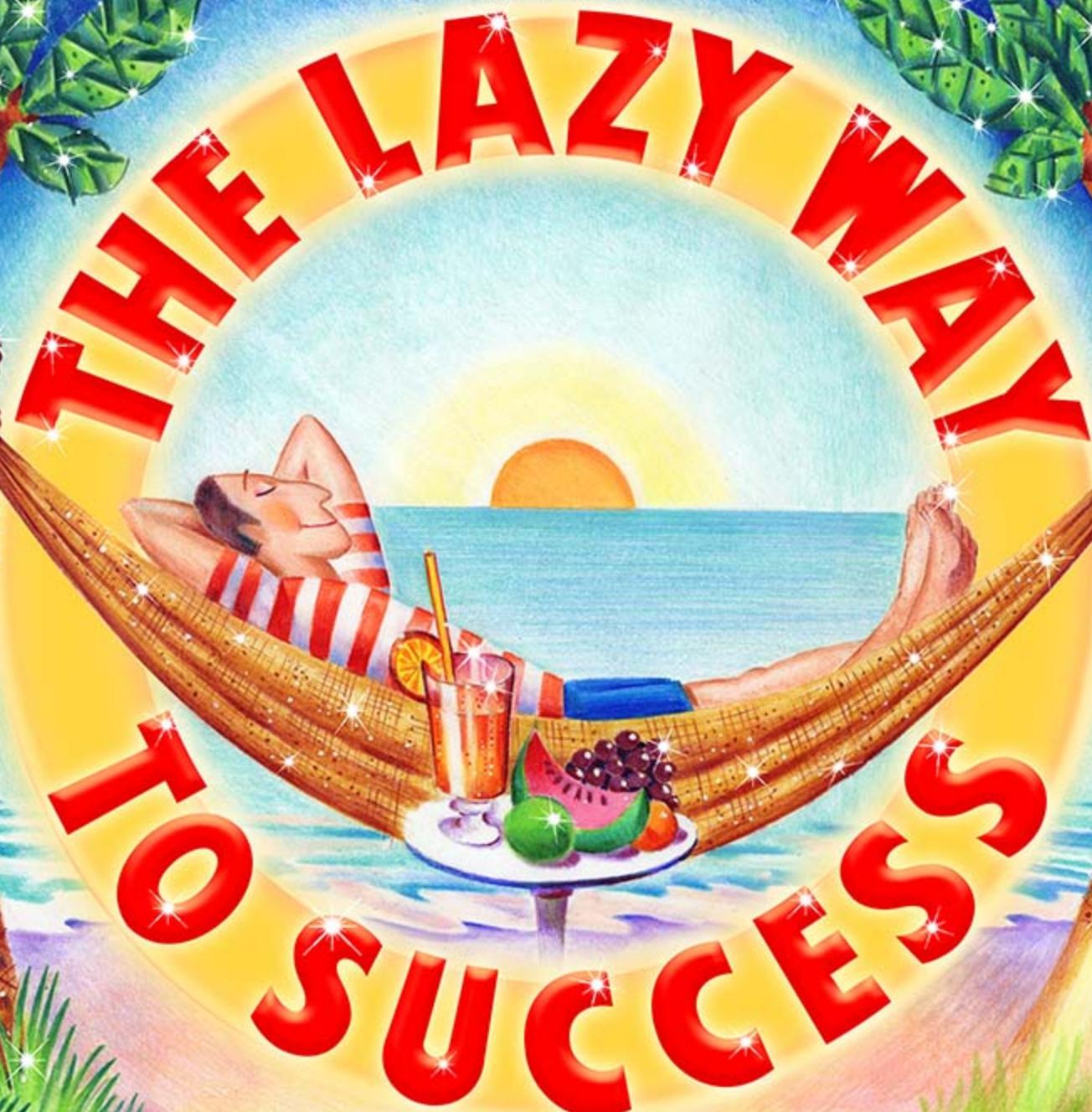


Fred Gratzon

THE LAZY WAY TO SUCCESS

A vibrant illustration of a man with a mustache, wearing a pink and white striped shirt, sleeping peacefully in a wooden hammock. He is holding a pink cocktail with a straw and a slice of orange. A white tray in front of him holds a watermelon wedge, a lime, and a bowl of grapes. The hammock is suspended between two palm trees. The background features a bright yellow sunset over a calm blue ocean. The title "THE LAZY WAY TO SUCCESS" is written in large, bold, red letters that curve around the hammock, with small white stars on the letters.

How to Do Nothing and Accomplish Everything

Illustrated by Lawrence Sheaff

\$27.95

The Lazy Way to Success
is unlike any other book
you have ever read.
Or seen.

Here you will learn to embrace
the special kind of laziness
that leads to effortless
performance – the ability to
do nothing and accomplish everything.

This irrepressible book gives
a completely fresh outlook.
It debunks the commonly-
accepted notion that
hard work brings success.
In fact, it insightfully,
convincingly, and
humorously argues the exact
opposite – that *doing less* is what
actually *accomplishes more.*

This royal road to success
now awaits you.
So lean back,
put your feet up,
and luxuriate as you enjoy
this work-free formula for
greater wealth, health,
and happiness.

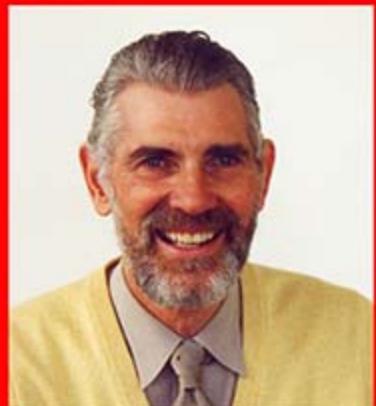


FRED GRATZON

provocateur, raconteur, entrepreneur
impresario, aficionado de deportes
вегетарианец

योगी, 主张和平的人, אִישׁ מַשְׂמָחָה
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yogi, and Englishman

lawrence@lazyway.net

WARNING!

This book contains ideas that may be hazardous to your present way of life. Widespread acceptance will result in epidemic outbreaks of happiness, health, prosperity, and fulfillment.

The Lazy Way to Success





The Lazy Way to Success

How to Do Nothing and Accomplish Everything

FRED GRATZON

Designed and Illustrated by LAWRENCE SHEAFF

S O M A P R E S S
FAIRFIELD IOWA USA

THE LAZY WAY TO SUCCESS: HOW TO DO NOTHING AND ACCOMPLISH EVERYTHING

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To seekers of truth, justice, and the effortless way



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OH BOY! THE BOOK'S
STARTING.

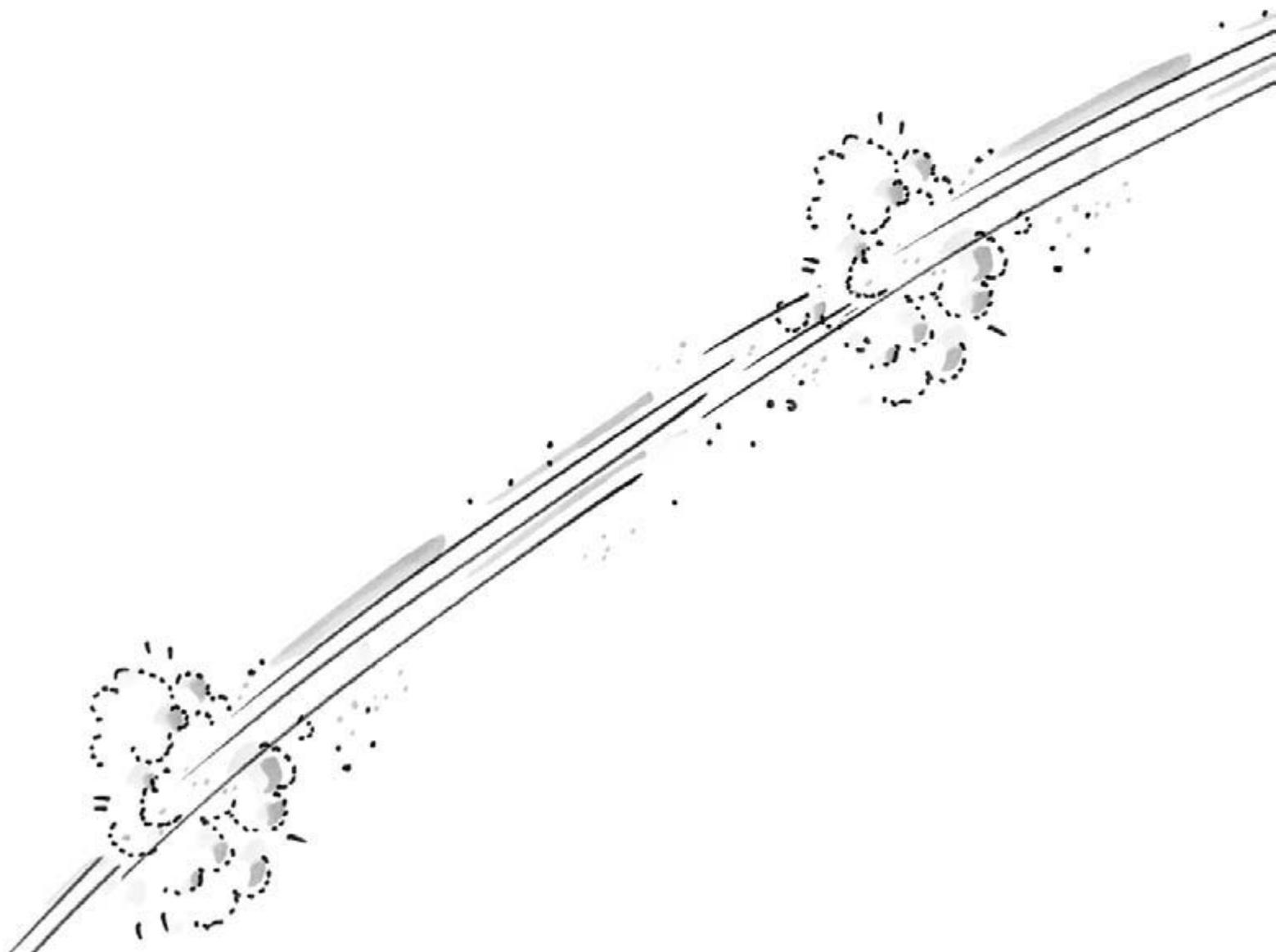




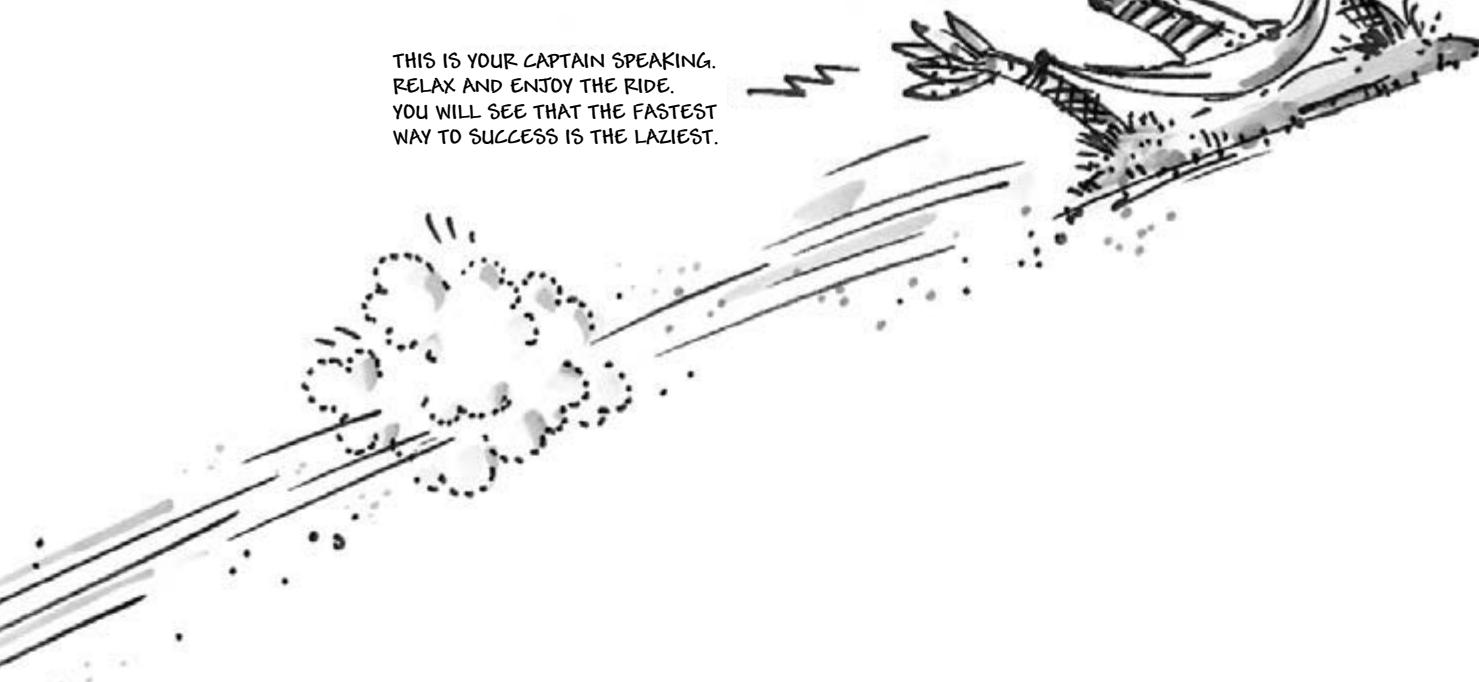
INTRODUCTION

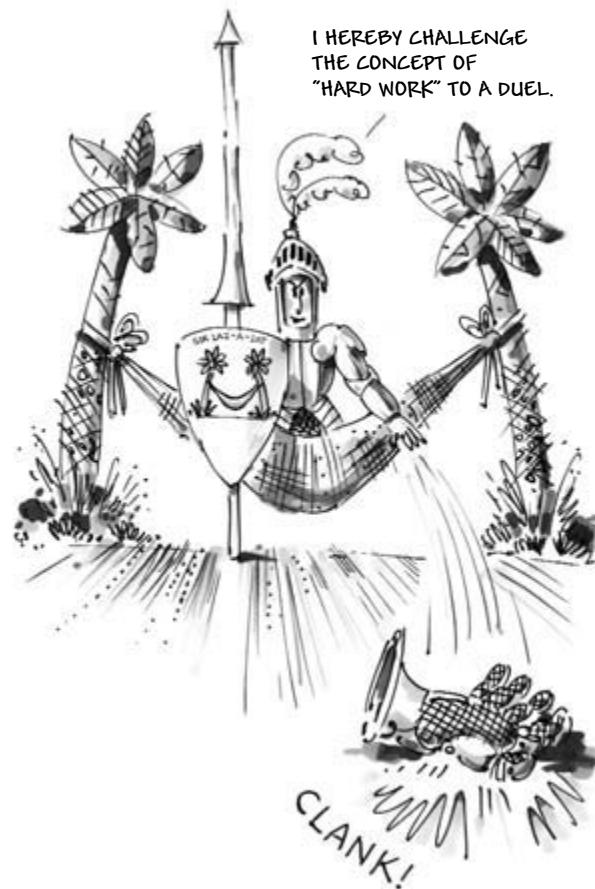
Debunking the Hard Work Myth





THIS IS YOUR CAPTAIN SPEAKING.
RELAX AND ENJOY THE RIDE.
YOU WILL SEE THAT THE FASTEST
WAY TO SUCCESS IS THE LAZIEST.





I hate to be the first one to break it to you. Actually, I *love* being the first to break it to you. So, here it is, point blank — hard work has no value. Let me be perfectly clear:

- ☞ Hard work is NOT the basis of success.
- ☞ Hard work has absolutely nothing to do with success.
- ☞ If, by chance, hard work and success are found together, it is a mere coincidence and definitely not a cause-and-effect relationship.

I know this will be regarded as heresy by the hordes of stench-emitting dragons who, with fiery breath, exhort us to work harder, to bust our guts, to even endure pain so that we may gain. I say it is now high time to slay that noxious beast called Hard Work. I therefore throw down my gauntlet by joyfully declaring the following truths:



Success is *inversely proportional* to hard work.



People who espouse the virtues of hard work publicly are doing a grave disservice to humanity because hard work is, in fact, counterproductive to success.



The impulse to find ways of avoiding work drives all progress in civilization.



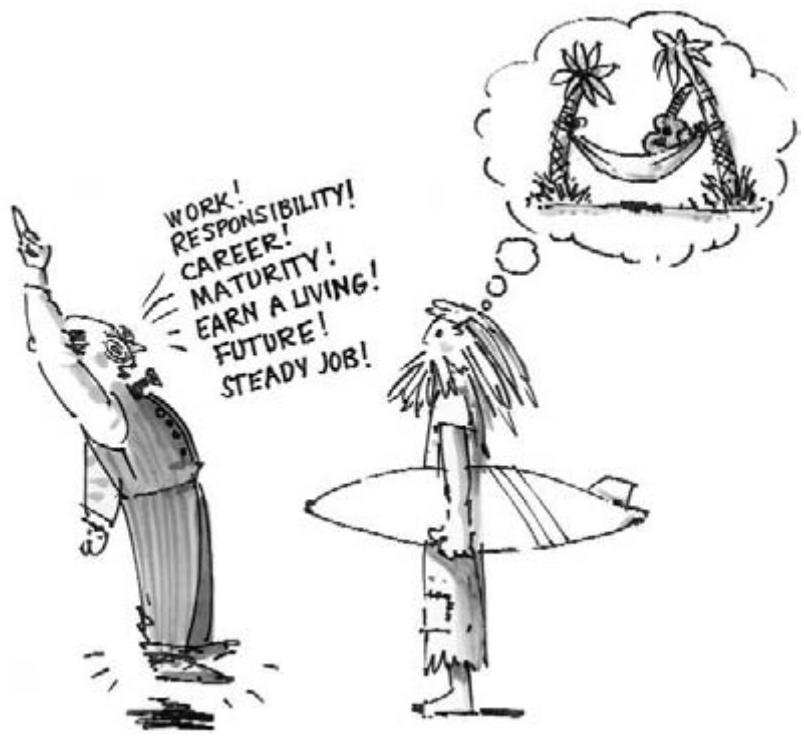
The deepest, most profound, most complete spiritual experience you can have is based on doing nothing. *Absolutely* nothing.

Come join me on this magically eye-opening quest where you will see for yourself that the only way to achieve success is through *avoiding work* and that the true heroes and heroines responsible for all advances and successes in society have been, and always will be, essentially lazy people.

You too will discover how to accomplish everything by *doing nothing*.

THAT'S BECAUSE YOU'RE
NOT DOING "NOT DOING" RIGHT.
BUT THAT WILL BE EASY TO FIX.







A B O U T T H E A U T H O R

Lazy to the Core

Hallelujah, I'm a bum! Hallelujah, bum again!

FOLK SONG FROM THE 1930S





It was 1969 and I was mostly hair. My head hadn't had contact with the business end of a pair of scissors in more than a year. I festooned myself in my day-in-day-out summer ensemble — a ragged pair of bib overalls. No shirt. No shoes. No socks. No underwear. Nothing to restrict my freedom of movement.

My father was concerned. I was recently college-degreed — B.A. from Rutgers University — yet from my father's vantage point I had shown no propensity for working. The longest I'd ever held a job was two months, a statistic he frequently recited with great anguish.

Yes, Dad was concerned. For good reason, he thought. You see, I had just been fired again, this time from a *civil service job* — not an easy feat by any stretch of the imagination, especially my father's. It was time, he reasoned, for a father and son chat.

Freshly inspired from the most recent magazine article on "How to Bridge the Generation Gap," Dad entered the discussion with high hopes of engineering a great architectural achievement — a single span connecting his Depression-forged Thirties' psychology with the Hippie Sixties in all its unshorn, unshaven glory.

"Son, do you have any plans for the future?"

"I'm delighted you asked," I effused with free flowing enthusiasm. "I thought I'd hitchhike to Mexico and go surfing off the coast of Mazatlan. Do you want to come?"

This elicited a volcanic eruption of fury which my Dad tried to contain. I could practically see his brain hemispheres gnashing.

"Son," he said when he'd re-established control over the gnashing, "that's not what I meant. I want to know if you have some serious career plans."

"I'm serious about being a rock 'n roll drummer," I replied earnestly. Now I could practically see his bile roiling.

"You haven't made a dime off those blasted drums," Dad shouted.

"That's not exactly accurate," I quibbled.

"Two measly fraternity parties isn't a career," Dad countered. "And now you want to run

around the country like a bum. You're just wasting your life and going nowhere. You have got to start thinking of building a career. Quitting or getting fired after two months is ridiculous."

He paused to settle his stomach. "Jeez, Fred," he lamented, "that civil service job was a plum."

"It was dreadful," I protested. "You have no idea how insensitive, narrow-minded, petty, stupid, and completely out of touch that bureaucracy is. Truthfully, I feel liberated."

"Liberated! Liberated!" His voice was rising in pitch, volume, disbelief, and annoyance. "Doggone it, Fred, you've got to get realistic about your life. Your frivolous attitude has got to change."

"I am not frivolous."

"The hell you say!" Dad was frothing now. "You want to play all the goll darn time. You're not a kid any more. Playtime is over. Now that you are out of college it's time to straighten up, be responsible, get a job, and earn your keep."

"I work when I have to," I insisted.

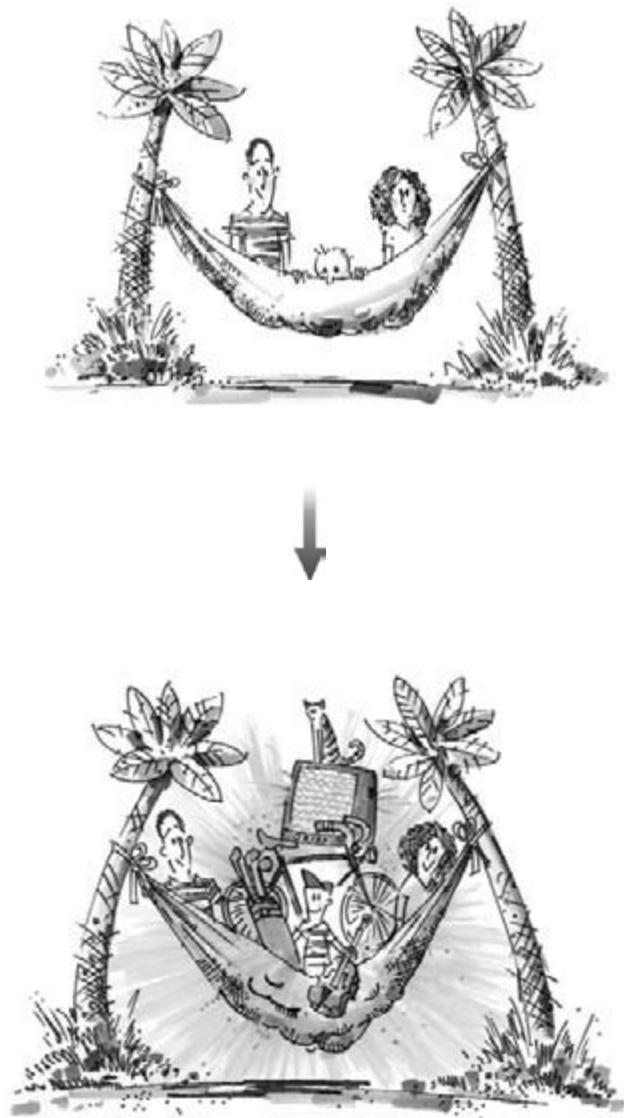
"That's what I mean," Dad bellowed.

"Someone has to hold a gun to your head for you to work. Look, I'm your father, I know how you are. You've got this kind of laziness. You go to extremes to avoid work and then, when you have no other choice, you work harder trying to make the job easier for yourself than if you just did what the job called for in the first place. *You will never get ahead with that attitude!*"

Dad glowed in triumph. He had finally made his point. Strongly. Unequivocally. Convincingly. Now, he thought it was only a matter of time. Fred will grow older, more mature. He will come to his senses and work for a living.

AH, MEXICO THAT'S WHERE
I FIRST FELL IN LOVE...
WITH HAMMOCKS.





For the record, this particular discussion ended in a Mexican standoff — I hitchhiked to Mexico and I left my dad standing off (and shaking his exasperated head) in New Jersey. So much for his dream of that suspension bridge.

But Dad was right about one thing — yes, over time I did get older, a lot older. I married a wonderful girl and took on many responsibilities — foremost among them my own wonderful son Jake. I taught the Transcendental Meditation technique for many years. I started two businesses. The first business got me featured in *People*, *Fortune*, *Forbes*, *Newsweek*, the *New York Times*, and the *Wall Street Journal* along with countless other magazines and newspapers, and interviewed on *Today*, *Good Morning America*, *CBS Morning News*, and *NBC Evening News*, along with innumerable other TV and radio shows. That business also got me invited to the White House. Twice. The second business catapulted me into the Big Leagues. It grew to 1,100 employees, to being declared the second fastest-growing company in America by *Inc.* magazine, to \$400 million in annual sales, and to being publicly traded on NASDAQ.

Through all that, I never for a nano-second changed my attitude toward work. My workaholic colleagues still accuse me of being lazy, or of always looking for ways to avoid work, or of only wanting to have fun. And to all their indictments, I readily and proudly confess my guilt.

Yet, the very attributes my dad and other like-minded souls condemned as character flaws have proven to be, to the contrary, rocket fuel to achieving stratospheric success. I even believe that these so-called “lazy, fanciful, and unrealistic qualities” are absolutely essential for the advancement of civilization and for the generation of vast sums of wealth, not to mention being the keys to happiness and fulfillment in life.

This is a controversial stand, I know. It obviously flies in the face of traditional wisdom — and I’m being charitable with the word “wisdom” here. But I’m convinced I’m right. To share my point and bring happiness, prosperity, health, and fulfillment to others, I wrote this book. And, as you might have guessed by now, I didn’t work on it a lick. Instead I had a ball.





FOR A SLAVE DRIVER



NOSE TO THE GRINDSTONE



SHOULDER TO THE WHEEL



IN A SWEATSHOP



FINGERS TO THE BONE



C H A P T E R 1

Work???

You're young. You have your health.

What do you want to work for?

FROM THE MOVIE **RAISING ARIZONA**





If work is such a good thing, why is it called a grind? Why is the worker referred to as a stiff? The workplace, a sweatshop or salt mine? The boss, a slave driver? The overall work environment, a rat race where, heaven forbid, dogs eat dogs?

Why? Because work stinks, that's why.

And what is the way to succeed in this godforsaken activity called work? The Simon Legrees counsel us to “keep our noses to the grindstone!”

Sounds more like the success formula from hell.

Let's face it, working your fingers to the bone is not exactly a description of a lifetime of frolic.

From what I can see, the main difference between the workplace and the chain gang is that in the workplace people perform hard labor voluntarily.

The Questionable Fruits of Labor

The question that springs to my lips is — has anyone ever found wealth, health, or fulfillment

- ❑ Keeping one's nose to the grindstone?
- ❑ Putting one's shoulder to the wheel?
- ❑ Spitting on one's hands and then working one's fingers to the bone?
- ❑ Toiling for a slave driver?
- ❑ In a sweatshop?
- ❑ Down a salt mine?

Instead of succeeding through this kind of work, a person becomes unhappy, uncreative, stressed out, and sick. And then, he dies young.

Working is unnatural. Heart attacks, ulcers, headaches, alcoholism, drug abuse, broken families, traffic jams, insomnia, and poor digestion (probably due to racing rats after eating dogs) are direct results of work.

So what's the alternative?

I'm relieved you asked.

The alternative is avoiding work altogether and, as a result, achieving results beyond your wildest dreams.

The lessons of this book will show you the way to success — wealth, health, accomplishment, and fulfillment. They will also show you that the path to success is in the exact opposite direction of hard work.

John F. Kennedy

While John F. Kennedy was campaigning in West Virginia for the presidency, he spoke to a group of coal miners. One of them shouted, “What do you know about our situation? You haven’t worked a day in your life.”

“It’s true,” said Senator Kennedy humbly.

“That’s okay,” piped up another miner. “You haven’t missed anything.”







CHAPTER 2

In Praise of Laziness

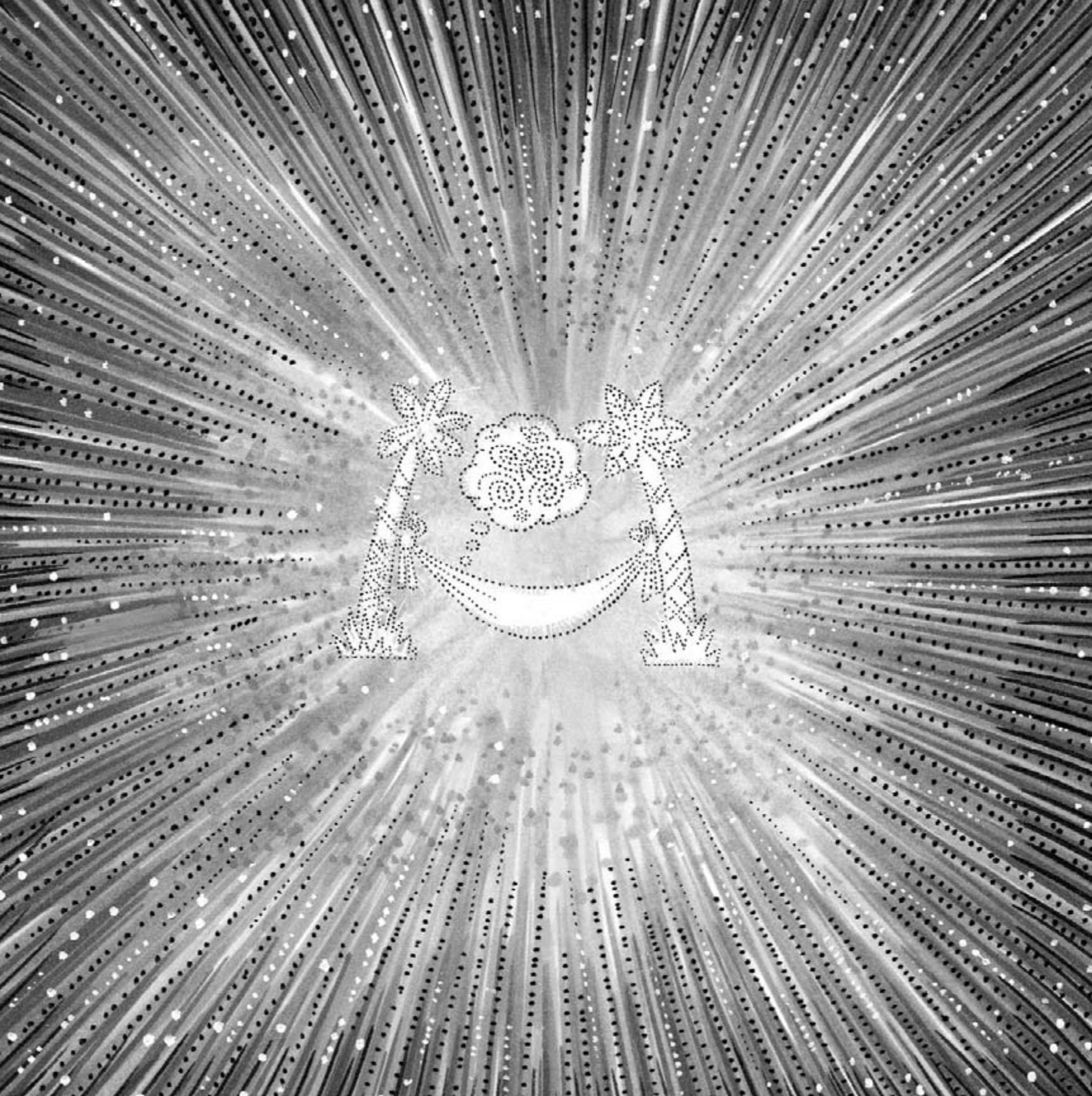
Il fait trop beau pour travailler.

(TRANSLATION: IT'S TOO NICE TO WORK.)

FRENCH SAYING

IT'S ALWAYS TOO
NICE TO WORK,
N'EST-CE PAS?





Laziness is the impulse to avoid work or, in a worst case scenario, to do as little of it as possible. This is an admirable impulse. We should feel proud of it, and nurture it, because this impulse is not only in complete accordance with all the laws of nature, it is the key to great success. An individual who intelligently takes advantage of his God-given laziness can accomplish anything.

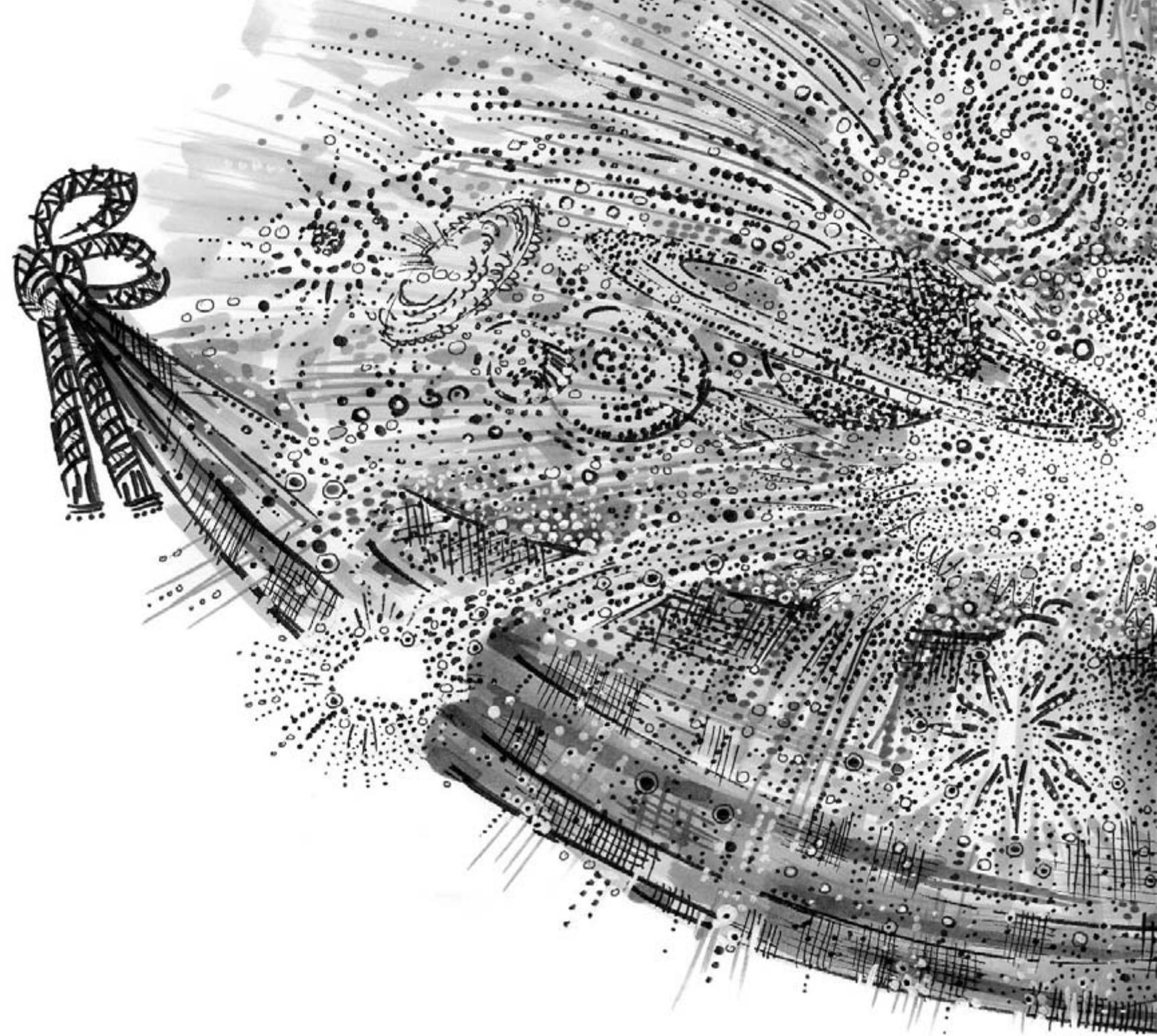
God was very generous when he gave us the gift of laziness. God never ever intended for us to work. He, like every father, wants His children to follow in His footsteps — the path of not working.

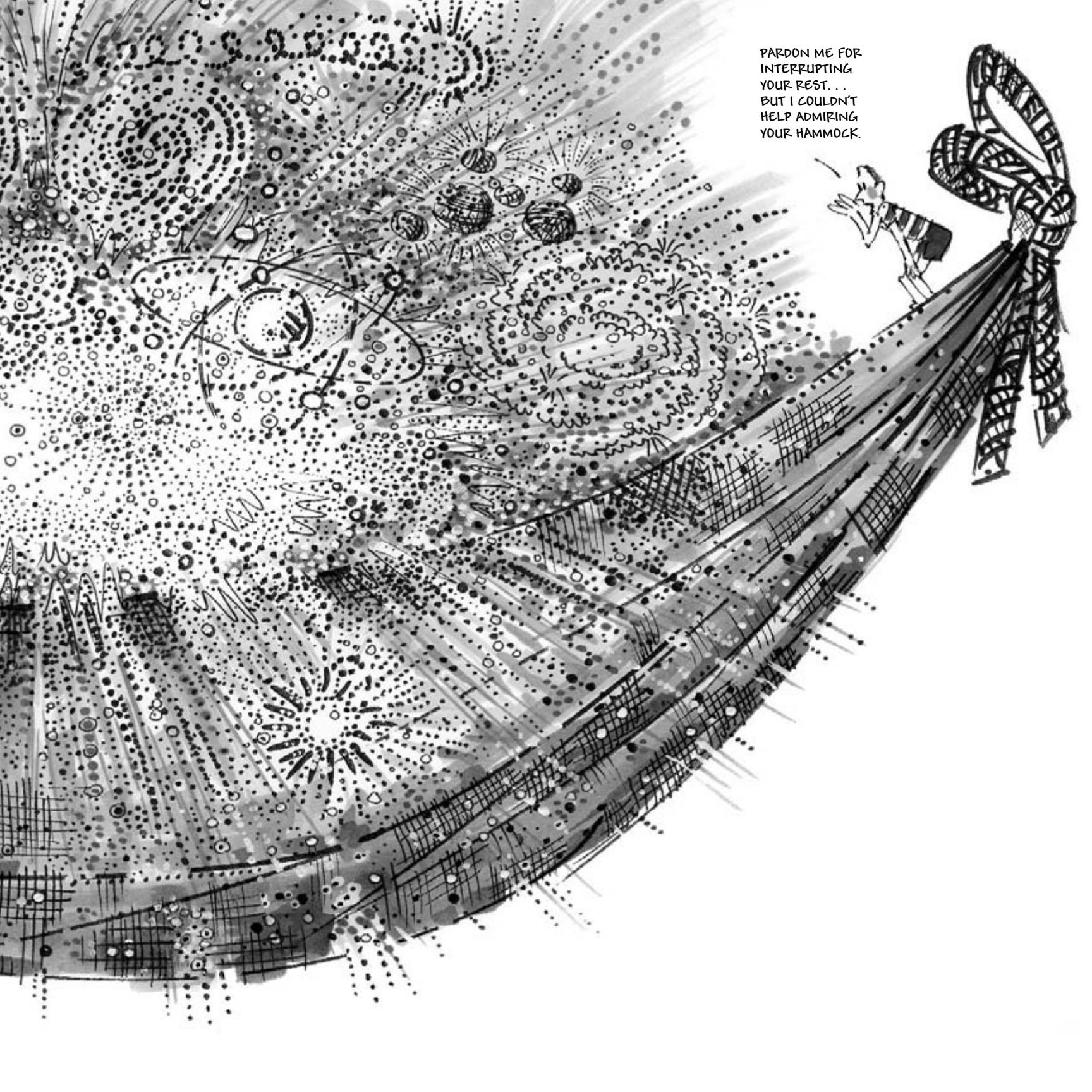
In the beginning ...

