dollars to put the project across! Where

was he to lay his hands on so large a sum of money? That was the

question that absorbed most of this ambitious young preacher’s

thought.

But he couldn’t seem to make any progress.

Every night he took that thought to bed with him. He got up

with it in the morning. He took it with him everywhere he went. He

turned it over and over in his mind until it became a consuming

obsession with him. A million dollars is a lot of money. He

recognized that fact, but he also recognized the truth that the only

limitation is that which one sets up in one’s own mind.

Being a philosopher as well as a preacher, Dr. Gunsaulus

recognized, as do all who succeed in life, that DEFINITENESS OF

PURPOSE is the starting point from which one must begin. He

recognized, too, that definiteness of purpose takes on animation,

life, and power when backed by a BURNING DESIRE to translate

that purpose into its material equivalent.

He knew all these great truths, yet he did not know where, or

how to lay his hands on a million dollars. The natural procedure

would have been to give up and quit, by saying, “Ah well, my idea is

a good one, but I cannot do anything with it, because I never can

procure the necessary million dollars.” That is exactly what the

majority of people would have said, but it is not what Dr.

Gunsaulus said. What he said, and what he did are so important

that I now introduce him, and let him speak for himself.

“One Saturday afternoon I sat in my room thinking of ways

and means of raising the money to carry out my plans. For nearly

two years, I had been thinking, but I had done nothing but think!

“The time had come for ACTION!

“I made up my mind, then and there, that I would get the

necessary million dollars within a week. How? I was not concerned

about that. The main thing of importance was the decision to get

the money within a specified time, and I want to tell you that the

moment I reached a definite decision to get the money within a

specified time, a strange feeling of assurance came over me, such as

100

I had never before experienced. Something inside me seemed to say,

‘Why didn’t you reach that decision a long time ago? The money was

waiting for you all the time!’

“Things began to happen in a hurry. I called the newspapers

and announced I would preach a sermon the following morning,

entitled, ‘What I would do if I had a Million Dollars.’

“I went to work on the sermon immediately, but I must tell

you, frankly, the task was not difficult, because I had been

preparing that sermon for almost two years. The spirit back of it

was a part of me!

“Long before midnight I had finished writing the sermon. I

went to bed and slept with a feeling of confidence, for I could see

myself already in. possession of the million dollars.

“Next morning I arose early, went into the bathroom, read the

sermon, then knelt on my knees and asked that my sermon might

come to the attention of someone who would supply the needed

money.

“While I was praying I again had that feeling of assurance that

the money would be forthcoming. In my excitement, I walked out

without my sermon, and did not discover the oversight until I was

in my pulpit and about ready to begin delivering it.

“It was too late to go back for my notes, and what a blessing

that I couldn’t go back! Instead, my own subconscious mind yielded

the material I needed. When I arose to begin my sermon, I closed

my eyes, and spoke with all my heart and soul of my dreams. I not

only talked to my audience, but I fancy I talked also to God. I told

what I would do with a million dollars if that amount were placed in

my hands. I described the plan I had in mind for organizing a great

educational institution, where young people would learn to do

practical things, and at the same time develop their minds.

“When I had finished and sat down, a man slowly arose from

his seat, about three rows from the rear, and made his way toward

the pulpit. I wondered what he was going to do. He came into the

pulpit, extended his hand, and said, ‘Reverend, I liked your sermon.

I believe you can do everything you said you would, if you had a

million dollars. To prove that I believe in you and your sermon, if

you will come to my office tomorrow morning, I will give you the

million dollars. My name is Phillip D. Armour.”’

Young Gunsaulus went to Mr. Armour’s office and the million

dollars was presented to him. With the money, he founded the

101

Armour Institute of Technology.

That is more money than the majority of preachers ever see in

an entire lifetime, yet the thought impulse back of the money was

created m the young preacher’s mind in a fraction of a minute. The

necessary million dollars came as a result of an idea. Back of the

idea was a DESIRE which young Gunsaulus had been nursing in

his mind for almost two y ears.

Observe this important fact... HE GOT THE MONEY WITHIN

THIRTY-SIX HOURS AFTER HE REACHED A DEFINITE DECISION

IN HIS OWN MIND TO GET IT, AND DECIDED UPON A DEFINITE

PLAN FOR GETTING IT!

There was nothing new or unique about young Gunsaulus’

vague thinking about a million dollars, and weakly hoping for it.

Others before him, and many since his time, have had similar

thoughts. But there was something very unique and different about

the decision he reached on that memorable Saturday, when he put

vagueness into the background, and definitely said, “I WILL get that

money within a week!”

God seems to throw Himself on the side of the man who knows

exactly what he wants, if he is determined to get JUST THAT!

Moreover, the principle through which Dr. Gunsaulus got his

million dollars is still alive! It is available to you! This universal law

is as workable today as it was when the young preacher made use

of it so successfully. This book describes, step by step, the thirteen

elements of this great law, and suggests how they may be put to

use.

Observe that Asa Candler and Dr. Frank Gunsaulus had one

characteristic in common. Both knew the astounding truth that

IDEAS CAN BE TRANSMUTED INTO CASH THROUGH THE POWER

OF DEFINITE PURPOSE, PLUS DEFINITE PLANS.

If you are one of those who believe that hard work and

honesty, alone, will bring riches, perish the thought! It is not true!

Riches, when they come in huge quantities, are never the result of

HARD work! Riches come, if they come at all, in response to definite

demands, based upon the application of definite principles, and not

by chance or luck. Generally speaking, an idea is an impulse of

thought that impels action, by an appeal to the imagination. All

master salesmen know that ideas can be sold where merchandise

cannot. Ordinary salesmen do not know this-that is why they are

“ordinary.

102

A publisher of books, which sell for a nickel, made a discovery

that should be worth much to publishers generally. He learned that

many people buy titles, and not contents of books. By merely

changing the name of one book that was not moving, his sales on

that book jumped upward more than a million copies. The inside of

the book was not changed in any way. He merely ripped off the

cover bearing the title that did not sell, and put on a new cover with

a title that had “box-office” value.

That, as simple as it may seem, was an IDEA! It was

IMAGINATION.

There is no standard price on ideas. The creator of ideas

makes his own price, and, if he is smart, gets it.

The moving picture industry created a whole flock of

millionaires. Most of them were men who couldn’t create ideas—

BUT—they had the imagination to recognize ideas when they saw

them.

The next flock of millionaires will grow out of the radio

business, which is new and not overburdened with men of keen

imagination. The money will be made by those who discover or

create new and more meritorious radio programmes and have the

imagination to recognize merit, and to give the radio listeners a

chance to profit by it.

The sponsor! That unfortunate victim who now pays the cost

of all radio “entertainment,” soon will become idea conscious, and

demand something for his money. The man who beats the sponsor

to the draw, and supplies programmes that render useful service, is

the man who will become rich in this new industry.

Crooners and light chatter artists who now pollute the air with

wisecracks and silly giggles, will go the way of all light timbers, and

their places will be taken by real artists who interpret carefully

planned programmes which have been designed to service the

minds of men, as well as provide entertainment.

Here is a wide open field of opportunity screaming its protest

at the way it is being butchered, because of lack of imagination, and

begging for rescue at any price. Above all, the thing that radio needs

is new IDEAS!

If this new field of opportunity intrigues you, perhaps you

might profit by the suggestion that the successful radio

programmes of the future will give more attention to creating

“buyer” audiences, and less attention to “listener” audiences. Stated

103

more plainly, the builder of radio programmes who succeeds in the

future, must find practical ways to convert “listeners” into “buyers.”

Moreover, the successful producer of radio programmes in the

future must key his features so that he can definitely show its effect

upon the audience.

Sponsors are becoming a bit weary of buying glib selling talks,

based upon statements grabbed out of thin air. They want, and in

the future will demand, indisputable proof that the Whoosit

programme not only gives millions of people the silliest giggle ever,

but that the silly giggler can sell merchandise!

Another thing that might as well be understood by those who

contemplate entering this new field of opportunity, radio advertising

is going to be handled by an entirely new group of advertising

experts, separate and distinct from the old time newspaper and

magazine advertising agency men. The old timers in the advertising

game cannot read the modern radio scripts, because they have been

schooled to SEE ideas. The new radio technique demands men who

can interpret ideas from a written manuscript in terms of SOUND! It

cost the author a year of hard labor, and many thousands of dollars

to learn this.

Radio, right now, is about where the moving pictures were,

when Mary Pickford and her curls first appeared on the screen.

There is plenty of room in radio for those who can produce or

recognize IDEAS.

If the foregoing comment on the opportunities of radio has not

started your idea factory to work, you had better forget it. Your

opportunity is in some other field. If the comment intrigued you in

the slightest degree, then go further into it, and you may find the

one IDEA you need to round out your career.

Never let it discourage you if you have no experience in radio.

Andrew Carnegie knew very little about making steel—I have

Carnegie’s own word for this-but he made practical use of two of the

principles described in this book, and made the steel business yield

him a fortune.

The story of practically every great fortune starts with the day

when a creator of ideas and a seller of ideas got together and

worked in harmony. Carnegie surrounded himself with men who

could do all that he could not do. Men who created ideas, and men

who put ideas into operation, and made himself and the others

fabulously rich.

104

Millions of people go through life hoping for favorable “breaks.”

Perhaps a favorable break can get one an opportunity, but the

safest plan is not to depend upon luck. It was a favorable “break”

that gave me the biggest opportunity of my life— but—twenty-five

years of determined effort had to be devoted to that opportunity

before it became an asset.

The “break” consisted of my good fortune in meeting and

gaining the cooperation of Andrew Carnegie. On that occasion

Carnegie planted in my mind the idea of organizing the principles of

achievement into a philosophy of success. Thousands of people

have profited by the discoveries made in the twenty-five years of

research, and several fortunes have been accumulated through the

application of the philosophy. The beginning was simple. It was an

IDEA which anyone might have developed.

The favorable break came through Carnegie, but what about

the DETERMINATION, DEFINITENESS OF PURPOSE, and the

DESIRE TO ATTAIN THE GOAL, and the PERSISTENT EFFORT OF

TWENTY-FIVE YEARS? It was no ordinary DESIRE that survived

disappointment, discouragement, temporary defeat, criticism, and

the constant reminding of “waste of time.” It was a BURNING

DESIRE! AN OBSESSION!

When the idea was first planted in my mind by Mr. Carnegie, it

was coaxed, nursed, and enticed to remain alive. Gradually, the

idea became a giant under its own power, and it coaxed, nursed,

and drove me. Ideas are like that. First you give life and action and

guidance to ideas, then they take on power of their own and sweep

aside all opposition.

Ideas are intangible forces, but they have more power than the

physical brains that give birth to them. They have the power to live

on, after the brain that creates them has returned to dust. For

example, take the power of Christianity. That began with a simple

idea, born in the brain of Christ. Its chief tenet was, “do unto others

as you would have others do unto you.” Christ has gone back to the

source from whence He came, but His IDEA goes marching on.

Some day, it may grow up, and come into its own, then it will have

fulfilled Christ’s deepest DESIRE. The IDEA has been developing

only two thousand years. Give it time!

105

SUCCESS REQUIRES NO EXPLANATIONS

FAILURE PERMITS NO ALIBIS

106

CHAPTER 7

ORGANIZED PLANNING

THE CRYSTALLIZATION OF DESIRE

INTO ACTION

The Sixth Step toward Riches

You have learned that everything man creates or acquires,

begins in the form of DESIRE, that desire is taken on the first lap of

its journey, from the abstract to the concrete, into the workshop of

the IMAGINATION, where PLANS for its transition are created and

organized.

In Chapter two, you were instructed to take six definite,

practical steps, as your first move in translating the desire for

money into its monetary equivalent. One of these steps is the

formation of a DEFINITE, practical plan, or plans, through which

this transformation may be made.

You will now be instructed how to build plans which will be

practical, viz:—

(a) Ally yourself with a group of as many people as you

may need for the creation, and carrying out of your plan, or

plans for the accumulation of money—making use of the “Master

Mind” principle described in a later chapter. (Compliance with

this instruction is absolutely essential. Do not neglect it.)

(b) Before forming your “Master Mind” alliance, decide

what advantages, and benefits, you may offer the individual

members of your group, in return for their cooperation. No one

will work indefinitely without some form of compensation. No

intelligent person will either request or expect another to work

without adequate compensation, although this may not always

be in the form of money.

(c) Arrange to meet with the members of your “Master

Mind” group at least twice a week, and more often if possible,

until you have jointly perfected the necessary plan, or plans for

the accumulation of money.

107

(d) Maintain PERFECT HARMONY between yourself

and every member of your “Master Mind” group. If you fail to

carry out this instruction to the letter, you may expect to meet

with failure. The “Master Mind” principle cannot obtain where

PERFECT HARMONY does not prevail.

Keep in mind these facts:—

First. You are engaged in an undertaking of major importance to

you. To be sure of success, you must have plans which are

faultless.

Second. You must have the advantage of the experience, education,

native ability and imagination of other minds. This is in harmony

with the methods followed by every person who has accumulated a

great fortune.

No individual has sufficient experience, education, native

ability, and knowledge to insure the accumulation of a great

fortune, without the cooperation of other people. Every plan you

adopt, in your endeavor to accumulate wealth, should be the joint

creation of yourself and every other member of your “Master Mind”

group. You may originate your own plans, either in whole or in part,

but SEE THAT THOSE PLANS ARE CHECKED, AND APPROVED BY

THE MEMBERS OF YOUR “MASTER MIND” ALLIANCE.

If the first plan which you adopt does not work successfully,

replace it with a new plan, if this new plan fails to work, replace it,

in turn with still another, and so on, until you find a plan which

DOES WORK. Right here is the point at which the majority of men

meet with failure, because of their lack of PERSISTENCE in creating

new plans to take the place of those which fail.

The most intelligent man living cannot succeed in

accumulating money—nor in any other undertaking—without plans

which are practical and workable. Just keep this fact in mind, and

remember when your plans fail, that temporary defeat is not

permanent failure. It may only mean that your plans have not been

sound. Build other plans. Start all over again.

Thomas A. Edison “failed” ten thousand times before he

perfected the incandescent electric light bulb. That is—he met with

108

temporary defeat ten thousand times, before his efforts were

crowned with success.

Temporary defeat should mean only one thing, the certain

knowledge that there is something wrong with your plan. Millions of

men go through life in misery and poverty, because they lack a

sound plan through which to accumulate a fortune.

Henry Ford accumulated a fortune, not because of his

superior mind, but because he adopted and followed a PLAN which

proved to be sound. A thousand men could be pointed out, each

with a better education than Ford’s, yet each of whom lives in

poverty, because he does not possess the RIGHT plan for the

accumulation of money.

Your achievement can be no greater than your PLANS are

sound. That may seem to be an axiomatic statement, but it is true.

Samuel Insull lost his fortune of over one hundred million dollars.

The Insull fortune was built on plans which were sound. The

business depression forced Mr. Insull to CHANGE HIS PLANS; and

the CHANGE brought “temporary defeat,” because his new plans

were NOT SOUND. Mr. Insull is now an old man, he may,

consequently, accept “failure” instead of “temporary defeat,” but if

his experience turns out to be FAILURE, it will be for the reason

that he lacks the fire of PERSISTENCE to rebuild his plans.

No man is ever whipped, until he QUITS—in his own mind.

This fact will be repeated many times, because it is so easy to

“take the count” at the first sign of defeat.

James J. Hill met with temporary defeat when he first

endeavored to raise the necessary capital to build a railroad from

the East to the West, but he, too turned defeat into victory through

new plans.

Henry Ford met with temporary defeat, not only at the

beginning of his automobile career, but after he had gone far toward

the top. He created new plans, and went marching on to financial

victory.

We see men who have accumulated great fortunes, but we

often recognize only their triumph, overlooking the temporary

defeats which they had to surmount before “arriving.

NO FOLLOWER OF THIS PHILOSOPHY CAN REASONABLY

EXPECT TO ACCUMULATE A FORTUNE WITHOUT EXPERIENCING

“TEMPORARY DEFEAT.” When defeat comes, accept it as a signal

that your plans are not sound, rebuild those plans, and set sail

109

once more toward your coveted goal. If you give up before your goal

has been reached, you are a “quitter.”

A QUITTER NEVER WINS-AND—A WINNER NEVER QUITS.

Lift this sentence out, write it on a piece of paper in letters an inch

high, and place it where you will see it every night before you go to

sleep, and every morning before you go to work.

When you begin to select members for your “Master Mind”

group, endeavor to select those who do not take defeat seriously.

Some people foolishly believe that only MONEY can make

money. This is not true! DESIRE, transmuted into its monetary

equivalent, through the principles laid down here, is the agency

through which money is “made.” Money, of itself, is nothing but

inert matter. It cannot move, think, or talk, but it can “hear” when a

man who DESIRES it, calls it to come!

PLANNING THE SALE OF SERVICES

The remainder of this chapter has been given over to a

description of ways and means of marketing personal services. The

information here conveyed will be of practical help to any person

having any form of personal services to market, but it will be of

priceless benefit to those who aspire to leadership in their chosen

occupations.

Intelligent planning is essential for success in any undertaking

designed to accumulate riches. Here will be found detailed

instructions to those who must begin the accumulation of riches by

selling personal services.

It should be encouraging to know that practically all the great

fortunes began in the form of compensation for personal services, or

from the sale of IDEAS. What else, except ideas and personal services, would one not possessed of property have to give in return for

riches?

Broadly speaking, there are two types of people in the world.

One type is known as LEADERS, and the other as FOLLOWERS.

Decide at the outset whether you intend to become a leader in your

chosen calling, or remain a follower. The difference in compensation

is vast. The follower cannot reasonably expect the compensation to

which a leader is entitled, although many followers make the mistake of expecting such pay.

It is no disgrace to be a follower. On the other hand, it is no

110

credit to remain a follower. Most great leaders began in the capacity

of followers. They became great leaders because they were INTELLIGENT FOLLOWERS. With few exceptions, the man who

cannot follow a leader intelligently, cannot become an efficient

leader. The man who can follow a leader most efficiently, is usually

the man who develops into leadership most rapidly. An intelligent

follower has many advantages, among them the OPPORTUNITY TO

ACQUIRE KNOWLEDGE FROM HIS LEADER.

THE MAJOR ATTRIBUTES OF LEADERSHIP

The following are important factors of leadership:—

1. UNWAVERING COURAGE based upon knowledge of self,

and of one’s occupation. No follower wishes to be dominated by a

leader who lacks self-confidence and courage. No intelligent

follower will be dominated by such a leader very long.

2. SELF-CONTROL. The man who cannot control himself,

can never control others. Self-control sets a mighty example for

one’s followers, which the more intelligent will emulate.

3.A KEEN SENSE OF JUSTICE. Without a sense of

fairness and justice, no leader can command and retain the

respect of his followers.

4.DEFINITENESS OF DECISION. The man who wavers in

his decisions, shows that he is not sure of himself. He cannot

lead others successfully.

5.DEFINITENESS OF PLANS. The successful leader must

plan his work, and work his plan. A leader who moves by

guesswork, without practical, definite plans, is comparable to a

ship without a rudder. Sooner or later he will land on the rocks.

6.THE HABIT OF DOING MORE THAN PAID FOR. One of

the penalties of leadership is the necessity of willingness, upon

the part of the leader, to do more than he requires of his

followers.

111

7.A PLEASING PERSONALITY. No slovenly, careless

person can become a successful leader. Leadership calls for

respect. Followers will not respect a leader who does not grade

high on all of the factors of a Pleasing Personality.

8.SYMPATHY AND UNDERSTANDING. The successful

leader must be in sympathy with his followers. Moreover, he

must understand them and their problems.

9.MASTERY OF DETAIL. Successful leadership calls for

mastery of details of the leader’s position.

10. WILLINGNESS TO ASSUME FULL RESPONSIBILITY. The successful leader must be willing to assume

responsibility for the mistakes and the shortcomings of his

followers. If he tries to shift this responsibility, he will not

remain the leader. If one of his followers makes a mistake, and

shows himself incompetent, the leader must consider that it is

he who failed.

11. COOPERATION. The successful leader must

understand, and apply the principle of cooperative effort and be

able to induce his followers to do the same. Leadership calls for

POWER, and power calls for COOPERATION.

There are two forms of Leadership. The first, and by far the

most effective, is LEADERSHIP BY CONSENT of, and with the

sympathy of the followers. The second is LEADERSHIP BY FORCE,

without the consent and sympathy of the followers.

History is filled with evidences that Leadership by Force

cannot endure. The downfall and disappearance of “Dictators” and

kings is significant. It means that people will not follow forced

leadership indefinitely.

The world has just entered a new era of relationship between

leaders and followers, which very clearly calls for new leaders, and a

new brand of leadership in business and industry. Those who

belong to the old school of leadership-by-force, must acquire an

understanding of the new brand of leadership (cooperation) or be

relegated to the rank and file of the followers. There is no other way

out for them.

112

The relationship of employer and employee, or of leader and

follower, in the future, will be one of mutual cooperation, based

upon an equitable division of the profits of business. In the future,

the relationship of employer and employee will be more like a

partnership than it has been in the past.

Napoleon, Kaiser Wilhelm of Germany, the Czar of Russia, and

the King of Spain were examples of leadership by force. Their

leadership passed. Without much difficulty, one might point to the

prototypes of these ex-leaders, among the business, financial, and

labor leaders of America who have been dethroned or slated to go.

Leadership-by-consent of the followers is the only brand which can

endure!

Men may follow the forced leadership temporarily, but they

will not do so willingly.

The new brand of LEADERSHIP will embrace the eleven factors

of leadership, described in this chapter, as well as some other

factors. The man who makes these the basis of his leadership, will

find abundant opportunity to lead in any walk of life. The

depression was prolonged, largely, because the world lacked

LEADERSHIP of the new brand. At the end of the depression, the

demand for leaders who are competent to apply the new methods of

leadership has greatly exceeded the supply. Some of the old type of

leaders will reform and adapt themselves to the new brand of

leadership, but generally speaking, the world will have to look for

new timber for its leadership. This necessity may be your

OPPORTUNITY!

THE 10 MAJOR CAUSES OF FAILURE IN LEADERSHIP

We come now to the major faults of leaders who fail, because it

is just as essential to know WHAT NOT TO DO as it is to know what

to do.

1. INABILITY TO ORGANIZE DETAILS. Efficient

leadership calls for ability to organize and to master details. No

genuine leader is ever “too busy” to do anything which may be

required of him in his capacity as leader. When a man, whether

he is a leader or follower, admits that he is “too busy” to change

his plans, or to give attention to any emergency, he admits his

inefficiency. The successful leader must be the master of all

113

details connected with his position. That means, of course, that

he must acquire the habit of relegating details to capable lieutenants.

2. UNWILLINGNESS TO RENDER HUMBLE SERVICE.

Truly great leaders are willing, when occasion demands, to

perform any sort of labor which they would ask another to

perform. “The greatest among ye shall be the servant of all” is a

truth which all able leaders observe and respect.

3. EXPECTATION OF PAY FOR WHAT THEY “KNOW”

INSTEAD OF WHAT THEY DO WITH THAT WHICH THEY KNOW.

The world does not pay men for that which they “know.” It pays

them for what they DO, or induce others to do.

4.FEAR OF COMPETITION FROM FOLLOWERS. The

leader who fears that one of his followers may take his position

is practically sure to realize that fear sooner or later. The able

leader trains understudies to whom he may delegate, at will, any

of the details of his position. Only in this way may a leader

multiply himself and prepare himself to be at many places, and

give attention to many things at one time. It is an eternal truth

that men receive more pay for their ABILITY TO GET OTHERS

TO PERFORM, than they could possibly earn by their own

efforts. An efficient leader may, through his knowledge of his job

and the magnetism of his personality, greatly increase the

efficiency of others, and induce them to render more service and

better service than they could render without his aid.

5. LACK OF IMAGINATION. Without imagination, the leader

is incapable of meeting emergencies, and of creating plans by

which to guide his followers efficiently.

6. SELFISHNESS. The leader who claims all the honor for

the work of his followers, is sure to be met by resentment. The

really great leader CLAIMS NONE OF THE HONORS. He is

contented to see the honors, when there are any, go to his

followers, because he knows that most men will work harder for

commendation and recognition than they will for money alone.

114

7. INTEMPERANCE. Followers do not respect an

intemperate leader. Moreover, intemperance in any of its various

forms, destroys the endurance and the vitality of all who indulge

in it.

8. DISLOYALTY. Perhaps this should have come at the head

of the list. The leader who is not loyal to his trust, and to his

associates, those above him, and those below him, cannot long

maintain his leadership. Disloyalty marks one as being less than

the dust of the earth, and brings down on one’s head the

contempt he deserves. Lack of loyalty is one of the major causes

of failure in every walk of life.

9. EMPHASIS OF THE “AUTHORITY” OF LEADERSHIP. The

efficient leader leads by encouraging, and not by trying to instil

fear in the hearts of his followers. The leader who tries to impress

his followers with his “authority” comes within the category of

leadership through FORCE. If a leader is a REAL LEADER, he will

have no need to advertise that fact except by his conduct—his

sympathy, understanding, fairness, and a demonstration that he

knows his job.

10. EMPHASIS OF TITLE. The competent leader

requires no “title” to give him the respect of his followers. The

man who makes too much over his title generally has little else to

emphasize. The doors to the office of the real leader are open to

all who wish to enter, and his working quarters are free from

formality or ostentation.

These are among the more common of the causes of failure in

leadership. Any one of these faults is sufficient to induce failure.

Study the list carefully if you aspire to leadership, and make sure

that you are free of these faults.

SOME FERTILE FIELDS IN WHICH “NEW LEADERSHIP”

WILL BE REQUIRED

Before leaving this chapter, your attention is called to a few of

the fertile fields in which there has been a decline of leadership, and

in which the new type of leader may find an abundance of

115

OPPORTUNITY.

First. In the field of politics there is a most insistent

demand for new leaders; a demand which indicates nothing less

than an emergency. The majority of politicians have, seemingly,

become high-grade, legalized racketeers. They have increased

taxes and debauched the machinery of industry and business

until the people can no longer stand the burden.

Second. The banking business is undergoing a reform. The

leaders in this field have almost entirely lost the confidence of

the public. Already the bankers have sensed the need of reform,

and they have begun it.

Third. Industry calls for new leaders. The old type of leaders

thought and moved in terms of dividends instead of thinking and

moving in terms of human equations! The future leader in

industry, to endure, must regard himself as a quasi-public

official whose duty it is to manage his trust in such a way that it

will work hardship on no individual, or group of individuals.

Exploitation of working men is a thing of the past. Let the man

who aspires to leadership in the field of business, industry, and

labor remember this.

Fourth. The religious leader of the future will be forced to

give more attention to the temporal needs of his followers, in the

solution of their economic and personal problems of the present,

and less attention to the dead past, and the yet unborn future.

Fifth. In the professions of law, medicine, and education, a

new brand of leadership, and to some extent, new leaders will

become a necessity. This is especially true in the field of

education. The leader in that field must, in the future, find ways

and means of teaching people HOW TO APPLY the knowledge

they receive in school. He must deal more with PRACTICE and

less with THEORY.

Sixth. New leaders will be required in the field of

Journalism. Newspapers of the future, to be conducted

successfully, must be divorced from “special privilege” and

116

relieved from the subsidy of advertising. They must cease to be

organs of propaganda for the interests which patronize their

advertising columns. The type of newspaper which publishes

scandal and lewd pictures will eventually go the way of all forces

which debauch the human mind.

These are but a few of the fields in which opportunities for new

leaders and a new brand of leadership are now available. The world

is undergoing a rapid change. This means that the media through

which the changes in human habits are promoted, must be adapted

to the changes. The media here described, are the ones which, more

than any others, determine the trend of civilization.

WHEN AND HOW TO APPLY FOR A POSITION

The information described here is the net result of many years

of experience during which thousands of men and women were

helped to market their services effectively. It can, therefore, be relied

upon as sound and practical.

MEDIA THROUGH WHICH SERVICES MAY BE

MARKETED

Experience has proved that the following media offer the most

direct and effective methods of bringing the buyer and seller of

personal services together.

1. EMPLOYMENT BUREAUS. Care must be taken to select

only reputable bureaus, the management of which can show

adequate records of achievement of satisfactory results. There are

comparatively few such bureaus.

2. ADVERTISING in newspapers, trade journals, magazines,

and radio. Classified advertising may usually be relied upon to

produce satisfactory results in the case of those who apply for

clerical or ordinary salaried positions. Display advertising is more

desirable in the case of those who seek executive connections, the

copy to appear in the section of the paper which is most apt to

come to the attention of the class of employer being sought. The

copy should be prepared by an expert, who understands how to

117

inject sufficient selling qualities to produce replies.

3. PERSONAL LETTERS OF APPLICATION, directed to

particular firms or individuals most apt to need such services as

are being offered. Letters should be neatly typed, ALWAYS, and

signed by hand. With the letter, should be sent a complete “brief”

or outline of the applicant’s qualifications. Both the letter of

application and the brief of experience or qualifications should be

prepared by an expert. (See instructions as to information to be

supplied).

4. APPLICATION THROUGH PERSONAL ACQUAINTANCES.

When possible, the applicant should endeavor to approach

prospective employers through some mutual acquaintance. This

method of approach is particularly advantageous in the case of

those who seek executive connections and do not wish to appear

to be “peddling” themselves.

5. APPLICATION IN PERSON. In some in-stances, it may be

more effective if the applicant offers personally, his services to

prospective employers, in which event a complete written statement of qualifications for the position should be presented, for

the reason that prospective employers often wish to discuss with

associates, one’s record.

INFORMATION TO BE SUPPLIED IN A WRITFEN “BRIEF”

This brief should be prepared as carefully as a lawyer would

prepare the brief of a case to be tried m court. Unless the applicant

is experienced in the preparation of such briefs, an expert should be

consulted, and his services enlisted for this purpose. Successful

merchants employ men and women who understand the art and the

psychology of advertising to present the merits of their

merchandise. One who has personal services for sale should do the

same. The following information should appear in the brief:

1. Education. State briefly, but definitely, what schooling

you have had, and in what subjects you specialized in school,

giving the reasons for that specialization.

118

2. Experience. If you have had experience in connection with

positions similar to the one you seek, describe it fully, state

names and addresses of former employers. Be sure to bring out

clearly any special experience you may have had which would

equip you to fill the position you seek.

3. References. Practically every business firm desires to

know all about the previous records, antecedents, etc., of

prospective employees who seek positions of responsibility.

Attach to your brief photostatic copies of letters from:

a. Former employers

b. Teachers under whom you studied

c. Prominent people whose judgement may be relied

upon.

4. Photograph of self. Attach to your brief a recent,

unmounted photograph of yourself.

5. Apply for a specific position. Avoid application for a

position without describing EXACTLY what particular position

you seek. Never apply for “just a position.” That indicates you

lack specialized qualifications.

6. State your qualifications for the particular position for

which you apply. Give full details as to the reason you believe you

are qualified for the particular position you seek. This is THE

APPLICATION. It will determine, more than anything else, what

consideration you receive.

7. Offer to go to work on probation. In the majority of

instances if you are determined to have the position for which you

apply, it will be most effective if you offer to work for a week, or a

month, or for a sufficient length of time to enable your

prospective employer to judge your value WITHOUT PAY. This

may appear to be a radical suggestion, but experience has proved

that it seldom fails to win at least a trial. If you are SURE OF

YOUR QUALIFICATIONS, a trial is all you need. Incidentally, such

an offer indicates that you have confidence in your ability to fill

the position you seek. It is most convincing. If your offer is

119

accepted, and you make good, more than likely you will be paid

for your “probation” period. Make clear the fact that your offer is

based upon:

a. Your confidence in your ability to fill the position.

b. Your confidence in your prospective employer’s

decision to employ you after trial.

c. Your DETERMINATION to have the position you

seek.

8. Knowledge of your prospective employer’s business. Before

applying for a position, do sufficient research in connection with the

business to familiarize yourself thoroughly with that business, and

indicate in your brief the knowledge you have acquired in this field.

This will be impressive, as it will indicate that you have imagination, and a real interest in the position you seek.

Remember that it is not the lawyer who knows the most law,

but the one who best prepares his case, who wins. If your “case” is

properly prepared and presented, your victory will have been more

than half won at the outset.

Do not be afraid of making your brief too long. Employers are

just as much interested in purchasing the services of well-qualified

applicants as you are in securing employment. In fact, the success

of most successful employers is due, in the main, to their ability to

select well-qualified lieutenants. They want all the information

available.

Remember another thing; neatness in the preparation of your

brief will indicate that you are a painstaking person. I have helped

to prepare briefs for clients which were so striking and out of the

ordinary that they resulted in the employment of the applicant

without a personal interview.

When your brief has been completed, have it neatly bound by

an experienced binder, and lettered by an artist, or printer similar

to the following:

BRIEF OF THE QUALIFICATIONS OF

Robert K. Smith

APPLYING FOR THE POSITION OF

Private Secretary to

The President of

THE BLANK COMPANY, Inc.

120

Change names each time brief is shown.

This personal touch is sure to command attention. Have your

brief neatly typed or mimeographed on the finest paper you can

obtain, and bound with a heavy paper of the book-cover variety, the

binder to be changed, and the proper firm name to be inserted if it

is to be shown to more than one company. Your photograph should

be pasted on one of the pages of your brief. Follow these

instructions to the letter, improving upon them wherever your

imagination suggests.

Successful salesmen groom themselves with care. They

understand that first impressions are lasting. Your brief is your

salesman. Give it a good suit of clothes, so it will stand out in bold

contrast to anything your prospective employer ever saw, in the way

of an application for a position. If the position you seek is worth

having, it is worth going after with care. Moreover, if you sell

yourself to an employer in a manner that impresses him with your

individuality, you probably will receive more money for your

services from the very start, than you would if you applied for

employment in the usual conventional way.

If you seek employment through an advertising agency, or an

employment agency, have the agent use copies of your brief in

marketing your services. This will help to gain preference for you,

both with the agent, and the prospective employers.

HOW TO GET THE EXACT POSITION YOU DESIRE

Everyone enjoys doing the kind of work for which he is best

suited. An artist loves to work with paints, a craftsman with his

hands, a writer loves to write. Those with less definite talents have

their preferences for certain fields of business and industry. If

America does anything well, it offers a full range of occupations,

tilling the soil, manufacturing, marketing, and the professions.

