

THINK and GROW RICH

by

NAPOLEON
HILL



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An Action Summary

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by Napoleon Hill

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**In red are highlighted the actions
Hill gave as part of the process.**

Note: This is a summary of the actions only, and the actions alone are not sufficient for success. In reading the book, there is a definite progression of thoughts building one upon the next. There is a psychological reason for the language, and sometimes absence of language. So reading this summary will not give you the entire insight that reading the book will, and indeed you will miss the best part.

The entire book is available online for free at
<http://www.sacred-texts.com/nth/tgr>

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Summary of Principles

Think and Grow Rich
by Napoleon Hill

p. 29 The principles in this book hold the secret of mastery over our economic fate."

CHAPTER 1 INTRODUCTION

Set 30 minutes each day for creative thinking time to concentrate on your goals
Recall your goals and purpose several times during the day to program your self
thru repetition.

Check daily to determine what progress you are making toward achieving your
goals, especially your major goal purpose.

Opportunity often comes disguised in the form of misfortune or temporary defeat.
You may fail to recognize opportunity at that time unless you look for it during those
times.

An intangible impulse of thought can be transmuted into material rewards by
application of known principles.

A most common cause of failure is the habit of quitting
when overtaken by temporary defeat.

Don't stop at "no," keep on keeping on

Analyze your experiences for the lessons they can
teach you

When riches begin to come, they come so quickly, in
such great abundance, that one wonders where they
have been hiding during all those lean years.

These riches begin with a state of mind, with
definiteness of purpose, with little or no hard work.



Success comes to those who become success conscious.

Our brains become magnetized by the dominating thoughts which we hold in our minds and these magnets attract to us the forces, the people, the circumstances of life, which harmonize with the nature of our dominant thoughts.

Before we can accumulate riches in abundance, we must magnetize our minds with intense desire for riches, that we must become "money magnets" until the dire for money drives us to create definite plans for acquiring it.

Have a burning desire

The longer you work in the right direction, the closer you are to success

Have a purpose and stick to it until you achieve it

Transmit your own faith and persistence to others and get the impossible done well.

CHAPTER 2

DESIRE - THE STARTING POINT OF ALL ACHIEVEMENT

The First Step toward Riches

Have a burning desire.

See yourself standing in the presence of the situation

Hear yourself asking for the opportunity to carry out the one consuming obsession of your life.

Choose a definite goal and place all your energy, all your will power, all your effort everything, back of that goal.

To bring riches:

Desire riches with a state of mind that becomes an obsession, then plan definite ways and means to acquire riches, and back those plans with persistence that does not recognize failure. Cut all sources of retreat, burn your ships.





6 steps to turn desires into gold

Fix in your mind the exact amount of money you desire.
Be definite.

Determine exactly what you intend to give in return.

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

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

Write out a clear, concise statement of the amount of money you intend to acquire name the time limit for its acquisition, state what you intend to give in return for the money and describe clearly the plan though which you intend to accumulate it.

Read your written statement aloud twice daily, once before returning at night and once after arising in the morning. As you read – see and feel and believe yourself already in possession of the money.

No one is ready for a thing until he believes he can acquire it. The state of mind must be belief, not mere hope or wish. Open mindedness is essential for belief.

Through some strange and powerful principle of “mental chemistry”, nature wraps up in the impulse of strong desire, that “something” which recognizes no such word as “impossible” and accepts no such reality as failure.

When desire focuses great forces toward your victory, you do not need an way to retreat, victory is certain.

Andrew Carnegie's 6 steps

Desire brings new victory out of temporary defeat


There are no limitations to the mind except those we acknowledge.



CHAPTER 3

FAITH. VISUALIZATION OF, AND BELIEF IN ATTAINMENT OF DESIRE

The Second Step toward Riches



Directed faith makes every thought crackle with power. Faith is the head chemist of the mind. When faith is blended with thought, the subconscious mind instantly picks up the vibrations, translates it into its spiritual equivalent and transmits it to infinite intelligence as in the case of prayer.