When God created the universe, He did not work to do it. How could creation possibly be work for one of God's stature? God is omnipotent. That being the case, He certainly didn't have to do any heavy lifting. With God being omniscient, He obviously didn't sweat the details. And being omnipresent, there wasn't even a commute. So where's the work?

Given God's qualities, there can only be one conclusion — the act of creation was only an imperceptibly delicate stirring in His unbounded awareness. To think otherwise grossly underestimates the infinite power and glory of our Creator. But that is not the best part. Most deliciously of all, after spending six days in what was obviously an entirely effortless exercise, God *rested*.

Since God created us in His own image, let us also express this magnificent blessing in our own lives. Let us effortlessly create for six days and rest on the seventh.





PARDON ME FOR
INTERRUPTING
YOUR REST...
BUT I COULDN'T
HELP ADMIRING
YOUR HAMMOCK.





Is Mother Nature Lazy?

Not only didn't God work in creating His creation, He designed the entire universe around the principle of not working.

In other words, Nature doesn't work either. She functions effortlessly, and confronted with a situation, will always choose *the least amount of doing*.

Physicists have even given this delightful quality a name – the Principle of Least Action.



It was first formulated in the 18th century by Lagrange, Hamilton, and Jacobi, famous scientists all, who at the time were studying the movements of celestial bodies.

It turns out that the Principle of Least Action is the mathematical form describing not only the motion of celestial bodies but also *all* known physical laws of motion, including electromagnetism, the propagation of light beams, and quantum theory. In other words, everything in the entire universe is joyfully following the Principle of Least Action.

Let's consider an example. When we throw a ball up in the air, it doesn't zigzag all over the place in a random pattern. The ball will always follow the easiest, shortest, straightest path up, and the easiest, shortest, straightest path down. Scientists explain this simple phenomenon by saying that the ball moves so as to minimize the time-averaged difference of kinetic and potential energies, a measurable quantity called *action*. The result will always be the easiest, shortest, straightest path or *least action*.

The conclusion is obvious: Mother Nature is one lazy mama.

Even Einstein Agrees

Without trying to explain Einstein's Theory of Relativity and his theory of the curved geometry of space-time, let alone understand it, I will just take Einstein's word and believe that he proved that a planet's orbit is actually the straightest, shortest, easiest, space-time history — the *geodesic*. According to scientists, for any curved space, a *geodesic* is the shortest distance between two points. Therefore, the entire cosmos in all its diversity of motion and change is simply following the easiest, shortest, straightest path.

It's right in front of our eyes — the Principle of Least Action. Mother Nature, in her effortless management of the entire universe, whether on the microscopic or macrocosmic level, does as little as possible.

If you ask me, the whole thing is a magnificent *accomplishment* and *success*, considering no work is, or was, or will be involved.



Are We Done with Physics Yet?

Not quite. I want to shift from the cosmic level to the level of human understanding.

The trend in physics is towards unification and simplification. In other words, explaining more and more phenomena on the basis of fewer and fewer principles.

So if Einstein and other modern theoretical physicists get their wish, one principle — the unified field — will describe the whole shebang, from the Big Bang on down. What a breakthrough that would be for the lazy student — understand that one principle and you would know the whole story. Now that would really be applying the Principle of Least Action in practical life.

That's not such a far-fetched thought after all. We'll come back to this concept later.



WHAT WOULD YOU LIKE,
ALBERT - SPEED OF LIGHT?
NO PROBLEM IN THIS BABY.





CHAPTER 3

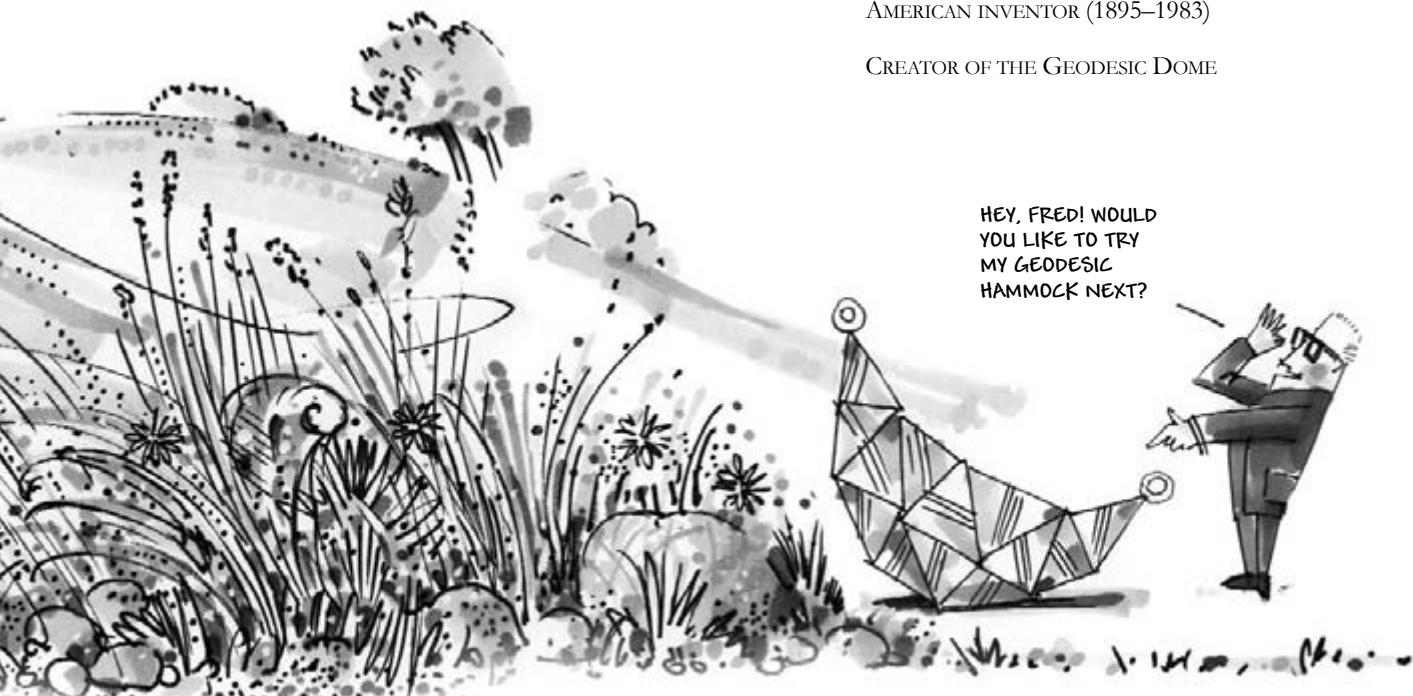
In Search of Effortlessness

History's political and economic power structures have always fearfully abhorred "idle people" as potential troublemakers. Yet nature never abhors seemingly idle trees, grass, snails, coral reefs, and clouds in the sky.

CRITICAL PATH BY R. BUCKMINSTER FULLER,

AMERICAN INVENTOR (1895–1983)

CREATOR OF THE GEODESIC DOME





Laziness comes in a variety of skill levels. Of course, there is your basic garden-variety, couch-potato laziness where avoiding work is its own glorious reward. This type of laziness certainly has its own value and charm and should be encouraged and nurtured, as all laziness (even this tender sprouting) is heaven-sent.

At the other end of the spectrum are the masters of laziness who have harnessed the immense power of doing as little as humanly possible. These advanced black belts in laziness not only enjoy the pleasures of work avoidance but are also able to accomplish great things and amass great fortunes *because* they have abstained from work. We shall soon see that it is this highly skilled form of laziness that drives all progress in society.

Unfortunately, the unchallenged common thinking in our culture calls laziness a blight on your character, at best, and at worst, the devil's workshop. Those of us who practice the high art of laziness are subjected to stinging rebuke and are harangued, with mind-numbing repetition, that to accomplish more in life we must work harder and longer.

THE WORLD ACCORDING TO FRED:

IF YOU ARE WORKING INTO THE NIGHT,
YOU WEREN'T PROPERLY LAZY DURING
THE DAY.



"I put in 16 hours a day of *hard work*," is a typical boast from a poster boy for this twisted, snore-inducing mentality.

Now don't get me wrong, there is nothing wrong with hard work and long hours per se — if you don't mind sacrificing your health, your family life, the rest of your life, and your spiritual evolution, and you are willing to settle for a pedestrian achievement (snore). In this light, hard work has its own level of merit and satisfaction.

But if you want the kind of success that has Wall Street investment bankers dancing around you like trained bears, then you need to replace the 16-hour

mindset with a new math. The one-plus-one-plus-one-plus-one plodding mentality of working longer and harder is like ending your math education with counting.

Now, I will readily concede that if you achieve something in one hour, you will achieve two somethings in two hours. If your desiring limit is 16 somethings, then you have found the right, mindless formula. But what if you want a million somethings? Then you need a new math.

The basis of this new math is the pure, simple, and elegant truth — **SUCCESS IS INVERSELY PROPORTIONAL TO HARD WORK**. This means, as effort and hard work become less, success becomes more. As you move towards effortlessness, success moves towards infinity.

The natural conclusion from this truth is that hard work is detrimental to success. One obvious clue is that the world is chock-full of hard workers (nearly everyone works hard) yet there are few successful ones among them. Yet for some cockamamie reason, people still cling to the notion that the harder they work, the more successful they will become. In reality, the only thing proportional to hard work and effort is fatigue.

In these pages, you will learn to embrace the laziness that strives for effortless performance — the ability to do nothing in order to achieve everything.

The Dollar Value of Hard Work

As we will come to see, it certainly does not make sense financially to work. If we were to graph the relationship between hard work and money, we would see that the harder and more demanding the job, the less the pay. As effort decreases, success (as measured by money) increases. If people were remunerated based on the amount of hard work necessary to accomplish a job, physical laborers would be the richest people in society. Obviously they are not.





In our graph we could start with the following benchmark. If a person solely used his or her muscles to generate electricity, and was not assisted by devices or inventions that were derived through any brain activity, he would generate enough electricity to earn \$4.30 in his lifetime.

For those paying attention, the conclusion should already be evident: We must use our brains to assist us in working less and ultimately to avoid working altogether. Otherwise we condemn ourselves to work and the more we must work, the less we get paid — a double whammy.

My Big Breakthrough



Decades ago, some friends and I had visions of renovating a run-down space and changing it into a fashionable graphic arts design studio.

However, in the middle of our soon-to-be-magnificent parquet floor, resting on its side, was a grotesque black safe, approximately six feet long and three feet by three feet at its base. It was clear that before we could begin the refinishing of our studio floor we had to move this ugly box of rusted steel out of the room.

Seven of us surrounded the safe and, in a brilliantly timed, perfectly coordinated, and impeccably executed maneuver, we, at the pinnacle of our motivation, attempted to *lift the safe*. Eyes bulged, sinews strained, knuckles blanched, guts wrenched, veins popped, sweat beaded, fingernails tore, clothes ripped, grunts emanated. But that safe did not move one angstrom unit.

We upgraded our strategy. And with everyone at one end we resolutely, with an all-for-one-one-for-all, shoulder-to-the-wheel spirit, tried to *push it out*. Once again, the safe did not budge a micron. Despite Herculean after Herculean effort, we succeeded only in getting dirty, sweaty, bruised, tired, frustrated, and deflated.

“Maybe,” suggested a daunted member of our team, “we could just cover it with a table-cloth and put a vase of flowers in the center.”

On that defeated note we went to lunch.

When I returned from lunch I saw another friend circling the safe, studying it intently. He had not been a party to the earlier fiasco.

"What are you doing?" I asked.

"I'm going to move the safe," he stated matter-of-factly.

"Do you want to help?"

"You've got to be kidding. I've already seen this movie," I said with seasoned experience, and proceeded to tell him about the seven guys and the tablecloth. I held up my bleeding thumbnail as Exhibit A.

"You and I can move this rascal," he said, dismissing my expertise with a flick of his hand. So hideous was this safe and its presence so discordant to our dream studio that I forgot the morning's debacle and accepted his invitation. It wasn't long before we figured out a solution.

We hammered the tip of a screwdriver under the safe, slid a long piece of pipe over the handle of the screwdriver, and put a 2-by-4 under the pipe to serve as a fulcrum. By pulling the pipe down, we were able to lever the safe up a teeny-tiny bit — enough to slide a few pieces of paper underneath. Even though only one edge of the safe was lifted off the floor a barely perceptible height, it allowed us to push the tip of the screwdriver under a little further.

We levered the pipe a second time. It lifted the safe high enough for me to replace the papers with a magazine. We then adjusted the lever and fulcrum angle once more and jacked the safe up enough to add a second magazine. The pile of magazines grew until we were finally able to slide a pipe underneath. We repeated the process at the other end. Then, like two grandmothers leisurely pushing a baby carriage through the park, we *effortlessly*





finding the right angle. And the angle for greater accomplishment, I have found, is *always* in the direction of greater ease and effortlessness.

Success is inversely proportional to hard work. This is true not just in moving heavy objects but in everything — dealing with people, products, money, situations, thought, emotions, . . . whatever.

The basis of success is not hard work. The basis of success is doing less.

rolled the safe on those pipes out of the room.

We were elated. We felt invincible. We were convinced that we could build another Egyptian pyramid. Just the two of us.

Two people using their brains accomplished *effortlessly* what seven people exerting maximally could not. We did not avoid the job; we just avoided the work. We found the effortless solution.

That single incident was a turning point for me. From then on I knew there was nothing in life that could not be accomplished. It is simply a matter of



The Creative Person Is a Lazy Person

Most, if not all, of the world's advances and improvements were discovered or invented by people fed up with the old ways of doing something. They knew in their hearts there must be an easier way, or a faster way, or a cheaper way, or a simpler way, or a safer way. They knew there must be a better way that involved LESS WORK.

These people wanted to make life easier for themselves. They wanted to avoid hard work. They wanted to do less and accomplish more. In other words, from my point of view, these folks were *lazy*.

Think about it. The first person who thought of putting a sail on a boat wanted to get out of rowing. Whoever hitched a plow to an ox was looking for a way to escape digging. Whoever harnessed a waterfall to grind grain hated pounding it with rocks.

Let's face it, the creative person is lazy.

Is the converse true? Are all lazy people creative? No, they are not, but they certainly have the right attitude to start.

Now I would like to invite you to take your wonderful laziness and raise it to the perfected art form it deserves and advance the world with your creative genius.





Civilization's Advancement

Civilization's advancement is also the history of doing more with fewer resources — of getting more performance from less material, with less energy, in less time.

Think about your new right hand — the computer. A computer used to fill an entire room, cost a million dollars, require shiploads of do-not-fold-spindle-or-mutilate cards, and need an additional room filled with refrigeration equipment to keep it from overheating. Despite its formidability, that computer was slower, embarrassingly less versatile, and vastly less powerful than the cute little one I'm writing this book on. And this baby costs less than 1/10th of 1% of its forebear.

Society progresses with steps that dramatically save doing work.

R. Buckminster Fuller

A major hero of mine is Dr. R. Buckminster Fuller. Dr. Fuller coined the word *ephemeralization* — meaning *doing more with less*. It was his vision that:

The accelerating ephemeralization of science and technology might someday accomplish so much with so little that we could sustainingly take care of all humanity at a higher standard of living than any have ever experienced. **CRITICAL PATH**

Dr. Fuller so completely embraced the concept of accomplishing more with less that he dedicated his life to discovering tools and techniques to terminate humanity's need to earn a living, which he described as doing what others wanted done only for other's ultimately selfish reasons.

I committed myself to evolving and cultivating tools that would accomplish humanity's necessitous tasks in so much easier, more pleasant, and more efficient ways that, without thinking, the undesirable ways would be abandoned by society. **CRITICAL PATH**

Zero Is the Hero

You are a cloistered Italian monk living during the Dark Ages, circa 1000 AD. Your job is to multiply. (Not that kind of multiplying. You're a monk, remember?) A merchant in need of your expertise brings you a calculation that he needs performed: CDXXXIV multiplied by IX. Needless to say, you are without the use of Arabic numerals, as they have not yet been introduced into European circles. And, the hand-held calculator you ordered is back-ordered for another 1,000 years or so. Okay, what's the answer? Keep in mind this is a relatively easy problem. The merchant could have given you a problem more difficult than 4th-grade arithmetic.

$$\begin{array}{r} \text{CDXXXIV} \\ \times \text{IX} \\ \hline \text{MMMMMCCCXL} \\ - \text{M} \\ \hline \text{minus CDXXXIV} \\ \hline \text{equals MMMDCCCCVI} \\ \text{or more precisely} \\ \text{MMMCMVI} \end{array}$$





But fear not. Help is on the way. Galloping on camels across the desert are the Arabs in neighboring eastern Islam. They have adopted from their eastern neighbor, India, the basic Hindu numeral forms including a completely *new* concept — the number zero. Eventually (after another hundred years or more) the new math will spread throughout Europe when Arabic and Hindu treatises on mathematics were translated into Latin in the 11th century. Needless to say, this simplification has revolutionized the ease and speed of doing calculations. Now our merchant can cut out the monastic middle man, giving you more time for prayers, and multiply 434 times 9 himself. ($434 \times 9 = 3906$.) More got accomplished with less. In this case, more got accomplished with a *nothing* (zero).

The Digitized World

The computer has made giant leaps for mankind by further simplifying the already simple Hindu-Arabic numerals. Now everything can be reduced to streams of ones and zeros — words, numbers, photographs, voices, music, sound, graphics, movies. This is truly accomplishing more with less!

German Laziness

Have you ever heard of a German military leader who celebrated, even rewarded laziness? What a preposterous question, you must be thinking. Given the overwhelming industriousness of the entire Germanic population since the beginning of time, it seems impossible there could be such a leader. Yet, there was. He is an anomaly, to be sure, but he definitely existed. And he was important. He was General Helmuth von Moltke who served as chief of the German General Staff from 1858 to 1888. Under his leadership the German military became the model for all modern armies.

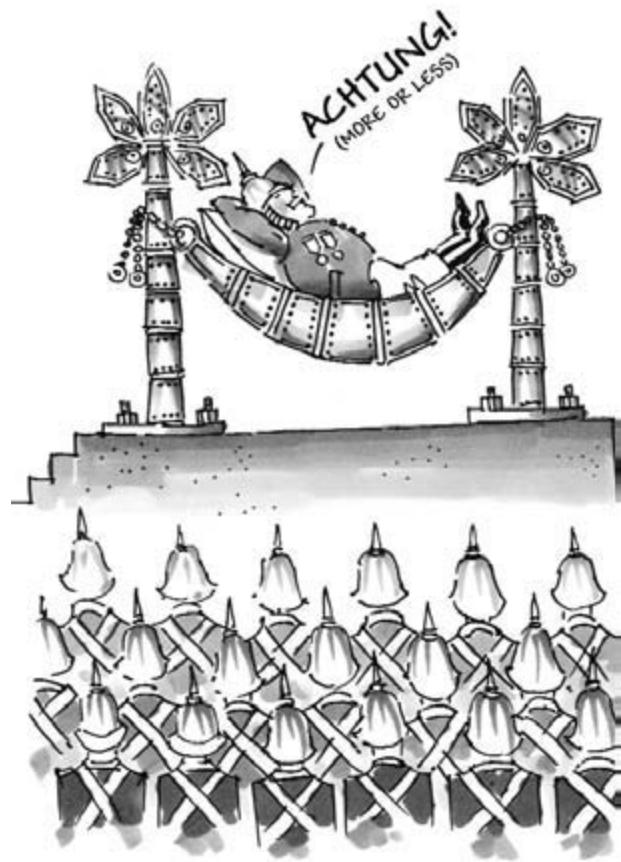
General von Moltke divided the entire officer corps into four distinct types, depending on their mental and physical characteristics: 1) mentally dull and physically lazy, 2) mentally bright and physically energetic, 3) mentally dull and physically energetic, and 4) bright and lazy.

The officers who were both mentally dull and physically lazy were given simple, repetitive, unchallenging tasks.

The officers who were both mentally bright and physically energetic, Von Moltke felt were obsessed with micromanagement and accordingly would be poor leaders. Therefore, he never promoted this type of officer to the status of commanding officer of the German General Staff.

The officers who were mentally dull but physically energetic, Von Moltke considered dangerous. To him, they were walking, talking mistake generators that required constant supervision. Because they created messes faster than could be fixed, these officers were too much trouble and were dismissed.

The mentally bright yet physically lazy officer, our hero, is the type of person Von Moltke felt should ascend to the lofty heights of ultimate command. Why? Because he is smart enough to see what needs to be done but is also motivated by laziness to find the easiest, simplest way to succeed. And, of course, such an officer would never sully his hands with details, vastly preferring to delegate those concerns to the eager beaver types.





No Pain, No Gain

No pain, no gain. Who thought up that absurd slogan? The answer is a weight lifter!

And what glorious reward awaits the one who diligently practices this philosophy and endures all that strain and pain hour after hour, day after day, year after year?

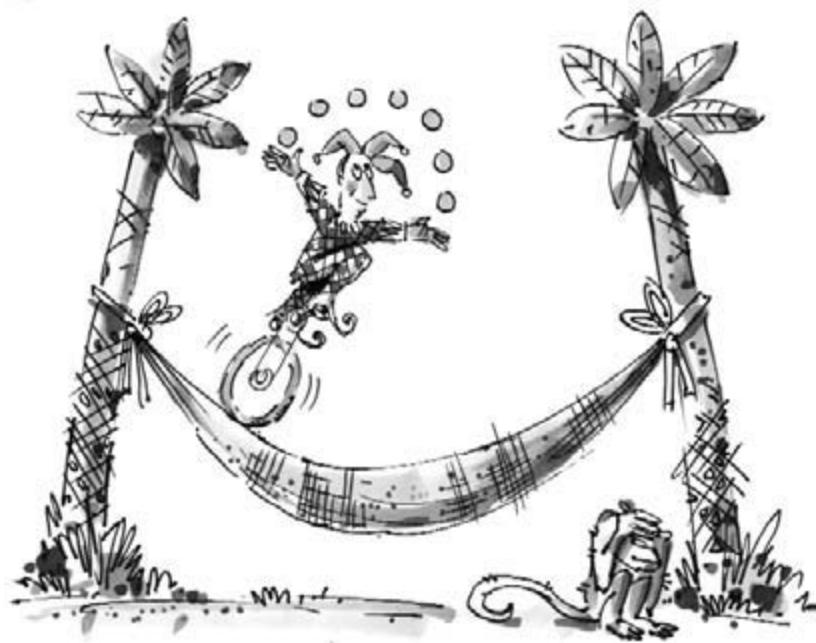
He gains the ability to lift a heavier weight — so now he can start feeling pain all over again.

Next Chapter

Finding the *lever* where we accomplish more by doing less is the key to success. In the next chapters we will explore how to look for the lever and where the key to your success is likely to be found. Then we will make hard work obsolete once and for all. Never again will you need to exert effort.









C H A P T E R 4

How to Succeed Without Working Part 1: Fun & Games

What then is the right way of living? Life must be lived as play.

PLATO, GREEK PHILOSOPHER (427–347 BCE)

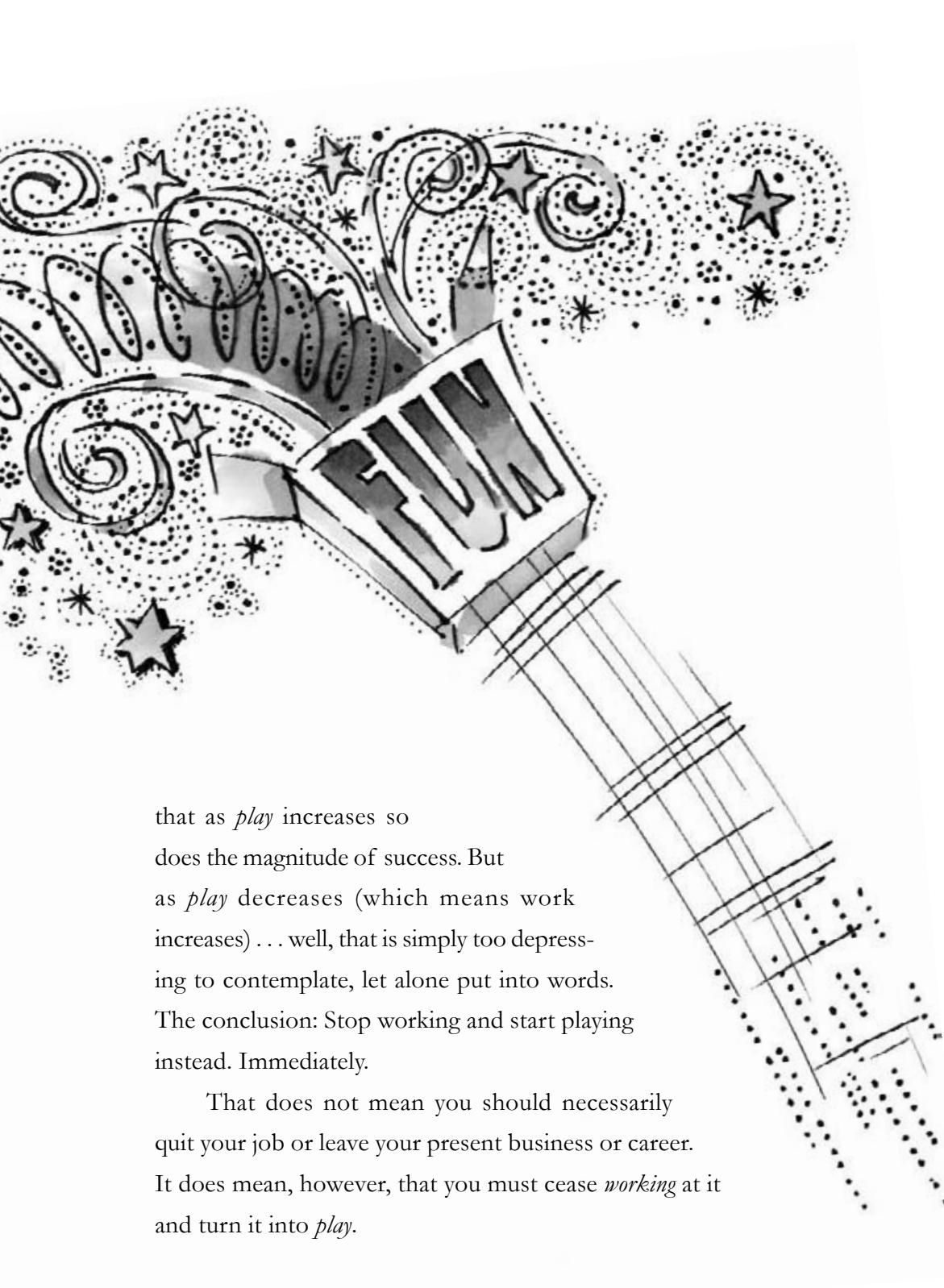




Don't get me wrong; I am not against work per se. I'm just allergic to it. The mere thought of work makes my face twitch, my heart shrink, my stomach quease, and my soul consider immediate exit strategies.

But that's me. If you don't mind doing what someone else wants done and having that person reap all the benefit, then I don't mind either. But if you want the type of success where you live life on your terms, where you are lauded and applauded, where journalists swoon to interview you, then be forewarned that no kind of work can deliver that for you. What you really need has nothing to do with work at all.

To attain that bounteous level of success, you will need to understand the value of fun, games, laughter, and frivolity. You need to understand the value of *play*. You will need to see



that as *play* increases so does the magnitude of success. But as *play* decreases (which means work increases) . . . well, that is simply too depressing to contemplate, let alone put into words. The conclusion: Stop working and start playing instead. Immediately.

That does not mean you should necessarily quit your job or leave your present business or career. It does mean, however, that you must cease *working* at it and turn it into *play*.



Your work (I hate to even say that unpleasant word) should be *fun*. Pure, unadulterated FUN. Your work (oh, God, I did it again) should produce *happiness*. And lots of it. If it doesn't or if it can't, I'd suggest that that mirthless situation be last seen rapidly disappearing in your rear view mirror.

Any individual or business that wants great success must take the concept of play seriously. For that matter, play should be the only thing taken seriously.

Play in the workplace is not frivolous, as the hard work advocates would have you believe. Quite the contrary, play has enormous practical value. We will see that it is the *basis* of both individual and corporate success.

Play allows the mind to flow without restrictions — to explore, to experiment, to question, to take risks, to be adventurous, to create, to innovate, and to accomplish — without fear of rejection or disapproval. Thus, a business that regards fun as “unprofessional” or “improper” or “trivial” or “out of place” stifles the creative and progressive process. That’s like running a highly competitive race with one foot stuck in a bucket.

Having been intimately involved in the life cycles of my own businesses, I have seen what fuels growth and what causes rot. Fun fuels growth. Disapproval causes cancer. Having fun is the fastest way to the goal because fun *is* the goal (or at least one of them). So, HAVE FUN! Play with everything. Play with things, play with ideas, play with machines, play with co-workers, play with customers, play with words, play with food, play with fabric, play with paint, play with academics, play with money, play with music, play with science, play with technology, play with computers, play with kids, play with friends, play with grandma, etc., etc., etc. Above all, play with what you are doing right now.

I believe that if it isn’t fun, you are wasting your chances for success.



And Now for Something Completely Different

All my life, ever since I can remember, I've been surrounded by people who told me to grow up and start being responsible. Well, I'm here to tell you that they've all been wrong. Everything worthwhile that I've ever done has been in the field of play.

TERRY GILLIAM, ANIMATOR, MONTY PYTHON'S FLYING CIRCUS (1940–)

Necessity Is Not the Only Mother of Invention

Many of mankind's most important inventions, advances, discoveries, and theories were originally conceived for the purpose of play or as a result of play. The Wright Brothers didn't envision the enormous practical value of their *sport*. They were just having a ball trying to get that collection of bicycle parts airborne.

Nor did Edison and Berliner even begin to think their gramophone could be used as a method of reproducing music.

Did Marconi think that his monkeying around with the first radio would result in CBS, NPR, MTV, and Pampers commercials? Hardly.

Inventors often have no idea what practical purpose their inventions will have. They are simply caught up in the fun of discovery.

Believe it or not, even Einstein was flabbergasted that someone (Buckminster Fuller) thought his Theory of Relativity had *practical* value.

*I was playing
when I invented
the aqualung.
I think play is
the most serious
thing in the
world.*

JACQUES COUSTEAU,
UNDERWATER
EXPLORER
(1910–1997)