First. Decide EXACTLY what kind of a job you want. If the

job doesn’t already exist, perhaps you can create it.

Second. Choose the company, or individual for whom you

wish to work.

121

Third. Study your prospective employer, as to policies,

personnel, and chances of advancement.

Fourth. By analysis of yourself, your talents and

capabilities, figure WHAT YOU CAN OFFER, and plan ways and

means of giving advantages, services, developments, ideas that

you believe you can successfully deliver.

Fifth. Forget about “a job.” Forget whether or not there is

an opening. Forget the usual routine of “have you got a job for

me?” Concentrate on what you can give.

Sixth. Once you have your plan in mind, arrange with an

experienced writer to put it on paper in neat form, and in full

detail.

Seventh. Present it to the proper person with authority and

he will do the rest. Every company is looking for men who can

give something of value, whether it be ideas, services, or “connections.” Every company has room for the man who has a

definite plan of action which is to the advantage of that

company.

This line of procedure may take a few days or weeks of extra

time, but the difference in income, in advancement, and in gaining

recognition will save years of hard work at small pay. It has many

advantages, the main one being that it will often save from one to

five years of time in reaching a chosen goal.

Every person who starts, or “gets in” half way up the ladder,

does so by deliberate and careful planning, (excepting, of course,

the Boss’ son).

THE NEW WAY OF MARKETING SERVICES

“JOBS” ARE NOW “PARTNERSHIPS”

Men and women who market their services to best advantage

in the future, must recognize the stupendous change which has

taken place in connection with the relationship between employer

and employee.

In the future, the “Golden Rule,” and not the “Rule of Gold”

122

will be the dominating factor in the marketing of merchandise as

well as personal services. The future relationship between

employers and their employees will be more in the nature of a

partnership consisting of:

a. The employer

b. The employee

c. The public they serve

This new way of marketing personal services is called new for

many reasons, first, both the employer and the employee of the

future will be considered as fellow-employees whose business it will

be to SERVE THE PUBLIC EFFICIENTLY. In times past, employers,

and employees have bartered among themselves, driving the best

bargains they could with one another, not considering that in the

final analysis they were, in reality, BARGAINING AT THE EXPENSE

OF THE THIRD PARTY, THE PUBLIC THEY SERVED.

The depression served as a mighty protest from an injured

public, whose rights had been trampled upon in every direction by

those who were clamoring for individual advantages and profits.

When the debris of the depression shall have been cleared away,

and business shall have been once again restored to balance, both

employers and employees will recognize that they are NO LONGER

PRIVILEGED TO DRIVE BARGAINS AT THE EXPENSE OF THOSE

WHOM THEY SERVE. The real employer of the future will be the

public. This should be kept uppermost in mind by every person

seeking to market personal services effectively.

Nearly every railroad in America is in financial difficulty. Who

does not remember the day when, if a citizen enquired at the ticket

office, the time of departure of a train, he was abruptly referred to

the bulletin board instead of being politely given the information?

The street car companies have experienced a “change of times”

also. There was a time not so very long ago when street car

conductors took pride in giving argument to passengers. Many of

the street car tracks have been removed and passengers ride on a

bus, whose driver is “the last word in politeness.”

All over the country street car tracks are rusting from

abandonment, or have been taken up. Where-ever street cars are

still in operation, passengers may now ride without argument, and

one may even hail the car in the middle of the block, and the

motorman will OBLIGINGLY pick him up.

HOW TIMES HAVE CHANGED! That is just the point I am

123

trying to emphasize. TIMES HAVE CHANGED! Moreover, the change

is reflected not merely in railroad offices and on street cars, but in

other walks of life as well. The “public-be-damned” policy is now

passé. It has been supplanted by the “we-are-obligingly-at-yourservice, sir,” policy.

The bankers have learned a thing or two during this rapid

change which has taken place during the past few years.

Impoliteness on the part of a bank official, or bank employee today

is as rare as it was conspicuous a dozen years ago. In the years

past, some bankers (not all of them, of course), carried an

atmosphere of austerity which gave every would-be borrower a chill

when he even thought of approaching his banker for a loan.

The thousands of bank failures during the depression had the

effect of removing the mahogany doors behind which bankers

formerly barricaded themselves. They now sit at desks in the open,

where they may be seen and approached at will by any depositor, or

by anyone who wishes to see them, and the whole atmosphere of

the bank is one of courtesy and understanding.

It used to be customary for customers to have to stand and

wait at the corner grocery until the clerks were through passing the

time of day with friends, and the proprietor had finished making up

his bank deposit, before being waited upon. Chain stores, managed

by COURTEOUS MEN who do everything in the way of service,

short of shining the customer’s shoes, have PUSHED THE OLDTIME MERCHANTS INTO THE BACKGROUND. TIME MARCHES

ON!

“Courtesy” and “Service” are the watch-words of

merchandising today, and apply to the person who is marketing

personal services even more directly than to the employer whom he

serves, because, in the final analysis, both the employer and his

employee are EMPLOYED BY THE PUBLIC THEY SERVE. If they fail

to serve well, they pay by the loss of their privilege of serving.

We can all remember the time when the gas-meter reader

pounded on the door hard enough to break the panels. When the

door was opened, he pushed his way in, uninvited, with a scowl on

his face which plainly said, “what-the-hell-did-you-keep-mewaiting-for?” All that has undergone a change. The meter-man now

conducts himself as a gentleman who is “delighted-to-be-at-yourservice-sir.” Before the gas companies learned that their scowling

meter-men were accumulating liabilities never to be cleared away,

124

the polite salesmen of oil burners came along and did a land office

business.

During the depression, I spent several months in the

anthracite coal region of Pennsylvania, studying conditions which

all but destroyed the coal industry. Among several very significant

discoveries, was the fact that greed on the part of operators and

their employees was the chief cause of the loss of business for the

operators, and loss of jobs for the miners.

Through the pressure of a group of overzealous labor leaders,

representing the employees, and the greed for profits on the part of

the operators, the anthracite business suddenly dwindled. The coal

operators and their employees drove sharp bargains with one

another, adding the cost of the “bargaining” to the price of the coal,

until, finally, they discovered they had BUILT UP A WONDERFUL

BUSINESS FOR THE MANUFACTURERS OF OIL BURNING

OUTFITS AND THE PRODUCERS OF CRUDE OIL.

“The wages of sin is death!” Many have read this in the Bible,

but few have discovered its meaning. Now, and for several years, the

entire world has been listening BY FORCE, to a sermon which

might well be called “WHATSOEVER A MAN SOWETH, THAT SHALL

HE ALSO REAP.”

Nothing as widespread and effective as the depression could

possibly be “just a coincidence.” Behind the depression was a

CAUSE. Nothing ever happens without a CAUSE. In the main, the

cause of the depression is traceable directly to the worldwide habit

of trying to REAP without SOWING.

This should not be mistaken to mean that the depression

represents a crop which the world is being FORCED to reap without

having SOWN. The trouble is that the world sowed the wrong sort of

seed. Any farmer knows he cannot sow the seed of thistles, and

reap a harvest of grain. Beginning at the outbreak of the world war,

the people of the world began to sow the seed of service inadequate

in both quality and quantity. Nearly everyone was engaged in the

pastime of trying to GET WITHOUT GIVING.

These illustrations are brought to the attention of those who

have personal services to market, to show that we are where we are,

and what we are, because of our own conduct! If there is a principle

of cause and effect, which controls business, finance, and

transportation, this same principle controls individuals and

determines their economic status.

125

WHAT IS YOUR “QQS” RATING?

The causes of success in marketing services EFFECTIVELY

and permanently, have been clearly described. Unless those causes

are studied, analyzed, understood and APPLIED, no man can

market his services effectively and permanently. Every person must

be his own salesman of personal services. The QUALITY and the

QUANTITY of service rendered, and the SPIRIT in which it is

rendered, determine to a large extent, the price, and the duration of

employment. To market Personal services effectively, (which means

a permanent market, at a satisfactory price, under pleasant conditions), one must adopt and follow the “QQS” formula which

means that QUALITY, plus QUANTITY, plus the proper SPIRIT of

cooperation, equals perfect salesmanship of service. Remember the

“QQS” formula, but do more-APPLY IT AS A HABIT!

Let us analyze the formula to make sure we understand

exactly what it means.

1. QUALITY of service shall be construed to mean the

performance of every detail, in connection with your position, in

the most efficient manner possible, with the object of greater

efficiency always in mind.

2. QUANTITY of service shall be understood to mean the

HABIT of rendering all the service of which you are capable, at all

times, with the purpose of increasing the amount of service rendered as greater skill is developed through practice and

experience. Emphasis is again placed on the word HABIT.

3. SPIRIT of service shall be construed to mean the HABIT of

agreeable, harmonious conduct which will induce cooperation

from associates and fellow employees.

Adequacy of QUALITY and QUANTITY of service is not

sufficient to maintain a permanent market for your services. The

conduct, or the SPIRIT in which you deliver service, is a strong

determining factor in connection with both the price you receive,

and the duration of employment.

Andrew Carnegie stressed this point more than others in

connection with his description of the factors which lead to success

in the marketing of personal services. He emphasized again, and

126

again, the necessity for HARMONIOUS CONDUCT. He stressed the

fact that he would not retain any man, no matter how great a

QUANTITY, or how efficient the QUALITY of his work, unless he

worked in a spirit of HARMONY. Mr. Carnegie insisted upon men

being AGREEABLE.

To prove that he placed a high value upon this quality, he

permitted many men who conformed to his standards to become

very wealthy. Those who did not conform, had to make room for

others.

The importance of a pleasing personality has been stressed,

because it is a factor which enables one to render service in the

proper SPIRIT. If one has a personality which PLEASES, and

renders service in a spirit of HARMONY, these assets often make up

for deficiencies in both the QUALITY, and the QUANTITY of service

one renders. Nothing, however, can be SUCCESSFULLY

SUBSTITUTED FOR PLEASING CONDUCT.

THE CAPITAL VALUE OF YOUR SERVICES

The person whose income is derived entirely from the sale of

personal services is no less a merchant than the man who sells

commodities, and it might well be added, such a person is subject

to EXACTLY THE SAME RULES of conduct as the merchant who

sells merchandise.

This has been emphasized, because the majority of people who

live by the sale of personal services make the mistake of considering

themselves free from the rules of conduct, and the responsibilities

attached to those who are engaged in marketing commodities.

The new way of marketing services has practically forced both

employer and. employee into partnership alliances, through which

both take into consideration the rights of the third party, THE

PUBLIC THEY SERVE.

The day of the “go-getter” has passed. He has been supplanted

by the “go-giver.” High-pressure methods in business finally blew

the lid off. There will never be the need to put the lid back on, because, in the future, business will be conducted by methods that

will require no pressure.

The actual capital value of your brains may be determined by

the amount of income you can produce (by marketing your

services). A fair estimate of the capital value of your services may be

127

made by multiplying your annual income by sixteen and two-thirds,

as it is reasonable to estimate that your annual income represents

six percent of your capital value. Money rents for 6% per annum.

Money is worth no more than brains. It is often worth much less.

Competent “brains,” if effectively marketed, represent a much

more desirable form of capital than that which is required to

conduct a business dealing in commodities, because “brains” are a

form of capital which cannot be permanently depreciated through

depressions, nor can this form of capital be stolen or spent.

Moreover, the money which is essential for the conduct of business

is as worthless as a sand dune, until it has been mixed with efficient “brains.”

THE THIRTY MAJOR CAUSES OF FAILURE

HOW MANY OF THESE ARE HOLDING YOU BACK?

Life’s greatest tragedy consists of men and women who

earnestly try, and fail! The tragedy lies in the overwhelmingly large

majority of people who fail, as compared to the few who succeed.

I have had the privilege of analyzing several thousand men

and women, 98% of whom were classed as “failures.” There is

something radically wrong with a civilization, and a system of

education, which permit 98% of the people to go through life as

failures. But I did not write this book for the purpose of moralizing

on the rights and wrongs of the world; that would require a book a

hundred times the size of this one.

My analysis work proved that there are thirty major reasons

for failure, and thirteen major principles through which people

accumulate fortunes. In this chapter, a description of the thirty

major causes of failure will be given. As you go over the list, check

yourself by it, point by point, for the purpose of discovering how

many of these causes-of-failure stand between you and success.

1. UNFAVORABLE HEREDITARY BACKGROUND. There is

but little, if anything, which can be done for people who are born

with a deficiency in brain power. This philosophy offers but one

method of bridging this weakness—through the aid of the Master

Mind. Observe with profit, however, that this is the ONLY one of

the thirty causes of failure which may not be easily corrected by

any individual.

128

2. LACK OF A WELL-DEFINED PURPOSE IN LIFE. There is

no hope of success for the person who does not have a central

purpose, or definite goal at which to aim. Ninety-eight out of

every hundred of those whom I have analyzed, had no such aim.

Perhaps this was the

3. LACK OF AMBITION TO AIM ABOVE MEDIOCRITY. We

offer no hope for the person who is so indifferent as not to want

to get ahead in life, and who is not willing to pay the price.

4. INSUFFICIENT EDUCATION. This is a handicap which

may be overcome with comparative ease. Experience has proven

that the best-educated people are often those who are known as

“self-made,” or self-educated. It takes more than a college degree

to make one a person of education. Any person who is educated

is one who has learned to get whatever he wants in life without

violating the rights of others. Education consists, not so much of

knowledge, but of knowledge effectively and persistently

APPLIED. Men are paid, not merely for what they know, but more

particularly for WHAT THEY DO WITH THAT WHICH THEY

KNOW.

5. LACK OF SELF-DISCIPLINE. Discipline comes through

self-control. This means that one must control all negative

qualities. Before you can control conditions, you must first control yourself. Self-mastery is the hardest job you will ever tackle.

If you do not conquer self, you will be conquered by self. You may

see at one and the same time both your best friend and your

greatest enemy, by stepping in front of a mirror.

6. ILL HEALTH. No person may enjoy outstanding success

without good health. Many of the causes of ill health are subject

to mastery and control. These, in the main are:

a. Overeating of foods not conducive to health

b. Wrong habits of thought; giving expression to

negatives.

c. Wrong use of, and over indulgence in sex.

d. Lack of proper physical exercise

e. An inadequate supply of fresh air, due to improper

breathing.

7. UNFAVORABLE ENVIRONMENTAL INFLUENCES

DURING CHILDHOOD. “As the twig is bent, so shall the tree

grow.” Most people who have criminal tendencies acquire them

as the result of bad environment, and improper associates during

129

childhood.

8. PROCRASTINATION. This is one of the most common

causes of failure. “Old Man Procrastination” stands within the

shadow of every human being, waiting his opportunity to spoil

one’s chances of success. Most of us go through life as failures,

because we are waiting for the “time to be right” to start doing

something worthwhile. Do not wait. The time will never be “just

right.” Start where you stand, and work with whatever tools you

may have at your command, and better tools will be found as you

go along.

9. LACK OF PERSISTENCE. Most of us are good “starters”

but poor “finishers” of everything we begin. Moreover, people are

prone to give up at the first signs of defeat. There is no substitute

for PERSISTENCE. The person who makes PERSISTENCE his

watch-word, discovers that “Old Man Failure” finally becomes

tired, and makes his departure. Failure cannot cope with

PERSISTENCE.

10. NEGATIVE PERSONALITY. There is no hope of success

for the person who repels people through a negative personality.

Success comes through the application of POWER, and power is

attained through the cooperative efforts of other people. A

negative personality will not induce cooperation.

11. LACK OF CONTROLLED SEXUAL URGE. Sex energy is

the most powerful of all the stimuli which move people into

ACTION. Because it is the most powerful of the emotions, it must

be controlled, through transmutation, and converted into other

channels.

12. UNCONTROLLED DESIRE FOR “SOMETHING FOR

NOTHING.” The gambling instinct drives millions of people to

failure. Evidence of this may be found in a study of the Wall

Street crash of ‘29, during which millions of people tried to make

money by gambling on stock margins.

13. LACK OF A WELL DEFINED POWER OF DECISION.

Men who succeed reach decisions promptly, and change them, if

at all, very slowly. Men who fail, reach decisions, if at all, very

slowly, and change them frequently, and quickly. Indecision and

procrastination are twin brothers. Where one is found, the other

may usually be found also. Kill off this pair before they

completely “hog-tie” you to the treadmill of FAILURE.

14. ONE OR MORE OF THE SIX BASIC FEARS. These fears

130

have been analyzed for you in a later chapter. They must be

mastered before you can market your services effectively.

15. WRONG SELECTION OF A MATE IN MARRIAGE.

This a most common cause of failure. The relationship of

marriage brings people intimately into contact. Unless this relationship is harmonious, failure is likely to follow. Moreover, it

will be a form of failure that is marked by misery and

unhappiness, destroying all signs of AMBITION.

16. OVER-CAUTION. The person who takes no chances,

generally has to take whatever is left when others are through

choosing. Over-caution is as bad as under-caution. Both are

extremes to be guarded against. Life itself is filled with the

element of chance.

17. WRONG SELECTION OF ASSOCIATES IN

BUSINESS. This is one of the most common causes of failure in

business. In marketing personal services, one should use great

care to select an employer who will be an inspiration, and who is,

himself, intelligent and successful. We emulate those with whom

we associate most closely. Pick an employer who is worth emulating.

18. SUPERSTITION AND PREJUDICE. Superstition is a

form of fear. It is also a sign of ignorance. Men who succeed keep

open minds and are afraid of nothing.

19. WRONG SELECTION OF A VOCATION.

No man can succeed in a line of endeavor which he does

not like. The most essential step in the marketing of personal

services is that of selecting an occupation into which you can

throw yourself wholeheartedly.

20. LACK OF CONCENTRATION OF EFFORT.

The “jack-of-all-trades” seldom is good at any.

Concentrate all of your efforts on one DEFINITE CHIEF

AIM.

21. THE HABIT OF INDISCRIMINATE SPENDING. The

spend-thrift cannot succeed, mainly because he stands eternally

in FEAR OF POVERTY. Form the habit of systematic saving by

putting aside a definite percentage of your income. Money in the

bank gives one a very safe foundation of COURAGE when bargaining for the sale of personal services. Without money, one

must take what one is offered, and be glad to get it.

22. LACK OF ENTHUSIASM. Without enthusiasm one

131

cannot be convincing. Moreover, enthusiasm is contagious, and

the person who has it, under control, is generally welcome in any

group of people.

23. INTOLERANCE. The person with a “closed” mmd on

any subject seldom gets ahead. Intolerance means that one has

stopped acquiring knowledge. The most damaging forms of

intolerance are those connected with religious, racial, and

political differences of opinion.

24. INTEMPERANCE. The most damaging forms of

intemperance are connected with eating, strong drink, and

sexual activities. Overindulgence in any of these is fatal to

success.

25. INABILITY TO COOPERATE WITH OTHERS. More

people lose their positions and their big opportunities in life,

because of this fault, than for all other reasons combined. It is a

fault which no well-informed business man, or leader will

tolerate.

26. POSSESSION OF POWER THAT WAS NOT ACQUIRED

THROUGH SELF EFFORT.

(Sons and daughters of wealthy men, and others who

inherit money which they did not earn). Power in the hands of

one who did not acquire it gradually, is often fatal to success.

QUICK RICHES are more dangerous than poverty.

27. INTENTIONAL DISHONESTY. There is no substitute for

honesty. One may be temporarily dishonest by force of

circumstances over which one has no control, without permanent

damage. But, there is NO HOPE for the person who is dishonest

by choice. Sooner or later, his deeds will catch up with him, and

he will pay by loss of reputation, and perhaps even loss of liberty.

28. EGOTISM AND VANITY. These qualities serve as red

lights which warn others to keep away. THEY ARE FATAL TO

SUCCESS.

29. GUESSING INSTEAD OF THINKING.

Most people are too indifferent or lazy to acquire FACTS

with which to THINK ACCURATELY. They prefer to act on

“opinions” created by guesswork or snap-judgments.

30. LACK OF CAPITAL. This is a common cause of failure

among those who start out in business for the first time, without

sufficient reserve of capital to absorb the shock of their mistakes,

and to carry them over until they have established a

132

REPUTATION.

31. Under this, name any particular cause of failure from

which you have suffered that has not been included in the

foregoing list.

In these thirty major causes of failure is found a description of

the tragedy of life, which obtains for practically every person who

tries and fails. It will be helpful if you can induce someone who

knows you well to go over this list with you, and help to analyze you

by the thirty causes of failure. It may be beneficial if you try this

alone. Most people cannot see themselves as others see them. You

may be one who cannot.

The oldest of admonitions is “Man, know thyself!” If you

market merchandise successfully, you must know the merchandise.

The same is true in marketing personal services. You should know

all of your weaknesses in order that you may either bridge them or

eliminate them entirely. You should know your strength in order

that you may call attention to it when selling your services. You can

know yourself only through accurate analysis.

The folly of ignorance in connection with self was displayed by

a young man who applied to the manager of a well known business

for a position. He made a very good impression until the manager

asked him what salary he expected. He replied that he had no fixed

sum in mind (lack of a definite aim). The manager then said, “We

will pay you all you are worth, alter we try you out for a week.”

“I will not accept it,” the applicant replied, “because I AM

GETTING MORE THAN THAT WHERE I AM NOW EMPLOYED.”

Before you even start to negotiate for a readjustment of your

salary in your present position, or to seek employment elsewhere,

BE SURE THAT YOU ARE WORTH MORE THAN YOU NOW

RECEIVE.

It is one thing to WANT money—everyone wants more-but it is

something entirely different to be WORTH MORE! Many people

mistake their WANTS for their JUST DUES. Your financial

requirements or wants have nothing whatever to do with your

WORTH. Your value is established entirely by your ability to render

useful service or your capacity to induce others to render such

service.

133

TAKE INVENTORY OF YOURSELF

28 QUESTIONS YOU SHOULD ANSWER

Annual self-analysis is an essential in the effective marketing

of personal services, as is annual inventory in merchandising.

Moreover, the yearly analysis should disclose a DECREASE IN

FAULTS, and an increase in VIRTUES. One goes ahead, stands still,

or goes backward in life. One’s object should be, of course, to go

ahead. Annual self-analysis will disclose whether advancement has

been, made, and if so, how much. It will also disclose any backward

steps one may have made. The effective marketing of personal

services requires one to move forward even if the progress is slow.

Your annual self-analysis should be made at the end of each

year, so you can include in your New Year’s Resolutions any

improvements which the analysis indicates should be made. Take

this inventory by asking yourself the following questions, and by

checking your answers with the aid of someone who will not permit

you to deceive yourself as to their accuracy.

SELF-ANALYSIS QUESTIONNAIRE FOR

PERSONAL INVENTORY

1. Have I attained the goal which I established as my

objective for this year? (You should work with a

definite yearly objective to be attained as a part of

your major life objective).

2. Have I delivered service of the best possible

QUALITY of which I was capable, or could I have

improved any part of this service?

3. Have I delivered service in the greatest possible

QUANTITY of which I was capable?

4. Has the spirit of my conduct been harmonious,

and cooperative at all times?

5. Have I permitted the habit of PROCRASTINATION

to decrease my efficiency, and if so, to what

extent?

6. Have I improved my PERSONALITY, and if so, in

what ways?

7. Have I been PERSISTENT in following my plans

134

through to completion?

8. Have I reached DECISIONS PROMPTLY AND

DEFINITELY on all occasions?

9. Have I permitted any one or more of the six basic

fears to decrease my efficiency?

10. Have I been either “over-cautious,” or “undercautious?”

11. Has my relationship with my associates in work

been pleasant, or unpleasant? If it has been

unpleasant, has the fault been partly, or wholly

mine?

12. Have I dissipated any of my energy through lack of

CONCENTRATION of effort?

13. Have I been open minded and tolerant in connection with all subjects?

14. In what way have I improved my ability to render

service?

15. Have I been intemperate in any of my habits?

16. Have I expressed, either openly or secretly, any

form of EGOTISM?

17. Has my conduct toward my associates been such

that it has induced them to RESPECT me?

18. Have my opinions and DECISIONS been based

upon guesswork, or accuracy of analysis and

THOUGHT?

19. Have I followed the habit of budgeting my time, my

expenses, and my income, and have I been

conservative in these budgets?

20. How much time have I devoted to UNPROFITABLE

effort which I might have used to better

advantage?

21. How may I RE-BUDGET my time, and change my

habits so I will be more efficient during the coming

year?

22. Have I been guilty of any conduct which was not

approved by my conscience?

23. In what ways have I rendered MORE SERVICE

AND BETTER SERVICE than I was paid to render?

24. Have I been unfair to anyone, and if so, in what

way?

135

25. If I had been the purchaser of my own services for

the year, would I be satisfied with my purchase?

26. Am I in the right vocation, and if not, why not?

27. Has the purchaser of my services been satisfied

with the service I have rendered, and if not, why

not?

28. What is my present rating on the fundamental

principles of success? (Make this rating fairly, and

frankly, and have it checked by someone who is

courageous enough to do it accurately).

Having read and assimilated the information conveyed

through this chapter, you are now ready to create a practical plan

for marketing your personal services. In this chapter will be found

an adequate description of every principle essential in planning the

sale of personal services, including the major attributes of

leadership; the most common causes of failure in leadership; a

description of the fields of opportunity for leadership; the main

causes of failure in all walks of life, and the important questions

which should be used in self-analysis. This extensive and detailed

presentation of accurate information has been included, because it

will be needed by all who must begin the accumulation of riches by

marketing personal services. Those who have lost their fortunes,

and those who are just beginning to earn money, have nothing but

personal services to offer in return for riches, therefore it is

essential that they have available the practical information needed

to market services to best advantage.

The information contained in this chapter will be of great value

to all who aspire to attain leadership in any calling. It will be

particularly helpful to those aiming to market their services as

business or industrial executives.

Complete assimilation and understanding of the information

here conveyed will be helpful in marketing one’s own services, and

it will also help one to become more analytical and capable of

judging people. The information will be priceless to personnel

directors, employment managers, and other executives charged with

the selection of employees, and the maintenance of efficient

organizations. If you doubt this statement, test its soundness by

answering in writing the twenty-eight self-analysis questions. That

might be both interesting and profitable, even though you do not

136

doubt the sound -ness of the statement.

WHERE AND HOW ONE MAY FIND OPPORTUNITIES

TO ACCUMULATE RICHES

Now that we have analyzed the principles by which riches may

be accumulated, we naturally ask, “where may one find favorable

opportunities to apply these principles?” Very well, let us take

inventory and see what the United States of America offer the

person seeking riches, great or small.

To begin with, let us remember, all of us, that we live in a

country where every law-abiding citizen enjoys freedom of thought

and freedom of deed unequaled anywhere in the world. Most of us

have never taken inventory of the advantages of this freedom. We

have never compared our unlimited freedom with the curtailed

freedom in other countries.

Here we have freedom of thought, freedom in the choice and

enjoyment of education, freedom in religion, freedom in politics,

freedom in the choice of a business, profession or occupation,

freedom to accumulate and own without molestation, ALL

THE PROPERTY WE CAN ACCUMULATE, freedom to choose our

place of residence, freedom in marriage, freedom through equal

opportunity to all races, freedom of travel from one state to another,

freedom in our choice of foods, and freedom

to AIM FOR ANY STATION IN LIFE FOR WHICH WE HAVE

PREPARED OURSELVES, even for the presidency of the United

States.

We have other forms of freedom, but this list will give a bird’s

eye view of the most important, which constitute OPPORTUNITY of

the highest order. This advantage of freedom is all the more

conspicuous because the United States is the only country

guaranteeing to every citizen, whether native born or naturalized, so

broad and varied a list of freedom.

Next, let us recount some of the blessings which our

widespread freedom has placed within our hands. Take the average

American family for example (meaning, the family of average

income) and sum up the benefits available to every member of the

family, in this land of OPPORTUNITY and plenty!

a. FOOD. Next to freedom of thought and deed comes

137

FOOD, CLOTHING, and SHELTER, the three basic necessities of

life.

Because of our universal freedom the average American

family has available, at its very door, the choicest selection of

food to be found anywhere in the world, and at prices within its

financial range.

A family of two, living in the heart of Times Square district

of New York City, far removed from the source of production of

foods, took careful inventory of the cost of a simple breakfast,

with this astonishing result:

Articles of food; Cost at the breakfast table:

Grape Fruit Juice, (From Florida) . . . . . . . . . . . . 02

Rippled Wheat Breakfast food (Kansas Farm). . . . . . 02

Tea (From China). . . . . . . . . . . . . . . . . . . . . . . . . . . 02

Bananas (From South America) . . . . . . . . . . . . . . . . 02½

Toasted Bread (From Kansas Farm) . . . . . . . . . . . . . 01

Fresh Country Eggs (From Utah) . . . . . . . . . . . . . . .07

Sugar (From Cuba, or Utah) . . . . . . . . . . . . . . . . . . .00½

Butter and Cream (From New England) . . . . . . . . . . .03

Grand total . . . .20

It is not very difficult to obtain FOOD in a country where two

people can have breakfast consisting of all they want or need for a

dime apiece! Observe that this simple breakfast was gathered, by

some strange form of magic (?) from China, South America, Utah,

Kansas and the New England States, and delivered on the breakfast

table, ready for consumption, in the very heart of the most crowded

city in America, at a cost well within the means of the most humble

laborer.

The cost included all federal, state and city taxes! (Here is a

fact the politicians did not mention when they were crying out to

the voters to throw their opponents out of office because the people

were being taxed to death).

b. SHELTER. This family lives in a comfortable

apartment, heated by steam, lighted with electricity, with gas for

cooking, all for $65.00 a month. In a smaller city, or a more

sparsely settled part of New York city, the same apartment could

138

be had for as low as $20.00 a month.

The toast they had for breakfast in the food estimate was

toasted on an electric toaster, which cost but a few dollars, the

apartment is cleaned with a vacuum sweeper that is run by

electricity. Hot &nd cold water is available, at all times, in the

kitchen and the bathroom. The food is kept cool in a refrigerator

that is run by electricity. The wife curls her hair, washes her

clothes and irons them with easily operated electrical

equipment, on power obtained by sticking a plug in the wall.

The husband shaves with an electric shaver, and they receive

entertainment from all over the world, twenty four hours a day,

if they want it, without cost, by merely turning the dial of their

radio.

There are other conveniences in this apartment, but the

foregoing list will give a fair idea of some of the concrete

evidences of the freedom we, of America, enjoy. (And this is

neither political nor economic propaganda).

c. CLOTHING. Anywhere in the United States, the

woman of average clothing requirements can dress very

comfortably and neatly for less than $200.00 a year, and the

average man can dress for the same, or less.

Only the three basic necessities of food, clothing, and shelter

have been mentioned. The average American citizen has other

privileges and advantages available in return for modest effort, not

exceeding eight hours per day of labor. Among these is the privilege

of automobile transportation, with which one can go and come at

will, at very small cost.

The average American has security of property rights not

found in any other country in the world. He can place his surplus

money in a bank with the assurance that his government will

protect it, and make good to him if the bank fails. If an American

citizen wants to travel from one state to another he needs no

passport, no one’s permission. He may go when he pleases, and

return at will. Moreover, he may travel by train, private automobile,

bus, airplane, or ship, as his pocketbook permits. In Germany,

Russia, Italy, and most of the other European and Oriental

countries, the people cannot travel with so much freedom, and at so

little cost.

139

THE “MIRACLE” THAT HAS PROVIDED

THESE BLESSINGS

We often hear politicians proclaiming the freedom of America,

when they solicit votes, but seldom do they take the time or devote

sufficient effort to the analysis of the source or nature of this

“freedom.” Having no axe to grind, no grudge to express, no ulterior

motives to be carried out, I have the privilege of going into a frank

analysis of that mysterious, abstract, greatly misunderstood

“SOMETHING” which gives to every citizen of America more

blessings, more opportunities to accumulate wealth, more freedom

of every nature, than may be found in any other country.

I have the right to analyze the source and nature of this

UNSEEN POWER, because I know, and have known for more than a

quarter of a century, many of the men who organized that power,

and many who are now responsible for its maintenance.

The name of this mysterious benefactor of mankind is

CAPITAL!

CAPITAL consists not alone of money, but more particularly of

highly organized, intelligent groups of men who plan ways and

means of using money efficiently for the good of the public, and

profitably to themselves.

These groups consist of scientists, educators, chemists,

inventors, business analysts, publicity men, transportation experts,

accountants, lawyers, doctors, and both men and women who have

highly specialized knowledge in all fields of industry and business.

They pioneer, experiment, and blaze trails in new fields of endeavor.

They support colleges, hospitals, public schools, build good roads,

publish newspapers, pay most of the cost of government, and take

care of the multitudinous detail essential to human progress.

Stated briefly, the capitalists are the brains of civilization, because

they supply the entire fabric of which all education, enlightenment

and human progress consists.

Money, without brains, always is dangerous. Properly used, it

is the most important essential of civilization. The simple breakfast

here described could not have been delivered to the New York family

at a dime each, or at any other price, if organized capital had not

provided the machinery, the ships, the railroads, and the huge

armies of trained men to operate them.

140

Some slight idea of the importance of ORGANIZED CAPITAL

may be had by trying to imagine yourself burdened with the

responsibility of collecting, without the aid of capital, and delivering

to the New York City family, the simple breakfast described.

To supply the tea, you would have to make a trip to China or

India, both a very long way from America. Unless you are an

excellent swimmer, you would become rather tired before making

the round trip. Then, too, another problem would confront you.

What would you use for money, even if you had the physical

endurance to swim the ocean?

To supply the sugar, you would have to take another long

swim to Cuba, or a long walk to the sugar beet section of Utah. But

even then, you might come back without the sugar, because organized effort and money are necessary to produce sugar, to say

nothing of what is required to refine, transport, and deliver it to the

breakfast table anywhere in the United States.

The eggs, you could deliver easily enough from the barn yards

near New York City, but you would have a very long walk to Florida

and return, before you could serve the two glasses of grapefruit

juice.

You would have another long walk, to Kansas, or one of the

other wheat growing states, when you went after the four slices of

wheat bread.

The Rippled Wheat Biscuits would have to be omitted from the

menu, because they would not be available except through the

labor of a trained organization of men and suitable machinery, ALL

OF WHICH CALL FOR CAPITAL.