The emotions of faith love and sex are the most powerful of the major positive emotions. When the 3 are blended, they have the effect of coloring thought in such a way that it instantly reaches the subconscious mind, where it is changed into its spiritual equivalent, the only form that induces a response from Infinite intelligence.

The importance the principle of **autosuggestion** assumes in the transmutation of desire into its physical or monetary equivalent, namely, faith is a state of mind which may be induced or created by affirmations or repeated instructions to the subconscious mind, through the principle of autosuggestion.

The object of reading this book is to acquire the ability to transmute the intangible thought impulse of desire into its physical counterpart, money. **It's possible through autosuggestion to convince the subconscious mind that you believe you will receive that for which you ask, and it will act upon that belief**, which your subconscious mind passes back to you in the form of faith, followed by definite plans for procuring that which you desire.

Faith can be developed at will, it develops voluntarily through application and use of the principles. **Repetition of affirmation of orders to your subconscious mind is the only known method of voluntary development of the emotion of faith.** Any impulse of thought which is repeatedly passed on to the subconscious mind is finally accepted and acted upon by the subconscious mind, which proceeds to translate that impulse into its physical equivalent by the most practical procedure available.

All thoughts which have been emotionalized (given feeling) and mixed with faith begin immediately to translate themselves into their physical equivalent or counterpart.

The emotions, or the "feeling" portion of thoughts, are the factors which give thoughts vitality, life, and action.





The emotions of Faith, Love, and Sex, when mixed with any thought impulse, give it greater action than any of these emotions can do singly.

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

The subconscious mind will translate into its physical equivalent, a thought impulse of a negative or destructive nature, just as readily as it will act upon thought impulses of a positive or constructive nature.

You may benefit, by passing on to your subconscious mind, any desire which you wish translated into its physical, or monetary equivalent, in a state of expectancy or belief that the transmutation will actually take place. **Your belief, or faith, is the element which determines the action of your subconscious mind.** There is nothing to hinder you from “deceiving” your subconscious mind when giving it instructions through autosuggestion. To make this “deceit” more realistic, conduct yourself just as you would, if you were already in possession of the material thing which you are demanding, when you call upon your subconscious mind.

The subconscious mind will transmute into its physical equivalent, by the most direct and practical media available, any order which is given to it in a state of belief, or faith that the order will be carried out. The mind comes, finally, to take on the nature of the influences which dominate it.

Faith is a state of mind which may be induced by auto-suggestion.

Faith is the “eternal elixir” which gives life, power, and action to the impulse of thought!

How the original seed of an idea, plan, or purpose may be planted in the mind.

Any idea, plan, or purpose may be placed in the mind through repetition of thought. This is why you are asked to **write out a statement of your major purpose, or Definite Chief Aim, commit it to memory, and repeat it, in audible words, day after day,** until these vibrations of sound have reached your subconscious mind.





A thought thus “magnetized” with emotion may be compared to a seed which, when planted in fertile soil, germinates, grows, and multiplies itself over and over again, until that which was originally one small seed, becomes countless millions of seeds.

SELF-CONFIDENCE FORMULA

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

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

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

Fourth. I have clearly written down a description of my definite chief aim in life, and I will never stop trying, until I shall have developed sufficient self-confidence for its attainment.

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

I will sign my name to this formula, commit it to memory, and repeat it aloud once a day, with full faith that it will gradually influence my thoughts and actions so that I will become a self-reliant, and successful person.





Auto-suggestion will lead you to peace and prosperity, or down into the valley of misery, failure, and death, according to your degree of understanding and application of it.

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

Somewhere in your make-up (perhaps in the cells of your brain) there lies *sleeping*, the seed of achievement which, if aroused and put into action, would carry you to heights, such as you may never have hoped to attain.

Just as a master musician may cause the most beautiful strains of music to pour forth from the strings of a violin, so may you arouse the genius which lies asleep in your brain, and cause it to drive you upward to whatever goal you may wish to achieve.