Many of the world's most significant theories and discoveries were not even made during the proper workday.

- ~~~ Copernicus was *employed* as a clergyman at the Cathedral at Frauenburg, Poland, when he perfected his epochal descriptions of planetary motions. However, his *employers* did not embrace his *extracurricular* astronomical observations with the same aesthetic enthusiasm and precipitously curtailed his clerical career.
- ~~~ Galileo, though formally trained in medicine, found his joy (and chiseled his name in history) in playing with various objects to find their center of gravity.
- ~~~ Gregor Mendel, a cloistered monk, *fathered* the science of genetics through his *hobby* — gardening.
- ~~~ To escape the plague, Sir Isaac Newton left his studies in the city and went to a country retreat. Bored, he filled his time playing with ideas about a universal theory of gravitation.
- ~~~ While working as a clerk in the Swiss Patent Office, Albert Einstein wrote his most influential papers.

The Joy of Inventing

Many inventions have been produced not in response to a specific need but because of the sense of craftsmanship or the pleasure in contrivance in the inventor.

SOURCES OF INVENTION BY JOHN JEWKES, DAVID SAWERS & RICHARD STILLERMAN



Silly Physics

Dr. Richard Feynman was burned out. He was teaching physics at Cornell University, but felt he would never again accomplish anything really significant in terms of theoretical physics.

After reading the **Arabian Nights** for pleasure, he decided that he was going to *do* physics for pleasure just as he did when he was younger. He vowed to play with physics whenever he wanted to, and without worrying about whether it had any importance whatsoever.

That week a student was fooling around in the cafeteria, tossing a dinner plate in the air. Dr. Feynman noted the plate wobbling and the red Cornell emblem going around. He also noticed that the emblem went around faster than the wobbling.

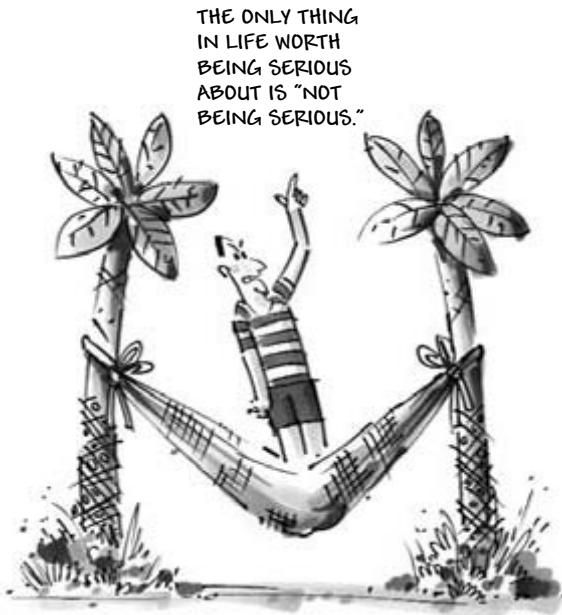
With nothing to do, he started to calculate the relationship between the wobble and the rotation of the plate. It turned out to be quite a complicated equation.

He showed it to a colleague who asked about its importance. Dr. Feynman told him that there was no importance whatsoever, that he was just doing it for the fun.

“I went on to work out the equations of wobbles. Then I thought about how electron orbits start to move in relativity. Then there’s the Dirac Equation in electrodynamics. And then quantum electrodynamics. It was play. . . .

“It was effortless. It was easy to play with these things. It was like uncorking a bottle: Everything flowed out effortlessly. I almost tried to resist it! There was no importance to what I was doing, but ultimately there was. The diagrams and the whole business that I got a Nobel Prize for came from that piddling around with the wobbling plate.”

And, what did the great Dr. P.A.M. Dirac, the physicist whose equation Dr. Feynman refers





to, have to say about the development of quantum physics in the 1920s? “It was a game, a very interesting game one could play.”

(quotes from “**SURELY YOU’RE JOKING, MR. FEYNMAN!**” ADVENTURES OF A CURIOUS CHARACTER BY RICHARD FEYNMAN)

The Nobel Prize for Fun and Piddling Around

Dr. Albert A. Michelson was the first American to win a Nobel Prize in science. When he was asked why he devoted so much of his life to measuring the speed of light, he replied, ‘It was so much *fun*.’

Dr. Barbara McClintock won a Nobel Prize for her advancements in genetics. Here’s how she described her activity: “I did it because it was *fun*. I couldn’t wait to get up in the morning! I never thought of it as *science*. ”

It’s fun to achieve a goal. But fun is also the *means* to achieving the goal. In other words, success breeds fun, and fun breeds success. If the process of getting to the goal is fun, then you know you are on the right path.

When you can say about your activity what Dr. McClintock said about hers, you will be well on your way to great success: “I do it because it is fun. I can’t wait to get up in the morning. I never think of it as *work*. ”

Hints to Encourage Play

Play in the workplace is not an oxymoron. A playful attitude is essential for creative thinking and a *fun* environment is a lot more productive than a *routine work* environment. People who enjoy what they are doing will come up with a lot of new ideas. You will also find that fun is contagious. Everyone loves to join in when things are fun.



Replace stringent rules and penalties with giving people the freedom to act creatively — within a shared framework of values and purpose.



Don't criticize bad ideas. Create a nurturing atmosphere where everyone feels comfortable. It will give rise to great creativity.



Create a culture where people know they have the right to create their own destiny and to be accountable. This lets people be themselves and it makes it fun and exciting to be on the job.



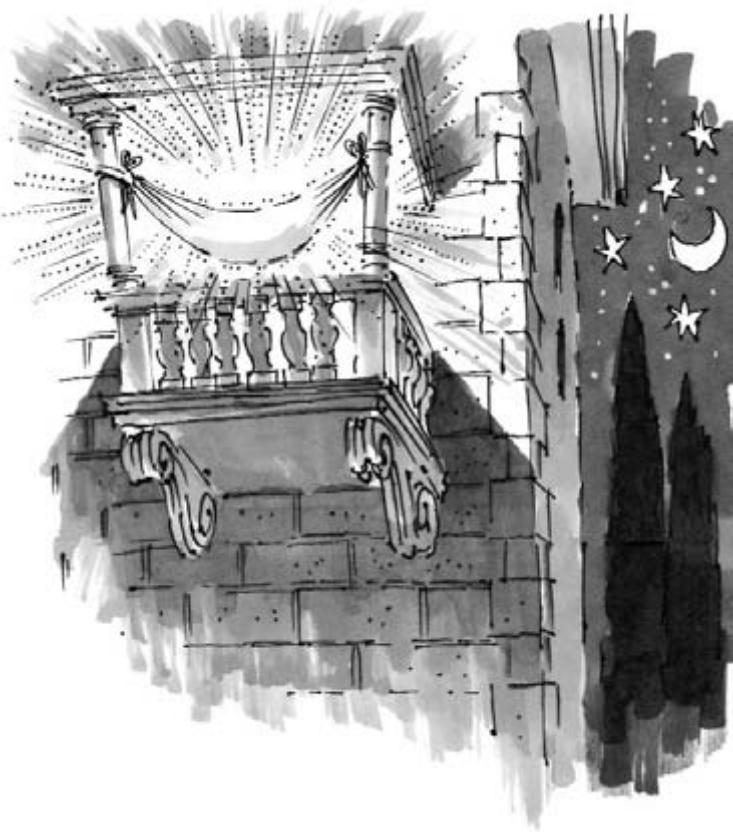
Don't over-emphasize logic. It inhibits creativity.

Ancient Greek Insight

Man is most nearly himself when he achieves the seriousness of a child at play.

HERACLITUS, GREEK PHILOSOPHER (535–475 BCE)







CHAPTER 5

How to Succeed Without Working Part 2: Passion

If you can find the work that you love, you will never labor a day in your life.

CONFUCIUS, CHINESE PHILOSOPHER (551–479 BCE)





Everyone wants money. And nearly everyone thinks that the best way to get money is to focus on money. People will do almost anything as long as they get money for it. Unfortunately, as a result of this attitude, they sentence themselves to hard labor, which, as we have seen, will never generate very much money.



Focusing on money is probably the most backward approach to becoming rich and successful I have ever heard.

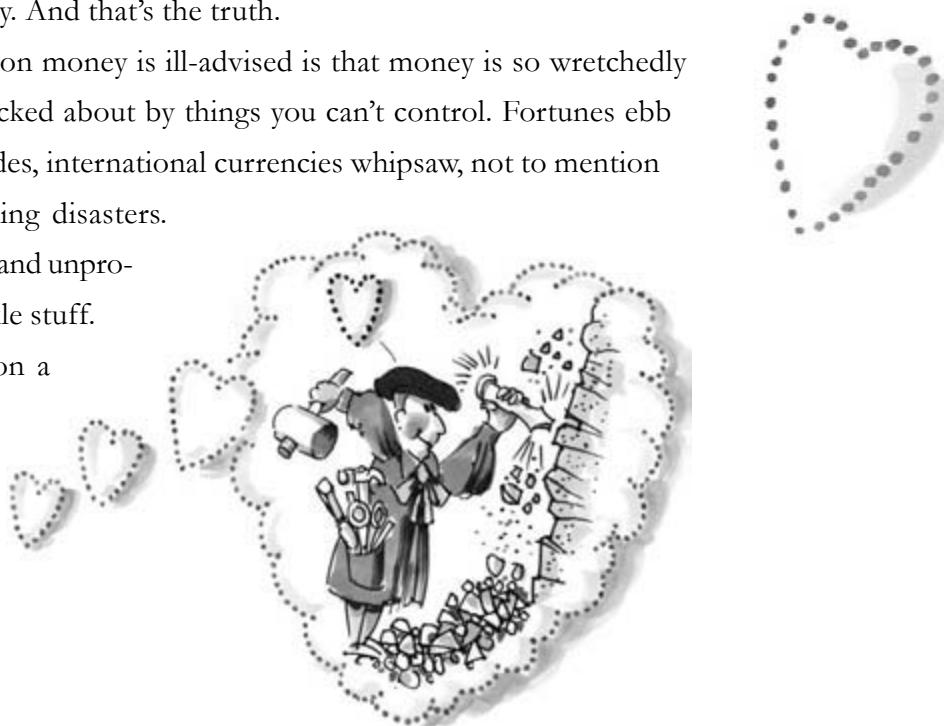
Let me put it another way. If the main reason you are doing what you are doing is money, you will probably never make as much money as you want and you will never become great in what you are doing.

If you focus only on money, you will never be happy and fulfilled in life. Why? Because you can never make enough money. And that's the truth.

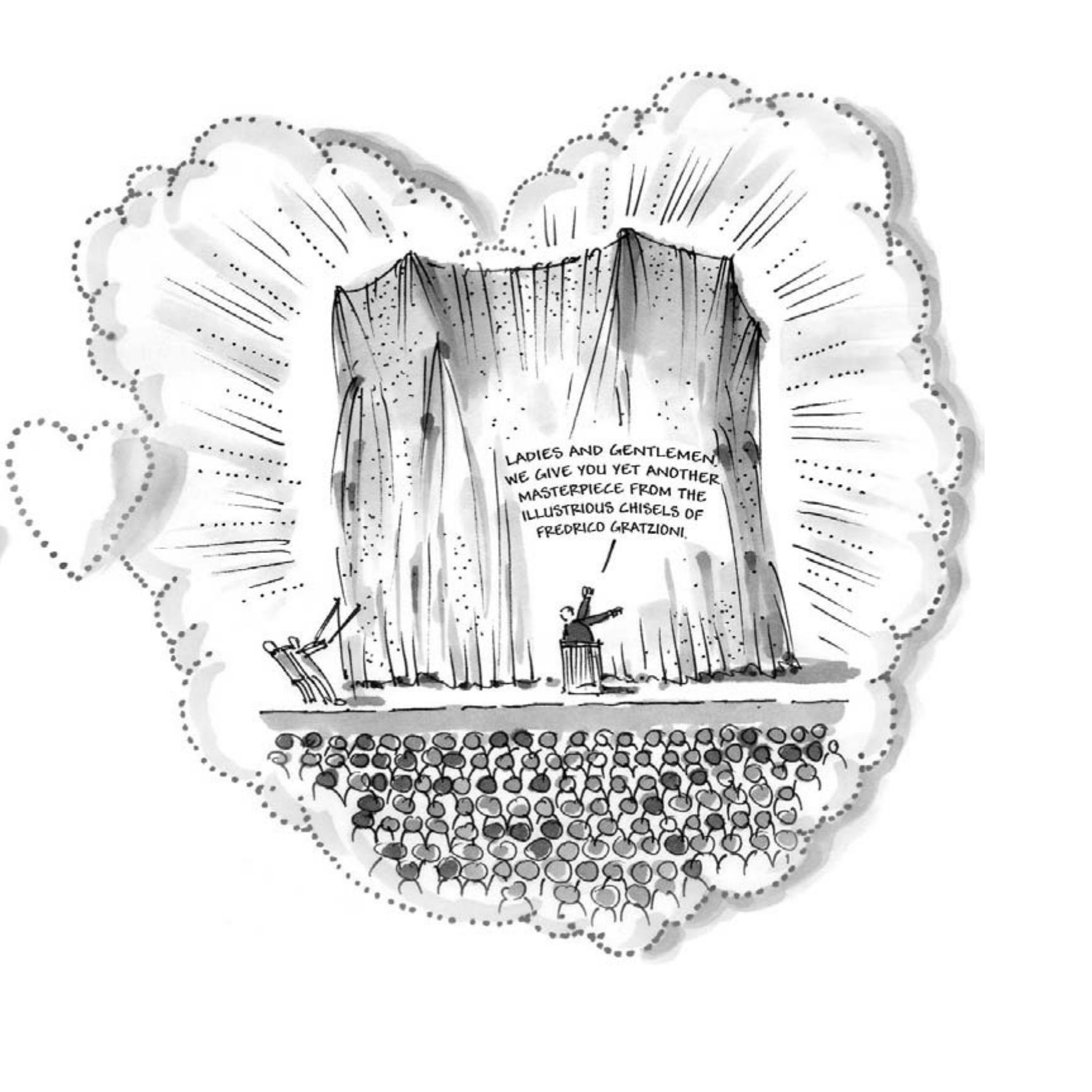
Another reason why a focus on money is ill-advised is that money is so wretchedly unstable. It changes constantly, kicked about by things you can't control. Fortunes ebb and flow, inflation rages then recedes, international currencies whipsaw, not to mention the myriad other wealth-threatening disasters.

Nothing could be more frustrating and unprogressive than to focus on such fickle stuff.

To focus on money is to focus on a mirage.



LADIES AND GENTLEMEN,
WE GIVE YOU YET ANOTHER
MASTERPIECE FROM THE
ILLUSTRIOS CHISELS OF
FREDRICO GRATZIONI.





I WAS JUST FREEING
THE HAMMOCK
THAT WAS ALREADY
IN THE STONE, FOLKS.

Putting the Accent on the Correct Syllable

Since you want to be rich, successful, and great, and you want it all without effort (which is really the only way), then your primary focus must be on doing something that meets any one of the following criteria:

- ❑ You love doing it.
- ❑ It races your blood.
- ❑ It challenges your creativity.
- ❑ It is absorbing, passion inspiring, and joyful.
- ❑ It is so compelling that you would do it even if there were no money involved.

It's so simple. When you experience any one of the above, it means you are in love with what you do. Once you are in love with what you do, success then unfolds in the following way:

- ❑ If you love what you are doing, it ceases being *work*.
- ❑ The more you love what you are doing, the more you *spontaneously* commit to it.
- ❑ The greater your commitment, the deeper the knowledge you gain.
- ❑ The deeper the knowledge, the more powerful the knowledge.
- ❑ The more powerful your knowledge, the easier it is to achieve success, because deep, powerful knowledge is the key to inspired thinking and finding intelligent solutions to problems.
- ❑ And with that deeper knowledge you quickly recognize opportunities and pounce on the best ones.

But it all starts with loving what you do.





Of this I am
certain, nothing
great in this
world was ever
accomplished
without passion.

GEORG WILHELM
FRIEDRICH HEGEL,
GERMAN
PHILOSOPHER
(1770–1831)

Financial Benefits

When you are in love with what you are doing, money will be an abundant by-product.

Srully Blotnick's 20-year research study of a large cross-section of middle class workers found that those who eventually became millionaires did so because they were profoundly absorbed in what they did. You can only be profoundly absorbed in what you love doing.

Do what you love and the money will come.

Other Benefits of Doing What You Enjoy

If you love what you do, your wealth will not only be measured by money. You will also be rich in power and influence, and rich in being a fascinating person who is making a vital contribution to society.

My Advice to the Collegiate Generation

All you kids who are going to college, I'm begging you, please do not choose a major just because you think you can make a lot of money at it. Instead study those subjects that inspire you.

I am absolutely begging you. Please do not major in accounting or law or medicine just because you think you can make a good living from it. Major in those fields only if you adore them.

Gaining an understanding of accounting is one thing, but please do not become an accountant who is solely motivated by the salary you think you'll get at a big accounting firm. If you do, you will end up very unhappy, not to mention dreadfully dull.

The same goes for other subjects. If you study law for the money it will bring or medicine for the money, not only will you be a mediocre lawyer or doctor, you will be a shallow one.



Wait a Second! Accounting?

When I went to college, between 1964 and 1968, I don't think I ever met an accounting student.

Today, university accounting classes fill up first.

Where or what, may I ask, is the fascination with accounting?

Now don't get me wrong, I know accounting has value. Knowledge of accounting is essential to a businessperson for business success. But if your primary focus is accounting I guarantee the highest you can ever hope for is a supporting role.

Pop quiz: Name any accountant in the entire history of the human race who became great.

Personally, I can't think of one. The closest I can come are artist Paul Gauguin and poet Wallace Stevens. Gauguin, though not an accountant, was a kindred soul — a banker. But his greatness came in painting Tahitians, not banking. And Wallace Stevens was an insurance executive. Yet it was his writing, not his underwriting, that makes him immortal.

Thank God It's Payday

If you are doing what you are doing solely for the money, your work will soon become *the old grind* which has only one fulfilling day — payday. I hope people in this predicament are at least paid once a week. Otherwise, it gets tough going two weeks, or even a month, without a smile.

But if you are in love with your job, and if your commitment to it is joyful, then instead of *Thank God it's Friday*, you will say *Thank God it's Monday*.

I'M HAVING SO MUCH
FUN, I FEEL GUILTY
TAKING YOUR MONEY . . .
BUT I WILL.*



* LIBERACE, AMERICAN PIANIST AND ENTERTAINER (1919–1987)

*The secret of
living is to find
people who will
pay you money
to do what you
would pay to do
if you had the
money.*

SARAH CALDWELL
OPERA
CONDUCTOR (1924–)



The higher the pay in enjoyment the worker gets out of [his labors], the higher shall be his pay in money also.

THE LAWS OF WORK

MARK TWAIN

AMERICAN AUTHOR

(1835–1910)

One never learns to understand anything but what one loves.

JOHANN WOLFGANG

VON GOETHE

GERMAN POET

(1749–1832)

Conclusion

People continually claim how their hard work paid off. I don't doubt for a second that their activity produced wonderful results. I merely dispute that hard work had anything to do with it.

What successful people may call *hard work* is not really *work* at all and, for that matter, not even *hard*. It would be far less misleading, far more inspiring, and infinitely more truthful for these same people to exclaim how their *love* for what they did brought them to their goals.

For example, I am always amused when an athlete explains his or her success in terms of hard work. To the basketball player who says he *worked hard* to perfect his jump shot, I say baloney! It was your *love affair* with the game that was so intense, you couldn't be dragged off the court. You didn't *work* at basketball one iota — you played. And, you won't be able to convince me otherwise, until I hear the umpires shouting, "Work ball!"

And no golfer dare tell me how hard he *works* on his game. I can hit golf balls until it gets dark or until my hands blister. The only *work* is explaining why I am so late getting home.

How about the entrepreneur who says he *works* 16 hours a day? Entrepreneurs do put in those hours. But any entrepreneur will tell you that building a business from scratch is one of the most exhilarating experiences there is. That kind of entrepreneurial activity is so profoundly absorbing, it can even be intoxicating. That's because each small step of progress produces such a euphoric feeling that you get seduced into wanting to accomplish the next step. It is this irresistible joy, of coming closer to realizing one's dream, that results in the long hours. It is definitely not some masochistic discipline.

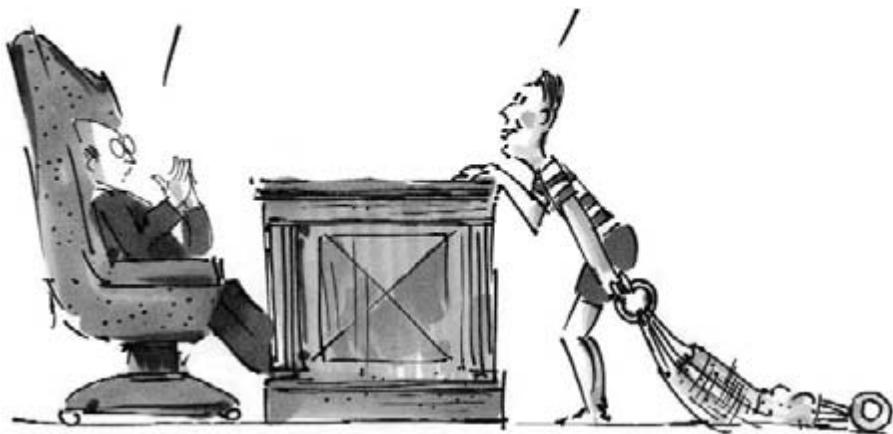
Besides, it is not the entrepreneur who *slaves*. The entrepreneur *happily* makes investments of time, energy, and money to build a business which, if all goes well, will slave for him and will accomplish much more, in far less time and with far less effort and pay back more than if he actually punched a clock and got paid for those long hours.

If you actually have to work at something you don't love, you will never be any good at it. Success only grows when work (pain, strain, effort) decreases and non-work (fun, love, effortlessness) increases. It is love and passion that bring success, not hard work, pain, strain, or effort.



IN TERMS OF CAREER PLACEMENT,
MR. GRATZON, I'M AFRAID WE FIND
YOU UNEMPLOYABLE.

WHAT A RELIEF! FOR A
MINUTE THERE, I THOUGHT
YOU HAD BAD NEWS.





CHAPTER 6

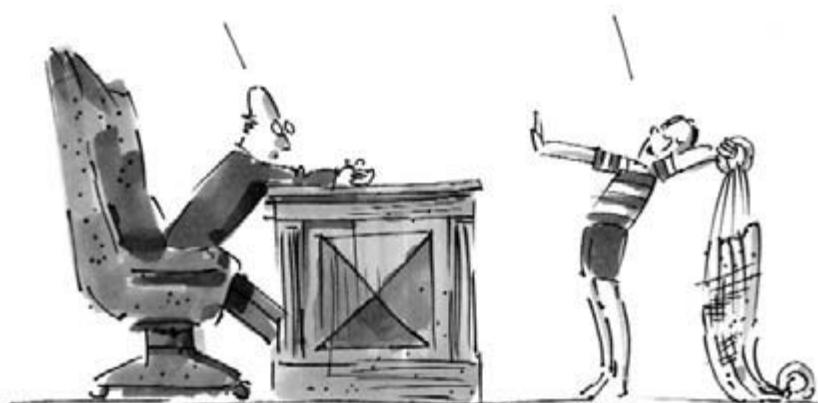
Finding Your Calling in Life

*An aim in life is the only fortune worth finding;
and it is not to be found in foreign lands, but in the heart itself.*

ROBERT LOUIS STEVENSON, SCOTTISH AUTHOR (1850–1894)

BUT I DON'T THINK YOU FULLY
UNDERSTAND. OUR TESTS SHOW YOU
ARE LAZY, ANTI-AUTHORITARIAN,
AND DESPIsing OF ROUTINE WORK.

PLEASE STOP!
YOUR FLATTERY IS
OVERWHELMING ME.





The Cosmic Design for Success



It's simply in the cards. God, quite obviously, wants each of us to be a rip-roaring success — wealthy, healthy, happy, filled with love, and of maximum usefulness to His creation.

And it's equally obvious that He designed each of us, not to mention the whole Enchilada, accordingly. In this light, let us consider the concept of *calling*.

By *calling* I don't mean a job or a profession, which simply describes one's activity. That definition is superficial. My meaning is *an individual's highest purpose*. In ancient India this was called a person's *dharma*.

Everyone has this kind of purpose or calling in life. And everyone has also been generously endowed with the talent necessary to fulfill it.

The value of a calling is on two levels. First, it is the means to an individual's greatest possible growth, success, and happiness. And second, it is the avenue through which one makes the

greatest contribution to the world.

But there is one characteristic of a calling that is particularly cherished by those of the Lazy Persuasion. A calling is, by marvelous happenstance, the easiest, most irresistible path to follow, the easiest path that produces the most results — what could be more perfect?

How to Find Your Calling

Alas, the world is in a gigantic mess. Most everyone works for a living, which really means most everyone suffers to survive. Then these same people teach the younger generation this exact, same, fruitless pattern of behavior, claiming hard work to be a virtue, as if there is some great benefit to suffering. Tragically, these folks don't even believe they have a special calling in life, let alone seek it, let further-alone perfect it.

For those of you who are uncertain what your calling is, let me assure you that the process of finding your calling is not difficult. It is also not confusing. Quite the contrary, the whole thing is remarkably simple.

How do we figure out what our calling in life really is?

Joseph Campbell, the noted scholar of world mythology, gave us some wonderfully succinct advice: *Follow your bliss!*

Following Your Bliss

God, in His infinite generosity, made it easy. He structured it so all we have to do is do what makes us most happy and that will bring us maximum success. We are His children, after all, and what father wants to see his children struggle and suffer? We know we are following the right path if we are happy. If not, we should make a course correction.

*The purpose
of life is a life
of purpose.*

ROBERT BURNS
SCOTTISH POET

(1759–1796)

THE WORLD ACCORDING TO FRED:

THE MORE PEOPLE YOU UNDERTAKE TO SERVE,
THE MORE EFFECTIVE YOU WILL BE.
COMMIT TO SERVING EVERYONE AND BECOME
MAXIMALLY EFFECTIVE.





Being Called

My entry into music was instinctive. I wasn't choosing anything, I was chosen. I didn't have the choice of shall I be a mathematician, or an instrumentalist, or a teacher? That never occurred to me.

AARON COPELAND, AMERICAN COMPOSER (1900–1990)

The Value of a Calling

When men are rightly occupied, their amusement grows out of their work, as the color petals out of a fruitful flower; when they are faithfully helpful and compassionate, all their emotions are steady, deep, perpetual, and vivifying to the soul, as is the natural pulse of the body.

JOHN RUSKIN, ENGLISH PHILOSOPHER (1819–1900)

A Calling Is Purposeful

Great minds have purposes, others have wishes.

WASHINGTON IRVING, AMERICAN AUTHOR (1783–1859)

WHY A HAMMOCK, YOU ASK?
I MUST HEED THE
INSCRUTABLE WHISPERING
OF MY SOUL.



Expressing Your Own Greatest Treasure

Let's remember that a calling is not merely something you do — like a job or an occupation. A calling is the expression of what and who you are. It is your nature.

A calling is the activity that makes you into the kind of person you most want to be. It is not static. It evolves as you do. When you are living your calling, you are growing in influence and power, you are constantly inspired and inspiring, and you are thoroughly enjoying all the day-to-day challenges. You are serving your highest purpose in the universe.



You know you are on the right track when your activity:

- Gives you pleasure
- Feels natural, comfortable, and right

If you don't feel that way, here's where to look:

- Where you normally excel
- Where things go easily for you
- In an area you feel passionately about
- Where you seem to get the breaks

Your activity should:

- Matter to you
- Give meaning to your life
- Fill you with a sense of mission

If it doesn't, here's where to look:

- Where you enjoy giving of yourself
- Where you feel needed and valuable

Then, once you begin to notice even the slightest glimmer of progress, use this next morsel of eternal wisdom to guide your next step:

Where there's smoke, pour gasoline!



When You Know You Are Off the Track

As easy as it is to identify and follow our callings, it is equally easy to determine when we are *off the track*. As a community service, I offer some helpful descriptions and examples of *non-calling* type activity:

- Painful exertion
- Stifling drudgery



- Degrading ritual
- A monotonous, boring, hideous routine
- Unfulfilling, unchallenging, uninspiring, unfun labor
- Exhausting, straining, prolonged tedium
- Backbreaking toil
- A pointless exercise
- Doing something you just don't want to do
- Thinking we have to actually work to be successful

Regrettably, most people never find their calling because they don't even bother to look. They are so wrapped up in working hard, doing what other people think needs be done, that they never stop to consider there may be a more fruitful alternative. Instead, these people chase after money, which sentences them to a life of drudgery, frustration, and limited self-realization. It is especially sad because everything these people want could be so easily attained. By simply following their bliss, they would unfold their own magnificence, contribute fabulously to the world at large, succeed majestically without straining, and never have to work again.

Dante's *Divina Commedia*

“In the middle of the journey of our life, I found myself inside a dark forest, for the right way I had completely lost.”



In this allegory of his mid-life crisis, Dante, the 13th-century Italian poet, lost in the forest, realizes there are three salivating beasts — a lion (ambition), a lynx (lust), and a she-wolf (greed) — in close pursuit, each with the idea that Dante is today's blue plate special.

Attempting to escape, he climbs a hill, but the animals close in. Desperate, he appeals for divine intervention. His prayer is answered by the ghost of Virgil, the ancient poet who had died more than a thousand years earlier but whose verse Dante reveres.

"I've got some good news and some bad news," the ghost of Virgil says. "The good news is there is a way out; the bad news is it goes through Hell."

As they move through levels of hell, they first witness the suffering of the souls who never found their purpose in life. Even worse off are the souls who increased disorderliness during their lifetime leaving the world open to more disease, crime, and suffering. These were the biggest sinners.

More on Sin

If you don't live up to your greatest potential, then you are cheating God.

LOUISE NEVELSON, AMERICAN SCULPTOR (1899–1988)





A Word of Caution

Your calling is yours alone. It is not someone else's. Being inspired by another's calling is okay, but never try to live someone else's life. Don't try to be a painter when you should be a chef.

In the words of Abraham Maslow, ground-breaking American psychologist (1908–1970):
“A first rate soup is worth more than a second rate painting.”

The literature of ancient India takes an even stronger stand about following one's own *dharma*, that is, each person's unique calling. When one is true to one's dharma, worldly prosperity and spiritual freedom are promoted and everything in existence is upheld. However, not following one's dharma is ill-advised.

*Because one can perform it, one's
own dharma, (though) lesser in merit,
is better than the dharma of another.
Better is death in one's own dharma:
The dharma of another brings danger.*

BHAGAVAD-GITA CHAPTER 3, VERSE 35

A VEDIC TEXT OVER 5,000 YEARS OLD

*The tragedy in
the life of most
of us is that we
die before we
are fully born.*

ERICH FROMM
AMERICAN
PSYCHOANALYST
(1900–1980)

Our Purpose — Health and Long Life

To give you further evidence that God wants us to find and follow our callings, consider this: Studies have shown that people without a purpose in life age faster. These studies have also found that the most important factor in slowing down the aging process is joy.



If you are happy, you stay younger; if you have a purpose in life you live longer. This must be the Creator's gentle way of telling you that if you are not going to pull your cosmic weight (i.e., follow your calling and be happy and successful), then there's no need for you to stick around.

Adding this knowledge to the previous chapter, we find it not only pays financially to be happy in your activity, but you will also be able to enjoy the fruits of that success longer if you are happy and purposeful.



Curing Disease

In Love, Medicine, and Miracles, Dr. Bernie Segal tells the story of a young man who was pressured by his family to become a lawyer. While practicing law, he was diagnosed with terminal cancer. Knowing his remaining time was short, the young man decided to fulfill his life-long desire and learn to play the violin. A year later he went into complete remission. He never did return to his law practice.

Norman Cousins, in **Anatomy of an Illness**, described his visit to Pablo Casals, the great cellist, who was then in his eighties, and whose infirmities made it difficult for him to walk, dress, and even breathe. His body was stooped and his hands swollen and clenched. However, each



morning he enjoyed playing the piano before breakfast. Cousins joined him one morning and witnessed the following:

I was not prepared for the miracle that was about to happen. The fingers slowly unlocked and reached toward the keys like the buds of a plant toward the sunlight. His back straightened. He seemed to breathe more freely.

Now his fingers settled on the keys. Then came the opening bars of Bach . . . he hummed as he played, then said that Bach spoke to him here — and he placed his hand over his heart. Then he plunged into a Brahms concerto and his fingers, now agile and powerful, raced across the keyboard with dazzling speed. His entire body seemed fused with the music; it was no longer stiff and shrunken, but supple and graceful and completely freed of its arthritic coils.

I KNOW, JOHANN SEBASTIAN DEAR,
THAT IF ALL THE PEOPLE IN THE
WORLD WERE DEAF, YOU WOULD STILL
BE WRITING YOUR MUSIC.

MRS. BACH



ANATOMY OF AN ILLNESS

BY NORMAN COUSINS

The Biochemistry of Bliss

Joseph Campbell's encouragement to follow our bliss illuminates the path before us with blazing clarity. To prove there is more to this than pretty words and poetry, we shall call on good old-fashioned empirical test-tube science with all its dour objectivity.

Scientists have found that the brain naturally produces neurotransmitters called *endorphins*. These endorphins are like

morphine in that they kill pain and provide a pleasurable feeling. They are, amazingly enough, 30 to 50 times more powerful than morphine and are produced by the body more abundantly when we think and act *correctly*.

Think about it for a minute. When we do the right thing, the brain spurts itself with bliss-producing endorphins as a reward. We are *biologically* programmed to follow our bliss. Like I said, it's in the cards.

Conclusion

We were born to glorify creation. If we are happy and purposeful, we do a right and proper job as glorifiers. As a result we stay younger, live longer, enjoy material gain, and make the world a better place. On the other hand, if we are unhappy with what we do, we are not glorifying a whole heck of a lot.





The key to glorifying creation is in finding that unique something that is so engaging, so irresistible, so fulfilling you could not possibly conceive of doing anything else. When that happens, you will be a joy to the creation and Creator alike and well on your way to greatness, as you will discover in the next chapter.

Blessed is he who has found his work; let him ask no other blessing.

THOMAS CARLYLE, SCOTTISH AUTHOR (1795–1881)







CHAPTER 7

The Ultimate Performance

Nothing is more simple than greatness; indeed to be simple is great.

RALPH WALDO EMERSON, AMERICAN POET (1844–1930)





The underlying belief of this book is: *You have greatness within you.* Everyone does. And the best way to develop your greatness is the lazy way — where there is no work and no strain. You only have to have fun and love what you do. You just have to follow your bliss.