While resting, you could take off for another little swim down

to South America, where you would pick up a couple of bananas,

and on your return, you could take a short walk to the nearest farm

having a dairy and pick up some butter and cream. Then your New

York City family would be ready to sit down and enjoy breakfast,

and you could collect your two dimes for your labor!

Seems absurd, doesn’t it? Well, the procedure described would

be the only possible way these simple items of food could be

delivered to the heart of New York City, if we had no capitalistic

system.

The sum of money required for the building and maintenance

of the railroads and steam ships used in the delivery of that simple

breakfast is so huge that it staggers one’s imagination. It runs into

141

hundreds of millions of dollars, not to mention the armies of trained

employees required to man the ships and trains. But,

transportation is only a part of the requirements of modern

civilization in capitalistic America. Before there can be anything to

haul, something must be grown from the ground, or manufactured

and prepared for market. This calls for more millions of dollars for

equipment, machinery, boxing, marketing, and for the wages of

millions of men and women.

Steam ships and railroads do not spring up from the earth and

function automatically. They come in response to the call of

civilization, through the labor and ingenuity and organizing ability

of men who have IMAGINATION, FAITH, ENTHUSIASM, DECISION,

PERSISTENCE! These men are known as capitalists. They are

motivated by the desire to build, construct, achieve, render useful

service, earn profits and accumulate riches. And, because they

RENDER SERVICE WITHOUT WHICH THERE WOULD BE NO

CIVILIZATION, they put themselves in the way of great riches.

Just to keep the record simple and understandable, I will add

that these capitalists are the self-same men of whom most of us

have heard soap-box orators speak. They are the same men to

whom radicals, racketeers, dishonest politicians and grafting labor

leaders refer as “the predatory interests,” or “Wall Street.”

I am not attempting to present a brief for or against any group

of men or any system of economics. I am not attempting to

condemn collective bargaining when I refer to “grafting labor

leaders,” nor do I aim to give a clean bill of health to all individuals

known as capitalists.

The purpose of this book—A purpose to which I have faithfully

devoted over a quarter of a century—is to present to all who want

the knowledge, the most dependable philosophy through which

individuals may accumulate riches in whatever amounts they

desire.

I have here analyzed the economic advantages of the

capitalistic system for the two-fold purpose of showing:

1. that all who seek riches must recognize and adapt themselves

to the system that controls all approaches to fortunes, large or

small, and

2. to present the side of the picture opposite to that being shown

by politicians and demagogues who deliberately becloud the issues

142

they bring up, by referring to organized capital as if it were

something poisonous.

This is a capitalistic country, it was developed through the use

of capital, and we who claim the right to partake of the blessings of

freedom and opportunity, we who seek to accumulate riches here,

may as well know that neither riches nor opportunity would be

available to us if ORGANIZED CAPITAL had not provided these

benefits.

For more than twenty years it has been a somewhat popular

and growing pastime for radicals, self-seeking politicians,

racketeers, crooked labor leaders, and on occasion religious leaders,

to take pot-shots at “WALL STREET, THE MONEY CHANGERS, and

BIG BUSINESS.”

The practice became so general that we witnessed during the

business depression, the unbelievable sight of high government

officials lining up with the cheap politicians, and labor leaders, with

the openly avowed purpose of throttling the system which has made

Industrial America the richest country on earth. The line-up was so

general and so well organized that it prolonged the worst depression

America has ever known. It cost millions of men their jobs, because

those jobs were inseparably a part of the industrial and capitalistic

system which form the very backbone of the nation.

During this unusual alliance of government officials and selfseeking individuals who were endeavoring to profit by declaring

“open season” on the American system of industry, a certain type of

labor leader joined forces with the politicians and offered to deliver

voters in return for legislation designed to permit men to TAKE

RICHES AWAY FROM INDUSTRY BY ORGANIZED FORCE OF

NUMBERS, INSTEAD OF THE BETTER METHOD OF GIVING A

FAIR DAY’S WORK FOR A FAIR DAY’S PAY.

Millions of men and women throughout the nation are still

engaged in this popular pastime of trying to GET without GIVING.

Some of them are lined up with labor unions, where they demand

SHORTER HOURS AND MORE PAY! Others do not take the trouble

to work at all. THEY DEMAND GOVERNMENT RELIEF AND ARE

GETTING IT. Their idea of their rights of freedom was demonstrated

in New York City, where violent complaint was registered with the

Postmaster, by a group of “relief beneficiaries,” because the

Postmen awakened them at 7:30 A.M. to deliver Government relief

143

checks. They DEMANDED that the time of delivery be set up to

10:00 o’clock.

If you are one of those who believe that riches can be

accumulated by the mere act of men who organize themselves into

groups and demand MORE PAY for LESS SERVICE, if you are one

of those who DEMAND Government relief without early morning

disturbance when the money is delivered to you, if you are one of

those who believe in trading their votes to politicians in return for

the passing of laws which permit the raiding of the public treasury,

you may rest securely on your belief, with certain knowledge that

no one will disturb you, because THIS IS A FREE COUNTRY

WHERE EVERY MAN MAY THINK AS HE PLEASES, where nearly

everybody can live with but little effort, where many may live well

without doing any work whatsoever.

However, you should know the full truth concerning this

FREEDOM of which so many people boast, and so few understand.

As great as it is, as far as it reaches, as many privileges as it

provides, IT DOES NOT, AND CANNOT BRING RICHES WITHOUT

EFFORT.

There is but one dependable method of accumulating, and

legally holding riches, and that is by rendering useful service. No

system has ever been created by which men can legally acquire

riches through mere force of numbers, or without giving in return

an equivalent value of one form or another.

There is a principle known as the law of ECONOMICS! This is

more than a theory. It is a law no man can beat.

Mark well the name of the principle, and remember it, because

it is far more powerful than all the politicians and political

machines. It is above and beyond the control of all the labor unions.

It cannot be swayed, nor influenced nor bribed by racketeers or

self-appointed leaders in any calling. Moreover, IT HAS AN ALLSEEING EYE, AND A PERFECT SYSTEM OF BOOKKEEPING, in

which it keeps an accurate account of the transactions of every

human being engaged in the business of trying to get without

giving. Sooner or later its auditors come around, look over the

records of individuals both great and small, and demand an

accounting.

“Wall Street, Big Business, Capital Predatory Interests,” or

whatever name you choose to give the system which has given us

AMERICAN FREEDOM, represents a group of men who understand,

144

respect, and adapt themselves to this powerful LAW OF

ECONOMICS! Their financial continuation depends upon their

respecting the law.

Most people living in America like this country, its capitalistic

system and all. I must confess I know of no better country, where

one may find greater opportunities to accumulate riches. Judging

by their acts and deeds, there are some in this country who do not

like it. That, of course is their privilege; if they do not like this

country, its capitalistic system, its boundless opportunities, THEY

HAVE THE PRIVILEGE OF CLEARING OUT! Always there are other

countries, such as Germany, Russia, and Italy, where one may try

one’s hand at enjoying freedom, and accumulating riches providing

one is not too particular.

America provides all the freedom and all the opportunity to

accumulate riches that any honest person may require. When one

goes hunting for game, one selects hunting grounds where game is

plentiful. When seeking riches, the same rule would naturally

obtain.

If it is riches you are seeking, do not overlook the possibilities

of a country whose citizens are so rich that women, alone, spend

over two hundred million dollars annually for lip-sticks, rouge and

cosmetics. Think twice, you who are seeking riches, before trying to

destroy the Capitalistic System of a country whose citizens spend

over fifty million dollars a year for GREETING CARDS, with which

to express their appreciation of their FREEDOM!

If it is money you are seeking, consider carefully a country

that spends hundreds of millions of dollars annually for cigarettes,

the bulk of the income from which goes to only four major

companies engaged in supplying this national builder of “nonchalance” and “quiet nerves.”

By all means give plenty of consideration to a country whose

people spend annually more than fifteen million dollars for the

privilege of seeing moving pictures, and toss in a few additional millions for liquor, narcotics, and other less potent soft drinks and

giggle-waters.

Do not be in too big a hurry to get away from a country whose

people willingly, even eagerly, hand over millions of dollars annually

for football, baseball, and prize fights.

And, by all means, STICK by a country whose inhabitants give

up more than a million dollars a year for chewing gum, and another

145

million for safety razor blades.

Remember, also, that this is but the beginning of the available

sources for the accumulation of wealth. Only a few of the luxuries

and non-essentials have been mentioned. But, remember that the

business of producing, transporting, and marketing these few items

of merchandise gives regular employment to MANY MILLIONS OF

MEN AND WOMEN, who receive for their services MANY MILLIONS

OF DOLLARS MONTHLY, and spend it freely for both the luxuries

and the necessities.

Especially remember, that back of all this exchange of

merchandise and personal services may be found an abundance of

OPPORTUNITY to accumulate riches. Here our AMERICAN FREEDOM comes to one’s aid. There is nothing to stop you, or anyone

from engaging in any portion of the effort necessary to carry on

these businesses. If one has superior talent, training, experience,

one may accumulate riches in large amounts. Those not so

fortunate may accumulate smaller amounts. Anyone may earn a

living in return for a very nominal amount of labor.

So—there you are!

OPPORTUNITY has spread its wares before you. Step up to the

front, select what you want, create your plan, put the plan into

action, and follow through with PERSISTENCE. “Capitalistic”

America will do the rest. You can depend upon this much—

CAPITALISTIC AMERICA INSURES EVERY PERSON THE

OPPORTUNITY TO RENDER USEFUL SERVICE, AND TO COLLECT

RICHES IN PROPORTION TO THE VALUE OF THE SERVICE.

The “System” denies no one this right, but it does not, and

cannot promise SOMETHING FOR NOTHING, because the system,

itself, is irrevocably controlled by the LAW OF ECONOMICS which

neither recognizes nor tolerates for long, GETTING WITHOUT

GIVING.

The LAW OF ECONOMICS was passed by Nature! There is no

Supreme Court to which violators of this law may appeal. The law

hands out both penalties for its violation, and appropriate rewards

for its observance, without interference or the possibility of

interference by any human being. The law cannot be repealed. It is

as fixed as the stars in the heavens, and subject to, and a part of

the same system that controls the stars.

May one refuse to adapt one’s self to the LAW OF

ECONOMICS?

146

Certainly! This is a free country, where all men are born with

equal rights, including the privilege of ignoring the LAW OF

ECONOMICS.

What happens then?

Well, nothing happens until large numbers of men join forces

for the avowed purpose of ignoring the law, and taking what they

want by force.

THEN COMES THE DICTATOR, WITH WELL ORGANIZED

FIRING SQUADS AND MACHINE GUNS!

We have not yet reached that stage in America! But we have

heard all we want to know about how the system works. Perhaps we

hal1 be fortunate enough not to demand personal knowledge of so

gruesome a reality. Doubtless we shall prefer to continue with our

FREEDOM OF SPEECH, FREEDOM OF DEED, and FREEDOM TO

RENDER USEFUL SERVICE IN RETURN FOR RICHES.

The practice, by Government officials of extending to men and

women the privilege of raiding the public treasury in return for

votes, sometimes results in election, but as night follows day, the

final payoff comes; when every penny wrongfully used, must be

repaid with compound interest on compound interest. If those who

make the grab are not forced to repay, the burden falls on their

children, and their children’s children, “even unto the third and

fourth generations.” There is no way to avoid the debt.

Men can, and sometimes do, form themselves into groups for

the purpose of crowding wages up, and working hours down. There

is a point beyond which they cannot go. It is the point at which the

LAW OF ECONOMICS steps in, and the sheriff gets both the

employer and the employees.

For six years, from 1929, to 1935, the people of America, both

rich and poor, barely missed seeing the Old Man Economics hand

over to the sheriff all the businesses, and industries and banks. It

was not a pretty sight! It did not increase our respect for mob

psychology through which men cast reason to the winds and start

trying to GET without GIVING.

We who went through those six discouraging years, when

FEAR WAS IN THE SADDLE, AND FAITH WAS ON THE GROUND,

cannot forget how ruthlessly the LAW OF ECONOMICS exacted its

toll from both rich and poor, weak and strong, old and young. We

shall not wish to go through another such experience.

These observations are not founded upon short-time

147

experience. They are the result of twenty-five years of careful

analysis of the methods of both the most successful and the most

unsuccessful men America has known.

148

CHAPTER 8

DECISION

THE MASTERY OF PROCRASTINATION

The Seventh Step toward Riches

ACCURATE analysis of over 25,000 men and women who had

experienced failure, disclosed the fact that LACK OF DECISION was

near the head of the list of the 30 major causes of FAILURE. This is

no mere statement of a theory—it is a fact.

PROCRASTINATION, the opposite of DECISION, is a common

enemy which practically every man must conquer.

You will have an opportunity to test your capacity to reach

quick and definite DECISIONS when you finish reading this book,

and are ready to begin putting into ACTION the principles which it

describes.

Analysis of several hundred people who had accumulated

fortunes well beyond the million dollar mark, disclosed the fact that

every one of them had the habit of REACHING DECISIONS

PROMPTLY, and of changing these decisions SLOWLY, if, and when

they were changed. People who fail to accumulate money, without

exception, have the habit of reaching decisions, IF AT ALL, very

slowly, and of changing these decisions quickly and often.

One of Henry Ford’s most outstanding qualities is his habit of

reaching decisions quickly and definitely, and changing them

slowly. This quality is so pronounced in Mr. Ford, that it has given

him the reputation of being obstinate. It was this quality which

prompted Mr. Ford to continue to manufacture his famous Model

“T” (the world’s ugliest car), when all of his advisors, and many of

the purchasers of the car, were urging him to change it.

Perhaps, Mr. Ford delayed too long in making the change, but

the other side of the story is, that Mr. Ford’s firmness of decision

yielded a huge fortune, before the change in model became

necessary. There is but little doubt that Mr. Ford’s habit of

definiteness of decision assumes the proportion of obstinacy, but

this quality is preferable to slowness in reaching decisions and

quickness in changing them.

The majority of people who fail to accumulate money sufficient

149

for their needs, are, generally, easily influenced by the “opinions” of

others. They permit the newspapers and the “gossiping” neighbors

to do their “thinking” for them. “Opinions are the cheapest

commodities on earth. Everyone has a flock of opinions ready to be

wished upon anyone who will accept them. If you are influenced by

“opinions” when you reach DECISIONS, you will not succeed in any

undertaking, much less in that of transmuting YOUR OWN DESIRE

into money.

If you are influenced by the opinions of others, you will have

no DESIRE of your own.

Keep your own counsel, when you begin to put into practice

the principles described here, by reaching your own decisions and

following them. Take no one into your confidence, EXCEPT the

members of your “Master Mind” group, and be very sure in your

selection of this group, that you choose ONLY those who will be in

COMPLETE SYMPATHY AND HARMONY WITH YOUR PURPOSE.

Close friends and relatives, while not meaning to do so, often

handicap one through “opinions” and sometimes through ridicule,

which is meant to be humorous. Thousands of men and women

carry inferiority complexes with them all through life, because some

well-meaning, but ignorant person destroyed their confidence

through “opinions” or ridicule.

You have a brain and mind of your own. USE IT, and reach

your own decisions. If you need facts or information from other

people, to enable you to reach decisions, as you probably will in

many instances; acquire these facts or secure the information you

need quietly, without disclosing your purpose.

It is characteristic of people who have but a smattering or a

veneer of knowledge to try to give the impression that they have

much knowledge. Such people generally do TOO MUCH talking, and

TOO LITTLE listening. Keep your eyes and ears wide open—and

your mouth CLOSED, if you wish to acquire the habit of prompt

DECISION. Those who talk too much do little else. If you talk more

than you listen, you not only deprive yourself of many opportunities

to accumulate useful knowledge, but you also disclose your PLANS

and PURPOSES to people who will take great delight in defeating

you, because they envy you.

Remember, also, that every time you open your mouth in the

presence of a person who has an abundance of knowledge, you

display to that person, your exact stock of knowledge, or your LACK

150

of it! Genuine wisdom is usually conspicuous through modesty and

silence.

Keep in mind the fact that every person with whom you

associate is, like yourself, seeking the opportunity to accumulate

money. If you talk about your plans too freely, you may be

surprised when you learn that some other person has beaten you to

your goal by PUTTING INTO ACTION AHEAD OF YOU, the plans of

which you talked unwisely.

Let one of your first decisions be to KEEP A CLOSED MOUTH

AND OPEN EARS AND EYES.

As a reminder to yourself to follow this advice, it will be helpful

if you copy the following epigram in large letters and place it where

you will see it daily.

“TELL THE WORLD WHAT YOU INTEND TO DO, BUT FIRST

SHOW IT.”

This is the equivalent of saying that “deeds, and not words, are

what count most.”

FREEDOM OR DEATH ON A DECISION

The value of decisions depends upon the courage required to

render them. The great decisions, which served as the foundation of

civilization, were reached by assuming great risks, which often

meant the possibility of death.

Lincoln’s decision to issue his famous Proclamation of

Emancipation, which gave freedom to the colored people of America,

was rendered with full understanding that his act would turn

thousands of friends and political supporters against him. He knew,

too, that the carrying out of that proclamation would mean death to

thousands of men on the battlefield. In the end, it cost Lincoln his

life. That required courage.

Socrates’ decision to drink the cup of poison, rather than

compromise in his personal belief, was a decision of courage. It

turned Time ahead a thousand years, and gave to people then

unborn, the right to freedom of thought and of speech.

The decision of Gen. Robert E. Lee, when he came to the

parting of the way with the Union, and took up the cause of the

South, was a decision of courage, for he well knew that it might cost

him his own life, that it would surely cost the lives of others.

But, the greatest decision of all time, as far as any American

151

citizen is concerned, was reached in Philadelphia, July 4, 1776,

when fifty-six men signed their names to a document, which they

well knew would bring freedom to all Americans, or leave every one

of the fifty-six hanging from a gallows!

You have heard of this famous document, but you may not

have drawn from it the great lesson in personal achievement it so

plainly taught.

We all remember the date of this momentous decision, but few

of us realize what courage that decision required. We remember our

history, as it was taught; we remember dates, and the names of the

men who fought; we remember Valley Forge, and Yorktown; we

remember George Washington, and Lord Cornwallis. But we know

little of the real forces back of these names, dates, and places. We

know still less of that intangible POWER, which insured us freedom

long before Washington’s armies reached Yorktown.

We read the history of the Revolution, and falsely imagine that

George Washington was the Father of our Country, that it was he

who won our freedom, while the truth is—Washington was only an

accessory after the fact, because victory for his armies had been

insured long before Lord Cornwallis surrendered. This is not

intended to rob Washington of any of the glory he so richly merited.

Its purpose, rather, is to give greater attention to the astounding

POWER that was the real cause of his victory.

It is nothing short of tragedy that the writers of history have

missed, entirely, even the slightest reference to the irresistible

POWER, which gave birth and freedom to the nation destined to set

up new standards of independence for all the peoples of the earth. I

say it is a tragedy, because it is the self-same POWER which must

be used by every individual who surmounts the difficulties of Life,

and forces Life to pay the price asked.

Let us briefly review the events which gave birth to this

POWER. The story begins with an incident in Boston, March 5,

1770. British soldiers were patroling the streets, by their presence,

openly threatening the citizens. The colonists resented armed men

marching in their midst. They began to express their resentment

openly, hurling stones as well as epithets, at the marching soldiers,

until the commanding officer gave orders, “Fix bayonets. . . .

Charge!”

The battle was on. It resulted in the death and injury of many.

The incident aroused such resentment that the Provincial

152

Assembly, (made up of prominent colonists), called a meeting for

the purpose of taking definite action. Two of the members of that

Assembly were, John Hancock, and Samuel Adams-LONG LIVE

THEIR NAMES! They spoke up courageously, and declared that a

move must be made to eject all British soldiers from Boston.

Remember this-a DECISION, in the minds of two men, might

properly be called the beginning of the freedom which we, of the

United States now enjoy. Remember, too, that the DECISION of

these two men called for FAITH, and COURAGE, because it was

dangerous.

Before the Assembly adjourned, Samuel Adams was appointed

to call on the Governor of the Province, Hutchinson, and demand

the withdrawal of the British troops.

The request was granted, the troops were removed from

Boston, but the incident was not closed. It had caused a situation

destined to change the entire trend of civilization. Strange, is it not,

how the great changes, such as the American Revolution, and the

World War, often have their beginnings in circumstances which

seem unimportant? It is interesting, also, to observe that these important changes usually begin in the form of a DEFINITE DECISION

in the minds of a relatively small number of people. Few of us know

the history of our country well enough to realize that John

Hancock, Samuel Adams, and Richard Henry Lee (of the Province of

Virginia) were the real Fathers of our Country.

Richard Henry Lee became an important factor in this story by

reason of the fact that he and Samuel Adams communicated

frequently (by correspondence), sharing freely their fears and their

hopes concerning the welfare of the people of their Provinces. From

this practice, Adams conceived the idea that a mutual exchange of

letters between the thirteen Colonies might help to bring about the

coordination of effort so badly needed in connection with the

solution of their problems. Two years after the clash with the

soldiers in Boston (March ‘72), Adams presented this idea to the

Assembly, in the form of a motion that a Correspondence

Committee be established among the Colonies, with definitely

appointed correspondents in each Colony, “for the purpose of

friendly cooperation for the betterment of the Colonies of British

America.”

Mark well this incident! It was the beginning of the

organization of the far-flung POWER destined to give freedom to

153

you, and to me. The Master Mind had already been organized. It

consisted of Adams, Lee, and Hancock. “I tell you further, that if

two of you agree upon the earth concerning anything for which you

ask, it will come to you from My Father, who is in Heaven.”

The Committee of Correspondence was organized. Observe

that this move provided the way for increasing the power of the

Master Mind by adding to it men from all the Colonies. Take notice

that this procedure constituted the first ORGANIZED PLANNING of

the disgruntled Colonists.

In union there is strength! The citizens of the Colonies had

been waging disorganized warfare against the British soldiers,

through incidents similar to the Boston riot, but nothing of benefit

had been accomplished. Their individual grievances had not been

consolidated under one Master Mind. No group of individuals had

put their hearts, minds, souls, and bodies together in one definite

DECISION to settle their difficulty with the British once and for all,

until Adams, Hancock, and Lee got together.

Meanwhile, the British were not idle. They, too, were doing

some PLANNING and “Master-Minding” on their own account, with

the advantage of having back of them money, and organized soldiery.

The Crown appointed Gage to supplant Hutchinson as the

Governor of Massachusetts. One of the new Governor’s first acts

was to send a messenger to call on Samuel Adams, for the purpose

of endeavoring to stop his opposition—by FEAR.

We can best understand the spirit of what happened by

quoting the conversation between Col. Fenton, (the messenger sent

by Gage), and Adams.

Col. Fenton: “I have been authorized by Governor Gage, to

assure you, Mr. Adams, that the Governor has been empowered to

confer upon you such benefits as would be satisfactory, [endeavor

to win Adams by promise of bribes], upon the condition that you

engage to cease in your opposition to the measures of the

government. It is the Governor’s advice to you, Sir, not to incur the

further displeasure of his majesty. Your conduct has been such as

makes you liable to penalties of an Mt of Henry VIII, by which

persons can be sent to England for trial for treason, or misprision of

treason, at the discretion of a governor of a province. But, BY

CHANGING YOUR POLITICAL COURSE, you will not only receive

great personal advantages, but you will make your peace with the

154

King.”

Samuel Adams had the choice of two DECISIONS. He could

cease his opposition, and receive personal bribes, or he could

CONTINUE, AND RUN THE RISK OF BEING HANGED!

Clearly, the time had come when Adams was forced to reach

instantly, a DECISION which could have cost his life. The majority

of men would have found it difficult to reach such a decision. The

majority would have sent back an evasive reply, but not Adams! He

insisted upon Col. Fenton’s word of honor, that the Colonel would

deliver to the Governor the answer exactly as Adams would give it to

him.

Adams’ answer, “Then you may tell Governor Gage that I trust

I have long since made my peace with the King of Kings. No

personal consideration shall induce me to abandon the righteous

cause of my Country. And, TELL GOVERNOR GAGE IT IS THE

ADVICE OF SAMUEL ADAMS TO HIM, no longer to insult the

feelings of an exasperated people.”

Comment as to the character of this man seems unnecessary.

It must be obvious to all who read this astounding message that its

sender possessed loyalty of the highest order. This is important.

(Racketeers and dishonest politicians have prostituted the honor for

which such men as Adams died).

When Governor Gage received Adams’ caustic reply, he flew

into a rage, and issued a proclamation which read, “I do, hereby, in

his majesty’s name, offer and promise his most gracious pardon to

all persons who shall forthwith lay down their arms, and return to

the duties of peaceable subjects, excepting only from the benefit of

such pardon, SAMUEL ADAMS AND JOHN HANCOCK, whose

offences are of too flagitious a nature to admit of any other

consideration but that of condign punishment.”

As one might say, in modern slang, Adams and Hancock were

“on the spot!” The threat of the irate Governor forced the two men to

reach another DECISION, equally as dangerous. They hurriedly

called a secret meeting of their staunchest followers. (Here the

Master Mind began to take on momentum). After the meeting had

been called to order, Adams locked the door, placed the key in his

pocket, and informed all present that it was imperative that a

Congress of the Colonists be organized, and that NO MAN SHOULD

LEAVE THE ROOM UNTIL THE DECISION FOR SUCH A

CONGRESS HAD BEEN REACHED.

155

Great excitement followed. Some weighed the possible

consequences of such radicalism. (Old Man Fear). Some expressed

grave doubt as to the wisdom of so definite a decision in defiance of

the Crown. Locked in that room were TWO MEN immune to Fear,

blind to the possibility of Failure. Hancock and Adams. Through the

influence of their minds, the others were induced to agree that,

through the Correspondence Committee, arrangements should be

made for a meeting of the First Continental Congress, to be held in

Philadelphia, September 5, 1774.

Remember this date. It is more important than July 4, 1776. If

there had been no DECISION to hold a Continental Congress, there

could have been no signing of the Declaration of Independence.

Before the first meeting of the new Congress, another leader,

in a different section of the country was deep in the throes of

publishing a “Summary View of the Rights of British America.” He

was Thomas Jefferson, of the Province of Virginia, whose

relationship to Lord Dunmore, (representative of the Crown in

Virginia), was as strained as that of Hancock and Adams with their

Governor.

Shortly after his famous Summary of Rights was published,

Jefferson was informed that he was subject to prosecution for high

treason against his majesty’s government. Inspired by the threat,

one of Jefferson’s colleagues, Patrick Henry, boldly spoke his mind,

concluding his remarks with a sentence which shall remain forever

a classic, “If this be treason, then make the most of it.”

It was such men as these who, without power, without

authority, without military strength, without money, sat in solemn

consideration of the destiny of the colonies, beginning at the

opening of the First Continental Congress, and continuing at

intervals for two years—until on June 7, 1776, Richard Henry Lee

arose, addressed the Chair, and to the startled Assembly made this

motion:

“Gentlemen, I make the motion that these United Colonies are,

and of right ought to be free and independent states, that they be

absolved from all allegiance to the British Crown, and that all political connection between them and the state of Great Britain is, and

ought to be totally dissolved.”

Lee’s astounding motion was discussed fervently, and at such

length that he began to lose patience. Finally, after days of

argument, he again took the floor, and declared, in a clear, firm

156

voice, “Mr. President, we have discussed this issue for days. It is the

only course for us to follow. Why, then Sir, do we longer delay? Why

still deliberate? Let this happy day give birth to an American

Republic. Let her arise, not to devastate and to conquer, but to reestablish the reign of peace, and of law. The eyes of Europe are

fixed upon us. She demands of us a living example of freedom, that

may exhibit a contrast, in the felicity of the citizen, to the ever increasing tyranny.”

Before his motion was finally voted upon, Lee was called back

to Virginia, because of serious family illness, but before leaving, he

placed his cause in the hands of his friend, Thomas Jefferson, who

promised to fight until favorable action was taken. Shortly

thereafter the President of the Congress (Hancock), appointed

Jefferson as Chairman of a Committee to draw up a Declaration of

Independence.

Long and hard the Committee labored, on a document which

would mean, when accepted by the Congress, that EVERY MAN

WHO SIGNED IT, WOULD BE SIGNING HIS OWN DEATH WARRANT, should the Colonies lose in the fight with Great Britain,

which was sure to follow.

The document was drawn, and on June 28, the original draft

was read before the Congress. For several days it was discussed,

altered, and made ready. On July 4, 1776, Thomas Jefferson stood

before the Assembly, and fearlessly read the most momentus

DECISION ever placed upon paper.

“When in the course of human events it is necessary for one

people to dissolve the political bands which have connected them

with another, and to assume, among the powers of the earth, the

separate and equal station to which the laws of Nature, and of

Nature’s God entitle them, a decent respect to the opinions of

mankind requires that they should declare the causes which impel

them to the separation. . .

When Jefferson finished, the document was voted upon,

accepted, and signed by the fifty-six men, every one staking his own

life upon his DECISION to write his name. By that DECISION came

into existence a nation destined to bring to mankind forever, the

privilege of making DECISIONS.

By decisions made in a similar spirit of Faith, and only by

such decisions, can men solve their personal problems, and win for

themselves high estates of material and spiritual wealth. Let us not

157

forget this!

Analyze the events which led to the Declaration of

Independence, and be convinced that this nation, which now holds

a position of commanding respect and power among all nations of

the world, was born of a DECISION created by a Master Mind,

consisting of fifty-six men. Note well, the fact that it was their

DECISION which insured the success of Washington’s armies,

because the spirit of that decision was in the heart of every soldier

who fought with him, and served as a spiritual power which

recognizes no such thing as FAILURE.

Note, also, (with great personal benefit), that the POWER

which gave this nation its freedom, is the self-same power that

must be used by every individual who becomes self-determining.

This POWER is made up of the principles described in this book. It

will not be difficult to detect, in the story of the Declaration of

Independence, at least six of these principles; DESIRE, DECISION,

FAITH, PERSISTENCE, THE MASTER MIND, and ORGANIZED

PLANNING.

Throughout this philosophy will be found the suggestion that

thought, backed by strong DESIRE, has a tendency to transmute

itself into its physical equivalent. Before passing on, I wish to leave

with you the suggestion that one may find in this story, and in the

story of the organization of the United States Steel Corporation, a

perfect description of the method by which thought makes this

astounding transformation.

In your search for the secret of the method, do not look for a

miracle, because you will not find it. You will find only the eternal

laws of Nature. These laws are available to every person who has

the FAITH and the COURAGE to use them. They may be used to

bring freedom to a nation, or to accumulate riches. There is no

charge save the time necessary to understand and appropriate

them.

Those who reach DECISIONS promptly and definitely, know

what they want, and generally get it. The leaders in every walk of

life DECIDE quickly, and firmly. That is the major reason why they

are leaders. The world has the habit of making room for the man

whose words and actions show that he knows where he is going.

INDECISION is a habit which usually begins in youth. The

habit takes on permanency as the youth goes through graded

school, high school, and even through college, without

158

DEFINITENESS OF PURPOSE. The major weakness of all

educational systems is that they neither teach nor encourage the

habit of DEFINITE DECISION.

It would be beneficial if no college would permit the enrollment

of any student, unless and until the student declared his major

purpose in matriculating. It would be of still greater benefit, if every

student who enters the graded schools were compelled to accept

training in the HABIT OF DECISION, and forced to pass a

satisfactory examination on this subject before being permitted to

advance in the grades.

The habit of INDECISION acquired because of the deficiencies

of our school systems, goes with the student into the occupation he

chooses . . . IF . . in fact, he chooses his occupation. Generally, the

youth just out of school seeks any job that can be found. He takes

the first place he finds, because he has fallen into the habit of

INDECISION. Ninety-eight out of every hundred people working for

wages today, are in the positions they hold, because they lacked the

DEFINITENESS OF DECISION to PLAN A DEFINITE POSITION, and

the knowledge of how to choose an employer.

DEFINITENESS OF DECISION always requires courage,

sometimes very great courage. The fifty-six men who signed the

Declaration of Independence staked their lives on the DECISION to

affix their signatures to that document. The person who reaches a

DEFINITE DECISION to procure the particular job, and make life

pay the price he asks, does not stake his life on that decision; he

stakes his ECONOMIC FREEDOM. Financial independence, riches,

desirable business and professional positions are not within reach

of the person who neglects or refuses to EXPECT, PLAN, and

DEMAND these things. The person who desires riches in the same

spirit that Samuel Adams desired freedom for the Colonies, is sure

to accumulate wealth.

In the chapter on Organized Planning, you will find complete

instructions for marketing every type of personal services. You will

find also detailed information on how to choose the employer you

prefer, and the particular job you desire. These instructions will be

of no value to you UNLESS YOU DEFINITELY DECIDE to organize

them into a plan of action.

159

CHAPTER 9

PERSISTENCE

THE SUSTAINED EFFORT NECESSARY

TO INDUCE FAITH

The Eighth Step toward Riches

PERSISTENCE is an essential factor in the procedure of

transmuting DESIRE into its monetary equivalent. The basis of

persistence is the POWER OF WILL.

Will-power and desire, when properly combined, make an

irresistible pair. Men who accumulate great fortunes are generally

known as cold-blooded, and sometimes ruthless. Often they are

misunderstood. What they have is will-power, which they mix with

persistence, and place back of their desires to insure the attainment

of their objectives.

Henry Ford has been generally misunderstood to be ruthless

and cold-blooded. This misconception grew out of Ford’s habit of

following through in all of his plans with PERSISTENCE.

The majority of people are ready to throw their aims and

purposes overboard, and give up at the first sign of opposition or

misfortune. A few carry on DESPITE all opposition, until they attain

their goal. These few are the Fords, Carnegies, Rockefellers, and

Edisons.

There may be no heroic connotation to the word “persistence,”

but the quality is to the character of man what carbon is to steel.

The building of a fortune, generally, involves the application of

the entire thirteen factors of this philosophy. These principles must

be understood, they must be applied with PERSISTENCE by all who

accumulate money.

If you are following this book with the intention of applying the

knowledge it conveys, your first test as to your PERSISTENCE will

come when you begin to follow the six steps described in the second

chapter. Unless you are one of the two out of every hundred who

already have a DEFINITE GOAL at which you are aiming, and a

DEFINITE PLAN for its attainment, you may read the instructions,

and then pass on with your daily routine, and never comply with

those instructions.

