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EARL NIGHTINGALE

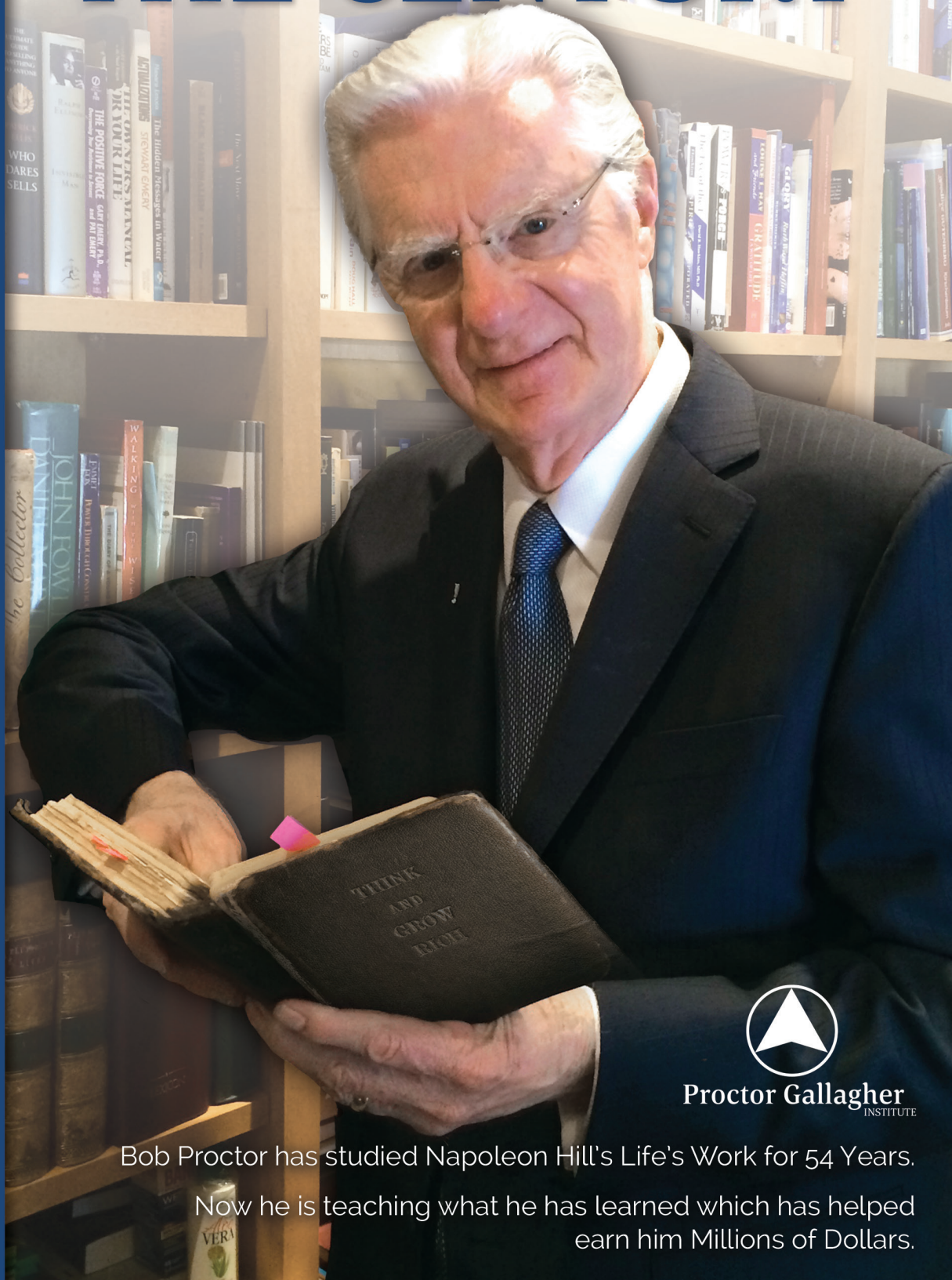


BOB PROCTOR



SANDY GALLAGHER

# THE WISDOM CONTINUES TO EXPAND SEMINAR OF THE CENTURY



Proctor Gallagher  
INSTITUTE

Bob Proctor has studied Napoleon Hill's Life's Work for 54 Years.

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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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# TABLE OF CONTENTS

What Do You Want Most? .....	5
Tributes to the Author .....	7
Publisher's Preface .....	9
Author's Preface .....	11
Chapter 1 – Introduction .....	19
Chapter 2 – Desire .....	37
Chapter 3 – Faith .....	61
Chapter 4 – Auto-Suggestion .....	85
Chapter 5 – Specialized Knowledge .....	95
Chapter 6 – Imagination .....	113
Chapter 7 – Organized Planning .....	131
Chapter 8 – Decision .....	177
Chapter 9 – Persistence .....	193
Chapter 10 – Power of the Master Mind .....	213
Chapter 11 – The Mystery of Sex Transmutation .....	225
Chapter 12 – The Subconscious Mind .....	251
Chapter 13 – The Brain .....	263
Chapter 14 – The Sixth Sense .....	273
Chapter 15 – How to Outwit the Six Ghosts of Fear .....	287





## WHAT DO YOU WANT MOST?

*Is It Money, Fame, Power,  
Contentment, Personality,  
Peace of Mind, Happiness?*

1 The Thirteen Steps to Riches described in this book offer the shortest  
2 dependable philosophy of individual achievement ever presented for the benefit of  
3 the man or woman who is searching for a definite goal in life.

4 Before beginning *the book you will profit greatly if you recognize the fact that*  
5 *the book was not written to entertain. You cannot digest the contents properly in a*  
6 *week or a month.*

7 After reading the book thoroughly, Dr. Miller Reese Hutchison, nationally known  
8 Consulting Engineer and long-time associate of Thomas A. Edison, said— "This is not  
9 a novel. It is a textbook on individual achievement that came directly from the  
10 experiences of hundreds of America's most successful men. It should be studied,  
11 digested, and meditated upon. No more than one chapter should be read in a single  
12 night. The reader should underline the sentences which impress him most. Later, he  
13 should go back to these marked lines and read them again. A real student will not  
14 merely read this book, he will absorb its contents and make them his own. This book  
15 should be adopted by all high schools and no boy or girl should be permitted to  
16 graduate without having satisfactorily passed an examination on it. This philosophy  
17 will not take the place of the subjects taught in schools, but it will enable one to  
18 *organize and apply* the knowledge acquired, and convert it into useful service and  
19 adequate compensation without waste of time.

20 Dr. John R. Turner, Dean of the College of The City of New York, after having  
21 read the book, said— "The very best example of the soundness of this philosophy is  
22 your own son, Blair, whose dramatic story you have outlined in the chapter on  
23 Desire."

24 Dr. Turner had reference to the author's son, who, born without normal hearing  
25 capacity, not only avoided becoming a deaf mute, but actually converted his  
26 handicap into a priceless asset by applying the philosophy here described. After  
27 reading the story (starting on page 57), you will realize that you are about to come  
28 into possession of a philosophy which can be transmuted into material wealth, or  
29 serve as readily to bring you peace of mind, understanding, spiritual harmony, and in  
30 some instances, as in the case of the author's son, it can help you master physical  
31 affliction.

32 The author discovered, through personally analyzing hundreds of successful  
33 men, that *all* of them followed the habit of exchanging ideas, through what is  
34 commonly called *conferences*. When they had problems to be solved they sat  
35 down together and talked freely until they discovered, from their joint contribution  
36 of ideas, a plan that would serve their purpose.

37 You, who read this book, will get most out of it by putting into practice the  
38 Master Mind principle described in the book. This you can do (as others are doing so  
39 successfully) by forming a study club, consisting of any desired number of people

40 who are friendly and harmonious. The club should have a meeting at regular  
41 periods, as often as once each week. The procedure should consist of reading one  
42 chapter of the book at each meeting, after which the contents of the chapter should  
43 be freely discussed by all members. Each member should make notes, putting  
44 down *ALL IDEAS OF HIS OWN* inspired by the discussion. Each member should  
45 carefully read and analyze each chapter several days prior to its open reading and  
46 joint discussion in the club. The reading at the club should be done by someone  
47 who reads well and understands how to put color and feeling into the lines.

48 By following this plan every reader will get from its pages, not only the sum total  
49 of the best knowledge organized from the experiences of hundreds of successful  
50 men, but more important by far, *he will tap new sources of knowledge in his own*  
51 *mind as well as acquire knowledge of priceless value FROM EVERY OTHER*  
52 *PERSON PRESENT.*

53 If you follow this plan *persistently* you will be almost certain to uncover and  
54 appropriate the secret formula by which Andrew Carnegie acquired his huge  
55 fortune, as referred to in the author's introduction.

## 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,

William Howard Taft  
(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

"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

### A GREAT STEAMSHIP MAGNATE



29 "I feel greatly indebted for the privilege of reading your Law of Success. If I had  
30 had this philosophy fifty years ago, I suppose I could have accomplished all that I  
31 have done in less than half the time. I sincerely hope the world will discover and  
32 reward you."

33 ROBERT DOLLAR  
34 FAMOUS AMERICAN LABOR LEADER

35 "Mastery of the Law of Success philosophy is the equivalent of an insurance  
36 policy against failure."

37 SAMUEL GOMPERS  
38 A FORMER PRESIDENT OF THE UNITED  
39 STATES

40 "May I not congratulate you on your persistence? Any man who devotes that  
41 much time . . . must of necessity make discoveries of great value to others. I am  
42 deeply impressed by your interpretation of the 'Master Mind' principles which you  
43 have so clearly described."

44 WOODROW WILSON  
45 A MERCHANT PRINCE

46 WORLD'S LARGEST MAKER OF CAMERAS

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

50 GEORGE EASTMAN  
51 A NATIONALLY KNOWN BUSINESS CHIEF

52 "Whatever success I may have attained I owe, entirely, to the application of your  
53 17 fundamental principles of the Law of Success. I believe I have the honor of being  
54 your first student."

55 WM. WRIGLEY, JR

## PUBLISHER'S PREFACE

1       THIS book conveys the experience of more than 500  
2 men of great wealth, who began at scratch, with nothing  
3 to give in return for riches except THOUGHTS, IDEAS and  
4 ORGANIZED PLANS.

5       Here you have the entire philosophy of  
6 moneymaking, just as it was organized from the actual  
7 achievements of the most successful men known to the  
8 American people during the past fifty years. It describes  
9 WHAT TO DO, also, HOW TO DO IT!

10       It presents complete instructions on HOW TO SELL  
11 YOUR PERSONAL SERVICES.

12       It provides you with a perfect system of self-analysis  
13 that will readily disclose what has been standing  
14 between you and "the big money" in the past.

15       It describes the famous Andrew Carnegie formula of  
16 personal achievement by which he accumulated  
17 hundreds of millions of dollars for himself and made no  
18 fewer than a score of millionaires of men to whom he  
19 taught his secret.

20       Perhaps you do not need all that is to be found in the  
21 book—no one of the 500 men from whose experiences it  
22 was written did—but you may need ONE IDEA, PLAN OR  
23 SUGGESTION to start you toward your goal. Somewhere  
24 in the book you will find this needed stimulus.

25       The book was inspired by Andrew Carnegie, after he  
26 had made his millions and retired. It was written by the  
27 man to whom Carnegie disclosed the astounding secret  
28 of his riches—the same man to whom the 500 wealthy  
29 men revealed the source of their riches.

30       In this volume will be found the thirteen principles of  
31 moneymaking essential to every person who  
32 accumulates sufficient money to guarantee financial  
33 independence. It is estimated that the research which  
34 went into the preparation, before the book was written,  
35 or could be written—research covering more than  
36 twenty-five years of continuous effort—could not be  
37 duplicated at a cost of less than \$100,000.00.

38       Moreover, the knowledge contained in the book  
39 never can be duplicated, at any cost, for the reason that  
40 more than half of the 500 men who supplied the  
41 information it brings have passed on.

42 Riches cannot always be measured in money!

43 Money and material things are essential for freedom  
44 of body and mind, but there are some who will feel that  
45 the greatest of all riches can be evaluated only in terms  
46 of lasting friendships, harmonious family relationships,  
47 sympathy and understanding between business  
48 associates, and introspective harmony which brings one  
49 peace of mind measurable only in spiritual values!

50 All who read, understand and apply this philosophy  
51 will be better prepared to attract and enjoy these higher  
52 estates which always have been and always will be  
53 denied to all except those who are ready for them.

54 Be prepared, therefore, when you expose yourself to  
55 the influence of this philosophy, to experience a  
56 CHANGED LIFE which may help you not only to  
57 negotiate your way through life with harmony and  
58 understanding, but also to prepare you for the  
59 accumulation of material riches in abundance.

60 THE PUBLISHER

## AUTHOR'S PREFACE

1 IN EVERY chapter of this book, mention has been  
2 made of the money-making secret which has made  
3 fortunes for more than five hundred exceedingly wealthy  
4 men whom I have carefully analyzed over a long period  
5 of years.

6 The secret was brought to my attention by Andrew  
7 Carnegie, more than a quarter of a century ago. The  
8 canny, lovable old Scotsman carelessly tossed it into my  
9 mind, when I was but a boy. Then he sat back in his chair,  
10 with a merry twinkle in his eyes, and watched carefully to  
11 see if I had brains enough to understand the full  
12 significance of what he had said to me.

13 When he saw that I had grasped the idea, he asked if  
14 I would be willing to spend twenty years or more,  
15 preparing myself to take it to the world, to men and  
16 women who, without the secret, might go through life as  
17 failures. I said I would, and with Mr. Carnegie's  
18 cooperation, I have kept my promise.

19 This book contains the secret, after having been put  
20 to a practical test by thousands of people, in almost  
21 every walk of life. It was Mr. Carnegie's idea that the  
22 magic formula, which gave him a stupendous fortune,  
23 ought to be placed within reach of people who do not  
24 have time to investigate how men make money, and it  
25 was his hope that I might test and demonstrate the  
26 soundness of the formula through the experience of  
27 men and women in every calling. He believed the  
28 formula should be taught in all public schools and  
29 colleges, and expressed the opinion that if it were  
30 properly taught it would so revolutionize the entire  
31 educational system that the time spent in school could  
32 be reduced to less than half.

33 His experience with Charles M. Schwab, and other  
34 young men of Mr. Schwab's type, convinced Mr.  
35 Carnegie that much of that which is taught in the schools  
36 is of no value whatsoever in connection with the  
37 business of earning a living or accumulating riches. He  
38 had arrived at this decision, because he had taken into  
39 his business one young man after another, many of them  
40 with but little schooling, and by coaching them in the use  
41 of this formula, developed in them rare leadership.

Moreover, *his coaching made fortunes for every one 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 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

86 effectively that he has since made the LaSalle one of the  
87 great extension schools of the country.

88 The secret to which I refer has been mentioned no  
89 fewer than a hundred times, throughout this book. It has  
90 not been directly named, for it seems to work more  
91 successfully when it is merely uncovered and left in  
92 sight, where THOSE WHO ARE READY, and SEARCHING  
93 FOR IT, may pick it up. That is why Mr. Carnegie tossed it  
94 to me so quietly, without giving me its specific name.

95 If you are READY to put it to use, you will recognize  
96 this secret at least once in every chapter. I wish I might  
97 feel privileged to tell you how you will know if you are  
98 ready, but that would deprive you of much of the benefit  
99 you will receive when you make the discovery in your  
100 own way.

101 While this book was being written, my own son, who  
102 was then finishing the last year of his college work,  
103 picked up the manuscript of chapter two, read it, and  
104 discovered the secret for himself. He used the  
105 information so effectively that he went directly into a  
106 responsible position at a beginning salary greater than  
107 the average man ever earns. His story has been briefly  
108 described in chapter two. When you read it, perhaps you  
109 will dismiss any feeling you may have had, at the  
110 beginning of the book, that it promised too much. And,  
111 too, if you have ever been discouraged, if you have had  
112 difficulties to surmount which took the very soul out of  
113 you, if you have tried and failed, if you were ever  
114 handicapped by illness or physical affliction, this story of  
115 my son's discovery and use of the Carnegie formula may  
116 prove to be the oasis in the Desert of Lost Hope, for  
117 which you have been searching.

118 This secret was extensively used by President  
119 Woodrow Wilson, during the World War. It was passed  
120 on to every soldier who fought in the war, carefully  
121 wrapped in the training received before going to the  
122 front. President Wilson told me it was a strong factor in  
123 raising the funds needed for the war.

124 More than twenty years ago, Hon. Manuel L. Quezon  
125 (then Resident Commissioner of the Philippine Islands),  
126 was inspired by the secret to gain freedom for his  
127 people. He has gained freedom for the Philippines, and is  
128 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 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

173	GEORGE S. PARKER
174	E. M. STATLER
175	HENRY L. DOHERTY
176	CYRUS H. K. CURTIS
177	GEORGE EASTMAN
178	THEODORE ROOSEVELT
179	JOHN W. DAVIS
180	ELBERT HUBBARD
181	WILBUR WRIGHT
182	WILLIAM JENNINGS BRYAN
183	DR. DMITRI STARR JORDAN
184	J. ODGEN ARMOUR
185	CHARLES M. SCHWAB
186	HARRIS F. WILLIAMS
187	DR. FRANK GUNSAULUS
188	DANIEL WILLARD
189	KING GILLETTE
190	RALPH A. WEEKS
191	JUDGE DANIEL T. WRIGHT
192	JOHN D. ROCKEFELLER
193	THOMAS A. EDISON
194	FRANK A. VANDERLIP
195	F. W. WOOLWORTH
196	COL. ROBERT A. DOLLAR
197	EDWARD A. FILENE
198	EDWIN C. BARNES
199	ARTHUR BRISBANE
200	WOODROW WILSON
201	WM. HOWARD TAFT
202	LUTHER BURBANK
203	EDWARD W. BOK
204	FRANK A. MUNSEY
205	ELBERT H. GARY
206	DR. ALEXANDER GRAHAM BELL
207	JOHN H. PATTERSON
208	JULIUS ROSENWALD
209	STUART AUSTIN WIER
210	DR. FRANK CRANE
211	GEORGE M. ALEXANDER
212	J. G. CHAPPLINE
213	HON. JENNINGS RANDOLPH
214	ARTHUR NASH
215	CLARENCE DARROW

216 These names represent but a small fraction of the  
217 hundreds of well-known Americans whose  
218 achievements, financially and otherwise, prove that  
219 those who understand and apply the Carnegie secret,  
220 reach high stations in life. I have never known anyone  
221 who was inspired to use the secret, who did not achieve  
222 noteworthy success in his chosen calling. I have never  
223 known any person to distinguish himself, or to  
224 accumulate riches of any consequence, without  
225 possession of the secret. From these two facts I draw the  
226 conclusion that the secret is more important, as a part of  
227 the knowledge essential for self-determination, than any  
228 which one receives through what is popularly known as  
229 "education."

230 What is EDUCATION, anyway? This has been  
231 answered in full detail.

232 As far as schooling is concerned, many of these men  
233 had very little. John Wanamaker once told me that what  
234 little schooling he had, he acquired in very much the  
235 same manner as a modern locomotive takes on water,  
236 by "scooping it up as it runs." Henry Ford never reached  
237 high school, let alone college. I am not attempting to  
238 minimize the value of schooling, but I am trying to  
239 express my earnest belief that those who master and  
240 apply the secret will reach high stations, accumulate  
241 riches, and bargain with life on their own terms, even if  
242 their schooling has been meager.

243 Somewhere, as you read, the secret to which I refer  
244 will jump from the page and stand boldly before you, IF  
245 YOU ARE READY FOR IT! When it appears, you will  
246 recognize it. Whether you receive the sign in the first or  
247 the last chapter, stop for a moment when it presents  
248 itself, and turn down a glass, for that occasion will mark  
249 the most important turning-point of your life.

250 We pass now, to Chapter One, and to the story of my  
251 very dear friend, who has generously acknowledged  
252 having seen the mystic sign, and whose business  
253 achievements are evidence enough that he turned down  
254 a glass. As you read his story, and the others, remember  
255 that they deal with the important problems of life, such  
256 as all men experience.

257 The problems arising from one's endeavor to earn a  
258 living, to find hope, courage, contentment and peace of

259 mind; to accumulate riches and to enjoy freedom of  
260 body and spirit.

261 Remember, too, as you go through the book, that it  
262 deals with facts and not with fiction, its purpose being to  
263 convey a great universal truth through which all who are  
264 READY may learn, not only *WHAT* TO DO, BUT ALSO  
265 *HOW* TO DO IT! and receive, as well, THE NEEDED  
266 STIMULUS TO MAKE A START.

267 As a final word of preparation, before you begin the  
268 first chapter, may I offer one brief suggestion which may  
269 provide a clue by which the Carnegie secret may be  
270 recognized? It is this—*ALL ACHIEVEMENT, ALL EARNED*  
271 *RICHERS, HAVE THEIR BEGINNING IN AN IDEA!* If you are  
272 ready for the secret, you already possess one half of it,  
273 therefore, you will readily recognize the other half the  
274 moment it reaches your mind.

275 THE AUTHOR



## CHAPTER 1

### INTRODUCTION

#### THE MAN WHO “THOUGHT” HIS WAY INTO PARTNERSHIP WITH THOMAS A. EDISON

1       TRULY, “thoughts are things,” and powerful things at  
2 that, when they are mixed with definiteness of purpose,  
3 persistence, and a BURNING DESIRE for their translation  
4 into riches, or other material objects.

5       A little more than thirty years ago, Edwin C. Barnes  
6 discovered how true it is that men really do THINK AND  
7 GROW RICH. His discovery did not come about at one  
8 sitting. It came little by little, beginning with a BURNING  
9 DESIRE to become a business associate of the great  
10 Edison.

11       One of the chief characteristics of Barnes' Desire was  
12 that it was definite. He wanted to work with Edison, not  
13 for him. Observe, carefully, the description of how he  
14 went about translating his DESIRE into reality, and you  
15 will have a better understanding of the thirteen principles  
16 which lead to riches.

17       When this DESIRE, or impulse of thought, first  
18 flashed into his mind he was in no position to act upon it.  
19 Two difficulties stood in his way. He did not know Mr.  
20 Edison, and he did not have enough money to pay his  
21 railroad fare to Orange, New Jersey.

22       These difficulties were sufficient to have  
23 discouraged the majority of men from making any  
24 attempt to carry out the desire. But his was no ordinary  
25 desire! He was so determined to find a way to carry out  
26 his desire that he finally decided to travel by “blind  
27 baggage,” rather than be defeated. (To the uninitiated,  
28 this means that he went to East Orange on a freight train).

29       He presented himself at Mr. Edison's laboratory, and  
30 announced he had come to go into business with the  
31 inventor. In speaking of the first meeting between Barnes  
32 and Edison, years later, Mr. Edison said, “He stood there  
33 before me, looking like an ordinary tramp, *but there was*  
34 *something in the expression of his face which conveyed*



35 *the impression that he was determined to get what he*  
36 *had come after.* I had learned, from years of experience  
37 with men, that when a man really DESIRES a thing so  
38 deeply that he is willing to stake his entire future on a  
39 single turn of the wheel in order to get it, he is sure to  
40 win. I gave him the opportunity he asked for, *because I*  
41 *saw he had made up his mind to stand by until he*  
42 *succeeded.* Subsequent events proved that no mistake  
43 was made."

44 Just what young Barnes said to Mr. Edison on that  
45 occasion was far less important than that which he  
46 thought. Edison, himself, said so! It could not have been  
47 the young man's appearance which got him his start in  
48 the Edison office, for that was definitely against him. It  
49 was what he THOUGHT that counted.

50 If the significance of this statement could be  
51 conveyed to every person who reads it, there would be  
52 no need for the remainder of this book.

53 Barnes did not get his partnership with Edison on his  
54 first interview. He did get a chance to work in the Edison  
55 offices, at a very nominal wage, doing work that was  
56 unimportant to Edison, but most important to Barnes,  
57 because it gave him an opportunity to display his  
58 "merchandise" where his intended "partner" could see it.

59 Months went by. Apparently nothing happened to  
60 bring the coveted goal which Barnes had set up in his  
61 mind as his DEFINITE MAJOR PURPOSE. But something  
62 important was happening in Barnes' mind. He was  
63 constantly intensifying his DESIRE to become the  
64 business associate of Edison.

65 Psychologists have correctly said that "when one is  
66 truly ready for a thing, it puts in its appearance."

67 Barnes was ready for a business association with  
68 Edison, moreover, he was DETERMINED TO REMAIN  
69 READY UNTIL HE GOT THAT WHICH HE WAS SEEKING.

70 He did not say to himself, "Ah well, what's the use? I  
71 guess I'll change my mind and try for a salesman's job."  
72 But, he did say, "I came here to go into business with  
73 Edison, and I'll accomplish this end if it takes the  
74 remainder of my life." *He meant it!* What a different story  
75 men would have to tell if only they would adopt a  
76 DEFINITE PURPOSE, and stand by that purpose until it  
77 had time to become an all-consuming obsession!

78 Maybe young Barnes did not know it at the time, but  
79 his bulldog determination, his persistence in standing  
80 back of a single DESIRE, was destined to mow down all  
81 opposition, and bring him the opportunity he was  
82 seeking.

83 When the opportunity came, it appeared in a  
84 different form, and from a different direction than Barnes  
85 had expected. That is one of the tricks of opportunity. It  
86 has a sly habit of slipping in by the back door, and often  
87 it comes disguised in the form of misfortune, or  
88 temporary defeat. Perhaps this is why so many fail to  
89 recognize opportunity.

90 Mr. Edison had just perfected a new office device,  
91 known at that time, as the Edison Dictating Machine (now  
92 the Ediphone). His salesmen were not enthusiastic over  
93 the machine. They did not believe it could be sold  
94 without great effort. Barnes saw his opportunity. It had  
95 crawled in quietly, hidden in a queer looking machine  
96 which interested no one but Barnes and the inventor.

97 Barnes knew he could sell the Edison Dictating  
98 Machine. He suggested this to Edison, and promptly got  
99 his chance. He did sell the machine. In fact, he sold it so  
100 successfully that Edison gave him a contract to distribute  
101 and market it all over the nation. Out of that business  
102 association grew the slogan, "Made by Edison and  
103 installed by Barnes."

104 The business alliance has been in operation for more  
105 than thirty years. Out of it Barnes has made himself rich  
106 in money, but he has done something infinitely greater,  
107 he has proved that one really may "Think and Grow Rich."

108 How much actual cash that original DESIRE of  
109 Barnes' has been worth to him, I have no way of knowing.  
110 Perhaps it has brought him two or three million dollars,  
111 but the amount, whatever it is, becomes insignificant  
112 when compared with the greater asset he acquired in  
113 the form of definite knowledge that an intangible  
114 impulse of thought can be transmuted into its physical  
115 counterpart by the application of known principles.

116 Barnes literally *thought* himself into a partnership  
117 with the great Edison! He thought himself into a fortune.  
118 He had nothing to start with, except the capacity to  
119 KNOW WHAT HE WANTED, AND THE DETERMINATION  
120 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 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.

161 They sold the machinery to a junk man for a few  
162 hundred dollars, and took the train back home. Some  
163 "junk" men are dumb, but not this one! He called in a  
164 mining engineer to look at the mine and do a little  
165 calculating. The engineer advised that the project had  
166 failed, because the owners were not familiar with "fault  
167 lines." His calculations showed that the vein would be  
168 found JUST THREE FEET FROM WHERE THE DARBYS  
169 HAD STOPPED DRILLING! That is exactly where it was  
170 found!

171 The "Junk" man took millions of dollars in ore from  
172 the mine, because he knew enough to seek expert  
173 counsel before giving up.

174 Most of the money which went into the machinery  
175 was procured through the efforts of R. U. Darby, who  
176 was then a very young man. The money came from his  
177 relatives and neighbors, because of their faith in him. He  
178 paid back every dollar of it, although he was years in  
179 doing so.

180 Long afterward, Mr. Darby recouped his loss many  
181 times over, when he made the discovery that DESIRE  
182 can be transmuted into gold. The discovery came after  
183 he went into the business of selling life insurance.

184 Remembering that he lost a huge fortune, because  
185 he STOPPED three feet from gold, Darby profited by the  
186 experience in his chosen work, by the simple method of  
187 saying to himself, "I stopped three feet from gold, but I  
188 will never stop *because men say 'no'* when I ask them to  
189 buy insurance."

190 Darby is one of a small group of fewer than fifty men  
191 who sell more than a million dollars in life insurance  
192 annually. He owes his "stickability" to the lesson he  
193 learned from his "quitability" in the gold mining business.

194 Before success comes in any man's life, he is sure to  
195 meet with much temporary defeat, and, perhaps, some  
196 failure. When defeat overtakes a man, the easiest and  
197 most logical thing to do is to QUIT. That is exactly what  
198 the majority of men do.

199 More than five hundred of the most successful men  
200 this country has ever known, told the author their  
201 greatest success came just one step beyond the point at  
202 which defeat had overtaken them. Failure is a trickster  
203 with a keen sense of irony and cunning. It takes great

204 delight in tripping one when success is almost within  
205 reach.

## A FIFTY-CENT LESSON IN PERSISTENCE

206 Shortly after Mr. Darby received his degree from the  
207 "University of Hard Knocks," and had decided to profit by  
208 his experience in the gold mining business, he had the  
209 good fortune to be present on an occasion that proved  
210 to him that "No" does not necessarily mean no.

211 One afternoon he was helping his uncle grind wheat  
212 in an old fashioned mill. The uncle operated a large farm  
213 on which a number of colored sharecrop farmers lived.  
214 Quietly, the door was opened, and a small colored child,  
215 the daughter of a tenant, walked in and took her place  
216 near the door.

217 The uncle looked up, saw the child, and barked at  
218 her roughly, "what do you want?"

219 Meekly, the child replied, "My mammy say send her  
220 fifty cents."

221 "I'll not do it," the uncle retorted, "Now you run on  
222 home."

223 "Yas sah," the child replied. But she did not move.

224 The uncle went ahead with his work, so busily  
225 engaged that he did not pay enough attention to the  
226 child to observe that she did not leave. When he looked  
227 up and saw her still standing there, he yelled at her, "I  
228 told you to go on home! Now go, or I'll take a switch to  
229 you."

230 The little girl said "yas sah," but she did not budge an  
231 inch.

232 The uncle dropped a sack of grain he was about to  
233 pour into the mill hopper, picked up a barrel stave, and  
234 started toward the child with an expression on his face  
235 that indicated trouble.

236 Darby held his breath. He was certain he was about  
237 to witness a murder. He knew his uncle had a fierce  
238 temper. He knew that colored children were not  
239 supposed to defy white people in that part of the  
240 country.

241 When the uncle reached the spot where the child  
242 was standing, she quickly stepped forward one step,  
243 looked up into his eyes, and screamed at the top of her

244 shrill voice, "MY MAMMY'S GOTTA HAVE THAT FIFTY  
245 CENTS!"

246 The uncle stopped, looked at her for a minute, then  
247 slowly laid the barrel stave on the floor, put his hand in  
248 his pocket, took out half a dollar, and gave it to her.

249 The child took the money and slowly backed toward  
250 the door, never taking her eyes off the man whom she  
251 had just conquered. After she had gone, the uncle sat  
252 down on a box and looked out the window into space for  
253 more than ten minutes. He was pondering, with awe,  
254 over the whipping he had just taken.

255 Mr. Darby, too, was doing some thinking. That was  
256 the first time in all his experience that he had seen a  
257 colored child deliberately master an adult white person.  
258 How did she do it? What happened to his uncle that  
259 caused him to lose his fierceness and become as docile  
260 as a lamb? What strange power did this child use that  
261 made her master over her superior? These and other  
262 similar questions flashed into Darby's mind, but he did  
263 not find the answer until years later, when he told me the  
264 story.

265 Strangely, the story of this unusual experience was  
266 told to the author in the old mill, on the very spot where  
267 the uncle took his whipping. Strangely, too, I had devoted  
268 nearly a quarter of a century to the study of the power  
269 which enabled an ignorant, illiterate colored child to  
270 conquer an intelligent man.

271 As we stood there in that musty old mill, Mr. Darby  
272 repeated the story of the unusual conquest, and finished  
273 by asking, "What can you make of it? What strange  
274 power did that child use, that so completely whipped my  
275 uncle?"

276 The answer to his question will be found in the  
277 principles described in this book. The answer is full and  
278 complete. It contains details and instructions sufficient to  
279 enable anyone to understand, and apply the same force  
280 which the little child accidentally stumbled upon.

281 Keep your mind alert, and you will observe exactly  
282 what strange power came to the rescue of the child, you  
283 will catch a glimpse of this power in the next chapter.  
284 Somewhere in the book you will find an idea that will  
285 quicken your receptive powers, and place at your  
286 command, for your own benefit, this same irresistible  
287 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 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.

332 The answer called for a description of thirteen  
333 principles, but remember, as you read, the answer you  
334 may be seeking, to the questions which have caused you  
335 to ponder over the strangeness of life, may be found *in*  
336 *your own mind*, through some idea, plan, or purpose  
337 which may spring into your mind as you read.

338 One sound idea is all that one needs to achieve  
339 success. The principles described in this book, contain  
340 the best, and the most practical of all that is known,  
341 concerning ways and means of creating useful ideas.

342 Before we go any further in our approach to the  
343 description of these principles, we believe you are  
344 entitled to receive this important suggestion....WHEN  
345 RICHES BEGIN TO COME THEY COME SO QUICKLY, IN  
346 SUCH GREAT ABUNDANCE, THAT ONE WONDERS  
347 WHERE THEY HAVE BEEN HIDING DURING ALL THOSE  
348 LEAN YEARS. This is an astounding statement, and all  
349 the more so, when we take into consideration the  
350 popular belief, that riches come only to those who work  
351 hard and long.

352 When you begin to THINK AND GROW RICH, you will  
353 observe that riches begin with a state of mind, with  
354 definiteness of purpose, with little or no hard work. You,  
355 and every other person, ought to be interested in  
356 knowing how to acquire that state of mind which will  
357 attract riches. I spent twenty-five years in research,  
358 analyzing more than 25,000 people, because I, too,  
359 wanted to know "how wealthy men become that way."

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

362 Here, take notice of a very significant truth, viz:

363 The business depression started in 1929, and  
364 continued on to an all-time record of destruction, until  
365 sometime after President Roosevelt entered office. Then  
366 the depression began to fade into nothingness. Just as  
367 an electrician in a theatre raises the lights so gradually  
368 that darkness is transmuted into light before you realize  
369 it, so did the spell of fear in the minds of the people  
370 gradually fade away and become faith.

371 Observe very closely, as soon as you master the  
372 principles of this philosophy, and begin to follow the  
373 instructions for applying those principles, your financial  
374 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 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 eight-cylinder 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!

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

462 Ford rich, you can equal his achievements in almost any  
463 calling for which you are suited.

YOU ARE "THE MASTER OF YOUR FATE,  
THE CAPTAIN OF YOUR SOUL," BECAUSE ...

464 When Henley wrote the prophetic lines, "I am the  
465 Master of my Fate, I am the Captain of my Soul," he  
466 should have informed us that we are the Masters of our  
467 Fate, the Captains of our Souls, because we have the  
468 power to control our thoughts.