This chapter will now take your bliss-following to a new height . . . to the level of perfection! We are going to examine the *ultimate performance* and how you can achieve it consistently.

To start I want you to reflect on one of your own all-time great performances — one that was surprisingly and miraculously, quantum leaps better than what you would have normally

expected of yourself. It might be a spectacular athletic performance, or a sublime artistic expression, or an insightful academic achievement, whatever. Don't just pick the time when you were winning. Pick the time when you went *nuclear*, the time when you were truly skywalking, however momentary.

Now think how you felt to be in the middle of that most dazzling time, when your performance was flowing without restriction.

Did you feel something like this?

"I was functioning within a zone of euphoria. Everything was just flowing my way. The event (game, song, examination, painting, speech, etc.) was in slow-motion; everything had lost its ordinary quality and had become infinitely more vivid. My thoughts were few but clear and insightful. I could suddenly perceive great detail (the seams on the speeding tennis ball, the minute vibrations of the violin string tickling my ear, my dance partner's thoughts in sync with mine), that's how fully I was living in that moment. I was entirely free of caring whether I won or lost, succeeded or failed. I — acted, painted, played, spoke, danced, computed, wrote — with freedom, reacting spontaneously without any advance preparation or thinking; the results were wonderful. I performed without my usual ego. I was in complete harmony with — what I was doing or my partner(s) or the machine or horse or wave or Nature. I acted with total attention, yet I exercised no control and my performance was unsurpassed. More than that, I felt completely happy and fulfilled."

If you have ever felt this way, you are in heady company. This is exactly how superstars describe their tiptop performances. However, these peak moments, even for the superstars, are unpredictable. They can't be stimulated through manipulation and control. These ultimate performances are expressions of pure ease and effortlessness which we will learn to culture.

No great intellectual thing was ever done by great effort; a great thing can only be done by a great man and he does it without effort.

JOHN RUSKIN, ENGLISH AUTHOR (1819–1900)



Poetic Jocks

Great athletes have wonderful ways of describing the times when they catch fire and absolutely cannot miss. They use spiritual terms — overwhelming freedom, a super-relaxed mind, letting go of conscious control and allowing their performances to flow naturally.

Tennis players call it being *in the zone*. Basketball players call it *going unconscious*. On the other side of the coin, a slumping baseball player says he is not having that experience because he is *thinking too much or trying too hard*. Yogi Berra said it best. “Think? How do you expect me to think and hit at the same time?” An excellent performance comes out of *reacting spontaneously* to the situation and not thinking about it while it is happening. Micromanaging and manipulating get in the way of the ultimate performance.

Spiritual Soccer

Here is Pelé’s description of his experience:

In the middle of the match a strange calmness came over me. I felt I could run all day without tiring, that I could dribble through any of their team or all of them, that I could pass right through them physically. . . . Perhaps it was merely confidence, but I have felt confident many times without that strange feeling of invincibility. . . .

PELÉ, BRAZILIAN SOCCER PLAYER (1940–)

Beatific Basketball

One of the best descriptions comes from Bill Russell, one of greatest basketball players who ever lived.

Every so often a Celtic game would heat up so that it became more than a physical or even mental game, and would be magical. . . . When it happened I could feel my play rise to a new level. . . . It would surround not only me and the other Celtics but also the players on the other team and even the referees. . . .

It usually began when 3 or 4 of the 10 guys on the floor would heat up; . . . The feeling would spread to

the other guys, and we'd all levitate. Then the game would just take off, and there'd be a natural ebb and flow that reminded you of how rhythmic and musical basketball is supposed to be.

I'd find myself thinking, "This is it. I want this to keep going," and I'd actually be rooting for the other team. . . .

At that special level all sorts of odd things happened. The game would be in a white heat of competition, and yet somehow I wouldn't feel competitive — which is a miracle in itself. I'd be putting out the maximum effort, straining, coughing up parts of my lungs as we ran, and yet I never felt pain.

The game would move so quickly every fake, cut, and pass would be surprising, and yet nothing could surprise me.

There have been many times in my career when I felt moved or joyful but these were the moments I had chills pulsating up and down my spine.

[These spells] were sweet when they came, and the hope that one would come was one of my strongest motivations for walking out there. . . .

On 5 or 10 occasions when the game ended at that special level, I literally did not care who had won. If we lost, I'd still be as free and high as a sky hawk.



SECOND WIND: THE MEMOIRS OF AN OPINIONATED MAN

BY BILL RUSSELL

Artistic Expression

Musicians speak of those euphoric times when all the players in an ensemble collectively transcend their individual egos and merge to become *one* musician playing all the instruments.

Musicians say those special moments cannot be contrived. They come only when each player stops trying and lets go of his or her ego's need to control. At those extraordinary times, the music gains a spiritual dimension and thrills both musicians and listeners alike.



Spontaneous Creativity

Chopin's creation was spontaneous and miraculous. He found it without seeking it, without foreseeing it. It came on his piano suddenly, complete, sublime, or it sang in his head during a walk, and he was impatient to play it for himself.

He shuts himself up in his room for whole days, weeping, walking, breaking pens, repeating and alternating a bar a hundred times, writing and effacing it as many times, and recommencing the next day with a minute and desperate perseverance. He spent six weeks over a single page — to write it last as he had noted it down at the very first.

GEORGE SAND, FRENCH NOVELIST (1804–1876) ON CHOPIN



Effortlessness

It's hard to explain when things are going well. When I write something I like, I ask myself, "Who wrote that?" And I tell myself, "I didn't. I don't know where it came from." And yet I do know this. . . . It seems effortless.

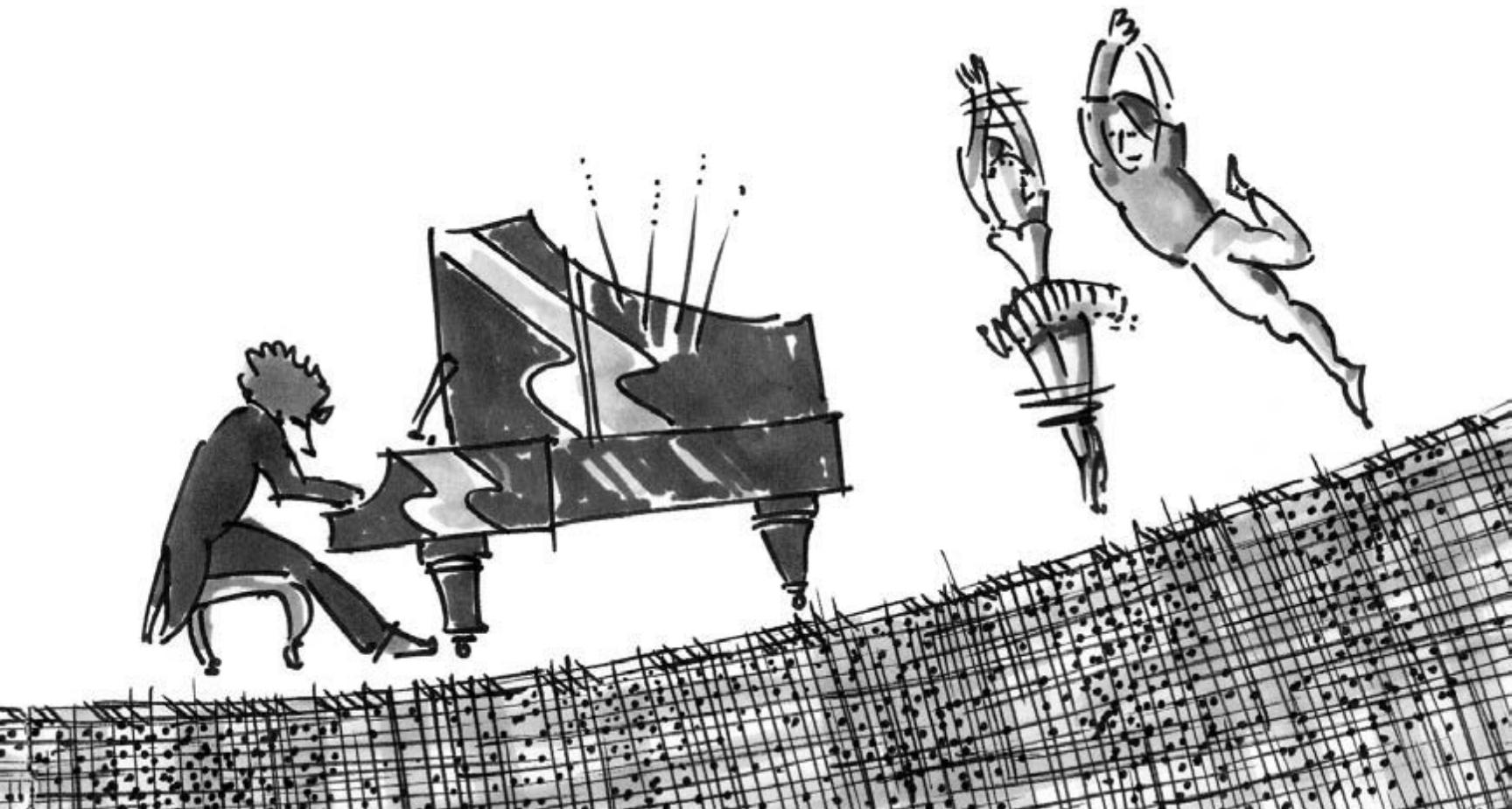
NEIL SIMON, BROADWAY PLAYWRIGHT (1927–)

Breathtaking Ballet

When I have those fantastic moments when all is happening right, it's so easy. I say to myself, "My God, it's so easy."

To me the ultimate idea is total concentration, to eliminate all impeding outside ideas and thoughts. So the moment I step onstage, I have a straight line of concentration. From then on everything is spontaneous.

EDWARD VILLELLA, AMERICAN BALLET DANCER (1936–)





floating free, when the laughs are coming in large, you regulate your timing in the great free-wheeling style. . . . Then timing is the rhythm of the world.

Joy

At a creative moment . . . the poet has a sense of inexhaustible abundance. . . . This condition is one of joy. . . . In it the poet feels that his whole being is enlarged and that he is able to enjoy in an unprecedented completeness what in his ordinary life he enjoyed only in fragments.

C. M. BOWRA, ENGLISH POET (1898–1971)

Cosmic Comedy

When you turn the audience, that's sheer joy. . . . It's like being on the winning team, knowing you are doing the job. When you're

BOB HOPE, AMERICAN HUMORIST (1903–)

Flow

Dr. Mihaly Csikszentmihalyi, professor of psychology at the University of Chicago, has been investigating the type of experience he calls *flow*. *Flow*, he says, is a state of absorption and enchantment, a state that lies between boredom on one side and anxiety on the other.

In other words, people are in *flow* when they are so deeply and joyfully caught up in their activity that they are neither bored nor anxious, fearful, or self-conscious about their performance.

Alas, being in *flow* is not how most people live. According to Dr. Csikszentmihalyi, most people spend their lives going from work they dislike, but feel obliged to do, to passive leisure

activities that offer no stimulation. “As a result, life passes in a sequence of boring and anxious experiences over which a person has little control.” However, when a person is *in flow*, . . .

Alienation gives way to involvement, enjoyment replaces boredom, helplessness turns into a feeling of control, and psychic energy works to reinforce the sense of self, instead of being lost in the service of external goals.

FLOW: THE PSYCHOLOGY OF OPTIMAL EXPERIENCE BY DR. MIHALY CSIKSZENTMIHALYI

Trying Too Hard

Anyone who has ever tasted the experience of being *in flow* or *in the zone* searches for a way to have it again. But, it can’t be found through trying. In a Zen-like way, trying produces the opposite effect, that of disrupting the flow.

Every thought on the wire leads to a fall.

PHILIPPE PETIT, HIGH WIRE AERIALIST

Non-attachment

Another common thread among these experiences is not caring whether you win or lose; your focus is not on the fruits of your action. Many athletes are indistinguishable from the greatest in their sport during practice, but as soon as the score is kept, they regain their mortality.

When an archer is shooting for nothing he has all his skills.

If he shoots for a brass buckle, he is already nervous. . . .

The prize divides him.

He cares.

He thinks more of winning than of shooting — and the need to win

Drains him of power.

CHUANG TZU, CHINESE TAOIST SCHOLAR (369–286 BCE)

*A good director
can never force a
scene; he must
just let it hap-
pen and wait for
it to be solved.*

JOHN HUSTON
AMERICAN
DIRECTOR
(1906–1980)

I'M HERE WITH THE FAMED
2,500-YEAR-OLD TAOIST
SCHOLAR, CHUANG TZU.
SIR, WHAT IS THE SECRET TO
THE ULTIMATE PERFORMANCE?

TO WALK WITHOUT
TOUCHING THE
GROUND.





My Key to the Ultimate Experience

Follow your bliss and do not get caught up with the goal. Stay focused on the process. That is the path to the ultimate performance.

Those special times will come when we are so deeply absorbed in what we are doing that we quietly slip beyond the ego's desire for control and our performance flows freely and naturally. It is that letting go which allows us to become a frictionless channel for the greatness that nature endowed us with in the first place. Our individual purpose and flow merge with universal purpose, universal flow. The result is an unleashing of unbounded potential and an extraordinary performance.

Ralph Waldo Emerson poetically said, it is as if one "hitches his wagon to a star, and sees his chores done by the gods themselves."



AHH! JEDI FRED, MAY THE
HAMMOCK BE WITH YOU.



* FROM STAR WARS: THE EMPIRE STRIKES BACK



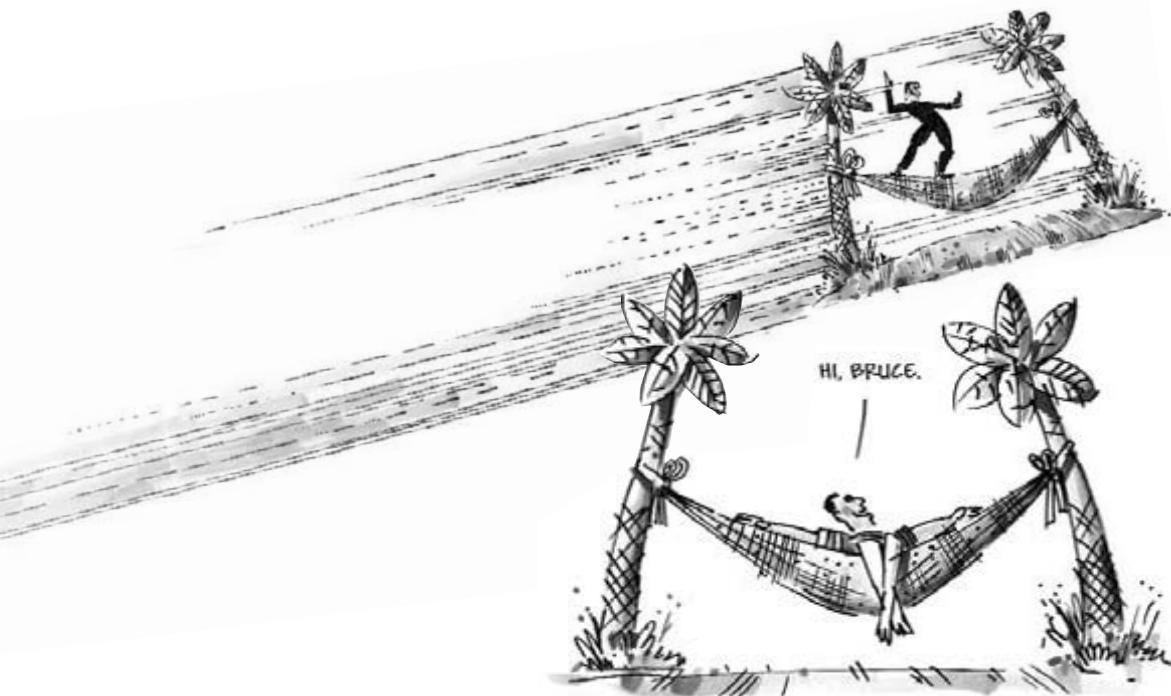


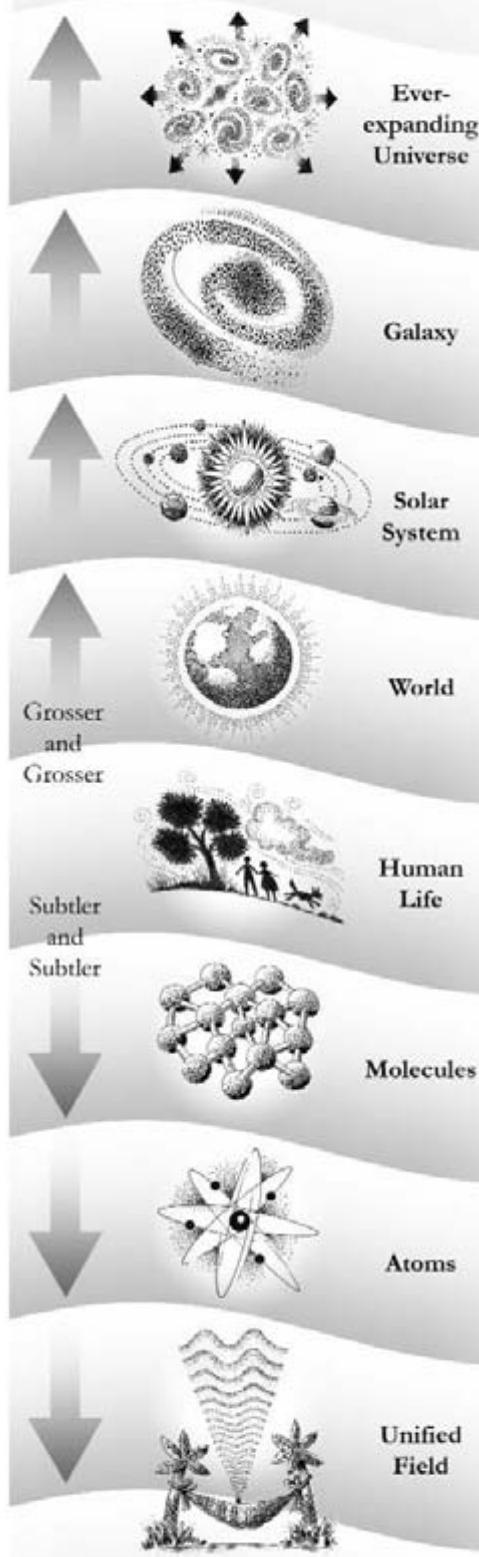
CHAPTER 8

The Lazy Way to Power and Effectiveness

The less the effort, the faster and more powerful you will be.

BRUCE LEE
MARTIAL ARTIST
(1940–1973)





I have explained so far that hard work is inefficient, unproductive, and pointless. Now I will explain *why* hard work is inefficient, unproductive, and pointless.

We have seen that success is inversely proportional to hard work. But how come doing less accomplishes more? Why is reducing effort more powerful than increasing effort? Is there some profound principle that a lazy person can comprehend and then apply to be successful?

Let me answer the last question first. Yes, there is such a principle. Within this principle lies the secret of accomplishing everything. And, in Chapter 9 we will see how this principle is the main secret, in fact the only secret, to solving all problems.

The Overture to the Grand Principle Employed by the Successfully Lazy

The lazy person's secret to power lies in the way the universe is structured. Everything in creation is built in layers. The most obvious layer is the surface that we experience with our senses. But beneath this gross surface are increasingly subtle, less obvious layers. These subtler layers are less tangible, less concrete, more abstract. Less active, more silent. These subtler levels are the foundation for the grosser, more concrete layers.

Let's use quantum physics to illustrate this principle. When we look around we see hard, specific objects. But, as every high school student knows, this so-called tangible world is built in layers: All objects are composed of molecules, and molecules are made up of atoms, and atoms are built of sub-atomic particles.

Now at the level of sub-atomic particles something amazingly mysterious happens — the solid world disappears. Sub-atomic particles turn out

to be waves in underlying fields. These particles, the building blocks of creation, are not tiny, solid balls at all; they are what physicists sometimes call *wavicles* or *wave packets*. And the field itself, the basis of the wave, is an unbounded ocean of pure potential — the most powerful level of all, perfectly silent yet the most concentrated form of nature's intelligence.

Not Only in Physics

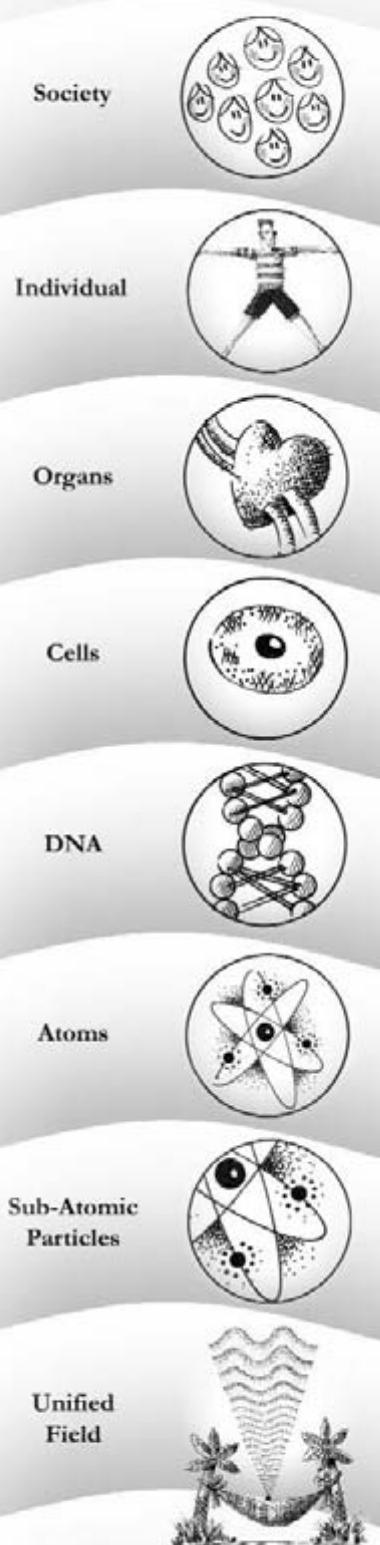
We don't have to limit our *layer* discussion to quantum physics. Let's use the example of physiology. A body is built of subtler layers. Large organs are constructed out of cells. Cells have nuclei, membranes, and other parts. These subtler features, in turn, are all made up of molecules, including the DNA molecule.

We can view human individuality in terms of layers. The body is the most manifest or material. Subtler are the senses. Subtler still is the mind that thinks. Even subtler is the intellect that discriminates. Subtler still is the ego or *sense of self* — the element which distinguishes the individual from the rest of the universe. And what is all this based on? The subtlest layer is consciousness, the basis of all human experience and expression. (But more on that later.)

The Grand Principle

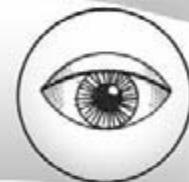
It is very important that we understand this concept, that the subtle is the basis of the tangible, and that we know it deeply. Because, with this understanding, you will be able to access grand and glorious power. And the reason is as surprising as it is earth-shaking: *power resides in the subtle*. In other words, subtle is more powerful than gross. The subtler, the more powerful.

This principle is absolutely and unequivocally true — the subtler, more fundamental layers of *any system* are *always* more powerful than the grosser, more obvious layers.

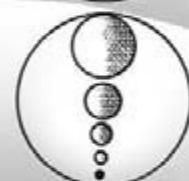




Body



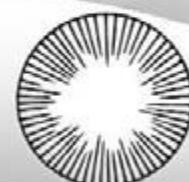
Senses



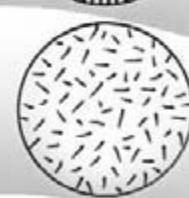
Mind



Intellect



Ego



Consciousness

Unified
Field

Herein lies the secret of success. Contrary to the bluster of mindless machismo, power resides in the *delicate*. This principle, whether it is utilized wittingly or unwittingly, is the basis of all successes and all solutions.

Comparing Gross Power to Subtle Power

Let's consider the power of the gross *vis à vis* the power of the subtle.

Let's say we drop four and a half tons of hammers from an airplane. They would hit pretty darn hard, and make a fair size hole in whatever was unfortunate enough to be underneath.

Now, consider the size of a hole created after the explosion of 4 ½ tons of dynamite. It would be quite a bit larger. Why? Because hammers function only on the surface of creation whereas dynamite involves an interaction on a subtler, *and therefore more powerful*, level of creation — molecules.

Let's pray this never comes close to happening again — but imagine the atomic bombs dropped on Hiroshima. Collectively they weighed four and a half tons and produced the equivalent of 20 thousand tons of dynamite — 4,444 times more destructive than dynamite. Why? Because the atomic bomb derived its power from atoms, an even subtler level than the molecular.

An H-bomb is more powerful still than the A-bomb. It uses hydrogen atoms — much simpler and lighter in weight than the complex, heavy uranium atoms used in the A-bomb. The most powerful H-bomb tested to date was equivalent in destructive power to 57 million tons of dynamite. I also suspect it weighed a whole lot less than 9,000 pounds.

Power resides in the delicate.

Fission and Fusion

The A-bomb splits the nuclei of the uranium atoms which converts part of the mass to energy. This process is called fission.

The H-bomb, instead of splitting the nucleus, fuses two nuclei to make one. This process is called fusion. A tiny bit of mass is left out of this nasty nuclear nuptial. It becomes angry energy. And lots of it.

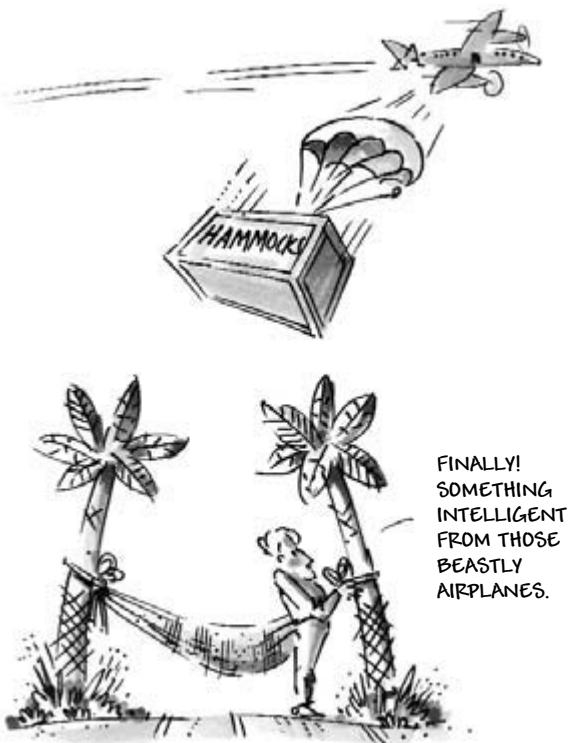
Einstein's famous $E = mc^2$ formula reveals how much. According to Einstein, the amount of energy (E) created is equal to the mass in question (m) multiplied by the speed of light (c) squared.

We know that light clips along at 669,600,000 miles per hour. That would mean c squared is 669,600,000 *times* 669,600,000 or 448,364,160,000,000,000. After plugging all the numbers into Einstein's formula and doing the math, in the case of the H-bomb, when two hydrogen atoms make one helium atom, you will undoubtedly conclude that the smidgen of mass left over certainly packs a punch.

Turning now to a positively celestial application of fusion, let me point out that our sun uses fusion to heat and light our entire solar system. The sun derives its great power by functioning on an extremely subtle level of nature.

Increasing Subtlety Is the Basis of Progress

When you look back at the technological progress we have made as a society, you see it is actually the history of the rise of subtlety and the downfall of materialism. Think about it — TV, fax, microwave, fiber optics, lasers, computers, software, etc. — utilize the non-material, subtle





aspects of nature. The cutting edge of technology is all based on the non-material.

All the technological advances we enjoy each and every day take advantage of such subtle chemical, biological, and/or electromagnetic activities that they are invisible to our human senses. Yet these same invisible activities deeply influence all aspects of our day-to-day material world.

How to Compete against Giants and Win

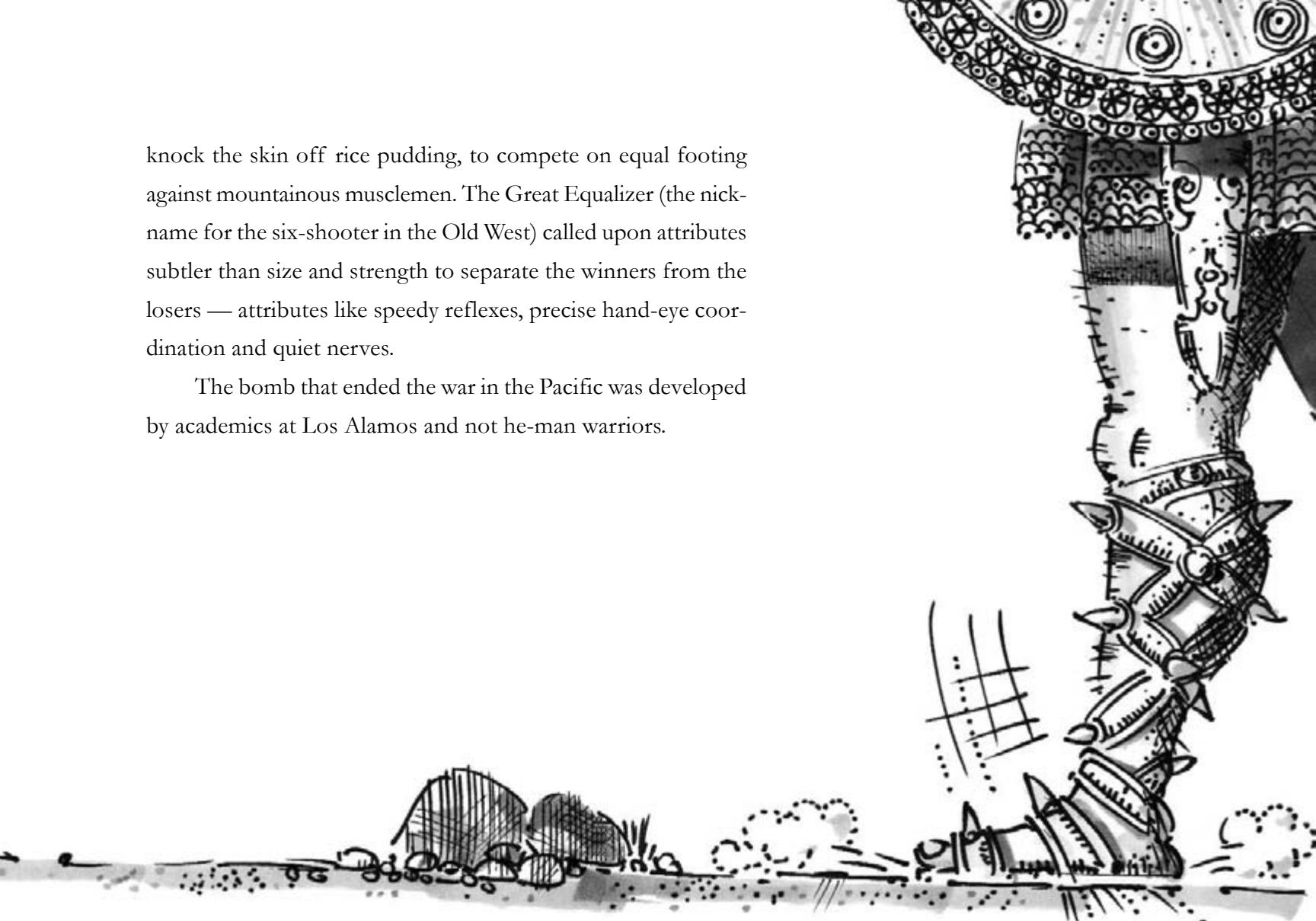
ALL GIANT PROBLEMS HAVE TINY SOLUTIONS,
AS I WILL BE DEMONSTRATING SHORTLY AND
AS YOU'LL BE READING IN CHAPTER NINE.



How can a 98-pound weakling whip a world-class heavyweight? Easy — by employing the power of the delicate.

David defeated Goliath by being more delicate. He simply called upon a more subtle law of physics than brute strength. He used centrifugal force, not to mention the delicacy of accurate aim. David triumphed without emitting a drop of perspiration.

In the 19th century, the delicacy of molecular interaction enabled flyweights, who couldn't



knock the skin off rice pudding, to compete on equal footing against mountainous musclemen. The Great Equalizer (the nickname for the six-shooter in the Old West) called upon attributes subtler than size and strength to separate the winners from the losers — attributes like speedy reflexes, precise hand-eye coordination and quiet nerves.

The bomb that ended the war in the Pacific was developed by academics at Los Alamos and not he-man warriors.

How to Compete against Weapons

Unfortunately, weapons themselves have become a huge problem. We live in a world that desperately needs to know how to prevent the use of destructive weapons.

Can we use the same principle of increasing subtlety in defeating weapons? Yes, we just have to function on a more subtle level than weapons.

The saying — the pen is mightier than the sword — gives us a clue.



THERE ARE TWO POWERS IN THE WORLD—
THE SWORD AND THE MIND. IN THE LONG
RUN, THE SWORD IS ALWAYS BEATEN BY
THE MIND.

NAPOLEON



Because thinking is subtler, expressing ideas through the written word influences more people, more effectively than any type of weapon-based coercion.

But what do we do when, in the face of our impeccably logical and intellectually flawless arguments, the other person won't be convinced? We take it a step deeper. To change a person's mind, we must operate on an even subtler level. We must win the person's heart with the subtlest of all emotion — love. Then, there will be a fertile ground for all logic and all intellectual discussions. The saying — love conquers all — is completely true as it can even conquer the most armor-plated fortress — the human intellect.

Love never fails.

1 CORINTHIANS 13:8

Utilizing a more subtle law of nature or a more delicate layer of creation, you will succeed wildly because you accomplish more with far less effort.

The Bible says in Matthew 5:5, *The subtle shall inherit the earth.* Actually, the familiar translation of the Greek text is *meek*, but I'm convinced that is either an extremely poor translation and/or a tragic misunderstanding of the original statement. It makes more sense to say it my way.

Defeating the Enemy

The softest things in the world overcome the hardest things in the world. Through this I know the advantage of taking no action.

LAO-TSU, FOUNDER OF TAOISM (604–531 BCE)





MY GUESTS TONIGHT ARE
AN AMPHIBIOUS PUPPET,
A HOBBIT, AND
A COMIC-STRIP DUO.



CHAPTER 9

The Lazy (and Only) Way of Solving Problems

The significant problems we face can never be solved at the level of thinking that created them.

ALBERT EINSTEIN, THEORETICAL PHYSICIST (1879–1955)

GENTLEMEN, I'D LIKE TO
HEAR YOUR VIEWS ON . . .





Personally, I couldn't bear the shame if I said I had to work hard. That would be admitting that I hadn't found an intelligent way to accomplish a task. But other people, it seems, don't share my squeamishness. They boast about how hard they work, as if inefficiency and ineffectiveness were things to be proud of.

Let's face it. No sane person would choose to do something the hard way if an easier, more effective solution were available. Unfortunately, solutions have become so rare that people have come to think of hard work as a suitable substitute. What dismal times we live in when work, with all its impotence, is elevated to the kingly status of solution.

So why are real solutions so scarce and epidemic hard work so widespread? Solutions aren't really scarce at all. It's just that nobody knows where to look. With painful predictability, after looking for solutions in places where solutions will never be found, people always conclude that we need to work harder. The twisted idea that hard work solves problems has been foisted on us so often, for so long, it is now accepted as universal truth.

Let me point out where people go wrong. When faced with a problem, most people (and this is invariably true of governments) look for the solution on the same level as the problem. That means people first try to solve a problem by dealing directly with the symptoms of the problem. For example, one symptom of a tree dying of thirst is its dried out leaves. Politicians will suggest that we must work hard to apply water to each leaf.

This is how most people and especially governments deal with problems. And this is why problems get worse. Instead of watering the root, they work hard to alleviate the symptoms.

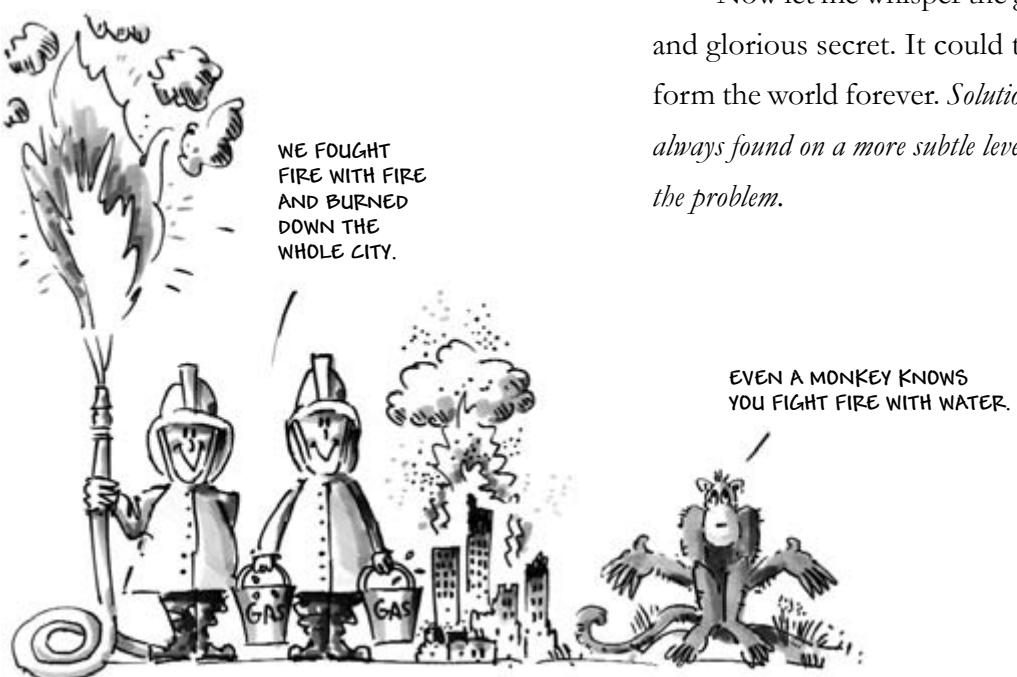


Modern medicine is notorious for being satisfied with treating symptoms. But treating symptoms has never cured a disease. Treating the symptoms of hypertension with drugs won't solve the problem of hypertension. Take the pills and your blood pressure goes down. Stop taking them and it shoots right back up. So the pills are only masking the symptoms. Not only are these pills not curing anything, they are creating additional problems — negative side effects and new diseases. Yet doctors stuff their patients with pills that cure nothing and then charge money for such advice.

Trying to solve a problem on the same level as the problem is as boneheaded and misguided as trying to end darkness by berating it, or trying to drag it out of the room, or, in the case of government, blaming it on the opposition party. The solution to ending darkness has absolutely nothing to do with darkness. It is not on the level of the darkness. The darkness is the absence of light. So, bring light and the darkness disappears.

Solutions are never found on the same level as the problem.

Now let me whisper the grand and glorious secret. It could transform the world forever. *Solutions are always found on a more subtle level than the problem.*



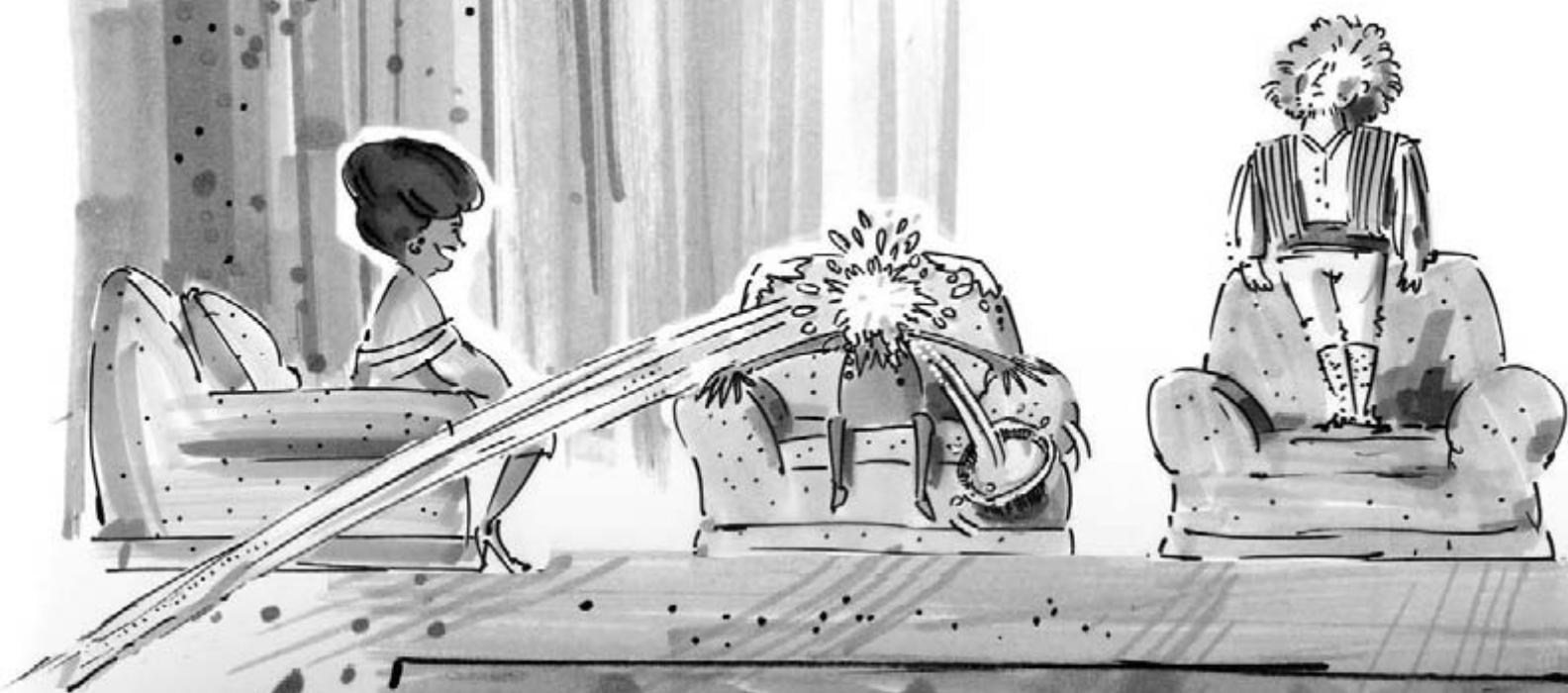
... YOUR
VIEWS
ON
VIOLENCE
REVENGE
AND
WAR

"I'D LIKE TO GO
ON RECORD AS
BEING
OPPOSED TO
VIOLENCE FOR
THE PURPOSE
OF CONFLICT
RESOLUTION."

-Kermit
the Frog

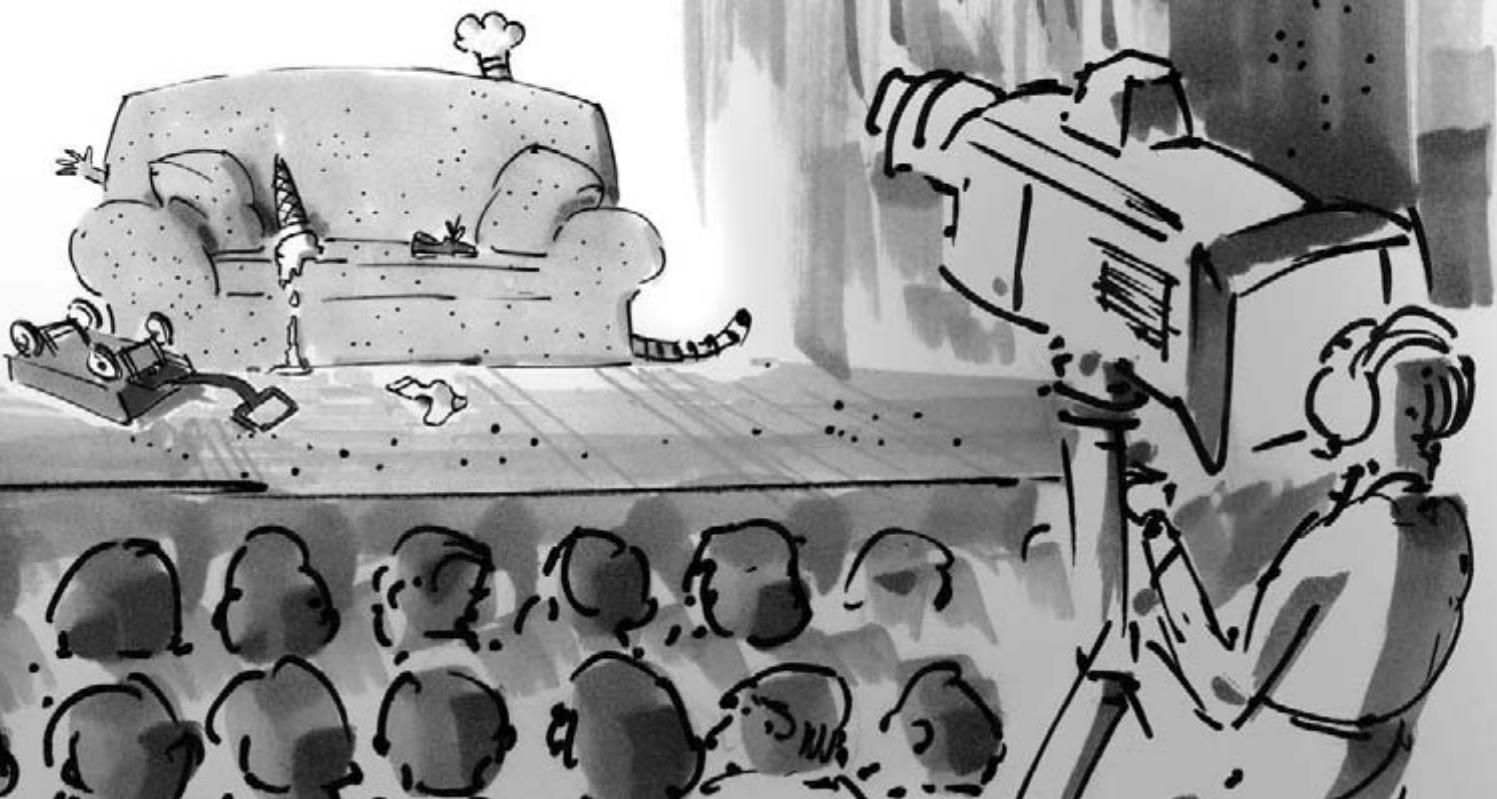
"IT IS
USELESS TO
MEET
REVENGE
WITH
REVENGE:
IT WILL HEAL
NOTHING."

-Frodo
Lord of the Rings



"HOW DO
SOLDIERS
KILLING
EACH
OTHER
SOLVE THE
WORLD'S
PROBLEMS?"

-Calvin and
Hobbes





The Art of Locating Subtler Levels

Since the key to finding solutions is to look for them at a more subtle level, fortunately, as of our last chapter, we are already cultivating a strong grasp of what a subtle level is. We've seen that every system in the universe is built in layers. Grosser, more obvious, more expressed layers are composed of subtler layers which are simpler, more fundamental, and more abstract states of a system. Grosser levels are complicated, noisy, and have lots of wildly moving parts. By comparison, subtle levels are simpler, quieter, and less active. Diversity exists on the gross. Unification increases the subtler we go.



If a problem is found on a given level, then the solution will be found on a subtler, more foundational level. Magically, when we function on a more subtle level, we solve a problem faster, and more cheaply, easily, safely, and elegantly. Solutions to problems are always on a more subtle level than the problem.

The secret of solving problems is functioning on a more subtle level, which will always result in working less and accomplishing more. And to take this one delicious step further, the subtler the level of the solution, the more far-reaching the influence will be.

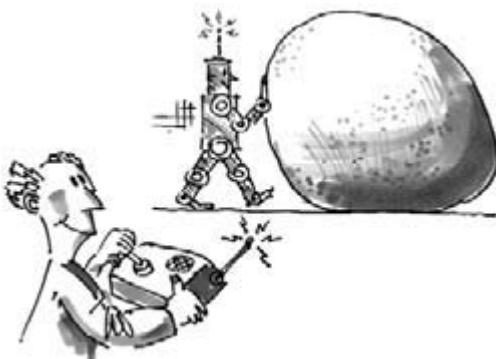


David and Goliath Revisited

David wasn't stupid. He knew he didn't stand a chance of defeating Goliath on the level of strength. He certainly wasn't going to challenge Goliath to hand-to-hand combat with his life on the line. And even if the stakes had been less severe than David's life, there isn't a gambler alive, no matter what the odds, who would have put money on David in a contest of strength versus strength like boxing, weight lift-

ing, or even thumb wrestling. Trying to defeat Goliath by functioning on Goliath's level was simply impossible.

However, David enhanced his relatively diminutive stature by harnessing the great power of the delicate. David used a more subtle law of nature to put Goliath's lights out. The solution to the Goliath problem was found on a more subtle level than physical strength.

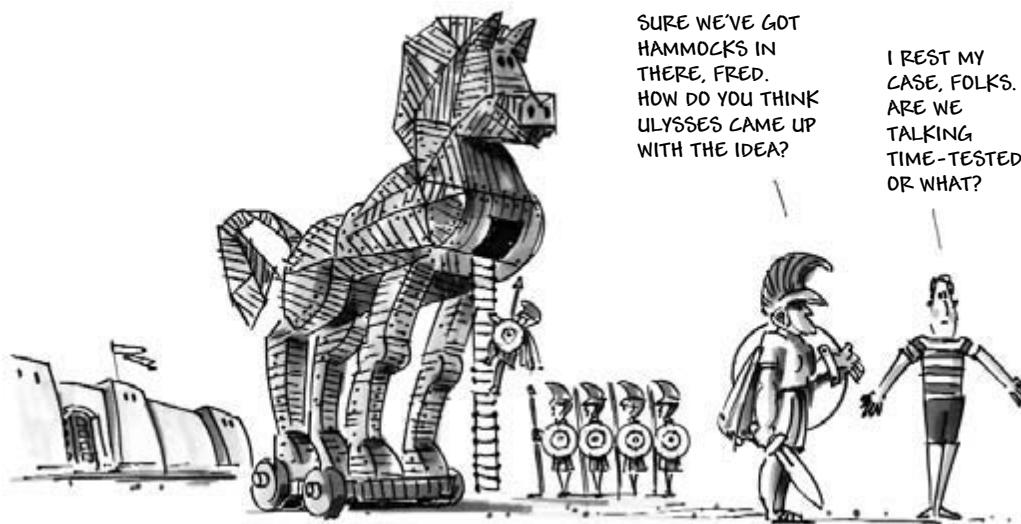




The Trojan War Revisited