160

The author is checking you up at this point, because lack of

persistence is one of the major causes of failure. Moreover,

experience with thousands of people has proved that lack of

persistence is a weakness common to the majority of men. It is a

weakness which may be overcome by effort. The ease with which

lack of persistence may be conquered will depend entirely upon the

INTENSITY OF ONE’S DESIRE.

The starting point of all achievement is DESIRE. Keep this

constantly in mind. Weak desires bring weak results, just as a

small amount of fire makes a small amount of heat. If you find

yourself lacking in persistence, this weakness may be remedied by

building a stronger fire under your desires.

Continue to read through to the end, then go back to Chapter

two, and start immediately to carry out the instructions given in

connection with the six steps. The eagerness with which you follow

these instructions will indicate clearly, how much, or how little you

really DESIRE to accumulate money. If you find that you are

indifferent, you may be sure that you have not yet acquired the

“money consciousness” which you must possess, before you can be

sure of accumulating a fortune.

Fortunes gravitate to men whose minds have been prepared to

“attract” them, just as surely as water gravitates to the ocean. In

this book may be found all the stimuli necessary to “attune” any

normal mind to the vibrations which will attract the object of one’s

desires.

If you find you are weak in PERSISTENCE, center your

attention upon the instructions contained in the chapter on

“Power”; surround yourself with a “MASTER MIND” group, and

through the cooperative efforts of the members of this group, you

can develop persistence. You will find additional instructions for the

development of persistence in the chapters on auto-suggestion, and

the subconscious mind. Follow the instructions outlined in these

chapters until your habit nature hands over to your subconscious

mind, a clear picture of the object of your DESIRE. From that point

on, you will not be handicapped by lack of persistence.

Your subconscious mind works continuously, while you are

awake, and while you are asleep.

Spasmodic, or occasional effort to apply the rules will be of no

value to you. To get RESULTS, you must apply all of the rules until

their application becomes a fixed habit with you. In no other way

161

can you develop the necessary “money consciousness.”

POVERTY is attracted to the one whose mind is favorable to it,

as money is attracted to him whose mind has been deliberately

prepared to attract it, and through the same laws. POVERTY

CONSCIOUSNESS WILL VOLUNTARILY SEIZE THE MIND WHICH

IS NOT OCCUPIED WITH THE MONEY CONSCIOUSNESS. A

poverty consciousness develops without conscious application of

habits favorable to it. The money consciousness must be created to

order, unless one is born with such a consciousness.

Catch the full significance of the statements in the preceding

paragraph, and you will understand the importance of

PERSISTENCE in the accumulation of a fortune. Without

PERSISTENCE, you will be defeated, even before you start. With

PERSISTENCE you will win.

If you have ever experienced a nightmare, you will realize the

value of persistence. You are lying in bed, half awake, with a feeling

that you are about to smother. You are unable to turn over, or to

move a muscle. You realize that you MUST BEGIN to regain control

over your muscles. Through persistent effort of will-power, you

finally manage to move the fingers of one hand. By continuing to

move your fingers, you extend your control to the muscles of one

arm, until you can lift it. Then you gain control of the other arm in

the same manner. You finally gain control over the muscles of one

leg, and then extend it to the other leg. THEN—WITH ONE

SUPREME EFFORT OF WILL— you regain complete control over

your muscular system, and “snap” out of your nightmare. The trick

has been turned step by step.

You may find it necessary to “snap” out of your mental inertia,

through a similar procedure, moving slowly at first, then increasing

your speed, until you gain complete control over your will. Be

PERSISTENT no matter how slowly you may, at first, have to move.

WITH PERSISTENCE WILL COME SUCCESS.

If you select your “Master Mind” group with care, you will have

in it, at least one person who will aid you in the development of

PERSISTENCE. Some men who have accumulated great fortunes,

did so because of NECESSITY. They developed the habit of

PERSISTENCE, because they were so closely driven by

circumstances, that they had to become persistent.

THERE IS NO SUBSTITUTE FOR PERSISTENCE! It cannot be

supplanted by any other quality! Remember this, and it will hearten

162

you, in the beginning, when the going may seem difficult and slow.

Those who have cultivated the HABIT of persistence seem to

enjoy insurance against failure. No matter how many times they are

defeated, they finally arrive up toward the top of the ladder.

Sometimes it appears that there is a hidden Guide whose duty is to

test men through all sorts of discouraging experiences. Those who

pick themselves up after defeat and keep on trying, arrive; and the

world cries, “Bravo! I knew you could do it!” The hidden Guide lets

no one enjoy great achievement without passing the PERSISTENCE

TEST. Those who can’t take it, simply do not make the grade.

Those who can “take it” are bountifully rewarded for their

PERSISTENCE. They receive, as their compensation, whatever goal

they are pursuing. That is not all! They receive something infinitely

more important than material compensation—the knowledge that

“EVERY FAILURE BRINGS WITH IT THE SEED OF AN

EQUIVALENT ADVANTAGE.”

There are exceptions to this rule; a few people know from

experience the soundness of persistence. They are the ones who

have not accepted defeat as being anything more than temporary.

They are the ones whose DESIRES are so PERSISTENTLY APPLIED

that defeat is finally changed into victory. We who stand on the

side-lines of Life see the overwhelmingly large number who go down

in defeat, never to rise again. We see the few who take the

punishment of defeat as an urge to greater effort. These, fortunately,

never learn to accept Life’s reverse gear. But what we DO NOT SEE,

what most of us never suspect of existing, is the silent but

irresistible POWER which comes to the rescue of those who fight on

in the face of discouragement. If we speak of this power at all we

call it PERSISTENCE, and let it go at that. One thing we all know, if

one does not possess PERSISTENCE, one does not achieve

noteworthy success in any calling.

As these lines are being written, I look up from my work, and

see before me, less than a block away, the great mysterious

“Broadway,” the “Graveyard of Dead Hopes,” and the “Front Porch

of Opportunity.” From all over the world people have come to

Broadway, seeking fame, fortune, power, love, or whatever it is that

human beings call success. Once in a great while someone steps

out from the long procession of seekers, and the world hears that

another person has mastered Broadway. But Broadway is not easily

nor quickly conquered. She acknowledges talent, recognizes genius,

163

pays off in money, only after one has refused to QUIT.

Then we know he has discovered the secret of how to conquer

Broadway. The secret is always inseparably attached to one word,

PERSISTENCE!

The secret is told in the struggle of Fannie Hurst, whose

PERSISTENCE conquered the Great White Way. She came to New

York in 1915, to convert writing into riches. The conversion did not

come quickly, BUT IT CAME. For four years Miss Hurst learned

about “The Sidewalks of New York” from first hand experience. She

spent her days laboring, and her nights HOPING. When hope grew

dim, she did not say, “Alright Broadway, you win!” She said, “Very

well, Broadway, you may whip some, but not me. I’m going to force

you to give up.”

One publisher (The Saturday Evening Post) sent her thirty six

rejection slips, before she “broke the ice and got a story across. The

average writer, like the “average” in other walks of life, would have

given up the job when the first rejection slip came. She pounded the

pavements for four years to the tune of the publisher’s “NO,”

because she was determined to win.

Then came the “payoff.” The spell had been broken, the unseen

Guide had tested Fannie Hurst, and she could take it. From that

time on publishers made a beaten path to her door. Money came so

fast she hardly had time to count it. Then the moving picture men

discovered her, and money came not in small change, but in floods.

The moving picture rights to her latest novel, “Great Laughter,”

brought $100,000.00, said to be the highest price ever paid for a

story before publication. Her royalties from the sale of the book

probably will run much more.

Briefly, you have a description of what PERSISTENCE is

capable of achieving. Fannie Hurst is no exception. Wherever men

and women accumulate great riches, you may be sure they first

acquired PERSISTENCE. Broadway will give any beggar a cup of

coffee and a sandwich, but it demands PERSISTENCE of those who

go after the big stakes.

Kate Smith will say “amen” when she reads this. For years she

sang, without money, and without price, before any microphone she

could reach. Broadway said to her, “Come and get it, if you can take

it.” She did take it until one happy day Broadway got tired and said,

“Aw, what’s the use? You don’t know when you’re whipped, so name

your price, and go to work in earnest.” Miss Smith named her price!

164

It was plenty. Away up in figures so high that one week’s salary is

far more than most people make in a whole year.

Verily it pays to be PERSISTENT!

And here is an encouraging statement which carries with it a

suggestion of great significance— THOUSANDS OF SINGERS WHO

EXCEL KATE SMITH ARE WALKING UP AND DOWN BROADWAY

LOOKING FOR A “BREAK”— WITHOUT SUCCESS. Countless others

have come and gone, many of them sang well enough, but they

failed to make the grade because they lacked the courage to keep on

keeping on, until Broadway became tired of turning them away.

Persistence is a state of mind, therefore it can be cultivated.

Like all states of mind, persistence is based upon definite causes,

among them these:—

a. DEFINITENESS OF PURPOSE. Knowing what one wants

is the first and, perhaps, the most important step toward the

development of persistence. A strong motive forces one to

surmount many difficulties.

b. DESIRE. It is comparatively easy to acquire and to

maintain persistence in pursuing the object of intense desire.

c. SELF-RELIANCE. Belief in one’s ability to carry out a

plan encourages one to follow the plan through with persistence.

(Self-reliance can be developed through the principle described in

the chapter on auto-suggestion).

d. DEFINITENESS OF PLANS. Organized plans, even

though they may be weak and entirely impractical, encourage

persistence.

e. ACCURATE KNOWLEDGE. Knowing that one’s plans are

sound, based upon experience or observation, encourages

persistence; “guessing” instead of “knowing” destroys persistence.

f. CO-OPERATION. Sympathy, understanding, and

harmonious cooperation with others tend to develop persistence.

g. WILL-POWER. The habit of concentrating one’s thoughts

upon the building of plans for the attainment of a definite

165

purpose, leads to persistence.

h. HABIT. Persistence is the direct result of habit. The mind

absorbs and becomes a part of the daily experiences upon which

it feeds. Fear, the worst of all enemies, can be effectively cured by

forced repetition of cwt8 of courage. Everyone who has seen active

service in war knows this.

Before leaving the subject of PERSISTENCE, take inventory of

yourself, and determine in what particular, if any, you are lacking

in this essential quality. Measure yourself courageously, point by

point, and see how many of the eight factors of persistence you

lack. The analysis may lead to discoveries that will give you a new

grip on yourself.

SYMPTOMS OF LACK OF PERSISTENCE

Here you will find the real enemies which stand between you

and noteworthy achievement. Here you will find not only the

“symptoms” indicating weakness of PERSISTENCE, but also the

deeply seated subconscious causes of this weakness. Study the list

carefully, and face yourself squarely IF YOU REALLY WISH TO

KNOW WHO YOU ARE, AND WHAT YOU ARE CAPABLE OF DOING.

These are the weaknesses which must be mastered by all who

accumulate riches.

1. Failure to recognize and to clearly define exactly what

one wants.

2. Procrastination, with or without cause. (Usually backed

up with a formidable array of alibis and excuses).

3. Lack of interest in acquiring specialized knowledge.

4. Indecision, the habit of “passing the buck” on all

occasions, instead of facing issues squarely. (Also backed by

alibis).

5. The habit of relying upon alibis instead of creating

definite plans for the solution of problems.

6. Self-satisfaction. There is but little remedy for this

affliction, and no hope for those who suffer from it.

7. Indifference, usually reflected in one’s readiness to

compromise on all occasions, rather than meet opposition and

166

fight it.

8. The habit of blaming others for one’s mistakes, and

accepting unfavorable circumstances as being unavoidable.

9. WEAKNESS OF DESIRE, due to neglect in the choice of

MOTIVES that impel action.

10. Willingness, even eagerness, to quit at the first sign of

defeat. (Based upon one or more of the 6 basic fears).

11. Lack of ORGANIZED PLANS, placed in writing where they

may be analyzed.

12. The habit of neglecting to move on ideas, or to grasp

opportunity when it presents itself.

13. WISHING instead of WILLING.

14. The habit of compromising with POVERTY instead of

aiming at riches. General absence of ambition to be, to do, and to

own.

15. Searching for all the short-cuts to riches, trying to GET

without GIVING a fair equivalent, usually reflected in the habit of

gambling, endeavoring to drive “sharp” bargains.

16. FEAR OF CRITICISM, failure to create plans and to put

them into action, because of what other people will think, do, or

say. This enemy belongs at the head of the list, because it generally exists in one’s subconscious mind, where its presence is

not recognized. (See the Six Basic Fears in a later chapter).

Let us examine some of the symptoms of the Fear of Criticism.

The majority of people permit relatives, friends, and the public at

large to so influence them that they cannot live their own lives,

because they fear criticism.

Huge numbers of people make mistakes in marriage, stand by

the bargain, and go through life miserable and unhappy, because

they fear criticism which may follow if they correct the mistake.

(Anyone who has submitted to this form of fear knows the

irreparable damage it does, by destroying ambition, self-reliance,

and the desire to achieve).

Millions of people neglect to acquire belated educations, after

having left school, because they fear criticism.

Countless numbers of men and women, both young and old,

permit relatives to wreck their lives in the name of DUTY, because

they fear criticism. (Duty does not require any person to submit to

the destruction of his personal ambitions and the right to live his

167

own life in his own way).

People refuse to take chances in business, because they fear

the criticism which may follow if they fail. The fear of criticism, in

such cases is stronger than the DESIRE for success.

Too many people refuse to set high goals for themselves, or

even neglect selecting a career, because they fear the criticism of

relatives and “friends” who may say “Don’t aim so high, people will

think you are crazy.

When Andrew Carnegie suggested that I devote twenty years to

the organization of a philosophy of individual achievement my first

impulse of thought was fear of what people might say. The

suggestion set up a goal for me, far out of proportion to any I had

ever conceived. As quick as a flash, my mind began to create alibis

and excuses, all of them traceable to the inherent FEAR OF

CRITICISM. Something inside of me said, “You can’t do it—the job

is too big, and requires too much time-what will your relatives think

of you ?—how will you earn a living?—no one has ever organized a

philosophy of success, what right have you to believe you can do

it?—who are you, anyway, to aim so high?— remember your

humble birth—what do you know about philosophy—people will

think you are crazy—(and they did)—why hasn’t some other person

done this before now?”

These, and many other questions flashed into my mind, and

demanded attention. It seemed as if the whole world had suddenly

turned its attention to me with the purpose of ridiculing me into

giving up all desire to carry out Mr. Carnegie’s suggestion.

I had a fine opportunity, then and there, to kill off ambition

before it gained control of me. Later in life, after having analyzed

thousands of people, I discovered that MOST IDEAS ARE STILLBORN, AND NEED THE BREATH OF LIFE INJECTED INTO THEM

THROUGH DEFINITE PLANS OF IMMEDIATE ACTION. The time to

nurse an idea is at the time of its birth. Every minute it lives, gives

it a better chance of surviving. The FEAR OF CRITICISM is at the

bottom of the destruction of most ideas which never reach the

PLANNING and ACTION stage.

Many people believe that material success is the result of

favorable “breaks.” There is an element of ground for the belief, but

those depending entirely upon luck, are nearly always disappointed,

because they overlook another important factor which must be

present before one can be sure of success. It is the knowledge with

168

which favorable “breaks” can be made to order.

During the depression, W. C. Fields, the comedian, lost all his

money, and found himself without income, without a job, and his

means of earning a living (vaudeville) no longer existed. Moreover,

he was past sixty, when many men consider themselves “old.” He

was so eager to stage a comeback that he offered to work without

pay, in a new field (movies). In addition to his other troubles, he fell

and injured his neck. To many that would have been the place to

give up and QUIT. But Fields was PERSISTENT. He knew that if he

carried on he would get the “breaks” sooner or later, and he did get

them, but not by chance.

Marie Dressler found herself down and out, with her money

gone, with no job, when she was about sixty. She, too, went after

the “breaks,” and got them. Her PERSISTENCE brought an

astounding triumph late in life, long beyond the age when most

men and women are done with ambition to achieve.

Eddie Cantor lost his money in the 1929 stock crash, but he

still had his PERSISTENCE and his courage. With these, plus two

prominent eyes, he exploited himself back into an income of

$10,000 a week! Verily, if one has PERSISTENCE, one can get along

very well without many other qualities.

The only “break” anyone can afford to rely upon is a self-made

“break.” These come through the application of PERSISTENCE. The

starting point is DEFINITENESS OF PURPOSE.

Examine the first hundred people you meet, ask them what

they want most in life, and ninety eight of them will not be able to

tell you. If you press them for an answer, some will say—

SECURITY, many will say—MONEY, a few will say—HAPPINESS,

others will say—FAME AND POWER, and still others will say—

SOCIAL RECOGNITION, EASE IN LIVING, ABILITY TO SING,

DANCE, or WRITE, but none of them will be able to define these

terms, or give the slightest indication of a PLAN by which they hope

to attain these vaguely expressed wishes. Riches do not respond to

wishes. They respond only to definite plans, backed by definite

desires, through constant PERSISTENCE.

HOW TO DEVELOP PERSISTENCE

There are four simple steps which lead to the habit of

PERSISTENCE. They call for no great amount of intelligence, no

169

particular amount of education, and but little time or effort. The

necessary steps are:—

1. A DEFINITE PURPOSE BACKED BY BURNING DESIRE FOR

ITS FULFILLMENT.

2. A DEFINITE PLAN, EXPRESSED IN CONTINUOUS ACTION.

3. A MIND CLOSED TIGHTLY AGAINST ALL NEGATIVE AND

DISCOURAGING INFLUENCES, including negative

suggestions of relatives, friends and acquaintances.

4. A FRIENDLY ALLIANCE WITH ONE OR MORE PERSONS WHO

WILL ENCOURAGE ONE TO FOLLOW THROUGH WITH BOTH

PLAN AND PURPOSE.

These four steps are essential for success in all walks of life.

The entire purpose of the thirteen principles of this philosophy is to

enable one to take these four steps as a matter of habit.

These are the steps by which one may control one’s economic

destiny.

They are the steps that lead to freedom and independence of

thought.

They are the steps that lead to riches, in small or great

quantities.

They lead the way to power, fame, and worldly recognition.

They are the four steps which guarantee favorable “breaks.”

They are the steps that convert dreams into physical realities.

They lead, also, to the mastery of FEAR, DISCOURAGEMENT,

INDIFFERENCE.

There is a magnificent reward for all who learn to take these

four steps. It is the privilege of writing one’s own ticket, and of

making Life yield whatever price is asked.

I have no way of knowing the facts, but I venture to conjecture

that Mrs. Wallis Simpson’s great love for a man was not accidental,

nor the result of favorable “breaks” alone. There was a burning desire, and careful searching at every step of the way. Her first duty

was to love. What is the greatest thing on earth? The Master called

it love-not man made rules, criticism, bitterness, slander, or

political “marriages,” but love.

She knew what she wanted, not after she met the Prince of

170

Wales, but long before that. Twice when she had failed to find it,

she had the courage to continue her search. “To thine own self be

true, and it must follow, as the night the day, thou canst not then

be false to any man.”

Her rise from obscurity was of the slow, progressive,

PERSISTENT order, but it was SURE! She triumphed over

unbelievably long odds; and, no matter who you are, or what you

may think of Wallis Simpson, or the king who gave up his Crown for

her love, she is an astounding example of applied PERSISTENCE,

an instructor on the rules of self-determination, from whom the

entire world might profitably take lessons.

When you think of Wallis Simpson, think of one who knew

what she wanted, and shook the greatest empire on earth to get it.

Women who complain that this is a man’s world, that women do not

have an equal chance to win, owe it to themselves to study carefully

the life of this unusual woman, who, at an age which most women

consider “old,” captured the affections of the most desirable

bachelor in the entire world.

And what of King Edward? What lesson may we learn from his

part in the world’s greatest drama of recent times? Did he pay too

high a price for the affections of the woman of his choice?

Surely no one but he can give the correct answer. The rest of us

can only conjecture. This much we know, the king came into the

world without his own consent. He was born to great riches,

without requesting them. He was persistently sought in marriage;

politicians and statesmen throughout Europe tossed dowagers and

princesses at his feet. Because he was the first born of his parents,

he inherited a crown, which he did not seek, and perhaps did not

desire. For more than forty years he was not a free agent, could not

live his life in his own way, had but little privacy, and finally

assumed duties inflicted upon him when he ascended the throne.

Some will say, “With all these blessings, King Edward should

have found peace of mind, contentment, and joy of living.”

The truth is that back of all the privileges of a crown, all the

money, the fame, and the power inherited by King Edward, there

was an emptiness which could be filled only by love.

His greatest DESIRE was for love. Long before he met Wallis

Simpson, he doubtless felt this great universal emotion tugging at

the strings of his heart, beating upon the door of his soul, and

crying out for expression.

171

And when he met a kindred spirit, crying out for this same Holy

privilege of expression, he recognized it, and without fear or

apology, opened his heart and bade it enter. All the scandalmongers in the world cannot destroy the beauty of this international drama, through which two people found love, and had the

courage to face open criticism, renounce ALL ELSE to give it holy

expression.

King Edward’s DECISION to give up the crown of the world’s

most powerful empire, for the privilege of going the remainder of the

way through life with the woman of his choice, was a decision that

required courage. The decision also had a price, but who has the

right to say the price was too great? Surely not He who said, “He

among you who is without sin, let him cast the first stone.”

As a suggestion to any evil-minded person who chooses to find

fault with the Duke of Windsor, because his DESIRE was for LOVE,

and for openly declaring his love for Wallis Simpson, and giving up

his throne for her, let it be remembered that the OPEN

DECLARATION was not essential. He could have followed the

custom of clandestine liaison which has prevailed in Europe for

centuries, without giving up either his throne, or the woman of his

choice, and there would have been NO COMPLAINT FROM EITHER

CHURCH OR LAITY. But this unusual man was built of sterner

stuff. His love was clean. It was deep and sincere. It represented the

one thing which, above ALL ELSE he truly DESIRED, therefore, he

took what he wanted, and paid the price demanded.

If Europe had been blessed with more rulers with the human

heart and the traits of honesty of ex-king Edward, for the past

century, that unfortunate hemisphere now seething with greed,

hate, lust, political connivance, and threats of war, would have a

DIFFERENT AND A BETTER STORY TO TELL. A story in which Love

and not Hate would rule.

In the words of Stuart Austin Wier we raise our cup and drink

this toast to ex-king Edward and Wallis Simpson:

“Blessed is the man who has come to know that our muted

thoughts are our sweetest thoughts.

“Blessed is the man who, from the blackest depths, can see

the luminous figure of LOVE, and seeing, sing; and singing, say:

‘Sweeter far than uttered lays are the thoughts I have of you.’”

172

In these words would we pay tribute to the two people who,

more than all others of modern times, have been the victims of

criticism and the recipients of abuse, because they found Life’s

greatest treasure, and claimed it. \*Mrs. Simpson read and

approved this analysis.

Most of the world will applaud the Duke of Windsor and Wallis

Simpson, because of their PERSISTENCE in searching until they

found life’s greatest reward. ALL OF US CAN PROFIT by following

their example in our own search for that which we demand of life.

What mystical power gives to men of PERSISTENCE the

capacity to master difficulties? Does the quality of PERSISTENCE

set up in one’s mind some form of spiritual, mental or chemical

activity which gives one access to supernatural forces? Does Infinite

Intelligence throw itself on the side of the person who still fights on,

after the battle has been lost, with the whole world on the opposing

side?

These and many other similar questions have arisen in my

mind as I have observed men like Henry Ford, who started at

scratch, and built an Industrial Empire of huge proportions, with

little else in the way of a beginning but PERSISTENCE. Or, Thomas

A. Edison, who, with less than three months of schooling, became

the world’s leading inventor and converted PERSISTENCE into the

talking machine, the moving picture machine, and the incandescent

light, to say nothing of half a hundred other useful inventions.

I had the happy privilege of analyzing both Mr. Edison and Mr.

Ford, year by year, over a long period of years, and therefore, the

opportunity to study them at close range, so I speak from actual

knowledge when I say that I found no quality save PERSISTENCE,

in either of them, that even remotely suggested the major source of

their stupendous achievements.

As one makes an impartial study of the prophets, philosophers,

“miracle” men, and religious leaders of the past, one is drawn to the

inevitable conclusion that PERSISTENCE, concentration of effort,

and DEFINITENESS OF PURPOSE, were the major sources of their

achievements.

Consider, for example, the strange and fascinating story of

Mohammed; analyze his life, compare him with men of achievement

in this modern age of industry and finance, and observe how they

have one outstanding trait in common, PERSISTENCE!

If you are keenly interested in studying the strange power

173

which gives potency to PERSISTENCE, read a biography of

Mohammed, especially the one by Essad Bey. This brief review of

that book, by Thomas Sugrue, in the Herald-Tribune, will provide a

preview of the rare treat in store for those who take the time to read

the entire story of one of the most astounding examples of the

power of PERSISTENCE known to civilization.

THE LAST GREAT PROPHET

Reviewed by Thomas Sugrue

“Mohammed was a prophet, but he never performed a miracle.

He was not a mystic; he had no formal schooling; he did not begin

his mission until he was forty. When he announced that he was the

Messenger of God, bringing word of the true religion, he was

ridiculed and labeled a lunatic. Children tripped him and women

threw filth upon him. He was banished from his native city, Mecca,

and his followers were stripped of their worldly goods and sent into

the desert after him. When he had been preaching ten years he had

nothing to show for it but banishment, poverty and ridicule. Yet

before another ten years had passed, he was dictator of all Arabia,

ruler of Mecca, and the head of a New World religion which was to

sweep to the Danube and the Pyrenees before exhausting the

impetus he gave it. That impetus was three-fold: the power of

words, the efficacy of prayer and man’s kinship with God.

“His career never made sense. Mohammed was born to

impoverished members of a leading family of Mecca. Because

Mecca, the crossroads of the world, home of the magic stone called

the Caaba, great city of trade and the center of trade routes, was

unsanitary, its children were sent to be raised in the desert by

Bedouins. Mohammed was thus nurtured, drawing strength and

health from the milk of nomad, vicarious mothers. He tended sheep

and soon hired out to a rich widow as leader of her caravans. He

traveled to all parts of the Eastern World, talked with many men of

diverse beliefs and observed the decline of Christianity into warring

sects. When he was twenty-eight, Khadija, the widow, looked upon

him with favor, and married him. Her father would have objected to

such a marriage, so she got him drunk and held him up while he

gave the paternal blessing. For the next twelve years Mohammed

lived as a rich and respected and very shrewd trader. Then he took

174

to wandering in the desert, and one day he returned with the first

verse of the Koran and told Khadija that the archangel Gabriel had

appeared to him and said that he was to be the Messenger of God.

“The Koran, the revealed word of God, was the closest thing to

a miracle in Mohammed’s life. He had not been a poet; he had no

gift of words. Yet the verses of the Koran, as he received them and

recited them to the faithful, were better than any verses which the

professional poets of the tribes could produce. This, to the Arabs,

was a miracle. To them the gift of words was the greatest gift, the

poet was all-powerful. In addition the Koran said that all men were

equal before God, that the world should be a democratic state—

Islam. It was this political heresy, plus Mohammed’s desire to

destroy all the 360 idols in the courtyard of the Caaba, which

brought about his banishment. The idols brought the desert tribes

to Mecca, and that meant trade. So the business men of Mecca, the

capitalists, of which he had been one, set upon Mohammed. Then

he retreated to the desert and demanded sovereignty over the world.

“The rise of Islam began. Out of the desert came a flame which

would not be extinguished—a democratic army fighting as a unit

and prepared to die without wincing. Mohammed had invited the

Jews and Christians to join him; for he was not building a new

religion. He was calling all who believed in one God to join in a

single faith. If the Jews and Christians had accepted his invitation

Islam would have conquered the world. They didn’t. They would not

even accept Mohammed’s innovation of humane warfare. When the

armies of the prophet entered Jerusalem not a single person was

killed because of his faith. When the crusaders entered the city,

centuries later, not a Moslem man, woman, or child was spared.

But the Christians did accept one Moslem idea—the place of

learning, the university.”

175

CHAPTER 10

POWER OF THE MASTER MIND

THE DRIVING FORCE

The Ninth Step toward Riches

POWER is essential for success in the accumulation of money.

PLANS are inert and useless, without sufficient POWER to

translate them into ACTION. This chapter will describe the method

by which an individual may attain and apply POWER.

POWER may be defined as “organized and intelligently directed

KNOWLEDGE.” Power, as the term is here used, refers to

ORGANIZED effort, sufficient to enable an individual to transmute

DESIRE into its monetary equivalent. ORGANIZED effort is

produced through the coordination of effort of two or more people,

who work toward a DEFINITE end, in a spirit of harmony.

POWER IS REQUIRED FOR THE ACCUMULATION OF MONEY!

POWER IS NECESSARY FOR THE RETENTION OF MONEY AFTER

IT HAS BEEN ACCUMULATED!

Let us ascertain how power may be acquired. If power is

“organized knowledge,” let us examine the sources of knowledge:

a. INFINITE INTELLIGENCE. This source of knowledge may

be contacted through the procedure described in another

chapter, with the aid of Creative Imagination.

b. ACCUMULATED EXPERIENCE. The accumulated

experience of man, (or that portion of it which has been

organized and recorded), may be found in any well-equipped

public library. An important part of this accumulated experience

is taught in public schools and colleges, where it has been

classified and organized.

c. EXPERIMENT AND RESEARCH. In the field of science,

and in practically every other walk of life, men are gathering,

classifying, and organizing new facts daily. This is the source to

which one must turn when knowledge is not available through

“accumulated experience.” Here, too, the Creative Imagination

must often be used.

176

Knowledge may be acquired from any of the foregoing sources.

It may be converted into POWER by organizing it into definite

PLANS and by expressing those plans in terms of ACTION.

Examination of the three major sources of knowledge will

readily disclose the difficulty an individual would have, if he

depended upon his efforts alone, in assembling knowledge and

expressing it through definite plans in terms of ACTION. If his plans

are comprehensive, and if they contemplate large proportions, he

must, generally, induce others to cooperate with him, before he can

inject into them the necessary element of POWER.

GAINING POWER THROUGH THE ‘‘MASTER MIND”

The “Master Mind” may be defined as: “Coordination of

knowledge and effort, in a spirit of harmony, between two or more

people, for the attainment of a definite purpose.”

No individual may have great power without availing himself of

the “Master Mind.” In a preceding chapter, instructions were given

for the creation of PLANS for the purpose of translating DESIRE

into its monetary equivalent. If you carry out these instructions

with PERSISTENCE and intelligence, and use discrimination in the

selection of your “Master Mind” group, your objective will have been

half-way reached, even before you begin to recognize it.

So you may better understand the “intangible” potentialities of

power available to you, through a properly chosen “Master Mind”

group, we will here explain the two characteristics of the Master

Mind principle, one of which is economic in nature, and the other

psychic. The economic feature is obvious. Economic advantages

may be created by any person who surrounds himself with the

advice, counsel, and personal cooperation of a group of men who

are willing to lend him wholehearted aid, in a spirit of PERFECT

HARMONY. This form of cooperative alliance has been the basis of

nearly every great fortune. Your understanding of this great truth

may definitely determine your financial status.

The psychic phase of the Master Mind principle is much more

abstract, much more difficult to comprehend, because it has

reference to the spiritual forces with which the human race, as a

whole, is not well acquainted. You may catch a significant suggestion from this statement: “No two minds ever come together

without, thereby, creating a third, invisible, intangible force which

177

may be likened to a third mind.”

Keep in mind the fact that there are only two known elements

in the whole universe, energy and matter. It is a well known fact

that matter may be broken down into units of molecules, atoms,

and electrons. There are units of matter which may be isolated,

separated, and analyzed.

Likewise, there are units of energy.

The human mind is a form of energy, a part of it being spiritual

in nature. When the minds of two people are coordinated in a

SPIRIT OF HARMONY, the spiritual units of energy of each mind

form an affinity, which constitutes the “psychic” phase of the

Master Mind.

The Master Mind principle, or rather the economic feature of it,

was first called to my attention by Andrew Carnegie, over twentyfive years ago. Discovery of this principle was responsible for the

choice of my life’s work.

Mr. Carnegie’s Master Mind group consisted of a staff of

approximately fifty men, with whom he surrounded himself, for the

DEFINITE PURPOSE of manufacturing and marketing steel. He

attributed his entire fortune to the POWER he accumulated through

this “Master Mind.”

Analyze the record of any man who has accumulated a great

fortune, and many of those who have accumulated modest fortunes,

and you will find that they have either consciously, or

unconsciously employed the “Master Mind” principle.

GREAT POWER CAN BE ACCUMULATED THROUGH NO

OTHER PRINCIPLE!

ENERGY is Nature’s universal set of building blocks, out of

which she constructs every material thing in the universe, including

man, and every form of animal and vegetable life. Through a

process which only Nature completely understands, she translates

energy into matter.

Nature’s building blocks are available to man, in the energy

involved in THINKING! Man’s brain may be compared to an electric

battery. It absorbs energy from the ether, which permeates every

atom of matter, and fills the entire universe.

It is a well known fact that a group of electric batteries will

provide more energy than a single battery. It is also a well known

fact that an individual battery will provide energy in proportion to

the number and capacity of the cells it contains.

178

The brain functions in a similar fashion. This accounts for the

fact that some brains are more efficient than others, and leads to

this significant statement—a group of brains coordinated (or connected) in a spirit of harmony, will provide more thought-energy

than a single brain, just as a group of electric batteries will provide

more energy than a single battery.

Through this metaphor it becomes immediately obvious that

the Master Mind principle holds the secret of the POWER wielded by

men who surround themselves with other men of brains.

There follows, now, another statement which will lead still

nearer to an understanding of the psychic phase of the Master Mind

principle: When a group of individual brains are coordinated and

function in Harmony, the increased energy created through that

alliance, becomes available to every individual brain in the group.

It is a well known fact that Henry Ford began his business

career under the handicap of poverty, illiteracy, and ignorance. It is

an equally well known fact that, within the inconceivably short

period of ten years, Mr. Ford mastered these three handicaps, and

that within twenty-five years he made himself one of the richest

men in America. Connect with this fact, the additional knowledge

that Mr. Ford’s most rapid strides became noticeable, from the time

he became a personal friend of Thomas A. Edison, and you will

begin to understand what the influence of one mind upon another

can accomplish. Go a step farther, and consider the fact that Mr.