469 He should have told us that the ether in which this  
470 little earth floats, in which we move and have our being,  
471 is a form of energy moving at an inconceivably high rate  
472 of vibration, and that the ether is filled with a form of  
473 universal power which ADAPTS itself to the nature of the  
474 thoughts we hold in our minds; and INFLUENCES us, in  
475 natural ways, to transmute our thoughts into their  
476 physical equivalent.

477 If the poet had told us of this great truth, we would  
478 know WHY IT IS that we are the Masters of our Fate, the  
479 Captains of our Souls.

480 He should have told us, with great emphasis, that this  
481 power makes no attempt to discriminate between  
482 destructive thoughts and constructive thoughts, that it  
483 will urge us to translate into physical reality thoughts of  
484 poverty, just as quickly as it will influence us to act upon  
485 thoughts of riches.

486 He should have told us, too, that our brains become  
487 magnetized with the dominating thoughts which we hold  
488 in our minds, and, by means with which no man is  
489 familiar, these "magnets" attract to us the forces, the  
490 people, the circumstances of life which harmonize with  
491 the nature of our *dominating thoughts*.

492 He should have told us, that before we can  
493 accumulate riches in great abundance, we must  
494 magnetize our minds with intense DESIRE for riches, that  
495 we must become "money conscious until the DESIRE for  
496 money drives us to create definite plans for acquiring it.

497 But, being a poet, and not a philosopher, Henley  
498 contented himself by stating a great truth in poetic form,  
499 leaving those who followed him to interpret the  
500 philosophical meaning of his lines.

501 Little by little, the truth has unfolded itself, until it  
502 now appears certain that the principles described in this  
503 book, hold the secret of mastery over our economic fate.

504 We are now ready to examine the first of these  
505 principles. Maintain a spirit of open-mindedness, and  
506 remember as you read, they are the invention of no one  
507 man. The principles were gathered from the life  
508 experiences of more than 500 men who actually  
509 accumulated riches in huge amounts; men who began in  
510 poverty, with but little education, without influence. The  
511 principles worked for these men. You can put them to  
512 work for your own enduring benefit.

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

514 Before you read the next chapter, I want you to know  
515 that it conveys factual information which might easily  
516 change your entire financial destiny, as it has so  
517 definitely brought changes of stupendous proportions to  
518 two people described.

519 I want you to know, also, that the relationship  
520 between these two men and myself, is such that I could  
521 have taken no liberties with the facts, even if I had  
522 wished to do so. One of them has been my closest  
523 personal friend for almost twenty-five years, the other is  
524 my own son. The unusual success of these two men,  
525 success which they generously accredit to the principle  
526 described in the next chapter, more than justifies this  
527 personal reference as a means of emphasizing the far-  
528 flung power of this principle.

529 Almost fifteen years ago, I delivered the  
530 Commencement Address at Salem College, Salem,  
531 West Virginia. I emphasized the principle described in  
532 the next chapter, with so much intensity that one of the  
533 members of the graduating class definitely appropriated  
534 it, and made it a part of his own philosophy. The young  
535 man is now a Member of Congress, and an important  
536 factor in the present administration. Just before this book  
537 went to the publisher, he wrote me a letter in which he  
538 so clearly stated his opinion of the principle outlined in  
539 the next chapter, that I have chosen to publish his letter  
540 as an introduction to that chapter.

541 It gives you an idea of the rewards to come.

542 "My dear Napoleon:

543 "My service as a Member of Congress having  
544 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 enheartened 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-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"

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

- 1. \_\_\_\_\_  
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## CHAPTER 2

### DESIRE

#### THE STARTING POINT OF ALL ACHIEVEMENT

#### The First Step toward Riches

1 WHEN Edwin C. Barnes climbed down from the  
2 freight train in Orange, N. J., more than thirty years ago,  
3 he may have resembled a tramp, but his *thoughts* were  
4 those of a king!

5 As he made his way from the railroad tracks to  
6 Thomas A. Edison's office, his mind was at work. He saw  
7 himself *standing in Edison's presence*. He heard himself  
8 asking Mr. Edison for an opportunity to carry out the one  
9 CONSUMING OBSESSION OF HIS LIFE, a BURNING  
10 DESIRE to become the business associate of the great  
11 inventor.

12 Barnes' desire was not a hope! It was not a wish! It  
13 was a keen, pulsating DESIRE, which transcended  
14 everything else. It was DEFINITE.

15 The desire was not new when he approached  
16 Edison. It had been Barnes' *dominating* desire for a long  
17 time. In the beginning, when the desire first appeared in  
18 his mind, it may have been, probably was, only a wish,  
19 but it was no mere wish when he appeared before  
20 Edison with it.

21 A few years later, Edwin C. Barnes again stood  
22 before Edison, in the same office where he first met the  
23 inventor. This time his DESIRE had been translated into  
24 reality. *He was in business with Edison*. The dominating  
25 DREAM OF HIS LIFE had become a reality. Today, people  
26 who know Barnes envy him, because of the "break" life  
27 yielded him. They see him in the days of his triumph,  
28 without taking the trouble to investigate the cause of his  
29 success.

30 Barnes succeeded because he chose a definite goal,  
31 placed all his energy, all his will power, all his effort,  
32 everything back of that goal. He did not become the  
33 partner of Edison the day he arrived. He was content to

34 start in the most menial work, as long as it provided an  
35 opportunity to take even one step toward his cherished  
36 goal.

37 Five years passed before the chance he had been  
38 seeking made its appearance. During all those years not  
39 one ray of hope, not one promise of attainment of his  
40 DESIRE had been held out to him. To everyone, except  
41 himself, he appeared only another cog in the Edison  
42 business wheel, but in his own mind, HE WAS THE  
43 PARTNER OF EDISON EVERY MINUTE OF THE TIME,  
44 from the very day that he first went to work there.

45 It is a remarkable illustration of the power of a  
46 DEFINITE DESIRE. Barnes won his goal, because he  
47 wanted to be a business associate of Mr. Edison, more  
48 than he wanted anything else. He created a plan by  
49 which to attain that purpose. But he BURNED ALL  
50 BRIDGES BEHIND HIM.

51 He stood by his DESIRE until it became the  
52 dominating obsession of his life—and—finally, a fact.

53 When he went to Orange, he did not say to himself, "I  
54 will try to induce Edison to give me a job of some sort."  
55 He said, "I will see Edison, and put him on notice that I  
56 have come to go into business with him.

57 He did not say, "I will work there for a few months,  
58 and if I get no encouragement, I will quit and get a job  
59 somewhere else." He did say, "I will start anywhere. I will  
60 do anything Edison tells me to do, but *before I am*  
61 *through*, I will be his associate."

62 He did not say, "I will keep my eyes open for another  
63 opportunity, in case I fail to get what I want in the Edison  
64 organization." He said, "There is but ONE thing in this  
65 world that I am determined to have, and that is a  
66 business association with Thomas A. Edison. I will burn all  
67 bridges behind me, and stake my ENTIRE FUTURE on  
68 my ability to get what I want."

69 *He left himself no possible way of retreat. He had to*  
70 *win or perish!*

71 That is all there is to the Barnes story of success! A  
72 long while ago, a great warrior faced a situation which  
73 made it necessary for him to make a decision which  
74 insured his success on the battlefield. He was about to  
75 send his armies against a powerful foe, whose men  
76 outnumbered his own. He loaded his soldiers into boats,  
77 sailed to the enemy's country, unloaded soldiers and



78 equipment, then gave the order to burn the ships that  
79 had carried them. Addressing his men before the first  
80 battle, he said, "You see the boats going up in smoke.  
81 That means that we cannot leave these shores alive  
82 unless we win! We now have no choice, *we win—or we*  
83 *perish!* They won.

84 Every person who wins in any undertaking must be  
85 willing to burn his ships and cut all sources of retreat.  
86 Only by so doing can one be sure of maintaining that  
87 state of mind known as a BURNING DESIRE TO WIN,  
88 essential to success.

89 The morning after the great Chicago fire, a group of  
90 merchants stood on State Street, looking at the smoking  
91 remains of what had been their stores. They went into a  
92 conference to decide if they would try to rebuild, or  
93 leave Chicago and start over in a more promising section  
94 of the country. They reached a decision—all except one—  
95 to leave Chicago.

96 The merchant who decided to stay and rebuild  
97 pointed a finger at the remains of his store, and said,  
98 "Gentlemen, on that very spot I will build the world's  
99 greatest store, no matter how many times it may burn  
100 down."

101 That was more than fifty years ago. The store was  
102 built. It stands there today, a towering monument to the  
103 power of that state of mind known as a BURNING  
104 DESIRE. The easy thing for Marshal Field to have done,  
105 would have been exactly what his fellow merchants did.  
106 When the going was hard, and the future looked dismal,  
107 they pulled up and went where the going seemed easier.

108 Mark well this difference between Marshal Field and  
109 the other merchants, because it is the same difference  
110 which distinguishes Edwin C. Barnes from thousands of  
111 other young men who have worked in the Edison  
112 organization. It is the same difference which  
113 distinguishes practically all who succeed from those  
114 who fail.

115 Every human being who reaches the age of  
116 understanding of the purpose of money, wishes for it.  
117 Wishing will not bring riches. But desiring riches with a  
118 state of mind that becomes an obsession, then planning  
119 definite ways and means to acquire riches, and backing  
120 those plans with persistence *which does not recognize*  
121 *failure*, will bring riches.

122 The method by which DESIRE for riches can be  
123 transmuted into its financial equivalent, consists of six  
124 definite, practical steps, viz:

125 First. Fix in your mind the *exact* amount of  
126 money you desire. It is not sufficient merely to say  
127 "I want plenty of money." Be definite as to the  
128 amount. (There is a psychological reason for  
129 definiteness which will be described in a  
130 subsequent chapter).

131 Second. Determine exactly what you intend to  
132 give in return for the money you desire. (There is  
133 no such reality as "something for nothing.")

134 Third. Establish a definite date when you  
135 intend to possess the money you desire.

136 Fourth. Create a definite plan for carrying out  
137 your desire, and begin at once, whether you are  
138 ready or not, to put this plan into action.

139 Fifth. Write out a clear, concise statement of  
140 the amount of money you intend to acquire, name  
141 the time limit for its acquisition, state what you  
142 intend to give in return for the money, and  
143 describe clearly the plan through which you  
144 intend to accumulate it.

145 Sixth. Read your written statement aloud,  
146 twice daily, once just before retiring at night, and  
147 once after arising in the morning. AS YOU READ—  
148 SEE AND FEEL AND BELIEVE YOURSELF  
149 ALREADY IN POSSESSION OF THE MONEY.

150 It is important that you follow the instructions  
151 described in these six steps. It is especially important  
152 that you observe, and follow the instructions in the sixth  
153 paragraph. You may complain that it is impossible for  
154 you to "see yourself in possession of money" before you  
155 actually have it. Here is where a BURNING DESIRE will  
156 come to your aid. If you truly DESIRE money so keenly  
157 that your desire is an obsession, you will have no  
158 difficulty in convincing yourself that you will acquire it.  
159 The object is to want money, and to become so  
160 determined to have it that you CONVINCCE yourself you  
161 will have it.

162 Only those who become "money conscious" ever  
163 accumulate great riches. "Money consciousness" means  
164 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 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 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, air-planes, 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

253 stakes in this changed world, you must catch the spirit of  
254 the great pioneers of the past, whose dreams have given  
255 to civilization all that it has of value, the spirit which  
256 serves as the life-blood of our own country—your  
257 opportunity and mine, to develop and market our talents.

258 Let us not forget, Columbus dreamed of an  
259 Unknown world, staked his life on the existence of such  
260 a world, and discovered it!

261 Copernicus, the great astronomer, dreamed of a  
262 multiplicity of worlds, and revealed them! No one  
263 denounced him as "impractical" after he had triumphed.  
264 Instead, the world worshipped at his shrine, thus proving  
265 once more that "SUCCESS REQUIRES NO APOLOGIES,  
266 FAILURE PERMITS NO ALIBIS."

267 If the thing you wish to do is right, and *you believe in*  
268 *it*, go ahead and do it! Put your dream across, and never  
269 mind what "they" say if you meet with temporary defeat,  
270 for "they," perhaps, do not know that EVERY FAILURE  
271 BRINGS WITH IT THE SEED OF AN EQUIVALENT  
272 SUCCESS.

273 Henry Ford, poor and uneducated, dreamed of a  
274 horseless carriage, went to work with what tools he  
275 possessed, without waiting for opportunity to favor him,  
276 and now evidence of his dream belts the entire earth. He  
277 has put more wheels into operation than any man who  
278 ever lived, because he was not afraid to back his dreams.

279 Thomas Edison dreamed of a lamp that could be  
280 operated by electricity, began where he stood to put his  
281 dream into action, and despite more than *ten thousand*  
282 *failures*, he stood by that dream until he made it a  
283 physical reality. Practical dreamers DO NOT QUIT!

284 Whelan dreamed of a chain of cigar stores,  
285 transformed his dream into action, and now the United  
286 Cigar Stores occupy the best corners in America.

287 Lincoln dreamed of freedom for the black slaves, put  
288 his dream into action, and barely missed living to see a  
289 united North and South translate his dream into reality.

290 The Wright brothers dreamed of a machine that  
291 would fly through the air. Now one may see evidence all  
292 over the world that they dreamed soundly.

293 Marconi dreamed of a system for harnessing the  
294 intangible forces of the ether. Evidence that he did not  
295 dream in vain, may be found in every wireless and radio  
296 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.

"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 ascendancy. 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.

O. 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 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 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,

428                   Only to learn, dismayed,  
 429           That any wage I had asked of Life,  
 430           Life would have willingly paid."

## DESIRE OUTWITS MOTHER NATURE

431           As a fitting climax to this chapter, I wish to introduce  
 432           one of the most unusual persons I have ever known. I  
 433           first saw him twenty-four years ago, a few minutes after  
 434           he was born. He came into the world without any  
 435           physical sign of ears, and the doctor admitted, when  
 436           pressed for an opinion, that the child might be deaf, and  
 437           mute for life.

438           I challenged the doctor's opinion. I had the right to do  
 439           so, I was the child's father. I, too, reached a decision, and  
 440           rendered an opinion, but I expressed the opinion silently,  
 441           in the secrecy of my own heart. I decided that my son  
 442           would hear and speak. Nature could send me a child  
 443           without ears, but Nature could not induce me to accept  
 444           the reality of the affliction.

445           In my own mind I knew that my son would hear and  
 446           speak. How? I was sure there must be a way, and I knew  
 447           I would find it. I thought of the words of the immortal  
 448           Emerson, "The whole course of things goes to teach us  
 449           faith. We need only obey.

450           There is guidance for each of us, and by lowly  
 451           listening, we shall hear the right word."

452           The right word? DESIRE! More than anything else, I  
 453           DESIRED that my son should not be a deaf mute. From  
 454           that desire I never receded, not for a second.

455           Many years previously, I had written, "Our only  
 456           limitations are those we set up in our own minds." For the  
 457           first time, I wondered if that statement were true. Lying  
 458           on the bed in front of me was a newly born child, without  
 459           the natural equipment of hearing. Even though he might  
 460           hear and speak, he was obviously disfigured for life.  
 461           Surely, this was a limitation which that child had not set  
 462           up in his own mind.

463           What could I do about it? Somehow I would find a  
 464           way to transplant into that child's mind my own  
 465           BURNING DESIRE for ways and means of conveying  
 466           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 had 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 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 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 self-conscious, 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, 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.

599 While he was in high school, he tried an electrical  
600 hearing aid, but it was of no value to him; due, we  
601 believed, to a condition that was disclosed when the  
602 child was six, by Dr. J. Gordon Wilson, of Chicago, when  
603 he operated on one side of the boy's head, and  
604 discovered that there was no sign of natural hearing  
605 equipment.

606 During his last week in college, (eighteen years after  
607 the operation), something happened which marked the  
608 most important turning-point of his life. Through what  
609 seemed to be mere chance, he came into possession of  
610 another electrical hearing device, which was sent to him  
611 on trial. He was slow about testing it, due to his  
612 disappointment with a similar device. Finally he picked  
613 the instrument up, and more or less carelessly, placed it  
614 on his head, hooked up the battery, and lo! as if by a  
615 stroke of magic, his lifelong DESIRE FOR NORMAL  
616 HEARING BECAME A REALITY! For the first time in his  
617 life he heard practically as well as any person with  
618 normal hearing. "God moves in mysterious ways, His  
619 wonders to perform."

620 Overjoyed because of the Changed World which had  
621 been brought to him through his hearing device, he  
622 rushed to the telephone, called his mother, and heard  
623 her voice perfectly. The next day he plainly heard the  
624 voices of his professors in class, for the first time in his  
625 life! Previously he could hear them only when they  
626 shouted, at short range. He heard the radio. He heard the  
627 talking pictures. For the first time in his life, he could  
628 converse freely with other people, without the necessity  
629 of their having to speak loudly. Truly, he had come into  
630 possession of a Changed World. We had refused to  
631 accept Nature's error, and, by PERSISTENT DESIRE, we  
632 had induced Nature to correct that error, through the  
633 only practical means available.

634 DESIRE had commenced to pay dividends, but the  
635 victory was not yet complete. The boy still had to find a  
636 definite and practical way to convert his handicap into an  
637 equivalent asset.

638 Hardly realizing the significance of what had already  
639 been accomplished, but intoxicated with the joy of his  
640 newly discovered world of sound, he wrote a letter to  
641 the manufacturer of the hearing-aid, enthusiastically  
642 describing his experience. Something in his letter;



643 something, perhaps which was not written on the lines,  
644 but back of them; caused the company to invite him to  
645 New York. When he arrived, he was escorted through  
646 the factory, and while talking with the Chief Engineer,  
647 telling him about his changed world, a hunch, an idea, or  
648 an inspiration—call it what you wish—flashed into his  
649 mind. It was this impulse of thought which converted his  
650 affliction into an asset, destined to pay dividends in both  
651 money and happiness to thousands for all time to come.

652 The sum and substance of that impulse of thought  
653 was this: It occurred to him that he might be of help to  
654 the millions of deafened people who go through life  
655 without the benefit of hearing devices, if he could find a  
656 way to tell them the story of his Changed World. Then  
657 and there, he reached a decision to devote the  
658 remainder of his life to rendering useful service to the  
659 hard of hearing.

660 For an entire month, he carried on an intensive  
661 research, during which he analyzed the entire marketing  
662 system of the manufacturer of the hearing device, and  
663 created ways and means of communicating with the  
664 hard of hearing all over the world for the purpose of  
665 sharing with them his newly discovered "Changed  
666 World." When this was done, he put in writing a two-year  
667 plan, based upon his findings. When he presented the  
668 plan to the company, he was instantly given a position,  
669 for the purpose of carrying out his ambition.

670 Little did he dream, when he went to work, that he  
671 was destined to bring hope and practical relief to  
672 thousands of deafened people who, without his help,  
673 would have been doomed forever to deaf mutism.

674 Shortly after he became associated with the  
675 manufacturer of his hearing aid, he invited me to attend a  
676 class conducted by his company, for the purpose of  
677 teaching deaf mutes to hear, and to speak. I had never  
678 heard of such a form of education, therefore I visited the  
679 class, skeptical but hopeful that my time would not be  
680 entirely wasted. Here I saw a demonstration which gave  
681 me a greatly enlarged vision of what I had done to  
682 arouse and keep alive in my son's mind the DESIRE for  
683 normal hearing. I saw deaf mutes actually being taught  
684 to hear and to speak, through application of the self-  
685 same principle I had used, more than twenty years  
686 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 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 success as a singer. I quote the

774 paragraph, because the clue it contains is none other  
775 than DESIRE.

776 Early in her career, Mme. Schuman-Heink visited the  
777 director of the Vienna Court Opera, to have him test her  
778 voice. But, he did not test it. After taking one look at the  
779 awkward and poorly dressed girl, he exclaimed, none  
780 too gently, "With such a face, and with no personality at  
781 all, how can you ever expect to succeed in opera? My  
782 good child, give up the idea. Buy a sewing machine, and  
783 go to work. YOU CAN NEVER BE A SINGER."

784 Never is a long time! The director of the Vienna Court  
785 Opera knew much about the technique of singing. He  
786 knew little about the power of desire, when it assumes  
787 the proportion of an obsession. If he had known more of  
788 that power, he would not have made the mistake of  
789 condemning genius without giving it an opportunity.

790 Several years ago, one of my business associates  
791 became ill. He became worse as time went on, and  
792 finally was taken to the hospital for an operation. Just  
793 before he was wheeled into the operating room, I took a  
794 look at him, and wondered how anyone as thin and  
795 emaciated as he, could possibly go through a major  
796 operation successfully. The doctor warned me that there  
797 was little if any chance of my ever seeing him alive again.  
798 But that was the DOCTOR'S OPINION. It was not the  
799 opinion of the patient. Just before he was wheeled away,  
800 he whispered feebly, "Do not be disturbed, Chief, I will be  
801 out of here in a few days." The attending nurse looked at  
802 me with pity. But the patient did come through safely.  
803 After it was all over, his physician said, "Nothing but his  
804 own desire to live saved him. He never would have  
805 pulled through if he had not refused to accept the  
806 possibility of death."

807 I believe in the power of DESIRE backed by FAITH,  
808 because I have seen this power lift men from lowly  
809 beginnings to places of power and wealth; I have seen it  
810 rob the grave of its victims; I have seen it serve as the  
811 medium by which men staged a comeback after having  
812 been defeated in a hundred different ways; I have seen it  
813 provide my own son with a normal, happy, successful  
814 life, despite Nature's having sent him into the world  
815 without ears.

816 How can one harness and use the power of DESIRE?  
817 This has been answered through this, and the

818 subsequent chapters of this book. This message is going  
819 out to the world at the end of the longest, and perhaps,  
820 the most devastating depression America has ever  
821 known. It is reasonable to presume that the message  
822 may come to the attention of many who have been  
823 wounded by the depression, those who have lost their  
824 fortunes, others who have lost their positions, and great  
825 numbers who must reorganize their plans and stage a  
826 comeback. To all these I wish to convey the thought that  
827 all achievement, no matter what may be its nature, or its  
828 purpose, must begin with an intense, BURNING DESIRE  
829 for something definite.

830 Through some strange and powerful principle of  
831 "mental chemistry" which she has never divulged, Nature  
832 wraps up in the impulse of STRONG DESIRE "that  
833 something" which recognizes no such word as  
834 impossible, and accepts no such reality as failure.

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

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## CHAPTER 3

### FAITH

#### VISUALIZATION OF, AND BELIEF IN ATTAINMENT OF DESIRE

##### The Second Step toward Riches

1 FAITH is the head chemist of the mind. When FAITH  
2 is blended with the vibration of thought, the  
3 subconscious mind instantly picks up the vibration,  
4 translates it into its spiritual equivalent, and transmits it to  
5 Infinite Intelligence, as in the case of prayer.

6 The emotions of FAITH, LOVE, and SEX are the most  
7 powerful of all the major positive emotions. When the  
8 three are blended, they have the effect of "coloring" the  
9 vibration of thought in such a way that it instantly  
10 reaches the subconscious mind, where it is changed into  
11 its spiritual equivalent, the only form that induces a  
12 response from Infinite Intelligence.

13 Love and faith are psychic; related to the spiritual  
14 side of man. Sex is purely biological, and related only to  
15 the physical. The mixing, or blending, of these three  
16 emotions has the effect of opening a direct line of  
17 communication between the finite, thinking mind of man,  
18 and Infinite Intelligence.

##### How To Develop Faith

19 There comes, now, a statement which will give a  
20 better understanding of the importance the principle of  
21 auto-suggestion assumes in the transmutation of desire  
22 into its physical, or monetary equivalent; namely: FAITH  
23 is a state of mind which may be induced, or created, by  
24 affirmation or repeated instructions to the subconscious  
25 mind, through the principle of auto-suggestion.

26 As an illustration, consider the purpose for which you  
27 are, presumably, reading this book. The object is,  
28 naturally, to acquire the ability to transmute the  
29 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 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 is 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

74 with any thought impulse, give it greater action than any  
75 of these emotions can do singly.

76 Not only thought impulses which have been mixed  
77 with FAITH, but those which have been mixed with any  
78 of the positive emotions, or any of the negative emotions,  
79 may reach, and influence the subconscious mind.

80 From this statement, you will understand that the  
81 subconscious mind will translate into its physical  
82 equivalent, a thought impulse of a negative or  
83 destructive nature, just as readily as it will act upon  
84 thought impulses of a positive or constructive nature.  
85 This accounts for the strange phenomenon which so  
86 many millions of people experience, referred to as  
87 "misfortune," or "bad luck."

88 There are millions of people who BELIEVE  
89 themselves "doomed" to poverty and failure, because of  
90 some strange force over which they BELIEVE they have  
91 no control. They are the creators of their own  
92 "misfortunes," because of this negative BELIEF, which is  
93 picked up by the subconscious mind, and translated into  
94 its physical equivalent.

95 This is an appropriate place at which to suggest  
96 again that you may benefit, by passing on to your  
97 subconscious mind, any DESIRE which you wish  
98 translated into its physical, or monetary equivalent, in a  
99 state of expectancy or BELIEF that the transmutation will  
100 actually take place. Your BELIEF, or FAITH, is the  
101 element which determines the action of your  
102 subconscious mind. There is nothing to hinder you from  
103 "deceiving" your subconscious mind when giving it  
104 instructions through autosuggestion, as I deceived my  
105 son's subconscious mind.

106 To make this "deceit" more realistic, conduct yourself  
107 just as you would, if you were ALREADY IN POSSESSION  
108 OF THE MATERIAL THING WHICH YOU ARE  
109 DEMANDING, when you call upon your subconscious  
110 mind.

111 The subconscious mind will transmute into its  
112 physical equivalent, by the most direct and practical  
113 media available, any order which is given to it in a state  
114 of BELIEF, or FAITH that the order will be carried out.

115 Surely, enough has been stated to give a starting  
116 point from which one may, through experiment and  
117 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, 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!

156 FAITH is the element, the "chemical" which, when  
157 mixed with prayer, gives one direct communication with  
158 Infinite Intelligence.

159 FAITH is the element which transforms the ordinary  
160 vibration of thought, created by the finite mind of man,  
161 into the spiritual equivalent.

162 FAITH is the only agency through which the cosmic  
163 force of Infinite Intelligence can be harnessed and used  
164 by man.

165 EVERY ONE OF THE FOREGOING STATEMENTS IS  
166 CAPABLE OF PROOF!

167 The proof is simple and easily demonstrated. It is  
168 wrapped up in the principle of auto-suggestion. Let us  
169 center our attention, therefore, upon the subject of self-  
170 suggestion, and find out what it is, and what it is capable  
171 of achieving.

172 It is a well-known fact that one comes, finally, to  
173 BELIEVE whatever one repeats to one's self, *whether the*  
174 *statement be true or false*. If a man repeats a lie over and  
175 over, he will eventually accept the lie as truth. Moreover,  
176 he will BELIEVE it to be the truth. Every man is what he is,  
177 because of the DOMINATING THOUGHTS which he  
178 permits to occupy his mind. Thoughts which a man  
179 deliberately places in his own mind, and encourages with  
180 sympathy, and with which he mixes any one or more of  
181 the emotions, constitute the motivating forces, which  
182 direct and control his every movement, act, and deed!

183 Comes, now, a very significant statement of truth:

184 THOUGHTS WHICH ARE MIXED WITH ANY OF THE  
185 FEELINGS OF EMOTIONS, CONSTITUTE A "MAGNETIC"  
186 FORCE WHICH ATTRACTS, FROM THE VIBRATIONS OF  
187 THE ETHER, OTHER SIMILAR, OR RELATED THOUGHTS.  
188 A thought thus "magnetized" with emotion may be  
189 compared to a seed which, when planted in fertile soil,  
190 germinates, grows, and multiplies itself over and over  
191 again, until that which was originally one small seed,  
192 becomes countless millions of seeds of the SAME  
193 BRAND!

194 The ether is a great cosmic mass of eternal forces of  
195 vibration. It is made up of both destructive vibrations and  
196 constructive vibrations. It carries, at all times, vibrations of  
197 fear, poverty, disease, failure, misery; and vibrations of  
198 prosperity, health, success, and happiness, just as surely  
199 as it carries the sound of hundreds of orchestrations of

200 music, and hundreds of human voices, all of which  
201 maintain their own individuality, and means of  
202 identification, through the medium of radio.

203 From the great storehouse of the ether, the human  
204 mind is constantly attracting vibrations which harmonize  
205 with that which DOMINATES the human mind. Any  
206 thought, idea, plan, or purpose which one *holds* in one's  
207 mind attracts, from the vibrations of the ether, a host of  
208 its relatives, adds these "relatives" to its own force, and  
209 grows until it becomes the dominating, MOTIVATING  
210 MASTER of the individual in whose mind it has been  
211 housed.

212 Now, let us go back to the starting point, and  
213 become informed as to how the original seed of an idea,  
214 plan, or purpose may be planted in the mind. The  
215 information is easily conveyed: any idea, plan, or purpose  
216 may be placed in the mind *through repetition of thought*.  
217 This is why you are asked to write out a statement of  
218 your major purpose, or Definite Chief Aim, commit it to  
219 memory, and repeat it, in audible words, day after day,  
220 until these vibrations of sound have reached your  
221 subconscious mind.

222 We are what we are, because of the vibrations of  
223 thought which we pick up and register, through the  
224 stimuli of our daily environment.

225 Resolve to throw off the influences of any  
226 unfortunate environment, and to build your own life to  
227 ORDER. Taking inventory of mental assets and liabilities,  
228 you will discover that your greatest weakness is lack of  
229 self-confidence. This handicap can be surmounted, and  
230 timidity translated into courage, through the aid of the  
231 principle of autosuggestion. The application of this  
232 principle may be made through a simple arrangement of  
233 positive thought impulses stated in writing, memorized,  
234 and repeated, until they become a part of the working  
235 equipment of the subconscious faculty of your mind.

## SELF-CONFIDENCE FORMULA

236 First. I know that I have the ability to achieve the  
237 object of my Definite Purpose in life, therefore, I  
238 DEMAND of myself persistent, continuous action toward  
239 its attainment, and I here and now promise to render  
240 such action.

241 Second. I realize the dominating thoughts of my  
242 mind will eventually reproduce themselves in outward,  
243 physical action, and gradually transform themselves into  
244 physical reality, therefore, I will concentrate my thoughts  
245 for thirty minutes daily, upon the task of thinking of the  
246 person I intend to become, thereby creating in my mind  
247 a clear mental picture of that person.

248 Third. I know through the principle of auto-  
249 suggestion, any desire that I persistently hold in my mind  
250 will eventually seek expression through some practical  
251 means of attaining the object back of it, therefore, I will  
252 devote ten minutes daily to demanding of myself the  
253 development of SELF-CONFIDENCE.

254 Fourth. I have clearly written down a description of  
255 my DEFINITE CHIEF AIM in life, and I will never stop  
256 trying, until I shall have developed sufficient self-  
257 confidence for its attainment.

258 Fifth. I fully realize that no wealth or position can long  
259 endure, unless built upon truth and justice, therefore, I  
260 will engage in no transaction which does not benefit all  
261 whom it affects. I will succeed by attracting to myself the  
262 forces I wish to use, and the cooperation of other people.  
263 I will induce others to serve me, because of my  
264 willingness to serve others. I will eliminate hatred, envy,  
265 jealousy, selfishness, and cynicism, by developing love  
266 for all humanity, because I know that a negative attitude  
267 toward others can never bring me success. I will cause  
268 others to believe in me, because I will believe in them,  
269 and in myself.

270 I will sign my name to this formula, commit it to  
271 memory, and repeat it aloud once a day, with full FAITH  
272 that it will gradually influence my THOUGHTS and  
273 ACTIONS so that I will become a self-reliant, and  
274 successful person.

275 Back of this formula is a law of Nature which no man  
276 has yet been able to explain. It has baffled the scientists  
277 of all ages. The psychologists have named this law  
278 "auto-suggestion," and let it go at that.

279 The name by which one calls this law is of little  
280 importance. The important fact about it is—it WORKS for  
281 the glory and success of mankind, IF it is used  
282 constructively. On the other hand, if used destructively, it  
283 will destroy just as readily. In this statement may be  
284 found a very significant truth, namely; that those who go



285 down in defeat, and end their lives in poverty, misery,  
286 and distress, do so because of negative application of  
287 the principle of auto-suggestion. The cause may be  
288 found in the fact that ALL IMPULSES OF THOUGHT  
289 HAVE A TENDENCY TO CLOTHE THEMSELVES IN  
290 THEIR PHYSICAL EQUIVALENT.

291 The subconscious mind, (the chemical laboratory in  
292 which all thought impulses are combined, and made  
293 ready for translation into physical reality), makes no  
294 distinction between constructive and destructive thought  
295 impulses. It works with the material we feed it, through  
296 our thought impulses. The subconscious mind will  
297 translate into reality a thought driven by FEAR just as  
298 readily as it will translate into reality a thought driven by  
299 COURAGE, or FAITH.

300 The pages of medical history are rich with  
301 illustrations of cases of "suggestive suicide." A man may  
302 commit suicide through negative suggestion, just as  
303 effectively as by any other means. In a mid-western city,  
304 a man by the name of Joseph Grant, a bank official,  
305 "borrowed" a large sum of the bank's money, without the  
306 consent of the directors. He lost the money through  
307 gambling. One afternoon, the Bank Examiner came and  
308 began to check the accounts. Grant left the bank, took a  
309 room in a local hotel, and when they found him, three  
310 days later, he was lying in bed, wailing and moaning,  
311 repeating over and over these words, "My God, this will  
312 kill me! I cannot stand the disgrace." In a short time he  
313 was dead. The doctors pronounced the case one of  
314 "mental suicide."

315 Just as electricity will turn the wheels of industry,  
316 and render useful service if used constructively; or snuff  
317 out life if wrongly used, so will the law of auto-  
318 suggestion lead you to peace and prosperity, or down  
319 into the valley of misery, failure, and death, according to  
320 your degree of understanding and application of it.

321 If you fill your mind with FEAR, doubt and unbelief in  
322 your ability to connect with, and use the forces of Infinite  
323 Intelligence, the law of auto-suggestion will take this  
324 spirit of unbelief and use it as a pattern by which your  
325 subconscious mind will translate it into its physical  
326 equivalent.

327 THIS STATEMENT IS AS TRUE AS THE STATEMENT  
328 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*.

"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 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 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.

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

503 States Steel, the application of a major portion of the  
504 thirteen principles described in this book.

505 This astounding description of the power of an IDEA  
506 was dramatically told by John Lowell, in the New York  
507 World-Telegram, with whose courtesy it is here  
508 reprinted.

### "A PRETTY AFTER-DINNER SPEECH FOR A BILLION DOLLARS"

509 "When, on the evening of December 12, 1900, some  
510 eighty of the nation's financial nobility gathered in the  
511 banquet hall of the University Club on Fifth Avenue to do  
512 honor to a young man from out of the West, not half a  
513 dozen of the guests realized they were to witness the  
514 most significant episode in American industrial history.