It is a known fact that the emotion of love is closely akin to the state of mind known as faith, and this for the reason that Love comes very near to translating one's thought impulses into their spiritual equivalent. During his work of research, the author discovered, from the analysis of the lifework and achievements of hundreds of men of outstanding accomplishment, that there was the influence of a woman's love back of nearly every one of them. The emotion of love, in the human heart and brain, creates a favorable field of magnetic attraction, which causes an influx of the higher and finer vibrations which are afloat in the ether.

If you wish evidence of the power of faith, study the achievements of men and women who have employed it, such as **Jesus**.

Let us consider the power of FAITH, as it is now being demonstrated by **Mahatma Gandhi**, of **India**. Gandhi has no money, he has no home, he does not own a suit of clothes, but he does have power. How does he come by that power? He created it out of





his understanding of the principle of faith, and through his ability to transplant that faith into the minds of two hundred million people. Gandhi has accomplished, through the influence of faith, that which the strongest military power on earth could not, and never will accomplish through soldiers and military equipment. he has accomplished the astounding feat of influencing two hundred million minds to coalesce and move in unison, as a single mind.

During the depression, the world had evidence in abundance that widespread fear will paralyze the wheels of industry and business.



Business is due for a reform. the methods of the past, based upon economic combinations of force and fear, will be supplanted by the better principles of faith and cooperation. Men who labor will receive more than daily wages; they will receive dividends from the business, the same as those who supply the capital for business; but, first they must give more to their employers, and stop this bickering and bargaining by force.

The watchword of the future will be human happiness and contentment, and when this state of mind shall have been attained, the production will take care of itself, more effectively than anything that has ever been accomplished where men did not, and could not mix faith and individual interest with their labor.

The dramatic story of United States Steel is included in this book, because it is a perfect illustration of the method by which *desire can be transmuted into its physical equivalent*.

Faith, desire, imagination, persistence

CHAPTER 4

AUTO-SUGGESTION

THE MEDIUM FOR INFLUENCING THE SUBCONSCIOUS MIND

The Third Step toward Riches

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





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

NO THOUGHT, whether it be negative or positive, CAN ENTER THE SUBCONSCIOUS MIND WITHOUT THE AID OF THE PRINCIPLE OF AUTO-SUGGESTION, with the exception of thoughts picked up from the ether.

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

Recall what has been said about the subconscious mind resembling a fertile garden spot, in which weeds will grow in abundance, if the seeds of more desirable crops are not sown therein. AUTOSUGGESTION is the agency of control through which an individual may voluntarily feed his subconscious mind on thoughts of a creative nature, or, by neglect, permit thoughts of a destructive nature to find their way into this rich garden of the mind.

You were instructed, in the last of the six steps described in the chapter on Desire, to read ALOUD twice daily the WRITTEN statement of your desire FOR MONEY, and to SEE AND FEEL yourself ALREADY in possession of the money! By following these instructions, you communicate the object of your desire directly to your SUBCONSCIOUS mind in a spirit of absolute FAITH. Through repetition of this procedure, you voluntarily create thought habits which are favorable to your efforts to transmute desire into its monetary equivalent.

Go back to these six steps described in chapter two, and read them again, very carefully, before you proceed further. Then (when you come to it), *read very carefully the four instructions for the organization of your "Master Mind" group*, described in the chapter on Organized Planning. *By comparing these two sets of instructions* with that which has been stated on auto-suggestion, you, of course, will see that the instructions involve the application of the principle of auto-suggestion.

Remember, therefore, when reading aloud the statement of your desire (through which you are endeavoring to develop a "money consciousness"),



that the mere reading of the words is of NO CONSEQUENCE-
-UNLESS you mix emotion, or feeling with your words. If
you repeat a million times the famous Emil Coué formula,
“Day by day, in every way, I am getting better and better,”
without mixing emotion and FAITH with your words, you
will experience no desirable results. Your subconscious
mind recognizes and acts upon ONLY thoughts which have
been well-mixed with emotion or feeling.