Ford’s most outstanding achievements began from the time that he

formed the acquaintances of Harvey Firestone, John Burroughs,

and Luther Burbank, (each a man of great brain capacity), and you

will have further evidence that POWER may be produced through

friendly alliance of minds.

There is little if any doubt that Henry Ford is one of the best

informed men in the business and industrial world. The question of

his wealth needs no discussion. Analyze Mr. Ford’s intimate personal friends, some of whom have already been mentioned, and you

will be prepared to understand the following statement:— “Men take

on the nature and the habits and the POWER OF THOUGHT of

those with whom they associate in a spirit of sympathy and

harmony.”

Henry Ford whipped poverty, illiteracy, and ignorance by

allying himself with great minds, whose vibrations of thought he

absorbed into his own mind. Through his association with Edison,

179

Burbank, Burroughs, and Firestone, Mr. Ford added to his own

brain power, the sum and substance of the intelligence, experience,

knowledge, and spiritual forces of these four men. Moreover, he appropriated, and made use of the Master Mind principle through the

methods of procedure described in this book.

This principle is available to you!

We have already mentioned Mahatma Gandhi. Perhaps the

majority of those who have heard of Gandhi, look upon him as

merely an eccentric little man, who goes around without formal

wearing apparel, and makes trouble for the British Government.

In reality, Gandhi is not eccentric, but HE IS THE MOST

POWERFUL MAN NOW LIVING.

(Estimated by the number of his followers and their faith in

their leader.) Moreover, he is probably the most powerful man who

has ever lived. His power is passive, but it is real.

Let us study the method by which he attained his stupendous

POWER. It may be explained in a few words. He came by POWER

through inducing over two hundred million people to coordinate,

with mind and body, in a spirit of HARMONY, for a DEFINITE

PURPOSE.

In brief, Gandhi has accomplished a MIRACLE, for it is a

miracle when two hundred million people can be induced—not

forced—to cooperate in a spirit of HARMONY, for a limitless time. If

you doubt that this is a miracle, try to induce ANY TWO PEOPLE to

cooperate in a spirit of harmony for any length of time.

Every man who manages a business knows what a difficult

matter it is to get employees to work together in a spirit even

remotely resembling HARMONY.

The list of the chief sources from which POWER may be

attained is, as you have seen, headed by INFINITE INTELLIGENCE.

When two or more people coordinate in a spirit of HARMONY, and

work toward a definite objective, they place themselves in position,

through that alliance, to absorb power directly from the great

universal storehouse of Infinite Intelligence. This is the greatest of

all sources of POWER. It is the source to which the genius turns. It

is the source to which every great leader turns, (whether he may be

conscious of the fact or not).

The other two major sources from which the knowledge,

necessary for the accumulation of POWER, may be obtained are no

more reliable than the five senses of man. The senses are not

180

always reliable. Infinite Intelligence DOES NOT ERR.

In subsequent chapters, the methods by which Infinite

Intelligence may be most readily contacted will be adequately

described.

This is not a course on religion. No fundamental principle

described in this book should be interpreted as being intended to

interfere either directly, or indirectly, with any man’s religious

habits. This book has been confined, exclusively, to instructing the

reader how to transmute the DEFINITE PURPOSE OF DESIRE FOR

MONEY, into its monetary equivalent.

Read, THINK, and meditate as you read. Soon, the entire

subject will unfold, and you will see it in perspective. You are now

seeing the detail of the individual chapters.

Money is as shy and elusive as the “old time” maiden. It must

be wooed and won by methods not unlike those used by a

determined lover, in pursuit of the girl of his choice. And,

coincidental as it is, the POWER used in the “wooing” of money is

not greatly different from that used in wooing a maiden. That

power, when successfully used in the pursuit of money must be

mixed with FAITH. It must be mixed with DESIRE. It must be mixed

with PERSISTENCE. It must be applied through a plan, and that

plan must be set into ACTION.

When money comes in quantities known as “the big money,” it

flows to the one who accumulates it, as easily as water flows down

hill. There exists a great unseen stream of POWER, which may be

compared to a river; except that one side flows in one direction,

carrying all who get into that side of the stream, onward and

upward to WEALTH—and the other side flows in the opposite

direction, carrying all who are unfortunate enough to get into it

(and not able to extricate themselves from it), downward to misery

and POVERTY.

Every man who has accumulated a great fortune, has

recognized the existence of this stream of life. It consists of one’s

THINKING PROCESS. The positive emotions of thought form the

side of the stream which carries one to fortune. The negative

emotions form the side which carries one down to poverty.

This carries a thought of stupendous importance to the person

who is following this book with the object of accumulating a

fortune.

If you are in the side of the stream of POWER which leads to

181

poverty, this may serve as an oar, by which you may propel yourself

over into the other side of the stream. It can serve you ONLY

through application and use. Merely reading, and passing judgment

on it, either one way or another, will in no way benefit you.

Some people undergo the experience of alternating between the

positive and negative sides of the stream, being at times on the

positive side, and at times on the negative side. The Wall Street

crash of ‘29 swept millions of people from the positive to the

negative side of the stream. These millions are struggling, some of

them in desperation and fear, to get back to the positive side of the

stream. This book was written especially for those millions.

Poverty and riches often change places. The Crash taught the

world this truth, although the world will not long remember the

lesson. Poverty may, and generally does, voluntarily take the place

of riches. When riches take the place of poverty, the change is

usually brought about through well conceived and carefully

executed PLANS. Poverty needs no plan. It needs no one to aid it,

because it is bold and ruthless. Riches are shy and timid. They

have to be “attracted.”

ANYBODY can WISH

for riches, and most

people do, but only a few

know that a definite plan,

plus a BURNING DESIRE

for wealth, are the only

dependable means of

accumulating wealth.

182

CHAPTER 11

THE MYSTERY OF SEX

TRANSMUTATION

The Tenth Step toward Riches

The meaning of the word “transmute” is, in simple language,

“the changing, or transferring of one element, or form of energy, into

another.”

The emotion of sex brings into being a state of mind.

Because of ignorance on the subject, this state of mind is

generally associated with the physical, and because of improper

influences, to which most people have been subjected, in acquiring

knowledge of sex, things essentially physical have highly biased the

mind.

The emotion of sex has back of it the possibility of three

constructive potentialities, they are:—

1. The perpetuation of mankind.

2. The maintenance of health, (as a therapeutic agency, it

has no equal).

3. The transformation of mediocrity into genius through

transmutation.

Sex transmutation is simple and easily explained. It means the

switching of the mind from thoughts of physical expression, to

thoughts of some other nature.

Sex desire is the most powerful of human desires. When driven

by this desire, men develop keenness of imagination, courage, willpower, persistence, and creative ability unknown to them at other

times. So strong and impelling is the desire for sexual contact that

men freely run the risk of life and reputation to indulge it. When

harnessed, and redirected along other lines, this motivating force

maintains all of its attributes of keenness of imagination, courage,

etc., which may be used as powerful creative forces in literature,

art, or in any other profession or calling, including, of course, the

accumulation of riches.

The transmutation of sex energy calls for the exercise of willpower, to be sure, but the reward is worth the effort. The desire for

183

sexual expression is inborn and natural. The desire cannot, and

should not be submerged or eliminated. But it should be given an

outlet through forms of expression which enrich the body, mind,

and spirit of man. If not given this form of outlet, through

transmutation, it will seek outlets through purely physical

channels.

A river may be dammed, and its water controlled for a time, but

eventually, it will force an outlet. The same is true of the emotion of

sex. It may be submerged and controlled for a time, but its very

nature causes it to be ever seeking means of expression. If it is not

transmuted into some creative effort it will find a less worthy outlet.

Fortunate, indeed, is the person who has discovered how to

give sex emotion an outlet through some form of creative effort, for

he has, by that discovery, lifted himself to the status of a genius.

Scientific research has disclosed these significant facts:

1. The men of greatest achievement are men with highly

developed sex natures; men who have learned the art of sex

transmutation.

2. The men who have accumulated great fortunes and

achieved outstanding recognition in literature, art, industry,

architecture, and the professions, were motivated by the influence

of a woman.

The research from which these astounding discoveries were

made, went back through the pages of biography and history for

more than two thousand years. Wherever there was evidence

available in connection with the lives of men and women of great

achievement, it indicated most convincingly that they possessed

highly developed sex natures.

The emotion of sex is an “irresistible force,” against which there

can be no such opposition as an “immovable body.” When driven by

this emotion, men become gifted with a super power for action.

Understand this truth, and you will catch the significance of the

statement that sex transmutation will lift one to the status of a

genius.

The emotion of sex contains the secret of creative ability.

Destroy the sex glands, whether in man or beast, and you have

removed the major source of action. For proof of this, observe what

happens to any animal after it has been castrated. A bull becomes

as docile as a cow after it has been altered sexually. Sex alteration

184

takes out of the male, whether man or beast, all the FIGHT that was

in him. Sex alteration of the female has the same effect.

THE TEN MIND STIMULI

The human mind responds to stimuli, through which it may be

“keyed up” to high rates of vibration, known as enthusiasm,

creative imagination, intense desire, etc. The stimuli to which the

mind responds most freely are:—

1. The desire for sex expression

2. Love

3. A burning desire for fame, power, or financial gain, MONEY

4. Music

5. Friendship between either those of the same sex, or those of

the opposite sex.

6. A Master Mind alliance based upon the harmony of two or

more people who ally themselves for spiritual or temporal

advancement.

7. Mutual suffering, such as that experienced by people who are

persecuted.

8. Auto-suggestion

9. Fear

10. Narcotics and alcohol.

The desire for sex expression comes at the head of the list of

stimuli, which most effectively “stepup” the vibrations of the mind

and start the “wheels” of physical action. Eight of these stimuli are

natural and constructive. Two are destructive. The list is here

presented for the purpose of enabling you to make a comparative

study of the major sources of mind stimulation. From this study, it

will be readily seen that the emotion of sex is, by great odds, the

most intense and powerful of all mind stimuli.

This comparison is necessary as a foundation for proof of the

statement that transmutation of sex energy may lift one to the

status of a genius. Let us find out what constitutes a genius.

Some wiseacre has said that a genius is a man who “wears long

hair, eats queer food, lives alone, and serves as a target for the joke

makers.” A better definition of a genius is, “a man who has discovered how to increase the vibrations of thought to the point where

185

he can freely communicate with sources of knowledge not available

through the ordinary rate of vibration of thought.”

The person who thinks will want to ask some questions

concerning this definition of genius. The first question will be, “How

may one communicate with sources of knowledge which are not

available through the ORDINARY rate of vibration of thought?”

The next question will be, “Are there known sources of

knowledge which are available only to genii, and if so, WHAT ARE

THESE SOURCES, and exactly how may they be reached?”

We shall offer proof of the soundness of some of the more

important statements made in this book—or at least we shall offer

evidence through which you may secure your own proof through

experimentation, and in doing so, we shall answer both of these

questions.

“GENIUS” IS DEVELOPED THROUGH

THE SIXTH SENSE

The reality of a “sixth sense” has been fairly well established.

This sixth sense is “Creative Imagination.” The faculty of creative

imagination is one which the majority of people never use during an

entire lifetime, and if used at all, it usually happens by mere

accident. A relatively small number of people use, WITH

DELIBERATION AND PURPOSE AFORETHOUGHT, the faculty of

creative imagination. Those who use this faculty voluntarily, and

with understanding of its functions, are GENII.

The faculty of creative imagination is the direct link between

the finite mind of man and Infinite Intelligence. All so-called

revelations, referred to in the realm of religion, and all discoveries of

basic or new principles in the field of invention, take place through

the faculty of creative imagination.

When ideas or concepts flash into one’s mind, through what is

popularly called a “hunch,” they come from one or more of the

following sources:—

1. Infinite Intelligence

2. One’s subconscious mind, wherein is stored every sense

impression and thought impulse which ever reached the

brain through any of the five senses

3. From the mind of some other person who has just released

186

the thought, or picture of the idea or concept, through

conscious thought, or

4. From the other person’s subconscious storehouse.

There are no other KNOWN sources from which “inspired” ideas

or “hunches” may be received.

The creative imagination functions best when the mind is

vibrating (due to some form of mind stimulation) at an exceedingly

high rate. That is, when the mind is functioning at a rate of

vibration higher than that of ordinary, normal thought.

When brain action has been stimulated, through one or more of

the ten mind stimulants, it has the effect of lifting the individual far

above the horizon of ordinary thought, and permits him to envision

distance, scope, and quality of THOUGHTS not available on the

lower plane, such as that occupied while one is engaged in the

solution of the problems of business and professional routine.

When lifted to this higher level of thought, through any form of

mind stimulation, an individual occupies, relatively, the same

position as one who has ascended in an airplane to a height from

which he may see over and beyond the horizon line which limits his

vision, while on the ground. Moreover, while on this higher level of

thought, the individual is not hampered or bound by any of the

stimuli which circumscribe and limit his vision while wrestling with

the problems of gaining the three basic necessities of food, clothing,

and shelter. He is in a world of thought in which the ORDINARY,

work-a-day thoughts have been as effectively removed as are the

hills and valleys and other limitations of physical vision, when he

rises in an airplane.

While on this exalted plane of THOUGHT, the creative faculty of

the mind is given freedom for action. The way has been cleared for

the sixth sense to function, it becomes receptive to ideas which

could not reach the individual under any other circumstances. The

“sixth sense” is the faculty which marks the difference between a

genius and an ordinary individual.

The creative faculty becomes more alert and receptive to

vibrations, originating outside the individual’s subconscious mind,

the more this faculty is used, and the more the individual relies

upon it, and makes demands upon it for thought impulses. This

faculty can be cultivated and developed only through use.

That which is known as ones ‘conscience operates entirely

187

through the faculty of the sixth sense.

The great artists, writers, musicians, and poets become great,

because they acquire the habit of relying upon the “still small voice”

which speaks from within, through the faculty of creative imagination. It is a fact well known to people who have “keen”

imaginations that their best ideas come through so-called

“hunches.”

There is a great orator who does not attain to greatness, until

he closes his eyes and begins to rely entirely upon the faculty of

Creative Imagination. When asked why he closed his eyes just before the climaxes of his oratory, he replied, “I do it, because, then I

speak through ideas which come to me from within.”

One of America’s most successful and best known financiers

followed the habit of closing his eyes for two or three minutes before

making a decision.

When asked why he did this, he replied, “With my eyes closed, I

am able to draw upon a source of superior intelligence.”

The late Dr. Elmer R. Gates, of Chevy Chase, Maryland, created

more than 200 useful patents, many of them basic, through the

process of cultivating and using the creative faculty. His method is

both significant and interesting to one interested in attaining to the

status of genius, in which category Dr. Gates, unquestionably

belonged. Dr. Gates was one of the really great, though less

publicized scientists of the world.

In his laboratory, he had what he called his “personal

communication room.” It was practically sound proof, and so

arranged that all light could be shut out. It was equipped with a

small table, on which he kept a pad of writing paper. In front of the

table, on the wall, was an electric pushbutton, which controlled the

lights. When Dr. Gates desired to draw upon the forces available to

him through his Creative Imagination, he would go into this room,

seat himself at the table, shut off the lights, and CONCENTRATE

upon the KNOWN factors of the invention on which he was working,

remaining in that position until ideas began to “flash” into his mind

in connection with the UNKNOWN factors of the invention.

On one occasion, ideas came through so fast that he was forced

to write for almost three hours. When the thoughts stopped flowing,

and he examined his notes, he found they contained a minute

description of principles which bad not a parallel among the known

data of the scientific world.

188

Moreover, the answer to his problem was intelligently presented

in those notes. In this manner Dr. Gates completed over 200

patents, which had been begun, but not completed, by “half-baked”

brains. Evidence of the truth of this statement is in the United

States Patent Office.

Dr. Gates earned his living by “sitting for ideas” for individuals

and corporations. Some of the largest corporations in America paid

him substantial fees, by the hour, for “sitting for ideas.”

The reasoning faculty is often faulty, because it is largely

guided by one’s accumulated experience. Not all knowledge, which

one accumulates through “experience,” is accurate. Ideas received

through the creative faculty are much more reliable, for the reason

that they come from sources more reliable than any which are

available to the reasoning faculty of the mind.

The major difference between the genius and the ordinary

“crank” inventor, may be found in the fact that the genius works

through his faculty of creative imagination, while the “crank” knows

nothing of this faculty. The scientific inventor (such as Mr. Edison,

and Dr. Gates), makes use of both the synthetic and the creative

faculties of imagination.

For example, the scientific inventor, or “genius, begins an

invention by organizing and combining the known ideas, or

principles accumulated through experience, through the synthetic

faculty (the reasoning faculty). If he finds this accumulated

knowledge to be insufficient for the completion of his invention, he

then draws upon the sources of knowledge available to him through

his creative faculty. The method by which he does this varies with

the individual, but this is the sum and substance of his procedure:

1. HE STIMULATES HIS MIND SO THAT IT VIBRATES ON A

HIGHER-THAN-AVERAGE PLANE, using one or more of the ten

mind stimulants or some other stimulant of his choice.

2. HE CONCENTRATES upon the known factors (the finished

part) of his invention, and creates in his mind a perfect picture of

unknown factors (the unfinished part), of his invention. He holds

this picture in mind until it has been taken over by the

subconscious mind, then relaxes by clearing his mind of ALL

thought, and waits for his answer to “flash” into his mind.

Sometimes the results are both definite and immediate. At

189

other times, the results are negative, depending upon the state of

development of the “sixth sense,” or creative faculty.

Mr. Edison tried out more than 10,000 different combinations

of ideas through the synthetic faculty of his imagination before he

“tuned in” through the creative faculty, and got the answer which

perfected the incandescent light. His experience was similar when

he produced the talking machine.

There is plenty of reliable evidence that the faculty of creative

imagination exists. This evidence is available through accurate

analysis of men who have become leaders in their respective callings, without having had extensive educations. Lincoln was a

notable example of a great leader who achieved greatness, through

the discovery, and use of his faculty of creative imagination. He discovered, and began to use this faculty as the result of the

stimulation of love which he experienced after he met Anne

Rutledge, a statement of the highest significance, in connection

with the study of the source of genius.

The pages of history are filled with the records of great leaders

whose achievements may be traced directly to the influence of

women who aroused the creative faculties of their minds, through

the stimulation of sex desire. Napoleon Bonaparte was one of these.

When inspired by his first wife, Josephine, he was irresistible and

invincible. When his “better judgment” or reasoning faculty

prompted him to put Josephine aside, he began to decline. His defeat and St. Helena were not far distant.

If good taste would permit, we might easily mention scores of

men, well known to the American people, who climbed to great

heights of achievement under the stimulating influence of their

wives, only to drop back to destruction AFTER money and power

went to their heads, and they put aside the old wife for a new one.

Napoleon was not the only man to discover that sex influence, from

the right source, is more powerful than any substitute of expediency,

which may be created by mere reason.

The human mind responds to stimulation!

Among the greatest, and most powerful of these stimuli is the

urge of sex. When harnessed and transmuted, this driving force is

capable of lifting men into that higher sphere of thought which

enables them to master the sources of worry and petty annoyance

which beset their pathway on the lower plane.

Unfortunately, only the genii have made the discovery. Others

190

have accepted the experience of sex urge, without discovering one of

its major potentialities—a fact which accounts for the great number

of “others” as compared to the limited number of genii.

For the purpose of refreshing the memory, in connection with

the facts available from the biographies of certain men, we here

present the names of a few men of outstanding achievement, each

of whom was known to have been of a highly sexed nature. The

genius which was their’s, undoubtedly found its source of power in

transmuted sex energy:

GEORGE WASHINGTON

NAPOLEON BONAPARTE

WILLIAM SHAKESPEARE

ABRAHAM LINCOLN

RALPH WALDO EMERSON

ROBERT BURNS

THOMAS JEFFERSON

ELBERT HUBBARD

ELBERT H. GARY

OSCAR WILDE

WOODROW WILSON

JOHN H. PATTERSON

ANDREW JACKSON

ENRICO CARUSO

Your own knowledge of biography will enable you to add to this

list. Find, if you can, a single man, in all history of civilization, who

achieved outstanding success in any calling, who was not driven by

a well developed sex nature.

If you do not wish to rely upon biographies of men not now

living, take inventory of those whom you know to be men of great

achievement, and see if you can find one among them who is not

highly sexed.

Sex energy is the creative energy of all genii. There never has

been, and never will be a great leader, builder, or artist lacking in

this driving force of sex.

Surely no one will misunderstand these statements to mean

that ALL who are highly sexed are genii! Man attains to the status

of a genius ONLY when, and IF, he stimulates his mind so that it

draws upon the forces available, through the creative faculty of the

191

imagination. Chief among the stimuli with which this “stepping up”

of the vibrations may be produced is sex energy. The mere

possession of this energy is not sufficient to produce a genius. The

energy must be transmuted from desire for physical contact, into

some other form of desire and action, before it will lift one to the

status of a genius.

Far from becoming genii, because of great sex desires, the

majority of men lower themselves, through misunderstanding and

misuse of this great force, to the status of the lower animals.

WHY MEN SELDOM SUCCEED BEFORE FORTY

I discovered, from the analysis of over 25,000 people, that men

who succeed in an outstanding way, seldom do so before the age of

forty, and more often they do not strike their real pace until they

are well beyond the age of fifty. This fact was so astounding that it

prompted me to go into the study of its cause most carefully,

carrying the investigation over a period of more than twelve years.

This study disclosed the fact that the major reason why the

majority of men who succeed do not begin to do so before the age of

forty to fifty, is their tendency to DISSIPATE their energies through

over indulgence in physical expression of the emotion of sex. The

majority of men never learn that the urge of sex has other

possibilities, which far transcend in importance, that of mere

physical expression. The majority of those who make this discovery,

do so after having wasted many years at a period when the sex

energy is at its height, prior to the age of forty-five to fifty. This

usually is followed by noteworthy achievement.

The lives of many men up to, and sometimes well past the age

of forty, reflect a continued dissipation of energies, which could

have been more profitably turned into better channels. Their finer

and more powerful emotions are sown wildly to the four winds. Out

of this habit of the male, grew the term, “sowing his wild oats.”

The desire for sexual expression is by far the strongest and

most impelling of all the human emotions, and for this very reason

this desire, when harnessed and transmuted into action, other than

that of physical expression, may raise one to the status of a genius.

One of America’s most able business men frankly admitted that

his attractive secretary was responsible for most of the plans he

created. He admitted that her presence lifted him to heights of

192

creative imagination, such as he could experience under no other

stimulus.

One of the most successful men in America owes most of his

success to the influence of a very charming young woman, who has

served as his source of inspiration for more than twelve years.

Everyone knows the man to whom this reference is made, but not

everyone knows the REAL SOURCE of his achievements.

History is not lacking in examples of men who attained to the

status of genii, as the result of the use of artificial mind stimulants

in the form of alcohol and narcotics. Edgar Allen Poe wrote the

“Raven” while under the influence of liquor, “dreaming dreams that

mortal never dared to dream before.” James Whitcomb Riley did his

best writing while under the influence of alcohol. Perhaps it was

thus he saw “the ordered intermingling of the real and the dream,

the mill above the river, and the mist above the stream.” Robert

Burns wrote best when intoxicated, “For Auld Lang Syne, my dear,

we’ll take a cup of kindness yet, for Auld Lang Syne.”

But let it be remembered that many such men have destroyed

themselves in the end. Nature has prepared her own potions with

which men may safely stimulate their minds so they vibrate on a

plane that enables them to tune in to fine and rare thoughts which

come from—no man knows where! No satisfactory substitute for

Nature’s stimulants has ever been found.

It is a fact well known to psychologists that there is a very close

relationship between sex desires and spiritual urges—a fact which

accounts for the peculiar behavior of people who participate in the

orgies known as religious “revivals,” common among the primitive

types.

The world is ruled, and the destiny of civilization is established,

by the human emotions. People are influenced in their actions, not

by reason so much as by “feelings.” The creative faculty of the mind

is set into action entirely by emotions, and not by cold reason. The

most powerful of all human emotions is that of sex. There are other

mind stimulants, some of which have been listed, but no one of

them, nor all of them combined, can equal the driving power of sex.

A mind stimulant is any influence which will either temporarily,

or permanently, increase the vibrations of thought. The ten major

stimulants, described, are those most commonly resorted to.

Through these sources one may commune with In.-finite

Intelligence, or enter, at will, the storehouse of the subconscious

193

mind, either one’s own, or that of another person, a procedure

which is all there is of genius.

A teacher, who has trained and directed the efforts of more

than 30,000 sales people, made the astounding discovery that

highly sexed men are the most efficient salesmen. The explanation

is, that the factor of personality known as “personal magnetism” is

nothing more nor less than sex energy. Highly sexed people always

have a plentiful supply of magnetism. Through cultivation and understanding, this vital force may be drawn upon and used to great

advantage in the relationships between people. This energy may be

communicated to others through the following media:

1. The hand-shake. The touch of the hand indicates, instantly, the

presence of magnetism, or the lack of it.

2. The tone of voice. Magnetism, or sex energy, is the factor with

which the voice may be colored, or made musical and charming.

3. Posture and carriage of the body. Highly sexed people move

briskly, and with grace and ease.

4. The vibrations of thought. Highly sexed people mix the emotion

of sex with their thoughts, or may do so at will, and in that way,

may influence those around them.

5. Body adornment. People who are highly sexed are usually very

careful about their personal appearance. They usually select

clothing of a style becoming to their personality, physique, complexion, etc.

When employing salesmen, the more capable sales manager

looks for the quality of personal magnetism as the first requirement

of a salesman. People who lack sex energy will never become

enthusiastic nor inspire others with enthusiasm, and enthusiasm is

one of the most important requisites in salesmanship, no matter

what one is selling.

The public speaker, orator, preacher, lawyer, or salesman who

is lacking in sex energy is a “flop,” as far as being able to influence

others is concerned. Couple with this the fact, that most people can

be influenced only through an appeal to their emotions, and you

will understand the importance of sex energy as a part of the

salesman’s native ability. Master salesmen attain the status of

mastery in selling, because they, either consciously, or unconsciously, transmute the energy of sex into SALES ENTHUSIASM! In

194

this statement may be found a very practical suggestion as to the

actual meaning of sex transmutation.

The salesman who knows how to take his mind off the subject

of sex, and direct it in sales effort with as much enthusiasm and

determination as he would apply to its original purpose, has

acquired the art of sex transmutation, whether he knows it or not.

The majority of salesmen who transmute their sex energy do so

without being in the least aware of what they are doing, or how they

are doing it.

Transmutation of sex energy calls for more will power than the

average person cares to use for this purpose. Those who find it

difficult to summon will-power sufficient for transmutation, may

gradually acquire this ability. Though this requires will-power, the

reward for the practice is more than worth the effort.

The entire subject of sex is one with which the majority of

people appear to be unpardonably ignorant. The urge of sex has

been grossly misunderstood, slandered, and burlesqued by the

ignorant and the evil minded, for so long that the very word sex is

seldom used in polite society. Men and women who are known to be

blessed—yes, BLESSED—with highly sexed natures, are usually

looked upon as being people who will bear watching. Instead of

being called blessed, they are usually called cursed.

Millions of people, even in this age of enlightenment, have

inferiority complexes which they developed because of this false

belief that a highly sexed nature is a curse. These statements, of the

virtue of sex energy, should not be construed as justification for the

libertine. The emotion of sex is a virtue ONLY when used

intelligently, and with discrimination. It may be misused, and often

is, to such an extent that it debases, instead of enriches, both body

and mind. The better use of this power is the burden of this

chapter.

It seemed quite significant to the author, when he made the

discovery that practically every great leader, whom he had the

privilege of analyzing, was a man whose achievements were largely

inspired by a woman. In many instances, the “woman in the case”

was a modest, self-denying wife, of whom the public had heard but

little or nothing. In a few instances, the source of inspiration has

been traced to the “other woman.” Perhaps such cases may not be

entirely unknown to you.

Intemperance in sex habits is just as detrimental as

195

intemperance in habits of drinking and eating. In this age in which

we live, an age which began with the world war, intemperance in

habits of sex is common. This orgy of indulgence may account for

the shortage of great leaders. No man can avail himself of the forces

of his creative imagination, while dissipating them. Man is the only

creature on earth which violates Nature’s purpose in this

connection. Every other animal indulges its sex nature in

moderation, and with purpose which harmonizes with the laws of

nature. Every other animal responds to the call of sex only in

“season.” Man’s inclination is to declare “open season.”

Every intelligent person knows that stimulation in excess,

through alcoholic drink and narcotics, is a form of intemperance

which destroys the vital organs of the body, including the brain. Not

every person knows, however, that over indulgence in sex

expression may become a habit as destructive and as detrimental to

creative effort as narcotics or liquor.

A sex-mad man is not essentially different than a dope-mad

man! Both have lost control over their faculties of reason and willpower. Sexual overindulgence may not only destroy reason and willpower, but it may also lead to either temporary, or permanent

insanity. Many cases of hypochondria (imaginary illness) grow out

of habits developed in ignorance of the true function of sex.

From these brief references to the subject, it may be readily

seen that ignorance on the subject of sex transmutation, forces

stupendous penalties upon the ignorant on the one hand, and

withholds from them equally stupendous benefits, on the other.

Widespread ignorance on the subject of sex is due to the fact

that the subject has been surrounded with mystery and beclouded

by dark silence. The conspiracy of mystery and silence has had the

same effect upon the minds of young people that the psychology of

prohibition had. The result has been increased curiosity, and desire

to acquire more knowledge on this “verboten” subject; and to the

shame of all lawmakers, and most physicians—by training best

qualified to educate youth on that subject-information has not been

easily available.

Seldom does an individual enter upon highly creative effort in

any field of endeavor before the age of forty. The average man

reaches the period of his greatest capacity to create between forty

and sixty. These statements are based upon analysis of thousands

of men and women who have been carefully observed. They should

196

be encouraging to those who fail to arrive before the age of forty,

and to those who become frightened at the approach of “old age,”

around the forty-year mark. The years between forty and fifty are,

as a rule, the most fruitful. Man should approach this age, not with

fear and trembling, but with hope and eager anticipation.

If you want evidence that most men do not begin to do their

best work before the age of forty, study the records of the most

successful men known to the American people, and you will find it.

Henry Ford had not “hit his pace” of achievement until he had

passed the age of forty. Andrew Carnegie was well past forty before

he began to reap the reward of his efforts. James J. Hill was still

running a telegraph key at the age of forty. His stupendous

achievements took place after that age. Biographies of American

industrialists and financiers are filled with evidence that the period

from forty to sixty is the most productive age of man.

Between the ages of thirty and forty, man begins to learn (if he

ever learns), the art of sex transmutation. This discovery is

generally accidental, and more often than otherwise, the man who

makes it is totally unconscious of his discovery. He may observe

that his powers of achievement have increased around the age of

thirty-five to forty, but in most cases, he is not familiar with the

cause of this change; that Nature begins to harmonize the emotions

of love and sex in the individual, between the ages of thirty and

forty, so that he may draw upon these great forces, and apply them

jointly as stimuli to action.

Sex, alone, is a mighty urge to action, but its forces are like a

cyclone-they are often uncontrollable. When the emotion of love

begins to mix itself with the emotion of sex, the result is calmness

of purpose, poise, accuracy of judgment, and balance. What person,

who has attained to the age of forty, is so unfortunate as to be

unable to analyze these statements, and to corroborate them by his

own experience?

When driven by his desire to please a woman, based solely

upon the emotion of sex, a man may be, and usually is, capable of

great achievement, but his actions may be disorganized, distorted,

and totally destructive. When driven by his desire to please a

woman, based upon the motive of sex alone, a man may steal,

cheat, and even commit murder. But when the emotion of LOVE is

mixed with the emotion of sex, that same man will guide his actions

with more sanity, balance, and reason.

197

Criminologists have discovered that the most hardened

criminals can be reformed through the influence of a woman’s love.

There is no record of a criminal having been reformed solely

through the sex influence. These facts are well known, but their

cause is not. Reformation comes, if at all, through the heart, or the

emotional side of man, not through his head, or reasoning side.

Reformation means, “a change of heart.” It does not mean a “change

of head.” A man may, because of reason, make certain changes in

his personal conduct to avoid the consequences of undesirable

effects, but GENUINE REFORMATION comes only through a change

of heart-through a DESIRE to change.

Love, Romance, and Sex are all emotions capable of driving

men to heights of super achievement. Love is the emotion which

serves as a safety valve, and insures balance, poise, and

constructive effort. When combined, these three emotions may lift

one to an altitude of a genius. There are genii, however, who know

but little of the emotion of love. Most of them may be found engaged

in some form of action which is destructive, or at least, not based

upon justice and fairness toward others. If good taste would permit,

a dozen genii could be named in the field of industry and finance,

who ride ruthlessly over the rights of their fellow men. They seem

totally lacking in conscience. The reader can easily supply his own

list of such men.

The emotions are states of mind. Nature has provided man with

a “chemistry of the mind” which operates in a manner similar to the

principles of chemistry of matter. It is a well known fact that,

through the aid of chemistry of matter, a chemist may create a

deadly poison by mixing certain elements, none of which are—in

themselves—harmful in the right proportions. The emotions may,

likewise, be combined so as to create a deadly poison. The emotions

of sex and jealousy, when mixed, may turn a person into an insane

beast.

The presence of any one or more of the destructive emotions in

the human mind, through the chemistry of the mind, sets up a

poison which may destroy one’s sense of justice and fairness. In extreme cases, the presence of any combination of these emotions in

the mind may destroy one’s reason.

The road to genius consists of the development, control, and

use of sex, love, and romance. Briefly, the process may be stated as

follows:

198

Encourage the presence of these emotions as the dominating

thoughts in one’s mind, and discourage the presence of all the

destructive emotions. The mind is a creature of habit. It thrives

upon the dominating thoughts fed it. Through the faculty of willpower, one may discourage the presence of any emotion, and

encourage the presence of any other. Control of the mind, through

the power of will, is not difficult. Control comes from persistence,

and habit. The secret of control lies in understanding the process of

transmutation. When any negative emotion presents itself in one’s

mind, it can be transmuted into a positive, or constructive emotion,

by the simple procedure of changing one’s thoughts.