515 "J. Edward Simmons and Charles Stewart Smith, their  
516 hearts full of gratitude for the lavish hospitality bestowed  
517 on them by Charles M. Schwab during a recent visit to  
518 Pittsburgh, had arranged the dinner to introduce the  
519 thirty-eight-year-old steel man to eastern banking  
520 society. But they didn't expect him to stampede the  
521 convention. They warned him, in fact, that the bosoms  
522 within New York's stuffed shirts would not be responsive  
523 to oratory, and that, if he didn't want to bore the Stilhnans  
524 and Harrimans and Vanderbilts, he had better limit  
525 himself to fifteen or twenty minutes of polite vaporings  
526 and let it go at that.

527 "Even John Pierpont Morgan, sitting on the right hand  
528 of Schwab as became his imperial dignity, intended to  
529 grace the banquet table with his presence only briefly.  
530 And so far as the press and public were concerned, the  
531 whole affair was of so little moment that no mention of it  
532 found its way into print the next day.

533 "So the two hosts and their distinguished guests ate  
534 their way through the usual seven or eight courses.  
535 There was little conversation and what there was of it  
536 was restrained. Few of the bankers and brokers had met  
537 Schwab, whose career had flowered along the banks of  
538 the Monongahela, and none knew him well. But before  
539 the evening was over, they—and with them Money  
540 Master Morgan — were to be swept off their feet, and a  
541 billion-dollar baby, the United States Steel Corporation,  
542 was to be conceived.



543 "It is perhaps unfortunate, for the sake of history, that  
544 no record of Charlie Schwab's speech at the dinner ever  
545 was made. He repeated some parts of it at a later date  
546 during a similar meeting of Chicago bankers. And still  
547 later, when the Government brought suit to dissolve the  
548 Steel Trust, he gave his own version, from the witness  
549 stand, of the remarks that stimulated Morgan into a  
550 frenzy of financial activity.

551 "It is probable, however, that it was a 'homely'  
552 speech, somewhat ungrammatical (for the niceties of  
553 language never bothered Schwab), full of epigram and  
554 threaded with wit. But aside from that it had a galvanic  
555 force and effect upon the five billion of estimated capital  
556 that was represented by the diners. After it was over and  
557 the gathering was still under its spell, although Schwab  
558 had talked for ninety minutes, Morgan led the orator to a  
559 recessed window where, dangling their legs from the  
560 high, uncomfortable seat, they talked for an hour more.

561 "The magic of the Schwab personality had been  
562 turned on, full force, but what was more important and  
563 lasting was the full-fledged, clear-cut program he laid  
564 down for the aggrandizement of Steel. Many other men  
565 had tried to interest Morgan in slapping together a steel  
566 trust after the pattern of the biscuit, wire and hoop,  
567 sugar, rubber, whisky, oil or chewing gum combinations.  
568 John W. Gates, the gambler, had urged it, but Morgan  
569 distrusted him. The Moore boys, Bill and Jim, Chicago  
570 stock jobbers who had glued together a match trust and  
571 a cracker corporation, had urged it and failed. Elbert H.  
572 Gary, the sanctimonious country lawyer, wanted to foster  
573 it, but he wasn't big enough to be impressive. Until  
574 Schwab's eloquence took J. P. Morgan to the heights  
575 from which he could visualize the solid results of the  
576 most daring financial undertaking ever conceived, the  
577 project was regarded as a delirious dream of easy-  
578 money crackpots.

579 "The financial magnetism that began, a generation  
580 ago, to attract thousands of small and sometimes  
581 inefficiently managed companies into large and  
582 competition-crushing combinations, had become  
583 operative in the steel world through the devices of that  
584 jovial business pirate, John W. Gates. Gates already had  
585 formed the American Steel and Wire Company out of a  
586 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 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, had 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 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

675 sheets of copperplate figures, representing to his mind  
676 the physical worth and the potential earning capacity of  
677 every steel company he regarded as an essential star in  
678 the new metal firmament.

679 "Four men pondered over these figures all night. The  
680 chief, of course, was Morgan, steadfast in his belief in the  
681 Divine Right of Money. With him was his aristocratic  
682 partner, Robert Bacon, a scholar and a gentleman. The  
683 third was John W. Gates whom Morgan scorned as a  
684 gambler and used as a tool. The fourth was Schwab, who  
685 knew more about the processes of making and selling  
686 steel than any whole group of men then living.  
687 Throughout that conference, the Pittsburgher's figures  
688 were never questioned. If he said a company was worth  
689 so much, then it was worth that much and no more. He  
690 was insistent, too, upon including in the combination only  
691 those concerns he nominated. He had conceived a  
692 corporation in which there would be no duplication, not  
693 even to satisfy the greed of friends who wanted to  
694 unload their companies upon the broad Morgan  
695 shoulders. Thus he left out, by design, a number of the  
696 larger concerns upon which the Walruses and  
697 Carpenters of Wall Street had cast hungry eyes.

698 "When dawn came, Morgan rose and straightened  
699 his back. Only one question remained.

700 "'Do you think you can persuade Andrew Carnegie to  
701 sell?' he asked.

702 "'I can try,' said Schwab.

703 "'If you can get him to sell, I will undertake the  
704 matter,' said Morgan.

705 "So far so good. But would Carnegie sell? How much  
706 would he demand? (Schwab thought about  
707 \$320,000,000). What would he take payment in?  
708 Common or preferred stocks? Bonds? Cash? Nobody  
709 could raise a third of a billion dollars in cash.

710 "There was a golf game in January on the frost-  
711 cracking heath of the St. Andrews links in Westchester,  
712 with Andrew bundled up in sweaters against the cold,  
713 and Charlie talking volubly, as usual, to keep his spirits  
714 up. But no word of business was mentioned until the pair  
715 sat down in the cozy warmth of the Carnegie cottage  
716 hard by. Then, with the same persuasiveness that had  
717 hypnotized eighty millionaires at the University Club,  
718 Schwab poured out the glittering promises of retirement

719 in comfort, of untold millions to satisfy the old man's  
 720 social caprices. Carnegie capitulated, wrote a figure on a  
 721 slip of paper, handed it to Schwab and said, 'all right,  
 722 that's what we'll sell for.'

723 "The figure was approximately \$400,000,000, and  
 724 was reached by taking the \$320,000,000 mentioned by  
 725 Schwab as a basic figure, and adding to it \$80,000,000  
 726 to represent the increased capital value over the  
 727 previous two years.

728 "Later, on the deck of a trans-Atlantic liner, the  
 729 Scotsman said ruefully to Morgan, 'I wish I had asked you  
 730 for \$100,000,000 more.'

731 "'If you had asked for it, you'd have gotten it,' Morgan  
 732 told him cheerfully.

\* \* \* \* \*

733 "There was an uproar, of course. A British  
 734 correspondent cabled that the foreign steel world was  
 735 'appalled' by the gigantic combination. President Hadley,  
 736 of Yale, declared that unless trusts were regulated the  
 737 country might expect 'an emperor in Washington within  
 738 the next twenty-five years.' But that able stock  
 739 manipulator, Keene, went at his work of shoving the new  
 740 stock at the public so vigorously that all the excess  
 741 water—estimated by some at nearly \$600,000,000—was  
 742 absorbed in a twinkling. So Carnegie had his millions, and  
 743 the Morgan syndicate had \$62,000,000 for all its  
 744 'trouble,' and all the 'boys,' from Gates to Gary, had their  
 745 millions.

\* \* \* \* \*

746 "The thirty-eight-year-old Schwab had his reward.  
 747 He was made president of the new corporation and  
 748 remained in control until 1930."

749 The dramatic story of "Big Business" which you have  
 750 just finished, was included in this book, because it is a  
 751 perfect illustration of the method by which *DESIRE CAN*  
 752 *BE TRANSMUTED INTO ITS PHYSICAL EQUIVALENT!*

753 I imagine some readers will question the statement  
 754 that a mere, intangible DESIRE can be converted into its  
 755 physical equivalent. Doubtless some will say, "You

cannot convert NOTHING into SOMETHING!" The answer is in the story of United States 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

800 at the time. He was merely Andrew Carnegie's "Man  
801 Friday" until he gave birth to his famous IDEA. After that  
802 he quickly rose to a position of power, fame, and riches.

THERE ARE NO LIMITATIONS TO THE MIND  
EXCEPT THOSE WE *ACKNOWLEDGE*

BOTH *POVERTY* AND *RICHES*  
ARE THE OFFSPRING OF THOUGHT

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

- 1. \_\_\_\_\_  
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- 2. \_\_\_\_\_  
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- 4. \_\_\_\_\_  
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- 6. \_\_\_\_\_  
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- 8. \_\_\_\_\_  
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## CHAPTER 4

### AUTO-SUGGESTION

#### THE MEDIUM FOR INFLUENCING THE SUBCONSCIOUS MIND

##### The Third Step toward Riches

1        AUTO-SUGGESTION is a term which applies to all  
2 suggestions and all self-administered stimuli which  
3 reach one's mind through the five senses. Stated in  
4 another way, autosuggestion is self-suggestion. It is the  
5 agency of communication between that part of the mind  
6 where conscious thought takes place, and that which  
7 serves as the seat of action for the subconscious mind.

8        Through the dominating thoughts which one *permits*  
9 to remain in the conscious mind, (whether these  
10 thoughts be negative or positive, is immaterial), the  
11 principle of auto-suggestion voluntarily reaches the  
12 subconscious mind and influences it with these thoughts.

13        NO THOUGHT, whether it be negative or positive,  
14 CAN ENTER THE SUBCONSCIOUS MIND WITHOUT THE  
15 AID OF THE PRINCIPLE OF AUTO-SUGGESTION, with  
16 the exception of thoughts picked up from the ether.  
17 Stated differently, all sense impressions which are  
18 perceived through the five senses, are stopped by the  
19 CONSCIOUS thinking mind, and may be either passed on  
20 to the subconscious mind, or rejected, at will. The  
21 conscious faculty serves, therefore, as an outer-guard to  
22 the approach of the subconscious.

23        Nature has so built man that he has ABSOLUTE  
24 CONTROL over the material which reaches his  
25 subconscious mind, through his five senses, although  
26 this is not meant to be construed as a statement that  
27 man always EXERCISES this control. In the great majority  
28 of instances, he does NOT exercise it, which explains  
29 why so many people go through life in poverty.

30        Recall what has been said about the subconscious  
31 mind resembling a fertile garden spot, in which weeds  
32 will grow in abundance, if the seeds of more desirable  
33 crops are not sown 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

78 until you learn to reach your subconscious mind with  
79 thoughts, or spoken words which have been well  
80 emotionalized with BELIEF.

81 Do not become discouraged, if you cannot control  
82 and direct your emotions the first time you try to do so.  
83 Remember, there is no such possibility as SOMETHING  
84 FOR NOTHING. Ability to reach, and influence your  
85 subconscious mind has its price, and you MUST PAY  
86 THAT PRICE. You cannot cheat, even if you desire to do  
87 so. The price of ability to influence your subconscious  
88 mind is everlasting PERSISTENCE in applying the  
89 principles described here. You cannot develop the  
90 desired ability for a lower price. You, and YOU ALONE,  
91 must decide whether or not the reward for which you are  
92 striving (the "money consciousness"), is worth the price  
93 you must pay for it in effort.

94 Wisdom and "cleverness" alone, will not attract and  
95 retain money except in a few very rare instances, where  
96 the law of averages favors the attraction of money  
97 through these sources. The method of attracting money  
98 described here, does not depend upon the law of  
99 averages. Moreover, the method plays no favorites. It will  
100 work for one person as effectively as it will for another.  
101 Where failure is experienced, it is the individual, *not the*  
102 *method*, which has failed. If you try and fail, make  
103 another effort, and still another, until you succeed.

104 Your ability to use the principle of auto-suggestion  
105 will depend, very largely, upon your capacity to  
106 CONCENTRATE upon a given DESIRE until that desire  
107 becomes a BURNING OBSESSION.

108 When you begin to carry out the instructions in  
109 connection with the six steps described in the second  
110 chapter, it will be necessary for you to make use of the  
111 principle of CONCENTRATION.

112 Let us here offer suggestions for the effective use of  
113 concentration. When you begin to carry out the first of  
114 the six steps, which instructs you to "fix in your own mind  
115 the EXACT amount of money you desire," hold your  
116 thoughts on that amount of money by  
117 CONCENTRATION, or fixation of attention, with your eyes  
118 closed, until you can ACTUALLY SEE the physical  
119 appearance of the money. Do this at least once each  
120 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, 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.

164 When visualizing the money you intend to  
 165 accumulate, (with closed eyes), *see yourself rendering*  
 166 *the service, or delivering the merchandise you intend to*  
 167 *give in return for this money. This is important!*

## SUMMARY OF INSTRUCTIONS

168 The fact that you are reading this book is an  
 169 indication that you earnestly seek knowledge. It is also  
 170 an indication that you are a student of this subject. If you  
 171 are only a student, there is a chance that you may learn  
 172 much that you did not know, but you will learn only by  
 173 assuming an attitude of humility. If you choose to follow  
 174 some of the instructions but neglect, or refuse to follow  
 175 others-you will fail! To get satisfactory results, you must  
 176 follow ALL instructions in a spirit of FAITH.

177 The instructions given in connection with the six  
 178 steps in the second chapter will now be summarized,  
 179 and blended with the principles covered by this chapter,  
 180 as follows:

181 First. Go into some quiet spot (preferably in  
 182 bed at night) where you will not be disturbed or  
 183 interrupted, close your eyes, and repeat aloud, (so  
 184 you may hear your own words) the written  
 185 statement of the amount of money you intend to  
 186 accumulate, the time limit for its accumulation,  
 187 and a description of the service or merchandise  
 188 you intend to give in return for the money. As you  
 189 carry out these instructions, SEE YOURSELF  
 190 ALREADY IN POSSESSION OF THE MONEY.

191 For example :—Suppose that you intend to  
 192 accumulate \$50,000 by the first of January, five  
 193 years hence, that you intend to give personal  
 194 services in return for the money, in the capacity of  
 195 a salesman. Your written statement of your  
 196 purpose should be similar to the following:

197 "By the first day of January, 19.., I will have in  
 198 my possession \$50,000, which will come to me in  
 199 various amounts from time to time during the  
 200 interim.

201 "In return for this money I will give the most  
 202 efficient service of which I am capable, rendering  
 203 the fullest possible quantity, and the best possible  
 204 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 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.

Skepticism, in connection with ALL new ideas, is characteristic of all human beings. But if you follow the instructions outlined, your skepticism 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

249 explained in this chapter. Man may become the master  
250 of himself, and of his environment, because he has the  
251 POWER TO INFLUENCE HIS OWN SUBCONSCIOUS  
252 MIND, and through it, gain the cooperation of Infinite  
253 Intelligence.

254 You are now reading the chapter which represents  
255 the keystone to the arch of this philosophy. The  
256 instructions contained in this chapter must be  
257 understood and APPLIED WITH PERSISTENCE, if you  
258 succeed in transmuting desire into money.

259 The actual performance of transmuting DESIRE into  
260 money, involves the use of auto-suggestion as an  
261 agency by which one may reach, and influence, the  
262 subconscious mind. The other principles are simply tools  
263 with which to apply auto-suggestion. Keep this thought  
264 in mind, and you will, at all times, be conscious of the  
265 important part the principle of auto-suggestion is to play  
266 in your efforts to accumulate money through the  
267 methods described in this book.

268 Carry out these instructions as though you were a  
269 small child. Inject into your efforts something of the  
270 FAITH of a child. The author has been most careful, to  
271 see that no impractical instructions were included,  
272 because of his sincere desire to be helpful.

273 After you have read the entire book, come back to  
274 this chapter, and follow in spirit, and in action, this  
275 instruction:

276 READ THE ENTIRE CHAPTER ALOUD ONCE EVERY  
277 NIGHT, UNTIL YOU BECOME THOROUGHLY  
278 CONVINCED THAT THE PRINCIPLE OF AUTO-  
279 SUGGESTION IS SOUND, THAT IT WILL ACCOMPLISH  
280 FOR YOU ALL THAT HAS BEEN CLAIMED FOR IT. AS  
281 YOU READ, *UNDERSCORE WITH A PENCIL EVERY*  
282 *SENTENCE WHICH IMPRESSES YOU FAVORABLY.*

283 Follow the foregoing instruction to the letter, and it  
284 will open the way for a complete understanding, and  
285 mastery of the principles of success.



## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

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- 8. \_\_\_\_\_  
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## CHAPTER 5

### SPECIALIZED KNOWLEDGE

#### PERSONAL EXPERIENCES OR OBSERVATIONS

##### The Fourth Step toward Riches

1       THERE are two kinds of knowledge. One is general,  
2       the other is specialized. General knowledge, no matter  
3       how great in quantity or variety it may be, is of but little  
4       use in the accumulation of money. The faculties of the  
5       great universities possess, in the aggregate, practically  
6       every form of general knowledge known to civilization.  
7       *Most of the professors have but little or no money.* They  
8       specialize on *teaching* knowledge, but they do not  
9       specialize on the organization, or the use of knowledge.

10       KNOWLEDGE will not attract money, unless it is  
11       organized, and intelligently directed, through practical  
12       PLANS OF ACTION, to the DEFINITE END of  
13       accumulation of money. Lack of understanding of this  
14       fact has been the source of confusion to millions of  
15       people who falsely believe that "knowledge is power." It  
16       is nothing of the sort! Knowledge is only *potential power*.  
17       It becomes power only when, and if, it is organized into  
18       definite plans of action, and directed to a definite end.

19       This "missing link" in all systems of education known  
20       to civilization today, may be found in the failure of  
21       educational institutions to teach their students HOW TO  
22       ORGANIZE AND USE KNOWLEDGE AFTER THEY  
23       ACQUIRE IT.

24       Many people make the mistake of assuming that,  
25       because Henry Ford had but little "schooling," he is not a  
26       man of "education." Those who make this mistake do not  
27       know Henry Ford, nor do they understand the real  
28       meaning of the word "educate." That word is derived  
29       from the Latin word "educo," meaning to educe, to draw  
30       out, to DEVELOP FROM WITHIN.

31       An educated man is not, necessarily, one who has an  
32       abundance of general or specialized knowledge. An

33 educated man is one who has so developed the faculties  
34 of his mind that he may acquire anything he wants, or its  
35 equivalent, without violating the rights of others. Henry  
36 Ford comes well within the meaning of this definition.

37 During the world war, a Chicago newspaper  
38 published certain editorials in which, among other  
39 statements, Henry Ford was called "an ignorant pacifist."  
40 Mr. Ford objected to the statements, and brought suit  
41 against the paper for libeling him. When the suit was  
42 tried in the Courts, the attorneys for the paper pleaded  
43 justification, and placed Mr. Ford, himself, on the witness  
44 stand, for the purpose of proving to the jury that he was  
45 ignorant. The attorneys asked Mr. Ford a great variety of  
46 questions, all of them intended to prove, by his own  
47 evidence, that, while he might possess considerable  
48 specialized knowledge pertaining to the manufacture of  
49 automobiles, he was, in the main, ignorant.

50 Mr. Ford was plied with such questions as the  
51 following:

52 "Who was Benedict Arnold?" and "How many  
53 soldiers did the British send over to America to put down  
54 the Rebellion of 1776?" In answer to the last question, Mr.  
55 Ford replied, "I do not know the exact number of soldiers  
56 the British sent over, but I have heard that it was a  
57 considerably larger number than ever went back."

58 Finally, Mr. Ford became tired of this line of  
59 questioning, and in reply to a particularly offensive  
60 question, he leaned over, pointed his finger at the lawyer  
61 who had asked the question, and said, "If I should really  
62 WANT to answer the foolish question you have just  
63 asked, or any of the other questions you have been  
64 asking me, let me remind you that I have a row of  
65 electric push-buttons on my desk, and by pushing the  
66 right button, I can summon to my aid men who can  
67 answer ANY question I desire to ask concerning the  
68 business to which I am devoting most of my efforts.  
69 Now, will you kindly tell me, WHY I should clutter up my  
70 mind with general knowledge, for the purpose of being  
71 able to answer questions, when I have men around me  
72 who can supply any knowledge I require?"

73 There certainly was good logic to that reply.

74 That answer floored the lawyer. Every person in the  
75 courtroom realized it was the answer, not of an ignorant  
76 man, but of a man of EDUCATION. Any man is educated

77 who knows where to get knowledge when he needs it,  
78 and how to organize that knowledge into definite plans  
79 of action. Through the assistance of his "Master Mind"  
80 group, Henry Ford had at his command all the  
81 specialized knowledge he needed to enable him to  
82 become one of the wealthiest men in America. It was not  
83 essential that he have this knowledge in his own mind.  
84 Surely no person who has sufficient inclination and  
85 intelligence to read a book of this nature can possibly  
86 miss the significance of this illustration.

87 Before you can be sure of your ability to transmute  
88 DESIRE into its monetary equivalent, you will require  
89 SPECIALIZED KNOWLEDGE of the service, merchandise,  
90 or profession which you intend to offer in return for  
91 fortune. Perhaps you may need much more specialized  
92 knowledge than you have the ability or the inclination to  
93 acquire, and if this should be true, you may bridge your  
94 weakness through the aid of your "Master Mind" group.

95 Andrew Carnegie stated that he, personally, knew  
96 nothing about the technical end of the steel business;  
97 moreover, he did not particularly care to know anything  
98 about it. The specialized knowledge which he required  
99 for the manufacture and marketing of steel, he found  
100 available through the individual units of his MASTER  
101 MIND GROUP.

102 The accumulation of great fortunes calls for POWER,  
103 and power is acquired through highly organized and  
104 intelligently directed specialized knowledge, but that  
105 knowledge does not, necessarily, have to be in the  
106 possession of the man who accumulates the fortune.

107 The preceding paragraph should give hope and  
108 encouragement to the man with ambition to accumulate  
109 a fortune, who has not possessed himself of the  
110 necessary "education" to supply such specialized  
111 knowledge as he may require. Men sometimes go  
112 through life suffering from "inferiority complexes,"  
113 because they are not men of "education." The man who  
114 can organize and direct a "Master Mind" group of men  
115 who possess knowledge useful in the accumulation of  
116 money, is just as much a man of education as any man in  
117 the group. REMEMBER THIS, if you suffer from a feeling  
118 of inferiority, because your schooling has been limited.

119 Thomas A. Edison had only three months of  
120 "schooling" during his entire life. He did not lack  
121 education, neither did he die poor.

122 Henry Ford had less than a sixth grade "schooling"  
123 but he has managed to do pretty well by himself,  
124 financially.

125 SPECIALIZED KNOWLEDGE is among the most  
126 plentiful, and the cheapest forms of service which may  
127 be had! If you doubt this, consult the payroll of any  
128 university.

### IT PAYS TO KNOW HOW TO PURCHASE KNOWLEDGE

129 First of all, decide the sort of specialized knowledge  
130 you require, and the purpose for which it is needed. To a  
131 large extent your major purpose in life, the goal toward  
132 which you are working, will help determine what  
133 knowledge you need. With this question settled, your  
134 next move requires that you have accurate information  
135 concerning dependable sources of knowledge. The  
136 more important of these are:

- 137 (a) One's own experience and education
- 138 (b) Experience and education available through  
139 cooperation of others (Master Mind  
140 Alliance)
- 141 (c) Colleges and Universities
- 142 (d) Public Libraries (Through books and  
143 periodicals in which may be found all the  
144 knowledge organized by civilization)
- 145 (e) Special Training Courses (Through night  
146 schools and home study schools in  
147 particular.)

148 As knowledge is acquired it must be organized and  
149 put into use, for a definite purpose, through practical  
150 plans. Knowledge has no value except that which can be  
151 gained from its application toward some worthy end.  
152 This is one reason why college degrees are not valued  
153 more highly. They represent nothing but miscellaneous  
154 knowledge.

155 If you contemplate taking additional schooling, first  
156 determine the purpose for which you want the  
157 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 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,



198 intelligence and personality far more than specific  
199 educational background.'

## "APPRENTICESHIP" PROPOSED

200 "Proposing a system of 'apprenticing' students in  
201 offices, stores and industrial occupations during the  
202 summer vacation, Mr. Moore asserts that after the first  
203 two or three years of college, every student should be  
204 asked 'to choose a definite future course and to call a  
205 halt if he has been merely pleasantly drifting without  
206 purpose through an unspecialized academic curriculum.'

207 "Colleges and universities must face the practical  
208 consideration that all professions and occupations now  
209 demand specialists," he said, urging that educational  
210 institutions accept more direct responsibility for  
211 vocational guidance. One of the most reliable and  
212 practical sources of knowledge available to those who  
213 need specialized schooling, is the night schools operated  
214 in most large cities. The correspondence schools give  
215 specialized training anywhere the U. S. mails go, on all  
216 subjects that can be taught by the extension method.  
217 One advantage of home study training is the flexibility of  
218 the study program which permits one to study during  
219 spare time. Another stupendous advantage of home  
220 study training (if the school is carefully chosen), is the  
221 fact that most courses offered by home study schools  
222 carry with them generous privileges of consultation  
223 which can be of priceless value to those needing  
224 specialized knowledge. No matter where you live, you  
225 can share the benefits.

226 Anything acquired without effort, and without cost is  
227 generally unappreciated, often discredited; perhaps this  
228 is why we get so little from our marvelous opportunity in  
229 public schools. The SELF DISCIPLINE one receives from  
230 a definite program of specialized study makes up to  
231 some extent, for the wasted opportunity when  
232 knowledge was available without cost. Correspondence  
233 schools are highly organized business institutions. Their  
234 tuition fees are so low that they are forced to insist upon  
235 prompt payments. Being asked to pay, whether the  
236 student makes good grades or poor, has the effect of  
237 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 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 to 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.

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 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 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

414 a great variety of other information too extensive for  
415 description. The plan book also contained a complete  
416 description of the position her son desired, together with  
417 a marvelous word picture of the exact plan he would use  
418 in filling the position.

419 The preparation of the plan book required several  
420 week's labor, during which time its creator sent her son  
421 to the public library almost daily, to procure data needed  
422 in selling his services to best advantage. She sent him,  
423 also to all the competitors of his prospective employer,  
424 and gathered from them vital information concerning  
425 their business methods which was of great value in the  
426 formation of the plan he intended to use in filling the  
427 position he sought. When the plan had been finished, it  
428 contained more than half a dozen very fine suggestions  
429 for the use and benefit of the prospective employer. (The  
430 suggestions were put into use by the company).

431 One may be inclined to ask, "Why go to all this  
432 trouble to secure a job?" The answer is straight to the  
433 point. Also it is dramatic because it deals with a subject  
434 which assumes the proportion of a tragedy with millions  
435 of men and women whose sole source of income is  
436 personal services.

437 The answer is, "DOING A THING WELL NEVER IS  
438 TROUBLE! THE PLAN PREPARED BY THIS WOMAN FOR  
439 THE BENEFIT OF HER SON, HELPED HIM GET THE JOB  
440 FOR WHICH HE APPLIED, AT THE FIRST INTERVIEW, AT  
441 A SALARY FIXED BY HIMSELF."

442 Moreover—and this, too, is important—THE  
443 POSITION DID NOT REQUIRE THE YOUNG MAN TO  
444 START AT THE BOTTOM. HE BEGAN AS A JUNIOR  
445 EXECUTIVE, AT AN EXECUTIVE'S SALARY.

446 "Why go to all this trouble?" do you ask?

447 Well, for one thing, the PLANNED PRESENTATION of  
448 this young man's application for a position clipped off no  
449 less than ten years of time he would have required to get  
450 to where he began, had he "started at the bottom and  
451 worked his way up."

452 This idea of starting at the bottom and working one's  
453 way up may appear to be sound, but the major objection  
454 to it is this-too many of those who begin at the bottom  
455 never manage to lift their heads high enough to be seen  
456 by OPPORTUNITY, so they remain at the bottom. It  
457 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. Then, to test young Halpin's metal, Mr. Andrews went away to Florida for three months,

502 leaving him to sink or swim in his new job. He did not  
503 sink! Knute Rockne's spirit of "All the world loves a  
504 winner, and has no time for a loser inspired him to put so  
505 much into his job that he was recently elected Vice-  
506 President of the company, and General Manager of the  
507 Acousticon and Silent Radio Division, a job which most  
508 men would be proud to earn through ten years of loyal  
509 effort. Halpin turned the trick in little more than six  
510 months.

511 It is difficult to say whether Mr. Andrews or Mr. Halpin  
512 is more deserving of eulogy, for the reason that both  
513 showed evidence of having an abundance of that very  
514 rare quality known as IMAGINATION. Mr. Andrews  
515 deserves credit for seeing, in young Halpin, a "go-getter"  
516 of the highest order. Halpin deserves credit for  
517 REFUSING TO COMPROMISE WITH LIFE BY ACCEPTING  
518 AND KEEPING A JOB HE DID NOT WANT, and that is one  
519 of the major points I am trying to emphasize through this  
520 entire philosophy—that we rise to high positions or  
521 remain at the bottom BECAUSE OF CONDITIONS WE  
522 CAN CONTROL IF WE DESIRE TO CONTROL THEM.

523 I am also trying to emphasize another point, namely,  
524 that both success and failure are largely the results of  
525 HABIT! I have not the slightest doubt that Dan Halpin's  
526 close association with the greatest football coach  
527 America ever knew, planted in his mind the same brand  
528 of DESIRE to excel which made the Notre Dame Football  
529 team world famous. Truly, there is something to the idea  
530 that hero worship is helpful, provided one worships a  
531 WINNER. Halpin tells me that Rockne was one of the  
532 world's greatest leaders of men in all history.

533 My belief in the theory that business associations are  
534 vital factors, both in failure and in success, was recently  
535 demonstrated, when my son Blair was negotiating with  
536 Dan Halpin for a position.

537 Mr. Halpin offered him a beginning salary of about  
538 one half what he could have gotten from a rival  
539 company. I brought parental pressure to bear, and  
540 induced him to accept the place with Mr. Halpin,  
541 because I BELIEVE THAT CLOSE ASSOCIATION WITH  
542 ONE WHO REFUSES TO COMPROMISE WITH  
543 CIRCUMSTANCES HE DOES NOT LIKE, IS AN ASSET  
544 THAT CAN NEVER BE MEASURED IN TERMS OF  
545 MONEY.



The bottom is a monotonous, dreary, unprofitable place for 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 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 the 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!

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

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## CHAPTER 6

### IMAGINATION

#### THE WORKSHOP OF THE MIND

##### The Fifth Step toward Riches

1 The imagination is literally the workshop wherein are  
2 fashioned all plans created by man. The impulse, the  
3 DESIRE, is given shape, form, and ACTION through the  
4 aid of the imaginative faculty of the mind.

5 It has been said that man can create anything which  
6 he can imagine.

7 Of all the ages of civilization, this is the most  
8 favorable for the development of the imagination,  
9 because it is an age of rapid change. On every hand one  
10 may contact stimuli which develop the imagination.

11 Through the aid of his imaginative faculty, man has  
12 discovered, and harnessed, more of Nature's forces  
13 during the past fifty years than during the entire history  
14 of the human race, previous to that time. He has  
15 conquered the air so completely, that the birds are a  
16 poor match for him in flying. He has harnessed the ether,  
17 and made it serve as a means of instantaneous  
18 communication with any part of the world. He has  
19 analyzed, and weighed the sun at a distance of millions  
20 of miles, and has determined, through the aid of  
21 IMAGINATION, the elements of which it consists. He has  
22 discovered that his own brain is both a broadcasting, and  
23 a receiving station for the vibration of thought, and he is  
24 beginning now to learn how to make practical use of this  
25 discovery. He has increased the speed of locomotion,  
26 until he may now travel at a speed of more than three  
27 hundred miles an hour. The time will soon come when a  
28 man may breakfast in New York, and lunch in San  
29 Francisco.

30 MAN'S ONLY LIMITATION, within reason, LIES IN HIS  
31 DEVELOPMENT AND USE OF HIS IMAGINATION. He has  
32 not yet reached the apex of development in the use of  
33 his imaginative faculty. He has merely discovered that he

34 has an imagination, and has commenced to use it in a  
35 very elementary way.

## TWO FORMS OF IMAGINATION

36 The imaginative faculty functions in two forms. One  
37 is known as "synthetic imagination," and the other as  
38 "creative imagination."

39 *SYNTHETIC IMAGINATION*:—Through this faculty,  
40 one may arrange old concepts, ideas, or plans into new  
41 combinations. This faculty creates nothing. It merely  
42 works with the material of experience, education, and  
43 observation with which it is fed. It is the faculty used  
44 most by the inventor, with the exception of the one who  
45 draws upon the creative imagination, when he cannot  
46 solve his problem through synthetic imagination.

47 *CREATIVE IMAGINATION*:—Through the faculty of  
48 creative imagination, the finite mind of man has direct  
49 communication with Infinite Intelligence. It is the faculty  
50 through which "hunches" and "inspirations" are received.  
51 It is by this faculty that all basic, or new ideas are handed  
52 over to man.

53 It is through this faculty that thought vibrations from  
54 the minds of others are received. It is through this faculty  
55 that one individual may "tune in," or communicate with  
56 the subconscious minds of other men.

57 The creative imagination works automatically, in the  
58 manner described in subsequent pages. This faculty  
59 functions ONLY when the conscious mind is vibrating at  
60 an exceedingly rapid rate, as for example, when the  
61 conscious mind is stimulated through the emotion of a  
62 *strong desire*.

63 The creative faculty becomes more alert, more  
64 receptive to vibrations from the sources mentioned, in  
65 proportion to its development through USE. This  
66 statement is significant! Ponder over it before passing on.

67 Keep in mind as you follow these principles, that the  
68 entire story of how one may convert DESIRE into money  
69 cannot be told in one statement. The story will be  
70 complete, only when one has MASTERED, ASSIMILATED,  
71 and BEGUN TO MAKE USE of all the principles.

72 The great leaders of business, industry, finance, and  
73 the great artists, musicians, poets, and writers became

74 great, because they developed the faculty of creative  
75 imagination.

76 Both the synthetic and creative faculties of  
77 imagination become more alert with use, just as any  
78 muscle or organ of the body develops through use.

79 Desire is only a thought, an impulse. It is nebulous  
80 and ephemeral. It is abstract, and of no value, until it has  
81 been transformed into its physical counterpart. While the  
82 synthetic imagination is the one which will be used most  
83 frequently, in the process of transforming the impulse of  
84 DESIRE into money, you must keep in mind the fact, that  
85 you may face circumstances and situations which  
86 demand use of the creative imagination as well.

87 Your imaginative faculty may have become weak  
88 through inaction. It can be revived and made alert  
89 through USE. This faculty does not die, though it may  
90 become quiescent through lack of use.

91 Center your attention, for the time being, on the  
92 development of the synthetic imagination, because this  
93 is the faculty which you will use more often in the  
94 process of converting desire into money.

95 Transformation of the intangible impulse, of DESIRE,  
96 into the tangible reality, of MONEY, calls for the use of a  
97 plan, or plans. These plans must be formed with the aid  
98 of the imagination, and mainly, with the synthetic faculty.

99 Read the entire book through, then come back to this  
100 chapter, and begin at once to put your imagination to  
101 work on the building of a plan, or plans, for the  
102 transformation of your DESIRE into money. Detailed  
103 instructions for the building of plans have been given in  
104 almost every chapter. Carry out the instructions best  
105 suited to your needs, reduce your plan to writing, if you  
106 have not already done so. The moment you complete  
107 this, you will have DEFINITELY given concrete form to  
108 the intangible DESIRE. Read the preceding sentence  
109 once more. Read it aloud, very slowly, and as you do so,  
110 remember that the moment you reduce the statement of  
111 your desire, and a plan for its realization, to writing, you  
112 have actually TAKEN THE FIRST of a series of steps,  
113 which will enable you to convert the thought into its  
114 physical counterpart.