The Greeks and Trojans had been stalemated in a war that lasted ten years. The war was finally won by going to a subtler level. In this case, victory did not depend on anything that had to do with war. It was not won through fighting prowess or troop strength or military strategy or air or sea dominance. Even divine alliances didn't matter because each side had equal heavenly support. Victory over Troy was not to be found on the same level as the problem, i.e., using military might.

Winning this war required the enlightened realization that fighting is too much work (and too dangerous) and that storming the impenetrable fortress of Troy is too taxing in terms of effort and expense, not to mention that it hadn't worked anyway after years of trying. Winning this war required a more subtle, and therefore more powerful, approach.



As we all know by now, the better we harness the subtle, the more easily we achieve results. The Greeks harnessed so much *subtle*, they won the war by doing *absolutely nothing*. Literally, all they had to do was *do nothing* — not talk, not move, not fidget, not even breathe heavily, *nothing!* The Trojans, *the losers*, did all the work. They had the backbreaking job of pushing that enormous wooden horse filled with a platoon of men into their fortress. The Greeks, *the winners*, just went along for the ride. The Greeks won the war the lazy way — they didn't even break a sweat.

Problems reside in the gross.

To find solutions we must look to the subtle.

Subtler levels are more fundamental.

Subtler levels are more abstract.

Subtler levels are simpler.

Solutions reside

in the

subtle





Subtler Is Simpler

Physics is on a quest to understand the universe in terms of one simple formula. As it theorizes about and discovers increasingly subtler states of matter and energy, we see how everything is connected and has a common origin. A few decades back, physics needed a more precise and compact way of describing and identifying the complicated patterns among particles. The concept that won the day described particles in terms of their building blocks (an even subtler state than the particles themselves). These building blocks were named *quarks*. These descriptions of particles based on quarks, gave physics a huge boost in understanding how nature works, and turned out to be very elegant, concise, and simple.

In physics when you discover new things, it's really simpler. We have these integrations where everything is simpler than before. That is common to all our laws; they all turn out to be simple things. . . .

You can recognize truth by its beauty and simplicity.

SURELY YOU'RE JOKING MR. FEYNMAN!

BY DR. RICHARD FEYNMANN,

NOBEL PRIZE-WINNING PHYSICIST (1918–1988)

Subtler Begets Subtler

When our great-great-grandparents were alive, electricity and magnetism were seen as separate phenomena. The 19th-century Scottish physicist James Clerk Maxwell, by examining the two at a more fundamental (subtle) level, created one unified description that accurately and completely encompassed both — electromagnetism.

Just as one level of precision tools makes it possible for even more precise tools to be created, stepping onto subtler levels creates the ground for greater subtlety which in turn creates the possibility for greater still. Maxwell's more unified understanding paved the way for subtler advances hitherto impossible — Einstein's theory of relativity and other major innovations. The radio and television industry and their many applications are direct results of Maxwell's discovery.

Big Problems

Some problems are so big it seems that nothing could possibly solve them. Yet remember, power resides in the subtle. The more subtle the more powerful.

A large, seemingly intractable problem simply requires a more subtle solution. The larger the problem, the more subtle you must go to find the solution.

Problem means absence of solution. Just as darkness means the absence of light. The solution is not to deal with the problem (darkness) but to locate the solution (light):

Problems of weakness are not solved by dealing with the weakness, but by bringing strength.

Problems of ignorance are not solved by dealing with the ignorance, but by bringing intelligence.

Problems of disease are solved easily *with ease*.

Problems of hate are solved with love. How is love more subtle than hate? In the spectrum of human emotion, hate is a crude expression and love, in contrast, is a subtle impulse from the heart.





*Do I not
destroy my
enemy when
I make him
my friend?*

ABRAHAM
LINCOLN,
AMERICAN
PRESIDENT

(1809–1865)

Feeding the hungry solves the problem of hunger only temporarily. Or it can create a bigger problem — dependency. The permanent solution to hunger lies in educating people to be self-sufficient.

And fighting never solved anything. After the fight the same underlying problems remain. The problem of war cannot be solved by using war. The solution to war is also not found in the mere cessation of fighting — either negotiated or achieved through eventually tiring of slaughtering each other. The solution to war is in finding a profoundly subtle state of peace and harmony in each person where fear, anxiety, and animosity do not exist. (We will examine this point more completely later.) Eventually, we could imagine that someone with mastery over the full range of the subtlety in the universe avoids all problems before they arise.

Heyam dubkham anagatam.

(TRANSLATION: AVOID THE SUFFERING THAT HAS NOT YET COME.)

THAT HAS GOT
TO BE THE
DEFINITIVE
OXYMORON.



YOGA SUTRAS OF PATANJALI

How do we avoid the suffering that has not yet come?

We master the subtle. After all, Orpheus restrained Death with the subtlety of his music.

My Advice

The world is not flat and linear. It has infinite depth and dimension. Every level has a subtler, more abstract foundation.

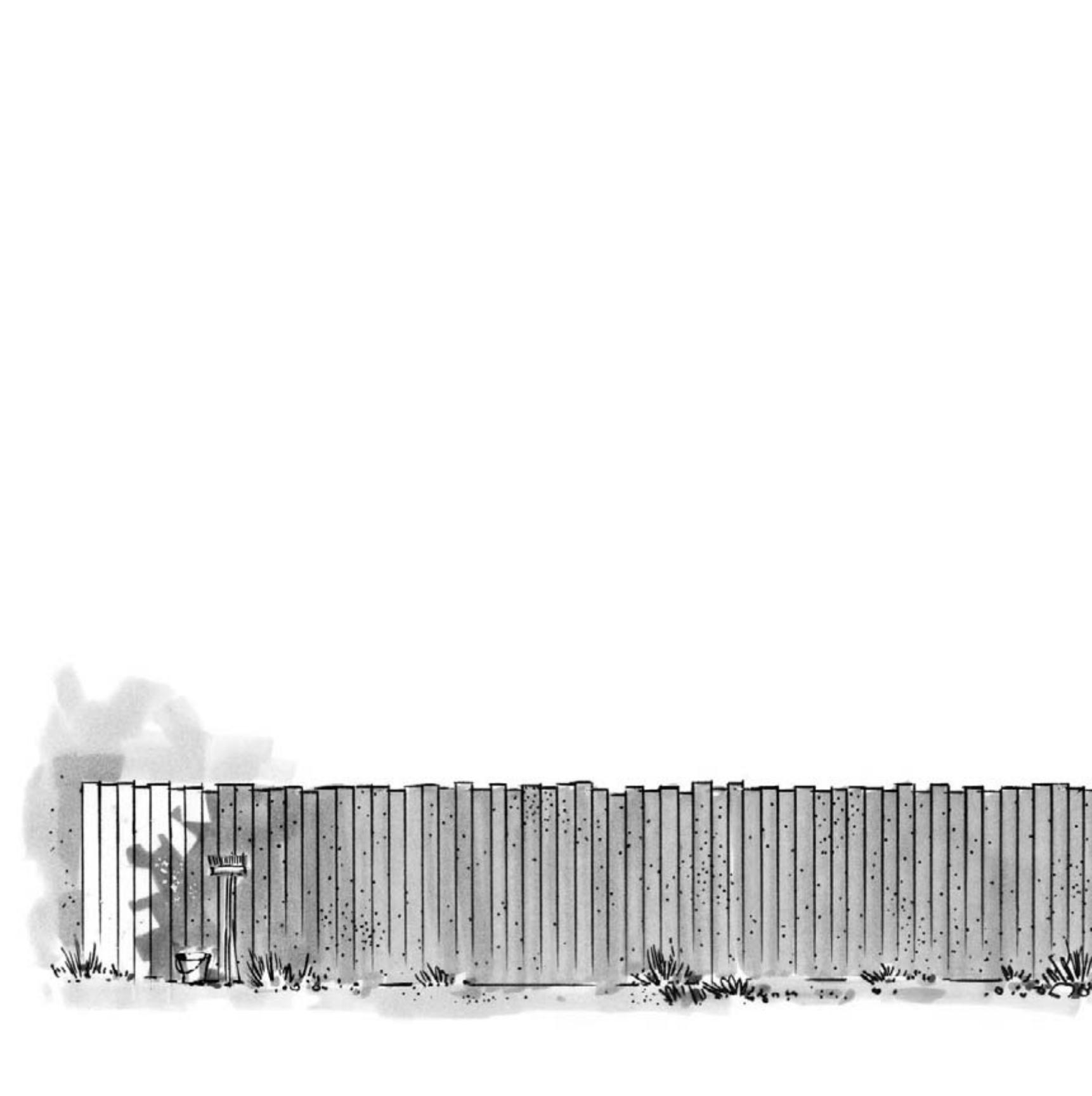
When you culture an appreciation for the subtle, you will not only grow in power, you will see and implement solutions spontaneously. But one who appreciates only the surface value of things will be doomed to frustration, failure, and, worst of all, hard work.

Conclusion

Solutions to problems are always found on a more subtle (and plentiful) level because subtler levels are more powerful and unifying. This is not just the lazy secret to solving problems, this is the only secret to solving problems! It is definitely a blueprint worth following.

We do less when we perform subtly and, as a result, we accomplish more. This trend points to the sparkling conclusion that ultimately everything will be accomplished by doing nothing. Or, in the words of the good doctor Fuller, *The omniweighable physical will be mastered by the omniviewless metaphysical intellect.*







CHAPTER 10

The Lazy Way to Effortless Leadership

Aunt Polly's punishment for Tom's hooky playing was
"to turn his Saturday holiday into captivity at hard labor." TOM SAWYER BY MARK TWAIN

IN OTHER WORDS,
TOM WAS
SENTENCED TO
WHITEWASH THE
FENCE. LET'S
REPLAY THAT
CLASSIC SCENE.





Tom appeared on the sidewalk with a bucket of whitewash and a long-handled brush. He surveyed the fence, and all gladness left him and a deep melancholy settled down upon his spirit. Thirty yards of board fence nine feet high. Life to him seemed hollow, and existence but a burden. Sighing he dipped his brush and passed it along the topmost plank; repeated the operation; did it again; compared the insignificant whitewashed streak with the far-reaching continent of unwhitewashed fence, and sat down discouraged. . . .

He began to think of the fun he had planned for this day, and his sorrows multiplied. Soon the free boys would come tripping along on all sorts of delicious expeditions, and they would make a world of fun of him for having to work — the very thought of it burnt him like fire. . . .

At this dark and hopeless moment an inspiration burst upon him! Nothing less than a great, magnificent inspiration.

He took up his brush and went tranquilly to work. Ben Rogers hove in sight presently — the very boy, of all boys, whose ridicule he had been dreading. . . .

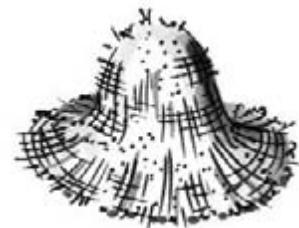
Tom went on whitewashing — paid no attention to (Ben). . . . Ben stared a moment and then said:

"Hi-yi! You're up a stump, ain't you!"

No answer. Tom surveyed his last touch with the eye of an artist, then he gave his brush another gentle sweep and surveyed the result, as before. Ben ranged up alongside him. Tom's mouth watered for the apple, but he stuck to his work. Ben said:

"Hello, old chap, you got to work, hey?"

Tom wheeled suddenly and said:



"Why, it's you, Ben! I warn't noticing."

"Say—I'm going swimming, I am. Don't you wish you could? But of course you'd druther work — wouldn't you? Course you would!"

Tom contemplated the boy a bit, and said:

"What do you call work?"

"Why, ain't that work?"

Tom resumed his whitewashing, and answered carelessly:

"Why, maybe it is, and maybe it ain't. All I know is it suits Tom Sawyer."

"Oh come, now, you don't mean to let on that you like it?"

The brush continued to move.

"Like it? Well, I don't see why I oughtn't to like it.

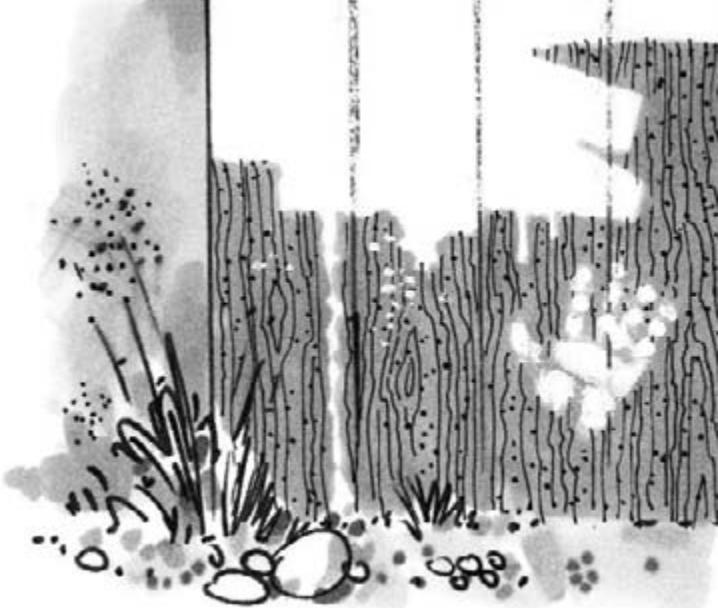
Does a boy get a chance to whitewash a fence every day?"

That put the thing in a new light. Ben stopped nibbling his apple. Tom swept his brush daintily back and forth — stepped back to note the effect — added a touch here and there — criticized the effect again — Ben watching every move and getting more and more interested, more and more absorbed. Presently he said:

"Say, Tom, let me whitewash a little."

Ben Rogers, after substantive pleading, eventually BOUGHT a chance to whitewash, for which he paid dearly — his apple. And as Ben worked and sweated in the sun, Tom retired to the shade and ate his newly acquired apple.

By the time Ben tired out, Tom had lined up the next boy's chance to whitewash for a kite and the chance after that for *a dead rat and a string to swing it with*. By the middle





of the afternoon, Tom had amassed . . .

... twelve marbles, part of a jews'-harp, a piece of blue bottle-glass to look through, a spool cannon, a key that wouldn't unlock anything, a fragment of chalk, a glass stopper of a decanter, a tin soldier, a couple of tadpoles, six firecrackers, a kitten with only one eye, a brass door-knob, a dog-collar — but no dog, the handle of a knife, four pieces of orange peel, and a dilapidated old window-sash.

He had had a nice, good, idle time all the while — plenty of company — and the fence had three coats of whitewash on it! If he hadn't run out of whitewash, he would have bankrupted every boy in the village.

FROM **TOM SAWYER** BY MARK TWAIN, AMERICAN HUMORIST (1835–1910)

Unfortunately, readers are led to believe by the author himself that Tom had all the makings of an unconscionable con artist and that he tricked, nay cheated, his friends. But that view is wrong and does Tom a grave injustice.

Let's review his accomplishments: Tom got the job done 15 times better than Aunt Polly would have settled for. (Aunt Polly confessed to herself that she would have been pleased with a job of one coat 20% done.) Tom made a glorious profit. And he did all that *without lifting a finger*. Now that's inspired leadership!

Tom's innate leadership genius utilized the *Lazy Way to Effortless Leadership*.



The Lazy Way to Effortless Leadership

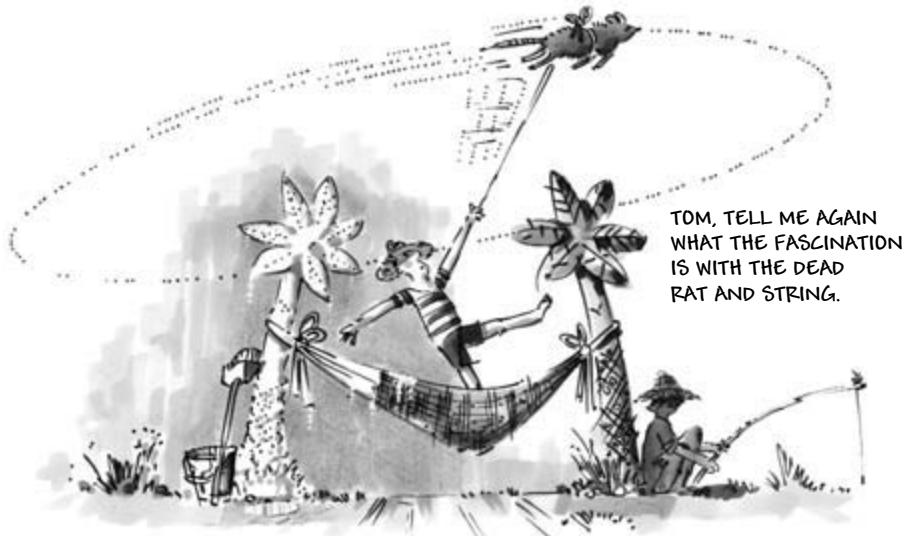
Turn work into play and the task at hand becomes irresistible to all those around you.

But Didn't His Friends Get the Raw End of the Deal?

I can hear it now. Wait a second, you are all saying, what about his friends? Didn't they get the raw end of the deal?

Not at all, I have to insist, not at all. Each one gained immensely. Picture for a moment what it must have been like to be one of the fence painters that day. Imagine the camaraderie with everyone reveling in the *fun* and the *aesthetics* of whitewashing. All the participants would have declared the experience absolutely exhilarating, one they would not soon forget.

Let's take it a step closer to home. Think of an instance when you were part of a group that joined together to accomplish some burdensome task but the collective mood was upbeat with everyone pitching in to get the job done. Remember how much fun it was and how magical the feeling.





Think again of a time in a classroom where the teacher turned a laborious lesson into a game. You may have since forgotten everything else you've learned in school, but you'll never forget the lesson of that day.

So let's not be so quick to judge Tom by the distorted light of the Calvinistic work ethic. And I address this to you also, Mr. Twain, wherever you are. Tom cheated no one. Quite the contrary, he gave his friends a magnificent time. And, though Tom never did a lick of actual work, equally importantly, neither did his friends.

Inspired leadership in the extreme!

If he (Tom) had been a great and wise philosopher, like the writer of this book, he would now have comprehended that Work consists of whatever a body is obliged to do, and that Play consists of whatever a body is not obliged to do. And this would help him to understand why constructing artificial flowers or performing on a treadmill is work, while rolling tenpins or climbing Mont Blanc is only amusement. There are wealthy gentlemen in England who drive four-horse passenger-coaches twenty or thirty miles on a daily line, in the summer, because the privilege costs them considerable money; but if they were offered wages for the service, that would turn it into work and then they would resign.

MARK TWAIN

Motivation

Leading means motivating your followers. But what motivates best?

There are essentially two kinds of motivating forces — external and internal.

One example of an external motivating force is when a motivator vigorously applies his or her foot onto the fleshy part of a motivatee's derrière (in other words, a swift kick). Literally and/or figuratively.

For the most part, this works. It generates an immediate motivating influence.

But the external motivating force has its limitations. For one, each time you want the motivatee motivated, you've got to kick him or her (literally and/or figuratively) again. Secondly, this

activity can tire your leg, scuff your shoe, and, even worse, hurt your toes. And finally, although of least importance, the owner of the targeted buttock tends to vociferate upon impact, thereby disturbing the quiet ambiance in the workplace.

Your basic swift kick is a *negative* example of an externally imposed motivating force. There are positive examples too that leaders have experimented with to get their followers to do what they want done — things like cutting work hours, raising wages, giving bonuses, etc. But these kinds of things peter out quickly and in the long run fail in keeping their followers motivated.

There is only one effective way to motivate people and keep them motivated — give them the opportunity where they *motivate themselves*. That is the principle behind the internal motivating force. Internal, after all, is subtler than external. (Remember, subtler is more powerful and, as a result, accomplishes more with less effort.)

But *internal* motivators also come in two flavors — negative and positive. Leaders using negative internal motivators lead through intimidation by instilling a sense of fear in their followers. Some religions (and mothers) get the desired behavior by instilling guilt.

However, the most effective internal motivators are positive. They apply the elements of fun, love, and non-work.

To achieve this, give people freedom, challenges, and responsibility. Give them a vehicle where they can express themselves, where they can feel passionately about their activity, and where they can enjoy the greatest personal growth. Then you will see not only increased performance and productivity but also great human satisfaction.

People want to be involved. They want to be needed. They want to affect their own destiny. They want to have responsibility and to be accountable.



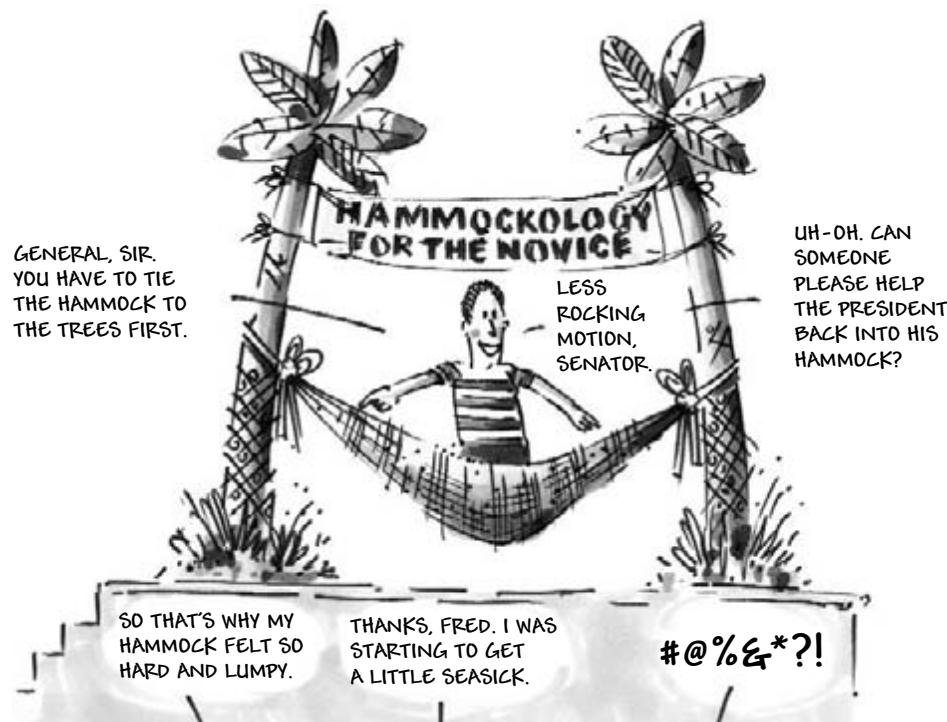


So, leaders, your job is really quite simple. You merely have to *liberate* your people. Since people bring their own motivation, you just have to free their talents by creating a fun-filled environment where creativity and productivity thrive. Each follower will then be *internally* motivated, thereby relieving you, the leader, from yet another task — that of having to motivate anyone any more. Truly the lazy way.

The Ideal Environment

There is a tendency toward overorganization, producing rigidity that is intolerable in an era of rapidly accelerating change.

IN SEARCH OF EXCELLENCE BY TOM PETERS AND ROBERT WATERMAN



The ideal work environment is not bogged down with restricting rules, negative attitudes, and pecking orders. Swift kicks, literally or figuratively, do not exist. Nor do threats of the same.

The ideal work environment is a playful one, characterized by ease, freedom, individual accountability, mutual support, and recognition. In such an atmosphere, individual talent takes flight.

Of course, the activity has to be meaningful and challenging. Of course, responsibility must be shared so people can manage themselves. Remember from Chapter 5, it's a person's *passion* for a project that ultimately produces the results, not some authority figure barking orders. In this type of invigorating atmosphere an organization runs itself. (Need I add the words *without any effort on your part?*)

Create Vision and Cheerlead Like Mad

Good leaders don't work. They don't exercise terrifying authority. Good leaders create an inspired vision and sell it with a spirit that makes Big Ten cheerleaders seem like geriatric cases.

When people assume responsibility, they become proud owners of those jobs. As a leader, you must stoke that pride. Celebrate achievements, create heroes, and cheer them on joyously with everything you've got.

The actual project should be the least important thing in the relationship between leaders and their followers. The most important thing is how much fun you can have accomplishing it together.

Criticism

You catch more flies with honey than you do with vinegar.

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE BY DALE CARNEGIE (1888–1955)

Let's face it: when you are relaxed and feel good about yourself, you naturally think and perform with creativity and freedom. When you are nervous about being criticized or reprimanded,



* MAYNARD G. KREBS FROM THE MANY LOVES OF DOBIE GILLIS

manded, your heart shrinks and your creativity and productivity follow suit.

Keep this negative effect in mind when you want someone to do what you want done. Criticism reduces output. Criticism destroys a team. Criticism kills success.

Guess what works like a charm? The opposite of criticism — praise. If you ask someone to dig a ditch 6-feet long and he only digs it one foot long, you praise him for the one foot. Period.

If you want your leadership to be effective as well as effortless, heap lavish praise on your team members. There is no limit to how lavish your appreciation can be as long as it is sincere. Phony praise never cuts it.

Now there are times, rare times, so rare I can hardly think of an example, when criticism needs to be employed. If you happen to find yourself in such a situation, your criticism should always be preceded by a positive affirmation.

The best leader makes a person feel good about him or herself. High productivity and harmonious social interaction begin with a strong sense of self and positive self-esteem. If we criticize or reprimand or treat someone in a demeaning manner or are insensitive to someone's dignity, we damage that person's ego or sense of self and we will never enjoy the realization of the

glorious potential that person has. When people are nervous and afraid, they don't think clearly or intelligently.

The Best Leadership Trait

What type of person makes the best leader? Outgoing or shy? Domineering or gentle? Blunt or diplomatic? The answer is there is no best *personality* trait for leadership. Coach Vince Lombardi screamed; Mahatma Gandhi whispered.

The leader who gets the most enthusiastic support is the one who is genuinely concerned for the welfare of his or her people.

In 1927, psychologists Elton Mayo, Fritz Roethlisberger, and William Dickson did some research at the Western Electric Company's Hawthorne Works in Chicago. They were trying to determine under what level of lighting people were most productive. Quite unexpectedly, they found that whenever a group of workers was being studied, that group consistently produced more than the other workers in the plant, no matter how much light there was or wasn't, as long as it wasn't pitch dark. The workers spontaneously responded with



* W.C. FIELDS



* CHARLIE McCARTHY

Summary

If you want to lead effortlessly, here are a few simple yet invincible rules:

- ➊ Praise, never criticize. Reward, never punish.
- ➋ Make the task meaningful by teaching the idea behind it. The idea behind the task is more important than the work itself.
- ➌ Make people feel needed and important.
- ➍ Be concerned about your people's welfare.
- ➎ Instill pride.
- ➏ Have a ball yourself.

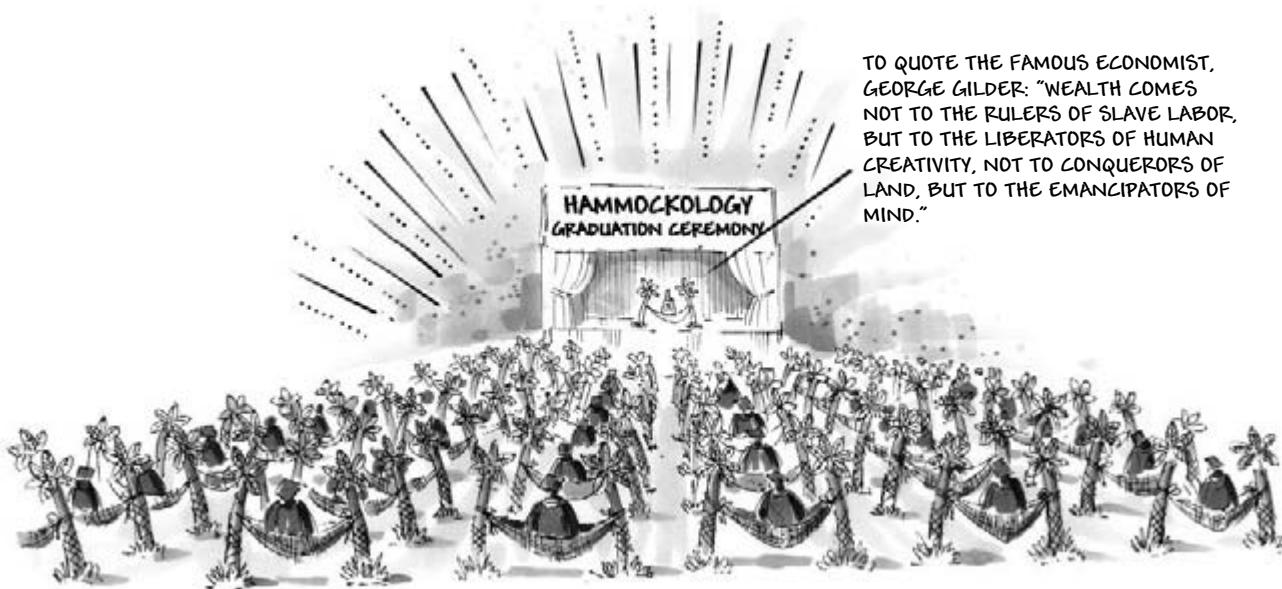
The spirit of a company's staff is infinitely more important to the company's success than the form of its organization (i.e., company policy and administrative hierarchy). Never, ever, let form triumph over spirit. Remember, it ultimately comes down to your enthusiasm. The more enthusiastic (passionate) you are, the more irresistible your project will be.

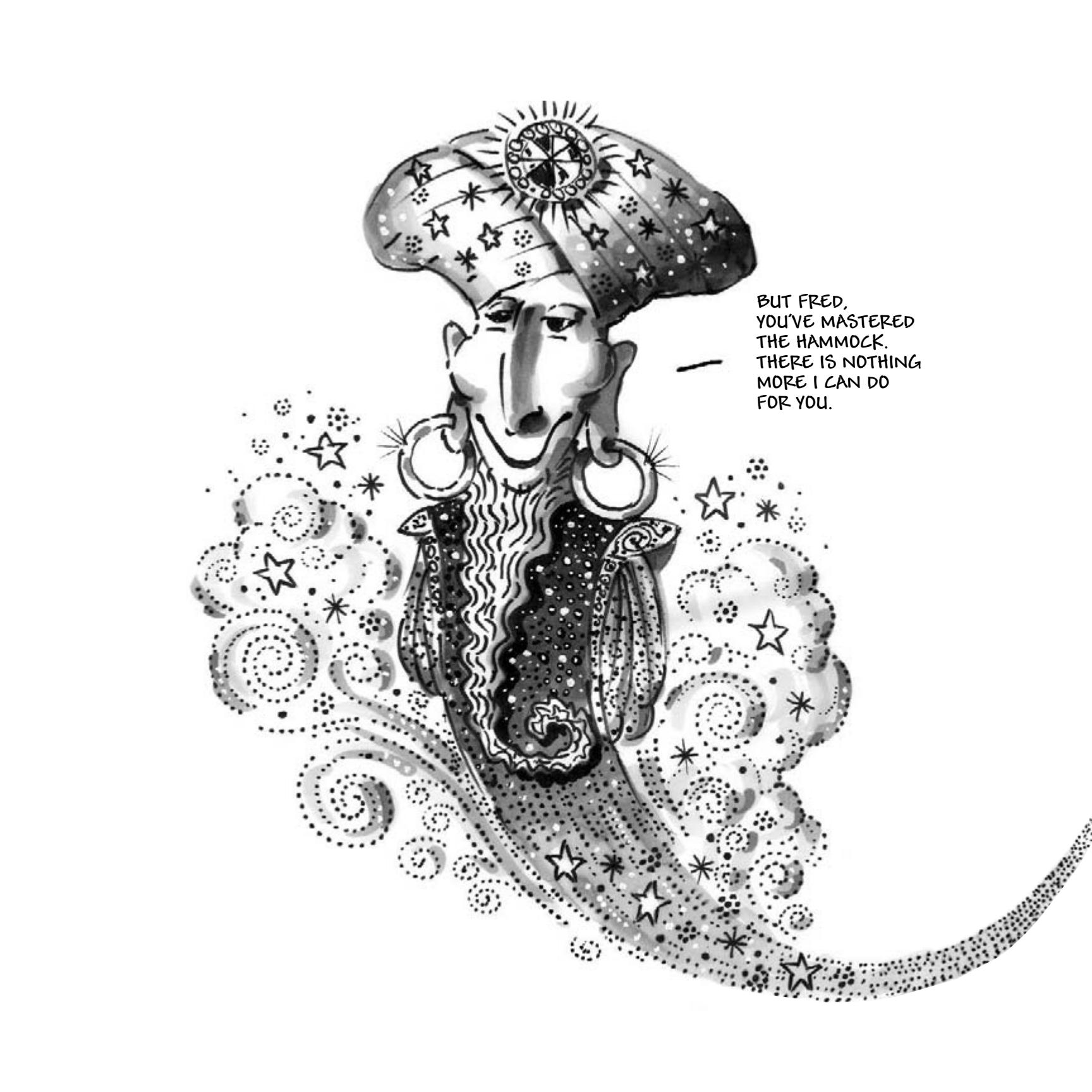
increased productivity because the experiment implied that the researchers were concerned for their welfare.

So, the formula is: The productivity of your followers is directly proportional to the amount of concern you show and care you give.

The best salespeople in the world know that the one and only secret of sales is to be sincerely concerned about the customer.

The secret of being a great boss is the same secret — give employees the feeling that you are there for them and not the other way around.





BUT FRED,
YOU'VE MASTERED
THE HAMMOCK.
THERE IS NOTHING
MORE I CAN DO
FOR YOU.



CHAPTER 11

The Lazy Way to Good Luck

I think that Fortune watcheth o'er our lives, surer than we.

But well said: he who strives will find his gods strive for him equally.

EURIPIDES, GREEK PHILOSOPHER (484–406 BCE)





Up to this point we've come to realize that allying with Mother Nature is the easiest, most sweat-free way to become a spectacular success.

We've learned to locate solutions at subtler, more powerful levels of Nature.

And we've learned how *work-free* success comes from *following our bliss* as Nature intended us to do. Mother Nature, the embodiment of do-less-and-accomplish-more, wants us to be successful by simply being our unique selves. We were not built to have to work to earn a living. Quite the contrary,

we were built to be successful with ease.

I noted that nature did not require hydrogen to “earn a living” before allowing hydrogen to behave in the unique manner in which it does. Nature does not require that any of its intercomplementary members “earn a living.”

CRITICAL PATH BY R. BUCKMINSTER FULLER

Lady Luck

Now it's time to look at the advantage of allying with Nature from a new perspective. Let's see how we can ally ourselves with Mother Nature in such a way as to win her invincible support. And keep it with us always. All for the sake of making life easier for ourselves, of course.

So, welcome to the mysterious realm . . . nay, welcome to the science (yes, science) of being lucky.

The Science of Luck

Let's first clarify the ground rules.

I'm not going to be discussing the kind of luck needed to win the lottery or to score in Las

Vegas. That is playing the laws of averages and is strictly hit-or-miss, mostly miss. If luck for gambling purposes is what you're looking for, you won't find it here.

The luck I'm referring to is much more profound, real, and dependable. I'm talking about gaining complete support from Nature herself — in your endeavor to be successful — by just being yourself. And I'm going to tell you the sure-fire method for achieving this support.

The science of good luck or, if you will, the science of support of Nature, is easy to learn and, as are all the lessons in this book, easy to accomplish.

Just for the record, *hard work* is anathema to the science of good luck. Hard work spoils your chances for good luck for two reasons:

1. Hard work is so foreign to Mother Nature's personality and inclination that she wouldn't know how to support hard work even if she wanted to.
2. If, by chance, good luck were available in the vicinity of hard work, the literal and/or figurative sweat pouring off your fevered brow would blur your vision so much that you wouldn't recognize good luck even if it were presented to you on a golden platter surrounded by jasmine blossoms.

REMEMBER, GENIE, PLAYING GOLF
IS "AN ASPECT OF DEVOTION, HOLY
IN ITSELF, BUT MORE THAN THAT,
ABSOLUTELY NECESSARY IN THE
COSMIC SCHEME."*

YES, STANLEY. I PLAY
"AS IF THE GEARS OF THE
UNIVERSE ITSELF
DEPENDED ON"** MY
SWING.



* FROM THE LEGEND OF BAGGER VANCE BY STEVEN PRESSFIELD



Chance, however, is not the realm of the anarchic and haphazard but the area of freedom and the condition of creativity. It taps the underlying and transcendent order of the universe. We call it chance because it is beyond the ken of ordered rational processes, part of the “mysterious realm” that Einstein called “the cradle of true art and true science.” The domain of chance is our access to futurity and to providence.

MICROCOSM: THE QUANTUM REVOLUTION IN ECONOMICS AND TECHNOLOGY

BY GEORGE GILDER, AMERICAN ECONOMIST (1939–)

The Secret

The secret to good luck is simple. What delivers luck is commitment. That's right, commitment stimulates *support from Nature*.

Commitment! What a scary word! Smacks of *hard work*, doesn't it? Ahhh, but not at all. Commitment flows effortlessly out of following your bliss.

Here's how it works. You start by dabbling with something — you're intrigued, curious, enjoying the process. It doesn't matter what it is — learning to play the saxophone, or hitting a tennis ball, or starting a new business. At every step of the way the key to determining that you are on the right track is — you're having fun! Just having fun doing something brings a natural growth in knowledge and sophistication. As your knowledge and sophistication increase so does the fun. More fun then leads to more knowledge, skill, and sophistication. It is the exact opposite of a vicious cycle. It is a delicious cycle.

Then a fascinating thing happens. You reach a point where you have a *vision* of sorts. It is as if you are allowed to peer down the long corridor of what it takes to be truly successful, even great.

But you also *see* that to proceed down that corridor takes a substantial leap. This means the time has come to make a commitment.

The commitment can be a call for greater focus or a need for a large investment of money or time or both. Interestingly, it's either something you have in short supply or something you

do not want to spend casually. Basically you're being called upon to increase the ante.

It's disconcerting, to say the least, to stand on one side of that chasm and realize that you are going to have to leap across it to continue to grow in your endeavor. You see the risk — lost money, failure, wasted time, embarrassment — but you also see the bliss, the quantum leap in fulfillment.