THERE IS NO OTHER ROAD TO GENIUS THAN THROUGH

VOLUNTARY SELF EFFORT! A man may attain to great heights of

financial or business achievement, solely by the driving force of sex

energy, but history is filled with evidence that he may, and usually

does, carry with him certain traits of character which rob him of the

ability to either hold, or enjoy his fortune. This is worthy of

analysis, thought, and meditation, for it states a truth, the

knowledge of which may be helpful to women as well as men.

Ignorance of this has cost thousands of people their privilege of

HAPPINESS, even though they possessed riches.

The emotions of love and sex leave their unmistakable marks

upon the features. Moreover, these signs are so visible, that all who

wish may read them. The man who is driven by the storm of

passion, based upon sex desires alone, plainly advertises that fact

to the entire world, by the expression of his eyes, and the lines of

his face. The emotion of love, when mixed with the emotion of sex,

softens, modifies, and beautifies the facial expression. No character

analyst is needed to tell you this— you may observe it for yourself.

The emotion of love brings out, and develops, the artistic and

the aesthetic nature of man. It leaves its impress upon one’s very

soul, even after the fire has been subdued by time and circumstance.

Memories of love never pass. They linger, guide, and influence

long after the source of stimulation has faded. There is nothing new

in this. Every person, who has been moved by GENUINE LOVE,

knows that it leaves enduring traces upon the human heart. The

effect of love endures, because love is spiritual in nature. The man

who cannot be stimulated to great heights of achievement by love, is

hopeless-he is dead, though he may seem to live.

199

Even the memories of love are sufficient to lift one to a higher

plane of creative effort. The major force of love may spend itself and

pass away, like a fire which has burned itself out, but it leaves behind indelible marks as evidence that it passed that way. Its

departure often prepares the human heart for a still greater love.

Go back into your yesterdays, at times, and bathe your mind in

the beautiful memories of past love. It will soften the influence of

the present worries and annoyances. It will give you a source of

escape from the unpleasant realities of life, and maybe—who

knows?—your mind will yield to you, during this temporary retreat

into the world of fantasy, ideas, or plans which may change the

entire financial or spiritual status of your life.

If you believe yourself unfortunate, because you have “loved

and lost,” perish the thought. One who has loved truly, can never

lose entirely. Love is whimsical and temperamental. Its nature is

ephemeral, and transitory. It comes when it pleases, and goes away

without warning. Accept and enjoy it while it remains, but spend no

time worrying about its departure. Worry will never bring it back.

Dismiss, also, the thought that love never comes but once. Love

may come and go, times without number, but there are no two love

experiences which affect one in just the same way. There may be,

and there usually is, one love experience which leaves a deeper

imprint on the heart than all the others, but all love experiences are

beneficial, except to the person who becomes resentful and cynical

when love makes its departure.

There should be no disappointment over love, and there would

be none if people understood the difference between the emotions of

love and sex. The major difference is that love is spiritual, while sex

is biological. No experience, which touches the human heart with a

spiritual force, can possibly be harmful, except through ignorance,

or jealousy.

Love is, without question, life’s greatest experience. It brings

one into communion with Infinite Intelligence. When mixed with the

emotions of romance and sex, it may lead one far up the ladder of

creative effort. The emotions of love, sex, and romance, are sides of

the eternal triangle of achievement-building genius. Nature creates

genii through no other force.

Love is an emotion with many sides, shades, and colors. The

love which one feels for parents, or children is quite different from

that which one feels for one’s sweetheart. The one is mixed with the

200

emotion of sex, while the other is not.

The love which one feels in true friendship is not the same as

that felt for one’s sweetheart, parents, or children, but it, too, is a

form of love.

Then, there is the emotion of love for things inanimate, such as

the love of Nature’s handiwork. But the most intense and burning

of all these various kinds of love, is that experienced in the blending

of the emotions of love and sex. Marriages, not blessed with the

eternal affinity of love, properly balanced and proportioned, with

sex, cannot be happy ones—and seldom endure. Love, alone, will

not bring happiness in marriage, nor will sex alone. When these two

beautiful emotions are blended, marriage may bring about a state of

mind, closest to the spiritual that one may ever know on this

earthly plane.

When the emotion of romance is added to those of love and sex,

the obstructions between the finite mind of man and Infinite

Intelligence are removed.

Then a genius has been born!

What a different story is this, than those usually associated

with the emotion of sex. Here is an interpretation of the emotion

which lifts it out of the commonplace, and makes of it potter’s clay

in the hands of God, from which He fashions all that is beautiful

and inspiring. It is an interpretation which would, when properly

understood, bring harmony out of the chaos which exists in too

many marriages. The disharmonies often expressed in the form of

nagging, may usually be traced to lack of knowledge on the subject

of sex. Where love, romance and the proper understanding of the

emotion and function of sex abide, there is no disharmony between

married people.

Fortunate is the husband whose wife understands the true

relationship between the emotions of love, sex, and romance. When

motivated by this holy triumvirate, no form of labor is burdensome,

because even the most lowly form of effort takes on the nature of a

labor of love.

It is a very old saying that “a man’s wife may either make him

or break him,” but the reason is not always understood. The

“making” and “breaking” is the result of the wife’s understanding, or

lack of understanding of the emotions of love, sex, and romance.

Despite the fact that men are polygamous, by the very nature of

their biological inheritance, it is true that no woman has as great an

201

influence on a man as his wife, unless he is married to a woman

totally unsuited to his nature. If a woman permits her husband to

lose interest in her, and become more interested in other women, it

is usually because of her ignorance, or indifference toward the

subjects of sex, love, and romance. This statement presupposes, of

course, that genuine love once existed between a man and his wife.

The facts are equally applicable to a man who permits his wife’s

interest in him to die.

Married people often bicker over a multitude of trivialities. If

these are analyzed accurately, the real cause of the trouble will

often be found to be indifference, or ignorance on these subjects.

Man’s greatest motivating force is his desire to please woman!

The hunter who excelled during prehistoric days, before the dawn of

civilization, did so, because of his desire to appear great in the eyes

of woman. Man’s nature has not changed in this respect. The

“hunter” of today brings home no skins of wild animals, but he

indicates his desire for her favor by supplying fine clothes, motor

cars, and wealth. Man has the same desire to please woman that he

had before the dawn of civilization. The only thing that has

changed, is his method of pleasing. Men who accumulate large

fortunes, and attain to great heights of power and fame, do so,

mainly, to satisfy their desire to please women.

Take women out of their lives, and great wealth would be

useless to most men. It is this inherent desire of man to please

woman, which gives woman the power to make or break a man.

The woman who understands man’s nature and tactfully caters

to it, need have no fear of competition from other women. Men may

be “giants” with indomitable will-power when dealing with other

men, but they are easily managed by the women of their choice.

Most men will not admit that they are easily influenced by the

women they prefer, because it is in the nature of the male to want

to be recognized as the stronger of the species. Moreover, the

intelligent woman recognizes this “manly trait” and very wisely

makes no issue of it.

Some men know that they are being influenced by the women

of their choice—their wives, sweethearts, mothers or sisters—but

they tactfully refrain from rebelling against the influence because

they are intelligent enough to know that NO MAN IS HAPPY OR

COMPLETE WITHOUT THE MODIFYING INFLUENCE OF THE

RIGHT WOMAN. The man who does not recognize this important

202

truth deprives himself of the power which has done more to help

men achieve success than all other forces combined.

203

CHAPTER 12

THE SUBCONSCIOUS

MIND

THE CONNECTING LINK

The Eleventh Step toward Riches

THE SUBCONSCIOUS MIND consists of a field of

consciousness, in which every impulse of thought that reaches the

objective mind through any of the five senses, is classified and

recorded, and from which thoughts may be recalled or withdrawn

as letters may be taken from a filing cabinet.

It receives, and files, sense impressions or thoughts, regardless

of their nature. You may VOLUNTARILY plant in your subconscious

mind any plan, thought, or purpose which you desire to translate

into its physical or monetary equivalent. The subconscious acts first

on the dominating desires which have been mixed with emotional

feeling, such as faith.

Consider this in connection with the instructions given in the

chapter on DESIRE, for taking the six steps there outlined, and the

instructions given in the chapter on the building and execution of

plans, and you will understand the importance of the thought

conveyed.

THE SUBCONSCIOUS MIND WORKS DAY AND NIGHT.

Through a method of procedure, unknown to man, the

subconscious mind draws upon the forces of Infinite Intelligence for

the power with which it voluntarily transmutes one’s desires into

their physical equivalent, making use, always of the most practical

media by which this end may be accomplished.

You cannot entirely control your subconscious mind, but you

can voluntarily hand over to it any plan, desire, or purpose which

you wish transformed into concrete form. Read, again, instructions

for using the subconscious mind, in the chapter on autosuggestion.

There is plenty of evidence to support the belief that the

subconscious mind is the connecting link between the finite mind of

man and Infinite Intelligence. It is the intermediary through which

one may draw upon the forces of Infinite Intelligence at will. It,

alone, contains the secret process by which mental impulses are

204

modified and changed into their spiritual equivalent. It, alone, is the

medium through which prayer may be transmitted to the source

capable of answering prayer.

The possibilities of creative effort connected with the

subconscious mind are stupendous and imponderable. They inspire

one with awe.

I never approach the discussion of the subconscious mind

without a feeling of littleness and inferiority due, perhaps, to the

fact that man’s entire stock of knowledge on this subject is so

pitifully limited. The very fact that the subconscious mind is the

medium of communication between the thinking mind of man and

Infinite Intelligence is, of itself, a thought which almost paralyzes

one’s reason.

After you have accepted, as a reality, the existence of the

subconscious mind, and understand its possibilities, as a medium

for transmuting your DESIRES into their physical or monetary

equivalent, you will comprehend the full significance of the

instructions given in the chapter on DESIRE. You will also

understand why you have been repeatedly admonished to MAKE

YOUR DESIRES CLEAR, AND TO REDUCE THEM TO WRITING.

You will also understand the necessity of PERSISTENCE in carrying

out instructions.

The thirteen principles are the stimuli with which you acquire

the ability to reach, and to influence your subconscious mind. Do

not become discouraged, if you cannot do this upon the first attempt. Remember that the subconscious mind may be voluntarily

directed only through habit, under the directions given in the

chapter on FAITH. You have not yet had time to master faith. Be

patient. Be persistent.

A good many statements in the chapters on faith and autosuggestion will be repeated here, for the benefit of YOUR

subconscious mind. Remember, your subconscious mind functions

voluntarily, whether you make any effort to influence it or not. This,

naturally, suggests to you that thoughts of fear and poverty, and all

negative thoughts serve as stimuli to your subconscious mind,

unless, you master these impulses and give it more desirable food

upon which it may feed.

The subconscious mind will not remain idle! If you fail to plant

DESIRES in your subconscious mind, it will feed upon the thoughts

which reach it as the result of your neglect. We have already

205

explained that thought impulses, both negative and positive are

reaching the subconscious mind continuously, from the four

sources which were mentioned in the chapter on Sex

Transmutation.

For the present, it is sufficient if you remember that you are

living daily, in the midst of all manner of thought impulses which

are reaching your subconscious mind, without your knowledge.

Some of these impulses are negative, some are positive. You are

now engaged in trying to help shut oil the flow of negative impulses,

and to aid in voluntarily influencing your subconscious mind,

through positive impulses of DESIRE.

When you achieve this, you will possess the key which unlocks

the door to your subconscious mind. Moreover, you will control that

door so completely, that no undesirable thought may influence your

subconscious mind.

Everything which man creates, BEGINS in the form of a

thought impulse. Man can create nothing which he does not first

conceive in THOUGHT. Through the aid of the imagination, thought

impulses may be assembled into plans. The imagination, when

under control, may be used for the creation of plans or purposes

that lead to success in one’s chosen occupation.

All thought impulses, intended for transmutation into their

physical equivalent, voluntarily planted in the subconscious mind,

must pass through the imagination, and be mixed with faith. The

“mixing” of faith with a plan, or purpose, intended for submission to

the subconscious mind, may be done ONLY through the

imagination.

From these statements, you will readily observe that voluntary

use of the subconscious mind calls for coordination and application

of all the principles.

Ella Wheeler Wilcox gave evidence of her understanding of the

power of the subconscious mind when she wrote:

“You never can tell what a thought will do

In bringing you hate or love—

For thoughts are things, and their airy wings

Are swifter than carrier doves.

They follow the law of the universe—

Each thing creates its kind,

And they speed O’er the track to bring you back

206

Whatever went out from your mind.”

Mrs. Wilcox understood the truth, that thoughts which go out

from one’s mind, also imbed themselves deeply in one’s

subconscious mind, where they serve as a magnet, pattern, or

blueprint by which the subconscious mind is influenced while

translating them into their physical equivalent. Thoughts are truly

things, for the reason that every material thing begins in the form of

thought-energy.

The subconscious mind is more susceptible to influence by

impulses of thought mixed with “feeling” or emotion, than by those

originating solely in the reasoning portion of the mind. In fact, there

is much evidence to support the theory, that ONLY emotionalized

thoughts have any ACTION influence upon the subconscious mind.

It is a well known fact that emotion or feeling, rules the majority of

people. If it is true that the subconscious mind responds more

quickly to, and is influenced more readily by thought impulses

which are well mixed with emotion, it is essential to become familiar

with the more important of the emotions. There are seven major

positive emotions, and seven major negative emotions. The

negatives voluntarily inject themselves into the thought impulses,

which insure passage into the subconscious mind. The positives

must be injected, through the principle of auto-suggestion, into the

thought impulses which an individual wishes to pass on to his

subconscious mind. (Instructions have been given in the chapter on

auto-suggestion.)

These emotions, or feeling impulses, may be likened to yeast in

a loaf of bread, because they constitute the ACTION element, which

transforms thought impulses from the passive to the active state.

Thus may one understand why thought impulses, which have been

well mixed with emotion, are acted upon more readily than thought

impulses originating in “cold reason.”

You are preparing yourself to influence and control the “inner

audience” of your subconscious mind, in order to hand over to it

the DESIRE for money, which you wish transmuted into its

monetary equivalent. It is essential, therefore, that you understand

the method of approach to this “inner audience.” You must speak

its language, or it will not heed your call. It understands best the

language of emotion or feeling. Let us, therefore describe here the

seven major positive emotions, and the seven major negative

207

emotions, so that you may draw upon the positives, and avoid the

negatives, when giving instructions to your subconscious mind.

THE SEVEN MAJOR POSITIVE EMOTIONS

The emotion of DESIRE

The emotion of FAITH

The emotion of LOVE

The emotion of SEX

The emotion of ENTHUSIASM

The emotion of ROMANCE

The emotion of HOPE

There are other positive emotions, but these are the seven most

powerful, and the ones most commonly used in creative effort.

Master these seven emotions (they can be mastered only by USE),

and the other positive emotions will be at your command when you

need them. Remember, in this connection, that you are studying a

book which is intended to help you develop a “money consciousness” by filling your mind with positive emotions. One does not

become money conscious by filling one’s mind with negative

emotions.

THE SEVEN MAJOR NEGATIVE EMOTIONS

(To be avoided)

The emotion of FEAR

The emotion of JEALOUSY

The emotion of HATRED

The emotion of REVENGE

The emotion of GREED

The emotion of SUPERSTITION

The emotion of ANGER

Positive and negative emotions cannot occupy the mind at the

same time. One or the other must dominate. It is your responsibility

to make sure that positive emotions constitute the dominating

influence of your mind. Here the law of HABIT will come to your aid.

Form the habit of applying and using the positive emotions!

Eventually, they will dominate your mind so completely, that the

208

negatives cannot enter it.

Only by following these instructions literally, and continuously,

can you gain control over your subconscious mind. The presence of

a single negative in your conscious mind is sufficient to destroy all

chances of constructive aid from your subconscious mind.

If you are an observing person, you must have noticed that

most people resort to prayer ONLY after everything else has

FAILED! Or else they pray by a ritual of meaningless words. And,

because it is a fact that most people who pray, do so ONLY AFTER

EVERYTHING ELSE HAS FAILED, they go to prayer with their

minds filled with FEAR and DOUBT, which are the emotions the

subconscious mind acts upon, and passes on to Infinite Intelligence.

Likewise, that is the emotion which Infinite Intelligence receives,

and ACTS UPON.

If you pray for a thing, but have fear as you pray, that you may

not receive it, or that your prayer will not be acted upon by Infinite

Intelligence, your prayer will have been in vain.

Prayer does, sometimes, result in the realization of that for

which one prays. If you have ever had the experience of receiving

that for which YOU prayed, go back in your memory, and recall

your actual STATE OF MIND, while you were praying, and you will

know, for sure, that the theory here described is more than a

theory.

The time will come when the schools and educational

institutions of the country will teach the “science of prayer.”

Moreover, then prayer may be, and will be reduced to a science.

When that time comes, (it will come as soon as mankind is ready for

it, and demands it), no one will approach the Universal Mind in a

state of fear, for the very good reason that there will be no such

emotion as fear. Ignorance, superstition, and false teaching will

have disappeared, and man will have attained his true status as a

child of Infinite Intelligence. A few have already attained this

blessing.

If you believe this prophesy is far-fetched, take a look at the

human race in retrospect. Less than a hundred years ago, men

believed the lightning to be evidence of the wrath of God, and feared

it. Now, thanks to the power of FAITH, men have harnessed the

lightning and made it turn the wheels of industry. Much less than a

hundred years ago, men believed the space between the planets to

be nothing but a great void, a stretch of dead nothingness. Now,

209

thanks to this same power of FAITH, men know that far from being

either dead or a void, the space between the planets is very much

alive, that it is the highest form of vibration known, excepting,

perhaps, the vibration of THOUGHT. Moreover, men know that this

living, pulsating, vibratory energy which permeates every atom of

matter, and fills every niche of space, connects every human brain

with every other human brain.

What reason have men to believe that this same energy does

not connect every human brain with Infinite Intelligence?

There are no toll-gates between the finite mind of man and

Infinite Intelligence. The communication costs nothing except

Patience, Faith, Persistence, Understanding, and a SINCERE

DESIRE to communicate. Moreover, the approach can be made only

by the individual himself. Paid prayers are worthless. Infinite

Intelligence does no business by proxy. You either go direct, or you

do not communicate.

You may buy prayer books and repeat them until the day of

your doom, without avail. Thoughts which you wish to

communicate to Infinite Intelligence, must undergo transformation,

such as can be given only through your own subconscious mind.

The method by which you may communicate with Infinite

Intelligence is very similar to that through which the vibration of

sound is communicated by radio. If you understand the working

principle of radio, you of course, know that sound cannot be

communicated through the ether until it has been “stepped up,” or

changed into a rate of vibration which the human ear cannot detect.

The radio sending station picks up the sound of the human voice,

and “scrambles,” or modifies it by stepping up the vibration millions

of times. Only in this way, can the vibration of sound be

communicated through the ether. After this transformation has

taken place, the ether “picks up” the energy (which originally was in

the form of vibrations of sound), carries that energy to radio

receiving stations, and these receiving sets “step” that energy back

down to its original rate of vibration so it is recognized as sound.

The subconscious mind is the intermediary, which translates

one’s prayers into terms which Infinite Intelligence can recognize,

presents the message, and brings back the answer in the form of a

definite plan or idea for procuring the object of the prayer.

Understand this principle, and you will know why mere words read

from a prayer book cannot, and will never serve as an agency of

210

communication between the mind of man and Infinite Intelligence.

Before your prayer will reach Infinite Intelligence (a statement

of the author’s theory only), it probably is transformed from its

original thought vibration into terms of spiritual vibration. Faith is

the only known agency which will give your thoughts a spiritual

nature. FAITH and FEAR make poor bedfellows. Where one is found,

the other cannot exist.

211

CHAPTER 13

THE BRAIN

A BROADCASTING AND RECEIVING

STATION FOR THOUGHT

The Twelfth Step toward Riches

MORE than twenty years ago, the author, working in

conjunction with the late Dr. Alexander Graham Bell, and Dr. Elmer

R. Gates, observed that every human brain is both a broadcasting

and receiving station for the vibration of thought.

Through the medium of the ether, in a fashion similar to that

employed by the radio broadcasting principle, every human brain is

capable of picking up vibrations of thought which are being released

by other brains.

In connection with the statement in the preceding paragraph,

compare, and consider the description of the Creative Imagination,

as outlined in the chapter on Imagination. The Creative Imagination

is the “receiving set” of the brain, which receives thoughts, released

by the brains of others. It is the agency of communication between

one’s conscious, or reasoning mind, and the four sources from

which one may receive thought stimuli.

When stimulated, or “stepped up” to a high rate of vibration,

the mind becomes more receptive to the vibration of thought which

reaches it through the ether from outside sources. This “stepping

up” process takes place through the positive emotions, or the

negative emotions. Through the emotions, the vibrations of thought

may be increased.

Vibrations of an exceedingly high rate are the only vibrations

picked up and carried, by the ether, from one brain to another.

Thought is energy travelling at an exceedingly high rate of vibration.

Thought, which has been modified or “stepped up” by any of the

major emotions, vibrates at a much higher rate than ordinary

thought, and it is this type of thought which passes from one brain

to another, through the broadcasting machinery of the human

brain.

The emotion of sex stands at the head of the list of human

emotions, as far as intensity and driving force are concerned. The

212

brain which has been stimulated by the emotion of sex, vibrates at

a much more rapid rate than it does when that emotion is quiescent

or absent.

The result of sex transmutation, is the increase of the rate of

vibration of thoughts to such a pitch that the Creative Imagination

becomes highly receptive to ideas, which it picks up from the ether.

On the other hand, when the brain is vibrating at a rapid rate, it

not only attracts thoughts and ideas released by other brains

through the medium of the ether, but it gives to one’s own thoughts

that “feeling” which is essential before those thoughts will be picked

up and acted upon by one’s subconscious mind.

Thus, you will see that the broadcasting principle is the factor

through which you mix feeling, or emotion with your thoughts and

pass them on to your subconscious mind.

The subconscious mind is the “sending station” of the brain,

through which vibrations of thought are broadcast. The Creative

Imagination is the “receiving set,” through which the vibrations of

thought are picked up from the ether.

Along with the important factors of the subconscious mind, and

the faculty of the Creative Imagination, which constitute the

sending and receiving sets of your mental broadcasting machinery,

consider now the principle of auto-suggestion, which is the medium

by which you may put into operation your “broadcasting” station.

Through the instructions described in the chapter on autosuggestion, you were definitely informed of the method by which

DESIRE may be transmuted into its monetary equivalent.

Operation of your mental “broadcasting” station is a

comparatively simple procedure. You have but three principles to

bear in mind, and to apply, when you wish to use your

broadcasting station—the SUBCONSCIOUS MIND, CREATIVE

IMAGINATION, and AUTO-SUGGESTION. The stimuli through

which you put these three principles into action have been

described—the procedure begins with DESIRE.

THE GREATEST FORCES ARE “INTANGIBLE”

The depression brought the world to the very border-line of

understanding of the forces which are intangible and unseen.

Through the ages which have passed, man has depended too much

upon his physical senses, and has limited his knowledge to physical

213

things, which he could see, touch, weigh, and measure.

We are now entering the most marvelous of all ages—an age

which will teach us something of the intangible forces of the world

about us. Perhaps we shall learn, as we pass through this age, that

the “other self” is more powerful than the physical self we see when

we look into a mirror.

Sometimes men speak lightly of the intangibles— the things

which they cannot perceive through any of their five senses, and

when we hear them, it should remind us that all of us are controlled

by forces which are unseen and intangible.

The whole of mankind has not the power to cope with, nor to

control the intangible force wrapped up in the rolling waves of the

oceans. Man has not the capacity to understand the intangible force

of gravity, which keeps this little earth suspended in mid-air, and

keeps man from falling from it, much less the power to control that

force. Man is entirely subservient to the intangible force which

comes with a thunder storm, and he is just as helpless in the

presence of the intangible force of electricity— nay, he does not even

know what electricity is, where it comes from, or what is its

purpose!

Nor is this by any means the end of man’s ignorance in

connection with things unseen and intangible. He does not

understand the intangible force (and intelligence) wrapped up in the

soil of the earth—the force which provides him with every morsel of

food he eats, every article of clothing he wears, every dollar he

carries in his pockets.

THE DRAMATIC STORY OF THE BRAIN

Last, but not least, man, with all of his boasted culture and

education, understands little or nothing of the intangible force (the

greatest of all the intangibles) of thought. He knows but little

concerning the physical brain, and its vast network of intricate

machinery through which the power of thought is translated into its

material equivalent, but he is now entering an age which shall yield

enlightenment on the subject. Already men of science have begun to

turn their attention to the study of this stupendous thing called a

brain, and, while they are still in the kindergarten stage of their

studies, they have uncovered enough knowledge to know that the

central switchboard of the human brain, the number of lines which

214

connect the brain cells one with another, equal the figure one,

followed by fifteen million ciphers.

“The figure is so stupendous,” said Dr. C. Judson Herrick, of

the University of Chicago, “that astronomical figures dealing with

hundreds of millions of light years, become insignificant by

comparison.

It has been determined that there are from 10,000,000,000 to

14,000,000,000 nerve cells in the human cerebral cortex, and we

know that these are arranged in definite patterns. These

arrangements are not haphazard. They are orderly. Recently

developed methods of electro-physiology draw off action currents

from very precisely located cells, or fibers with micro-electrodes,

amplify them with radio tubes, and record potential differences to a

millionth of a volt.”

It is inconceivable that such a network of intricate machinery

should be in existence for the sole purpose of carrying on the

physical functions incidental to growth and maintenance of the

physical body. Is it not likely that the same system, which gives

billions of brain cells the media for communication one with

another, provides, also the means of communication with other

intangible forces?

After this book had been written, just before the manuscript

went to the publisher, there appeared in the New York Times, an

editorial showing that at least one great University, and one

intelligent investigator in the field of mental phenomena, are

carrying on an organized research through which conclusions have

been reached that parallel many of those described in this and the

following chapter. The editorial briefly analyzed the work carried on

by Dr. Rhine, and his associates at Duke University, viz:— “What is

‘Telepathy’?

“A month ago we cited on this page some of the remarkable

results achieved by Professor Rhine and his associates in Duke

University from more than a hundred thousand tests to determine

the existence of ‘telepathy’ and ‘clairvoyance.’ These results were

summarized in the first two articles in Harpers Magazine. In the

second which has now appeared, the author, E. H. Wright, attempts

to summarize what has been learned, or what it seems reasonable

to infer, regarding the exact nature of these ‘extrasensory’ modes of

perception.

“The actual existence of telepathy and clairvoyance now seems

215

to some scientists enormously probable as the result of Rhine’s

experiments. Various percipients were asked to name as many

cards in a special pack as they could without looking at them and

without other sensory access to them. About a score of men and

women were discovered who could regularly name so many of the

cards correctly that ‘there was not one chance in many a million

million of their having done their feats by luck or accident.’

“But how did they do them? These powers, assuming that they

exist, do not seem to be sensory. There is no known organ for them.

The experiments worked just as well at distances of several

hundred miles as they did in the same room. These facts also

dispose, in Mr. Wright’s opinion, of the attempt to explain telepathy

or clairvoyance through any physical theory of radiation. All known

forms of radiant energy decline inversely as the square of the

distance traversed. Telepathy and clairvoyance do not. But they do

vary through physical causes as our other mental powers do.

Contrary to widespread opinion, they do not improve when the

percipient is asleep or half-asleep, but, on the contrary, when he is

most wide-awake and alert. Rhine discovered that a narcotic will

invariably lower a percipient’s score, while a stimulant will always

send it higher. The most reliable performer apparently cannot make

a good score unless he tries to do his best.

“One conclusion that Wright draws with some confidence is

that telepathy and clairvoyance are really one and the same gift.

That is, the faculty that ‘sees’ a card face down on a table seems to

be exactly the same one that ‘reads’ a thought residing only in

another mind. There are several grounds for believing this. So far,

for example, the two gifts have been found in every person who

enjoys either of them. In every one so far the two have been of equal

vigor, almost exactly. Screens, walls, distances, have no effect at all

on either. Wright advances from this conclusion to express what he

puts forward as no more than the mere ‘hunch’ that other extrasensory experiences, prophetic dreams, premonitions of disaster,

and the like, may also prove to be part of the same faculty. The

reader is not asked to accept any of these conclusions unless he

finds it necessary, but the evidence that Rhine has piled up must

remain impressive.”

In view of Dr. Rhine’s announcement in connection with the

conditions under which the mind responds to what he terms

“extra—sensory modes of perception, I now feel privileged to add to

216

his testimony by stating that my associates and I have discovered

what we believe to be the ideal conditions under which the mind

can be stimulated so that the sixth sense described in the next

chapter, can be made to function in a practical way.

The conditions to which I refer consist of a close working

alliance between myself and two members of my staff. Through

experimentation and practice, we have discovered how to stimulate

our minds (by applying the principle used in connection with the

“Invisible Counselors” described in the next chapter) so that we can,

by a process of blending our three minds into one, find the solution

to a great variety of personal problems which are submitted by my

clients.

The procedure is very simple. We sit down at a conference

table, clearly state the nature of the problem we have under

consideration, then begin discussing it. Each contributes whatever

thoughts that may occur. The strange thing about this method of

mind stimulation is that it places each participant in

communication with unknown sources of knowledge definitely

outside his own experience.

If you understand the principle described in the chapter on the

Master Mind, you of course recognize the round-table procedure

here described as being a practical application of the Master Mind.

This method of mind stimulation, through harmonious

discussion of definite subjects, between three people, illustrates the

simplest and most practical use of the Master Mind.

By adopting and following a similar plan any student of this

philosophy may come into possession of the famous Carnegie formula

briefly described in the introduction. If it means nothing to you at

this time, mark this page and read it again after you have finished

the last chapter.

THE “depression” was a blessing in disguise.

It reduced the whole world to a new starting

point that gives every one a new opportunity.

217

CHAPTER 14

THE SIXTH SENSE

THE DOOR TO THE TEMPLE

OF WISDOM

The Thirteenth Step toward Riches

THE “thirteenth” principle is known as the SIXTH SENSE,

through which Infinite Intelligence may, and will communicate

voluntarily, without any effort from, or demands by, the individual.

This principle is the apex of the philosophy. It can be

assimilated, understood, and applied ONLY by first mastering the

other twelve principles.

The SIXTH SENSE is that portion of the subconscious mind

which has been referred to as the Creative Imagination. It has also

been referred to as the “receiving set” through which ideas, plans,

and thoughts flash into the mind. The “flashes” are sometimes

called “hunches” or “inspirations.”

The sixth sense defies description! It cannot be described to a

person who has not mastered the other principles of this

philosophy, because such a person has no knowledge, and no

experience with which the sixth sense may be compared. Understanding of the sixth sense comes only by meditation through mind

development from within. The sixth sense probably is the medium of

contact between the finite mind of man and Infinite Intelligence,

and for this reason, it is a mixture of both the mental and the

spiritual. It is believed to be the point at which the mind of man

contacts the Universal Mind.

After you have mastered the principles described in this book,

you will be prepared to accept as truth a statement which may,

otherwise, be incredible to you, namely:

Through the aid of the sixth sense, you will be warned of

impending dangers in time to avoid them, and notified of

opportunities in time to embrace them.

There comes to your aid, and to do your bidding, with the

development of the sixth sense, a “guardian angel” who will open to

you at all times the door to the Temple of Wisdom.

218

Whether or not this is a statement of truth, you will never

know, except by following the instructions described in the pages of

this book, or some similar method of procedure.

The author is not a believer in, nor an advocate of “miracles,”

for the reason that he has enough knowledge of Nature to

understand that Nature never deviates from her established laws.

Some of her laws are so incomprehensible that they produce what

appear to be “miracles.” The sixth sense comes as near to being a

miracle as anything I have ever experienced, and it appears so, only

because I do not understand the method by which this principle is

operated.

This much the author does know—that there is a power, or a

First Cause, or an Intelligence, which permeates every atom of

matter, and embraces every unit of energy perceptible to man—that

this Infinite Intelligence converts acorns into oak trees, causes

water to flow down hill in response to the law of gravity, follows

night with day, and winter with summer, each maintaining its

proper place and relationship to the other. This Intelligence may,

through the principles of this philosophy, be induced to aid in

transmuting DESIRES into concrete, or material form. The author

has this knowledge, because he has experimented with it— and has

EXPERIENCED IT.

Step by step, through the preceding chapters, you have been

led to this, the last principle. If you have mastered each of the

preceding principles, you are now prepared to accept, without being

skeptical, the stupendous claims made here. If you have not

mastered the other principles, you must do so before you may

determine, definitely, whether or not the claims made in this

chapter are fact or fiction.

While I was passing through the age of “hero-worship” I found

myself trying to imitate those whom I most admired. Moreover, I

discovered that the element of FAITH, with which I endeavored to

imitate my idols, gave me great capacity to do so quite successfully.

I have never entirely divested myself of this habit of heroworship, although I have passed the age commonly given over to

such. My experience has taught me that the next best thing to

being truly great, is to emulate the great, by feeling and action, as

nearly as possible.

Long before I had ever written a line for publication, or

endeavored to deliver a speech in public, I followed the habit of

219

reshaping my own character, by trying to imitate the nine men

whose lives and life-works had been most impressive to me. These

nine men were, Emerson, Paine, Edison, Darwin, Lincoln, Burbank,

Napoleon, Ford, and Carnegie.

Every night, over a long period of years, I held an imaginary

Council meeting with this group whom I called my “Invisible

Counselors.”

The procedure was this. Just before going to sleep at night, I

would shut my eyes, and see, in my imagination, this group of men

seated with me around my Council Table. Here I had not only an

opportunity to sit among those whom I considered to be great, but I

actually dominated the group, by serving as the Chairman.

I had a very DEFINITE PURPOSE in indulging my imagination

through these nightly meetings. My purpose was to rebuild my own

character so it would represent a composite of the characters of my

imaginary counselors. Realizing, as I did, early in life, that I had to

overcome the handicap of birth in an environment of ignorance and

superstition, I deliberately assigned myself the task of voluntary

rebirth through the method here described.

BUILDING CHARACTER THROUGH AUTO-SUGGESTION

Being an earnest student of psychology, I knew, of course, that

all men have become what they are, because of their DOMINATING

THOUGHTS AND DESIRES. I knew that every deeply seated desire

has the effect of causing one to seek outward expression through

which that desire may be transmuted into reality. I knew that selfsuggestion is a powerful factor in building character, that it is, in

fact, the sole principle through which character is builded.