115 The earth on which you live, you, yourself, and every  
116 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 “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 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

196 doctor. The roll contained exactly \$500.00-the clerk's  
197 entire savings!

198 The doctor handed over a small slip of paper on  
199 which was written a secret formula. The words on that  
200 small slip of paper were worth a King's ransom! *But not*  
201 *to the doctor!* Those magic words were needed to start  
202 the kettle to boiling, but neither the doctor nor the young  
203 clerk knew what fabulous fortunes were destined to flow  
204 from that kettle.

205 The old doctor was glad to sell the outfit for five  
206 hundred dollars. The money would pay off his debts, and  
207 give him freedom of mind. The clerk was taking a big  
208 chance by staking his entire life's savings on a mere  
209 scrap of paper and an old kettle! He never dreamed his  
210 investment would start a kettle to overflowing with gold  
211 that would surpass the miraculous performance of  
212 Aladdin's lamp.

213 What the clerk *really purchased* was an IDEA! The  
214 old kettle and the wooden paddle, and the secret  
215 message on a slip of paper were incidental. The strange  
216 performance of that kettle began to take place after the  
217 new owner mixed with the secret instructions an  
218 ingredient of which the doctor knew nothing.

219 Read this story carefully, give your imagination a test!  
220 See if you can discover what it was that the young man  
221 added to the secret message, which caused the kettle to  
222 overflow with gold. Remember, as you read, that this is  
223 not a story from Arabian Nights. Here you have a story of  
224 facts, stranger than fiction, facts which began in the form  
225 of an IDEA.

226 Let us take a look at the vast fortunes of gold this  
227 idea has produced. It has paid, and still pays huge  
228 fortunes to men and women all over the world, who  
229 distribute the contents of the kettle to millions of people.

230 The Old Kettle is now one of the world's largest  
231 consumers of sugar, thus providing jobs of a permanent  
232 nature to thousands of men and women engaged in  
233 growing sugar cane, and in refining and marketing sugar.

234 The Old Kettle consumes, annually, millions of glass  
235 bottles, providing jobs to huge numbers of glass workers.

236 The Old Kettle gives employment to an army of  
237 clerks, stenographers, copy writers, and advertising  
238 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 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

283 IDEA, and that the mysterious ingredient the drug clerk—  
284 Asa Candler—mixed with the secret formula was . . .  
285 IMAGINATION!

286 Stop and think of that, for a moment.

287 Remember, also, that the thirteen steps to riches,  
288 described in this book, were the media through which  
289 the influence of Coca-Cola has been extended to every  
290 city, town, village, and cross-roads of the world, and that  
291 ANY IDEA you may create, as bold and meritorious as  
292 Coca-Cola, has the possibility of duplicating the  
293 stupendous record of this world-wide thirst-killer.

294 Truly, thoughts are things, and their scope of  
295 operation is the world, itself.

## WHAT I WOULD DO IF I HAD A MILLION DOLLARS

296 This story proves the truth of that old saying, "where  
297 there's a will, there's a way." It was told to me by that  
298 beloved educator and clergyman, the late Frank W.  
299 Gunsaulus, who began his preaching career in the  
300 stockyards region of South Chicago.

301 While Dr. Gunsaulus was going through college, he  
302 observed many defects in our educational system,  
303 defects which he believed he could correct, if he were  
304 the head of a college. His deepest desire was to become  
305 the directing head of an educational institution in which  
306 young men and women would be taught to "learn by  
307 doing."

308 He made up his mind to organize a new college in  
309 which he could carry out his ideas, without being  
310 handicapped by orthodox methods of education.

311 He needed a million dollars to put the project across!  
312 Where was he to lay his hands on so large a sum of  
313 money? That was the question that absorbed most of  
314 this ambitious young preacher's thought.

315 But he couldn't seem to make any progress.

316 Every night he took that thought to bed with him. He  
317 got up with it in the morning. He took it with him  
318 everywhere he went. He turned it over and over in his  
319 mind until it became a consuming obsession with him. A  
320 million dollars is a lot of money. He recognized that fact,  
321 but he also recognized the truth *that the only limitation is*  
322 *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 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

366 confidence, for *I could see myself already in possession*  
367 *of the million dollars.*

368 "Next morning I arose early, went into the bathroom,  
369 read the sermon, then knelt on my knees and asked that  
370 my sermon might come to the attention of someone who  
371 would supply the needed money.

372 "While I was praying I again had that feeling of  
373 assurance that the money would be forthcoming. In my  
374 excitement, I walked out without my sermon, and did not  
375 discover the oversight until I was in my pulpit and about  
376 ready to begin delivering it.

377 "It was too late to go back for my notes, and what a  
378 blessing that I couldn't go back! Instead, my own  
379 subconscious mind yielded the material I needed. When  
380 I arose to begin my sermon, I closed my eyes, and spoke  
381 with all my heart and soul of my dreams. I not only talked  
382 to my audience, but I fancy I talked also to God. I told  
383 what I would do with a million dollars if that amount were  
384 placed in my hands. I described the plan I had in mind for  
385 organizing a great educational institution, where young  
386 people would learn to do practical things, and at the  
387 same time develop their minds.

388 "When I had finished and sat down, a man slowly  
389 arose from his seat, about three rows from the rear, and  
390 made his way toward the pulpit. I wondered what he was  
391 going to do. He came into the pulpit, extended his hand,  
392 and said, 'Reverend, I liked your sermon. I believe you  
393 can do everything you said you would, if you had a  
394 million dollars. To prove that I believe in you and your  
395 sermon, if you will come to my office tomorrow morning,  
396 I will give you the million dollars. My name is Phillip D.  
397 Armour.'

398 Young Gunsaulus went to Mr. Armour's office and  
399 the million dollars was presented to him. With the  
400 money, he founded the Armour Institute of Technology.

401 That is more money than the majority of preachers  
402 ever see in an entire lifetime, yet the thought impulse  
403 back of the money was created in the young preacher's  
404 mind in a fraction of a minute. The necessary million  
405 dollars came as a result of an idea. Back of the idea was  
406 a DESIRE which young Gunsaulus had been nursing in  
407 his mind for almost two years.

408 Observe this important fact... HE GOT THE MONEY  
409 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."

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.



454 That, as simple as it may seem, was an IDEA! It was  
455 IMAGINATION.

456 There is no standard price on ideas. The creator of  
457 ideas makes his own price, and, if he is smart, gets it.

458 The moving picture industry created a whole flock of  
459 millionaires. Most of them were men who couldn't create  
460 ideas—BUT—they had the imagination to recognize  
461 ideas when they saw them.

462 The next flock of millionaires will grow out of the  
463 radio business, which is new and not overburdened with  
464 men of keen imagination. The money will be made by  
465 those who discover or create new and more meritorious  
466 radio programs and have the imagination to recognize  
467 merit, and to give the radio listeners a chance to profit by  
468 it.

469 The sponsor! That unfortunate victim who now pays  
470 the cost of all radio "entertainment," soon will become  
471 idea conscious, and demand something for his money.  
472 The man who beats the sponsor to the draw, and  
473 supplies program that render useful service, is the man  
474 who will become rich in this new industry.

475 Crooners and light chatter artists who now pollute  
476 the air with wisecracks and silly giggles, will go the way  
477 of all light timbers, and their places will be taken by real  
478 artists who interpret carefully planned programs which  
479 have been designed to service the minds of men, as well  
480 as provide entertainment.

481 Here is a wide open field of opportunity screaming  
482 its protest at the way it is being butchered, because of  
483 lack of imagination, and begging for rescue at any price.  
484 Above all, the thing that radio needs is new IDEAS!

485 If this new field of opportunity intrigues you, perhaps  
486 you might profit by the suggestion that the successful  
487 radio programs of the future will give more attention to  
488 creating "buyer" audiences, and less attention to  
489 "listener" audiences. Stated more plainly, the builder of  
490 radio program who succeeds in the future, must find  
491 practical ways to convert "listeners" into "buyers."  
492 Moreover, the successful producer of radio program in  
493 the future must key his features so that he can definitely  
494 show its effect upon the audience.

495 Sponsors are becoming a bit weary of buying glib  
496 selling talks, based upon statements grabbed out of thin  
497 air. They want, and in the future will demand,

indisputable proof that the Whoosit program 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.

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. Someday, 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!

SUCCESS REQUIRES NO EXPLANATIONS  
FAILURE PERMITS NO ALIBIS

## NOTES FROM THIS CHAPTER

[illegible]

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**ACTION I WILL TAKE**

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## CHAPTER 7

### ORGANIZED PLANNING

#### THE CRYSTALLIZATION OF DESIRE INTO ACTION

##### The Sixth Step toward Riches

1        You have learned that everything man creates or  
2        acquires, begins in the form of DESIRE, that desire is  
3        taken on the first lap of its journey, from the abstract to  
4        the concrete, into the workshop of the IMAGINATION,  
5        where PLANS for its transition are created and organized.

6        In Chapter two, you were instructed to take six  
7        definite, practical steps, as your first move in translating  
8        the desire for money into its monetary equivalent. One of  
9        these steps is the formation of a DEFINITE, practical plan,  
10       or plans, through which this transformation may be  
11       made.

12       You will now be instructed how to build plans which  
13       will be practical, viz:—

14       (a)        Ally yourself with a group of as many  
15                people as you may need for the creation,  
16                and carrying out of your plan, or plans for  
17                the accumulation of money—making use of  
18                the "Master Mind" principle described in a  
19                later chapter. (Compliance with this  
20                instruction is *absolutely essential*. Do not  
21                neglect it.)

22       (b)        Before forming your "Master Mind" alliance,  
23                decide what advantages, and benefits, *you*  
24                may offer the individual members of your  
25                group, in return for their cooperation. No  
26                one will work indefinitely without some  
27                form of compensation. No intelligent person  
28                will either request or expect another to  
29                work without adequate compensation,  
30                although this may not always be in the form  
31                of money.

32       (c)        Arrange to meet with the members of your  
33                "Master Mind" group at least twice a week,



34 and more often if possible, until you have  
35 jointly perfected the necessary plan, or  
36 plans for the accumulation of money.

37 (d) Maintain PERFECT HARMONY between  
38 yourself and every member of your "Master  
39 Mind" group. If you fail to carry out this  
40 instruction to the letter, you may expect to  
41 meet with failure. The "Master Mind"  
42 principle *cannot* obtain where PERFECT  
43 HARMONY does not prevail.

44 Keep in mind these facts:—

45 First. You are engaged in an undertaking of major  
46 importance to you. To be sure of success, you must have  
47 plans which are faultless.

48 Second. You must have the advantage of the  
49 experience, education, native ability and imagination of  
50 other minds. This is in harmony with the methods  
51 followed by every person who has accumulated a great  
52 fortune.

53 No individual has sufficient experience, education,  
54 native ability, and knowledge to insure the accumulation  
55 of a great fortune, without the cooperation of other  
56 people. Every plan you adopt, in your endeavor to  
57 accumulate wealth, should be the joint creation of  
58 yourself and every other member of your "Master Mind"  
59 group. You may originate your own plans, either in whole  
60 or in part, but SEE THAT THOSE PLANS ARE CHECKED,  
61 AND APPROVED BY THE MEMBERS OF YOUR "MASTER  
62 MIND" ALLIANCE.

63 If the first plan which you adopt does not work  
64 successfully, replace it with a new plan, if this new plan  
65 fails to work, replace it, in turn with still another, and so  
66 on, until you find a plan which DOES WORK. Right here is  
67 the point at which the majority of men meet with failure,  
68 because of their lack of PERSISTENCE in creating new  
69 plans to take the place of those which fail.

70 The most intelligent man living cannot succeed in  
71 accumulating money—nor in any other undertaking—  
72 without plans which are practical and workable. Just  
73 keep this fact in mind, and remember when your plans  
74 fail, that temporary defeat is not permanent failure. It  
75 may only mean that your plans have not been sound.  
76 Build other plans. Start all over again.

77 Thomas A. Edison “failed” ten thousand times before  
78 he perfected the incandescent electric light bulb. That  
79 is—he met with *temporary defeat* ten thousand times,  
80 before his efforts were crowned with success.

81 Temporary defeat should mean only one thing, the  
82 certain knowledge that there is something wrong with  
83 your plan. Millions of men go through life in misery and  
84 poverty, because they lack a sound plan through which  
85 to accumulate a fortune.

86 Henry Ford accumulated a fortune, not because of  
87 his superior mind, but because he adopted and followed  
88 a PLAN which proved to be sound. A thousand men  
89 could be pointed out, each with a better education than  
90 Ford's, yet each of whom lives in poverty, because he  
91 does not possess the RIGHT plan for the accumulation of  
92 money.

93 Your achievement can be no greater than your  
94 PLANS are sound. That may seem to be an axiomatic  
95 statement, but it is true. Samuel Insull lost his fortune of  
96 over one hundred million dollars. The Insull fortune was  
97 built on plans which were sound. The business  
98 depression forced Mr. Insull to CHANGE HIS PLANS; and  
99 the CHANGE brought “temporary defeat,” because his  
100 new plans were NOT SOUND. Mr. Insull is now an old  
101 man, he may, consequently, accept “failure” instead of  
102 “temporary defeat,” but if his experience turns out to be  
103 FAILURE, it will be for the reason that he lacks the fire of  
104 PERSISTENCE to rebuild his plans.

105 No man is ever whipped, until he QUILTS—in his own  
106 mind.

107 This fact will be repeated many times, because it is  
108 so easy to “take the count” at the first sign of defeat.

109 James J. Hill met with temporary defeat when he first  
110 endeavored to raise the necessary capital to build a  
111 railroad from the East to the West, but he, too turned  
112 defeat into victory *through new plans*.

113 Henry Ford met with temporary defeat, not only at  
114 the beginning of his automobile career, but after he had  
115 gone far toward the top. He created new plans, and went  
116 marching on to financial victory.

117 We see men who have accumulated great fortunes,  
118 but we often recognize only their triumph, overlooking  
119 the temporary defeats which they had to surmount  
120 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 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 QUILTS. 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 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.

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.

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 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.

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 instill 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 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 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 MARKETING

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 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 instances, 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 WRITTEN "BRIEF"

This brief should be prepared as carefully as a lawyer would prepare the brief of a case to be tried in 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.
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 judgment 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 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.

Change names each time brief is shown.

This personal touch is sure to command attention.  
Have your brief neatly typed or mimeographed on the

567 finest paper you can obtain, and bound with a heavy  
568 paper of the book-cover variety, the binder to be  
569 changed, and the proper firm name to be inserted if it is  
570 to be shown to more than one company. Your  
571 photograph should be pasted on one of the pages of  
572 your brief. Follow these instructions to the letter,  
573 improving upon them wherever your imagination  
574 suggests.

575 Successful salesmen groom themselves with care.  
576 They understand that first impressions are lasting. Your  
577 brief is your salesman. Give it a good suit of clothes, so it  
578 will stand out in bold contrast to anything your  
579 prospective employer ever saw, in the way of an  
580 application for a position. If the position you seek is worth  
581 having, it is worth going after with care. Moreover, if you  
582 sell yourself to an employer in a manner that impresses  
583 him with your individuality, you probably will receive  
584 more money for your services from the very start, than  
585 you would if you applied for employment in the usual  
586 conventional way.

587 If you seek employment through an advertising  
588 agency, or an employment agency, have the agent use  
589 copies of your brief in marketing your services. This will  
590 help to gain preference for you, both with the agent, and  
591 the prospective employers.

## HOW TO GET THE EXACT POSITION YOU DESIRE

592 Everyone enjoys doing the kind of work for which he  
593 is best suited. An artist loves to work with paints, a  
594 craftsman with his hands, a writer loves to write. Those  
595 with less definite talents have their preferences for  
596 certain fields of business and industry. If America does  
597 anything well, it offers a full range of occupations, tilling  
598 the soil, manufacturing, marketing, and the professions.

599 **First.** Decide EXACTLY what kind of a job you want. If  
600 the job doesn't already exist, perhaps you can create it.

601 **Second.** Choose the company, or individual for  
602 whom you wish to work.

603 **Third.** Study your prospective employer, as to  
604 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" 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



643 This new way of marketing personal services is  
644 called new for many reasons, first, both the employer  
645 and the employee of the future will be considered as  
646 fellow-employees whose business it will be to SERVE  
647 THE PUBLIC EFFICIENTLY. In times past, employers, and  
648 employees have bartered among themselves, driving the  
649 best bargains they could with one another, not  
650 considering that in the final analysis they were, in reality,  
651 BARGAINING AT THE EXPENSE OF THE THIRD PARTY,  
652 THE PUBLIC THEY SERVED.

653 The depression served as a mighty protest from an  
654 injured public, whose rights had been trampled upon in  
655 every direction by those who were clamoring for  
656 individual advantages and profits. When the debris of the  
657 depression shall have been cleared away, and business  
658 shall have been once again restored to balance, both  
659 employers and employees will recognize that they are  
660 NO LONGER PRIVILEGED TO DRIVE BARGAINS AT THE  
661 EXPENSE OF THOSE WHOM THEY SERVE. The real  
662 employer of the future will be the public. This should be  
663 kept uppermost in mind by every person seeking to  
664 market personal services effectively.

665 Nearly every railroad in America is in financial  
666 difficulty. Who does not remember the day when, if a  
667 citizen enquired at the ticket office, the time of departure  
668 of a train, he was abruptly referred to the bulletin board  
669 instead of being politely given the information?

670 The street car companies have experienced a  
671 "change of times" also. There was a time not so very long  
672 ago when street car conductors took pride in giving  
673 argument to passengers. Many of the street car tracks  
674 have been removed and passengers ride on a bus,  
675 whose driver is "the last word in politeness."

676 All over the country street car tracks are rusting from  
677 abandonment, or have been taken up. Where-ever street  
678 cars are still in operation, passengers may now ride  
679 without argument, and one may even hail the car in the  
680 middle of the block, and the motorman will OBLIGINGLY  
681 pick him up.

682 HOW TIMES HAVE CHANGED! That is just the point I  
683 am trying to emphasize. TIMES HAVE CHANGED!  
684 Moreover, the change is reflected not merely in railroad  
685 offices and on street cars, but in other walks of life as  
686 well. The "public-be-damned" policy is now passé. It has



687 been supplanted by the "we-are-obligingly-at-your  
688 service, sir," policy.

689 The bankers have learned a thing or two during this  
690 rapid change which has taken place during the past few  
691 years. Impoliteness on the part of a bank official, or bank  
692 employee today is as rare as it was conspicuous a dozen  
693 years ago. In the years past, some bankers (not all of  
694 them, of course), carried an atmosphere of austerity  
695 which gave every would-be borrower a chill when he  
696 even thought of approaching his banker for a loan.

697 The thousands of bank failures during the depression  
698 had the effect of removing the mahogany doors behind  
699 which bankers formerly barricaded themselves. They  
700 now sit at desks in the open, where they may be seen  
701 and approached at will by any depositor, or by anyone  
702 who wishes to see them, and the whole atmosphere of  
703 the bank is one of courtesy and understanding.

704 It used to be customary for customers to have to  
705 stand and wait at the corner grocery until the clerks were  
706 through passing the time of day with friends, and the  
707 proprietor had finished making up his bank deposit,  
708 before being waited upon. Chain stores, managed by  
709 COURTEOUS MEN who do everything in the way of  
710 service, short of shining the customer's shoes, have  
711 PUSHED THE OLDTIME MERCHANTS INTO THE  
712 BACKGROUND. TIME MARCHES ON!

713 "Courtesy" and "Service" are the watch-words of  
714 merchandising today, and apply to the person who is  
715 marketing personal services even more directly than to  
716 the employer whom he serves, because, in the final  
717 analysis, both the employer and his employee are  
718 EMPLOYED BY THE PUBLIC THEY SERVE. If they fail to  
719 serve well, they pay by the loss of their privilege of  
720 serving.

721 We can all remember the time when the gas-meter  
722 reader pounded on the door hard enough to break the  
723 panels. When the door was opened, he pushed his way  
724 in, uninvited, with a scowl on his face which plainly said,  
725 "what-the-hell-did-you-keep-me-waiting-for?" All that  
726 has undergone a change. The meter-man now conducts  
727 himself as a gentleman who is "delighted-to-be-at-your-  
728 service- sir." Before the gas companies learned that their  
729 scowling meter-men were accumulating liabilities never

730 to be cleared away, the polite salesmen of oil burners  
731 came along and did a land office business.

732 During the depression, I spent several months in the  
733 anthracite coal region of Pennsylvania, studying  
734 conditions which all but destroyed the coal industry.  
735 Among several very significant discoveries, was the fact  
736 that greed on the part of operators and their employees  
737 was the chief cause of the loss of business for the  
738 operators, and loss of jobs for the miners.

739 Through the pressure of a group of overzealous  
740 labor leaders, representing the employees, and the  
741 greed for profits on the part of the operators, the  
742 anthracite business suddenly dwindled. The coal  
743 operators and their employees drove sharp bargains  
744 with one another, adding the cost of the "bargaining" to  
745 the price of the coal, until, finally, they discovered they  
746 had BUILT UP A WONDERFUL BUSINESS FOR THE  
747 MANUFACTURERS OF OIL BURNING OUTFITS AND THE  
748 PRODUCERS OF CRUDE OIL.

749 "The wages of sin is death!" Many have read this in  
750 the Bible, but few have discovered its meaning. Now,  
751 and for several years, the entire world has been listening  
752 BY FORCE, to a sermon which might well be called  
753 "WHATSOEVER A MAN SOWETH, THAT SHALL HE  
754 ALSO REAP."

755 Nothing as widespread and effective as the  
756 depression could possibly be "just a coincidence."  
757 Behind the depression was a CAUSE. Nothing ever  
758 happens without a CAUSE. In the main, the cause of the  
759 depression is traceable directly to the worldwide habit of  
760 trying to REAP without SOWING.

761 This should not be mistaken to mean that the  
762 depression represents a crop which the world is being  
763 FORCED to reap without having SOWN. The trouble is  
764 that the world sowed the wrong sort of seed. Any farmer  
765 knows he cannot sow the seed of thistles, and reap a  
766 harvest of grain. Beginning at the outbreak of the world  
767 war, the people of the world began to sow the seed of  
768 service inadequate in both quality and quantity. Nearly  
769 everyone was engaged in the pastime of trying to GET  
770 WITHOUT GIVING.

771 These illustrations are brought to the attention of  
772 those who have personal services to market, to show  
773 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.

### 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

815 service, is a strong determining factor in connection with  
816 both the price you receive, and the duration of  
817 employment.

818 Andrew Carnegie stressed this point more than  
819 others in connection with his description of the factors  
820 which lead to success in the marketing of personal  
821 services. He emphasized again, and again, the necessity  
822 for HARMONIOUS CONDUCT. He stressed the fact that  
823 he would not retain any man, no matter how great a  
824 QUANTITY, or how efficient the QUALITY of his work,  
825 unless he worked in a spirit of HARMONY. Mr. Carnegie  
826 insisted upon men being AGREEABLE.

827 To prove that he placed a high value upon this  
828 quality, he permitted many men who conformed to his  
829 standards to become very wealthy. Those who did not  
830 conform, had to make room for others.

831 The importance of a pleasing personality has been  
832 stressed, because it is a factor which enables one to  
833 render service in the proper SPIRIT. If one has a  
834 personality which PLEASES, and renders service in a  
835 spirit of HARMONY, these assets often make up for  
836 deficiencies in both the QUALITY, and the QUANTITY of  
837 service one renders. Nothing, however, can be  
838 SUCCESSFULLY SUBSTITUTED FOR PLEASING  
839 CONDUCT.

## THE CAPITAL VALUE OF YOUR SERVICES

840 The person whose income is derived entirely from  
841 the sale of personal services is no less a merchant than  
842 the man who sells commodities, and it might well be  
843 added, such a person is subject to EXACTLY THE SAME  
844 RULES of conduct as the merchant who sells  
845 merchandise.

846 This has been emphasized, because the majority of  
847 people who live by the sale of personal services make  
848 the mistake of considering themselves free from the  
849 rules of conduct, and the responsibilities attached to  
850 those who are engaged in marketing commodities.

851 The new way of marketing services has practically  
852 forced both employer and employee into partnership  
853 alliances, through which both take into consideration the  
854 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 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

894 description of the thirty major causes of failure will be  
 895 given. As you go over the list, check yourself by it, point  
 896 by point, for the purpose of discovering how many of  
 897 these causes-of-failure stand between you and success.

898 1. **UNFAVORABLE HEREDITARY BACKGROUND.**

899 There is but little, if anything, which can be done  
 900 for people who are born with a deficiency in brain  
 901 power. This philosophy offers but one method of  
 902 bridging this weakness—through the aid of the  
 903 Master Mind. Observe with profit, however, that  
 904 this is the ONLY one of the thirty causes of failure  
 905 which may not be easily corrected by any  
 906 individual.

907 2. **LACK OF A WELL-DEFINED PURPOSE IN LIFE.**

908 There is no hope of success for the person who  
 909 does not have a central purpose, or definite goal  
 910 at which to aim. Ninety-eight out of every hundred  
 911 of those whom I have analyzed, had no such aim.  
 912 Perhaps this was the MAJOR CAUSE OF THEIR  
 913 FAILURE.

914 3. **LACK OF AMBITION TO AIM ABOVE MEDIOCRITY.**

915 We offer no hope for the person who is so  
 916 indifferent as not to want to get ahead in life, and  
 917 who is not willing to pay the price.

918 4. **INSUFFICIENT EDUCATION.** This is a handicap

919 which may be overcome with comparative ease.  
 920 Experience has proven that the best-educated  
 921 people are often those who are known as "self-  
 922 made," or self-educated. It takes more than a  
 923 college degree to make one a person of  
 924 education. Any person who is educated is one  
 925 who has learned to get whatever he wants in life  
 926 without violating the rights of others. Education  
 927 consists, not so much of knowledge, but of  
 928 knowledge effectively and persistently APPLIED.  
 929 Men are paid, not merely for what they know, but  
 930 more particularly for WHAT THEY DO WITH THAT  
 931 WHICH THEY KNOW.

932 5. **LACK OF SELF-DISCIPLINE.** Discipline comes

933 through self-control. This means that one must  
 934 control all negative qualities. Before you can  
 935 control conditions, you must first control yourself.  
 936 Self-mastery is the hardest job you will ever  
 937 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 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



- 982 through the cooperative efforts of other people. A  
 983 negative personality will not induce cooperation.
- 984 11. **LACK OF CONTROLLED SEXUAL URGE.** Sex  
 985 energy is the most powerful of all the stimuli  
 986 which move people into ACTION. Because it is the  
 987 most powerful of the emotions, it must be  
 988 controlled, through transmutation, and converted  
 989 into other channels.
- 990 12. **UNCONTROLLED DESIRE FOR "SOMETHING FOR**  
 991 **NOTHING."** The gambling instinct drives millions of  
 992 people to failure. Evidence of this may be found in  
 993 a study of the Wall Street crash of '29, during  
 994 which millions of people tried to make money by  
 995 gambling on stock margins.
- 996 13. **LACK OF A WELL DEFINED POWER OF**  
 997 **DECISION.** Men who succeed reach decisions  
 998 promptly, and change them, if at all, very slowly.  
 999 Men who fail, reach decisions, if at all, very slowly,  
 1000 and change them frequently, and quickly.  
 1001 Indecision and procrastination are twin brothers.  
 1002 Where one is found, the other may usually be  
 1003 found also. Kill off this pair before they completely  
 1004 "hog-tie" you to the treadmill of FAILURE.
- 1005 14. **ONE OR MORE OF THE SIX BASIC FEARS.** These  
 1006 fears have been analyzed for you in a later  
 1007 chapter. They must be mastered before you can  
 1008 market your services effectively.
- 1009 15. **WRONG SELECTION OF A MATE IN MARRIAGE.**  
 1010 This a most common cause of failure. The  
 1011 relationship of marriage brings people intimately  
 1012 into contact. Unless this relationship is  
 1013 harmonious, failure is likely to follow. Moreover, it  
 1014 will be a form of failure that is marked by misery  
 1015 and unhappiness, destroying all signs of  
 1016 AMBITION.
- 1017 16. **OVER-CAUTION.** The person who takes no  
 1018 chances, generally has to take whatever is left  
 1019 when others are through choosing. Over-caution is  
 1020 as bad as under-caution. Both are extremes to be  
 1021 guarded against. Life itself is filled with the  
 1022 element of chance.
- 1023 17. **WRONG SELECTION OF ASSOCIATES IN**  
 1024 **BUSINESS.** This is one of the most common  
 1025 causes of failure in business. In marketing



- 1026 personal services, one should use great care to  
 1027 select an employer who will be an inspiration, and  
 1028 who is, himself, intelligent and successful. We  
 1029 emulate those with who we associate most  
 1030 closely. Pick an employer who is worth emulating.
- 1031 18. **SUPERSTITION AND PREJUDICE.** Superstition is a  
 1032 form of fear. It is also a sign of ignorance. Men who  
 1033 succeed keep open minds and are afraid of  
 1034 nothing.
- 1035 19. **WRONG SELECTION OF A VOCATION.** No man  
 1036 can succeed in a line of endeavor which he does  
 1037 not like. The most essential step in the marketing  
 1038 of personal services is that of selecting an  
 1039 occupation into which you can throw yourself  
 1040 wholeheartedly.
- 1041 20. **LACK OF CONCENTRATION OF EFFORT.** The  
 1042 "jack-of-all-trades" seldom is good at any.  
 1043 Concentrate all of your efforts on one DEFINITE  
 1044 CHIEF AIM.
- 1045 21. **THE HABIT OF INDISCRIMINATE SPENDING.** The  
 1046 spend-thrift cannot succeed, mainly because he  
 1047 stands eternally in FEAR OF POVERTY. Form the  
 1048 habit of systematic saving by putting aside a  
 1049 definite percentage of your income. Money in the  
 1050 bank gives one a very safe foundation of  
 1051 COURAGE when bargaining for the sale of  
 1052 personal services. Without money, one must take  
 1053 what one is offered, and be glad to get it.
- 1054 22. **LACK OF ENTHUSIASM.** Without enthusiasm one  
 1055 cannot be convincing. Moreover, enthusiasm is  
 1056 contagious, and the person who has it, under  
 1057 control, is generally welcome in any group of  
 1058 people.
- 1059 23. **INTOLERANCE.** The person with a "closed" mind  
 1060 on any subject seldom gets ahead. Intolerance  
 1061 means that one has stopped acquiring knowledge.  
 1062 The most damaging forms of intolerance are  
 1063 those connected with religious, racial, and political  
 1064 differences of opinion.
- 1065 24. **INTEMPERANCE.** The most damaging forms of  
 1066 intemperance are connected with eating, strong  
 1067 drink, and sexual activities. Overindulgence in any  
 1068 of these is fatal to success.

- 1069 25. **INABILITY TO COOPERATE WITH OTHERS.** More  
 1070 people lose their positions and their big  
 1071 opportunities in life, because of this fault, than for  
 1072 all other reasons combined. It is a fault which no  
 1073 well-informed business man, or leader will  
 1074 tolerate.
- 1075 26. **POSSESSION OF POWER THAT WAS NOT**  
 1076 **ACQUIRED THROUGH SELF EFFORT.** (Sons and  
 1077 daughters of wealthy men, and others who inherit  
 1078 money which they did not earn). Power in the  
 1079 hands of one who did not acquire it gradually, is  
 1080 often fatal to success. QUICK RICHES are more  
 1081 dangerous than poverty.
- 1082 27. **INTENTIONAL DISHONESTY.** There is no  
 1083 substitute for honesty. One may be temporarily  
 1084 dishonest by force of circumstances over which  
 1085 one has no control, without permanent damage.  
 1086 But, there is NO HOPE for the person who is  
 1087 dishonest by choice. Sooner or later, his deeds will  
 1088 catch up with him, and he will pay by loss of  
 1089 reputation, and perhaps even loss of liberty.
- 1090 28. **EGOTISM AND VANITY.** These qualities serve as  
 1091 red lights which warn others to keep away. THEY  
 1092 ARE FATAL TO SUCCESS.
- 1093 29. **GUESSING INSTEAD OF THINKING.** Most people  
 1094 are too indifferent or lazy to acquire FACTS with  
 1095 which to THINK ACCURATELY. They prefer to act  
 1096 on "opinions" created by guesswork or snap-  
 1097 judgments.
- 1098 30. **LACK OF CAPITAL.** This is a common cause of  
 1099 failure among those who start out in business for  
 1100 the first time, without sufficient reserve of capital  
 1101 to absorb the shock of their mistakes, and to carry  
 1102 them over until they have established a  
 1103 REPUTATION.
- 1104 31. Under this, name any particular cause of failure  
 1105 from which you have suffered that has not been  
 1106 included in the foregoing list.

1107 In these thirty major causes of failure is found a  
 1108 description of the tragedy of life, which obtains for  
 1109 practically every person who tries and fails. It will be  
 1110 helpful if you can induce someone who knows you well  
 1111 to go over this list with you, and help to analyze you by  
 1112 the thirty causes of failure. It may be beneficial if you try

1113 this alone. Most people cannot see themselves as others  
1114 see them. You may be one who cannot.

1115 The oldest of admonitions is "Man, know thyself!" If  
1116 you market merchandise successfully, you must know  
1117 the merchandise. The same is true in marketing personal  
1118 services. You should know all of your weaknesses in  
1119 order that you may either bridge them or eliminate them  
1120 entirely. You should know your strength in order that you  
1121 may call attention to it when selling your services. You  
1122 can know yourself only through accurate analysis.

1123 The folly of ignorance in connection with self was  
1124 displayed by a young man who applied to the manager  
1125 of a well-known business for a position. He made a very  
1126 good impression until the manager asked him what  
1127 salary he expected. He replied that he had no fixed sum  
1128 in mind (*lack of a definite aim*). The manager then said,  
1129 "We will pay you all you are worth, alter we try you out  
1130 for a week."

1131 "*I will not accept it,*" the applicant replied, "because I  
1132 AM GETTING MORE THAN THAT WHERE I AM NOW  
1133 EMPLOYED."

1134 Before you even start to negotiate for a readjustment  
1135 of your salary in your present position, or to seek  
1136 employment elsewhere, BE SURE THAT YOU ARE  
1137 WORTH MORE THAN YOU NOW RECEIVE.

1138 It is one thing to WANT money—everyone wants  
1139 more-but it is something entirely different to be WORTH  
1140 MORE! Many people mistake their WANTS for their JUST  
1141 DUES. Your financial requirements or wants have nothing  
1142 whatever to do with your WORTH. Your value is  
1143 established entirely by your ability to render useful  
1144 service or your capacity to induce others to render such  
1145 service.