Let me tell you something. I admit it can be scary to have that vision — but, wow, is it exhilarating. When it comes, you know you've just about reached the Point of No Return. You know, deep down, that once you make the required commitment there will be no easy turning back — not, that is, without incurring some significant loss.

Most people back off. They either quit altogether or they remain in limbo — dilletanting, dabbling, and going nowhere. The tragedy is the vision of that the corridor fades in their memory. They then pay lip service to *commitment* but never go forward. They say things like "I could have been great if only . . ." These folks have doomed themselves to the purgatory of lifelong hard work, to a hell they could have easily avoided.





But keep in mind that commitment is just Nature's price of admission. She's weeding out the weenies and pruning the pretenders.

If the love is there, if you are following the bliss, make the LEAP. When you land on the other side, you will experience something wonderful!

I'm talking miracles! Within days, even hours, Nature will rush in and she will immediately endow you with a most marvelous luck. Everything will start coming to you. Things will unfold in a most fortunate way.

I may be making more out of this jump than I should, because if you are already following your bliss, when the first big commitment is required, you'll take it in stride. The choice will be irresistible. You won't be able hold yourself back.

BUCKY, I WAS
HAPPY TO HEAR
THAT THE ROYAL
AND ANCIENT
GOLF CLUB OF
ST. ANDREWS
FINALLY
APPROVED YOUR
GEODESIC
BALL.

Until one is committed there is hesitating, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation), there is one elementary truth, the ignorance of which kills countless ideas and splendid plans. That the moment one definitely commits oneself, Providence moves, too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision, raising in one's favor all manner of unforeseen incidents and meetings and material assistance which no man could have dreamed would have come his way.

JOHAN WOLFGANG VON GOETHE, GERMAN POET (1749–1832)



With Time and Experience

Soon you'll expect good luck to show up naturally for every one of your endeavors. You'll get to a point where you will find your good luck absolutely dependable. It will still astound you (and always tickle you), but support of Nature will become a reliable feature of your daily life.

During all these last 56 years I have been unable to budget. I simply have faith and just when I need the right something for the right reasoning, there it is — or they are — the workshops, helping hands, materials, ideas, money, tools.

If I am doing what God wants done . . . then I do not have to worry about not being commissioned to do so by any Earthians and I don't have to worry how we are going to acquire the money, tools, and services necessary. . . .

INVENTIONS: THE PATENTED WORKS OF R. BUCKMINSTER FULLER

Course Corrections

One thing is sure — commitment brings good luck. But if per chance your luck seems thin, that support of Nature is not abundantly there like it should be, take that as a sign from Nature to correct your course. Your objective may be faulty or you may even be heading in the wrong direction. Your lack of luck will let you know that you need to correct your strategy.

I assumed that nature would “evaluate” my work as I went along. If I was doing what nature wanted done, and if I was doing it in promising ways, permitted by nature’s principles, I would find my work being economically sustained— and vice versa, in which latter negative case I must quickly cease doing what I had been doing and seek logically alternative courses until I found the new course that nature signified her approval of by providing its physical support.

CRITICAL PATH BY R. BUCKMINSTER FULLER



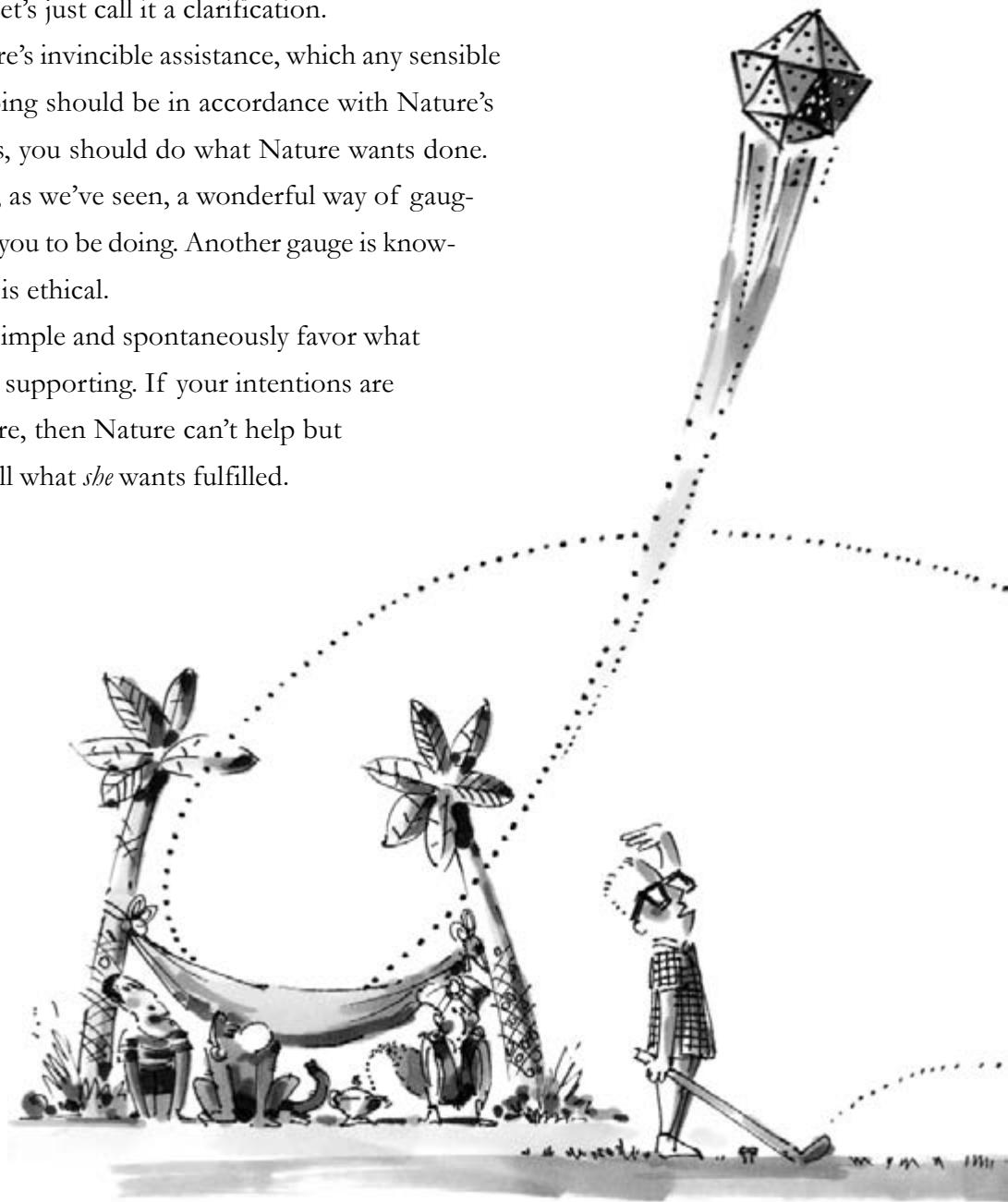


What's the Catch?

There's a catch. Let's just call it a clarification.

If you want Nature's invincible assistance, which any sensible person would, your doing should be in accordance with Nature's desires. In other words, you should do what Nature wants done. Following your bliss is, as we've seen, a wonderful way of gauging what Nature wants you to be doing. Another gauge is knowing that your behavior is ethical.

My advice is: Be simple and spontaneously favor what is good, useful and life supporting. If your intentions are in harmony with Nature, then Nature can't help but rush in to help *you* fulfill what *she* wants fulfilled.



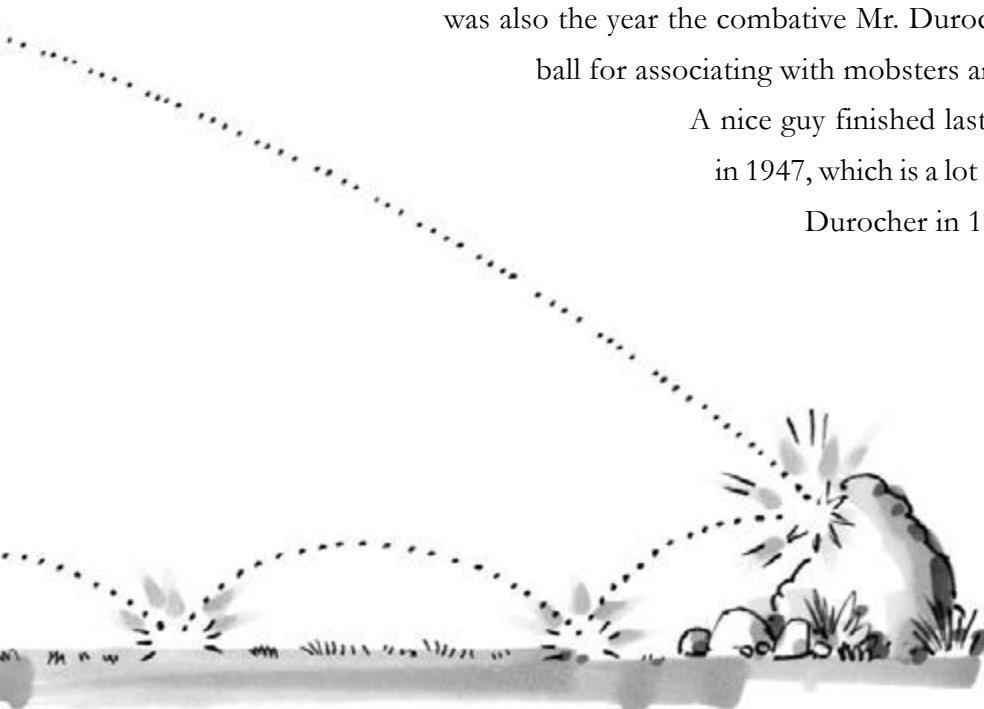
And what does Nature want? She wants you (and everyone else, for that matter) to be happy and fulfilled. She wants expansion of happiness, expansion of harmony, and expansion of love. And clearly Nature doesn't want you to do things that end up making people sick, unhappy, etc.

There is a Sanskrit word, *sattva*, meaning purity, simplicity, the essence of creativity. And there is a wise ancient Sanskrit saying, *the means collect around sattva*, i.e., the *means* (resources, personnel, abilities, good luck) to achieve success are attracted to that which is pure, simple, and creative. In other words, the things that are needed to do the job are attracted to sattvic people and projects.

Nice Guys Finish Last

Baseball great Leo Durocher's most famous quote is "Nice guys finish last." Don't believe it for a second. Leo the Lip said that in 1947 referring to consummate nice guy Mel Ott, the manager of the New York Giants. The Giants finished in last place in 1947, but that was also the year the combative Mr. Durocher was suspended from baseball for associating with mobsters and gamblers.

A nice guy finished last in 1947, but at least he played in 1947, which is a lot more than we can say about Leo Durocher in 1947.





A Saintly Biologist

To say Dr. Roman Vishniac filmed nature is to say Secretariat ran in horse races. Dr. Vishniac combined his passions — science, art, and photography — to reveal the microscopic world of nature that is beyond our imagining.

In one glorious underwater excursion, we see ghastly ocean-dwelling monsters and endlessly long sea serpents. In reality, we are simply taking a very close look at everyday life among the grains of wet sand at the edge of the water. However, on the movie screen





each grain seems like a huge boulder.

Another miraculous film shows the blood flowing through an embryo's heart. Dr. Vishniac was even able to film it *without destroying the life*.

People continually told him that what he wanted to do was impossible.

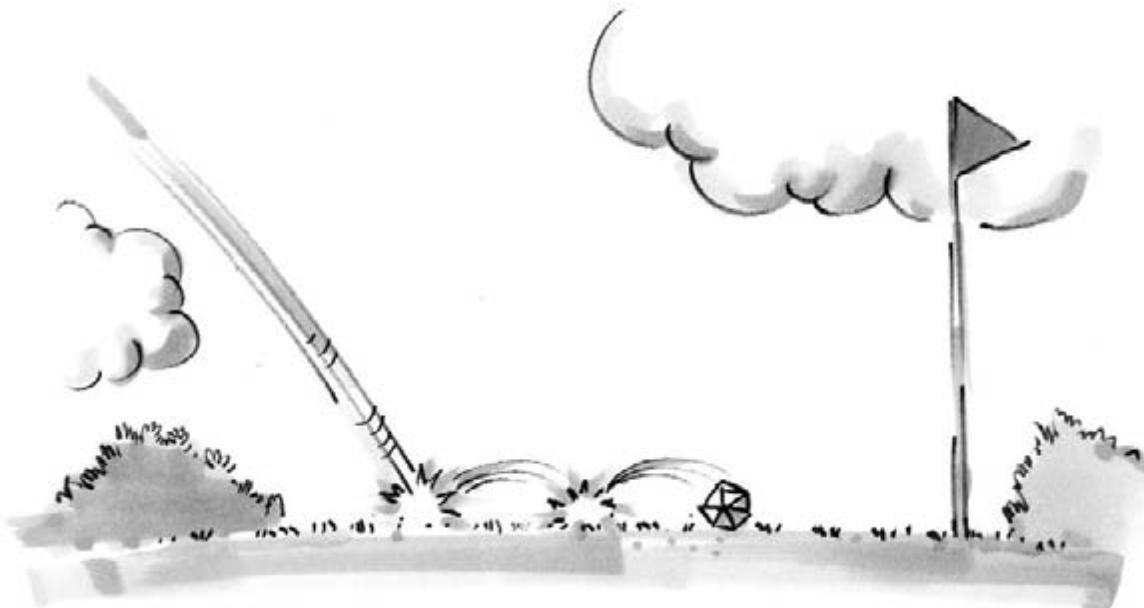
"It is not impossible," he would point out, "because I just did it." "But it is impossible to do," they would insist, "so forget it." Thankfully, he didn't forget it.





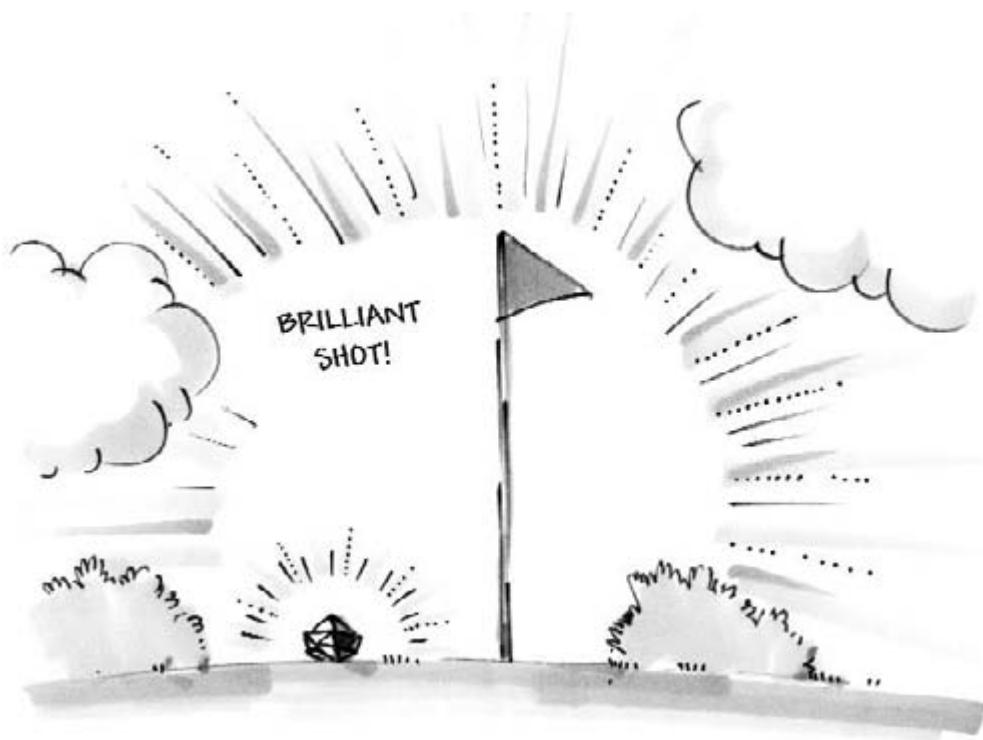
Dr. Vishniac's success came from a most saintly approach. He always returned to nature what he *borrowed* to film. He designed his filming process so as not to disrupt or destroy what he wanted to film.

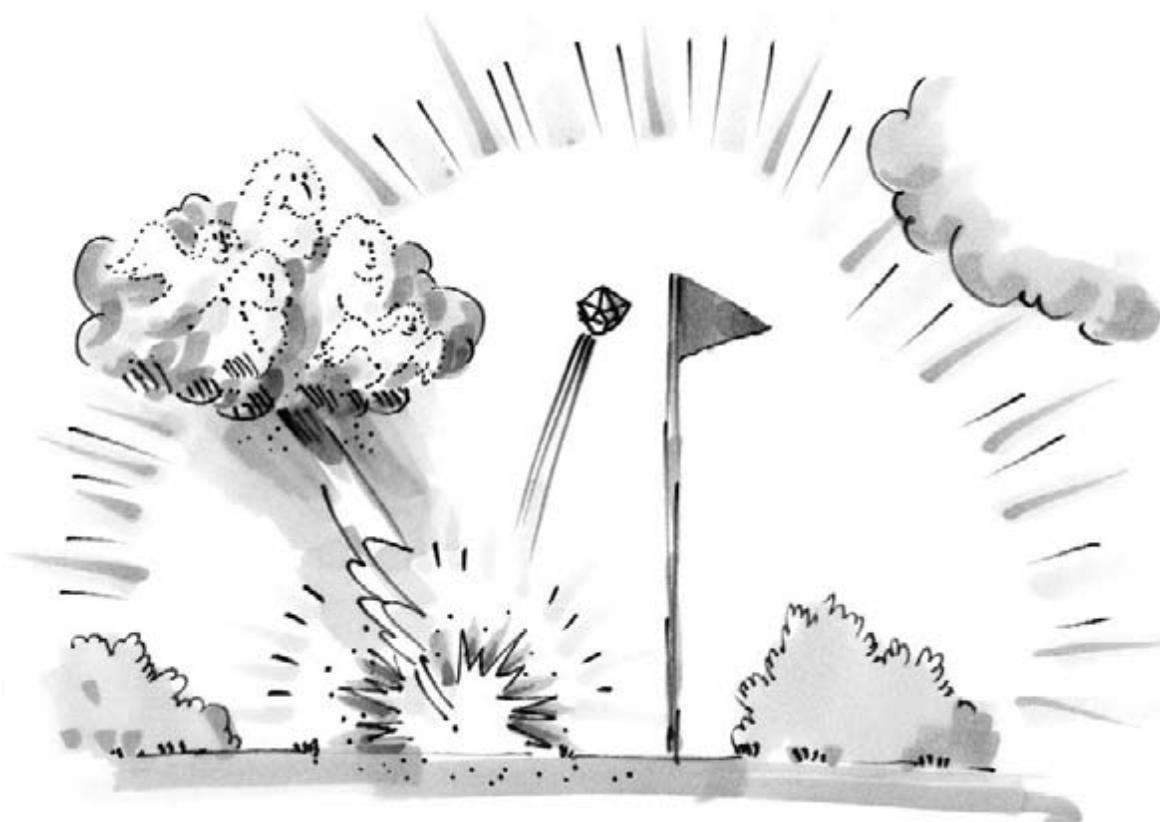
He said this philosophy was the key to his *impossible* accomplishments. "*When you treat Nature with respect, she will show you her secrets,*" he said.

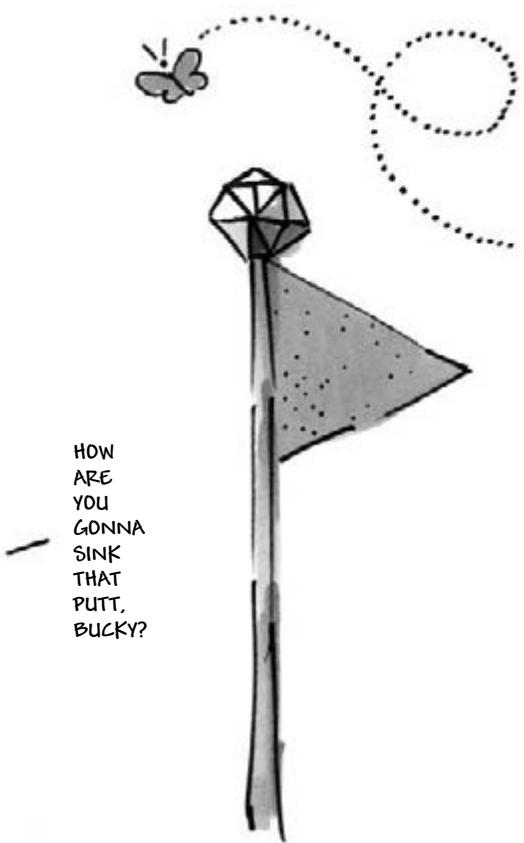
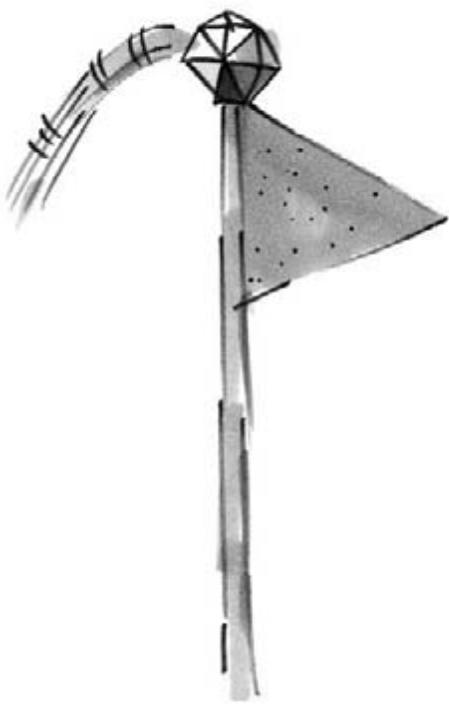


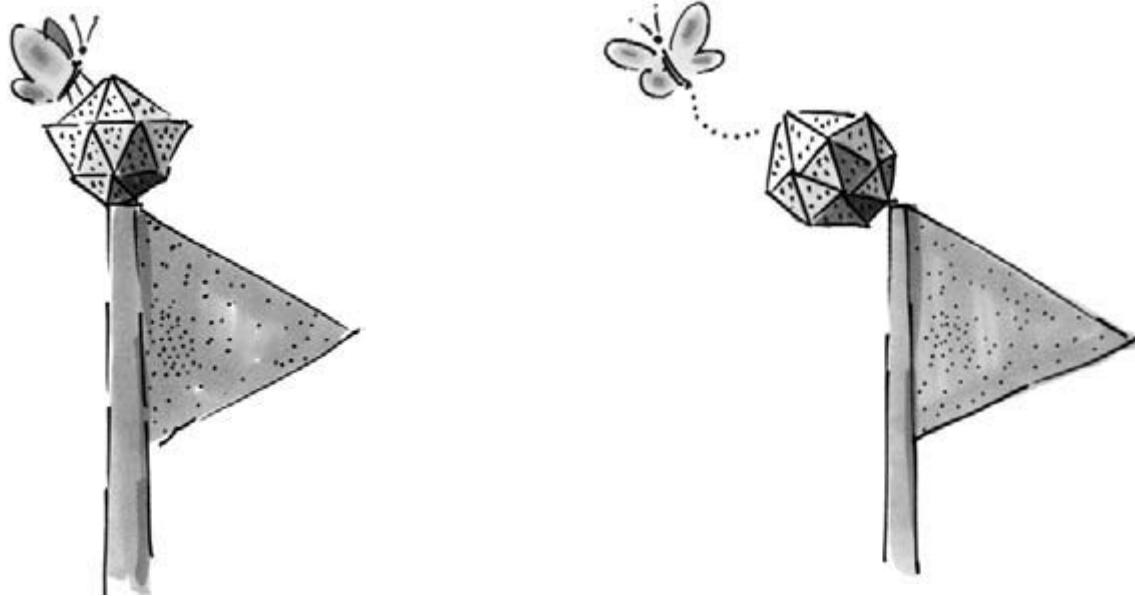
Conclusion — Good Luck

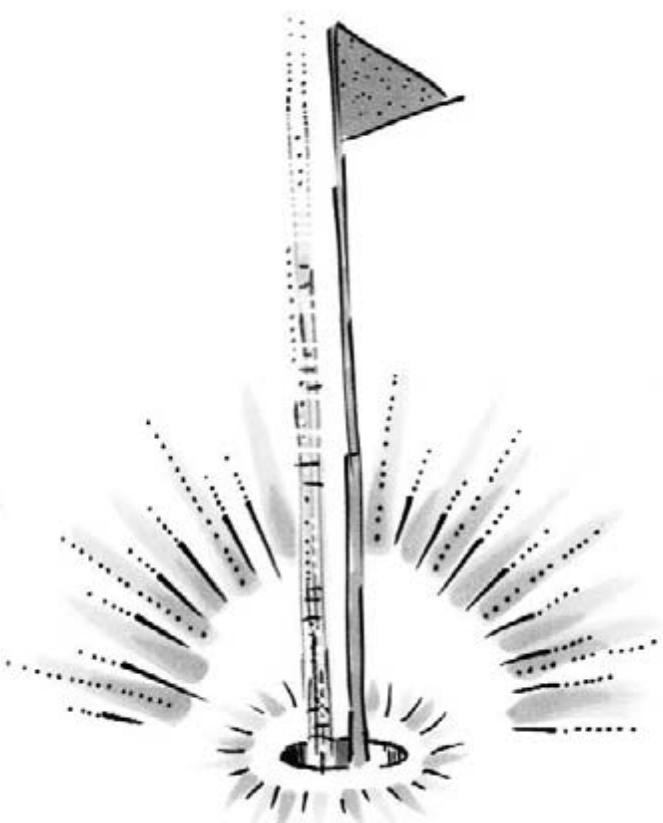
The secret of success is in cultivating good luck. The secret to good luck is making commitments. The secret to making commitments is in adoring what you are doing. As you travel to increasingly rarified realms on your way to becoming successful, you will be faced with demands to *ante up* to the next level of commitment. However, after your first big leap, each successive leap gets easier. You will have seen that with commitment comes good luck and with good luck comes more bliss and with more bliss comes more commitment and so on. The whole cycle continues until you have complete support from Nature. Then you will intimately understand how God helps those who help themselves.

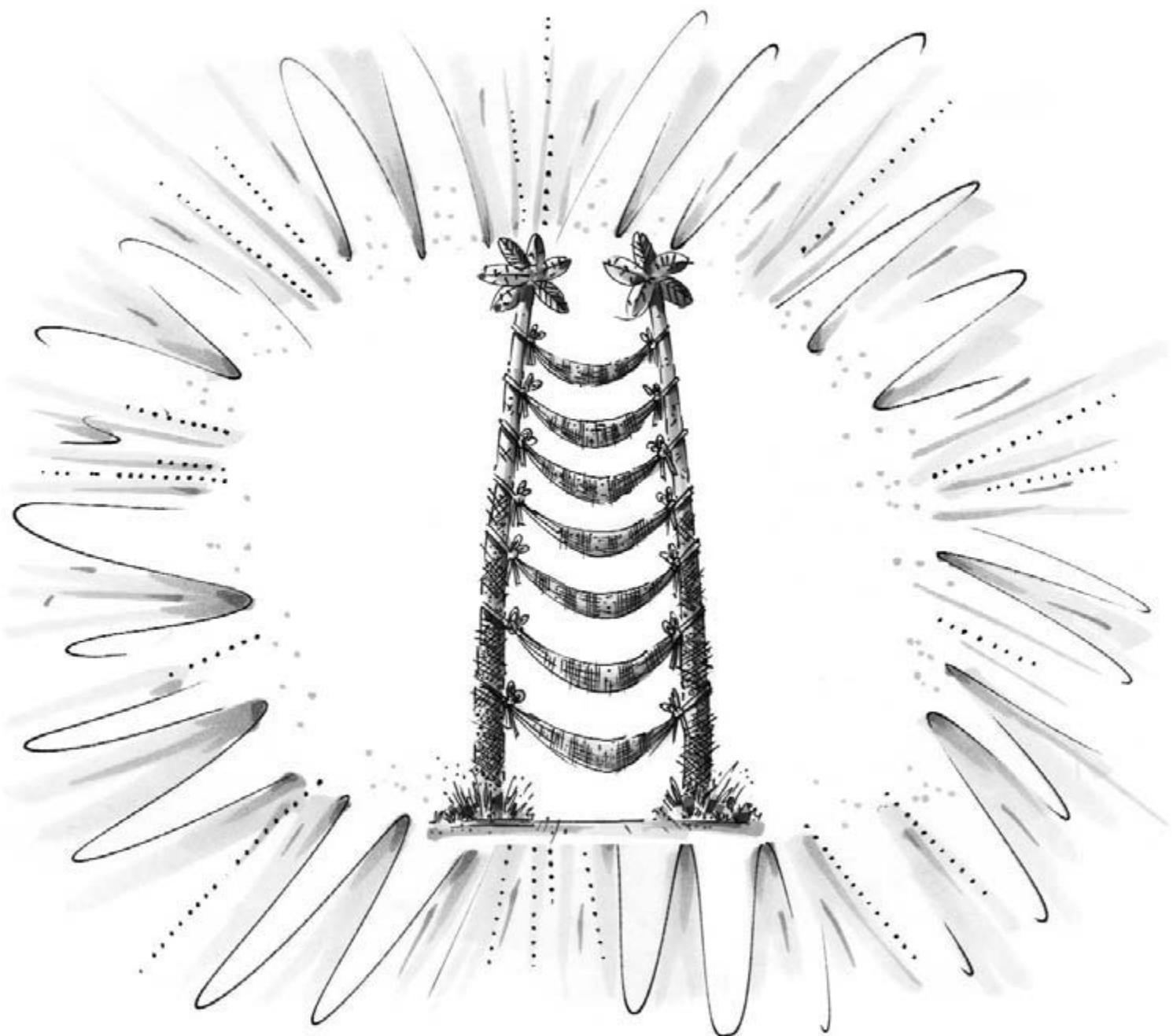








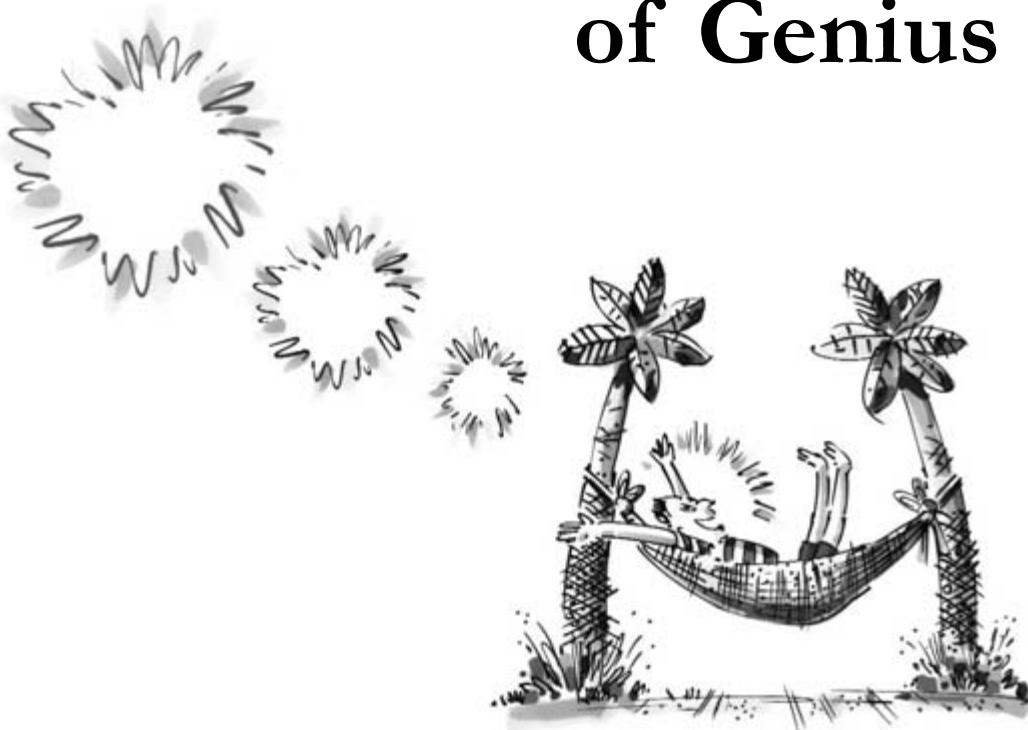






C H A P T E R 1 2

The Lazy Secret to Blinding Flashes of Genius





I LIKE YOUR
MONKEY SUIT,
STANLEY.
IS IT ITALIAN?



Italy has given the world glorious music, art, architecture, food, and fashion but nothing it has contributed is as profound as the saying, *dolce far niente*. Translated into English it means *how sweet to do nothing*.

And I might add, not only how sweet, but how *spectacularly powerful* as well.

You see, some well-positioned dollops of *doing nothing* can produce miracles.

So far we have focused on how success is inversely proportional to work, that *doing less* is what accomplishes more. Extending it logically, if we properly *do nothing* we can accomplish everything.

The Blinding Flash of Genius

Of course, you have had this experience: You've got a real bugaboo of a problem. You're stripping your gears searching for the solution. And nothing works. Nothing!

You're frustrated and you're tired. Fed up, you finally *give up*.

Then some time later, out of the blue, when you least expect it, *BOING!* Your head snaps to attention, your eyes pop wide open, and your brain fills with the sudden realization that, by golly, you have just been struck with what could be the answer to your problem.

My Secret

In that experience reside the mechanics of illumination, the fundamentals behind intuitive flashes. The formula is shockingly simple. The recipe is *rest*. That's it — rest. *Doing nothing*.

Sound too good to be true? No, it's so good it has to be true. Here's a closer look.

The Activity Phase

During the activity phase of a project, if we're smart, we're following the early lessons of this book. We are in love with our activity, and, as a result, we're naturally focused and committed.

As we proceed on the path, we're learning and experimenting and developing skills. We are thinking and chewing on the knowledge we've gained and applying it to the challenge at hand. We are directing ourselves, relying on our smarts and on the support of Nature. If good luck is there, we know we are on the right track; if luck is not there, we make the necessary course corrections. Every moment and every experience produces new insight and brings more profound understanding. This continual growth in our thought and activity makes the activity phase a truly euphoric experience.

Because it is so fulfilling and intoxicating, it is hard to stop the activity phase. But let us not forget the wisdom of our Italian friends.

Dolce far niente. How sweet to do nothing.

The Rest Phase

Accomplishing things is addictive. From that viewpoint, *resting* can be easily dismissed as unproductive, unimportant, and a waste of time. But that's the thinking of an exhausted brain. The rest phase turns out to be *more important* than the activity phase in that *resting* gives *activity* a higher grade of fuel to run on.

Let me explain. Up until this point in our tackling of a project, we've been completely wrapped up in the activity phase. Being so busily focused and fully engaged is creating a rut or grooving a certain set pattern of





thought in our brains. Now it's time to back off and let our brains stew in peace. In other words, it's time to rest. Let's *do nothing*.

Doing nothing gives our brain chemicals a chance to ooze about and slosh around and consequently *develop a higher order* out of the information we have put in. Guess what! The whole oozing and sloshing process works better if we do *not* exercise any control over it. Our job is to *let go*. We let the process go on by itself, below the surface.

Believe it or not, our brains — which are infinitely smarter, wiser, more comprehensive, more loving, more tuned in, and more desirous of our success than even we think they are — will create miracles with what we have put in if we just let them.

Resting the brain relaxes the old, fixed patterns of thinking and gives our brains the chance to make new neural connections. How the brain is able to generate a higher order out of the information we gave it is a wondrous miracle. And we allow that miracle to take place with *rest*.

[The problem] would germinate underground until, suddenly, the solution emerged with blinding clarity, so that it only remained to write down what had appeared as if in revelation.

BERTRAND RUSSELL, ENGLISH PHILOSOPHER (1872–1970)

Don't just do something; stand there.
WHITE RABBIT,
ALICE IN
WONDERLAND,
LEWIS CARROLL
(1832–1898)

Incubation to *AHA!*

Achimedes shouted *Eureka!* Others rejoice with *AHA!* But all climactic flashes have one thing in common. They all sprout from rest — from a period of *inattention* to the problem.

Workaholics rarely come up with creative ideas. That's because they don't know my lazy secret of brilliant flashes of genius. Instead they remain deeply entrenched in a compulsive routine, dwelling on unimportant details. They not only lose perspective, they also deny their brains the opportunity to express their cosmic magic by disallowing *rest*.

Don't fall into that trap. It is always a great idea to take a break from your primary focus and do something else. Put it on the back burner. Take a vacation for a day, an hour, 20 minutes, whatever. In other words, forget the whole thing.

Einstein, for example, would chill out by playing the violin. Knute Rockne enjoyed watching burlesque. As a matter of fact, his brilliant idea for the Four Horsemen Backfield Shift for his football team dawned on him not on the practice field, but far from it, when he was watching a chorus line.

If you strike upon a thought that baffles you, break off from the entanglement and try another, so shall your wits be fresh to start again.

ARISTOPHANES, ATHENIAN DRAMATIST (448–380 BCE)

Letting Go

Johannes Brahms became fed up with the pressures of composing music. So he quit. That's right, one of humanity's greatest musical geniuses simply gave up, vowing emphatically to all his friends that he would never pen another note.

Content with his choice, he retreated to the country where he enjoyed long walks and a carefree life. Then a funny thing happened. Music gushed out of him in torrents. He couldn't turn off the hydrant. When queried by his friends, he sheepishly explained, "I was so happy with the thought of not writing anymore that the music came without effort."





Sleeping on the Job

Mostly I compose in bed, lying down, or on a sofa, lying down. I should think most composing by almost any composer happens lying down. Many a time my wife has walked into my studio and found me lying down and has said, "Oh, I thought you were working, excuse me!" And I was working, but you'd never have known it.

THE INFINITE VARIETY OF MUSIC BY LEONARD BERNSTEIN, AMERICAN COMPOSER (1918–1990)

Gaining the Benefit of Knowing Everything Without Having To

Knowledge is vital to success but, woe is me, it is impossible to know everything. The more we seem to learn, the more we realize how much we don't know. As our knowledge grows, we see our ignorance growing even faster.

How can we possibly absorb all the information out there? We can't. And we don't have to. Intuition to the rescue!

We have to learn to identify and rely on our intuition — the finest level of thinking and feeling.

We saw in Chapter 8 that life is structured in layers, the subtle being more powerful than



the superficial. Mother Nature structured our thinking and feeling in the same way. Our subtle thoughts are much more powerful and comprehensive than surface ones.

Deeper knowledge is gained quietly, when the mind is settled and thoughts are delicate. Libraries *intuitively* know this and therefore enforce silence. This is another enormous advantage of rest. It allows the mind to settle down so that it can learn to discriminate clearly between the superficial and the subtle.

Xerox

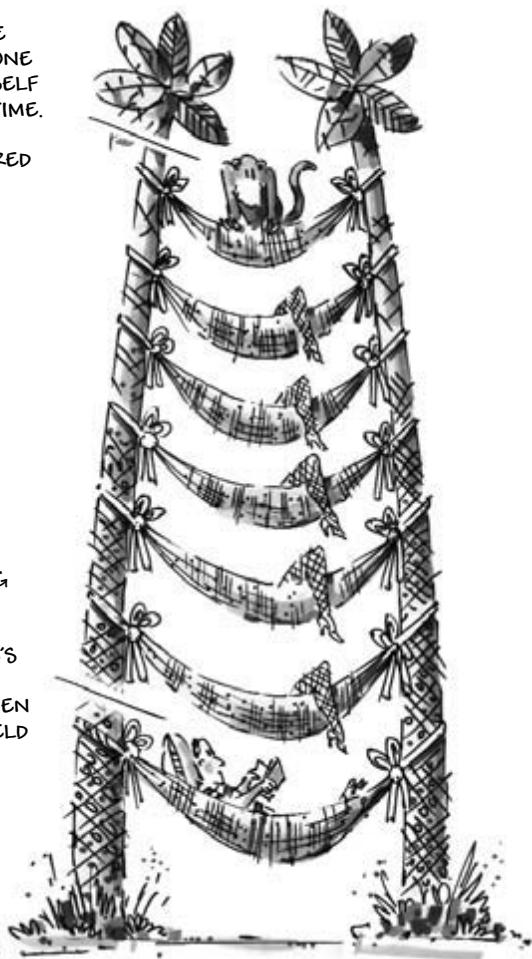
Chester Carlson, who spent four years in the *quiet* New York Public Library doing research, said the idea for the Xerox process came to him in *an intuitive flash*. IBM, however, did not display the same level of intuitive genius for a business opportunity. They turned Carlson down when he brought them his invention. It must have been very noisy at IBM that day.

Consciousness

In our final chapter we will examine the realm of subtlety in our own thinking process and see that we can increase mental power and intuitive clarity. And, we will also learn how to add profundity to our resting stroke so that it produces even brighter flashes of genius and more dynamic and effective activity.

YOU'VE
OUTDONE
YOURSELF
THIS TIME.
WHAT
INSPIRED
YOU?

READING
ABOUT
KNUTE
ROCKNE'S
FOUR
HORSEMEN
BACKFIELD
SHIFT.



IS IT TRUE, UNCLE FRED, THAT BEFORE YOU WROTE THIS BOOK PEOPLE ACTUALLY THOUGHT THAT HARD WORK WAS A VIRTUE AND LAZINESS A CHARACTER FLAW?

YES, THEY SURE HAD IT BACKWARDS BACK THEN, DIDN'T THEY?





CHAPTER 13

Finding Success in Failure, Accidents, Mistakes, Obstacles & Hardships

If a man be lucky there is no foretelling the possible extent of his good fortune. Pitch him into the Euphrates and like as not he will swim out with a pearl in his hand.

BABYLONIAN PROVERB

YOUR WISH
FOR SUCCESS
IS ALREADY
GRANTED,
IT IS RIGHT
THERE IN
WHAT YOU'VE
LABELED AS
FAILURE.





Let's say you failed. Or flunked. Or at first you didn't succeed.

Madame or Monsieur Failure, should you be miserable or hide your head in shame? Of course not. That would be a waste of life. Should you try, try again as the saying goes? Not necessarily. That could be throwing away one of the greatest gifts ever.

In Praise of Failure

Failure is not bad. Quite the contrary, it is good. Failure is certainly nothing to be ashamed of. Failure can be an enormous asset for many reasons. However, I want to sing the praises of failure from the angle of the *lazy* school of thought. From this perspective, I like failure because it's often *easier* to find success in failure than to do the chore again in hopes that you find success the next time. That's right — find success in failure. Why not? It saves time, effort, energy, wear and tear. And if you know where and how to look, one good failure can be worth a million previously strived-for successes.

Let me start with a wonderful story.

Sloppy Alex

Sloppy Alex worked in a medical laboratory that routinely received diseased specimens from a hospital. Alex inoculated sterilized plates with the bacteria

SO, YOU'RE ASKING ME WHAT WAS IT LIKE IN THE OLD DAYS BEFORE MILLIONS OF PEOPLE BOUGHT THIS BOOK? WELL NOW . . .



from these specimens. Eventually the microscopic bacteria would grow to form a milky cloud on these plates. Alex would then scrape off the bacteria, examine them under a microscope, and identify the disease for the hospital, a task every medical technician on earth can do.

One day, however, he noticed that there was a hole in the middle of the milky cloud where no bacteria could be found. In the middle of the hole was a speck of mold that had contaminated the culture. Alex wondered how that mold got in there, since the sterilized dishes were covered, but still, the mold had gotten in and ruined the experiment.

Had Alex been an undergraduate biology student and the successful completion of this experiment been necessary for a passing grade, he certainly would have failed. As any science teacher worth his sodium chloride would explain, Alex had a woefully sloppy lab technique to allow such an easily preventable intrusion to destroy his culture.

EVERYONE THOUGHT FAILURE
BROUGHT POVERTY . . .



. . . NOT REALIZING THAT IT COULD
CONTAIN A CROWNING SUCCESS.





Let's say you ran a lab that contained many of these types of tests and Alex-the-Slob's mold went from culture to culture destroying each one so that any diagnosis was impossible. And let's say you couldn't get rid of it. How would you deal with this disaster? Remember, hospitals, doctors, and patients are depending on your accurate identification of these bacteria. Would you close the lab and have it completely disinfected before you started again? Would you fire Alex? He is, after all, the bumbling incompetent responsible for this mess.

Mold has a bad reputation. No one thinks kindly of mold. It is dirty. It grows on rotten things. It is unsightly.

Alex had the same prejudices too. Alex needed to grow his bacteria, but this disgusting mold would not allow him to. His first impulse, I am sure, was to curse that his experiment was ruined, that he had *failed*, and that he should try again.

But then, by some stroke of pure genius, he realized that if this mold destroyed bacteria on his plate, perhaps, if it were extracted from the plate and injected into sick people, it would kill the same bacteria and resulting infection in them. In this one transcendent instant, he saw mold not as something dirty that needed to be disinfected, but as something beautiful that could clean, even heal.

By Alex's finding success in failure, his mold has saved more lives and relieved more human suffering than any medical advancement in history. Literally millions of people owe their lives to Sir Alexander Fleming who, in 1928, discovered penicillin.

Those Who Did *Try, Try* Again

Did you know that before Fleming made his brilliant discovery there were at least 17 different references in the scientific literature to a mold of some sort destroying the culture in bacteriological experiments? In other words, at least 17 people made the same once-in-a-millennia discovery *before* Fleming did. But what did they do with their experience that, seen in the right light, would have rendered them immortal in the history of humanity? Each of the 17 regarded this mold as a *failure*, recorded it as a *regrettable error* in a footnote, threw out the bad experiments, and started over.

And that's just the 17 people who had the integrity to confess the *failure*. How many do you suppose were too ashamed to *admit* that a mold had ruined their experiments?

If at first you don't succeed, STOP!

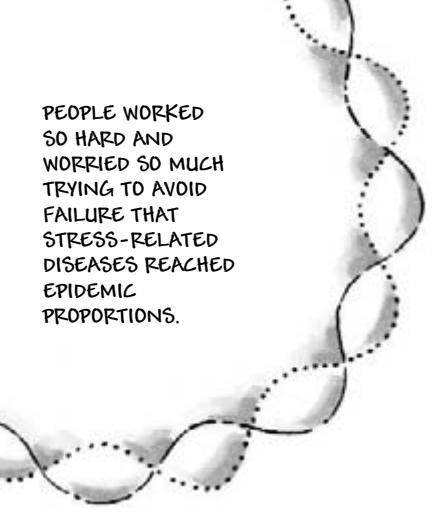
Don't immediately do something stupid like try, try again.

Look at the *failure* again, but from different perspectives. Shine a light on your failure from *many* different angles. You may already have succeeded, more than you ever imagined, but in a very different way from the one you had planned. A fresh perspective frequently yields golden opportunities hidden in the *failure*. If you want a sure-fire (and effortless) way to hit the bull's-eye every time — just draw a target around your arrow after it has landed.

Even if you can't seem to find the success in a failure, it is imperative to view success and failure not as opposites, but as key elements of the whole process of creative thinking. Errors, mistakes, accidents, and failures should be embraced because they can serve as springboards to major advancements.

COME ON, UNCLE FRED.
YOU'RE EXAGGERATING.
HOW COULD ANYONE BE
GREEDY FOR SOMETHING
AS ABUNDANT AND AS
SUPERFICIAL AS MONEY?





PEOPLE WORKED
SO HARD AND
WORRIED SO MUCH
TRYING TO AVOID
FAILURE THAT
STRESS-RELATED
DISEASES REACHED
EPIDEMIC
PROPORTIONS.

Double Your Failure Rate

The way to succeed is to double your failure rate.

TOM WATSON, FORMER PRESIDENT OF IBM (1918–1993)

Discovery consists in looking at the same thing as everyone else and thinking something different.

ALBERT SZENT-GYORGYI VON NAGYRAPOLT

NOBEL LAUREATE, MEDICINE (1893–1986)



What If He Had Succeeded the First Time?

Abraham Lincoln experienced a lifetime of failure, with each failure a seeming springboard to an even greater failure, until he became president of the United States. Here's the laundry list of Lincoln's defeats.

He lost his job in 1832. He also lost an election to the state legislature in 1832. He failed in business in 1833. Finally he was elected to the legislature in 1834 but lost his sweetheart who died in 1835 and then he had a nervous breakdown in 1836.

He lost the election as speaker of the state legislature in 1838. He lost the nomination for Congress in 1843. At last he was elected to Congress in 1846, but lost renomination in 1848.

BUT UNCLE FRED,
WEREN'T THERE
ANY HAMMOCKS?

He expanded his losing streak by being ignominiously rejected for the position of land officer in 1849, by losing the race for the Senate in 1854, by failing to win the nomination for vice president in 1856, and by losing the election for the Senate again in 1858.

You would think that a man with such a terrible track record in getting elected would cut his losses and find another line of work already.

By the way, whatever became of Old Abe in 1860? And who was it again that historians regard as America's greatest president?

If at first you don't succeed, set your sites higher.

Other Famous Failures

Columbus failed to find India. We all know that story. How about another?

Thomas Edison failed over 1,000 times in his quest to invent the incandescent light bulb. Someone asked him what it felt like to have failed 1,000 times.

I never failed; I just discovered 1,000 ways in which the light bulb would not work. And every attempt brought me closer to the knowledge of how it would.

THOMAS EDISON, AMERICAN INVENTOR (1847–1931)

ALLOW ME TO
TELL YOU MY
EXPERIENCE.

Mistakes are the portals of discovery.

JAMES JOYCE, IRISH NOVELIST (1882–1941)

Madam Curie's discovery of radium came from a string of failures, accidents, blunders, unwanted side effects, and

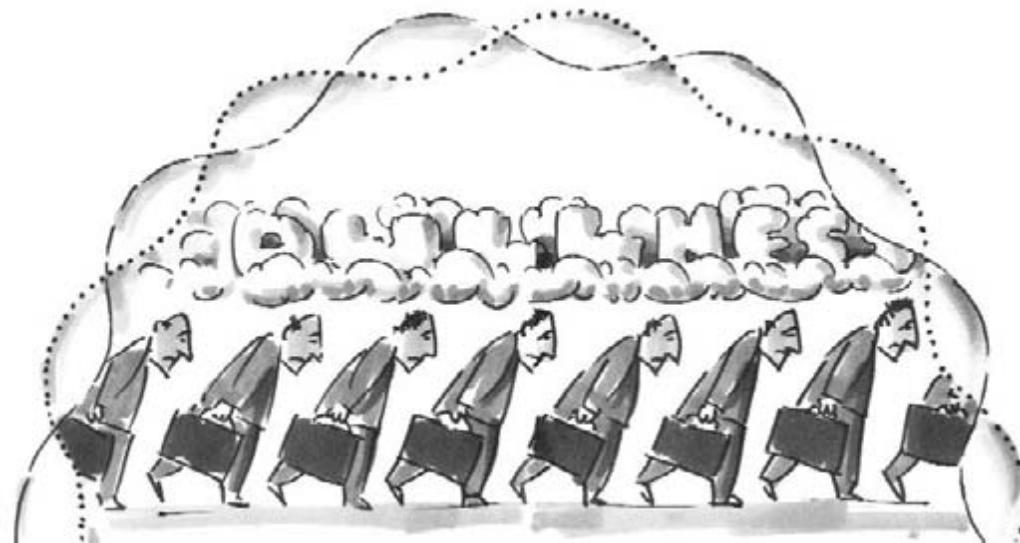




discarded waste. Here's the chronology: French physicist Henri Becquerel unwittingly had his new photographic plates ruined because they were left too near his supply of uranium. Who knew? After he stopped being angry at his bad luck, he reported this discovery to the French Academy of Sciences. Nobody cared. After all, the recent discovery of X-rays was the rage.

Madame Curie, however, was attracted to these unfashionable rays. For one, she would not be burdened with a long bibliography of research papers to read. *Thank God for laziness.* That meant she'd be able to jump right in with her experiments. *Thank God for passion.* She wasn't even looking for radium. Instead she was studying those *ignored* rays which had been discovered by *accident*. She did her research in an *abandoned* shed on top of mining *waste*. During this entire time she hadn't a clue as to the utility of her exploration.

BEFORE FRED'S
BOOK, EVERYONE
FOOLISHLY
THOUGHT GOOD
LUCK WAS FICKLE.
AND
IN THOSE DAYS,
WISHES WERE SO
EMBARRASSINGLY
SHALLOW.
IT WAS
HARDLY WORTH
LEAVING
THE LAMP.



She said:

Neither of us could foresee that in beginning this work we were to enter the path of a new science which we should follow for all our future.

MADAM CURIE, CHEMIST (1867–1934)

If you dismiss accidents as accidental, and failure as unwanted, you are missing the big picture — and probably blowing it besides.



Side Effects

An enterprising lazy person who is interested in doing less must be particularly cognizant of side effects. Why? Because side effects are not only a gold mine, they may be *the* gold mine. Side effects are frequently Nature's *main effects*. The best stuff is often found at *right angles* to or *on the periphery* of where you are focused.

It is a strange phenomenon, and I'm not sure why, but it is remarkable that the stuff of which success is made, is usually first discovered as a *side effect*. The following examples tell the story of how side effects, which were *second-class* citizens to someone's primary focus, gave *second wind* to an enterprise and produced wealth, fame, and success that was *second to none*.