With this knowledge of the principles of mind operation, I was

fairly well armed with the equipment needed in rebuilding my

character. In these imaginary Council meetings I called on my

Cabinet members for the knowledge I wished each to contribute,

addressing myself to each member in audible words, as follows:

“Mr. Emerson, I desire to acquire from you the marvelous

understanding of Nature which distinguished your life. I ask that

you make an impress upon my subconscious mind, of whatever

qualities you possessed, which enabled you to understand and

adapt yourself to the laws of Nature. I ask that you assist me in

reaching and drawing upon whatever sources of knowledge are

220

available to this end.

“Mr. Burbank, I request that you pass on to me the knowledge

which enabled you to so harmonize the laws of Nature that you

caused the cactus to shed its thorns, and become an edible food.

Give me access to the knowledge which enabled you to make two

blades of grass grow where but one grew before, and helped you to

blend the coloring of the flowers with more splendor and harmony,

for you, alone, have successfully gilded the lily.

“Napoleon, I desire to acquire from you, by emulation, the

marvelous ability you possessed to inspire men, and to arouse them

to greater and more determined spirit of action. Also to acquire the

spirit of enduring FAITH, which enabled you to turn defeat into

victory, and to surmount staggering obstacles. Emperor of Fate,

King of Chance, Man of Destiny, I salute you!

“Mr. Paine, I desire to acquire from you the freedom of thought

and the courage and clarity with which to express convictions,

which so distinguished you!

“Mr. Darwin, I wish to acquire from you the marvelous

patience, and ability to study cause and effect, without bias or

prejudice, so exemplified by you in the field of natural science.

“Mr. Lincoln, I desire to build into my own character the keen

sense of justice, the untiring spirit of patience, the sense of humor,

the human understanding, and the tolerance, which were your

distinguishing characteristics.

“Mr. Carnegie, I am already indebted to you for my choice of a

life-work, which has brought me great happiness and peace of

mind. I wish to acquire a thorough understanding of the principles

of organized effort, which you used so effectively in the building of a

great industrial enterprise.

“Mr. Ford, you have been among the most helpful of the men

who have supplied much of the material essential to my work. I

wish to acquire your spirit of persistence, the determination, poise,

and self-confidence which have enabled you to master poverty,

organize, unify, and simplify human effort, so I may help others to

follow in your footsteps.

“Mr. Edison, I have seated you nearest to me, at my right,

because of the personal cooperation you have given me, during my

research into the causes of success and failure. I wish to acquire

from you the marvelous spirit of FAITH, with which you have

uncovered so many of Nature’s secrets, the spirit of unremitting toil

221

with which you have so often wrested victory from defeat.”

My method of addressing the members of the imaginary

Cabinet would vary, according to the traits of character in which I

was, for the moment, most interested in acquiring. I studied the

records of their lives with painstaking care. After some months of

this nightly procedure, I was astounded by the discovery that these

imaginary figures became, apparently real.

Each of these nine men developed individual characteristics,

which surprised me. For example, Lincoln developed the habit of

always being late, then walking around in solemn parade. When he

came, he walked very slowly, with his hands clasped behind him,

and once in a while, he would stop as he passed, and rest his hand,

momentarily, upon my shoulder. He always wore an expression of

seriousness upon his face. Rarely did I see him smile. The cares of a

sundered nation made him grave.

That was not true of the others. Burbank and Paine often

indulged in witty repartee which seemed, at times, to shock the

other members of the cabinet. One night Paine suggested that I

prepare a lecture on “The Age of Reason,” and deliver it from the

pulpit of a church which I formerly attended. Many around the

table laughed heartily at the suggestion. Not Napoleon! He drew his

mouth down at the corners and groaned so loudly that all turned

and looked at him with amazement. To him the church was but a

pawn of the State, not to be reformed, but to be used, as a

convenient inciter to mass activity by the people.

On one occasion Burbank was late. When he came, he was

excited with enthusiasm, and explained that he had been late,

because of an experiment he was making, through which he hoped

to be able to grow apples on any sort of tree. Paine chided him by

reminding him that it was an apple which started all the trouble

between man and woman. Darwin chuckled heartily as he

suggested that Paine should watch out for little serpents, when he

went into the forest to gather apples, as they had the habit of

growing into big snakes. Emerson observed—”No serpents, no

apples,” and Napoleon remarked, “No apples, no state!”

Lincoln developed the habit of always being the last one to

leave the table after each meeting. On one occasion, he leaned

across the end of the table, his arms folded, and remained in that

position for many minutes. I made no attempt to disturb him.

Finally, he lifted his head slowly, got up and walked to the door,

222

then turned around, came back, and laid his hand on my shoulder

and said, “My boy, you will need much courage if you remain

steadfast in carrying out your purpose in life. But remember, when

difficulties overtake you, the common people have common sense.

Adversity will develop it.”

One evening Edison arrived ahead of all the others. He walked

over and seated himself at my left, where Emerson was accustomed

to sit, and said, “You are destined to witness the discovery of the

secret of life. When the time comes, you will observe that life

consists of great swarms of energy, or entities, each as intelligent as

human beings think themselves to be. These units of life group

together like hives of bees, and remain together until they

disintegrate, through lack of harmony.

These units have differences of opinion, the same as human

beings, and often fight among themselves. These meetings which

you are conducting will be very helpful to you. They will bring to

your rescue some of the same units of life which served the

members of your Cabinet, during their lives. These units are

eternal. THEY NEVER DIE! Your own thoughts and DESIRES serve

as the magnet which attracts units of life, from the great ocean of

life out there. Only the friendly units are attracted—the ones which

harmonize with the nature of your DESIRES.”

The other members of the Cabinet began to enter the room.

Edison got up, and slowly walked around to his own seat. Edison

was still living when this happened. It impressed me so greatly that

I went to see him, and told him about the experience. He smiled

broadly, and said, “Your dream was more a reality than you may

imagine it to have been.” He added no further explanation to his

statement.

These meetings became so realistic that I became fearful of

their consequences, and discontinued them for several months. The

experiences were so uncanny, I was afraid if I continued them I

would lose sight of the fact that the meetings were purely

experiences of my imagination.

Some six months after I had discontinued the practice I was

awakened one night, or thought I was, when I saw Lincoln standing

at my bedside. He said, “The world will soon need your services. It

is about to undergo a period of chaos which will cause men and

women to lose faith, and become panic stricken. Go ahead with

your work and complete your philosophy. That is your mission in

223

life. If you neglect it, for any cause whatsoever, you will be reduced

to a primal state, and be compelled to retrace the cycles through

which you have passed during thousands of years.”

I was unable to tell, the following morning, whether I had

dreamed this, or had actually been awake, and I have never since

found out which it was, but I do know that the dream, if it were a

dream, was so vivid in my mind the next day that I resumed my

meetings the following night.

At our next meeting, the members of my Cabinet all filed into

the room together, and stood at their accustomed places at the

Council Table, while Lincoln raised a glass and said, “Gentlemen,

let us drink a toast to a friend who has returned to the fold.”

After that, I began to add new members to my Cabinet, until

now it consists of more than fifty, among them Christ, St. Paul,

Galileo, Copernicus, Aristotle, Plato, Socrates, Homer, Voltaire,

Bruno, Spinoza, Drummond, Kant, Schopenhauer, Newton,

Confucius, Elbert Hubbard, Brann, Ingersol, Wilson, and William

James.

This is the first time that I have had the courage to mention

this. Heretofore, I have remained quiet on the subject, because I

knew, from my own attitude in connection with such matters, that I

would be misunderstood if I described my unusual experience. I

have been emboldened now to reduce my experience to the printed

page, because I am now less concerned about what “they say” than

I was in the years that have passed. One of the blessings of

maturity is that it sometimes brings one greater courage to be

truthful, regardless of what those who do not understand, may

think or say.

Lest I be misunderstood, I wish here to state most

emphatically, that I still regard my Cabinet meetings as being

purely imaginary, but I feel entitled to suggest that, while the

members of my Cabinet may be purely fictional, and the meetings

existent only in my own imagination, they have led me into glorious

paths of adventure, rekindled an appreciation of true greatness,

encouraged creative endeavor, and emboldened the expression of

honest thought.

Somewhere in the cell-structure of the brain, is located an

organ which receives vibrations of thought ordinarily called

“hunches.” So far, science has not discovered where this organ of

the sixth sense is located, but this is not important. The fact

224

remains that human beings do receive accurate knowledge, through

sources other than the physical senses. Such knowledge, generally,

is received when the mind is under the influence of extraordinary

stimulation. Any emergency which arouses the emotions, and

causes the heart to beat more rapidly than normal may, and

generally does, bring the sixth sense into action. Anyone who has

experienced a near accident while driving, knows that on such

occasions, the sixth sense often comes to one’s rescue, and aids, by

split seconds, in avoiding the accident.

These facts are mentioned preliminary to a statement of fact

which I shall now make, namely, that during my meetings with the

“Invisible Counselors” I find my mind most receptive to ideas,

thoughts, and knowledge which reach me through the sixth sense. I

can truthfully say that I owe entirely to my “Invisible Counselors”

full credit for such ideas, facts, or knowledge as I received through

“inspiration.”

On scores of occasions, when I have faced emergencies, some of

them so grave that my life was in jeopardy, I have been

miraculously guided past these difficulties through the influence of

my “Invisible Counselors.”

My original purpose in conducting Council meetings with

imaginary beings, was solely that of impressing my own

subconscious mind, through the principle of auto-suggestion, with

certain characteristics which I desired to acquire. In more recent

years, my experimentation has taken on an entirely different trend.

I now go to my imaginary counselors with every difficult problem

which confronts me and my clients. The results are often astonishing, although I do not depend entirely on this form of Counsel.

You, of course, have recognized that this chapter covers a

subject with which a majority of people are not familiar. The Sixth

Sense is a subject that will be of great interest and benefit to the

person whose aim is to accumulate vast wealth, but it need not

claim the attention of those whose desires are more modest.

Henry Ford, undoubtedly understands and makes practical use

of the sixth sense. His vast business and financial operations make

it necessary for him to understand and use this principle. The late

Thomas A. Edison understood and used the sixth sense in

connection with the development of inventions, especially those

involving basic patents, in connection with which he had no human

experience and no accumulated knowledge to guide him, as was the

225

case while he was working on the talking machine, and the moving

picture machine.

Nearly all great leaders, such as Napoleon, Bismark, Joan of

Arc, Christ, Buddha, Confucius, and Mohammed, understood, and

probably made use of the sixth sense almost continuously. The

major portion of their greatness consisted of their knowledge of this

principle.

The sixth sense is not something that one can take off and put

on at will. Ability to use this great power comes slowly, through

application of the other principles outlined in this book. Seldom

does any individual come into workable knowledge of the sixth

sense before the age of forty. More often the knowledge is not

available until one is well past fifty, and this, for the reason that the

spiritual forces, with which the sixth sense is so closely related, do

not mature and become usable except through years of meditation,

self-examination, and serious thought.

No matter who you are, or what may have been your purpose in

reading this book, you can profit by it without understanding the

principle described in this chapter. This is especially true if your

major purpose is that of accumulation of money or other material

things.

The chapter on the sixth sense was included, because the book

is designed for the purpose of presenting a complete philosophy by

which individuals may unerringly guide themselves in attaining

whatever they ask of life. The starting point of all achievement is

DESIRE. The finishing point is that brand of KNOWLEDGE which

leads to understanding—understanding of self, understanding of

others, understanding of the laws of Nature, recognition and

understanding of HAPPINESS.

This sort of understanding comes in its fullness only through

familiarity with, and use of the principle of the sixth sense, hence

that principle had to be included as a part of this philosophy, for

the benefit of those who demand more than money.

Having read the chapter, you must have observed that while

reading it, you were lifted to a high level of mental stimulation.

Splendid! Come back to this again a month from now, read it once

more, and observe that your mind will soar to a still higher level of

stimulation. Repeat this experience from time to time, giving no

concern as to how much or how little you learn at the time, and

eventually you will find yourself in possession of a power that will

226

enable you to throw off discouragement, master fear, overcome

procrastination, and draw freely upon your imagination. Then you

will have felt the touch of that unknown “something” which has

been the moving spirit of every truly great thinker leader, artist,

musician, writer, statesman. Then you will be in position to

transmute your DESIRES into their physical or financial

counterpart as easily as you may lie down and quit at the first sign

of opposition.

FAITH VS. FEAR!

Previous chapters have described how to develop FAITH,

through Auto-suggestion, Desire and the Subconscious. The next

chapter presents detailed instructions for the mastery of FEAR.

Here will be found a full description of the six fears which are

the cause of all discouragement, timidity, procrastination,

indifference, indecision, and the lack of ambition, self-reliance,

initiative, self-control, and enthusiasm.

Search yourself carefully as you study these six enemies, as

they may exist only in your subconscious mind, where their

presence will be hard to detect.

Remember, too, as you analyze the “Six Ghosts of Fear,” that

they are nothing but ghosts because they exist only in one’s mind.

Remember, also, that ghosts—creations of uncontrolled

imagination—have caused most of the damage people have done to

their own minds, therefore, ghosts can be as dangerous as if they

lived and walked on the earth in physical bodies.

The Ghost of the Fear of Poverty, which seized the minds of

millions of people in 1929, was so real that it caused the worst

business depression this country has ever known. Moreover, this

particular ghost still frightens some of us out of our wits.

227

CHAPTER 15

HOW TO OUTWIT THE

SIX GHOSTS OF FEAR

Take Inventory of Yourself, As You

Read This Closing Chapter, and Find

Out How Many of the “Ghosts” Are

Standing in Your Way

BEFORE you can put any portion of this philosophy into

successful use, your mind must be prepared to receive it. The

preparation is not difficult. It begins with study, analysis, and

understanding of three enemies which you shall have to clear out.

These are INDECISION, DOUBT, and FEAR!

The Sixth Sense will never function while these three negatives,

or any of them remain in your mind. The members of this unholy

trio are closely related; where one is found, the other two are close

at hand.

INDECISION is the seedling of FEAR! Remember this, as you

read. Indecision crystalizes into DOUBT, the two blend and become

FEAR! The “blending” process often is slow. This is one reason why

these three enemies are so dangerous. They germinate and grow

without their presence being observed.

The remainder of this chapter describes an end which must be

attained before the philosophy, as a whole, can be put into practical

use. It also analyzes a condition which has, but lately, reduced

huge numbers of people to poverty, and it states a truth which

must be understood by all who accumulate riches, whether

measured in terms of money or a state of mind of far greater value

than money. The purpose of this chapter is to turn the spotlight of

attention upon the cause and the cure of the six basic fears. Before

we can master an enemy, we must know its name, its habits, and

its place of abode. As you read, analyze yourself carefully, and

determine which, if any, of the six common fears have attached

themselves to you.

Do not be deceived by the habits of these subtle enemies.

Sometimes they remain hidden in the subconscious mind, where

they are difficult to locate, and still more difficult to eliminate.

228

THE SIX BASIC FEARS

There are six basic fears, with some combination of which every

human suffers at one tune or another. Most people are fortunate if

they do not suffer from the entire six. Named in the order of their

most common appearance, they are:—

The fear of POVERTY } at the bottom of

The fear of CRITICISM } most of one’s

The fear of ILL HEALTH } worries

The fear of LOSS OF LOVE OF SOMEONE

The fear of OLD AGE

The fear of DEATH

All other fears are of minor importance, they can be grouped

under these six headings.

The prevalence of these fears, as a curse to the world, runs in

cycles. For almost six years, while the depression was on, we

floundered in the cycle of FEAR OF POVERTY. During the worldwar, we were in the cycle of FEAR OF DEATH. Just following the

war, we were in the cycle of FEAR OF ILL HEALTH, as evidenced by

the epidemic of disease which spread itself all over the world.

Fears are nothing more than states of mind. One’s state of mind

is subject to control and direction. Physicians, as everyone knows,

are less subject to attack by disease than ordinary laymen, for the

reason that physicians DO NOT FEAR DISEASE. Physicians,

without fear or hesitation, have been known to physically contact

hundreds of people, daily, who were suffering from such contagious

diseases as small-pox, without becoming infected. Their immunity

against the disease consisted, largely, if not solely, in their absolute

lack of FEAR.

Man can create nothing which he does not first conceive in the

form of an impulse of thought. Following this statement, comes

another of still greater importance, namely, MAN’S THOUGHT IMPULSES BEGIN IMMEDIATELY TO TRANSLATE THEMSELVES

INTO THEIR PHYSICAL EQUIVALENT, WHETHER THOSE

THOUGHTS ARE VOLUNTARY OR INVOLUNTARY. Thought

impulses which are picked up through the ether, by mere chance

(thoughts which have been released by other minds) may determine

229

one’s financial, business, professional, or social destiny just as

surely as do the thought impulses which one creates by intent and

design.

We are here laying the foundation for the presentation of a fact

of great importance to the person who does not understand why

some people appear to be “lucky” while others of equal or greater

ability, training, experience, and brain capacity, seem destined to

ride with misfortune. This fact may be explained by the statement

that every human being has the ability to completely control his own

mind, and with this control, obviously, every person may open his

mind to the tramp thought impulses which are being released by

other brains, or close the doors tightly and admit only thought

impulses of his own choice.

Nature has endowed man with absolute control over but one

thing, and that is THOUGHT. This fact, coupled with the additional

fact that everything which man creates, begins in the form of a

thought, leads one very near to the principle by which FEAR may be

mastered.

If it is true that ALL THOUGHT HAS A TENDENCY TO CLOTHE

ITSELF IN ITS PHYSICAL EQUIVALENT (and this is true, beyond

any reasonable room for doubt), it is equally true that thought

impulses of fear and poverty cannot be translated into terms of

courage and financial gain.

The people of America began to think of poverty, following the

Wall Street crash of 1929. Slowly, but surely that mass thought was

crystalized into its physical equivalent, which was known as a “depression.” This had to happen, it is in conformity with the laws of

Nature.

THE FEAR OF POVERTY

There can be no compromise between POVERTY and RICHES!

The two roads that lead to poverty and riches travel in opposite

directions. If you want riches, you must refuse to accept any

circumstance that leads toward poverty. (The word “riches” is here

used in its broadest sense, meaning financial, spiritual, mental and

material estates). The starting point of the path that leads to riches

is DESIRE. In chapter one, you received full instructions for the

proper use of DESIRE. In this chapter, on FEAR, you have complete

instructions for preparing your mind to make practical use of

230

DESIRE.

Here, then, is the place to give yourself a challenge which will

definitely determine how much of this philosophy you have

absorbed. Here is the point at which you can turn prophet and

foretell, accurately, what the future holds in store for you. If, after

reading this chapter, you are willing to accept poverty, you may as

well make up your mind to receive poverty. This is one decision you

cannot avoid.

If you demand riches, determine what form, and how much will

be required to satisfy you. You know the road that leads to riches.

You have been given a road map which, if followed, will keep you on

that road. If you neglect to make the start, or stop before you arrive,

no one will be to blame, but YOU. This responsibility is yours. No

alibi will save you from accepting the responsibility if you now fail

or refuse to demand riches of Life, because the acceptance calls for

but one thing—incidentally, the only thing you can control—and

that is a STATE OF MIND. A state of mind is something that one

assumes. It cannot be purchased, it must be created.

Fear of poverty is a state of mind, nothing else! But it is

sufficient to destroy one’s chances of achievement in any

undertaking, a truth which became painfully evident during the

depression.

This fear paralyzes the faculty of reason, destroys the faculty of

imagination, kills off self-reliance, undermines enthusiasm,

discourages initiative, leads to uncertainty of purpose, encourages

procrastination, wipes out enthusiasm and makes self-control an

impossibility. It takes the charm from one’s personality, destroys

the possibility of accurate thinking, diverts concentration of effort, it

masters persistence, turns the will-power into nothingness,

destroys ambition, beclouds the memory and invites failure in every

conceivable form; it kills love and assassinates the finer emotions of

the heart, discourages friendship and invites disaster in a hundred

forms, leads to sleeplessness, misery and unhappiness—and all this

despite the obvious truth that we live in a world of over-abundance

of everything the heart could desire, with nothing standing between

us and our desires, excepting lack of a definite purpose.

The Fear of Poverty is, without doubt, the most destructive of

the six basic fears. It has been placed at the head of the list,

because it is the most difficult to master. Considerable courage is

required to state the truth about the origin of this fear, and still

231

greater courage to accept the truth after it has been stated. The fear

of poverty grew out of man’s inherited tendency to PREY UPON HIS

FELLOW MAN ECONOMICALLY. Nearly all animals lower than man

are motivated by instinct, but their capacity to “think” is limited,

therefore, they prey upon one another physically. Man, with his

superior sense of intuition, with the capacity to think and to

reason, does not eat his fellowman bodily, he gets more satisfaction

out of “eating” him FINANCIALLY. Man is so avaricious that every

conceivable law has been passed to safeguard him from his

fellowman.

Of all the ages of the world, of which we know anything, the age

in which we live seems to be one that is outstanding because of

man’s money-madness. A man is considered less than the dust of

the earth, unless he can display a fat bank account; but if he has

money—NEVER MIND HOW HE ACQUIRED IT—he is a “king” or a

“big shot”; he is above the law, he rules in politics, he dominates in

business, and the whole world about him bows in respect when he

passes.

Nothing brings man so much suffering and humility as

POVERTY! Only those who have experienced poverty understand

the full meaning of this.

It is no wonder that man fears poverty. Through a long line of

inherited experiences man has learned, for sure, that some men

cannot be trusted, where matters of money and earthly possessions

are concerned. This is a rather stinging indictment, the worst part

of it being that it is TRUE.

The majority of marriages are motivated by the wealth

possessed by one, or both of the contracting parties. It is no

wonder, therefore, that the divorce courts are busy.

So eager is man to possess wealth that he will acquire it in

whatever manner he can—through legal methods if possiblethrough other methods if necessary or expedient.

Self-analysis may disclose weaknesses which one does not like

to acknowledge. This form of examination is essential to all who

demand of Life more than mediocrity and poverty. Remember, as

you check yourself point by point, that you are both the court and

the jury, the prosecuting attorney and the attorney for the defense,

and that you are the plaintiff and the defendant, also, that you are

on trial. Face the facts squarely. Ask yourself definite questions and

demand direct replies. When the examination is over, you will know

232

more about yourself. If you do not feel that you can be an impartial

judge in this self-examination, call upon someone who knows you

well to serve as judge while you cross-examine yourself. You are

after the truth. Get it, no matter at what cost even though it may

temporarily embarrass you!

The majority of people, if asked what they fear most, would

reply, “I fear nothing.” The reply would be inaccurate, because few

people realize that they are bound, handicapped, whipped spiritually and physically through some form of fear. So subtle and deeply

seated is the emotion of fear that one may go through life burdened

with it, never recognizing its presence. Only a courageous analysis

will disclose the presence of this universal enemy. When you begin

such an analysis, search deeply into your character. Here is a list of

the symptoms for which you should look:

SYMPTOMS OF THE FEAR OF POVERTY

INDIFFERENCE. Commonly expressed through lack of ambition;

willingness to tolerate poverty; acceptance of whatever

compensation life may offer without protest; mental and physical

laziness; lack of initiative, imagination, enthusiasm and self-control

INDECISION. The habit of permitting others to do one’s thinking.

Staying “on the fence.”

DOUBT. Generally expressed through alibis and excuses designed

to cover up, explain away, or apologize for one’s failures, sometimes

expressed in the form of envy of those who are successful, or by

criticising them.

WORRY. Usually expressed by finding fault with others, a tendency

to spend beyond one’s income, neglect of personal appearance,

scowling and frowning; intemperance in the use of alcoholic drink,

sometimes through the use of narcotics; nervousness, lack of poise,

self-consciousness and lack of self-reliance.

OVER-CAUTION. The habit of looking for the negative side of every

circumstance, thinking and talking of possible failure instead of

concentrating upon the means of succeeding. Knowing all the roads

to disaster, but never searching for the plans to avoid failure. Wait-

233

ing for “the right time” to begin putting ideas and plans into action,

until the waiting becomes a permanent habit. Remembering those

who have failed, and forgetting those who have succeeded. Seeing

the hole in the doughnut, but overlooking the doughnut.

Pessimism, leading to indigestion, poor elimination, autointoxication, bad breath and bad disposition.

PROCRASTINATION. The habit of putting off until tomorrow that

which should have been done last year. Spending enough time in

creating alibis and excuses to have done the job. This symptom is

closely related to over-caution, doubt and worry. Refusal to accept

responsibility when it can be avoided. Willingness to compromise

rather than put up a stiff fight. Compromising with difficulties

instead of harnessing and using them as stepping stones to

advancement. Bargaining with Life for a penny, instead of

demanding prosperity, opulence, riches, contentment and

happiness. Planning what to do IF AND WHEN OVERTAKEN BY

FAILURE, INSTEAD OF BURNING ALL BRIDGES AND MAKING

RETREAT IMPOSSIBLE. Weakness of, and often total lack of selfconfidence, definiteness of purpose, self-control, initiative,

enthusiasm, ambition, thrift and sound reasoning ability.

EXPECTING POVERTY INSTEAD OF DEMANDING RICHES.

Association with those who accept poverty instead of seeking the

company of those who demand and receive riches.

MONEY TALKS!

Some will ask, “why did you write a book about money? Why

measure riches in dollars, alone?” Some will believe, and rightly so,

that there are other forms of riches more desirable than money.

Yes, there are riches which cannot be measured in terms of dollars,

but there are millions of people who will say, “Give me all the money

I need, and I will find everything else I want.”

The major reason why I wrote this book on how to get money is

the fact that the world has but lately passed through an experience

that left millions of men and women paralyzed with the FEAR OF

POVERTY. What this sort of fear does to one was well described by

Westbrook Pegler, in the New York World-Telegram, viz:

“Money is only clam shells or metal discs or scraps of paper,

and there are treasures of the heart and soul which money cannot

234

buy, but most people, being broke, are unable to keep this in mind

and sustain their spirits. When a man is down and out and on the

street, unable to get any job at all, something happens to his spirit

which can be observed in the droop of his shoulders, the set of his

hat, his walk and his gaze. He cannot escape a feeling of inferiority

among people with regular employment, even though he knows they

are definitely not his equals in character, intelligence or ability.

“These people—even his friends—feel, on the other hand, a

sense of superiority and regard him, perhaps unconsciously, as a

casualty. He may borrow for a time, but not enough to carry on in

his accustomed way, and he cannot continue to borrow very long.

But borrowing in itself, when a man is borrowing merely to live, is a

depressing experience, and the money lacks the power of earned

money to revive his spirits. Of course, none of this applies to bums

or habitual ne’er-do-wells, but only to men of normal ambitions and

self-respect.

“WOMEN CONCEAL DESPAIR.

“Women in the same predicament must be different. We

somehow do not think of women at all in considering the down-andouters. They are scarce in the breadlines, they rarely are seen

begging on the streets, and they are not recognizable in crowds by

the same plain signs which identify busted men. Of course, I do not

mean the shuffling hags of the city streets who are the opposite

number of the confirmed male bums. I mean reasonably young,

decent and intelligent women. There must be many of them, but

their despair is not apparent. Maybe they kill themselves.

“When a man is down and out he has time on his hands for

brooding. He may travel miles to see a man about a job and

discover that the job is filled or that it is one of those jobs with no

base pay but only a commission on the sale of some useless knickknack which nobody would buy, except out of pity. Turning that

down, he finds himself back on the street with nowhere to go but

just anywhere. So he walks and walks. He gazes into store windows

at luxuries which are not for him, and feels inferior and gives way to

people who stop to look with an active interest. He wanders into the

railroad station or puts himself down in the library to ease his legs

and soak up a little heat, but that isn’t looking for a job, so he gets

going again. He may not know it, but his aimlessness would give

235

him away even if the very lines of his figure did not. He may be well

dressed in the clothes left over from the days when he had a steady

job, but the clothes cannot disguise the droop.

“MONEY MAKES DIFFERENCE.

“He sees thousands of other people, bookkeepers or clerks or

chemists or wagon hands, busy at their work and envies them from

the bottom of his soul. They have their independence, their selfrespect and manhood, and he simply cannot convince himself that

he is a good man, too, though he argue it out and arrive at a

favorable verdict hour after hour.

“It is just money which makes this difference in him. With a

little money he would be himself again.

“Some employers take the most shocking advantage of people

who are down and out. The agencies hang out little colored cards

offering miserable wages to busted men—$12 a week, $15 a week.

An $18 a week job is a plum, and anyone with $25 a week to offer

does not hang the job in front of an agency on a colored card. I have

a want ad clipped from a local paper demanding a clerk, a good,

clean penman, to take telephone orders for a sandwich shop from

11 A.M. to 2 P.M. for $8 a month—not $8 a week but $8 a month.

The ad says also, ‘State religion.’ Can you imagine the brutal

effrontery of anyone who demands a good, clean penman for 11

cents an hour inquiring into the victim’s religion? But that is what

busted people are offered.”

THE FEAR OF CRITICISM

Just how man originally came by this fear, no one can state

definitely, but one thing is certain— he has it in a highly developed

form. Some believe that this fear made its appearance about the

time that politics became a “profession.” Others believe it can be

traced to the age when women first began to concern themselves

with “styles” in wearing apparel.

This author, being neither a humorist nor a prophet, is inclined

to attribute the basic fear of criticism to that part of man’s inherited

nature which prompts him not only to take away his fellowman’s

goods and wares, but to justify his action by CRITICISM of his

fellowman’s character. It is a well known fact that a thief will

236

criticise the man from whom he steals-that politicians seek office,

not by displaying their own virtues and qualifications, but by

attempting to besmirch their opponents.

The fear of criticism takes on many forms, the majority of

which are petty and trivial. Bald-headed men, for example, are bald

for no other reason than their fear of criticism. Heads become bald

because of the tight fitting bands of hats which cut off the

circulation from the roots of the hair. Men wear hats, not because

they actually need them, but mainly because “everyone is doing it.”

The individual falls into line and does likewise, lest some other

individual CRITICISE him. Women seldom have bald heads, or even

thin hair, because they wear hats which fit their heads loosely, the

only purpose of the hats being adornment.

But, it must not be supposed that women are free from the fear

of criticism. If any woman claims to be superior to man with

reference to this fear, ask her to walk down the street wearing a hat

of the vintage of 1890.

The astute manufacturers of clothing have not been slow to

capitalize this basic fear of criticism, with which all mankind has

been cursed. Every season the styles in many articles of wearing

apparel change. Who establishes the styles? Certainly not the

purchaser of clothing, but the manufacturer. Why does he change

the styles so often? The answer is obvious. He changes the styles so

he can sell more clothes.

For the same reason the manufacturers of automobiles (with a

few rare and very sensible exceptions) change styles of models every

season. No man wants to drive an automobile which is not of the

latest style, although the older model may actually be the better

car.

We have been describing the manner in which people behave

under the influence of fear of criticism as applied to the small and

petty things of life. Let us now examine human behavior when this

fear affects people in connection with the more important events of

human relationship. Take for example practically any person who

has reached the age of “mental maturity” (from 35 to 40 years of

age, as a general average), and if you could read the secret thoughts

of his mind, you would find a very decided disbelief in most of the

fables taught by the majority of the dogmatists and theologians a

few decades back.

Not often, however, will you find a person who has the courage

237

to openly state his belief on this subject. Most people will, if pressed

far enough, tell a lie rather than admit that they do not believe the

stories associated with that form of religion which held people in

bondage prior to the age of scientific discovery and education.

Why does the average person, even in this day of

enlightenment, shy away from denying his belief in the fables which

were the basis of most of the religions a few decades ago? The

answer is, “because of the fear of criticism.” Men and women have

been burned at the stake for daring to express disbelief in ghosts. It

is no wonder we have inherited a consciousness which makes us

fear criticism. The time was, and not so far in the past, when

criticism carried severe punishments-it still does in some countries.

The fear of criticism robs man of his initiative, destroys his

power of imagination, limits his individuality, takes away his selfreliance, and does him damage in a hundred other ways. Parents

often do their children irreparable injury by criticising them. The

mother of one of my boyhood chums used to punish him with a

switch almost daily, always completing the job with the statement,

“You’ll land in the penitentiary before you are twenty.” He was sent

to a Reformatory at the age of seventeen.

Criticism is the one form of service, of which everyone has too

much. Everyone has a stock of it which is handed out, gratis,

whether called for or not. One’s nearest relatives often are the worst

offenders. It should be recognized as a crime (in reality it is a crime

of the worst nature), for any parent to build inferiority complexes in

the mind of a child, through unnecessary criticism. Employers who

understand human nature, get the best there is in men, not by

criticism, but by constructive suggestion. Parents may accomplish

the same results with their children. Criticism will plant FEAR in

the human heart, or resentment, but it will not build love or

affection.

SYMPTOMS OF THE FEAR OF CRITICISM

This fear is almost as universal as the fear of poverty, and its

effects are just as fatal to personal achievement, mainly because

this fear destroys initiative, and discourages the use of imagination.

The major symptoms of the fear are:

SELF-CONSCIOUSNESS. Generally expressed through

nervousness, timidity in conversation and in meeting strangers,

238

awkward movement of the hands and limbs, shifting of the eyes.

LACK OF POISE. Expressed through lack of voice control,

nervousness in the presence of others, poor posture of body,

poor memory.

PERSONALITY. Lacking in firmness of decision, personal

charm, and ability to express opinions definitely. The habit of

side-stepping issues instead of meeting them squarely. Agreeing

with others without careful examination of their opinions.

INFERIORITY COMPLEX. The habit of expressing selfapproval by word of mouth and by actions, as a means of

covering up a feeling of inferiority. Using “big words” to impress

others, (often without knowing the real meaning of the words).

Imitating others in dress, speech and manners. Boasting of

imaginary achievements. This sometimes gives a surface

appearance of a feeling of superiority.

EXTRAVAGANCE. The habit of trying to “keep up with the

Joneses,” spending beyond one’s income.

LACK OF INITIATIVE. Failure to embrace opportunities for

self-advancement, fear to express opinions, lack of confidence in

one’s own ideas, giving evasive answers to questions asked by

superiors, hesitancy of manner and speech, deceit in both words

and deeds.

LACK OF AMBITION. Mental and physical laziness, lack of

self-assertion, slowness in reaching decisions, easily influenced

by others, the habit of criticising others behind their backs and

flattering them to their faces, the habit of accepting defeat

without protest, quitting an undertaking when opposed by

others, suspicious of other people without cause, lacking in tactfulness of manner and speech, unwillingness to accept the

blame for mistakes.