## TAKE INVENTORY OF YOURSELF 28 QUESTIONS YOU SHOULD ANSWER

1146 Annual self-analysis is an essential in the effective  
1147 marketing of personal services, as is annual inventory in  
1148 merchandising. Moreover, the yearly analysis should  
1149 disclose a DECREASE IN FAULTS, and an increase in  
1150 VIRTUES. One goes ahead, stands still, or goes backward  
1151 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 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 "under-cautious?"
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?
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

1236 services. In this chapter will be found an adequate  
1237 description of every principle essential in planning the  
1238 sale of personal services, including the major attributes  
1239 of leadership; the most common causes of failure in  
1240 leadership; a description of the fields of opportunity for  
1241 leadership; the main causes of failure in all walks of life,  
1242 and the important questions which should be used in  
1243 self-analysis. This extensive and detailed presentation of  
1244 accurate information has been included, because it will  
1245 be needed *by* all who must begin the accumulation of  
1246 riches by marketing personal services. Those who have  
1247 lost their fortunes, and those who are just beginning to  
1248 earn money, have nothing but personal services to offer  
1249 in return for riches, therefore it is essential that they have  
1250 available the practical information needed to market  
1251 services to best advantage.

1252 The information contained in this chapter will be of  
1253 great value to all who aspire to attain leadership in any  
1254 calling. It will be particularly helpful to those aiming to  
1255 market their services as business or industrial executives.

1256 Complete assimilation and understanding of the  
1257 information here conveyed will be helpful in marketing  
1258 one's own services, and it will also help one to become  
1259 more analytical and capable of judging people. The  
1260 information will be priceless to personnel directors,  
1261 employment managers, and other executives charged  
1262 with the selection of employees, and the maintenance of  
1263 efficient organizations. If you doubt this statement, test  
1264 its soundness by answering in writing the twenty-eight  
1265 self-analysis questions. That might be both interesting  
1266 and profitable, even though you do not doubt the sound  
1267 -ness of the statement.

## WHERE AND HOW ONE MAY FIND OPPORTUNITIES TO ACCUMULATE RICHES

1268 Now that we have analyzed the principles by which  
1269 riches may be accumulated, we naturally ask, "where  
1270 may one find favorable opportunities to apply these  
1271 principles?" Very well, let us take inventory and see what  
1272 the United States of America offer the person seeking  
1273 riches, great or small.

1274 To begin with, let us remember, all of us, that we live  
1275 in a country where *every law-abiding citizen enjoys*  
1276 *freedom of thought and freedom of deed unequaled*  
1277 *anywhere in the world.* Most of us have never taken  
1278 inventory of the advantages of this freedom. We have  
1279 never compared our unlimited freedom with the  
1280 curtailed freedom in other countries.

1281 Here we have freedom of thought, freedom in the  
1282 choice and enjoyment of education, freedom in religion,  
1283 freedom in politics, freedom in the choice of a business,  
1284 profession or occupation, freedom to accumulate and  
1285 own without molestation, ALL THE PROPERTY WE CAN  
1286 ACCUMULATE, freedom to choose our place of  
1287 residence, freedom in marriage, freedom through equal  
1288 opportunity to all races, freedom of travel from one state  
1289 to another, freedom in our choice of foods, and freedom  
1290 to AIM FOR ANY STATION IN LIFE FOR WHICH WE  
1291 HAVE PREPARED OURSELVES, even for the presidency  
1292 of the United States.

1293 We have other forms of freedom, but this list will  
1294 give a bird's eye view of the most important, which  
1295 constitute OPPORTUNITY of the highest order. This  
1296 advantage of freedom is all the more conspicuous  
1297 because the United States is the only country  
1298 guaranteeing to every citizen, whether native born or  
1299 naturalized, so broad and varied a list of freedom.

1300 Next, let us recount some of the blessings which our  
1301 widespread freedom has placed within our hands. Take  
1302 the average American family for example (meaning, the  
1303 family of average income) and sum up the benefits  
1304 available to every member of the family, in this land of  
1305 OPPORTUNITY and plenty!

1306 a. FOOD. Next to freedom of thought and deed  
1307 comes FOOD, CLOTHING, and SHELTER, the three  
1308 basic necessities of life.

1309 Because of our universal freedom the average  
1310 American family has available, at its very door, the  
1311 choicest selection of food to be found anywhere in the  
1312 world, and at prices within its financial range.

1313 A family of two, living in the heart of Times Square  
1314 district of New York City, far removed from the source of  
1315 production of foods, took careful inventory of the cost of  
1316 a simple breakfast, with this astonishing result:



1317	Articles of food - Cost at the breakfast table:	
1318	Grape Fruit Juice, (From Florida. ....	02
1319	Rippled Wheat Breakfast food (Kansas Farm) . ....	02
1320	Tea (From China) .....	02
1321	Bananas (From South America) . ....	02½
1322	Toasted Bread (From Kansas Farm) .....	01
1323	Fresh Country Eggs (From Utah) . ....	07
1324	Sugar (From Cuba, or Utah) . ....	00½
1325	Butter and Cream (From New England) ...	03
1326	Grand total .....	20

1327       It is not very difficult to obtain FOOD in a country  
 1328 where two people can have breakfast consisting of all  
 1329 they want or need for a dime apiece! Observe that this  
 1330 simple breakfast was gathered, by some strange form of  
 1331 magic (?) from China, South America, Utah, Kansas and  
 1332 the New England States, and delivered on the breakfast  
 1333 table, ready for consumption, in the very heart of the  
 1334 most crowded city in America, at a cost well within the  
 1335 means of the most humble laborer.

1336       The cost included all federal, state and city taxes!  
 1337 (Here is a fact the politicians did not mention when they  
 1338 were crying out to the voters to throw their opponents  
 1339 out of office because the people were being taxed to  
 1340 death).

1341   b.   SHELTER. This family lives in a comfortable  
 1342 apartment, heated by steam, lighted with  
 1343 electricity, with gas for cooking, all for \$65.00 a  
 1344 month. In a smaller city, or a more sparsely settled  
 1345 part of New York City, the same apartment could  
 1346 be had for as low as \$20.00 a month.

1347       The toast they had for breakfast in the food estimate  
 1348 was toasted on an electric toaster, which cost but a few  
 1349 dollars, the apartment is cleaned with a vacuum sweeper  
 1350 that is run by electricity. Hot and cold water is available,  
 1351 at all times, in the kitchen and the bathroom. The food is  
 1352 kept cool in a refrigerator that is run by electricity. The  
 1353 wife curls her hair, washes her clothes and irons them  
 1354 with easily operated electrical equipment, on power  
 1355 obtained by sticking a plug in the wall.

1356       The husband shaves with an electric shaver, and  
 1357 they receive entertainment from all over the world,  
 1358 twenty four hours a day, if they want it, without cost, by  
 1359 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.

## 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.

1400 I have the right to analyze the source and nature of  
1401 this UNSEEN POWER, because I know, and have known  
1402 for more than a quarter of a century, many of the men  
1403 who organized that power, and many who are now  
1404 responsible for its maintenance.

1405 The name of this mysterious benefactor of mankind  
1406 is CAPITAL!

1407 CAPITAL consists not alone of money, but more  
1408 particularly of highly organized, intelligent groups of men  
1409 who plan ways and means of using money efficiently for  
1410 the good of the public, and profitably to themselves.

1411 These groups consist of scientists, educators,  
1412 chemists, inventors, business analysts, publicity men,  
1413 transportation experts, accountants, lawyers, doctors,  
1414 and both men and women who have highly specialized  
1415 knowledge in all fields of industry and business. They  
1416 pioneer, experiment, and blaze trails in new fields of  
1417 endeavor. They support colleges, hospitals, public  
1418 schools, build good roads, publish newspapers, pay most  
1419 of the cost of government, and take care of the  
1420 multitudinous detail essential to human progress. Stated  
1421 briefly, the capitalists are the brains of civilization,  
1422 because they supply the entire fabric of which all  
1423 education, enlightenment and human progress consists.

1424 Money, without brains, always is dangerous. Properly  
1425 used, it is the most important essential of civilization. The  
1426 simple breakfast here described could not have been  
1427 delivered to the New York family at a dime each, or at  
1428 any other price, if organized capital had not provided the  
1429 machinery, the ships, the railroads, and the huge armies  
1430 of trained men to operate them.

1431 Some slight idea of the importance of ORGANIZED  
1432 CAPITAL may be had by trying to imagine yourself  
1433 burdened with the responsibility of collecting, without  
1434 the aid of capital, and delivering to the New York City  
1435 family, the simple breakfast described.

1436 To supply the tea, you would have to make a trip to  
1437 China or India, both a very long way from America.  
1438 Unless you are an excellent swimmer, you would  
1439 become rather tired before making the round trip. Then,  
1440 too, another problem would confront you. What would  
1441 you use for money, even if you had the physical  
1442 endurance to swim the ocean?

1443 To supply the sugar, you would have to take another  
1444 long swim to Cuba, or a long walk to the sugar beet  
1445 section of Utah. But even then, you might come back  
1446 without the sugar, because organized effort and money  
1447 are necessary to produce sugar, to say nothing of what is  
1448 required to refine, transport, and deliver it to the  
1449 breakfast table anywhere in the United States.

1450 The eggs, you could deliver easily enough from the  
1451 barn yards near New York City, but you would have a  
1452 very long walk to Florida and return, before you could  
1453 serve the two glasses of grapefruit juice.

1454 You would have another long walk, to Kansas, or one  
1455 of the other wheat growing states, when you went after  
1456 the four slices of wheat bread.

1457 The Rippled Wheat Biscuits would have to be  
1458 omitted from the menu, because they would not be  
1459 available except through the labor of a trained  
1460 organization of men and suitable machinery, ALL OF  
1461 WHICH CALL FOR CAPITAL.

1462 While resting, you could take off for another little  
1463 swim down to South America, where you would pick up  
1464 a couple of bananas, and on your return, you could take  
1465 a short walk to the nearest farm having a dairy and pick  
1466 up some butter and cream. Then your New York City  
1467 family would be ready to sit down and enjoy breakfast,  
1468 and *you could collect your two dimes for your labor!*

1469 Seems absurd, doesn't it? Well, the procedure  
1470 described would be the only possible way these simple  
1471 items of food could be delivered to the heart of New  
1472 York City, if we had no capitalistic system.

1473 The sum of money required for the building and  
1474 maintenance of the railroads and steam ships used in the  
1475 delivery of that simple breakfast is so huge that it  
1476 staggers one's imagination. It runs into hundreds of  
1477 millions of dollars, not to mention the armies of trained  
1478 employees required to man the ships and trains. But,  
1479 transportation is only a part of the requirements of  
1480 modern civilization in capitalistic America. Before there  
1481 can be anything to haul, something must be grown from  
1482 the ground, or manufactured and prepared for market.  
1483 This calls for more millions of dollars for equipment,  
1484 machinery, boxing, marketing, and for the wages of  
1485 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 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 self-seeking 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 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

1573 themselves into groups and demand MORE PAY for  
1574 LESS SERVICE, if you are one of those who DEMAND  
1575 Government relief without early morning disturbance  
1576 when the money is delivered to you, if you are one of  
1577 those who believe in trading their votes to politicians in  
1578 return for the passing of laws which permit the raiding of  
1579 the public treasury, you may rest securely on your belief,  
1580 with certain knowledge that no one will disturb you,  
1581 because THIS IS A FREE COUNTRY WHERE EVERY MAN  
1582 MAY THINK AS HE PLEASES, where nearly everybody  
1583 can live with but little effort, where many may live well  
1584 without doing any work whatsoever.

1585       However, you should know the full truth concerning  
1586 this FREEDOM of which so many people boast, and so  
1587 few understand. As great as it is, as far as it reaches, as  
1588 many privileges as it provides, IT DOES NOT, AND  
1589 CANNOT BRING RICHES WITHOUT EFFORT.

1590       There is but one dependable method of  
1591 accumulating, and legally holding riches, and that is by  
1592 rendering useful service. No system has ever been  
1593 created by which men can legally acquire riches through  
1594 mere force of numbers, or without giving in return an  
1595 equivalent value of one form or another.

1596       There is a principle known as the law of  
1597 ECONOMICS! This is more than a theory. It is a law no  
1598 man can beat.

1599       Mark well the name of the principle, and remember  
1600 it, because it is far more powerful than all the politicians  
1601 and political machines. It is above and beyond the  
1602 control of all the labor unions. It cannot be swayed, nor  
1603 influenced nor bribed by racketeers or self-appointed  
1604 leaders in any calling. Moreover, IT HAS AN ALLSEEING  
1605 EYE, AND A PERFECT SYSTEM OF BOOKKEEPING, in  
1606 which it keeps an accurate account of the transactions of  
1607 every human being engaged in the business of trying to  
1608 get without giving. Sooner or later its auditors come  
1609 around, look over the records of individuals both great  
1610 and small, and demand an accounting.

1611       "Wall Street, Big Business, Capital Predatory  
1612 Interests," or whatever name you choose to give the  
1613 system which has given us AMERICAN FREEDOM,  
1614 represents a group of men who understand, respect, and  
1615 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

1660 chewing gum, and another million for safety razor  
1661 blades.

1662 Remember, also, that this is but the beginning of the  
1663 available sources for the accumulation of wealth. Only a  
1664 few of the luxuries and non-essentials have been  
1665 mentioned. But, remember that the business of  
1666 producing, transporting, and marketing these few items  
1667 of merchandise gives regular employment to MANY  
1668 MILLIONS OF MEN AND WOMEN, who receive for their  
1669 services MANY MILLIONS OF DOLLARS MONTHLY, and  
1670 spend it freely for both the luxuries and the necessities.

1671 Especially remember, that back of all this exchange  
1672 of merchandise and personal services may be found an  
1673 abundance of OPPORTUNITY to accumulate riches. Here  
1674 our AMERICAN FREEDOM comes to one's aid. There is  
1675 nothing to stop you, or anyone from engaging in any  
1676 portion of the effort necessary to carry on these  
1677 businesses. If one has superior talent, training,  
1678 experience, one may accumulate riches in large  
1679 amounts. Those not so fortunate may accumulate  
1680 smaller amounts. Anyone may earn a living in return for a  
1681 very nominal amount of labor.

1682 So—there you are!

1683 OPPORTUNITY has spread its wares before you.  
1684 Step up to the front, select what you want, create your  
1685 plan, put the plan into action, and follow through with  
1686 PERSISTENCE. "Capitalistic" America will do the rest. You  
1687 can depend upon this much—CAPITALISTIC AMERICA  
1688 INSURES EVERY PERSON THE OPPORTUNITY TO  
1689 RENDER USEFUL SERVICE, AND TO COLLECT RICHES  
1690 IN PROPORTION TO THE VALUE OF THE SERVICE.

1691 The "System" denies no one this right, but it does not,  
1692 and cannot promise SOMETHING FOR NOTHING,  
1693 because the system, itself, is irrevocably controlled by  
1694 the LAW OF ECONOMICS which neither recognizes nor  
1695 tolerates for long, GETTING WITHOUT GIVING.

1696 The LAW OF ECONOMICS was passed by Nature!  
1697 There is no Supreme Court to which violators of this law  
1698 may appeal. The law hands out both penalties for its  
1699 violation, and appropriate rewards for its observance,  
1700 *without interference or the possibility of interference by*  
1701 *any human being.* The law cannot be repealed. It is as  
1702 fixed as the stars in the heavens, and subject to, and a  
1703 part of the same system that controls the stars.



1704 May one refuse to adapt one's self to the LAW OF  
1705 ECONOMICS?

1706 Certainly! This is a free country, where all men are  
1707 born with equal rights, including the privilege of ignoring  
1708 the LAW OF ECONOMICS.

1709 What happens then?

1710 Well, nothing happens until large numbers of men  
1711 join forces for the avowed purpose of ignoring the law,  
1712 and taking what they want by force.

1713 *THEN COMES THE DICTATOR, WITH WELL*  
1714 *ORGANIZED FIRING SQUADS AND MACHINE GUNS!*

1715 We have not yet reached that stage in America! But  
1716 we have heard all we want to know about how the  
1717 system works. Perhaps we shall be fortunate enough not  
1718 to demand personal knowledge of so gruesome a reality.  
1719 Doubtless we shall prefer to continue with our FREEDOM  
1720 OF SPEECH, FREEDOM OF DEED, and FREEDOM TO  
1721 RENDER USEFUL SERVICE IN RETURN FOR RICHES.

1722 The practice, by Government officials of extending to  
1723 men and women the privilege of raiding the public  
1724 treasury in return for votes, sometimes results in election,  
1725 but as night follows day, the final payoff comes; when  
1726 every penny wrongfully used, must be repaid with  
1727 compound interest on compound interest. If those who  
1728 make the grab are not forced to repay, the burden falls  
1729 on their children, and their children's children, "even unto  
1730 the third and fourth generations." There is no way to  
1731 avoid the debt.

1732 Men can, and sometimes do, form themselves into  
1733 groups for the purpose of crowding wages up, and  
1734 working hours down. There is a point beyond which they  
1735 cannot go. It is the point at which the LAW OF  
1736 ECONOMICS steps in, and the sheriff gets both the  
1737 employer and the employees.

1738 For six years, from 1929, to 1935, the people of  
1739 America, both rich and poor, barely missed seeing the  
1740 Old Man Economics hand over to the sheriff all the  
1741 businesses, and industries and banks. It was not a pretty  
1742 sight! It did not increase our respect for mob psychology  
1743 through which men cast reason to the winds and start  
1744 trying to GET without GIVING.

1745 We who went through those six discouraging years,  
1746 when FEAR WAS IN THE SADDLE, AND FAITH WAS ON  
1747 THE GROUND, cannot forget how ruthlessly the LAW OF

1748 ECONOMICS exacted its toll from both rich and poor,  
1749 weak and strong, old and young. We shall not wish to go  
1750 through another such experience.

1751       These observations are not founded upon short-time  
1752 experience. They are the result of twenty-five years of  
1753 careful analysis of the methods of both the most  
1754 successful and the most unsuccessful men America has  
1755 known.

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

- 1. \_\_\_\_\_  
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- 2. \_\_\_\_\_  
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## CHAPTER 8

### DECISION

#### THE MASTERY OF PROCRASTINATION

##### The Seventh Step toward Riches

1 ACCURATE analysis of over 25,000 men and women  
2 who had experienced failure, disclosed the fact that  
3 LACK OF DECISION was near the head of the list of the  
4 30 major causes of FAILURE. This is no mere statement  
5 of a theory—*it is a fact.*

6 PROCRASTINATION, the opposite of DECISION, is a  
7 common enemy which practically every man must  
8 conquer.

9 You will have an opportunity to test your capacity to  
10 reach quick and definite DECISIONS when you finish  
11 reading this book, and are ready to begin putting into  
12 ACTION the principles which it describes.

13 Analysis of several hundred people who had  
14 accumulated fortunes well beyond the million-dollar  
15 mark, disclosed the fact that every one of them had the  
16 habit of REACHING DECISIONS PROMPTLY, and of  
17 changing these decisions SLOWLY, if, and when they  
18 were changed. People who fail to accumulate money,  
19 *without exception*, have the habit of reaching decisions,  
20 IF AT ALL, very *slowly*, and of *changing these decisions*  
21 *quickly and often.*

22 One of Henry Ford's most outstanding qualities is his  
23 habit of reaching decisions quickly and definitely, and  
24 changing them slowly. This quality is so pronounced in  
25 Mr. Ford, that it has given him the reputation of being  
26 obstinate. It was this quality which prompted Mr. Ford to  
27 continue to manufacture his famous Model "T" (the  
28 world's ugliest car), when all of his advisors, and many of  
29 the purchasers of the car, were urging him to change it.

30 Perhaps, Mr. Ford delayed too long in making the  
31 change, but the other side of the story is, that Mr. Ford's  
32 firmness of decision yielded a huge fortune, before the  
33 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 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

78 else. If you talk more than you listen, you not only  
79 deprive yourself of many opportunities to accumulate  
80 useful knowledge, but you also disclose your PLANS and  
81 PURPOSES to people who will take great delight in  
82 defeating you, because they envy you.

83 Remember, also, that every time you open your  
84 mouth in the presence of a person who has an  
85 abundance of knowledge, you display to that person,  
86 your exact stock of knowledge, or your LACK of it!  
87 Genuine wisdom is usually conspicuous through  
88 modesty and silence.

89 Keep in mind the fact that every person with whom  
90 you associate is, like yourself, seeking the opportunity to  
91 accumulate money. If you talk about your plans too  
92 freely, you may be surprised when you learn that some  
93 other person has beaten you to your goal by PUTTING  
94 INTO ACTION AHEAD OF YOU, the plans of which you  
95 talked unwisely.

96 Let one of your first decisions be to KEEP A CLOSED  
97 MOUTH AND OPEN EARS AND EYES.

98 As a reminder to yourself to follow this advice, it will  
99 be helpful if you copy the following epigram in large  
100 letters and place it where you will see it daily.

101 "TELL THE WORLD WHAT YOU INTEND TO DO, BUT  
102 FIRST SHOW IT."

103 This is the equivalent of saying that "deeds, and not  
104 words, are what count most."

## FREEDOM OR DEATH ON A DECISION

105 The value of decisions depends upon the courage  
106 required to render them. The great decisions, which  
107 served as the foundation of civilization, were reached by  
108 assuming great risks, which often meant the possibility of  
109 death.

110 Lincoln's decision to issue his famous Proclamation  
111 of Emancipation, which gave freedom to the colored  
112 people of America, was rendered with full understanding  
113 that his act would turn thousands of friends and political  
114 supporters against him. He knew, too, that the carrying  
115 out of that proclamation would mean death to thousands  
116 of men on the battlefield. In the end, it cost Lincoln his  
117 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 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

162 earth. I say it is a tragedy, because it is the self-same  
163 POWER which must be used by every individual who  
164 surmounts the difficulties of Life, and forces Life to pay  
165 the price asked.

166 Let us briefly review the events which gave birth to  
167 this POWER. The story begins with an incident in Boston,  
168 March 5, 1770. British soldiers were patrolling the streets,  
169 by their presence, openly threatening the citizens. The  
170 colonists resented armed men marching in their midst.  
171 They began to express their resentment openly, hurling  
172 stones as well as epithets, at the marching soldiers, until  
173 the commanding officer gave orders, "Fix bayonets . . . .  
174 Charge!"

175 The battle was on. It resulted in the death and injury  
176 of many. The incident aroused such resentment that the  
177 Provincial Assembly, (made up of prominent colonists),  
178 called a meeting for the purpose of taking definite action.  
179 Two of the members of that Assembly were, John  
180 Hancock, and Samuel Adams-LONG LIVE THEIR  
181 NAMES! They spoke up courageously, and declared that  
182 a move must be made to eject all British soldiers from  
183 Boston.

184 Remember this a DECISION, in the minds of two  
185 men, might properly be called the beginning of the  
186 freedom which we, of the United States now enjoy.  
187 Remember, too, that the DECISION of these two men  
188 called for FAITH, and COURAGE, because it was  
189 dangerous.

190 Before the Assembly adjourned, Samuel Adams was  
191 appointed to call on the Governor of the Province,  
192 Hutchinson, and demand the withdrawal of the British  
193 troops.

194 The request was granted, the troops were removed  
195 from Boston, but the incident was not closed. It had  
196 caused a situation destined to change the entire trend of  
197 civilization. Strange, is it not, how the great changes, such  
198 as the American Revolution, and the World War, often  
199 have their beginnings in circumstances which seem  
200 unimportant? It is interesting, also, to observe that these  
201 important changes usually begin in the form of a  
202 DEFINITE DECISION in the minds of a relatively small  
203 number of people. Few of us know the history of our  
204 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 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 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.

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 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 momentous 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 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 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.

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

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## CHAPTER 9

### PERSISTENCE

#### THE SUSTAINED EFFORT NECESSARY TO INDUCE FAITH

##### The Eighth Step toward Riches

1 PERSISTENCE is an essential factor in the procedure  
2 of transmuting DESIRE into its monetary equivalent. The  
3 basis of persistence is the POWER OF WILL.

4 Will-power and desire, when properly combined,  
5 make an irresistible pair. Men who accumulate great  
6 fortunes are generally known as cold-blooded, and  
7 sometimes ruthless. Often they are misunderstood. What  
8 they have is will-power, which they mix with persistence,  
9 and place back of their desires to insure the attainment  
10 of their objectives.

11 Henry Ford has been generally misunderstood to be  
12 ruthless and cold-blooded. This misconception grew out  
13 of Ford's habit of following through in all of his plans with  
14 PERSISTENCE.

15 The majority of people are ready to throw their aims  
16 and purposes overboard, and give up at the first sign of  
17 opposition or misfortune. A few carry on DESPITE all  
18 opposition, until they attain their goal. These few are the  
19 Fords, Carnegies, Rockefellers, and Edisons.

20 There may be no heroic connotation to the word  
21 "persistence," but the quality is to the character of man  
22 what carbon is to steel.

23 The building of a fortune, generally, involves the  
24 application of the entire thirteen factors of this  
25 philosophy. These principles must be understood; they  
26 must be applied with PERSISTENCE by all who  
27 accumulate money.

28 If you are following this book with the intention of  
29 applying the knowledge it conveys, your first test as to  
30 your PERSISTENCE will come when you begin to follow  
31 the six steps described in the second chapter. Unless  
32 you are one of the two out of every hundred who

33 already have a DEFINITE GOAL at which you are aiming,  
34 and a DEFINITE PLAN for its attainment, you may read  
35 the instructions, and then pass on with your daily routine,  
36 and never comply with those instructions.

37 The author is checking you up at this point, because  
38 lack of persistence is one of the major causes of failure.  
39 Moreover, experience with thousands of people has  
40 proved that lack of persistence is a weakness common  
41 to the majority of men. It is a weakness which may be  
42 overcome by effort. The ease with which lack of  
43 persistence may be conquered will depend *entirely*  
44 upon the INTENSITY OF ONE'S DESIRE.

45 The starting point of all achievement is DESIRE. Keep  
46 this constantly in mind. Weak desires bring weak results,  
47 just as a small amount of fire makes a small amount of  
48 heat. If you find yourself lacking in persistence, this  
49 weakness may be remedied by building a stronger fire  
50 under your desires.

51 Continue to read through to the end, then go back to  
52 Chapter two, and start immediately to carry out the  
53 instructions given in connection with the six steps. The  
54 eagerness with which you follow these instructions will  
55 indicate clearly, how much, or how little you really  
56 DESIRE to accumulate money. If you find that you are  
57 indifferent, you may be sure that you have not yet  
58 acquired the "money consciousness" which you must  
59 possess, before you can be sure of accumulating a  
60 fortune.

61 Fortunes gravitate to men whose minds have been  
62 prepared to "attract" them, just as surely as water  
63 gravitates to the ocean. In this book may be found all the  
64 stimuli necessary to "attune" any normal mind to the  
65 vibrations which will attract the object of one's desires.

66 If you find you are weak in PERSISTENCE, center  
67 your attention upon the instructions contained in the  
68 chapter on "Power"; surround yourself with a "MASTER  
69 MIND" group, and through the cooperative efforts of the  
70 members of this group, you can develop persistence.  
71 You will find additional instructions for the development  
72 of persistence in the chapters on auto-suggestion, and  
73 the subconscious mind. Follow the instructions outlined  
74 in these chapters until your habit nature hands over to  
75 your subconscious mind, a clear picture of the object of

76 your DESIRE. From that point on, you will not be  
77 handicapped by lack of persistence.

78 Your subconscious mind works continuously, while  
79 you are awake, and while you are asleep.

80 Spasmodic, or occasional effort to apply the rules  
81 will be of no value to you. To get RESULTS, you must  
82 apply all of the rules until their application becomes a  
83 fixed habit with you. In no other way can you develop the  
84 necessary "money consciousness."

85 POVERTY is attracted to the one whose mind is  
86 favorable to it, as money is attracted to him whose mind  
87 has been deliberately prepared to attract it, and through  
88 the same laws. POVERTY CONSCIOUSNESS WILL  
89 VOLUNTARILY SEIZE THE MIND WHICH IS NOT  
90 OCCUPIED WITH THE MONEY CONSCIOUSNESS. A  
91 poverty consciousness develops without conscious  
92 application of habits favorable to it. The money  
93 consciousness must be created to order, unless one is  
94 born with such a consciousness.

95 Catch the full significance of the statements in the  
96 preceding paragraph, and you will understand the  
97 importance of PERSISTENCE in the accumulation of a  
98 fortune. Without PERSISTENCE, you will be defeated,  
99 even before you start. With PERSISTENCE you will win.

100 If you have ever experienced a nightmare, you will  
101 realize the value of persistence. You are lying in bed, half  
102 awake, with a feeling that you are about to smother. You  
103 are unable to turn over, or to move a muscle. You realize  
104 that you MUST BEGIN to regain control over your  
105 muscles. Through persistent effort of will-power, you  
106 finally manage to move the fingers of one hand. By  
107 continuing to move your fingers, you extend your control  
108 to the muscles of one arm, until you can lift it. Then you  
109 gain control of the other arm in the same manner. You  
110 finally gain control over the muscles of one leg, and then  
111 extend it to the other leg. THEN—WITH ONE SUPREME  
112 EFFORT OF WILL— you regain complete control over  
113 your muscular system, and "snap" out of your nightmare.  
114 The trick has been turned step by step.

115 You may find it necessary to "snap" out of your  
116 mental inertia, through a similar procedure, moving  
117 slowly at first, then increasing your speed, until you gain  
118 complete control over your will. Be PERSISTENT no



119 matter how slowly you may, at first, have to move. WITH  
120 PERSISTENCE WILL COME SUCCESS.

121 If you select your "Master Mind" group with care, you  
122 will have in it, at least one person who will aid you in the  
123 development of PERSISTENCE. Some men who have  
124 accumulated great fortunes, did so because of  
125 NECESSITY. They developed the habit of PERSISTENCE,  
126 because they were so closely driven by circumstances,  
127 that they *had to become persistent*.

128 THERE IS NO SUBSTITUTE FOR PERSISTENCE! It  
129 cannot be supplanted by any other quality! Remember  
130 this, and it will hearten you, in the beginning, when the  
131 going may seem difficult and slow.

132 Those who have cultivated the HABIT of persistence  
133 seem to enjoy insurance against failure. No matter how  
134 many times they are defeated, they finally arrive up  
135 toward the top of the ladder. Sometimes it appears that  
136 there is a hidden Guide whose duty is to test men  
137 through all sorts of discouraging experiences. Those who  
138 pick themselves up after defeat and keep on trying,  
139 arrive; and the world cries, "Bravo! I knew you could do  
140 it!" The hidden Guide lets no one enjoy great  
141 achievement without passing the PERSISTENCE TEST.  
142 Those who can't take it, simply do not make the grade.

143 Those who can "take it" are bountifully rewarded for  
144 their PERSISTENCE. They receive, as their compensation,  
145 whatever goal they are pursuing. That is not all! They  
146 receive something infinitely more important than  
147 material compensation—the knowledge that "EVERY  
148 FAILURE BRINGS WITH IT THE SEED OF AN  
149 EQUIVALENT ADVANTAGE."

150 There are exceptions to this rule; a few people know  
151 from experience the soundness of persistence. They are  
152 the ones who have not accepted defeat as being  
153 anything more than temporary. They are the ones whose  
154 DESIRES are so PERSISTENTLY APPLIED that defeat is  
155 finally changed into victory. We who stand on the side-  
156 lines of Life see the overwhelmingly large number who  
157 go down in defeat, never to rise again. We see the few  
158 who take the punishment of defeat *as an urge to greater*  
159 *effort*. These, fortunately, never learn to accept Life's  
160 reverse gear. But what we DO NOT SEE, what most of us  
161 never suspect of existing, is the silent but irresistible  
162 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, 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 firsthand 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! 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 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 acts 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 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 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?"

379 These, and many other questions flashed into my  
380 mind, and demanded attention. It seemed as if the whole  
381 world had suddenly turned its attention to me with the  
382 purpose of ridiculing me into giving up all desire to carry  
383 out Mr. Carnegie's suggestion.

384 I had a fine opportunity, then and there, to kill off  
385 ambition before it gained control of me. Later in life, after  
386 having analyzed thousands of people, I discovered that  
387 MOST IDEAS ARE STILLBORN, AND NEED THE BREATH  
388 OF LIFE INJECTED INTO THEM THROUGH DEFINITE  
389 PLANS OF IMMEDIATE ACTION. The time to nurse an  
390 idea is at the time of its birth. Every minute it lives, gives it  
391 a better chance of surviving. The FEAR OF CRITICISM is  
392 at the bottom of the destruction of most ideas which  
393 never reach the PLANNING and ACTION stage.

394 Many people believe that material success is the  
395 result of favorable "breaks." There is an element of  
396 ground for the belief, but those depending entirely upon  
397 luck, are nearly always disappointed, because they  
398 overlook another important factor which must be  
399 present before one can be sure of success. It is the  
400 knowledge with which favorable "breaks" can be made  
401 to order.

402 During the depression, W. C. Fields, the comedian,  
403 lost all his money, and found himself without income,  
404 without a job, and his means of earning a living  
405 (vaudeville) no longer existed. Moreover, he was past  
406 sixty, when many men consider themselves "old." He was  
407 so eager to stage a comeback that he offered to work  
408 without pay, in a new field (movies). In addition to his  
409 other troubles, he fell and injured his neck. To many, that  
410 would have been the place to give up and QUIT. But  
411 Fields was PERSISTENT. He knew that if he carried on he  
412 would get the "breaks" sooner or later, and he did get  
413 them, but not by chance.

414 Marie Dressler found herself down and out, with her  
415 money gone, with no job, when she was about sixty. She,  
416 too, went after the "breaks," and got them. Her  
417 PERSISTENCE brought an astounding triumph late in life,  
418 long beyond the age when most men and women are  
419 done with ambition to achieve.

420 Eddie Cantor lost his money in the 1929 stock crash,  
421 but he still had his PERSISTENCE and his courage. With  
422 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 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*.



463        These are the steps by which one may control one's  
464 economic destiny.

465        They are the steps that lead to freedom and  
466 independence of thought.

467        They are the steps that lead to riches, in small or  
468 great quantities.

469        They lead the way to power, fame, and worldly  
470 recognition.

471        They are the four steps which guarantee favorable  
472 "breaks."

473        They are the steps that convert dreams into physical  
474 realities.

475        They lead, also, to the mastery of FEAR,  
476 DISCOURAGEMENT, INDIFFERENCE.

477        There is a magnificent reward for all who learn to  
478 take these four steps. It is the privilege of writing one's  
479 own ticket, and of making Life yield whatever price is  
480 asked.

481        I have no way of knowing the facts, but I venture to  
482 conjecture that Mrs. Wallis Simpson's great love for a  
483 man was not accidental, nor the result of favorable  
484 "breaks" alone. There was a burning desire, and careful  
485 searching at every step of the way. Her first duty was to  
486 love. What is the greatest thing on earth? The Master  
487 called it love-not man made rules, criticism, bitterness,  
488 slander, or political "marriages," but love.

489        She knew what she wanted, not after she met the  
490 Prince of Wales, but long before that. Twice when she  
491 had failed to find it, she had the courage to continue her  
492 search. "To thine own self be true, and it must follow, as  
493 the night the day, thou canst not then be false to any  
494 man."

495        Her rise from obscurity was of the slow, progressive,  
496 PERSISTENT order, but it was SURE! She triumphed over  
497 unbelievably long odds; and, no matter who you are, or  
498 what you may think of Wallis Simpson, or the king who  
499 gave up his Crown for her love, she is an astounding  
500 example of applied PERSISTENCE, an instructor on the  
501 rules of self-determination, from whom the entire world  
502 might profitably take lessons.