■ Let's start with Mr. Bissell, a meek man who ran a china shop. His profession, his primary focus, if you will, was china — dainty tea services, floral dinner plates, soup tureens, etc. Trouble was, his wife hated the sawdust these dishes were packed in because it got embedded in the carpet and took forever to sweep out. To alleviate his wife's frustration, he invented a carpet sweeper machine. People heard about it and demanded one of their own. Today more than one hundred years later, Bissell carpet sweepers are sold all over the world. Mr. Bissell's enormous success did not come from his china business after all, but sprang from one of his minor activities on the periphery.

■ Another dust story: Hubert Booth was trying to perfect a filtering system. One experiment had him lying on the floor with a handkerchief over his mouth sucking up on dirt to see how it moved. *Voilà*, he invented the vacuum cleaner — a *side effect*.



- The Kellogg brothers were vegetarians who ran a sanitarium in Battle Creek, Michigan. They preached that eating a light breakfast helped people think more clearly and, to demonstrate the type of food they meant, they concocted corn flakes. From the Kelloggs' point of view, the corn flakes were a mere footnote, a minor detail in their guests' daily regimen. However, their guests insisted on buying them to eat at home. So, the Kelloggs sold the flakes to their departing guests *on the side*.



- Alexander Graham Bell was a teacher of deaf children. He studied the science of sound with the sole intent of developing a hearing aid that used amplified sound. This led him to invent the microphone and the telephone as a *side effect*.
- The typewriter was invented as a tool to emboss print for the blind.
- The Wright brothers were first and foremost bicycle repairmen.





The Practical Side of Side Effects

In a practical sense, this golden rule of side effects is why you should not focus on money if you want to be rich. If you desire money, you would do well to focus on serving the customer instead. The side effect may well be profitability. But if you insist on focusing on money, the side effects are stress, ulcers, headaches, and similar debilitating afflictions.

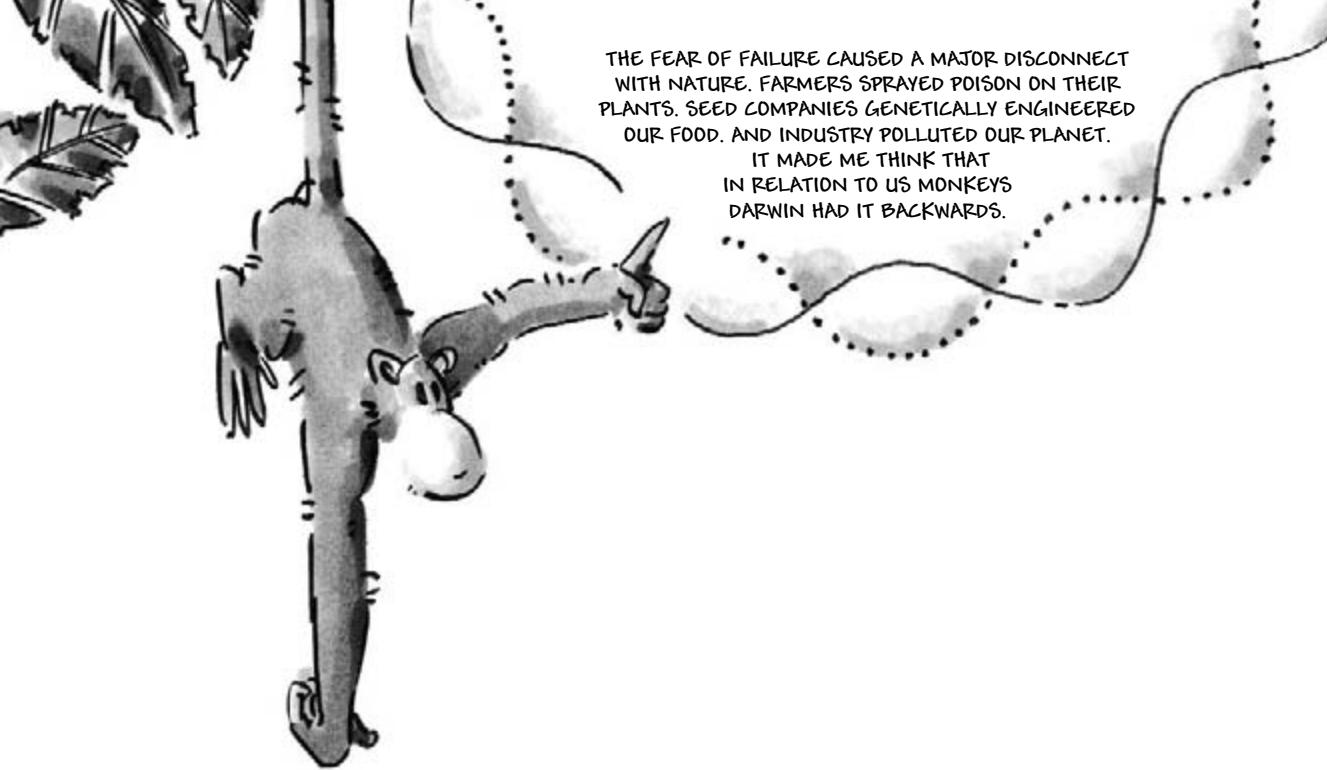
Sir Francis Bacon and the Scientific Method

Innovation frequently occurs at the wrong place for the wrong reason. Discoveries are usually made by accident. Sir Francis Bacon, who formulated the Scientific Method, tried to make an orderly procedure for scientific discovery. Tragically, all schools and universities now teach Bacon's Scientific Method as the true scientific path. From my point of view, Bacon's Scientific Method is like a set of horse blinders because it restricts your vision. Few discoveries of note were arrived at step-by-step via Bacon's Scientific Method.

Just what did Sir Francis Bacon discover? He is like an aged ballet teacher who tells others how to do it. Those who have made the most discoveries know Bacon least. Those who study Bacon, like Bacon himself, have not succeeded well.

DR. HANS SELYE, DISCOVERED THE “STRESS SYNDROME” (1907–1982)

Forget Bacon and his orderly Scientific Method. Open your awareness to the periphery. If you concentrate too much on the intended purpose, you may miss the real action.



Obstacles (Hardships, Handicaps)

Despite society's ignorant mindset, we've seen that failure can be a great asset, accidents a boon, and mistakes a blessing. They should be treated not with disdain, but with an alert reverence, because contained within them are splendid successes.

In that same spirit, I also must sing the praise of flaws, faults, handicaps, hardships, obstacles, weakness, frailties, and deficiencies. These too are a powerful resource — with the exception of the following deficiencies, of course: greed, dishonesty, malevolence, egoism, hatred, lust, and arrogance.

New England

Consider New England 200 years ago. If any geographical setting had *negative* resources, it was New England. Large rocks in the fields made farming darn near impossible during the summer and during very long winters the frozen rivers and lakes brought shipping to a standstill.

If you viewed hardship and obstacles incorrectly, you would curse your fate, cut your loss-

es, and move to another place. However, contained within these handicaps were two stupendous opportunities. Those granite rocks were *harvested*, sold, and shipped all over America to build the nation's cities. The ice was also harvested, sold, and shipped to the tropical regions. The next time you require ice in your refreshment, remember the Yankees of 200 years ago who created the concept of and market for *iced drinks*.

Beating Strength with Weakness

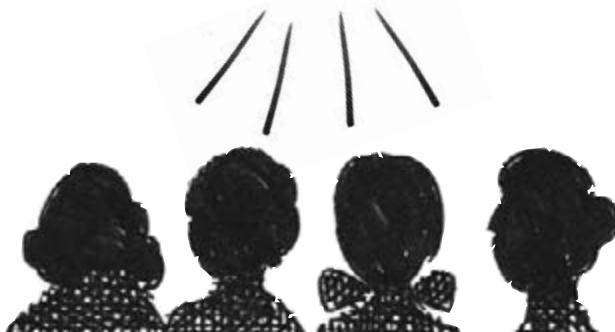
To get to Eindhoven, a small town in Holland, you must cross a rickety wooden bridge.

During World War II, the Nazis had 1,400 tanks poised to occupy this defenseless town. They decided against it, however. The bridge was too weak to support the weight of even one tank. The Nazis decided to avoid Eindhoven completely.

And as the people of Eindhoven are fond of saying, “God saved us, *unexpectedly*.”

Weakness was Eindhoven’s strength.

DIDN'T THE GOVERNMENT FIX THINGS?



THE GOVERNMENT TRIED
BUT BEFORE FRED'S BOOK,
THEY DIDN'T KNOW THE
SECRET TO SOLVING
PROBLEMS.

AND THAT JUST
MADE MATTERS
EVEN WORSE.

Handicaps

Handicaps too should not be considered a burden. In fact they may be the source of great achievement.

- Artist Henri Matisse produced his best art work when blind, aged, and bed-ridden.
- Claude Monet had cataracts, which distorted his perception. He used this distortion to paint his famous water lilies.
- Beethoven wrote and conducted his magnificent Ninth Symphony while deaf. Not being able to hear was not a handicap to his musical genius.
- Composer George Frederick Handel was desperate for money. To get some he wrote his inspiring *Messiah* in 21 days.
- Undeterred by old age, Michelangelo was almost 90 when he designed St. Peter's Church.

WHAT HAPPENED NEXT?





Adversity

In his book **Grow Rich With Peace of Mind**, Napoleon Hill speaks of adversity as a stepping stone to greater opportunity. He says that when he sees adversity coming he says to it, "Well, hello little fellow. I don't know what lesson you've come to teach me, but whatever it is, I will learn it so well that you will not have to come back a second time."

But What If You Are Trapped?

Besides being lazy and anti-authoritarian, I despise routine work. Which makes me about as unemployable as they come. My mind reacts to work the same way a cat reacts when you try to give it a bath. Whenever I'm doomed to perform a routine job, I lose all my energy, my body aches from the boredom, and my soul shrivels from depression. And like the cat threatened by a sink full of water, my mind looks for immediate avenues of escape and will claw desperately if egress is denied.

Yet sometimes it happens, and I get trapped into performing such a task.

Yes, despite my bluster, I humbly admit that sometimes, albeit for very brief periods — measured in seconds — I, too, work. Sometimes it becomes obvious that the misery of not doing it is worse than the doing, so I surrender to the purgatory of a stultifying task. Even though it is extremely distasteful to me. Even though it goes against every sentient cell in my body.

Given these circumstances, you should naturally ask, “Okay, Mr. Lazy Smarty-Pants, now what?”

If you are trapped and can’t get out of it, there is only one approach to preserve your sanity and your health. You have to look at your dreadful routine with fresh eyes. Just like a failure or obstacle or handicap, you have to view it as a source of opportunity and a fertile ground to apply all your newly acquired secrets of successful laziness. If necessity is the mother of invention, then it logically follows that *dire* necessity should hasten impregnation.





Under Our Noses

You know one central premise by now: Nature wants you to succeed and to do so without going long distances or exerting great effort. You cannot get closer to home than utilizing your uniqueness, which includes your failings and your circumstances. That uniqueness may hold a key to your success. Why go far when the answer is under your nose? In fact the answer may even *be* your nose.

Use your faults. EDITH PIAF, FRENCH SINGER (1915–1963)



UNCLE FRED,
WE KNOW THERE'S A
HAPPY ENDING. TELL
US A HAMMOCK-TIME
STORY OF HOW THINGS
GOT BETTER.

YES, I'D BE
DELIGHTED.
ALL THIS IS
IN THE LAST
CHAPTER.
ONCE UPON
A TIME ...

... ONCE UPON A TIME, BEFORE
MY BOOK, THINGS GOT SO TWISTED,
THE GOVERNMENT ACTUALLY
THOUGHT DROPPING BOMBS
SOLVED PROBLEMS. THIS IDEA
CAME FROM TIRED, UNDEVELOPED
BRAINS CAPABLE OF ONLY THE
CRUDEST KIND OF THINKING. ANY
UNDERSTANDING OR EXPERIENCE
OF THE POWER OF THE SUBTLE
WAS COMPLETELY LOST.

THE SOLUTION LIVED IN A VERY
SPECIAL PLACE —
THE LAND OF DOING NOTHING.



CHAPTER 14

How to Do Nothing and Accomplish Everything

HEY, GUYS, I JUST READ THIS CHAPTER. FRED REALLY DRAGS OUT SOME HEAVY PHILOSOPHICAL FURNITURE. WE'VE GOT TO TAKE DRASTIC MEASURES.





This chapter is not for the dilettante. It is only for those who are serious students of laziness. Here we'll have a no-holds-barred discussion on how to literally do nothing and accomplish everything, including solving all of society's problems.

Getting Smarter

We've all heard the phrase — work smarter, not harder. It's cute. It's fashionable. It's certainly a step in the right direction. But besides objecting to the idea of work, any work — smarter or otherwise — I have one simple question. Assuming I actually want to work smarter, how do I *get* smarter in order to do so?

The ever-popular answer is education. Of course, education makes us more intelligent. Doesn't it?

Let me tell you a story.

My College Exploits

When I started my college career at Rutgers University in 1964, I naturally assumed that by being a good, conscientious student I would become a smarter person. That would be the expected outcome from challenging my mind with advanced concepts, with meeting sophisticated, highly educated individuals, by participating in provocative discussions and events, and by reading lots of books.

So convinced was I that college would make me smarter, and that the more college I would do the smarter I would get, I dove in with gusto. I didn't take emasculated courses like Physics for Poets. I took courses that would withstand a direct nuclear assault like Analytical Physics (a course designed for engineering students). And since I had a math aptitude, no Calculus for Liberal Art Sissies for me. I took 10 credits of Theoretical Calculus designed especially for math majors. That also meant the class met every day for a year as opposed to a wimpy twice a week.

WHILE I'M STALLING FOR TIME, YOU GUYS GET THE BLUE SQUEEZERS. THERE'S NOT A MOMENT TO LOSE. IF ALL GOES WELL, WE'LL MEET UP AT THE END OF THE BOOK.

With a Boy Scout's diligence, I funneled all those facts, formulas, operations, concepts, theories, and proofs through my overwrought thalamus. I was determined to become more intelligent. Alas, you already know the punch line — I did not grow a whit smarter.

A Failed System

It is now crystal clear that it doesn't matter how prestigious, how well endowed, or how well facultied a school is, or how bushy-tailed the student. It doesn't matter whether it is a pre-school or Ph.D. program or anywhere in between. Education, as it exists today, simply does not make students more intelligent. It does not unfold a student's mental potential. It does not increase a student's self-knowledge. Modern education is, for the most part, a parade of fragmented, often irrelevant, and easily forgotten facts that have no lasting positive effect or use.

Contemporary education takes the weight lifter's (or workaholic's) approach to making you smarter — read more books, memorize more facts, think more thoughts, think heavier thoughts, think sophisticated thoughts, have your thoughts challenged and critiqued, and stay up late through the whole process. It's an *outside in* approach — treat students' minds like containers that need to be filled with information.

It doesn't work. Exercising the brain won't make it more intelligent.

If your intelligence is dull at the beginning of your forced march through modern education, or if it is brilliant, you will be no more intelligent at graduation.

A particularly disappointing commentary on the state of contemporary education is the research that has found that a student's IQ grows through childhood and *levels off* when he or she is 15 or 16. A college education, whatever else it affects, does not increase it. So people go through the rest of their lives with — quite literally — adolescent intelligence.

It is a sad truth, but education as it exists in the world today is seriously flawed and embarrassingly superficial. Modern education in attempting to exercise the brain has come up empty-handed. It has failed to make the student more intelligent, and if education persists in following the same path, it will continue to fail. While students will learn some skills — the smart will



learn to read, write, compute, and take tests, the non-academic will learn to tune carburetors and hammer nails — no one will grow in their underlying intelligence and creativity. This is a great tragedy. And a monumental waste of life.

Not only does modern education fail to develop the students' intelligence and mental potential, it may actually do the reverse. There are many recent research studies citing that the health and happiness of students are threatened by modern educational practice. Among them are studies documenting the low ego development, the low moral development, and the low cognitive development among graduates. Some studies even show that grade school students become less creative as a result of their schooling.

Back to Square One

So, after collectively spending megabillions of dollars every year on a failed system, not to mention the megabillions of hours the students spend in school, we're back to Square One with the same question — how do we become more intelligent?

If, as psychologists say, we only use between 5% and 10% of our mental potential, then

clearly there is plenty of room for improvement. It would certainly make no sense for the Creator to endow us with 100% if He knows we are going to waltz through life using only a nickel's worth. He didn't give us the other 95% to haul around as so much dead weight. There must be a way to use more of our God-given stuff and become more intelligent. But if not education, what?

If you have been paying attention to the lessons of this book so far, you know that the answer will not be found on the surface.

TESTING, ONE, TWO, THREE.
POLLY WANNA CRACKER.



The solution will ONLY be found at a deeper, subtler, more basic, more fundamental level — one that has been completely ignored by modern educators, or perhaps better stated, one that modern educators are completely ignorant of.

What's Missing

Right now, education focuses exclusively on information and skills. Massive universities have painstakingly divvied up all knowledge and put it into various categories such as physics, chemistry, mathematics, engineering, psychology, biology, physiology, sociology, ecology, political science, philosophy, art, language, astronomy, geology, etc., etc., etc.

But despite education's meticulousness, they forgot one thing. They forgot the student. They forgot the "knower" — the actual guy or gal who knows the knowledge. Who is he or she? What is the he or she which actually does the knowing?

What do you know?

I know nuclear thermodynamics!

Great! Who is it that knows nuclear thermodynamics?

It is I!!! I know it!!!

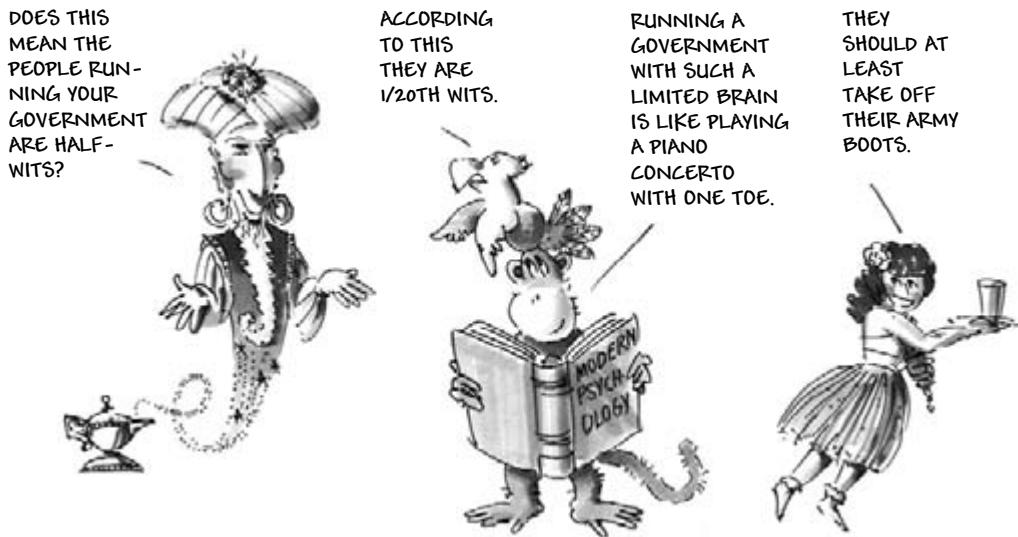
Who is I?

Uh . . . I don't know.

Obviously your own self is the basis for every one of your experiences. If you do not completely know who you are, if you are ignorant of your own self, then any other knowledge you gain is built on that weak foundation of ignorance. Knowledge based on ignorance cannot be profound or powerful. Knowledge of your own self — knowledge of the full unbounded totality of your own self — is fundamental to any other knowledge. Unfortunately, every school overlooks this vital knowledge.

I know all except myself.

FRANÇOIS VILLON, FRENCH POET (1431–1465)



Who Then Are You?

If we systematically peel away each one of the layers that make us up, as if they were layers of an onion, we would eventually find what is at our core.

Let's do it. Let's first peel away the outermost layer — the walking, talking, dancing, golf-club-swinging part. What would be the next layer? Our sensory activity would be next — seeing, hearing, touching, tasting, and smelling. If we peel that away, we would be conscious of our thinking. If we peel that away, we'd be conscious of our feelings. If we peeled that away, what would we be conscious of?

We would just *be conscious*. Pure and simple. *Consciousness* would be our core.

Every human experience is based on being conscious. I am conscious that I move. I am conscious that I see. I am conscious that I think. I am conscious that I feel. And so on.

You must be conscious before you can experience, before you can know, before you can do. Consciousness (or being conscious) is essential before having any experience.

Modern education teaches Quantum Physics, Advanced Calculus, and Basket Weaving just fine. Glaringly missing is a way for you to gain knowledge of your own consciousness and, more importantly, a way to experience your innermost nature in its purity, apart from thoughts, emotions, and perceptions. It is this experience, which I will soon explain, that develops your mental potential and makes you more intelligent and creative, and more aware and loving, for that matter. It is this experience that allows you to use more of your brain — so that it functions as it was designed to.

Here is where you get to know yourself — deeply, intimately, completely, profoundly.

How?

Various cultural traditions have recognized the illuminating value of the experience of pure consciousness and have devised techniques that aim to deliver it. However, most approaches involve some mentally strenuous control. Each of these mental gymnastic exercises is tedious, unenjoyable, and stingy in delivering the desired experience. Besides that, they are all hard to do. It is small wonder that none became popular.

I, however, am very fond of *easy*. The easier the better. To me, effortlessness rules and work is for fools. In this light, I have had wonderful results from practicing the Transcendental Meditation® program, a technique introduced to the world by Maharishi Mahesh Yogi.

The Transcendental Meditation technique is both easy and effortless. It allows your mind to settle down to experience subtler levels of thought until you transcend thought completely — so that you experience your consciousness in its silent, pure state. (More on this in the appendix, if you like.)

Know thyself.

ORACLE OF
DELPHI
(650–550 BCE)

THIS GUY GOES INTO A
PET STORE AND SEES
THREE IDENTICAL PARROTS.
"HOW MUCH FOR THAT ONE?"
HE ASKS.





How to Do Nothing

Experiencing consciousness, in its pure state, is the ultimate experience of doing nothing. All kinds of doing — including thinking — cease. You are left awake in your own essential nature. Just consciousness wide awake to itself. Just quiet and ease. Just being. Just bliss. This experience of pure consciousness, of doing nothing, is the basis of accomplishing everything.

Unified Field Revisited

While we are on the subject of *doing* nothing, let's see what physics has to say about the unified field at the basis of all that exists and where, interestingly, nothing is doing either.

World-renowned quantum physicist, Dr. John Hagelin, suggests that when we *subjectively* experience pure consciousness, we are actually experiencing the unified field as *objectively* described by modern physics. Since the unified field is silent, pure potentiality, containing all the intelligence and creativity that gives rise to creation, when we have the experience of pure consciousness, we are actually experiencing the source of all forms and phenomena in creation.

This means something amazing: The essential nature of one's self is really the essential nature of the entire universe. In other words, each one of us is cosmic.

Now we are getting somewhere.

"\$1000," SAYS THE CLERK.
"WHOA! WHY SO MUCH?"
THE GUY ASKS.
"WELL, THIS PARROT CAN
OPERATE A COMPUTER,"
THE CLERK ANSWERS.



Ancient Wisdom, Part 1

Physics, having just given us an intellectual *hors d'oeuvre*, has stimulated the appetite. Now the truly hungry require a full meal. Fortunately, an ancient Vedic text from India called the Yoga Sutras of

"THEN HOW MUCH FOR THE MIDDLE ONE?" HE ASKS.
"\$2000," SAYS THE CLERK.
"2000!" THE GUY SHRIEKS.
"WHY IS THAT ONE SO MUCH MORE?"
"WELL, NOT ONLY CAN HE DO EVERYTHING THE FIRST PARROT CAN DO, THIS ONE CAN ALSO PROGRAM A COMPUTER."



Patanjali serves up a banquet where we can feast on a complete understanding of pure consciousness and its relationship to the cosmos.

For Patanjali, yoga means more than a form of physical exercise; yoga means union — when the individual unites with the cosmic. In yoga, you realize that your essential nature is really the essential nature of the entire universe and everything in it. This is like when a ripple off the coast of New Jersey realizes it is the entire ocean.

To achieve this union, you must cultivate the experience of pure consciousness that Patanjali calls *samadhi*. In Patanjali's words, *samadhi* is *the disappearance of all fluctuations of the mind*. In other words, *doing nothing* — experiencing the absolute stillness of your own *consciousness* or *Self*.

Ancient Wisdom, Part 2

*A lamp which does not flicker in
a windless place — to such is
compared the yogi of subdued thought
practicing Union with the Self.*

BHAGAVAD-GITA, CHAPTER 6, VERSE 19

What is being described here is the consciousness of an individual who transcends mental activity and experiences his or her own infinity. The word *Self* is capitalized here because it refers to the universal Self.

"WHAT ABOUT THE LAST ONE?" THE GUY ASKS.
"OH, THIS ONE IS SPECIAL" SAYS THE CLERK.
"HE COSTS \$100,000."
"ONE HUNDRED THOUSAND DOLLARS!" EXCLAIMED THE GUY. "WHAT ON EARTH CAN HE DO?"



Accomplishing Everything, Part 1

The Bhagavad-Gita, quoted above, was recorded over 5,000 years ago and can be thought of as the essence of wisdom that comes from ancient India. It is a definitive source on how to *do nothing*. Let's find, in another definitive source, the way to accomplishing everything.



In the New Testament, Jesus counsels, *Seek ye first the Kingdom of Heaven . . . and all else shall be added unto you.* Having *all else added unto you* is a fairly close approximation of the phrase *accomplishing everything.* The secret seems to be in seeking the Kingdom of Heaven first.

Jesus furthermore tells us exactly where to find that Kingdom: *The Kingdom of God is within you* (17 Luke 20:21).

How do we get to it? King David got the formula straight from God Himself. In Psalms, God told him, *Be still and know that I am God.*

Be still. How still do you suppose God meant? My guess would be completely still. No thought still. Pure consciousness still. Cosmically still. So still, according to Patanjali, that thinking ceases. That's pretty still. In fact, that's the stillest you can become in life.

Be still. How still again? Doing nothing still.

On this platform of stillness, where consciousness is pure, on this platform where you intimately know yourself and where your individuality expands and becomes cosmic, on this infinite, unbounded, eternal platform — here is where you can meet God and know God.

And to me, *knowing God* is another way of saying *accomplishing everything.* (I figure if you know God you've pretty much accomplished all that is valuable in life.)

And the formula for this ultimate accomplishment — and the accomplishment of everything else — is simply *Be still.* Do nothing. Follow Nature's Principle of Least Action and accomplish everything.

This ultimate *being still* is cultured over time. Personally, I have found the regular practice of the Transcendental Meditation technique is the easiest, most enjoyable, and most reliable way of producing and nurturing this stillness, *this union with the Self.*

Eventually, and in a most natural and spontaneous way, you will be blessed with the awareness that you are this cosmic ocean of consciousness *while* you perform your everyday individual activity. This realization has been referred to throughout the ages as *enlightenment.*

Accomplishing Everything, Part 2

The story of the lazy way to success is a story of continual refinement, of transcending the surface to experience the subtle. Toiling on the surface requires energy, strain, and work. Tapping into the subtle produces powerful solutions.

Interestingly, the quotation from the Bible — *Seek ye first the Kingdom of Heaven . . . and all else shall be added unto you* — seems to imply that you don't even need to *arrive* at the Kingdom of Heaven to have all else added unto you, you merely have to *seek* it. Let's take a closer look.

The key, of course, is the same — allowing the mind to settle until it is absolutely still.

We have seen that culturing this stillness until it is perfect will eventually bring you to the permanent realization of your cosmic status, but much before your arrival to that exalted goal, the path along the way yields increasingly sweet and precious fruit. For example, marinating in that stillness on a daily basis has a magnificent effect on your everyday life — it refines your perception, sharpens your thinking, expands your awareness, strengthens your intuition, elevates your health, emotional state, and vitality, and improves your luck.

This continual improvement means you can create more brilliantly and succeed more gloriously. Nurturing this inner silence also fills you with an infectious joy that you naturally bring to everything you do and everyone you deal with. All this comes from merely *seeking*, let alone finding, the Kingdom of Heaven.

However, I can't emphasize enough, that the seeking must be done in a way that allows your mind to settle down so that it is deeply rested while remaining highly awake and alert. (I discuss this more fully in the Appendix.) Only this profound experience of doing nothing activates the hidden reserves of your brain so it can fully express your God-given genius and accomplish everything with ease.

*He who knows
others is wise;
He who knows
himself is
enlightened.*

LAO-TZU
CHINESE
PHILOSOPHER
(604–531 BCE)

"TO TELL THE TRUTH," SAYS THE CLERK,
"WE HAVEN'T SEEN HIM DO ANYTHING.
IT'S JUST THAT THE OTHER TWO PARROTS
CALL HIM BOSS."





Accomplishing Everything, Part 3

Even if we now turn our attention to conquering the world's problems, the formula remains the same. It now just becomes an exercise in multiplication. We simply must multiply the number of people who are doing nothing. Let me explain.

Today our world is overwhelmed with innumerable problems — war, disease, crime, pollution, violence, hate, hunger, ignorance, greed, corruption, substance abuse, etc., etc., etc. There are so many problems that no one knows which one to tackle first because each one seems insolvable. Complicating matters is each problem is inextricably tangled up with all the others.