THE FEAR OF ILL HEALTH

This fear may be traced to both physical and social heredity. It

239

is closely associated, as to its origin, with the causes of fear of Old

Age and the fear of Death, because it leads one closely to the border

of “terrible worlds” of which man knows not, but concerning which

he has been taught some discomforting stories. The opinion is

somewhat general, also, that certain unethical people engaged in

the business of “selling health” have had not a little to do with

keeping alive the fear of ill health.

In the main, man fears ill health because of the terrible

pictures which have been planted in his mind of what may happen

if death should overtake him. He also fears it because of the

economic toll which it may claim.

A reputable physician estimated that 75% of all people who

visit physicians for professional service are suffering with

hypochondria (imaginary illness). It has been shown most

convincingly that the fear of disease, even where there is not the

slightest cause for fear, often produces the physical symptoms of

the disease feared.

Powerful and mighty is the human mind! It builds or it

destroys.

Playing upon this common weakness of fear of ill health,

dispensers of patent medicines have reaped fortunes. This form of

imposition upon credulous humanity became so prevalent some

twenty years ago that Colliers’ Weekly Magazine conducted a bitter

campaign against some of the worst offenders in the patent

medicine business.

During the “flu” epidemic which broke out during the world

war, the mayor of New York City took drastic steps to check the

damage which people were doing themselves through their inherent

fear of ill health. He called in the newspaper men and said to them,

“Gentlemen, I feel it necessary to ask you not to publish any scare

headlines concerning the ‘flu’ epidemic. Unless you cooperate with

me, we will have a situation which we cannot control.” The

newspapers quit publishing stories about the “flu,” and within one

month the epidemic had been successfully checked.

Through a series of experiments conducted some years ago, it

was proved that people may be made ill by suggestion. We

conducted this experiment by causing three acquaintances to visit

the “victims,” each of whom asked the question, “What ails you?

You look terribly ill.” The first questioner usually provoked a grin,

and a nonchalant “Oh, nothing, I’m alright,” from the victim. The

240

second questioner usually was answered with the statement, “I

don’t know exactly, but I do feel badly.” The third questioner was

usually met with the frank admission that the victim was actually

feeling ill.

Try this on an acquaintance if you doubt that it will make him

uncomfortable, but do not carry the experiment too far. There is a

certain religious sect whose members take vengeance upon their

enemies by the “hexing” method. They call it “placing a spell” on the

victim.

There is overwhelming evidence that disease sometimes begins

in the form of negative thought impulse. Such an impulse may be

passed from one mind to another, by suggestion, or created by an

individual in his own mind.

A man who was blessed with more wisdom than this incident

might indicate, once said “When anyone asks me how I feel, I

always want to answer by knocking him down.”

Doctors send patients into new climates for their health,

because a change of “mental attitude” is necessary. The seed of fear

of ill health lives in every human mind. Worry, fear,

discouragement, disappointment in love and business affairs, cause

this seed to germinate and grow. The recent business depression

kept the doctors on the run, because every form of negative

thinking may cause ill health.

Disappointments in business and in love stand at the head of

the list of causes of fear of ill health. A young man suffered a

disappointment in love which sent him to a hospital. For months he

hovered between life and death. A specialist in suggestive

therapeutics was called in. The specialist changed nurses, placing

him in charge of a very charming young woman who began (by prearrangement with the doctor) to make love to him the first day of

her arrival on the job. Within three weeks the patient was

discharged from the hospital, still suffering, but with an entirely

different malady. HE WAS IN LOVE AGAIN. The remedy was a hoax,

but the patient and the nurse were later married. Both are in good

health at the time of this writing.

SYMPTOMS OF THE FEAR OF ILL HEALTH

The symptoms of this almost universal fear are:

241

AUTO-SUGGESTION. The habit of negative use of selfsuggestion by looking for, and expecting to find the symptoms of

all kinds of disease. “Enjoying” imaginary illness and speaking

of it as being real. The habit of trying all “fads” and “isms”

recommended by others as having therapeutic value. Talking to

others of operations, accidents and other forms of illness.

Experimenting with diets, physical exercises, reducing systems,

without professional guidance. Trying home remedies, patent

medicines and “quack” remedies.

HYPOCHONDRIA. The habit of talking of illness,

concentrating the mind upon disease, and expecting its

appearance until a nervous break occurs. Nothing that comes in

bottles can cure this condition. It is brought on by negative

thinking and nothing but positive thought can affect a cure.

Hypochondria, (a medical term for imaginary disease) is said to

do as much damage on occasion, as the disease one fears might

do. Most so-called cases of “nerves” come from imaginary illness.

EXERCISE. Fear of ill health often interferes with proper

physical exercise, and results in over-weight, by causing one to

avoid outdoor life.

SUSCEPTIBILITY. Fear of ill health breaks down Nature’s

body resistance, and creates a favorable condition for any form

of disease one may contact.

The fear of ill health often is related to the fear of Poverty,

especially in the case of the hypochondriac, who constantly

worries about the possibility of having to pay doctor’s bills,

hospital bills, etc. This type of person spends much time

preparing for sickness, talking about death, saving money for

cemetery lots, and burial expenses, etc.

SELF-CODDLING. The habit of making a bid for sympathy,

using imaginary illness as the lure. (People often resort to this

trick to avoid work). The habit of feigning illness to cover plain

laziness, or to serve as an alibi for lack of ambition.

INTEMPERANCE. The habit of using alcohol or narcotics to

destroy pains such as headaches, neuralgia, etc., instead of

eliminating the cause.

The habit of reading about illness and worrying over the

possibility of being stricken by it. The habit of reading patent

medicine advertisements.

242

THE FEAR OF LOSS OF LOVE

The original source of this inherent fear needs but little

description, because it obviously grew out of man’s polygamous

habit of stealing his fellow-man’s mate, and his habit of taking

liberties with her whenever he could.

Jealousy, and other similar forms of dementia praecox grow out

of man’s inherited fear of the loss of love of someone. This fear is

the most painful of all the six basic fears. It probably plays more

havoc with the body and mind than any of the other basic fears, as

it often leads to permanent insanity.

The fear of the loss of love probably dates back to the stone age,

when men stole women by brute force. They continue to steal

females, but their technique has changed. Instead of force, they

now use persuasion, the promise of pretty clothes, motor cars, and

other “bait” much more effective than physical force. Man’s habits

are the same as they were at the dawn of civilization, but he

expresses them differently.

Careful analysis has shown that women are more susceptible

to this fear than men. This fact is easily explained. Women have

learned, from experience, that men are polygamous by nature, that

they are not to be trusted in the hands of rivals.

SYMPTOMS OF THE FEAR OF LOSS OF LOVE

The distinguishing symptoms of this fear are:—

JEALOUSY. The habit of being suspicious of friends and

loved ones without any reasonable evidence of sufficient

grounds. (Jealousy is a form of dementia praecox which

sometimes becomes violent without the slightest cause). The

habit of accusing wife or husband of infidelity without grounds.

General suspicion of everyone, absolute faith in no one.

FAULT FINDING. The habit of finding fault with friends,

relatives, business associates and loved ones upon the slightest

provocation, or without any cause whatsoever.

GAMBLING. The habit of gambling, stealing, cheating, and

otherwise taking hazardous chances to provide money for loved

243

ones, with the belief that love can be bought. The habit of

spending beyond one’s means, or incurring debts, to provide

gifts for loved ones, with the object of making a favorable

showing. Insomnia, nervousness, lack of persistence, weakness

of will, lack of self-control, lack of self-reliance, bad temper.

THE FEAR OF OLD AGE

In the main, this fear grows out of two sources. First, the

thought that old age may bring with it POVERTY. Secondly, and by

far the most common source of origin, from false and cruel

teachings of the past which have been too well mixed with “fire and

brimstone,” and other bogies cunningly designed to enslave man

through fear.

In the basic fear of old age, man has two very sound reasons for

his apprehension—one growing out of his distrust of his fellowman,

who may seize whatever worldly goods he may possess, and the

other arising from the terrible pictures of the world beyond, which

were planted in his mind, through social heredity before he came

into full possession of his mind.

The possibility of ill health, which is more common as people

grow older, is also a contributing cause of this common fear of old

age. Eroticism also enters into the cause of the fear of old age, as no

man cherishes the thought of diminishing sex attraction.

The most common cause of fear of old age is associated with

the possibility of poverty. “Poorhouse” is not a pretty word. It throws

a chill into the mind of every person who faces the possibility of

having to spend his declining years on a poor farm.

Another contributing cause of the fear of old age, is the

possibility of loss of freedom and independence, as old age may

bring with it the loss of both physical and economic freedom.

SYMPTOMS OF THE FEAR OF OLD AGE

The commonest symptoms of this fear are:

The tendency to slow down and develop an inferiority

complex at the age of mental maturity, around the age of forty,

falsely believing one’s self to be “slipping” because of age. (The

truth is that man’s most useful years, mentally and spiritually,

244

are those between forty and sixty).

The habit of speaking apologetically of one’s self as “being

old” merely because one has reached the age of forty, or fifty,

instead of reversing the rule and expressing gratitude for having

reached the age of wisdom and understanding.

The habit of killing off initiative, imagination, and selfreliance by falsely believing one’s self too old to exercise these

qualities. The habit of the man or woman of forty dressing with

the aim of trying to appear much younger, and affecting

mannerisms of youth; thereby inspiring ridicule by both friends

and strangers.

THE FEAR OF DEATH

To some this is the cruelest of all the basic fears. The reason

is obvious. The terrible pangs of fear associated with the thought of

death, in the majority of cases, may be charged directly to religious

fanaticism. So-called “heathen” are less afraid of death than the

more “civilized.” For hundreds of millions of years man has been

asking the still unanswered questions, “whence” and “whither.”

Where did I come from, and where am I going?

During the darker ages of the past, the more cunning and

crafty were not slow to offer the answer to these questions, FOR A

PRICE. Witness, now, the major source of origin of the FEAR OF

DEATH.

“Come into my tent, embrace my faith, accept my dogmas, and

I will give you a ticket that will admit you straightaway into heaven

when you die,” cries a leader of sectarianism. “Remain out of my

tent,” says the same leader, “and may the devil take you and burn

you throughout eternity.”

ETERNITY is a long time. FIRE is a terrible thing. The thought

of eternal punishment, with fire, not only causes man to fear death,

it often causes him to lose his reason. It destroys interest in life and

makes happiness impossible.

During my research, I reviewed a book entitled “A Catalogue of

the Gods,” in which were listed the 30,000 gods which man has

worshiped. Think of it! Thirty thousand of them, represented by

everything from a crawfish to a man. It is little wonder that men

have become frightened at the approach of death.

While the religious leader may not be able to provide safe

245

conduct into heaven, nor, by lack of such provision, allow the

unfortunate to descend into hell, the possibility of the latter seems

so terrible that the very thought of it lays hold of the imagination in

such a realistic way that it paralyzes reason, and sets up the fear of

death.

In truth, NO MAN KNOWS, and no man has ever known, what

heaven or hell is like, nor does any man know if either place

actually exists. This very lack of positive knowledge opens the door

of the human mind to the charlatan so he may enter and control

that mind with his stock of legerdemain and various brands of

pious fraud and trickery.

The fear of DEATH is not as common now as it was during the

age when there were no great colleges and universities. Men of

science have turned the spotlight of truth upon the world, and this

truth is rapidly freeing men and women from this terrible fear of

DEATH. The young men and young women who attend the colleges

and universities are not easily impressed by “fire” and “brimstone.”

Through the aid of biology, astronomy, geology, and other related

sciences, the fears of the dark ages which gripped the minds of men

and destroyed their reason have been dispelled.

Insane asylums are filled with men and women who have gone

mad, because of the FEAR OF DEATH.

This fear is useless. Death will come, no matter what anyone

may think about it. Accept it as a necessity, and pass the thought

out of your mind. It must be a, necessity, or it would not come to

all. Perhaps it is not as bad as it has been pictured.

The entire world is made up of only two things, ENERGY and

MATTER. In elementary physics we learn that neither matter nor

energy (the only two realities known to man) can be created nor

destroyed. Both matter and energy can be transformed, but neither

can be destroyed.

Life is energy, if it is anything. If neither energy nor matter can

be destroyed, of course life cannot be destroyed. Life, like other

forms of energy, may be passed through various processes of

transition, or change, but it cannot be destroyed. Death is mere

transition.

If death is not mere change, or transition, then nothing comes

after death except a long, eternal, peaceful sleep, and sleep is

nothing to be feared. Thus you may wipe out, forever, the fear of

Death.

246

SYMPTOMS OF THE FEAR OF DEATH

The general symptoms of this fear are:—

The habit of THINKING about dying instead of making the

most of LIFE, due, generally, to lack of purpose, or lack of a

suitable occupation. This fear is more prevalent among the

aged, but sometimes the more youthful are victims of it. The

greatest of all remedies for the fear of death is a BURNING

DESIRE FOR ACHIEVEMENT, backed by useful service to

others. A busy person seldom has time to think about dying. He

finds life too thrilling to worry about death. Sometimes the fear

of death is closely associated with the Fear of Poverty, where

one’s death would leave loved ones poverty-stricken. In other

cases, the fear of death is caused by illness and the consequent

breaking down of physical body resistance. The commonest

causes of the fear of death are: ill-health, poverty, lack of appropriate occupation, disappointment over love, insanity,

religious fanaticism.

OLD MAN WORRY

Worry is a state of mind based upon fear. It works slowly, but

persistently. It is insiduous and subtle. Step by step it “digs itself

in” until it paralyzes one’s reasoning faculty, destroys selfconfidence and initiative. Worry is a form of sustained fear caused

by indecision therefore it is a state of mind which can be controlled.

An unsettled mind is helpless. Indecision makes an unsettled

mind. Most individuals lack the willpower to reach decisions

promptly, and to stand by them after they have been made, even

during normal business conditions. During periods of economic

unrest (such as the world recently experienced), the individual is

handicapped, not alone by his inherent nature to be slow at

reaching decisions, but he is influenced by the indecision of others

around him who have created a state of “mass indecision.”

During the depression the whole atmosphere, all over the

world, was filled with “Fearenza” and “Worryitis,” the two mental

disease germs which began to spread themselves after the Wall

Street frenzy in 1929. There is only one known antidote for these

germs; it is the habit of prompt and firm DECISION. Moreover, it is

247

an antidote which every individual must apply for himself.

We do not worry over conditions, once we have reached a

decision to follow a definite line of action.

I once interviewed a man who was to be electrocuted two hours

later. The condemned man was the calmest of some eight men who

were in the death-cell with him. His calmness prompted me to ask

him how it felt to know that he was going into eternity in a short

while. With a smile of confidence on his face, he said, “It feels fine.

Just think, brother, my troubles will soon be over. I have had

nothing but trouble all my life. It has been a hardship to get food

and clothing. Soon I will not need these things. I have felt fine ever

since I learned FOR CERTAIN that I must die. I made up my mind

then, to accept my fate in good spirit.”

As he spoke he devoured a dinner of proportions sufficient for

three men, eating every mouthful of the food brought to him, and

apparently enjoying it as much as if no disaster awaited him.

DECISION gave this man resignation to his fate! Decision can also

prevent one’s acceptance of undesired circumstances.

The six basic fears become translated into a state of worry,

through indecision. Relieve yourself, forever of the fear of death, by

reaching a decision to accept death as an inescapable event. Whip

the fear of poverty by reaching a decision to get along with whatever

wealth you can accumulate WITHOUT WORRY. Put your foot upon

the neck of the fear of criticism by reaching a decision NOT TO

WORRY about what other people think, do, or say. Eliminate the

fear of old age by reaching a decision to accept it, not as a

handicap, but as a great blessing which carries with it wisdom, selfcontrol, and understanding not known to youth.

Acquit yourself of the fear of ill health by the decision to forget

symptoms. Master the fear of loss of love by reaching a decision to

get along without love, if that is necessary.

Kill the habit of worry, in all its forms, by reaching a general,

blanket decision that nothing which life has to offer is worth the

price of worry. With this decision will come poise, peace of mind,

and calmness of thought which will bring happiness.

A man whose mind is filled with fear not only destroys his own

chances of intelligent action, but, he transmits these destructive

vibrations to the minds of all who come into contact with him, and

destroys, also their chances.

Even a dog or a horse knows when its master lacks courage;

248

moreover, a dog or a horse will pick up the vibrations of fear thrown

off by its master, and behave accordingly. Lower down the line of

intelligence in the animal kingdom, one finds this same capacity to

pick up the vibrations of fear. A honey-bee immediately senses fear

in the mind of a person—for reasons unknown, a bee will sting the

person whose mind is releasing vibrations of fear, much more

readily than it will molest the person whose mind registers no fear.

The vibrations of fear pass from one mind to another just as

quickly and as surely as the sound of the human voice passes from

the broadcasting station to the receiving set of a radio—and BY THE

SELF-SAME MEDIUM.

Mental telepathy is a reality. Thoughts pass from one mind to

another, voluntarily, whether or not this fact is recognized by either

the person releasing the thoughts, or the persons who pick up

those thoughts.

The person who gives expression, by word of mouth, to negative

or destructive thoughts is practically certain to experience the

results of those words in the form of a destructive “kick-back.” The

release of destructive thought impulses, alone, without the aid of

words, produces also a “kickback” in more ways than one. First of

all, and perhaps most important to be remembered, the person who

releases thoughts of a destructive nature, must suffer damage

through the breaking down of the faculty of creative imagination.

Secondly, the presence in the mind of any destructive emotion

develops a negative personality which repels people, and often

converts them into antagonists. The third source of damage to the

person who entertains or releases negative thoughts, lies in this

significant fact—these thought-impulses are not only damaging to

others, but they IMBED THEMSELVES IN THE SUBCONSCIOUS

MIND OF THE PERSON RELEASING THEM, and there become a

part of his character.

One is never through with a thought, merely by releasing it.

When a thought is released, it spreads in every direction, through

the medium of the ether, but it also plants itself permanently in the

subconscious mind of the person releasing it.

Your business in life is, presumably to achieve success. To be

successful, you must find peace of mind, acquire the material needs

of life, and above all, attain HAPPINESS. All of these evidences of

success begin in the form of thought impulses.

You may control your own mind, you have the power to feed it

249

whatever thought impulses you choose. With this privilege goes also

the responsibility of using it constructively. You are the master of

your own earthly destiny just as surely as you have the power to

control your own thoughts. You may influence, direct, and

eventually control your own environment, making your life what

you want it to be—or, you may neglect to exercise the privilege

which is yours, to make your life to order, thus casting yourself

upon the broad sea of “Circumstance” where you will be tossed

hither and yon, like a chip on the waves of the ocean.

THE DEVIL’S WORKSHOP

THE SEVENTH BASIC EVIL

In addition to the Six Basic Fears, there is another evil by

which people suffer. It constitutes a rich soil in which the seeds of

failure grow abundantly. It is so subtle that its presence often is not

detected. This affliction cannot properly be classed as a fear. IT IS

MORE DEEPLY SEATED AND MORE OFTEN FATAL THAN ALL OF

THE SIX FEARS. For want of a better name, let us call this evil

SUSCEPTIBILITY TO NEGATIVE INFLUENCES.

Men who accumulate great riches always protect themselves

against this evil! The poverty stricken never do! Those who succeed

in any calling must prepare their minds to resist the evil. If you are

reading this philosophy for the purpose of accumulating riches, you

should examine yourself very carefully, to determine whether you

are susceptible to negative influences. If you neglect this selfanalysis, you will forfeit your right to attain the object of your

desires.

Make the analysis searching. After you read the questions

prepared for this self-analysis, hold yourself to a strict accounting

in your answers. Go at the task as carefully as you would search for

any other enemy you knew to be awaiting you in ambush and deal

with your own faults as you would with a more tangible enemy.

You can easily protect yourself against highway robbers,

because the law provides organized cooperation for your benefit, but

the “seventh basic evil” is more difficult to master, because it

strikes when you are not aware of its presence, when you are

asleep, and while you are awake. Moreover, its weapon is

intangible, because it consists of merely—a STATE OF MIND. This

250

evil is also dangerous because it strikes in as many different forms

as there are human experiences. Sometimes it enters the mind

through the well-meant words of one’s own relatives. At other times,

it bores from within, through one’s own mental attitude. Always it is

as deadly as poison, even though it may not kill as quickly.

How TO PROTECT YOURSELF AGAINST NEGATIVE

INFLUENCES

To protect yourself against negative influences, whether of your

own making, or the result of the activities of negative people around

you, recognize that you have a WILL-POWER, and put it into

constant use, until it builds a wall of immunity against negative

influences in your own mind.

Recognize the fact that you, and every other human being, are,

by nature, lazy, indifferent, and susceptible to all suggestions which

harmonize with your weaknesses.

Recognize that you are, by nature, susceptible to all the six

basic fears, and set up. habits for the purpose of counteracting all

these fears.

Recognize that negative influences often work on you through

your subconscious mind, therefore they are difficult to detect, and

keep your mind closed against all people who depress or discourage

you in any way.

Clean out your medicine chest, throw away all pill bottles, and

stop pandering to colds, aches, pains and imaginary illness.

Deliberately seek the company of people who influence you to

THINK AND ACT FOR YOURSELF.

Do not EXPECT troubles as they have a tendency not to

disappoint.

Without doubt, the most common weakness of all human beings

is the habit of leaving their minds open to the negative influence of

other people. This weakness is all the more damaging, because most

people do not recognize that they are cursed by it, and many who

acknowledge it, neglect or refuse to correct the evil until it becomes

an uncontrollable part of their daily habits.

To aid those who wish to see themselves as they really are, the

following list of questions has been prepared. Read the questions

and state your answers aloud, so you can hear your own voice. This

will make it easier for you to be truthful with yourself.

251

SELF-ANALYSIS TEST QUESTIONS

Doyou complain often of “feeling bad,” and if so, what is the

cause?

Doyou find fault with other people at the slightest

provocation?

Do you frequently make mistakes in your work, and if so,

why?

Are you sarcastic and offensive in your conversation?

Do you deliberately avoid the association of anyone, and if

so, why?

Do you suffer frequently with indigestion? If so, what is the

cause?

Does life seem futile and the future hopeless to you? If so,

why?

Do you like your occupation? If not, why?

Do you often feel self-pity, and if so why?

Are you envious of those who excel you?

To which do you devote most time, thinking of SUCCESS, or

of FAILURE?

Are you gaining or losing self-confidence as you grow older?

Do you learn something of value from all mistakes? Are you

permitting some relative or acquaintance to worry you? If so, why?

Are you sometimes “in the clouds” and at other times in the

depths of despondency?

Who has the most inspiring influence upon you? What is the

cause?

Do you tolerate negative or discouraging influences which

you can avoid?

Are you careless of your personal appearance? If so, when

and why?

Have you learned how to “drown your troubles” by being too

busy to be annoyed by them?

Would you call yourself a “spineless weakling” if you

permitted others to do your thinking for you?

Do you neglect internal bathing until auto-intoxication

makes you ill-tempered and irritable?

How many preventable disturbances annoy you, and why do

you tolerate them?

252

Do you resort to liquor, narcotics, or cigarettes to “quiet your

nerves”? If so, why do you not try will-power instead?

Does anyone “nag” you, and if so, for what reason? Do you

have a DEFINITE MAJOR PURPOSE, and if so, what is it, and what

plan have you for achieving it?

Do you suffer from any of the Six Basic Fears? If so, which

ones?

Have you a method by which you can shield yourself against

the negative influence of others?

Do you make deliberate use of auto-suggestion to make your

mind positive?

Which do you value most, your material possessions, or

your privilege of controlling your own thoughts?

Are you easily influenced by others, against your own

judgment?

Has today added anything of value to your stock of

knowledge or state of mind?

Do you face squarely the circumstances which make you

unhappy, or sidestep the responsibility?

Do you analyze all mistakes and failures and try to profit by

them or, do you take the attitude that this is not your duty?

Can you name three of your most damaging weaknesses?

What are you doing to correct them?

Doyou encourage other people to bring their worries to you

for sympathy?

Do you choose, from your daily experiences, lessons or

influences which aid in your personal advancement?

Does your presence have a negative influence on other

people as a rule?

What habits of other people annoy you most?

Do you form your own opinions or permit yourself to be

influenced by other people?

Have you learned how to create a mental state of mind with

which you can shield yourself against all discouraging

influences?

Does your occupation inspire you with faith and hope?

Are you conscious of possessing spiritual forces of sufficient

power to enable you to keep your mind free from all forms of

FEAR?

Does your religion help you to keep your own mind

253

positive?

Do you feel it your duty to share other people’s worries? If

so, why?

If you believe that “birds of a feather flock together” what

have you learned about yourself by studying the friends whom

you attract?

What connection, if any, do you see between the people

with whom you associate most closely, and any unhappiness

you may experience?

Could it be possible that some person whom you consider

to be a friend is, in reality, your worst enemy, because of his

negative influence on your mind?

By what rules do you judge who is helpful and who is

damaging to you?

Are your intimate associates mentally superior or inferior to

you?

How much time out of every 24 hours do you devote to:

a. your occupation

b. sleep

c. play and relaxation

d. acquiring useful knowledge

e. plain waste

Who among your acquaintances,

a. encourages you most

b. cautions you most

c. discourages you most

d. helps you most in other ways

What is your greatest worry? Why do you tolerate it?

When others offer you free, unsolicited advice, do you

accept it without question, or analyze their motive?

What, above all else, do you most DESIRE? Do you intend to

acquire it? Are you willing to subordinate all other desires for this

one? How much time daily do you devote to acquiring it?

Do you change your mind often? If so, why?

Do you usually finish everything you begin?

Are you easily impressed by other people’s business or

254

professional titles, college degrees, or wealth?

Are you easily influenced by what other people think or say

of you?

Doyou cater to people because of their social or financial

status?

Whom do you believe to be the greatest person living? In

what respect is this person superior to yourself?

How much time have you devoted to studying and

answering these questions? (At least one day is necessary for the

analysis and the answering of the entire list.)

If you have answered all these questions truthfully, you know

more about yourself than the majority of people. Study the

questions carefully, come back to them once each week for several

months, and be astounded at the amount of additional knowledge

of great value to yourself, you will have gained by the simple

method of answering the questions truthfully. If you are not certain

concerning the answers to some of the questions, seek the counsel

of those who know you well, especially those who have no motive in

flattering you, and see yourself through their eyes. The experience

will be astonishing.

You have ABSOLUTE CONTROL over but one thing, and that is

your thoughts. This is the most significant and inspiring of all facts

known to man! It reflects man’s Divine nature. This Divine

prerogative is the sole means by which you may control your own

destiny. If you fail to control your own mind, you may be sure you

will control nothing else.

If you must be careless with your possessions, let it be in

connection with material things. Your mind is your spiritual estate!

Protect and use it with the care to which Divine Royalty is entitled.

You were given a WILL-POWER for this purpose.

Unfortunately, there is no legal protection against those who,

either by design or ignorance, poison the minds of others by

negative suggestion. This form of destruction should be punishable

by heavy legal penalties, because it may and often does destroy

one’s chances of acquiring material things which are protected by

law.

Men with negative minds tried to convince Thomas A. Edison

that he could not build a machine that would record and reproduce

the human voice, “because” they said, “no one else had ever

255

produced such a machine.” Edison did not believe them. He knew

that the mind could produce ANYTHING THE MIND COULD

CONCEIVE AND BELIEVE, and that knowledge was the thing that

lifted the great Edison above the common herd.

Men with negative minds told F. W. Woolworth, he would go

“broke” trying to run a store on five and ten cent sales. He did not

believe them. He knew that he could do anything, within reason, if

he backed his plans with faith. Exercising his right to keep other

men’s negative suggestions out of his mind, he piled up a fortune of

more than a hundred million dollars.

Men with negative minds told George Washington he could not

hope to win against the vastly superior forces of the British, but he

exercised his Divine right to BELIEVE, therefore this book was

published under the protection of the Stars and Stripes, while the

name of Lord Cornwallis has been all but forgotten.

Doubting Thomases scoffed scornfully when Henry Ford tried

out his first crudely built automobile on the streets of Detroit. Some

said the thing never would become practical. Others said no one

would pay money for such a contraption.

FORD SAID, “I’LL BELT THE EARTH WITH DEPENDABLE

MOTOR CARS,” AND HE DID!

His decision to trust his own judgment has already piled up a

fortune far greater than the next five generations of his descendents

can squander. For the benefit of those seeking vast riches, let it be

remembered that practically the sole difference between Henry Ford

and a majority of the more than one hundred thousand men who

work for him, is this-FORD HAS A MIND AND CONTROLS IT, THE

OTHERS HAVE MINDS WHICH THEY DO NOT TRY TO CONTROL.

Henry Ford has been repeatedly mentioned, because he is an

astounding example of what a man with a mind of his own, and a

will to control it, can accomplish. His record knocks the foundation

from under that time-worn alibi, “I never had a chance.” Ford never

had a chance, either, but he CREATED AN OPPORTUNITY AND

BACKED IT WITH PERSISTENCE UNTIL IT MADE HIM RICHER

THAN CROESUS.

Mind control is the result of self-discipline and habit. You

either control your mind or it controls you. There is no hall-way

compromise. The most practical of all methods for controlling the

mind is the habit of keeping it busy with a definite purpose, backed

by a definite plan. Study the record of any man who achieves

256

noteworthy success, and you will observe that he has control over

his own mind, moreover, that he exercises that control and directs

it toward the attainment of definite objectives. Without this control,

success is not possible.

“FIFTY-SEVEN” FAMOUS ALIBIS

By Old Man IF

People who do not succeed have one distinguishing trait in

common. They know all the reasons for failure, and have what they

believe to be air-tight alibis to explain away their own lack of

achievement.

Some of these alibis are clever, and a few of them are justifiable

by the facts. But alibis cannot be used for money. The world wants

to know only one thing—HAVE YOU ACHIEVED SUCCESS?

A character analyst compiled a list of the most commonly used

alibis. As you read the list, examine yourself carefully, and

determine how many of these alibis, if any, are your own property.

Remember, too, the philosophy presented in this book makes every

one of these alibis obsolete.

IF I didn’t have a wife and family . . .

IF I had enough “pull” . . .

IF I had money . . .

IF I had a good education . . .

IF I could get a job . . .

IF I had good health . . .

IF I only had time . . .

IF times were better . . .

IF other people understood me . . .

IF conditions around me were only different . . .

IF I could live my life over again . . .

IF I did not fear what “THEY” would say . . .

IF I had been given a chance . . .

IF I now had a chance . . .

IF other people didn’t “have it in for me” . . .

IF nothing happens to stop me . . .

IF I were only younger . . .

IF I could only do what I want . . .

IF I had been born rich . . .

257

IF I could meet “the right people” . . .

IF I had the talent that some people have . . .

IF I dared assert myself . . .

IF I only had embraced past opportunities . . .

IF people didn’t get on my nerves . . .

IF I didn’t have to keep house and look after the children . . .

IF I could save some money . . .

IF the boss only appreciated me . . .

IF I only had somebody to help me . . .

IF my family understood me . . .

IF I lived in a big city . . .

IF I could just get started . . .

IF I were only free . . .

IF I had the personality of some people . . .

IF I were not so fat . . .

IF my talents were known . . .

IF I could just get a “break” . . .

IF I could only get out of debt . . .

IF I hadn’t failed . . .

IF I only knew how . . .

IF everybody didn’t oppose me . . .

IF I didn’t have so many worries . . .

IF I could marry the right person . . .

IF people weren’t so dumb . . .

IF my family were not so extravagant . . .

IF I were sure of myself . . .

IF luck were not against me . . .

IF I had not been born under the wrong star . . .

IF it were not true that “what is to be will be” . . .

IF I did not have to work so hard . . .

IF I hadn’t lost my money . . .

IF I lived in a different neighborhood . . .

IF I didn’t have a “past” . . .

IF I only had a business of my own . . .

IF other people would only listen to me . . .

IF \* \* \* and this is the greatest of them all \* \* \* I had the courage to

see myself as I really am, I would find out what is wrong with me,

and correct it, then I might have a chance to profit by my mistakes

and learn something from the experience of others, for I know that

there is something WRONG with me, or I would now be where I

258

WOULD HAVE BEEN IF I had spent more time analyzing my

weaknesses, and less time building alibis to cover them.

Building alibis with which to explain away failure is a national

pastime. The habit is as old as the human race, and is fatal to

success! Why do people cling to their pet alibis? The answer is

obvious. They defend their alibis because THEY CREATE them! A

man’s alibi is the child of his own imagination. It is human nature

to defend one’s own brain-child.

Building alibis is a deeply rooted habit. Habits are difficult to

break, especially when they provide justification for something we

do. Plato had this truth in mind when he said, “The first and best

victory is to conquer self. To be conquered by self is, of all things,

the most shameful and vile.”

Another philosopher had the same thought in mind when he

said, “It was a great surprise to me when I discovered that most of

the ugliness I saw in others, was but a reflection of my own nature.”

“It has always been a mystery to me,” said Elbert Hubbard,

“why people spend so much time deliberately fooling themselves by

creating alibis to cover their weaknesses. If used differently, this

same time would be sufficient to cure the weakness, then no alibis

would be needed.”

In parting, I would remind you that “Life is a checkerboard, and

the player opposite you is TIME. If you hesitate before moving, or

neglect to move promptly, your men will be wiped off the board by

TIME. You are playing against a partner who will not tolerate

INDECISION!”

Previously you may have had a logical excuse for not having

forced Life to come through with whatever you asked, but that alibi

is now obsolete, because you are in possession of the Master Key

that unlocks the door to Life’s bountiful riches.

The Master Key is intangible, but it is powerful! It is the

privilege of creating, in your own mind, a BURNING DESIRE for a

definite form of riches. There is no penalty for the use of the Key,

but there is a price you must pay if you do not use it. The price is

FAILURE. There is a reward of stupendous proportions if you put

the Key to use. It is the satisfaction that comes to all who conquer

self and force Life to pay whatever is asked.

The reward is worthy of your effort. Will you make the start and

be convinced?

259

“If we are related,” said the immortal Emerson, “we shall meet.”

In closing, may I borrow his thought, and say, “If we are related, we

have, through these pages, met.”

THE END