503        When you think of Wallis Simpson, think of one who  
504 knew what she wanted, and shook the greatest empire  
505 on earth to get it. Women who complain that this is a  
506 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.

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

551 decision also had a price, but who has the right to say the  
552 price was too great? Surely not He who said, "He among  
553 you who is without sin, let him cast the first stone."

554 As a suggestion to any evil-minded person who  
555 chooses to find fault with the Duke of Windsor, because  
556 his DESIRE was for LOVE, and for openly declaring his  
557 love for Wallis Simpson, and giving up his throne for her,  
558 let it be remembered that the OPEN DECLARATION was  
559 not essential. He could have followed the custom of  
560 clandestine liaison which has prevailed in Europe for  
561 centuries, without giving up either his throne, or the  
562 woman of his choice, and there would have been NO  
563 COMPLAINT FROM EITHER CHURCH OR LAITY. But this  
564 unusual man was built of sterner stuff. His love was  
565 clean. It was deep and sincere. It represented the one  
566 thing which, above ALL ELSE he truly DESIRED,  
567 therefore, he took what he wanted, and paid the price  
568 demanded.

569 If Europe had been blessed with more rulers with the  
570 human heart and the traits of honesty of ex-king Edward,  
571 for the past century, that unfortunate hemisphere now  
572 seething with greed, hate, lust, political connivance, and  
573 threats of war, would have a DIFFERENT AND A BETTER  
574 STORY TO TELL. A story in which Love and not Hate  
575 would rule.

576 In the words of Stuart Austin Wier we raise our cup  
577 and drink this toast to ex-king Edward and Wallis  
578 Simpson:

579 "Blessed is the man who has come to know that our  
580 muted thoughts are our sweetest thoughts.

581 "Blessed is the man who, from the blackest depths,  
582 can see the luminous figure of LOVE, and seeing, sing;  
583 and singing, say: 'Sweeter far than uttered lays are the  
584 thoughts I have of you.'"

585 In these words would we pay tribute to the two  
586 people who, more than all others of modern times, have  
587 been the victims of criticism and the recipients of abuse,  
588 because they found Life's greatest treasure, and claimed  
589 it. *\*Mrs. Simpson read and approved this analysis.*

590 Most of the world will applaud the Duke of Windsor  
591 and Wallis Simpson, because of their PERSISTENCE in  
592 searching until they found life's greatest reward. ALL OF  
593 US CAN PROFIT by following their example in our own  
594 search for that which we demand of life.

595       What mystical power gives to men of PERSISTENCE  
596 the capacity to master difficulties? Does the quality of  
597 PERSISTENCE set up in one's mind some form of  
598 spiritual, mental or chemical activity which gives one  
599 access to supernatural forces? Does Infinite Intelligence  
600 throw itself on the side of the person who still fights on,  
601 after the battle has been lost, with the whole world on  
602 the opposing side?

603       These and many other similar questions have arisen  
604 in my mind as I have observed men like Henry Ford, who  
605 started at scratch, and built an Industrial Empire of huge  
606 proportions, with little else in the way of a beginning but  
607 PERSISTENCE. Or, Thomas A. Edison, who, with less than  
608 three months of schooling, became the world's leading  
609 inventor and converted PERSISTENCE into the talking  
610 machine, the moving picture machine, and the  
611 incandescent light, to say nothing of half a hundred other  
612 useful inventions.

613       I had the happy privilege of analyzing both Mr.  
614 Edison and Mr. Ford, year by year, over a long period of  
615 years, and therefore, the opportunity to study them at  
616 close range, so I speak from actual knowledge when I  
617 say that I found no quality save PERSISTENCE, in either  
618 of them, that even remotely suggested the major source  
619 of their stupendous achievements.

620       As one makes an impartial study of the prophets,  
621 philosophers, "miracle" men, and religious leaders of the  
622 past, one is drawn to the inevitable conclusion that  
623 PERSISTENCE, concentration of effort, and  
624 DEFINITENESS OF PURPOSE, were the major sources of  
625 their achievements.

626       Consider, for example, the strange and fascinating  
627 story of Mohammed; analyze his life, compare him with  
628 men of achievement in this modern age of industry and  
629 finance, and observe how they have one outstanding  
630 trait in common, PERSISTENCE!

631       If you are keenly interested in studying the strange  
632 power which gives potency to PERSISTENCE, read a  
633 biography of Mohammed, especially the one by Essad  
634 Bey. This brief review of that book, by Thomas Sugrue, in  
635 the Herald-Tribune, will provide a preview of the rare  
636 treat in store for those who take the time to read the  
637 entire story of one of the most astounding examples of  
638 the power of PERSISTENCE known to civilization.

## THE LAST GREAT PROPHET

Reviewed by Thomas Sugrue

639 "Mohammed was a prophet, but he never performed  
640 a miracle. He was not a mystic; he had no formal  
641 schooling; he did not begin his mission until he was forty.  
642 When he announced that he was the Messenger of God,  
643 bringing word of the true religion, he was ridiculed and  
644 labeled a lunatic. Children tripped him and women threw  
645 filth upon him. He was banished from his native city,  
646 Mecca, and his followers were stripped of their worldly  
647 goods and sent into the desert after him. When he had  
648 been preaching ten years he had nothing to show for it  
649 but banishment, poverty and ridicule. Yet before another  
650 ten years had passed, he was dictator of all Arabia, ruler  
651 of Mecca, and the head of a New World religion which  
652 was to sweep to the Danube and the Pyrenees before  
653 exhausting the impetus he gave it. That impetus was  
654 three-fold: the power of words, the efficacy of prayer  
655 and man's kinship with God.

656 "His career never made sense. Mohammed was born  
657 to impoverished members of a leading family of Mecca.  
658 Because Mecca, the crossroads of the world, home of  
659 the magic stone called the Kaaba, great city of trade and  
660 the center of trade routes, was unsanitary, its children  
661 were sent to be raised in the desert by Bedouins.  
662 Mohammed was thus nurtured, drawing strength and  
663 health from the milk of nomad, vicarious mothers. He  
664 tended sheep and soon hired out to a rich widow as  
665 leader of her caravans. He traveled to all parts of the  
666 Eastern World, talked with many men of diverse beliefs  
667 and observed the decline of Christianity into warring  
668 sects. When he was twenty-eight, Khadija, the widow,  
669 looked upon him with favor, and married him. Her father  
670 would have objected to such a marriage, so she got him  
671 drunk and held him up while he gave the paternal  
672 blessing. For the next twelve years Mohammed lived as  
673 a rich and respected and very shrewd trader. Then he  
674 took to wandering in the desert, and one day he returned  
675 with the first verse of the Koran and told Khadija that the  
676 archangel Gabriel had appeared to him and said that he  
677 was to be the Messenger of God.

678 "The Koran, the revealed word of God, was the  
679 closest thing to a miracle in Mohammed's life. He had not  
680 been a poet; he had no gift of words. Yet the verses of  
681 the Koran, as he received them and recited them to the  
682 faithful, were better than any verses which the  
683 professional poets of the tribes could produce. This, to  
684 the Arabs, was a miracle. To them the gift of words was  
685 the greatest gift, the poet was all-powerful. In addition,  
686 the Koran said that all men were equal before God, that  
687 the world should be a democratic state—Islam. It was  
688 this political heresy, plus Mohammed's desire to destroy  
689 all the 360 idols in the courtyard of the Kaaba, which  
690 brought about his banishment. The idols brought the  
691 desert tribes to Mecca, and that meant trade. So the  
692 business men of Mecca, the capitalists, of which he had  
693 been one, set upon Mohammed. Then he retreated to  
694 the desert and demanded sovereignty over the world.

695 "The rise of Islam began. Out of the desert came a  
696 flame which would not be extinguished—a democratic  
697 army fighting as a unit and prepared to die without  
698 wincing. Mohammed had invited the Jews and Christians  
699 to join him; for he was not building a new religion. He was  
700 calling all who believed in one God to join in a single  
701 faith. If the Jews and Christians had accepted his  
702 invitation Islam would have conquered the world. They  
703 didn't. They would not even accept Mohammed's  
704 innovation of humane warfare. When the armies of the  
705 prophet entered Jerusalem not a single person was  
706 killed because of his faith. When the crusaders entered  
707 the city, centuries later, not a Moslem man, woman, or  
708 child was spared. But the Christians did accept one  
709 Moslem idea—the place of learning, the university."

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]



**ACTION I WILL TAKE**

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## CHAPTER 10

# POWER OF THE MASTER MIND

### THE DRIVING FORCE

#### The Ninth Step toward Riches

1 POWER is essential for success in the accumulation  
2 of money.

3 PLANS are inert and useless, without sufficient  
4 POWER to translate them into ACTION. This chapter will  
5 describe the method by which an individual may attain  
6 and apply POWER.

7 POWER may be defined as "organized and  
8 intelligently directed KNOWLEDGE." Power, as the term  
9 is here used, refers to ORGANIZED effort, sufficient to  
10 enable an individual to transmute DESIRE into its  
11 monetary equivalent. ORGANIZED effort is produced  
12 through the coordination of effort of two or more people,  
13 who work toward a DEFINITE end, in a spirit of harmony.

14 POWER IS REQUIRED FOR THE ACCUMULATION OF  
15 MONEY! POWER IS NECESSARY FOR THE RETENTION  
16 OF MONEY AFTER IT HAS BEEN ACCUMULATED!

17 Let us ascertain how power may be acquired. If  
18 power is "organized knowledge," let us examine the  
19 sources of knowledge:

20 a. INFINITE INTELLIGENCE. This source of knowledge  
21 may be contacted through the procedure described  
22 in another chapter, with the aid of Creative  
23 Imagination.

24 b. ACCUMULATED EXPERIENCE. The accumulated  
25 experience of man, (or that portion of it which has  
26 been organized and recorded), may be found in any  
27 well-equipped public library. An important part of  
28 this accumulated experience is taught in public  
29 schools and colleges, where it has been classified  
30 and organized.

31 c. EXPERIMENT AND RESEARCH. In the field of  
32 science, and in practically every other walk of life,  
33 men are gathering, classifying, and organizing new  
34 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.

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

75 the basis of nearly every great fortune. Your  
76 understanding of this great truth may definitely  
77 determine your financial status.

78 The psychic phase of the Master Mind principle is  
79 much more abstract, much more difficult to  
80 comprehend, because it has reference to the spiritual  
81 forces with which the human race, as a whole, is not well  
82 acquainted. You may catch a significant suggestion from  
83 this statement: "No two minds ever come together  
84 without, thereby, creating a third, invisible, intangible  
85 force which may be likened to a third mind."

86 Keep in mind the fact that there are only two known  
87 elements in the whole universe, energy and matter. It is a  
88 well-known fact that matter may be broken down into  
89 units of molecules, atoms, and electrons. There are units  
90 of matter which may be isolated, separated, and  
91 analyzed.

92 Likewise, there are units of energy.

93 The human mind is a form of energy, a part of it  
94 being spiritual in nature. When the minds of two people  
95 are coordinated in a SPIRIT OF HARMONY, the spiritual  
96 units of energy of each mind form an affinity, which  
97 constitutes the "psychic" phase of the Master Mind.

98 The Master Mind principle, or rather the economic  
99 feature of it, was first called to my attention by Andrew  
100 Carnegie, over twenty-five years ago. Discovery of this  
101 principle was responsible for the choice of my life's work.

102 Mr. Carnegie's Master Mind group consisted of a staff  
103 of approximately fifty men, with whom he surrounded  
104 himself, for the DEFINITE PURPOSE of manufacturing  
105 and marketing steel. He attributed his entire fortune to  
106 the POWER he accumulated through this "Master Mind."

107 Analyze the record of any man who has  
108 accumulated a great fortune, and many of those who  
109 have accumulated modest fortunes, and you will find  
110 that they have either consciously, or unconsciously  
111 employed the "Master Mind" principle.

112 GREAT POWER CAN BE ACCUMULATED THROUGH  
113 NO OTHER PRINCIPLE!

114 ENERGY is Nature's universal set of building blocks,  
115 out of which she constructs every material thing in the  
116 universe, including man, and every form of animal and  
117 vegetable life. Through a process which only Nature

118 completely understands, she translates energy into  
119 matter.

120 Nature's building blocks are available to man, in the  
121 energy involved in THINKING! Man's brain may be  
122 compared to an electric battery. It absorbs energy from  
123 the ether, which permeates every atom of matter, and  
124 fills the entire universe.

125 It is a well-known fact that a group of electric  
126 batteries will provide more energy than a single battery.  
127 It is also a well-known fact that an individual battery will  
128 provide energy in proportion to the number and capacity  
129 of the cells it contains.

130 The brain functions in a similar fashion. This accounts  
131 for the fact that some brains are more efficient than  
132 others, and leads to this significant statement—a group  
133 of brains coordinated (or connected) in a spirit of  
134 harmony, will provide more thought-energy than a single  
135 brain, just as a group of electric batteries will provide  
136 more energy than a single battery.

137 Through this metaphor it becomes immediately  
138 obvious that the Master Mind principle holds the secret  
139 of the POWER wielded by men who surround  
140 themselves with other men of brains.

141 There follows, now, another statement which will  
142 lead still nearer to an understanding of the psychic  
143 phase of the Master Mind principle: When a group of  
144 individual brains are coordinated and function in  
145 Harmony, the increased energy created through that  
146 alliance, becomes available to every individual brain in  
147 the group.

148 It is a well-known fact that Henry Ford began his  
149 business career under the handicap of poverty, illiteracy,  
150 and ignorance. It is an equally well known fact that,  
151 within the inconceivably short period of ten years, Mr.  
152 Ford mastered these three handicaps, and that within  
153 twenty-five years he made himself one of the richest  
154 men in America. Connect with this fact, the additional  
155 knowledge that Mr. Ford's most rapid strides became  
156 noticeable, from the time he became a personal friend of  
157 Thomas A. Edison, and you will begin to understand what  
158 the influence of one mind upon another can accomplish.  
159 Go a step farther, and consider the fact that Mr. Ford's  
160 most outstanding achievements began from the time  
161 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, 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 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 downhill. 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 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,



292 because it is bold and ruthless. Riches are shy and timid.  
293 They have to be "attracted."

294 ANYBODY can WISH  
295 for riches,  
296 and most people do,  
297 but only a few know that a definite plan,  
298 plus a BURNING DESIRE for wealth,  
299 are the only dependable means  
300 of accumulating wealth.

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

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# 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 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 takes out of

80 the male, whether man or beast, all the FIGHT that was in  
81 him. Sex alteration of the female has the same effect.

## THE TEN MIND STIMULI

82 The human mind responds to stimuli, through which  
83 it may be "keyed up" to high rates of vibration, known as  
84 enthusiasm, creative imagination, intense desire, etc. The  
85 stimuli to which the mind responds most freely are:—

- 86 1. The desire for sex expression
- 87 2. Love
- 88 3. A burning desire for fame, power, or financial gain,  
89 MONEY
- 90 4. Music
- 91 5. Friendship between either those of the same sex,  
92 or those of the opposite sex.
- 93 6. A Master Mind alliance based upon the harmony  
94 of two or more people who ally themselves for  
95 spiritual or temporal advancement.
- 96 7. Mutual suffering, such as that experienced by  
97 people who are persecuted.
- 98 8. Auto-suggestion
- 99 9. Fear
- 100 10. Narcotics and alcohol.

101 The desire for sex expression comes at the head of  
102 the list of stimuli, which most effectively "step up" the  
103 vibrations of the mind and start the "wheels" of physical  
104 action. Eight of these stimuli are natural and constructive.  
105 Two are destructive. The list is here presented for the  
106 purpose of enabling you to make a comparative study of  
107 the major sources of mind stimulation. From this study, it  
108 will be readily seen that the emotion of sex is, by great  
109 odds, the most intense and powerful of all mind stimuli.

110 This comparison is necessary as a foundation for  
111 proof of the statement that transmutation of sex energy  
112 may lift one to the status of a genius. Let us find out what  
113 constitutes a genius.

114 Some wiseacre has said that a genius is a man who  
115 "wears long hair, eats queer food, lives alone, and serves  
116 as a target for the joke makers." A better definition of a  
117 genius is, "a man who has discovered how to increase  
118 the vibrations of thought to the point where he can freely  
119 communicate with sources of knowledge not available  
120 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 the thought, or picture of the idea or concept, through conscious thought, or

161 4. From the other person's subconscious storehouse.  
162 There are no other KNOWN sources from which  
163 "inspired" ideas or "hunches" may be received.

164 The creative imagination functions best when the  
165 mind is vibrating (due to some form of mind stimulation)  
166 at an exceedingly high rate. That is, when the mind is  
167 functioning at a rate of vibration higher than that of  
168 ordinary, normal thought.

169 When brain action has been stimulated, through one  
170 or more of the ten mind stimulants, it has the effect of  
171 lifting the individual far above the horizon of ordinary  
172 thought, and permits him to envision distance, scope,  
173 and quality of THOUGHTS not available on the lower  
174 plane, such as that occupied while one is engaged in the  
175 solution of the problems of business and professional  
176 routine.

177 When lifted to this higher level of thought, through  
178 any form of mind stimulation, an individual occupies,  
179 relatively, the same position as one who has ascended in  
180 an airplane to a height from which he may see over and  
181 beyond the horizon line which limits his vision, while on  
182 the ground. Moreover, while on this higher level of  
183 thought, the individual is not hampered or bound by any  
184 of the stimuli which circumscribe and limit his vision  
185 while wrestling with the problems of gaining the three  
186 basic necessities of food, clothing, and shelter. He is in a  
187 world of thought in which the ORDINARY, work-a-day  
188 thoughts have been as effectively removed as are the  
189 hills and valleys and other limitations of physical vision,  
190 when he rises in an airplane.

191 While on this exalted plane of THOUGHT, the  
192 creative faculty of the mind is given freedom for action.  
193 The way has been cleared for the sixth sense to function,  
194 it becomes receptive to ideas which could not reach the  
195 individual under any other circumstances. The "sixth  
196 sense" is the faculty which marks the difference  
197 between a genius and an ordinary individual.

198 The creative faculty becomes more alert and  
199 receptive to vibrations, originating outside the individual's  
200 subconscious mind, the more this faculty is used, and the  
201 more the individual relies upon it, and makes demands  
202 upon it for thought impulses. This faculty can be  
203 cultivated and developed only through use.

204 That which is known as ones 'conscience operates  
205 entirely through the faculty of the sixth sense.

206 The great artists, writers, musicians, and poets  
207 become great, because they acquire the habit of relying  
208 upon the "still small voice" which speaks from within,  
209 through the faculty of creative imagination. It is a fact  
210 well known to people who have "keen" imaginations that  
211 their best ideas come through so-called "hunches."

212 There is a great orator who does not attain to  
213 greatness, until he closes his eyes and begins to rely  
214 entirely upon the faculty of Creative Imagination. When  
215 asked why he closed his eyes just before the climaxes of  
216 his oratory, he replied, "I do it, because, then I speak  
217 through ideas which come to me from within."

218 One of America's most successful and best known  
219 financiers followed the habit of closing his eyes for two  
220 or three minutes before making a decision.

221 When asked why he did this, he replied, "With my  
222 eyes closed, I am able to draw upon a source of superior  
223 intelligence."

224 The late Dr. Elmer R. Gates, of Chevy Chase,  
225 Maryland, created more than 200 useful patents, many  
226 of them basic, through the process of cultivating and  
227 using the creative faculty. His method is both significant  
228 and interesting to one interested in attaining to the status  
229 of genius, in which category Dr. Gates, unquestionably  
230 belonged. Dr. Gates was one of the really great, though  
231 less publicized scientists of the world.

232 In his laboratory, he had what he called his "personal  
233 communication room." It was practically sound proof,  
234 and so arranged that all light could be shut out. It was  
235 equipped with a small table, on which he kept a pad of  
236 writing paper. In front of the table, on the wall, was an  
237 electric pushbutton, which controlled the lights. When  
238 Dr. Gates desired to draw upon the forces available to  
239 him through his Creative Imagination, he would go into  
240 this room, seat himself at the table, shut off the lights,  
241 and CONCENTRATE upon the KNOWN factors of the  
242 invention on which he was working, remaining in that  
243 position until ideas began to "flash" into his mind in  
244 connection with the UNKNOWN factors of the invention.

245 On one occasion, ideas came through so fast that he  
246 was forced to write for almost three hours. When the  
247 thoughts stopped flowing, and he examined his notes, he

found they contained a minute description of principles which had not a parallel among the known data of the scientific world.

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 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 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 theirs, 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 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,



417 prior to the age of forty-five to fifty. This usually is  
418 followed by noteworthy achievement.

419 The lives of many men up to, and sometimes well  
420 past the age of forty, reflect a continued dissipation of  
421 energies, which could have been more profitably turned  
422 into better channels. Their finer and more powerful  
423 emotions are sown wildly to the four winds. Out of this  
424 habit of the male, grew the term, "sowing his wild oats."

425 The desire for sexual expression is by far the  
426 strongest and most impelling of all the human emotions,  
427 and for this very reason this desire, when harnessed and  
428 transmuted into action, other than that of physical  
429 expression, may raise one to the status of a genius.

430 One of America's most able business men frankly  
431 admitted that his attractive secretary was responsible for  
432 most of the plans he created. He admitted that her  
433 presence lifted him to heights of creative imagination,  
434 such as he could experience under no other stimulus.

435 One of the most successful men in America owes  
436 most of his success to the influence of a very charming  
437 young woman, who has served as his source of  
438 inspiration for more than twelve years. Everyone knows  
439 the man to whom this reference is made, but not  
440 everyone knows the REAL SOURCE of his achievements.

441 History is not lacking in examples of men who  
442 attained to the status of genii, as the result of the use of  
443 artificial mind stimulants in the form of alcohol and  
444 narcotics. Edgar Allen Poe wrote the "Raven" while under  
445 the influence of liquor, "dreaming dreams that mortal  
446 never dared to dream before." James Whitcomb Riley  
447 did his best writing while under the influence of alcohol.  
448 Perhaps it was thus he saw "the ordered intermingling of  
449 the real and the dream, the mill above the river, and the  
450 mist above the stream." Robert Burns wrote best when  
451 intoxicated, "For Auld Lang Syne, my dear, we'll take a  
452 cup of kindness yet, for Auld Lang Syne."

453 But let it be remembered that many such men have  
454 destroyed themselves in the end. Nature has prepared  
455 her own potions with which men may safely stimulate  
456 their minds so they vibrate on a plane that enables them  
457 to tune in to fine and rare thoughts which come from—no  
458 man knows where! No satisfactory substitute for  
459 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 Infinite Intelligence, or enter, at will, the storehouse of the subconscious 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 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

547 minded, for so long that the very word sex is seldom  
548 used in polite society. Men and women who are known  
549 to be blessed—yes, BLESSED—with highly sexed  
550 natures, are usually looked upon as being people who  
551 will bear watching. Instead of being called blessed, they  
552 are usually called cursed.

553 Millions of people, even in this age of enlightenment,  
554 have inferiority complexes which they developed  
555 because of this false belief that a highly sexed nature is a  
556 curse. These statements, of the virtue of sex energy,  
557 should not be construed as justification for the libertine.  
558 The emotion of sex is a virtue ONLY when used  
559 intelligently, and with discrimination. It may be misused,  
560 and often is, to such an extent that it debases, instead of  
561 enriches, both body and mind. The better use of this  
562 power is the burden of this chapter.

563 It seemed quite significant to the author, when he  
564 made the discovery that practically every great leader,  
565 whom he had the privilege of analyzing, was a man  
566 whose achievements were largely inspired by a woman.  
567 In many instances, the “woman in the case” was a  
568 modest, self-denying wife, of whom the public had  
569 heard but little or nothing. In a few instances, the source  
570 of inspiration has been traced to the “other woman.”  
571 Perhaps such cases may not be entirely unknown to you.

572 Intemperance in sex habits is just as detrimental as  
573 intemperance in habits of drinking and eating. In this age  
574 in which we live, an age which began with the world war,  
575 intemperance in habits of sex is common. This orgy of  
576 indulgence may account for the shortage of great  
577 leaders. No man can avail himself of the forces of his  
578 creative imagination, while dissipating them. Man is the  
579 only creature on earth which violates Nature’s purpose in  
580 this connection. Every other animal indulges its sex  
581 nature in moderation, and with purpose which  
582 harmonizes with the laws of nature. Every other animal  
583 responds to the call of sex only in “season.” Man’s  
584 inclination is to declare “open season.”

585 Every intelligent person knows that stimulation in  
586 excess, through alcoholic drink and narcotics, is a form of  
587 intemperance which destroys the vital organs of the  
588 body, including the brain. Not every person knows,  
589 however, that over indulgence in sex expression may

590 become a habit as destructive and as detrimental to  
591 creative effort as narcotics or liquor.

592 A sex-mad man is not essentially different than a  
593 dope-mad man! Both have lost control over their  
594 faculties of reason and willpower. Sexual overindulgence  
595 may not only destroy reason and willpower, but it may  
596 also lead to either temporary, or permanent insanity.  
597 Many cases of hypochondria (imaginary illness) grow out  
598 of habits developed in ignorance of the true function of  
599 sex.

600 From these brief references to the subject, it may be  
601 readily seen that ignorance on the subject of sex  
602 transmutation, forces stupendous penalties upon the  
603 ignorant on the one hand, and withholds from them  
604 equally stupendous benefits, on the other.

605 Widespread ignorance on the subject of sex is due  
606 to the fact that the subject has been surrounded with  
607 mystery and beclouded by dark silence. The conspiracy  
608 of mystery and silence has had the same effect upon the  
609 minds of young people that the psychology of  
610 prohibition had. The result has been increased curiosity,  
611 and desire to acquire more knowledge on this "verboten"  
612 subject; and to the shame of all lawmakers, and most  
613 physicians—by training best qualified to educate youth  
614 on that subject-information has not been easily available.

615 Seldom does an individual enter upon highly creative  
616 effort in any field of endeavor before the age of forty.  
617 The average man reaches the period of his greatest  
618 capacity to create between forty and sixty. These  
619 statements are based upon analysis of thousands of  
620 men and women who have been carefully observed.  
621 They should be encouraging to those who fail to arrive  
622 before the age of forty, and to those who become  
623 frightened at the approach of "old age," around the forty-  
624 year mark. The years between forty and fifty are, as a  
625 rule, the most fruitful. Man should approach this age, not  
626 with fear and trembling, but with hope and eager  
627 anticipation.

628 If you want evidence that most men do not begin to  
629 do their best work before the age of forty, study the  
630 records of the most successful men known to the  
631 American people, and you will find it. Henry Ford had not  
632 "hit his pace" of achievement until he had passed the age  
633 of forty. Andrew Carnegie was well past forty before he

634 began to reap the reward of his efforts. James J. Hill was  
635 still running a telegraph key at the age of forty. His  
636 stupendous achievements took place after that age.  
637 Biographies of American industrialists and financiers are  
638 filled with evidence that the period from forty to sixty is  
639 the most productive age of man.

640 Between the ages of thirty and forty, man begins to  
641 learn (if he ever learns), the art of sex transmutation. This  
642 discovery is generally accidental, and more often than  
643 otherwise, the man who makes it is totally unconscious  
644 of his discovery. He may observe that his powers of  
645 achievement have increased around the age of thirty-  
646 five to forty, but in most cases, he is not familiar with the  
647 cause of this change; that Nature begins to harmonize  
648 the emotions of love and sex in the individual, between  
649 the ages of thirty and forty, so that he may draw upon  
650 these great forces, and apply them jointly as stimuli to  
651 action.

652 Sex, alone, is a mighty urge to action, but its forces  
653 are like a cyclone—they are often uncontrollable. When  
654 the emotion of love begins to mix itself with the emotion  
655 of sex, the result is calmness of purpose, poise, accuracy  
656 of judgment, and balance. What person, who has  
657 attained to the age of forty, is so unfortunate as to be  
658 unable to analyze these statements, and to corroborate  
659 them by his own experience?

660 When driven by his desire to please a woman, based  
661 solely upon the emotion of sex, a man may be, and  
662 usually is, capable of great achievement, but his actions  
663 may be disorganized, distorted, and totally destructive.  
664 When driven by his desire to please a woman, based  
665 upon the motive of sex alone, a man may steal, cheat,  
666 and even commit murder. But when the emotion of  
667 LOVE is mixed with the emotion of sex, that same man  
668 will guide his actions with more sanity, balance, and  
669 reason.

670 Criminologists have discovered that the most  
671 hardened criminals can be reformed through the  
672 influence of a woman's love. There is no record of a  
673 criminal having been reformed solely through the sex  
674 influence. These facts are well known, but their cause is  
675 not. Reformation comes, if at all, through the heart, or the  
676 emotional side of man, not through his head, or  
677 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:

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.

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



810 sweetheart. The one is mixed with the emotion of sex,  
811 while the other is not.

812 The love which one feels in true friendship is not the  
813 same as that felt for one's sweetheart, parents, or  
814 children, but it, too, is a form of love.

815 Then, there is the emotion of love for things  
816 inanimate, such as the love of Nature's handiwork. But  
817 the most intense and burning of all these various kinds of  
818 love, is that experienced in the blending of the emotions  
819 of love and sex. Marriages, not blessed with the eternal  
820 affinity of love, properly balanced and proportioned, with  
821 sex, cannot be happy ones—and seldom endure. Love,  
822 alone, will not bring happiness in marriage, nor will sex  
823 alone. When these two beautiful emotions are blended,  
824 marriage may bring about a state of mind, closest to the  
825 spiritual that one may ever know on this earthly plane.

826 When the emotion of romance is added to those of  
827 love and sex, the obstructions between the finite mind of  
828 man and Infinite Intelligence are removed.

829 Then a genius has been born!

830 What a different story is this, than those usually  
831 associated with the emotion of sex. Here is an  
832 interpretation of the emotion which lifts it out of the  
833 commonplace, and makes of it potter's clay in the hands  
834 of God, from which He fashions all that is beautiful and  
835 inspiring. It is an interpretation which would, when  
836 properly understood, bring harmony out of the chaos  
837 which exists in too many marriages. The disharmonies  
838 often expressed in the form of nagging, may usually be  
839 traced to lack of knowledge on the subject of sex.  
840 Where love, romance and the proper understanding of  
841 the emotion and function of sex abide, there is no  
842 disharmony between married people.

843 Fortunate is the husband whose wife understands  
844 the true relationship between the emotions of love, sex,  
845 and romance. When motivated by this holy triumvirate,  
846 no form of labor is burdensome, because even the most  
847 lowly form of effort takes on the nature of a labor of love.

848 It is a very old saying that "a man's wife may either  
849 make him or break him," but the reason is not always  
850 understood. The "making" and "breaking" is the result of  
851 the wife's understanding, or lack of understanding of the  
852 emotions of love, sex, and romance.

853 Despite the fact that men are polygamous, by the  
854 very nature of their biological inheritance, it is true that  
855 no woman has as great an influence on a man as his  
856 wife, unless he is married to a woman totally unsuited to  
857 his nature. If a woman permits her husband to lose  
858 interest in her, and become more interested in other  
859 women, it is usually because of her ignorance, or  
860 indifference toward the subjects of sex, love, and  
861 romance. This statement presupposes, of course, that  
862 genuine love once existed between a man and his wife.

863 The facts are equally applicable to a man who  
864 permits his wife's interest in him to die.

865 Married people often bicker over a multitude of  
866 trivialities. If these are analyzed accurately, the real  
867 cause of the trouble will often be found to be  
868 indifference, or ignorance on these subjects.

869 *Man's greatest motivating force is his desire to*  
870 *please woman!* The hunter who excelled during  
871 prehistoric days, before the dawn of civilization, did so,  
872 because of his desire to appear great in the eyes of  
873 woman. Man's nature has not changed in this respect.  
874 The "hunter" of today brings home no skins of wild  
875 animals, but he indicates his desire for her favor by  
876 supplying fine clothes, motor cars, and wealth. Man has  
877 the same desire to please woman that he had before the  
878 dawn of civilization. The only thing that has changed, is  
879 his method of pleasing. Men who accumulate large  
880 fortunes, and attain to great heights of power and fame,  
881 do so, mainly, to satisfy their desire to please women.

882 Take women out of their lives, and great wealth  
883 would be useless to most men. *It is this inherent desire*  
884 *of man to please women, which gives woman the power*  
885 *to make or break a man.*

886 The woman who understands man's nature and  
887 tactfully caters to it, need have no fear of competition  
888 from other women. Men may be "giants" with  
889 indomitable will-power when dealing with other men,  
890 but they are easily managed by the women of their  
891 choice.

892 Most men will not admit that they are easily  
893 influenced by the women they prefer, because it is in the  
894 nature of the male to want to be recognized as the  
895 stronger of the species. Moreover, the intelligent woman

896 recognizes this "manly trait" and very wisely makes no  
897 issue of it.

898       Some men know that they are being influenced by  
899 the women of their choice—their wives, sweethearts,  
900 mothers or sisters—but they tactfully refrain from  
901 rebelling against the influence because they are  
902 intelligent enough to know that NO MAN IS HAPPY OR  
903 COMPLETE WITHOUT THE MODIFYING INFLUENCE OF  
904 THE RIGHT WOMAN. The man who does not recognize  
905 this important truth deprives himself of the power which  
906 has done more to help men achieve success than all  
907 other forces combined.

## NOTES FROM THIS CHAPTER

[illegible]

[illegible]

**ACTION I WILL TAKE**

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## CHAPTER 12

### THE SUBCONSCIOUS MIND

### THE CONNECTING LINK

#### The Eleventh Step toward Riches

1 THE SUBCONSCIOUS MIND consists of a field of  
2 consciousness, in which every impulse of thought that  
3 reaches the objective mind through any of the five  
4 senses, is classified and recorded, and from which  
5 thoughts may be recalled or withdrawn as letters may be  
6 taken from a filing cabinet.

7 It receives, and files, sense impressions or thoughts,  
8 regardless of their nature. You may VOLUNTARILY plant  
9 in your subconscious mind any plan, thought, or purpose  
10 which you desire to translate into its physical or  
11 monetary equivalent. The subconscious acts first on the  
12 dominating desires which have been mixed with  
13 emotional feeling, such as faith.

14 Consider this in connection with the instructions  
15 given in the chapter on DESIRE, for taking the six steps  
16 there outlined, and the instructions given in the chapter  
17 on the building and execution of plans, and you will  
18 understand the importance of the thought conveyed.

19 THE SUBCONSCIOUS MIND WORKS DAY AND  
20 NIGHT. Through a method of procedure, unknown to  
21 man, the subconscious mind draws upon the forces of  
22 Infinite Intelligence for the power with which it voluntarily  
23 transmutes one's desires into their physical equivalent,  
24 making use, always of the most practical media by which  
25 this end may be accomplished.

26 You cannot *entirely* control your subconscious mind,  
27 but you can voluntarily hand over to it any plan, desire, or  
28 purpose which you wish transformed into concrete form.  
29 Read, again, instructions for using the subconscious  
30 mind, in the chapter on autosuggestion.