*This is a fact of such importance as to warrant repetition in
practically every chapter, because the lack of understanding of this is
the main reason the majority of people who try to apply the principle of
auto-suggestion get no desirable results.*

Plain, unemotional words do not influence the subconscious mind. You will get no appreciable results until you learn to reach your subconscious mind with thoughts, or spoken words which have been well emotionalized with BELIEF.


Do not become discouraged, if you cannot control and direct your emotions the first time you try to do so. Remember, there is no such possibility as SOMETHING FOR NOTHING. The price of ability to influence your subconscious mind is everlasting PERSISTENCE in applying the principles described here.

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

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

Let us here offer suggestions for the effective use of concentration. When you begin to carry out the first of the six steps, which instructs you to “fix in your own mind the EXACT amount of money you desire,” hold your thoughts on that amount of money by CONCENTRATION, or fixation of attention, with your eyes closed, until you can ACTUALLY SEE the physical appearance of the money. Do this at least once each day. As you go through these exercises, follow the instructions given in the chapter on FAITH, and see yourself actually IN POSSESSION OF THE MONEY!





Here is a most significant fact--the subconscious mind takes any orders given it in a spirit of absolute FAITH, and acts upon those orders, although the orders often have to be presented over and over again, through repetition, before they are interpreted by the subconscious mind. Following the preceding statement, consider the possibility of playing a perfectly legitimate "trick" on your subconscious mind, by making it believe, *because you believe it*, that you must have the amount of money you are visualizing, that this money is already awaiting your claim, that the subconscious mind MUST hand over to you practical plans for acquiring the money which is yours.

Hand over the thought suggested in the preceding paragraph to your IMAGINATION, and see what your imagination can, or will do, to create practical plans for the accumulation of money through transmutation of your desire.

Do not wait for a definite plan, through which you intend to exchange services or merchandise in return for the money you are visualizing, but begin at once to see yourself in possession of the money, demanding and expecting meanwhile, that your subconscious mind will hand over the plan, or plans you need. Be on the alert for these plans, and when they appear, put them into ACTION IMMEDIATELY. When the plans appear, they will probably "flash" into your mind through the sixth sense, in the form of an "inspiration." This inspiration may be considered a direct "telegram," or message from Infinite Intelligence. Treat it with respect, and act upon it as soon as you receive it. Failure to do this will be FATAL to your success.

SUMMARY OF INSTRUCTIONS

The fact that you are reading this book is an indication that you earnestly seek knowledge. It is also an indication that you are a student of this subject. If you are only a student, there is a chance that you may learn much that you did not know, but you will learn only by assuming an attitude of humility.

If you choose to follow some of the instructions but neglect, or refuse to follow others--you will fail! To get satisfactory results, you must follow ALL instructions in a spirit of FAITH.





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

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

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

"By the first day of January, 20__, I will have in my possession \$50,000, which will come to me in various amounts from time to time during the interim.

"In return for this money I will give the most efficient service of which I am capable, rendering the fullest possible quantity, and the best possible quality of service in the capacity of salesman of (describe the service or merchandise you intend to sell).

"I believe that I will have this money in my possession. My faith is so strong that I can now see this money before my eyes. I can touch it with my hands. It is now awaiting transfer to me at the time, and in the proportion that I deliver the service I intend to render in return for it. I am awaiting a plan by which to accumulate this money, and I will follow that plan, when it is received."

Second. Repeat this program night and morning until you can see, (in your imagination) the money you intend to accumulate.

Third. Place a written copy of your statement where you can see it night and morning, and read it just before retiring, and upon arising until it has been memorized.





Remember, as you carry out these instructions, that you are applying the principle of auto-suggestion, for the purpose of giving orders to your subconscious mind. Remember, also, that your subconscious mind will act ONLY upon instructions which are emotionalized, and handed over to it with "feeling." FAITH is the strongest, and most productive of the emotions. Follow the instructions given in the chapter on FAITH.

These instructions may, at first, seem abstract.

Do not let this disturb you. Follow the instructions, no matter how abstract or impractical they may, at first, appear to be. The time will soon come, if you do as you have been instructed, in spirit as well as in act, when a whole new universe of power will unfold to you.