The Lazy Way to the rescue again. The Lazy Way gently points out that we need to solve only one problem and all the others will magically disappear. That's because all problems have their roots in one problem. If we fix this one problem, all the other problems vanish immediately. This one problem is that each individual is functioning with a limited use of his or her brain. A more fertile breeding ground for problems than this doesn't exist.

Fixing this problem is simple. We've learned that "doing nothing" activates the unused reserves of an individual's brain but it is a big world with billions of brains. Where do we start?

We start with ourselves. There is nothing more important that we can do for ourselves and our world than to strengthen our own consciousness (by regularly being still and doing nothing, of course). Even though a light bulb takes up very little space in relation to a large room, when it is lit, it eliminates the darkness. As we grow in consciousness, others will naturally be inspired to follow suit. The more people strengthening their brains and growing in consciousness, the faster societal problems born of limited individuals disappear.

Systematically strengthening the consciousness of the individual will solve the world's problems. In fact, there is no other way.

Conclusion

The formula for our own success is to first be still (*do nothing*). The fulfillment of all the goals of education is to teach *doing nothing*. The formula to solve the world's problems is for many people to properly *do nothing*. The formula for knowing God (accomplishing everything) is to first be still (*do nothing*). So by seeking first the Kingdom of God (which is done by being still or *doing nothing*), we get everything (*all else is added unto you*).

So, my friends, now you have the ultimate formula for accomplishing everything, receiving all you could ever want in life, and solving the world's problems. You simply *do nothing*. This is the ultimate lazy way to success.

With that, I rest my case — in the fullest, but most alert sense of the word *rest*.

ALLOW ME TO READ A BRIEF DEFINITION OF
"BLUE SQUEEZER."

A BLUE SQUEEZER IS AN IMAGINARY DEVICE
ENDOWED WITH MAGICAL QUALITIES WHICH,
WHEN APPLIED TO A SITUATION, MAKES IT
BETTER.

IT TICKLED BOTH OUR AUTHOR AND OUR
ILLUSTRATOR TO USE THE TERM REGULARLY
TO DESCRIBE THE CREATIVE PROCESS OF
IMPROVING VARIOUS PARTS OF THIS BOOK.

HERE ARE EXAMPLES OF HOW THEY USED IT:

"LET'S APPLY A BLUE SQUEEZER TO THIS
ILLUSTRATION TO MAKE IT FUNNIER."
"GETTING THIS TEXT TO FIT WILL REQUIRE
SOME SERIOUS BLUE SQUEEZING."
"IF I BROUGHT OUT A BLUE SQUEEZER,
WOULD THAT HELP YOU SEE IT MY WAY?"

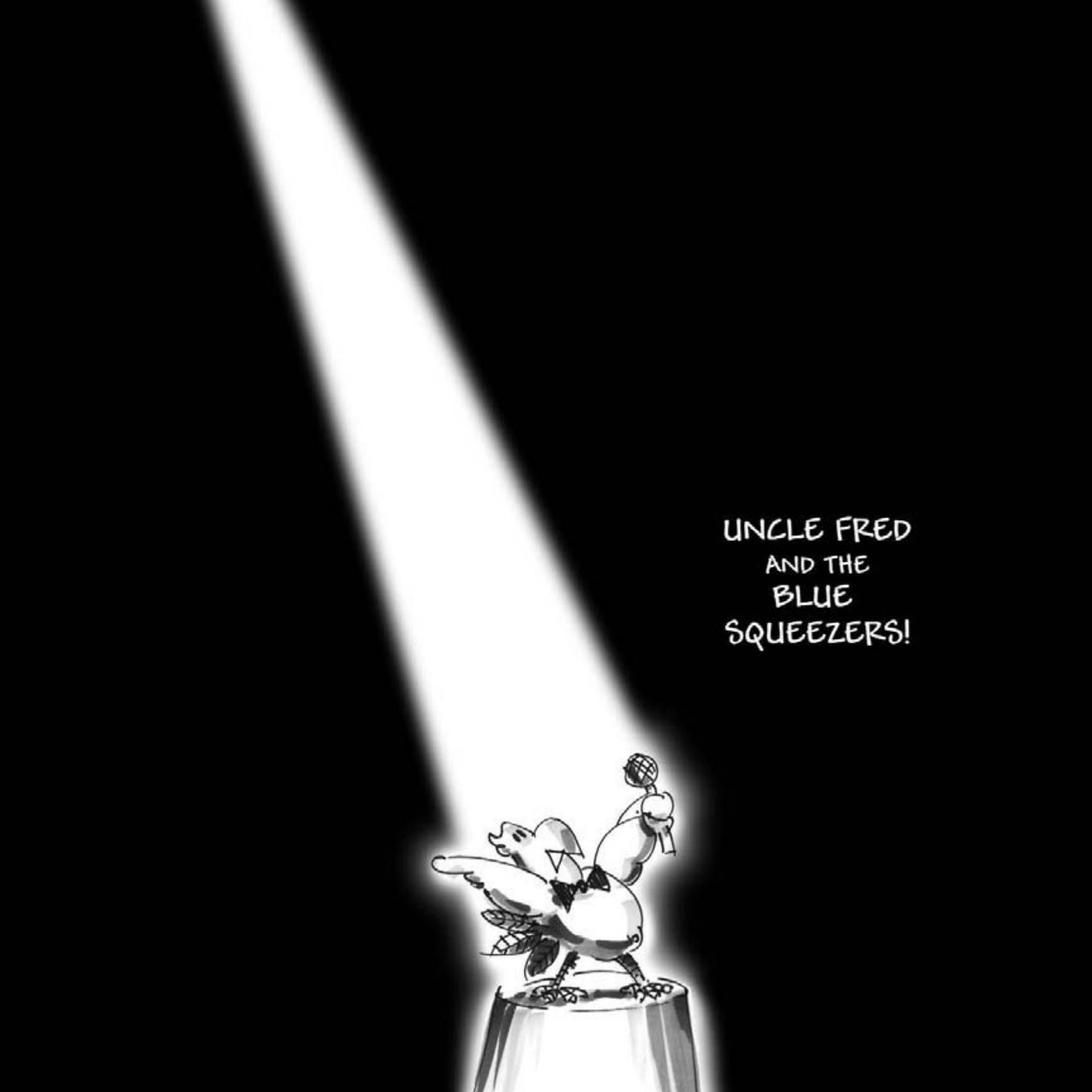
FOR THE RECORD, A BLUE SQUEEZER
INVOLVES NO EFFORT OR PAIN ON THE PART
OF THE SQUEEZER OR THE SQUEEZZEE.

IF THIS DEFINITION ISN'T IN YOUR OXFORD
DICTIONARY, LOOK FOR IT IN THE FUTURE
EDITIONS.



NOW, THE
MOMENT
WE'VE ALL
BEEN WAITING
FOR!
LET ME
INTRODUCE . . .





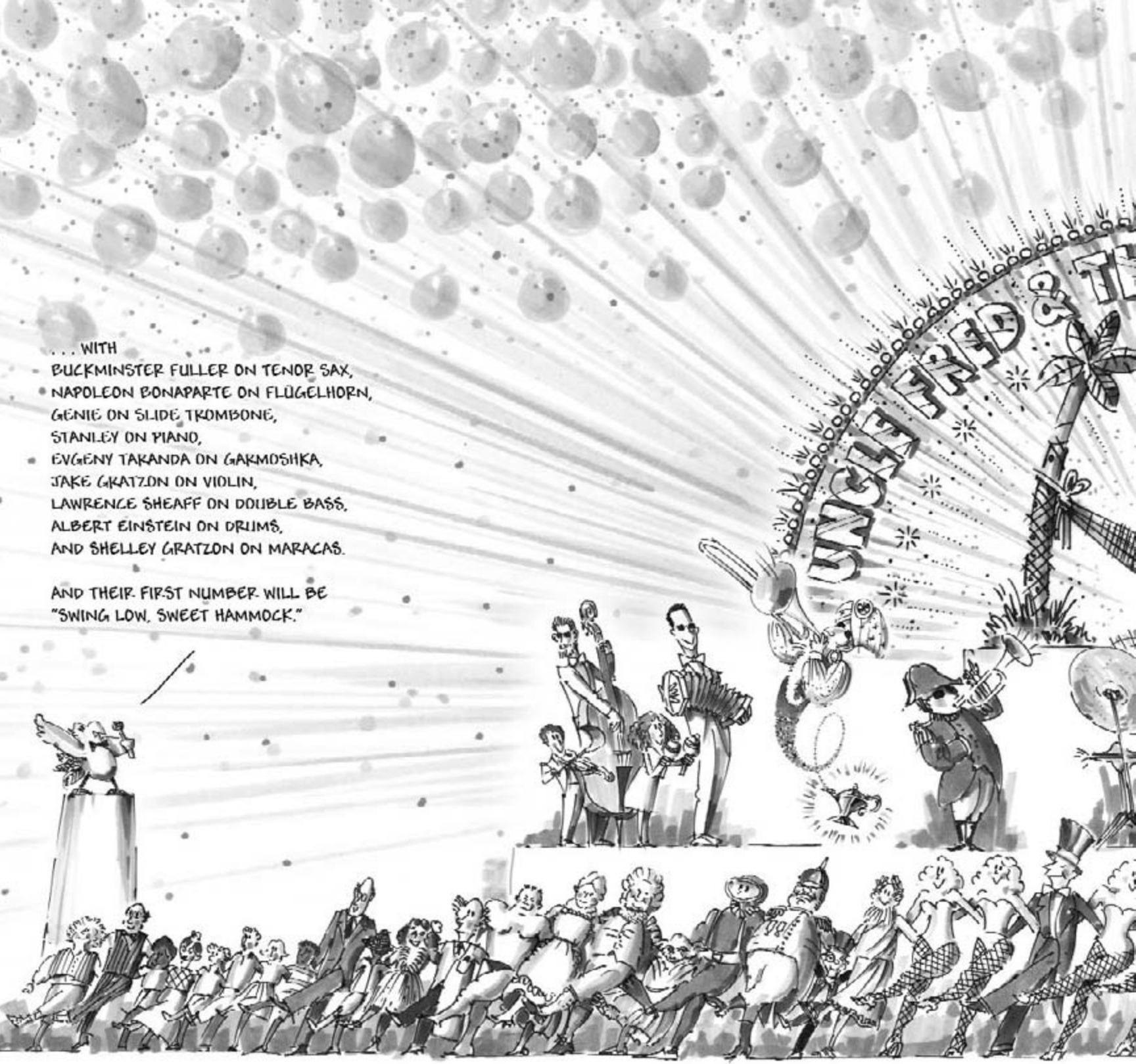
UNCLE FRED
AND THE
BLUE
SQUEEZERS!

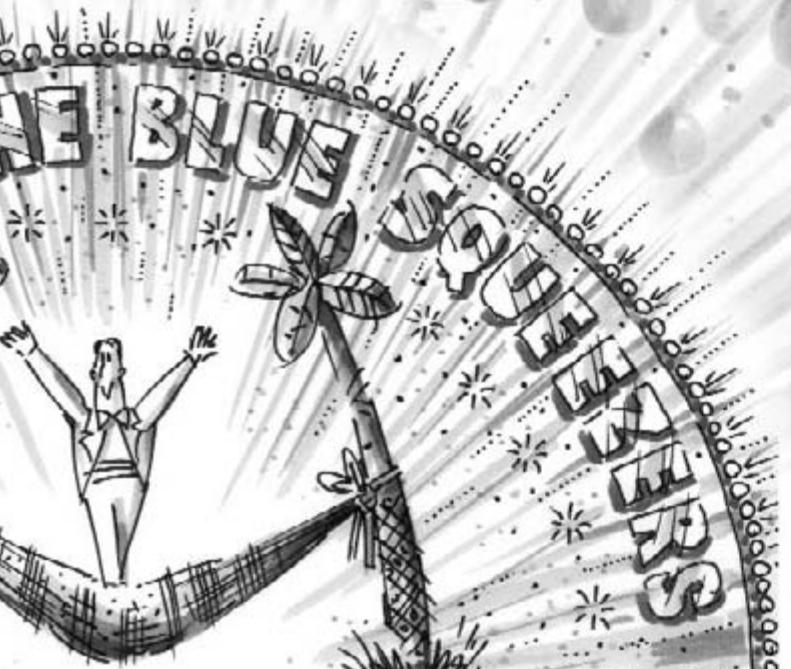


... WITH

BUCKMINSTER FULLER ON TENOR SAX,
NAPOLEON BONAPARTE ON FLÜGELHORN,
GENIE ON SLIDE TROMBONE,
STANLEY ON PIANO,
EVGENY TAKANDA ON GAKMOSHIKA,
JAKE GRATZON ON VIOLIN,
LAWRENCE SHEAFF ON DOUBLE BASS,
ALBERT EINSTEIN ON DRUMS,
AND SHELLEY GRATZON ON MARACAS.

AND THEIR FIRST NUMBER WILL BE
"SWING LOW, SWEET HAMMOCK."





APPENDICES

APPENDIX I

A B O U T T H E A U T H O R P A R T 2

The Easiest Way to Do Nothing



To the Rescue

Picking up where we left off in the story of my disappointing college career, after one year in the math department, I had given up on the idea that a college education was going to increase my intelligence. I ended up running into the arms of the art department. I figured that if I was going to spend three more years in college I might as well lighten up, and enjoy myself.

However, even that didn't work and by my senior year, college had become so completely pointless and irrelevant to me that I decided to quit — and get on with looking for an answer

to my quest to become smarter. However, broaching this topic caused such parental anguish that I decided to finish out my last year in college, if only to keep their fragile mental health intact.

As a point of reference, 1967–68 — the height of Beatlemania — was my senior year in college. My main focus during this time was rock and roll, and I was drumming myself senseless with a loud, funky band. Like everyone else in my generation, I was deeply in love with the Beatles. I examined each and every one of their words and notes with unwavering scrutiny. Articles about them were ubiquitous and I drank in each one.

I think it was in *Time* magazine where I first read that the Beatles were learning meditation from an Indian sage named Maharishi Mahesh Yogi. At first, this did not compute. I wondered (uncharitably) who this man could be and what the Beatles could be seeing in him. But, of course, I quickly remembered that these self-same Beatles were, after all, clearly the cutting edge of all that was cool and worth knowing. In short, if the Beatles were doing it, it bore my looking into too.

As it turned out, I heard that Maharishi was going to be interviewed on a popular television talk show. I tuned in with great curiosity. Truthfully, I was more interested in what Maharishi would have to say about the Beatles, than about anything else. Maharishi was introduced by Johnny Carson, the TV host, as a man of peace who radiated an infectious happiness that delighted everyone around him. With that introduction and knowing the tone of the show, I expected to hear a jovial comedian cracking jokes and telling amusing anecdotes about the Beatles.

Maharishi shattered my preconception. He glided on stage with grace and serenity. He seemed to embody the wisdom of the ages. I had never ever seen anyone come close to being like that. Johnny Carson was uncharacteristically nervous and deeply respectful, being in the presence of this obviously venerable sage. It was immediately apparent that Maharishi was special, and it was equally obvious to me why the Beatles were attracted to him. Interestingly, he did not utter one word about the Beatles.

After seeing Maharishi on television, I definitely wanted to learn the meditation he was advancing. The next morning I did some research and found that it was taught in only two places

in the United States at that time — Los Angeles and New York City. I immediately called the New York number. Because Maharishi's televised appearance had created such an enormous upswelling of interest, I was put on a long waiting list of people who wanted to hear the introductory lecture. Weeks crawled by until the invitation to the lecture arrived. Leaving nothing to chance, the day of the lecture, I traveled to New York City with a lot of time to spare.

A Norwegian opera singer, one of 12 teachers in the United States who had been qualified by Maharishi to teach, delivered the lecture to a packed auditorium. Unlike any of the college professors I had been exposed to, he spoke beautifully, naturally — without notes, without a podium, without a microphone, without a trace of nervousness or agitation. I was enjoying his presentation as much as his presence, but one thing he said jumped out at me like a kangaroo. He said that the regular practice of the Transcendental Meditation technique would make a person *more intelligent*. I was stunned! My disappointing college experience had certainly jaded me. I had never ever heard anyone make this claim before. My intensely burning curiosity to see if this one prediction could actually come true drove me to sign up to learn the Transcendental Meditation technique.

Subtle Education

Actually, deep down, truth-be-told, I was worried that the Transcendental Meditation program would not work for me. Being an antsy kind of guy, I wondered whether I would be able to sit still long enough to really do it.

The anticipated day arrived. I put on my best duds, picked some daffodils to give to my instructor, and arrived for my appointment with hours to spare.

Finally, my time to learn had come. I sat privately with my teacher who instructed me. The Transcendental Meditation technique was amazingly easy to do. And it worked immediately. I felt relaxed down to my marrow. My concern about antsy ness turned out to be groundless. Sitting still for the 20 minutes became pure pleasure.

As instructed, I practiced it for 20 minutes twice a day — once in the morning and once

again in the late afternoon. Each time the experience was deep and profound. Within moments of starting, my mind would settle down and become deliciously peaceful. My thinking would be very, very, very delicate. I was experiencing an inner stillness — completely awake but at the same time, extremely relaxed — to the point of hardly breathing at all.

The best news, however, was that besides feeling mentally clearer and physically rejuvenated after doing it, I started to notice a cumulative benefit. Bad habits fell away. My health improved. Insomnia disappeared. On the one hand, I felt much more relaxed and easy about life and on the other I felt more motivated and enthusiastic than ever. I was especially pleased to notice that I became more loving and tolerant of others.

But above all, I noticed my thinking became stronger. I was astounded. Could it be that the Transcendental Meditation program was making me more intelligent? Yes! I was definitely awakening and enlivening more and more of my innate intelligence each day.

I had finally found the fulfillment of my quest.

The Transcendental Meditation program was, and still is, working wonders for me and I love everything about it. When I learned that it was possible for me to become a teacher of the Transcendental Meditation technique, I jumped on the opportunity. The thought of giving people a simple technique that would dramatically improve their lives made me burst with joy. In 1970, I studied with Maharishi himself and savored every word. At the end of the training, he made me a teacher, a position I cherish above all other things. I couldn't feel more blessed.

When I came home, my parents, seeing such striking improvements in me (with the singular exception of my work ethic), both learned the Transcendental Meditation technique from me. My mom has been unfailingly regular with her meditation since the day I taught her. My dad also enjoyed the practice every day for the rest of his life. Both my mother and father calmed down, became much happier, and enjoyed vastly improved health. (By the way, my dad did live long enough to take great pleasure in being shocked by my entrepreneurial success.)

Time Passes

I have been practicing the Transcendental Meditation technique since 1968. I never miss. I regard it as the most important thing I do each day. It is certainly one of the most sublime. It is the ultimate *lazy way* — where doing nothing accomplishes everything.

As a result, I have noticed that each year gets better and more joyful than the year before. I rarely get sick and even more rarely depressed. My heart is full and I can't seem to find hate, malice, or guile within me. My sensory, mental, and spiritual experience becomes richer, deeper, and more refined with each new day.

For the record, there are no beliefs involved in the Transcendental Meditation program. It is simply a *technique*. It works whether you believe it will or not. And instead of being in conflict with any religion, the Transcendental Meditation technique is a complement to every religion.

The inward man is renewed day by day.

2 CORINTHIANS

The Reason It Is So Effective

The Transcendental Meditation technique is effective because it is based on the natural tendency of the mind.

Let me slip on my teacher hat for a second to explain. Like everything else in the universe, a thought has many levels — from the most active level (where a thought forms the basis of an action) to the subtlest level where a thought first emerges in consciousness. The Transcendental Meditation technique allows your mind to systematically experience increasingly subtle levels of thinking until the subtlest level is experienced. Your mind then transcends thinking altogether. In other words, it goes beyond thinking and you experience the simplest, most silent state of your awareness — pure consciousness. Here, mental activity ceases. Your mind is wide awake within itself — silent and serene.

So, instead of trying to make thinking stronger and smarter by working on the level of thinking, the Transcendental Meditation program is successful because it allows the mind to move beyond thinking to experience the basis of thinking. And it does this in a most simple, natural, and effortless manner.

This whole thing happens quite spontaneously and naturally. It requires zero effort or control. Because of its ease and its ability to harness the power of the subtle and beyond, the Transcendental Meditation program is perfect for any aspirant of laziness.

Intuition and Blinding Flashes of Genius

Let's now take a peek into what getting smarter actually means. When I reflect on my initial conception, I see how off base I was. Using more of your brain turns out to be much more advantageous than simply being able to remember more, manipulate facts better, and get higher scores on IQ tests. What happens when you are using more of your brain is pretty stunning. Here's a sneak preview of the fireworks.

In Chapter 12, we discussed that resting the brain is essential in creating blinding flashes of genius. Now, if we can increase the power of the resting stroke by making the rest deeper, we are essentially fueling the engines for a highly dynamic, efficient, and effective outward stroke. The deeper the rest the brain gets during a resting phase, the greater its innate genius will be expressed in activity. With that, let me say that the Transcendental Meditation technique gives the brain the deepest possible rest I've ever encountered. I can't imagine a deeper rest.

Taking it a step further, our most powerful level of intuition resides at the junction point of the subtlest level of thought and its source — pure consciousness. Culturing this extraordinary level of stillness creates thinking of unparalleled brilliance and clarity. This quality of thought develops naturally when you regularly experience the full range of the thinking process and infuse the value of pure consciousness into your nervous system.

Raw Science

My experience with the wonderful effects of the Transcendental Meditation program are not unusual. In fact they are typical.

Over the past 40 years, leading researchers from all over the world have conducted many experiments on the effects of the Transcendental Meditation program. This program is the most extensively researched and validated program for personal development in the world. There have been more than 600 research studies conducted at more than 200 universities and research institutes in 30 countries. Many of these studies have been published in prestigious peer-reviewed scientific journals and have recorded unprecedented benefits in every area of life — from developing latent mental capabilities to improving health, from enhancing the personality to improving personal relationships.

The Value of Doing Nothing

How can one simple, effortless thing produce such a cornucopia of benefits? The Transcendental Meditation technique does two incredible things:

1. It washes stress out of the body. We're not talking stress management — we're talking dissolving stress. Like clouds blocking the sun, stresses in the mind and body are what block the expression of our full potential. Because the mind and the body are intimately connected, when the mind settles down and experiences subtler states of a thought, the body settles down and experiences deeper states of rest. This rest is highly conducive for the body to heal itself of abnormalities, fatigue, stresses, and strain.
2. It develops the latent potential of the brain. Here we're not talking about learning some new idea or philosophy — we're talking a hardware upgrade of brain physiology. It allows the brain to function as it was designed to function — with greater orderliness, with faster processing speed, with access to normally unused brain reserves.

Here we have a simple, natural, effortless technique for unlocking the latent 95% of our potential. Everyone on this planet has the capacity to experience this unique state of quiet aware-

ness and deeply rested body. Everyone can begin cultivating the ocean of potential creativity and intelligence and happiness they're walking around with inside.

What teacher, what school principal, what college professor or president would not want this for their students? Here's an *inside out* approach to education that can be easily added to the current *outside in* method — expand the mind from within so it can absorb more knowledge coming from outside it.

In my experience, the Transcendental Meditation program is the missing element in education — the one that wakes us up from deep within and actually makes us more intelligent.

How to Learn

The Transcendental Meditation program is taught in a precise (and subtle) manner over a four-day period, for about an hour each day. Transcendental Meditation cannot be learned from a book or off the Internet. It can only be learned in person. One reason it works so well is that it's taught systematically by highly trained instructors.

If you are interested, visit www.tm.org, or e-mail me at fred@lazyway.net. I'll try to point you in the right direction.

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APPENDIX II

S P E C I A L A C K N O W L E D G E M E N T

Many wonderful people deserve to be acknowledged and thanked for helping me with this book. I must first single out one person whom I want to acknowledge separately from the rest. He is **Maharishi Mahesh Yogi**.

Beneath this book's irreverence and humor are profound truths. These I learned from Maharishi.

Maharishi is an extraordinary man, the most extraordinary man living today, I believe.

Maharishi is an enlightened sage and teacher with the deepest compassion for mankind. Maharishi's Transcendental Meditation and TM-Sidhi® programs are special gifts to humanity. For centuries before he introduced his Transcendental Meditation technique, meditation was thought to be difficult, involving intense renunciation and concentration. Maharishi changed all that and gave millions of people the effortless experience of deep inner silence that is the creative and joyful core of every human being. Maharishi showed that the goal of meditation — enlightenment — can be achieved easily and naturally by anyone with his technique. Having seen the enormous progress in my own life as well as in the lives of many others, I am convinced that the widespread practice of the Transcendental Mediation program can transform society and everyone can live in health, prosperity, fulfillment, and peace.

For all that he has given to me, to my family, and to the world, I offer to Maharishi my deepest gratitude, love, and appreciation.

APPENDIX III

ACKNOWLEDGMENTS



I must first thank my wonderful wife who is a whirlwind of love, beauty, artistry, and dynamism. **Shelley** has created a nourishing and heavenly home environment in which to grow, create, enjoy, and flourish. Without her support, encouragement, sense of humor, organizing power, and wise counsel this book would not exist.

Now I want to thank my son **Jake** for his muscular computer and his expertise when my computer and/or expertise were too wimpy to get the job done. Jake is also responsible for the name Soma Press. (*Soma*, by the way, is the Sanskrit word for that most refined flow of consciousness, within and without everything, that glues the universe together to create one superfluid, integrated wholeness.) I am in continual awe of my son's no-braking, earth-quaking creativity and drive.

Lawrence Sheaff, the fantastic illustrator of this book, is a dear friend from England whom

I have known since, well, the days when we tried to move the safe together (memorialized in Chapter 3). Back then I only knew of his exceptional graphic design talent because graphics is all we were involved with at the time. It wasn't until 30 years later that I finally saw his sublime paintings — the epitome of enlightened spiritual insight. (For peek into Lawrence's *Absolute Image* series, please visit www.absoluteimage.net.) But it was a giddy surprise *for both of us* to discover that Lawrence was also a world-class cartoonist.

Being able to collaborate with Lawrence on the illustrations for this book was an answer to my prayers. In fact, my prayers proved threadbare compared to what Lawrence actually brought to the book. I could not have asked for a finer collaborator. I wanted the illustrations to interact with the text instead of being a simple visual translation of the text. Because of his deep understanding, sense of humor, and versatility as an artist, Lawrence was ideal.

Our early sessions were professionally polite — we cautiously tiptoed around each other, looking for common ground. Neither of us wanted to offend the other. However, it wasn't long before, in the natural intoxication of creating together, we started coming up with more cartoon characters, more outrageousness, more edginess, and boatloads of downright silliness. As delightful and whimsical drawings flowed magically from Lawrence's pen, we roared with laughter. The end results are perfect — the illustrations add a *magnificent dimension* to the book. A deeply heartfelt thank you, Lawrence, for making the time spent with you an exhilarating experience. I see a euphoric future for this partnership.

When even Jake's expertise wasn't enough or wasn't available, it was frequently necessary to drag out the heavy artillery. Invariably that meant **Evgeny Taranda**. He is a walking, talking fountain of solutions and computer knowledge. And if he didn't know something, it didn't take him long to gather the information. Having Evgeny on the team gave us great confidence and made everything run smoothly. When it came time to lay out each page and produce this book, Evgeny was indispensable. He was the expert link that enabled Lawrence and me to flow the text together with the illustrations. I do not know what I would have done without his technical genius, comprehensive knowledge, superhuman patience, and unselfish helpfulness.

A while back I drove to Chicago with **Craig Pearson**. It was a long round trip (10 hours in the car) and I hogged most of the airtime telling stories. Near the end of our journey, to prove some point, I told Craig the story about moving the safe. He was intrigued and probed to know more. Eventually I confessed that I'd written down the story for a book that I'd started years ago but had abandoned when one of my businesses took off. He asked if he could read the book. I begged off saying I had forgotten what was in it — I didn't want to risk any embarrassment. He relentlessly insisted — so, finally after our return, I dug up the file from my computer archive and gave it to him with a laundry list of caveats and advance apologies. To my amazement he loved the book. His praise was so effusive, I was inspired to finish it. Therefore, because of his indefatigable cheerleading, not to mention his invaluable editing and generous giving of his time and attention, with the power vested in me I confer upon Craig Pearson the title of Exalted Midwife to **The Lazy Way to Success**.

Deep down I must have desired the world's greatest editor because she dropped into my life spontaneously at the perfect time in the life of this book. **Joyce Weisman** is an editing genius. I have never encountered anyone who has such refined vision into the subtle structure of language. She is supremely sensitive to the nuances of words and logic. Most impressive, however, is her penetrating insight into the soul of a book. If she sensed something was off in my manuscript, she kept applying a blue squeezer until she was satisfied that what I wrote was consistent with the whole of the book. Joyce clearly edits a book with a loving hand. She inspires solutions and makes fixing broken writing fun. I know that this book is quantum leaps better because of her remarkable editorial skill and her extraordinary compassion for the reader. I consider myself very lucky to have the pleasure of interacting with her.

Once the first draft was complete, it was essential for me to get a trusted friend to give me candid feedback. **Bobby Roth** performed that task. He told me what was good and he told me when I was dropping the ball. His experience, penetrating insight, and joyful humor were completely necessary in getting this book into a coherent whole. I count Bobby's friendship as one of my greatest blessings.

And speaking of friends, if I were to write a definition for the phrase *a friend in need is a friend indeed*, I'd immediately put **Steve Rubin**'s smiling photo right next to it. Steve is that rare breed of friend who is ALWAYS there for me. It simply doesn't get any better than Steve. I cherish his support, friendship, and encouragement. His review of my book and the confidence he expressed supercharged both Lawrence and me during the illustration phase. I am deeply moved by his love.

I want to thank **Shepley Hansen**, an artist with brilliant design sense, impeccable good taste, and illuminated attention to detail, for his invaluable imput at the beginning of the design process and for creating the layout templates for this book.

Martha Bright, whose name understates her brilliance, did a remarkable job on the proofreading. I thank her for her eagle editing eye and beautiful spirit. The only way a mistake could now appear is if I were to add new text after her final review — like these here sentence's Ive just writtttEn aboot Martha.

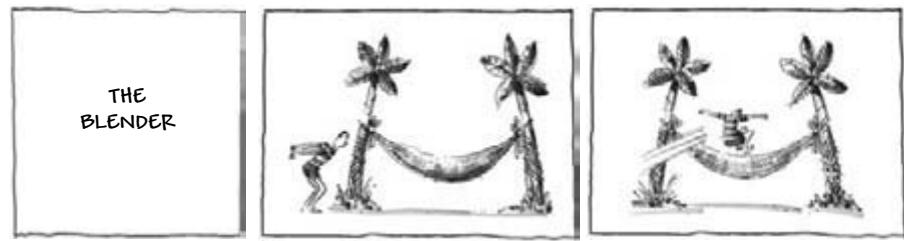
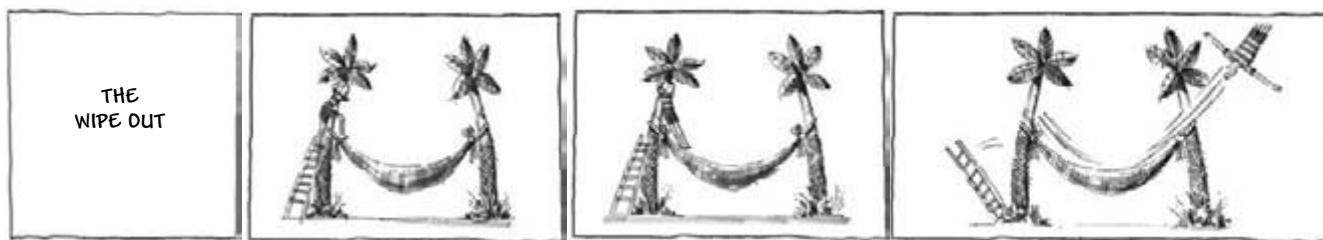
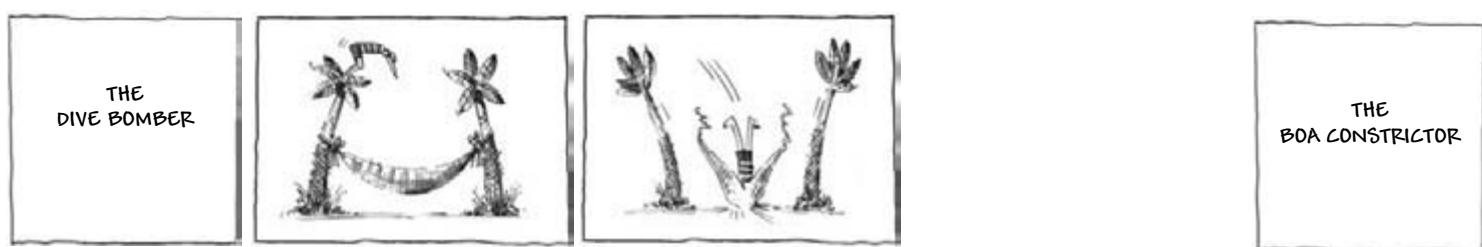
Lynn Franklin, literary agent *extraordinaire*, helped in many ways. Her advice at the start of this project gave shape and style to this book. But she also helped, unknowingly, in starting a publishing revolution — she declined to handle my book saying it was not the type she represents. She then explained to me how the publishing world worked. I was utterly demoralized. Which turned out to be a very good thing. It was that phone call with Lynn that inspired me to start a new, improved, artist-friendly publishing company. The rest will soon be history.

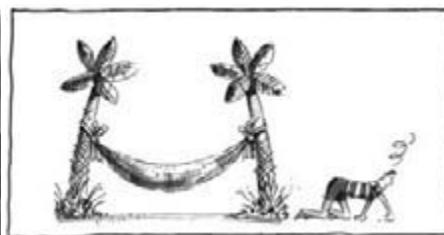
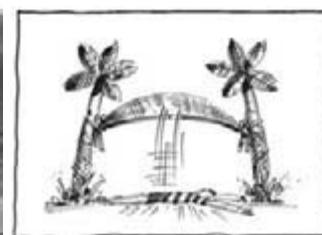
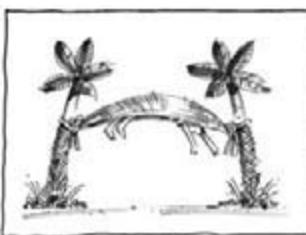
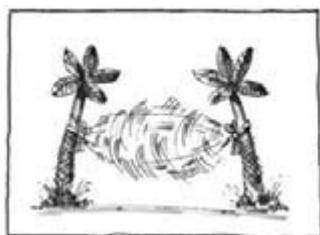
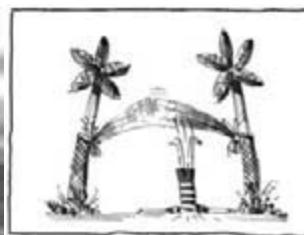
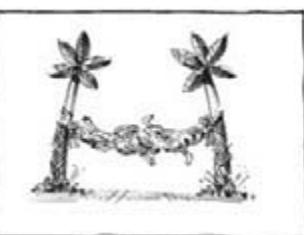
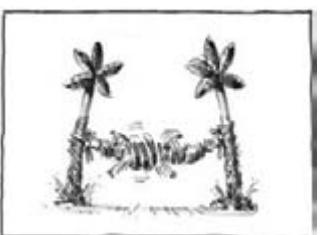
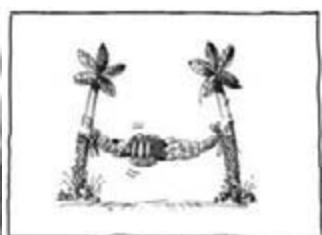
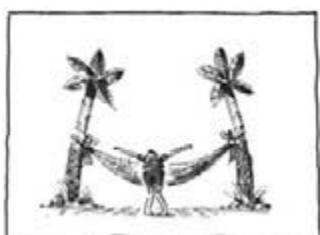
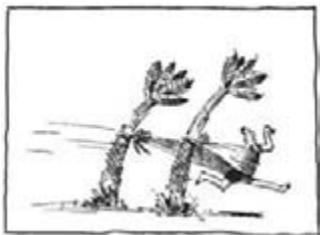
There are many more people to thank. Here are some high notes. I want to thank **Melanie Brown** for all her bountiful research, **Bob Oates** for his sage advice, **Tom Makeig** for his legal wizardry, and **Allen Reminick** for his timely mastery of time, timing, and timelessness.

And a special thank you to my dear departed friend, **Adam Craig**, whom Lawrence called “Astronaut,” who founded the Shaky Brush Studios, whose sense of artistry, beauty, style, craftsmanship (“slabbing”), humor, and “fostering” were without peer. It is with you, my excellent friend, that we conquered that arrogant safe and snapped it to attention using only our pinkies. You will always live in my heart.

Outtakes











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