31 There is plenty of evidence to support the belief that  
32 the subconscious mind is the connecting link between  
33 the finite mind of man and Infinite Intelligence. It is the  
34 intermediary through which one may draw upon the  
35 forces of Infinite Intelligence at will. It, alone, contains the



secret process by which mental impulses are 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

80 feed upon the thoughts which reach it as the *result of*  
81 *your neglect*. We have already explained that thought  
82 impulses, both negative and positive are reaching the  
83 subconscious mind continuously, from the four sources  
84 which were mentioned in the chapter on Sex  
85 Transmutation.

86 For the present, it is sufficient if you remember that  
87 you are living *daily*, in the midst of all manner of thought  
88 impulses which are reaching your subconscious mind,  
89 without your knowledge. Some of these impulses are  
90 negative, some are positive. You are now engaged in  
91 trying to help shut out the flow of negative impulses, and  
92 to aid in voluntarily influencing your subconscious mind,  
93 through positive impulses of DESIRE.

94 When you achieve this, you will possess the key  
95 which unlocks the door to your subconscious mind.  
96 Moreover, you will control that door so completely, that  
97 no undesirable thought may influence your  
98 subconscious mind.

99 Everything which man creates, BEGINS in the form of  
100 a thought impulse. Man can create nothing which he  
101 does not first conceive in THOUGHT. Through the aid of  
102 the imagination, thought impulses may be assembled  
103 into plans. The imagination, when under control, may be  
104 used for the creation of plans or purposes that lead to  
105 success in one's chosen occupation.

106 All thought impulses, intended for transmutation into  
107 their physical equivalent, voluntarily planted in the  
108 subconscious mind, must pass through the imagination,  
109 and be mixed with faith. The "mixing" of faith with a plan,  
110 or purpose, intended for submission to the subconscious  
111 mind, may be done ONLY through the imagination.

112 From these statements, you will readily observe that  
113 voluntary use of the subconscious mind calls for  
114 coordination and application of all the principles.

115 Ella Wheeler Wilcox gave evidence of her  
116 understanding of the power of the subconscious mind  
117 when she wrote:

118 "You never can tell what a thought will do

119 In bringing you hate or love—

120 For thoughts are things, and their airy wings

121 Are swifter than carrier doves,

122 They follow the law of the universe—

123 Each thing creates its kind,

124 And they speed O'er the track to bring you back  
125 Whatever went out from your mind.

126 Mrs. Wilcox understood the truth, that thoughts  
127 which go out from one's mind, also imbed themselves  
128 deeply in one's subconscious mind, where they serve as  
129 a magnet, pattern, or blueprint by which the  
130 subconscious mind is influenced while translating them  
131 into their physical equivalent. Thoughts are truly things,  
132 for the reason that every material thing begins in the  
133 form of thought-energy.

134 The subconscious mind is more susceptible to  
135 influence by impulses of thought mixed with "feeling" or  
136 emotion, than by those originating solely in the reasoning  
137 portion of the mind. In fact, there is much evidence to  
138 support the theory, that ONLY emotionalized thoughts  
139 have any ACTION influence upon the subconscious  
140 mind. It is a well-known fact that emotion or feeling, rules  
141 the majority of people. If it is true that the subconscious  
142 mind responds more quickly to, and is influenced more  
143 readily by thought impulses which are well mixed with  
144 emotion, it is essential to become familiar with the more  
145 important of the emotions. There are seven major  
146 positive emotions, and seven major negative emotions.  
147 The negatives *voluntarily* inject themselves into the  
148 thought impulses, which insure passage into the  
149 subconscious mind. The positives must be injected,  
150 through the principle of auto-suggestion, into the  
151 thought impulses which an individual wishes to pass on  
152 to his subconscious mind. (Instructions have been given  
153 in the chapter on auto-suggestion.)

154 These emotions, or feeling impulses, may be likened  
155 to yeast in a loaf of bread, because they constitute the  
156 ACTION element, which transforms thought impulses  
157 from the passive to the active state.

158 Thus may one understand why thought impulses,  
159 which have been well mixed with emotion, are acted  
160 upon more readily than thought impulses originating in  
161 "cold reason."

162 You are preparing yourself to influence and control  
163 the "inner audience" of your subconscious mind, in order  
164 to hand over to it the DESIRE for money, which you wish  
165 transmuted into its monetary equivalent. It is essential,  
166 therefore, that you understand the method of approach  
167 to this "inner audience." You must speak its language, or

168 it will not heed your call. It understands best the  
 169 language of emotion or feeling. Let us, therefore  
 170 describe here the seven major positive emotions, and the  
 171 seven major negative emotions, so that you may draw  
 172 upon the positives, and avoid the negatives, when giving  
 173 instructions to your subconscious mind.

## THE SEVEN MAJOR POSITIVE EMOTIONS

174 The emotion of DESIRE  
 175 The emotion of FAITH  
 176 The emotion of LOVE  
 177 The emotion of SEX  
 178 The emotion of ENTHUSIASM  
 179 The emotion of ROMANCE  
 180 The emotion of HOPE

181 There are other positive emotions, but these are the  
 182 seven most powerful, and the ones most commonly  
 183 used in creative effort. Master these seven emotions  
 184 (they can be mastered only by USE), and the other  
 185 positive emotions will be at your command when you  
 186 need them. Remember, in this connection, that you are  
 187 studying a book which is intended to help you develop a  
 188 "money consciousness" by filling your mind with positive  
 189 emotions. One does not become money conscious by  
 190 filling one's mind with negative emotions.

## THE SEVEN MAJOR NEGATIVE EMOTIONS (To be avoided)

191 The emotion of FEAR  
 192 The emotion of JEALOUSY  
 193 The emotion of HATRED  
 194 The emotion of REVENGE  
 195 The emotion of GREED  
 196 The emotion of SUPERSTITION  
 197 The emotion of ANGER

198 *Positive and negative emotions cannot occupy the*  
 199 *mind at the same time. One or the other must dominate.*  
 200 It is your responsibility to make sure that positive  
 201 emotions constitute the dominating influence of your  
 202 mind. Here the law of HABIT will come to your aid. *Form*  
 203 *the habit* of applying and using the positive emotions!

204 Eventually, they will dominate your mind so completely,  
205 that the negatives *cannot enter it*.

206 Only by following these instructions literally, and  
207 continuously, can you gain control over your  
208 subconscious mind. The presence of a single negative in  
209 your conscious mind is sufficient to *destroy* all chances  
210 of constructive aid from your subconscious mind.

211 If you are an observing person, you must have  
212 noticed that most people resort to prayer ONLY after  
213 everything else has FAILED! Or else they pray by a ritual  
214 of meaningless words. And, because it is a fact that most  
215 people who pray, do so ONLY AFTER EVERYTHING  
216 ELSE HAS FAILED, they go to prayer with their minds  
217 filled with FEAR and DOUBT, *which are the emotions the*  
218 *subconscious mind acts upon*, and passes on to Infinite  
219 Intelligence. Likewise, that is the emotion which Infinite  
220 Intelligence receives, and ACTS UPON.

221 If you pray for a thing, but have fear as you pray, that  
222 you may not receive it, or that your prayer will not be  
223 acted upon by Infinite Intelligence, your prayer *will have*  
224 *been in vain*.

225 Prayer does, sometimes, result in the realization of  
226 that for which one prays. If you have ever had the  
227 experience of receiving that for which YOU prayed, go  
228 back in your memory, and recall your actual STATE OF  
229 MIND, while you were praying, and you will know, for  
230 sure, that the theory here described is more than a  
231 theory.

232 The time will come when the schools and  
233 educational institutions of the country will teach the  
234 "science of prayer." Moreover, then prayer may be, and  
235 will be reduced to a science. When that time comes, (it  
236 will come as soon as mankind is ready for it, and  
237 demands it), no one will approach the Universal Mind in a  
238 state of fear, for the very good reason that there will be  
239 no such emotion as fear. Ignorance, superstition, and  
240 false teaching will have disappeared, and man will have  
241 attained his true status as a child of Infinite Intelligence. A  
242 few have already attained this blessing.

243 If you believe this prophesy is far-fetched, take a  
244 look at the human race in retrospect. Less than a  
245 hundred years ago, men believed the lightning to be  
246 evidence of the wrath of God, and feared it. Now, thanks  
247 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, 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

291 energy back down to its original rate of vibration so it is  
292 recognized as sound.

293 The subconscious mind is the intermediary, which  
294 translates one's prayers into terms which Infinite  
295 Intelligence can recognize, presents the message, and  
296 brings back the answer in the form of a definite plan or  
297 idea for procuring the object of the prayer. Understand  
298 this principle, and you will know why mere words read  
299 from a prayer book cannot, and will never serve as an  
300 agency of communication between the mind of man and  
301 Infinite Intelligence.

302 Before your prayer will reach Infinite Intelligence (a  
303 statement of the author's theory only), it probably is  
304 transformed from its original thought vibration into terms  
305 of spiritual vibration. Faith is the only known agency  
306 which will give your thoughts a spiritual nature. FAITH  
307 and FEAR make poor bedfellows. *Where one is found,*  
308 *the other cannot exist.*

## NOTES FROM THIS CHAPTER

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## NOTES FROM THIS CHAPTER

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**ACTION I WILL TAKE**

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## CHAPTER 13

### THE BRAIN

#### A BROADCASTING AND RECEIVING STATION FOR THOUGHT

##### The Twelfth Step toward Riches

1 MORE than twenty years ago, the author, working in  
2 conjunction with the late Dr. Alexander Graham Bell, and  
3 Dr. Elmer R. Gates, observed that every human brain is  
4 both a broadcasting and receiving station for the  
5 vibration of thought.

6 Through the medium of the ether, in a fashion similar  
7 to that employed by the radio broadcasting principle,  
8 every human brain is capable of picking up vibrations of  
9 thought which are being released by other brains.

10 In connection with the statement in the preceding  
11 paragraph, compare, and consider the description of the  
12 Creative Imagination, as outlined in the chapter on  
13 Imagination. The Creative Imagination is the "receiving  
14 set" of the brain, which receives thoughts, released by  
15 the brains of others. It is the agency of communication  
16 between one's conscious, or reasoning mind, and the  
17 four sources from which one may receive thought  
18 stimuli.

19 When stimulated, or "stepped up" to a high rate of  
20 vibration, the mind becomes more receptive to the  
21 vibration of thought which reaches it through the ether  
22 from outside sources. This "stepping up" process takes  
23 place through the positive emotions, or the negative  
24 emotions. Through the emotions, the vibrations of  
25 thought may be increased.

26 Vibrations of an exceedingly high rate are the only  
27 vibrations picked up and carried, by the ether, from one  
28 brain to another. Thought is energy travelling at an  
29 exceedingly high rate of vibration. Thought, which has  
30 been modified or "stepped up" by any of the major  
31 emotions, vibrates at a much higher rate than ordinary  
32 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 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”

77       The depression brought the world to the very  
78 border-line of understanding of the forces which are  
79 intangible and unseen. Through the ages which have  
80 passed, man has depended too much upon his physical  
81 senses, and has limited his knowledge to physical things,  
82 which he could see, touch, weigh, and measure.

83       We are now entering the most marvelous of all  
84 ages—an age which will teach us something of the  
85 intangible forces of the world about us. Perhaps we shall  
86 learn, as we pass through this age, that the “other self” is  
87 more powerful than the physical self we see when we  
88 look into a mirror.

89       Sometimes men speak lightly of the intangibles— the  
90 things which they cannot perceive through any of their  
91 five senses, and when we hear them, it should remind us  
92 that *all of us are controlled by forces which are unseen*  
93 *and intangible.*

94       The whole of mankind has not the power to cope  
95 with, nor to control the intangible force wrapped up in  
96 the rolling waves of the oceans. Man has not the  
97 capacity to understand the intangible force of gravity,  
98 which keeps this little earth suspended in mid-air, and  
99 keeps man from falling from it, much less the power to  
100 control that force. Man is entirely subservient to the  
101 intangible force which comes with a thunder storm, and  
102 he is just as helpless in the presence of the intangible  
103 force of electricity— nay, he does not even know what  
104 electricity is, where it comes from, or what is its purpose!

105       Nor is this by any means the end of man's ignorance  
106 in connection with things unseen and intangible. He does  
107 not understand the intangible force (and intelligence)  
108 wrapped up in the soil of the earth—*the force which*  
109 *provides him with every morsel of food he eats, every*  
110 *article of clothing he wears, every dollar he carries in his*  
111 *pockets.*

## THE DRAMATIC STORY OF THE BRAIN

112       Last, but not least, man, with all of his boasted  
113 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 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'?"

158 "A month ago we cited on this page some of the  
159 remarkable results achieved by Professor Rhine and his  
160 associates in Duke University from more than a hundred  
161 thousand tests to determine the existence of 'telepathy'  
162 and 'clairvoyance.' These results were summarized in the  
163 first two articles in Harpers Magazine. In the second  
164 which has now appeared, the author, E. H. Wright,  
165 attempts to summarize what has been learned, or what it  
166 seems reasonable to infer, regarding the exact nature of  
167 these 'extrasensory' modes of perception.

168 "The actual existence of telepathy and clairvoyance  
169 now seems to some scientists enormously probable as  
170 the result of Rhine's experiments. Various percipients  
171 were asked to name as many cards in a special pack as  
172 they could without looking at them and without other  
173 sensory access to them. About a score of men and  
174 women were discovered who could regularly name so  
175 many of the cards correctly that 'there was not one  
176 chance in many a million million of their having done  
177 their feats by luck or accident.'

178 "But how did they do them? These powers, assuming  
179 that they exist, do not seem to be sensory. There is no  
180 known organ for them. The experiments worked just as  
181 well at distances of several hundred miles as they did in  
182 the same room. These facts also dispose, in Mr. Wright's  
183 opinion, of the attempt to explain telepathy or  
184 clairvoyance through any physical theory of radiation. All  
185 known forms of radiant energy decline inversely as the  
186 square of the distance traversed. Telepathy and  
187 clairvoyance do not. But they do vary through physical  
188 causes as our other mental powers do. Contrary to  
189 widespread opinion, they do not improve when the  
190 percipient is asleep or half-asleep, but, on the contrary,  
191 when he is most wide-awake and alert. Rhine discovered  
192 that a narcotic will invariably lower a percipient's score,  
193 while a stimulant will always send it higher. The most  
194 reliable performer apparently cannot make a good score  
195 unless he tries to do his best.

196 "One conclusion that Wright draws with some  
197 confidence is that telepathy and clairvoyance are really  
198 one and the same gift. That is, the faculty that 'sees' a  
199 card face-down on a table seems to be exactly the same  
200 one that 'reads' a thought residing only in another mind.  
201 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 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

246 three people, illustrates the simplest and most practical  
247 use of the Master Mind.

248 *By adopting and following a similar plan any student*  
249 *of this philosophy may come into possession of the*  
250 *famous Carnegie formula briefly described in the*  
251 *introduction.* If it means nothing to you at this time, mark  
252 this page and read it again after you have finished the  
253 last chapter.

254 **The “depression” was a blessing in disguise.**  
255 **It reduced the whole world to a new starting point**  
256 **that gives everyone a new opportunity.**

[illegible]

## NOTES FROM THIS CHAPTER

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**ACTION I WILL TAKE**

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## CHAPTER 14

### THE SIXTH SENSE

#### THE DOOR TO THE TEMPLE OF WISDOM

##### The Thirteenth Step toward Riches

1 THE "thirteenth" principle is known as the SIXTH  
2 SENSE, through which Infinite Intelligence may, and will  
3 communicate voluntarily, without any effort from, or  
4 demands by, the individual.

5 This principle is the apex of the philosophy. It can be  
6 assimilated, understood, and applied ONLY by first  
7 mastering the other twelve principles.

8 The SIXTH SENSE is that portion of the subconscious  
9 mind which has been referred to as the Creative  
10 Imagination. It has also been referred to as the "receiving  
11 set" through which ideas, plans, and thoughts flash into  
12 the mind. The "flashes" are sometimes called "hunches"  
13 or "inspirations."

14 The sixth sense defies description! It cannot be  
15 described to a person who has not mastered the other  
16 principles of this philosophy, because such a person has  
17 no knowledge, and no experience with which the sixth  
18 sense may be compared. Understanding of the sixth  
19 sense comes only by meditation through mind  
20 development *from within*. The sixth sense probably is the  
21 medium of contact between the finite mind of man and  
22 Infinite Intelligence, and for this reason, *it is a mixture of*  
23 *both the mental and the spiritual*. It is believed to be the  
24 point at which the mind of man contacts the Universal  
25 Mind.

26 After you have mastered the principles described in  
27 this book, you will be prepared to accept as truth a  
28 statement which may, otherwise, be incredible to you,  
29 namely:

30 Through the aid of the sixth sense, you will be  
31 warned of impending dangers in time to avoid them, and  
32 notified of opportunities in time to embrace them.

33       There comes to your aid, and to do your bidding,  
34 with the development of the sixth sense, a "guardian  
35 angel" who will open to you at all times the door to the  
36 Temple of Wisdom.

37       Whether or not this is a statement of truth, you will  
38 never know, except by following the instructions  
39 described in the pages of this book, or some similar  
40 method of procedure.

41       The author is not a believer in, nor an advocate of  
42 "miracles," for the reason that he has enough knowledge  
43 of Nature to understand that Nature never deviates from  
44 her established laws. Some of her laws are so  
45 incomprehensible that they produce what appear to be  
46 "miracles." The sixth sense comes as near to being a  
47 miracle as anything I have ever experienced, and it  
48 appears so, only because I do not understand the  
49 method by which this principle is operated.

50       This much the author does know—that there is a  
51 power, or a First Cause, or an Intelligence, which  
52 permeates every atom of matter, and embraces every  
53 unit of energy perceptible to man—that this Infinite  
54 Intelligence converts acorns into oak trees, causes water  
55 to flow downhill in response to the law of gravity, follows  
56 night with day, and winter with summer, each  
57 maintaining its proper place and relationship to the other.  
58 This Intelligence may, through the principles of this  
59 philosophy, be induced to aid in transmuting DESIRES  
60 into concrete, or material form. The author has this  
61 knowledge, because he has experimented with it— and  
62 has EXPERIENCED IT.

63       Step by step, through the preceding chapters, you  
64 have been led to this, the last principle. If you have  
65 mastered each of the preceding principles, you are now  
66 prepared to accept, without being skeptical, the  
67 stupendous claims made here. If you have not mastered  
68 the other principles, you must do so before you may  
69 determine, definitely, whether or not the claims made in  
70 this chapter are fact or fiction.

71       While I was passing through the age of "hero-  
72 worship" I found myself trying to imitate those whom I  
73 most admired. Moreover, I discovered that the element  
74 of FAITH, with which I endeavored to imitate my idols,  
75 gave me great capacity to do so quite successfully.

I have never entirely divested myself of this habit of hero-worship, 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 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 self-suggestion is a powerful factor in building character, that it is, in fact, the sole principle through which character is built.

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 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*

159 *effort*, which you used so effectively in the building of a  
160 great industrial enterprise.

161 "Mr. Ford, you have been among the most helpful of  
162 the men who have supplied much of the material  
163 essential to my work. I wish to acquire your spirit of  
164 persistence, the determination, poise, and self-  
165 confidence which have enabled you to master poverty,  
166 organize, unify, and simplify human effort, so I may help  
167 others to follow in your footsteps.

168 "Mr. Edison, I have seated you nearest to me, at my  
169 right, because of the personal cooperation you have  
170 given me, during my research into the causes of success  
171 and failure. I wish to acquire from you the marvelous  
172 spirit of FAITH, with which you have uncovered so many  
173 of Nature's secrets, the spirit of unrelenting toil with  
174 which you have so often wrested victory from defeat."

175 My method of addressing the members of the  
176 imaginary Cabinet would vary, according to the traits of  
177 character in which I was, for the moment, most  
178 interested in acquiring. I studied the records of their lives  
179 with painstaking care. After some months of this nightly  
180 procedure, I was astounded by the discovery that these  
181 imaginary figures became, apparently *real*.

182 Each of these nine men developed individual  
183 characteristics, which surprised me. For example, Lincoln  
184 developed the habit of always being late, then walking  
185 around in solemn parade. When he came, he walked  
186 very slowly, with his hands clasped behind him, and once  
187 in a while, he would stop as he passed, and rest his hand,  
188 momentarily, upon my shoulder. He always wore an  
189 expression of seriousness upon his face. Rarely did I see  
190 him smile. The cares of a sundered nation made him  
191 grave.

192 That was not true of the others. Burbank and Paine  
193 often indulged in witty repartee which seemed, at times,  
194 to shock the other members of the cabinet. One night  
195 Paine suggested that I prepare a lecture on "The Age of  
196 Reason," and deliver it from the pulpit of a church which I  
197 formerly attended. Many around the table laughed  
198 heartily at the suggestion. Not Napoleon! He drew his  
199 mouth down at the corners and groaned so loudly that  
200 all turned and looked at him with amazement. To him the  
201 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, 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 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.

289 This is the first time that I have had the courage to  
290 mention this. Heretofore, I have remained quiet on the  
291 subject, because I knew, from my own attitude in  
292 connection with such matters, that I would be  
293 misunderstood if I described my unusual experience. I  
294 have been emboldened now to reduce my experience to  
295 the printed page, because I am now less concerned  
296 about what "they say" than I was in the years that have  
297 passed. One of the blessings of maturity is that it  
298 sometimes brings one greater courage to be truthful,  
299 regardless of what those who do not understand, may  
300 think or say.

301 Lest I be misunderstood, I wish here to state most  
302 emphatically, that I still regard my Cabinet meetings as  
303 being purely imaginary, but I feel entitled to suggest that,  
304 while the members of my Cabinet may be purely  
305 fictional, and the meetings existent only in my own  
306 imagination, they have led me into glorious paths of  
307 adventure, rekindled an appreciation of true greatness,  
308 encouraged creative endeavor, and emboldened the  
309 expression of honest thought.

310 Somewhere in the cell-structure of the brain, is  
311 located an organ which receives vibrations of thought  
312 ordinarily called "hunches." So far, science has not  
313 discovered where this organ of the sixth sense is located,  
314 but this is not important. The fact remains that human  
315 beings do receive accurate knowledge, through sources  
316 other than the physical senses. Such knowledge,  
317 generally, is received when the mind is under the  
318 influence of extraordinary stimulation. Any emergency  
319 which arouses the emotions, and causes the heart to  
320 beat more rapidly than normal may, and generally does,  
321 bring the sixth sense into action. Anyone who has  
322 experienced a near accident while driving, knows that on  
323 such occasions, the sixth sense often comes to one's  
324 rescue, and aids, by split seconds, in avoiding the  
325 accident.

326 These facts are mentioned preliminary to a  
327 statement of fact which I shall now make, namely, that  
328 during my meetings with the "Invisible Counselors" I find  
329 my mind most receptive to ideas, thoughts, and  
330 knowledge which reach me through the sixth sense. I  
331 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 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 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!

418 Previous chapters have described how to develop  
419 FAITH, through Auto-suggestion, Desire and the  
420 Subconscious. The next chapter presents detailed  
421 instructions for the mastery of FEAR.

422 Here will be found a full description of the six fears  
423 which are the cause of all discouragement, timidity,  
424 procrastination, indifference, indecision, and the lack of  
425 ambition, self-reliance, initiative, self-control, and  
426 enthusiasm.

427 Search yourself carefully as you study these six  
428 enemies, as they may exist only in your subconscious  
429 mind, where their presence will be hard to detect.

430 Remember, too, as you analyze the "Six Ghosts of  
431 Fear," that they are nothing but ghosts because they  
432 exist only in one's mind.

433 Remember, also, that ghosts—creations of  
434 uncontrolled imagination—have caused most of the  
435 damage people have done to their own minds, therefore,  
436 ghosts can be as dangerous as if they lived and walked  
437 on the earth in physical bodies.

438 The Ghost of the Fear of Poverty, which seized the  
439 minds of millions of people in 1929, was so real that it  
440 caused the worst business depression this country has  
441 ever known. Moreover, this particular ghost still frightens  
442 some of us out of our wits.



## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

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## 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*

1       BEFORE you can put any portion of this philosophy  
2 into successful use, your mind must be prepared to  
3 receive it. The preparation is not difficult. It begins with  
4 study, analysis, and understanding of three enemies  
5 which you shall have to clear out. These are INDECISION,  
6 DOUBT, and FEAR!

7       The Sixth Sense will never function while these three  
8 negatives, or any of them remain in your mind. The  
9 members of this unholy trio are closely related; where  
10 one is found, the other two are close at hand.

11       INDECISION is the seedling of FEAR! Remember this,  
12 as you read. Indecision crystalizes into DOUBT, the two  
13 blend and become FEAR! The "blending" process often  
14 is slow. This is one reason why these three enemies are  
15 so dangerous. They germinate and grow *without their*  
16 *presence being observed.*

17       The remainder of this chapter describes an end  
18 which must be attained before the philosophy, as a  
19 whole, can be put into practical use. It also analyzes a  
20 condition which has, but lately, reduced huge numbers  
21 of people to poverty, and it states a truth which must be  
22 understood by all who accumulate riches, whether  
23 measured in terms of money or a state of mind of far  
24 greater value than money. The purpose of this chapter is  
25 to turn the spotlight of attention upon the cause and the  
26 cure of the six basic fears. Before we can master an  
27 enemy, we must know its name, its habits, and its place  
28 of abode. As you read, analyze yourself carefully, and  
29 determine which, if any, of the six common fears have  
30 attached themselves to you.

31       Do not be deceived by the habits of these subtle  
32 enemies. Sometimes they remain hidden in the

33 subconscious mind, where they are difficult to locate,  
 34 and still more difficult to eliminate.

## THE SIX BASIC FEARS

35 There are six basic fears, with some combination of  
 36 which every human suffers at one time or another. Most  
 37 people are fortunate if they do not suffer from the entire  
 38 six. Named in the order of their most common  
 39 appearance, they are:—

40 The fear of POVERTY at the bottom of most of one's  
 41 worries.

42 The fear of CRITICISM

43 The fear of ILL HEALTH

44 The fear of LOSS OF LOVE OF SOMEONE

45 The fear of OLD AGE

46 The fear of DEATH

47 All other fears are of minor importance, they can be  
 48 grouped under these six headings.

49 The prevalence of these fears, as a curse to the  
 50 world, runs in cycles. For almost six years, while the  
 51 depression was on, we floundered in the cycle of FEAR  
 52 OF POVERTY. During the world war, we were in the cycle  
 53 of FEAR OF DEATH. Just following the war, we were in  
 54 the cycle of FEAR OF ILL HEALTH, as evidenced by the  
 55 epidemic of disease which spread itself all over the  
 56 world.

57 *Fears are nothing more than states of mind.* One's  
 58 state of mind is subject to control and direction.  
 59 Physicians, as everyone knows, are less subject to attack  
 60 by disease than ordinary laymen, for the reason that  
 61 physicians DO NOT FEAR DISEASE. Physicians, without  
 62 fear or hesitation, have been known to physically contact  
 63 hundreds of people, daily, who were suffering from such  
 64 contagious diseases as small-pox, without becoming  
 65 infected. Their immunity against the disease consisted,  
 66 largely, if not solely, in their absolute lack of FEAR.

67 Man can create nothing which he does not first  
 68 conceive in the form of an impulse of thought. Following  
 69 this statement, comes another of still greater importance,  
 70 namely, MAN'S THOUGHT IMPULSES BEGIN  
 71 IMMEDIATELY TO TRANSLATE THEMSELVES INTO  
 72 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 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 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 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



200 methods if possible through other methods if necessary  
201 or expedient.

202 Self-analysis may disclose weaknesses which one  
203 does not like to acknowledge. This form of examination  
204 is essential to all who demand of Life more than  
205 mediocrity and poverty. Remember, as you check  
206 yourself point by point, that you are both the court and  
207 the jury, the prosecuting attorney and the attorney for  
208 the defense, and that you are the plaintiff and the  
209 defendant, also, that you are on trial. Face the facts  
210 squarely. Ask yourself definite questions and demand  
211 direct replies. When the examination is over, you will  
212 know more about yourself. If you do not feel that you  
213 can be an impartial judge in this self-examination, call  
214 upon someone who knows you well to serve as judge  
215 while you cross-examine yourself. You are after the truth.  
216 *Get it, no matter at what cost even though it may*  
217 *temporarily embarrass you!*

218 The majority of people, if asked what they fear most,  
219 would reply, "I fear nothing." The reply would be  
220 inaccurate, because few people realize that they are  
221 bound, handicapped, whipped spiritually and physically  
222 through some form of fear. So subtle and deeply seated  
223 is the emotion of fear that one may go through life  
224 burdened with it, never recognizing its presence. Only a  
225 courageous analysis will disclose the presence of this  
226 universal enemy. When you begin such an analysis,  
227 search deeply into your character. Here is a list of the  
228 symptoms for which you should look:

## SYMPTOMS OF THE FEAR OF POVERTY

229 INDIFFERENCE. Commonly expressed through lack  
230 of ambition; willingness to tolerate poverty; acceptance  
231 of whatever compensation life may offer without protest;  
232 mental and physical laziness; lack of initiative,  
233 imagination, enthusiasm and self-control

234 INDECISION. The habit of permitting others to do  
235 one's thinking. Staying "on the fence."

236 DOUBT. Generally expressed through alibis and  
237 excuses designed to cover up, explain away, or  
238 apologize for one's failures, sometimes expressed in the

239 form of envy of those who are successful, or by  
240 criticizing them.

241       WORRY. Usually expressed by finding fault with  
242 others, a tendency to spend beyond one's income,  
243 neglect of personal appearance, scowling and frowning;  
244 intemperance in the use of alcoholic drink, sometimes  
245 through the use of narcotics; nervousness, lack of poise,  
246 self-consciousness and lack of self-reliance.

247       OVER-CAUTION. The habit of looking for the  
248 negative side of every circumstance, thinking and talking  
249 of possible failure instead of concentrating upon the  
250 means of succeeding. Knowing all the roads to disaster,  
251 but never searching for the plans to avoid failure. Waiting  
252 for "the right time" to begin putting ideas and plans into  
253 action, until the waiting becomes a permanent habit.  
254 Remembering those who have failed, and forgetting  
255 those who have succeeded. Seeing the hole in the  
256 doughnut, but overlooking the doughnut. Pessimism,  
257 leading to indigestion, poor elimination, autointoxication,  
258 bad breath and bad disposition.

259       PROCRASTINATION. The habit of putting off until  
260 tomorrow that which should have been done last year.  
261 Spending enough time in creating alibis and excuses to  
262 have done the job. This symptom is closely related to  
263 over-caution, doubt and worry. Refusal to accept  
264 responsibility when it can be avoided. Willingness to  
265 compromise rather than put up a stiff fight.  
266 Compromising with difficulties instead of harnessing and  
267 using them as stepping stones to advancement.  
268 Bargaining with Life for a penny, instead of demanding  
269 prosperity, opulence, riches, contentment and happiness.  
270 Planning what to do IF AND WHEN OVERTAKEN BY  
271 FAILURE, INSTEAD OF BURNING ALL BRIDGES AND  
272 MAKING RETREAT IMPOSSIBLE. Weakness of, and often  
273 total lack of self-confidence, definiteness of purpose,  
274 self-control, initiative, enthusiasm, ambition, thrift and  
275 sound reasoning ability. EXPECTING POVERTY INSTEAD  
276 OF DEMANDING RICHES. Association with those who  
277 accept poverty instead of seeking the company of those  
278 who demand and receive riches.

## MONEY TALKS!

279 Some will ask, "Why did you write a book about  
 280 money? Why measure riches in dollars, alone?" Some  
 281 will believe, and rightly so, that there are other forms of  
 282 riches more desirable than money. Yes, there are riches  
 283 which cannot be measured in terms of dollars, but there  
 284 are millions of people who will say, "Give me all the  
 285 money I need, and I will find everything else I want."

286 The major reason why I wrote this book on how to  
 287 get money is the fact that the world has but lately  
 288 passed through an experience that left millions of men  
 289 and women paralyzed with the FEAR OF POVERTY.  
 290 What this sort of fear does to one was well described by  
 291 Westbrook Pegler, in the New York World-Telegram, viz:

292 "Money is only clam shells or metal discs or scraps of  
 293 paper, and there are treasures of the heart and soul  
 294 which money cannot buy, but most people, being broke,  
 295 are unable to keep this in mind and sustain their spirits.  
 296 When a man is down and out and on the street, unable  
 297 to get any job at all, something happens to his spirit  
 298 which can be observed in the droop of his shoulders, the  
 299 set of his hat, his walk and his gaze. He cannot escape a  
 300 feeling of inferiority among people with regular  
 301 employment, even though he knows they are definitely  
 302 not his equals in character, intelligence or ability.

303 "These people—even his friends—feel, on the other  
 304 hand, a sense of superiority and regard him, perhaps  
 305 unconsciously, as a casualty. He may borrow for a time,  
 306 but not enough to carry on in his accustomed way, and  
 307 he cannot continue to borrow very long. But borrowing in  
 308 itself, when a man is borrowing merely to live, is a  
 309 depressing experience, and the money lacks the power  
 310 of earned money to revive his spirits. Of course, none of  
 311 this applies to bums or habitual ne'er-do-wells, but only  
 312 to men of normal ambitions and self-respect.

## "WOMEN CONCEAL DESPAIR

313 "Women in the same predicament must be different.  
 314 We somehow do not think of women at all in considering  
 315 the down-and-outers. They are scarce in the breadlines,  
 316 they rarely are seen begging on the streets, and they are  
 317 not recognizable in crowds by the same plain signs

318 which identify busted men. Of course, I do not mean the  
 319 shuffling hags of the city streets who are the opposite  
 320 number of the confirmed male bums. I mean reasonably  
 321 young, decent and intelligent women. There must be  
 322 many of them, but their despair is not apparent. Maybe  
 323 they kill themselves.

324 "When a man is down and out he has time on his  
 325 hands for brooding. He may travel miles to see a man  
 326 about a job and discover that the job is filled or that it is  
 327 one of those jobs with no base pay but only a  
 328 commission on the sale of some useless knickknack  
 329 which nobody would buy, except out of pity. Turning that  
 330 down, he finds himself back on the street with nowhere  
 331 to go but just anywhere. So he walks and walks. He  
 332 gazes into store windows at luxuries which are not for  
 333 him, and feels inferior and gives way to people who stop  
 334 to look with an active interest. He wanders into the  
 335 railroad station or puts himself down in the library to  
 336 ease his legs and soak up a little heat, but that isn't  
 337 looking for a job, so he gets going again. He may not  
 338 know it, but his aimlessness would give him away even if  
 339 the very lines of his figure did not. He may be well-  
 340 dressed in the clothes left over from the days when he  
 341 had a steady job, but the clothes cannot disguise the  
 342 droop.

## "MONEY MAKES DIFFERENCE

343 "He sees thousands of other people, bookkeepers or  
 344 clerks or chemists or wagon hands, busy at their work  
 345 and envies them from the bottom of his soul. They have  
 346 their independence, their self-respect and manhood, and  
 347 he simply cannot convince himself that he is a good man,  
 348 too, though he argues it out and arrives at a favorable  
 349 verdict hour after hour.

350 "It is just money which makes this difference in him.  
 351 With a little money he would be himself again.