The instructions contained in this chapter must be understood and applied with persistence, if you succeed in transmuting desire into money.

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



CHAPTER 5

SPECIALIZED KNOWLEDGE

SPECIALIZED KNOWLEDGE PERSONAL EXPERIENCES OR OBSERVATIONS

The Fourth Step toward Riches

KNOWLEDGE will not attract money, unless it is organized, and intelligently directed, through practical PLANS OF ACTION, to the DEFINITE END of accumulation of money.



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

An educated man is not, necessarily, one who has an abundance of general or specialized knowledge. An educated man is one who has so developed the faculties of his mind that he may acquire anything he wants, or its equivalent, without violating the rights of others.

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

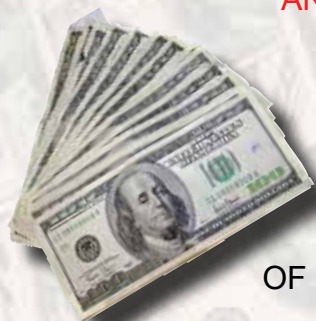
IT PAYS TO KNOW HOW TO PURCHASE KNOWLEDGE

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

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

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

**REFUSE TO COMPROMISE WITH LIFE BY ACCEPTING
AND KEEPING A JOB YOU DO NOT WANT**



Both success and failure are largely the results of HABIT!

I BELIEVE THAT CLOSE ASSOCIATION WITH
ONE WHO REFUSES TO COMPROMISE WITH
CIRCUMSTANCES HE DOES NOT LIKE, IS AN
ASSET THAT CAN NEVER BE MEASURED IN TERMS
OF MONEY.

Lowly beginnings may be circumvented by proper planning.

Back of all IDEAS is specialized knowledge. Specialized knowledge is more abundant and more easily acquired than IDEAS. Because of this very truth, there is a universal demand and an ever-increasing opportunity for the person capable of helping men and women to sell their personal services advantageously. Capability means IMAGINATION, the one quality needed to combine specialized knowledge with IDEAS, in the form of ORGANIZED PLANS designed to yield riches.



CHAPTER 6
IMAGINATION
THE WORKSHOP OF THE MIND
The Fifth Step toward Riches

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

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

Man's only limitation, within reason, lies in his development and use of his imagination.



Two forms of imagination

The imaginative faculty functions in two forms. One is known as “synthetic imagination,” and the other as “creative imagination.”

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

CREATIVE IMAGINATION:--Through the faculty of creative imagination, the finite mind of man has direct communication with Infinite Intelligence. It is the faculty through which “hunches” and “inspirations” are received. It is by this faculty that all basic, or new ideas are handed over to man.

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

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

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

The entire story of how one may convert desire into money cannot be told in one statement. The story will be complete, only when one has mastered, assimilated, and begun to make use of all the principles.

The great leaders of business, industry, finance, and the great artists, musicians, poets, and writers became great, because they developed the faculty of creative imagination.

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



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

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

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

Read the entire book through, then come back to this chapter, and begin at once to put your imagination to work on the building of a plan, or plans, for the transformation of your desire into money. Detailed instructions for the building of plans have been given in almost every chapter. Carry out the instructions best suited to your needs, reduce your plan to writing, if you have not already done so. The moment you complete this, you will have DEFINITELY given concrete form to the intangible desire. Read the preceding sentence once more.

Desire is thought impulse! Thought impulses are forms of energy. When you begin with the thought impulse, desire, to accumulate money, you are drafting into your service the same "stuff" that Nature used in creating this earth

You can build a fortune through the aid of laws which are immutable. But, first, you must become familiar with these laws, and learn to USE them. Through repetition, and by approaching the description of these principles from every conceivable angle, the author hopes to reveal to you the secret through which every great fortune has been accumulated. Strange and paradoxical as it may seem, the "secret" is not a secret.



HOW TO MAKE PRACTICAL USE OF IMAGINATION



DEFINITENESS OF PURPOSE is the starting point from which one must begin. He recognized, too, that definiteness of purpose takes on animation, life, and power when backed by a BURNING desire to translate that purpose into its material equivalent.