352 "Some employers take the most shocking advantage  
 353 of people who are down and out. The agencies hang out  
 354 little colored cards offering miserable wages to busted  
 355 men—\$12 a week, \$15 a week. An \$18 a week job is a  
 356 plum, and anyone with \$25 a week to offer does not  
 357 hang the job in front of an agency on a colored card. I

358 have a want ad clipped from a local paper demanding a  
 359 clerk, a good, clean penman, to take telephone orders  
 360 for a sandwich shop from 11 A.M. to 2 P.M. for \$8 a  
 361 month—not \$8 a week but \$8 a month. The ad says also,  
 362 'State religion.' Can you imagine the brutal effrontery of  
 363 anyone who demands a good, clean penman for 11 cents  
 364 an hour inquiring into the victim's religion? But that is  
 365 what busted people are offered."

## THE FEAR OF CRITICISM

366 Just how man originally came by this fear, no one  
 367 can state definitely, but one thing is certain— he has it in  
 368 a highly developed form. Some believe that this fear  
 369 made its appearance about the time that politics became  
 370 a "profession." Others believe it can be traced to the age  
 371 when women first began to concern themselves with  
 372 "styles" in wearing apparel.

373 This author, being neither a humorist nor a prophet, is  
 374 inclined to attribute the basic fear of criticism to that part  
 375 of man's inherited nature which prompts him not only to  
 376 take away his fellowman's goods and wares, but to  
 377 justify his action by CRITICISM of his fellowman's  
 378 character. It is a well-known fact that a thief will criticize  
 379 the man from whom he steals—that politicians seek  
 380 office, not by displaying their own virtues and  
 381 qualifications, but by attempting to besmirch their  
 382 opponents.

383 The fear of criticism takes on many forms, the  
 384 majority of which are petty and trivial. Bald-headed men,  
 385 for example, are bald for no other reason than their fear  
 386 of criticism. Heads become bald because of the tight  
 387 fitting bands of hats which cut off the circulation from  
 388 the roots of the hair. Men wear hats, not because they  
 389 actually need them, but mainly because "everyone is  
 390 doing it." The individual falls into line and does likewise,  
 391 lest some other individual CRITICISE him. Women  
 392 seldom have bald heads, or even thin hair, because they  
 393 wear hats which fit their heads loosely, the only purpose  
 394 of the hats being adornment.

395 But, it must not be supposed that women are free  
 396 from the fear of criticism. If any woman claims to be  
 397 superior to man with reference to this fear, ask her to

398 walk down the street wearing a hat of the vintage of  
399 1890.

400 The astute manufacturers of clothing have not been  
401 slow to capitalize this basic fear of criticism, with which  
402 all mankind has been cursed. Every season the styles in  
403 many articles of wearing apparel change. Who  
404 establishes the styles? Certainly not the purchaser of  
405 clothing, but the manufacturer. Why does he change the  
406 styles so often? The answer is obvious. He changes the  
407 styles so he can sell more clothes.

408 For the same reason the manufacturers of  
409 automobiles (with a few rare and very sensible  
410 exceptions) change styles of models every season. No  
411 man wants to drive an automobile which is not of the  
412 latest style, although the older model may actually be  
413 the better car.

414 We have been describing the manner in which  
415 people behave under the influence of fear of criticism as  
416 applied to the small and petty things of life. Let us now  
417 examine human behavior when this fear affects people  
418 in connection with the more important events of human  
419 relationship. Take for example practically any person  
420 who has reached the age of "mental maturity" (from 35 to  
421 40 years of age, as a general average), and if you could  
422 read the secret thoughts of his mind, you would find a  
423 very decided disbelief in most of the fables taught by the  
424 majority of the dogmatists and theologians a few  
425 decades back.

426 Not often, however, will you find a person who has  
427 the courage to openly state his belief on this subject.  
428 Most people will, if pressed far enough, tell a lie rather  
429 than admit that they do not believe the stories  
430 associated with that form of religion which held people  
431 in bondage prior to the age of scientific discovery and  
432 education.

433 Why does the average person, even in this day of  
434 enlightenment, shy away from denying his belief in the  
435 fables which were the basis of most of the religions a  
436 few decades ago? The answer is, "because of the fear of  
437 criticism." Men and women have been burned at the  
438 stake for daring to express disbelief in ghosts. It is no  
439 wonder we have inherited a consciousness which makes  
440 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 self-reliance, and does him damage in a hundred other ways. Parents often do their children irreparable injury by criticizing 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, 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



481 them squarely. Agreeing with others without careful  
482 examination of their opinions.

483 **INFERIORITY COMPLEX.** The habit of expressing  
484 self-approval by word of mouth and by actions, as a  
485 means of covering up a feeling of inferiority. Using "big  
486 words" to impress others, (often without knowing the real  
487 meaning of the words). Imitating others in dress, speech  
488 and manners. Boasting of imaginary achievements. This  
489 sometimes gives a surface appearance of a feeling of  
490 superiority.

491 **EXTRAVAGANCE.** The habit of trying to "keep up  
492 with the Joneses," spending beyond one's income.

493 **LACK OF INITIATIVE.** Failure to embrace  
494 opportunities for self-advancement, fear to express  
495 opinions, lack of confidence in one's own ideas, giving  
496 evasive answers to questions asked by superiors,  
497 hesitancy of manner and speech, deceit in both words  
498 and deeds.

499 **LACK OF AMBITION.** Mental and physical laziness,  
500 lack of self-assertion, slowness in reaching decisions,  
501 easily influenced by others, the habit of criticizing others  
502 behind their backs and flattering them to their faces, the  
503 habit of accepting defeat without protest, quitting an  
504 undertaking when opposed by others, suspicious of  
505 other people without cause, lacking in tactfulness of  
506 manner and speech, unwillingness to accept the blame  
507 for mistakes.

## THE FEAR OF ILL HEALTH

508 This fear may be traced to both physical and social  
509 heredity. It is closely associated, as to its origin, with the  
510 causes of fear of Old Age and the fear of Death, because  
511 it leads one closely to the border of "terrible worlds" of  
512 which man knows not, but concerning which he has  
513 been taught some discomfoting stories. The opinion is  
514 somewhat general, also, that certain unethical people  
515 engaged in the business of "selling health" have had not  
516 a little to do with keeping alive the fear of ill health.

517 In the main, man fears ill health because of the  
518 terrible pictures which have been planted in his mind of  
519 what may happen if death should overtake him. He also  
520 fears it because of the economic toll which it may claim.



521 A reputable physician estimated that 75% of all  
522 people who visit physicians for professional service are  
523 suffering with hypochondria (imaginary illness). It has  
524 been shown most convincingly that the fear of disease,  
525 even where there is not the slightest cause for fear, often  
526 produces the physical symptoms of the disease feared.

527 Powerful and mighty is the human mind! It builds or it  
528 destroys.

529 Playing upon this common weakness of fear of ill  
530 health, dispensers of patent medicines have reaped  
531 fortunes. This form of imposition upon credulous  
532 humanity became so prevalent some twenty years ago  
533 that Colliers' Weekly Magazine conducted a bitter  
534 campaign against some of the worst offenders in the  
535 patent medicine business.

536 During the "flu" epidemic which broke out during the  
537 world war, the mayor of New York City took drastic steps  
538 to check the damage which people were doing  
539 themselves through their inherent fear of ill health. He  
540 called in the newspaper men and said to them,  
541 "Gentlemen, I feel it necessary to ask you not to publish  
542 any *scare headlines* concerning the 'flu' epidemic. Unless  
543 you cooperate with me, we will have a situation which  
544 we cannot control." The newspapers quit publishing  
545 stories about the "flu," and within one month the  
546 epidemic had been successfully checked.

547 Through a series of experiments conducted some  
548 years ago, it was proved that people may be made ill by  
549 suggestion. We conducted this experiment by causing  
550 three acquaintances to visit the "victims," each of whom  
551 asked the question, "What ails you? You look terribly ill."  
552 The first questioner usually provoked a grin, and a  
553 nonchalant "Oh, nothing, I'm alright," from the victim. The  
554 second questioner usually was answered with the  
555 statement, "I don't know exactly, but I do feel badly." The  
556 third questioner was usually met with the frank  
557 admission that the victim was actually feeling ill.

558 Try this on an acquaintance if you doubt that it will  
559 make him uncomfortable, but do not carry the  
560 experiment too far. There is a certain religious sect  
561 whose members take vengeance upon their enemies by  
562 the "hexing" method. They call it "placing a spell" on the  
563 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:

AUTO-SUGGESTION. The habit of negative use of self-suggestion 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.

## 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 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

682 In the main, this fear grows out of two sources. First,  
683 the thought that old age may bring with it POVERTY.  
684 Secondly, and by far the most common source of origin,  
685 from false and cruel teachings of the past which have  
686 been too well mixed with "fire and brimstone," and other  
687 bogies cunningly designed to enslave man through fear.

688 In the basic fear of old age, man has two very sound  
689 reasons for his apprehension—one growing out of his  
690 distrust of his fellowman, who may seize whatever  
691 worldly goods he may possess, and the other arising  
692 from the terrible pictures of the world beyond, which  
693 were planted in his mind, through social heredity before  
694 he came into full possession of his mind.

695 The possibility of ill health, which is more common as  
696 people grow older, is also a contributing cause of this  
697 common fear of old age. Eroticism also enters into the  
698 cause of the fear of old age, as no man cherishes the  
699 thought of diminishing sex attraction.

700 The most common cause of fear of old age is  
701 associated with the possibility of poverty. "Poorhouse" is  
702 not a pretty word. It throws a chill into the mind of every  
703 person who faces the possibility of having to spend his  
704 declining years on a poor farm.

705 Another contributing cause of the fear of old age, is  
706 the possibility of loss of freedom and independence, as  
707 old age may bring with it the loss of both physical and  
708 economic freedom.

## SYMPTOMS OF THE FEAR OF OLD AGE

709 The commonest symptoms of this fear are:

710 The tendency to slow down and develop an  
711 inferiority complex at the age of mental maturity, around  
712 the age of forty, falsely believing one's self to be  
713 "slipping" because of age. (The truth is that man's most  
714 useful years, mentally and spiritually, are those between  
715 forty and sixty).

716 The habit of speaking apologetically of one's self as  
717 "being old" merely because one has reached the age of  
718 forty, or fifty, instead of reversing the rule and expressing

719 gratitude for having reached the age of wisdom and  
720 understanding.

721 The habit of killing off initiative, imagination, and self-  
722 reliance by falsely believing one's self too old to exercise  
723 these qualities. The habit of the man or woman of forty  
724 dressing with the aim of trying to appear much younger,  
725 and affecting mannerisms of youth; thereby inspiring  
726 ridicule by both friends and strangers.

## THE FEAR OF DEATH

727 To some this is the cruelest of all the basic fears. The  
728 reason is obvious. The terrible pangs of fear associated  
729 with the thought of death, in the majority of cases, may  
730 be charged directly to religious fanaticism. So-called  
731 "heathen" are less afraid of death than the more  
732 "civilized." For hundreds of millions of years man has  
733 been asking the still unanswered questions, "whence"  
734 and "whither." Where did I come from, and where am I  
735 going?

736 During the darker ages of the past, the more cunning  
737 and crafty were not slow to offer the answer to these  
738 questions, FOR A PRICE. Witness, now, the major source  
739 of origin of the FEAR OF DEATH.

740 "Come into my tent, embrace my faith, accept my  
741 dogmas, and I will give you a ticket that will admit you  
742 straightaway into heaven when you die," cries a leader of  
743 sectarianism. "Remain out of my tent," says the same  
744 leader, "and may the devil take you and burn you  
745 throughout eternity."

746 ETERNITY is a long time. FIRE is a terrible thing. The  
747 thought of eternal punishment, with fire, not only causes  
748 man to fear death, it often causes him to lose his reason.  
749 It destroys interest in life and makes happiness  
750 impossible.

751 During my research, I reviewed a book entitled "A  
752 Catalogue of the Gods," in which were listed the 30,000  
753 gods which man has worshiped. Think of it! Thirty  
754 thousand of them, represented by everything from a  
755 crawfish to a man. It is little wonder that men have  
756 become frightened at the approach of death.

757 While the religious leader may not be able to provide  
758 safe 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,



802 peaceful sleep, and sleep is nothing to be feared. Thus  
803 you may wipe out, forever, the fear of Death.

## SYMPTOMS OF THE FEAR OF DEATH

804 The general symptoms of this fear are:—

805 The habit of THINKING about dying instead of  
806 making the most of LIFE, due, generally, to lack of  
807 purpose, or lack of a suitable occupation. This fear is  
808 more prevalent among the aged, but sometimes the  
809 more youthful are victims of it. The greatest of all  
810 remedies for the fear of death is a BURNING DESIRE  
811 FOR ACHIEVEMENT, backed by useful service to others.  
812 A busy person seldom has time to think about dying. He  
813 finds life too thrilling to worry about death. Sometimes  
814 the fear of death is closely associated with the Fear of  
815 Poverty, where one's death would leave loved ones  
816 poverty-stricken. In other cases, the fear of death is  
817 caused by illness and the consequent breaking down of  
818 physical body resistance. The commonest causes of the  
819 fear of death are: ill-health, poverty, lack of appropriate  
820 occupation, disappointment over love, insanity, religious  
821 fanaticism.

## OLD MAN WORRY

822 Worry is a state of mind based upon fear. It works  
823 slowly, but persistently. It is insidious and subtle. Step by  
824 step it "digs itself in" until it paralyzes one's reasoning  
825 faculty, destroys self-confidence and initiative. Worry is a  
826 form of sustained fear caused by indecision therefore it  
827 is a state of mind which can be controlled.

828 An unsettled mind is helpless. Indecision makes an  
829 unsettled mind. Most individuals lack the willpower to  
830 reach decisions promptly, and to stand by them after  
831 they have been made, even during normal business  
832 conditions. During periods of economic unrest (such as  
833 the world recently experienced), the individual is  
834 handicapped, not alone by his inherent nature to be slow  
835 at reaching decisions, but he is influenced by the  
836 indecision of others around him who have created a  
837 state of "mass indecision."



838 During the depression the whole atmosphere, all  
839 over the world, was filled with "Fearenza" and "Worryitis,"  
840 the two mental disease germs which began to spread  
841 themselves after the Wall Street frenzy in 1929. There is  
842 only one known antidote for these germs; it is the habit  
843 of prompt and firm DECISION. Moreover, it is an antidote  
844 which every individual must apply for himself.

845 We do not worry over conditions, once we have  
846 reached a decision to follow a definite line of action.

847 I once interviewed a man who was to be  
848 electrocuted two hours later. The condemned man was  
849 the calmest of some eight men who were in the death-  
850 cell with him. His calmness prompted me to ask him how  
851 it felt to know that he was going into eternity in a short  
852 while. With a smile of confidence on his face, he said, "It  
853 feels fine. Just think, brother, my troubles will soon be  
854 over. I have had nothing but trouble all my life. It has  
855 been a hardship to get food and clothing. Soon I will not  
856 need these things. I have felt fine ever since I learned  
857 FOR CERTAIN that I must die. I made up my mind then,  
858 to accept my fate in good spirit."

859 As he spoke he devoured a dinner of proportions  
860 sufficient for three men, eating every mouthful of the  
861 food brought to him, and apparently enjoying it as much  
862 as if no disaster awaited him. DECISION gave this man  
863 resignation to his fate! Decision can also prevent one's  
864 acceptance of undesired circumstances.

865 The six basic fears become translated into a state of  
866 worry, through indecision. Relieve yourself, forever of the  
867 fear of death, by reaching a decision to accept death as  
868 an inescapable event. Whip the fear of poverty by  
869 reaching a decision to get along with whatever wealth  
870 you can accumulate WITHOUT WORRY. Put your foot  
871 upon the neck of the fear of criticism by reaching a  
872 decision NOT TO WORRY about what other people think,  
873 do, or say. Eliminate the fear of old age by reaching a  
874 decision to accept it, not as a handicap, but as a great  
875 blessing which carries with it wisdom, self-control, and  
876 understanding not known to youth.

877 Acquit yourself of the fear of ill health by the  
878 decision to forget symptoms. Master the fear of loss of  
879 love by reaching a decision to get along without love, if  
880 that is necessary.

881 Kill the habit of worry, in all its forms, by reaching a  
882 general, blanket decision that nothing which life has to  
883 offer is worth the price of worry. With this decision will  
884 come poise, peace of mind, and calmness of thought  
885 which will bring happiness.

886 A man whose mind is filled with fear not only  
887 destroys his own chances of intelligent action, but, he  
888 transmits these destructive vibrations to the minds of all  
889 who come into contact with him, and destroys, also their  
890 chances.

891 Even a dog or a horse knows when its master lacks  
892 courage; moreover, a dog or a horse will pick up the  
893 vibrations of fear thrown off by its master, and behave  
894 accordingly. Lower down the line of intelligence in the  
895 animal kingdom, one finds this same capacity to pick up  
896 the vibrations of fear. A honey-bee immediately senses  
897 fear in the mind of a person—for reasons unknown, a bee  
898 will sting the person whose mind is releasing vibrations  
899 of fear, much more readily than it will molest the person  
900 whose mind registers no fear.

901 The vibrations of fear pass from one mind to another  
902 just as quickly and as surely as the sound of the human  
903 voice passes from the broadcasting station to the  
904 receiving set of a radio—and BY THE SELF-SAME  
905 MEDIUM.

906 *Mental telepathy is a reality.* Thoughts pass from one  
907 mind to another, voluntarily, whether or not this fact is  
908 recognized by either the person releasing the thoughts,  
909 or the persons who pick up those thoughts.

910 The person who gives expression, by word of mouth,  
911 to negative or destructive thoughts is practically certain  
912 to experience the results of those words in the form of a  
913 destructive "kick-back." The release of destructive  
914 thought impulses, alone, without the aid of words,  
915 produces also a "kickback" in more ways than one. First  
916 of all, and perhaps most important to be remembered,  
917 the person who releases thoughts of a destructive  
918 nature, must suffer damage through the breaking down  
919 of the faculty of creative imagination. Secondly, the  
920 presence in the mind of any destructive emotion  
921 develops a negative personality which repels people,  
922 and often converts them into antagonists. The third  
923 source of damage to the person who entertains or  
924 releases negative thoughts, lies in this significant fact—

925 these thought-impulses are not only damaging to others,  
 926 but they IMBED THEMSELVES IN THE SUBCONSCIOUS  
 927 MIND OF THE PERSON RELEASING THEM, and there  
 928 become a part of his character.

929 One is never through with a thought, merely by  
 930 releasing it. When a thought is released, it spreads in  
 931 every direction, through the medium of the ether, but it  
 932 also plants itself *permanently* in the subconscious mind  
 933 of *the person releasing it*.

934 Your business in life is, presumably to achieve  
 935 success. To be successful, you must find peace of mind,  
 936 acquire the material needs of life, and above all, attain  
 937 HAPPINESS. All of these evidences of success begin in  
 938 the form of thought impulses.

939 You may control your own mind; you have the power  
 940 to feed it whatever thought impulses you choose. With  
 941 this privilege goes also the responsibility of using it  
 942 constructively. You are the master of your own earthly  
 943 destiny just as surely as you have the power to control  
 944 your own thoughts. You may influence, direct, and  
 945 eventually control your own environment, making your  
 946 life what you want it to be—or, you may neglect to  
 947 exercise the privilege which is yours, to make your life to  
 948 order, thus casting yourself upon the broad sea of  
 949 "Circumstance" where you will be tossed hither and yon,  
 950 like a chip on the waves of the ocean.

## THE DEVIL'S WORKSHOP THE SEVENTH BASIC EVIL

951 In addition to the Six Basic Fears, there is another evil  
 952 by which people suffer. It constitutes a rich soil in which  
 953 the seeds of failure grow abundantly. It is so subtle that  
 954 its presence often is not detected. This affliction cannot  
 955 properly be classed as a fear. IT IS MORE DEEPLY  
 956 SEATED AND MORE OFTEN FATAL THAN ALL OF THE  
 957 SIX FEARS. For want of a better name, let us call this evil  
 958 SUSCEPTIBILITY TO NEGATIVE INFLUENCES.

959 Men who accumulate great riches always protect  
 960 themselves against this evil! The poverty stricken never  
 961 do! Those who succeed in any calling must prepare their  
 962 minds to resist the evil. If you are reading this philosophy  
 963 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 self-analysis, 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 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

1002 difficult to detect, and keep your mind closed against all  
 1003 people who depress or discourage you in any way.

1004 Clean out your medicine chest, throw away all pill  
 1005 bottles, and stop pandering to colds, aches, pains and  
 1006 imaginary illness.

1007 Deliberately seek the company of people who  
 1008 influence you to THINK AND ACT FOR YOURSELF.

1009 Do not EXPECT troubles as they have a tendency not  
 1010 to disappoint.

1011 *Without doubt, the most common weakness of all*  
 1012 *human beings is the habit of leaving their minds open to*  
 1013 *the negative influence of other people.* This weakness is  
 1014 all the more damaging, because most people do not  
 1015 recognize that they are cursed by it, and many who  
 1016 acknowledge it, neglect or refuse to correct the evil until  
 1017 it becomes an uncontrollable part of their daily habits.

1018 To aid those who wish to see themselves as they  
 1019 really are, the following list of questions has been  
 1020 prepared. Read the questions and state your answers  
 1021 aloud, so you can hear your own voice. This will make it  
 1022 easier for you to be truthful with yourself.

## SELF-ANALYSIS TEST QUESTIONS

1023 Do you complain often of "feeling bad," and if so,  
 1024 what is the cause?

1025 Do you find fault with other people at the slightest  
 1026 provocation?

1027 Do you frequently make mistakes in your work, and if  
 1028 so, why?

1029 Are you sarcastic and offensive in your conversation?

1030 Do you deliberately avoid the association of anyone,  
 1031 and if so, why?

1032 Do you suffer frequently with indigestion? If so, what  
 1033 is the cause?

1034 Does life seem futile and the future hopeless to you?  
 1035 If so, why?

1036 Do you like your occupation? If not, why?

1037 Do you often feel self-pity, and if so why?

1038 Are you envious of those who excel you?

1039 To which do you devote most time, thinking of  
 1040 SUCCESS, or of FAILURE?

1041 Are you gaining or losing self-confidence as you  
 1042 grow older?

1043 Do you learn something of value from all mistakes?  
1044 Are you permitting some relative or acquaintance to  
1045 worry you? If so, why?

1046 Are you sometimes "in the clouds" and at other times  
1047 in the depths of despondency?

1048 Who has the most inspiring influence upon you?  
1049 What is the cause?

1050 Do you tolerate negative or discouraging influences  
1051 which you can avoid?

1052 Are you careless of your personal appearance? If so,  
1053 when and why?

1054 Have you learned how to "drown your troubles" by  
1055 being too busy to be annoyed by them?

1056 Would you call yourself a "spineless weakling" if you  
1057 permitted others to do your thinking for you?

1058 Do you neglect internal bathing until auto-  
1059 intoxication makes you ill-tempered and irritable?

1060 How many preventable disturbances annoy you, and  
1061 why do you tolerate them?

1062 Do you resort to liquor, narcotics, or cigarettes to  
1063 "quiet your nerves"? If so, why do you not try will-power  
1064 instead?

1065 Does anyone "nag" you, and if so, for what reason?  
1066 Do you have a DEFINITE MAJOR PURPOSE, and if so,  
1067 what is it, and what plan have you for achieving it?

1068 Do you suffer from any of the Six Basic Fears? If so,  
1069 which ones?

1070 Have you a method by which you can shield yourself  
1071 against the negative influence of others?

1072 Do you make deliberate use of auto-suggestion to  
1073 make your mind positive?

1074 Which do you value most, your material possessions,  
1075 or your privilege of controlling your own thoughts?

1076 Are you easily influenced by others, against your  
1077 own judgment?

1078 Has today added anything of value to your stock of  
1079 knowledge or state of mind?

1080 Do you face squarely the circumstances which make  
1081 you unhappy, or sidestep the responsibility?

1082 Do you analyze all mistakes and failures and try to  
1083 profit by them or, do you take the attitude that this is not  
1084 your duty?

1085 Can you name three of your most damaging  
1086 weaknesses?

1087       What are you doing to correct them?  
1088       Do you encourage other people to bring their worries  
1089 to you for sympathy?  
1090       Do you choose, from your daily experiences, lessons  
1091 or influences which aid in your personal advancement?  
1092       Does your presence have a negative influence on  
1093 other people as a rule?  
1094       What habits of other people annoy you most?  
1095       Do you form your own opinions or permit yourself to  
1096 be influenced by other people?  
1097       Have you learned how to create a mental state of  
1098 mind with which you can shield yourself against all  
1099 discouraging influences?  
1100       Does your occupation inspire you with faith and  
1101 hope?  
1102       Are you conscious of possessing spiritual forces of  
1103 sufficient power to enable you to keep your mind free  
1104 from all forms of FEAR?  
1105       Does your religion help you to keep your own mind  
1106 positive?  
1107       Do you feel it your duty to share other people's  
1108 worries? If so, why?  
1109       If you believe that "birds of a feather flock together"  
1110 what have you learned about yourself by studying the  
1111 friends whom you attract?  
1112       What connection, if any, do you see between the  
1113 people with whom you associate most closely, and any  
1114 unhappiness you may experience?  
1115       Could it be possible that some person whom you  
1116 consider to be a friend is, in reality, your worst enemy,  
1117 because of his negative influence on your mind?  
1118       By what rules do you judge who is helpful and who is  
1119 damaging to you?  
1120       Are your intimate associates mentally superior or  
1121 inferior to you?  
1122       How much time out of every 24 hours do you devote  
1123 to:  
1124       a. your occupation  
1125       b. sleep  
1126       c. play and relaxation  
1127       d. acquiring useful knowledge  
1128       e. plain waste  
1129       Who among your acquaintances,  
1130       a. encourages you most



1131           b. cautions you most  
1132           c. discourages you most  
1133           d. helps you most in other ways  
1134       What is your greatest worry? Why do you tolerate it?  
1135       When others offer you free, unsolicited advice, do  
1136 you accept it without question, or analyze their motive?  
1137       What, above all else, do you most DESIRE? Do you  
1138 intend to acquire it? Are you willing to subordinate all  
1139 other desires for this one? How much time daily do you  
1140 devote to acquiring it?  
1141       Do you change your mind often? If so, why?  
1142       Do you usually finish everything you begin?  
1143       Are you easily impressed by other people's business  
1144 or professional titles, college degrees, or wealth?  
1145       Are you easily influenced by what other people think  
1146 or say of you?  
1147       Do you cater to people because of their social or  
1148 financial status?  
1149       Whom do you believe to be the greatest person  
1150 living? In what respect is this person superior to yourself?  
1151       How much time have you devoted to studying and  
1152 answering these questions? (At least one day is  
1153 necessary for the analysis and the answering of the  
1154 entire list.)  
1155       If you have answered all these questions truthfully,  
1156 you know more about yourself than the majority of  
1157 people. Study the questions carefully, come back to  
1158 them once each week for several months, and be  
1159 astounded at the amount of additional knowledge of  
1160 great value to yourself, you will have gained by the  
1161 simple method of answering the questions truthfully. If  
1162 you are not certain concerning the answers to some of  
1163 the questions, seek the counsel of those who know you  
1164 well, especially those who have no motive in flattering  
1165 you, and see yourself through their eyes. The experience  
1166 will be astonishing.  
1167       You have ABSOLUTE CONTROL over but one thing,  
1168 and that is your thoughts. This is the most significant and  
1169 inspiring of all facts known to man! It reflects man's  
1170 Divine nature. This Divine prerogative is the sole means  
1171 by which you may control your own destiny. If you fail to  
1172 control your own mind, you may be sure you will control  
1173 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 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 Thomas's 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 descendants can squander. For the

1218 benefit of those seeking vast riches, let it be  
 1219 remembered that practically the sole difference  
 1220 between Henry Ford and a majority of the more than one  
 1221 hundred thousand men who work for him, is this-FORD  
 1222 HAS A MIND AND CONTROLS IT, THE OTHERS HAVE  
 1223 MINDS WHICH THEY DO NOT TRY TO CONTROL.

1224 Henry Ford has been repeatedly mentioned,  
 1225 because he is an astounding example of what a man  
 1226 with a mind of his own, and a will to control it, can  
 1227 accomplish. His record knocks the foundation from  
 1228 under that time-worn alibi, "I never had a chance." Ford  
 1229 never had a chance, either, but he CREATED AN  
 1230 OPPORTUNITY AND BACKED IT WITH PERSISTENCE  
 1231 UNTIL IT MADE HIM RICHER THAN CROESUS.

1232 Mind control is the result of self-discipline and habit.  
 1233 You either control your mind or it controls you. There is  
 1234 no hall-way compromise. The most practical of all  
 1235 methods for controlling the mind is the habit of keeping  
 1236 it busy with a definite purpose, backed by a definite plan.  
 1237 Study the record of any man who achieves noteworthy  
 1238 success, and you will observe that he has control over  
 1239 his own mind, moreover, that he exercises that control  
 1240 and directs it toward the attainment of definite  
 1241 objectives. Without this control, success is not possible.

## "FIFTY-SEVEN" FAMOUS ALIBIS By Old Man IF

1242 People who do not succeed have one distinguishing  
 1243 trait in common. They know all the reasons for failure,  
 1244 and have what they believe to be air-tight alibis to  
 1245 explain away their own lack of achievement.

1246 Some of these alibis are clever, and a few of them  
 1247 are justifiable by the facts. But alibis cannot be used for  
 1248 money. The world wants to know only one thing—HAVE  
 1249 YOU ACHIEVED SUCCESS?

1250 A character analyst compiled a list of the most  
 1251 commonly used alibis. As you read the list, examine  
 1252 yourself carefully, and determine how many of these  
 1253 alibis, if any, are your own property. Remember, too, the  
 1254 philosophy presented in this book makes every one of  
 1255 these alibis obsolete.

1256 IF I didn't have a wife and family . . .

1257 IF I had enough "pull" . . .  
1258 IF I had money . . .  
1259 IF I had a good education . . .  
1260 IF I could get a job . . .  
1261 IF I had good health . . .  
1262 IF I only had time . . .  
1263 IF times were better . . .  
1264 IF other people understood me . . .  
1265 IF conditions around me were only different . . .  
1266 IF I could live my life over again . . .  
1267 IF I did not fear what "THEY" would say . . .  
1268 IF I had been given a chance . . .  
1269 IF I now had a chance . . .  
1270 IF other people didn't "have it in for me" . . .  
1271 IF nothing happens to stop me . . .  
1272 IF I were only younger . . .  
1273 IF I could only do what I want . . .  
1274 IF I had been born rich . . .  
1275 IF I could meet "the right people" . . .  
1276 IF I had the talent that some people have . . .  
1277 IF I dared assert myself . . .  
1278 IF I only had embraced past opportunities . . .  
1279 IF people didn't get on my nerves . . .  
1280 IF I didn't have to keep house and look after the  
1281 children  
1282 IF I could save some money . . .  
1283 IF the boss only appreciated me . . .  
1284 IF I only had somebody to help me . . .  
1285 IF my family understood me . . .  
1286 IF I lived in a big city . . .  
1287 IF I could just get started . . .  
1288 IF I were only free . . .  
1289 IF I had the personality of some people . . .  
1290 IF I were not so fat . . .  
1291 IF my talents were known . . .  
1292 IF I could just get a "break" . . .  
1293 IF I could only get out of debt . . .  
1294 IF I hadn't failed . . .  
1295 IF I only knew how . . .  
1296 IF everybody didn't oppose me . . .  
1297 IF I didn't have so many worries . . .  
1298 IF I could marry the right person . . .  
1299 IF people weren't so dumb . . .  
1300 IF my family were not so extravagant . . .

1301 IF I were sure of myself . . .  
 1302 IF luck were not against me . . .  
 1303 IF I had not been born under the wrong star . . .  
 1304 IF it were not true that "what is to be will be" . . .  
 1305 IF I did not have to work so hard . . .  
 1306 IF I hadn't lost my money . . .  
 1307 IF I lived in a different neighborhood . . .  
 1308 IF I didn't have a "past" . . .  
 1309 IF I only had a business of my own . . .  
 1310 IF other people would only listen to me . . .  
 1311 IF \* \* \* and this is the greatest of them all \* \* \* I had the  
 1312 courage to see myself as I really am, I would *find out*  
 1313 *what is wrong with me, and correct it*, then I might have a  
 1314 chance to profit by my mistakes and learn something  
 1315 from the experience of others, for I know that there is  
 1316 something WRONG with me, or I would now be where I  
 1317 WOULD HAVE BEEN IF I had spent more time analyzing  
 1318 my weaknesses, and less time building alibis to cover  
 1319 them.  
 1320 Building alibis with which to explain away failure is a  
 1321 national pastime. The habit is as old as the human race,  
 1322 and is fatal to success! Why do people cling to their pet  
 1323 alibis? The answer is obvious. They defend their alibis  
 1324 because THEY CREATE them! A man's alibi is the child of  
 1325 his own imagination. It is human nature to defend one's  
 1326 own brain-child.  
 1327 Building alibis is a deeply rooted habit. Habits are  
 1328 difficult to break, especially when they provide  
 1329 justification for something we do. Plato had this truth in  
 1330 mind when he said, "The first and best victory is to  
 1331 conquer self. To be conquered by self is, of all things, the  
 1332 most shameful and vile."  
 1333 Another philosopher had the same thought in mind  
 1334 when he said, "It was a great surprise to me when I  
 1335 discovered that most of the ugliness I saw in others, was  
 1336 but a reflection of my own nature."  
 1337 "It has always been a mystery to me," said Elbert  
 1338 Hubbard, "why people spend so much time deliberately  
 1339 fooling themselves by creating alibis to cover their  
 1340 weaknesses. If used differently, this same time would be  
 1341 sufficient to cure the weakness, then no alibis would be  
 1342 needed."  
 1343 In parting, I would remind you that "Life is a  
 1344 checkerboard, and the player opposite you is TIME. If

1345 you hesitate before moving, or neglect to move  
1346 promptly, your men will be wiped off the board by TIME.  
1347 You are playing against a partner who will not tolerate  
1348 INDECISION!"

1349 Previously you may have had a logical excuse for not  
1350 having forced Life to come through with whatever you  
1351 asked, but that alibi is now obsolete, because you are in  
1352 possession of the Master Key that unlocks the door to  
1353 Life's bountiful riches.

1354 The Master Key is intangible, but it is powerful! It is  
1355 the privilege of creating, in your own mind, a BURNING  
1356 DESIRE for a definite form of riches. There is no penalty  
1357 for the use of the Key, but there is a price you must pay if  
1358 you do not use it. The price is FAILURE. There is a reward  
1359 of stupendous proportions if you put the Key to use. It is  
1360 the satisfaction that comes to all who conquer self and  
1361 force Life to pay whatever is asked.

1362 The reward is worthy of your effort. Will you make  
1363 the start and be convinced?

1364 "If we are related," said the immortal Emerson, "we  
1365 shall meet."

1366 In closing, may I borrow his thought, and say, "If we  
1367 are related, we have, through these pages, met."

## NOTES FROM THIS CHAPTER

[illegible]

## NOTES FROM THIS CHAPTER

[illegible]

**ACTION I WILL TAKE**

- 1. \_\_\_\_\_  
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