Dr. Gunsaulus said “One Saturday afternoon I sat in my room thinking of ways and means of raising the money to carry out my plans. For nearly two years, I had been thinking, but I *had done nothing but think!* “The time had come for ACTION! “I made up my mind, then and there, that I would get the necessary million dollars within a week. How? I was not concerned about that. The main thing of importance was the *decision* to get the money within a specified time, and I want to tell you that the moment I reached a definite decision to get the money within a specified time, a strange feeling of assurance came over me, such as I had never before experienced. Something inside me seemed to say, ‘Why didn’t you reach that decision a long time ago? The money was waiting for you all the time!’

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

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

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





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

Observe this important fact . . . he got the money within thirty-six hours after he reached a definite decision in his own mind to get it, and decided upon a definite plan for getting it!

Ideas can be transmuted into cash through the power of definite purpose, plus definite plans.

The story of practically every great fortune starts with the day when a creator of ideas and a seller of ideas got together and worked in harmony. Carnegie surrounded himself with men who could do all that he could not do. Men who created ideas, and men who put ideas into operation, and made himself and the others fabulously rich.

DETERMINATION, DEFINITENESS OF PURPOSE, and the desire TO ATTAIN THE GOAL, and the PERSISTENT EFFORT OF TWENTY-FIVE YEARS? It was no ordinary desire that survived disappointment, discouragement, temporary defeat, criticism, and the constant reminding of "waste of time." It was a BURNING desire! an OBSESSION!

When the idea was first planted in my mind by Mr. Carnegie, it was coaxed, nursed, and enticed to *remain alive*. Gradually, the idea became a giant under its own power, and it coaxed, nursed, and drove me. Ideas are like that. First you give life and action and guidance to ideas, then they take on power of their own and sweep aside all opposition.

Ideas are intangible forces, but they have more power than the physical brains that give birth to them. They have the power to live on.





CHAPTER 7

ORGANIZED PLANNING

THE CRYSTALLIZATION OF desire INTO ACTION

The Sixth Step toward Riches

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

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

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

- (a) **Ally yourself with a group of as many people as you may need for the creation, and carrying out of your plan, or plans for the accumulation of money--making use of the "Master Mind" principle described in a later chapter.** (Compliance with this instruction is absolutely essential. Do not neglect it.)
- (b) **Before forming your "Master Mind" alliance, decide what advantages, and benefits, you may offer the individual members of your group, in return for their cooperation.** No one will work indefinitely without some form of compensation. No intelligent person will either request or expect another to work without adequate compensation, although this may not always be in the form of money.
- (c) **Arrange to meet with the members of your "Master Mind" group at least twice a week,** and more often if possible, until you have jointly perfected the necessary plan, or plans for the accumulation of money.
- (d) **Maintain PERFECT HARMONY between yourself and every member of your "Master Mind" group.** If you fail to carry out this instruction to the letter, you may expect to meet with failure. The "Master Mind" principle cannot obtain where PERFECT HARMONY does not prevail.

Keep in mind these facts:--

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





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

When defeat comes, accept it as a signal that your plans are not sound, rebuild those plans, and set sail once more toward your coveted goal.

When you begin to select members for your "Master Mind" group, endeavor to select those who do not take defeat seriously.

Some people foolishly believe that only MONEY can make money. This is not true! Desire, transmuted into its monetary equivalent, through the principles laid down here, is the agency through which money is "made." Money, of itself, is nothing but inert matter. It cannot move, think, or talk, but it can "hear" when a man who desires it, calls it to come!

THE MAJOR ATTRIBUTES OF LEADERSHIP

The following are important factors of leadership:--

1. **UNWAVERING COURAGE** based upon knowledge of self, and of one's occupation. No follower wishes to be dominated by a leader who lacks self-confidence and courage. No intelligent follower will be dominated by such a leader very long.
2. **SELF-CONTROL.** The man who cannot control himself, can never control others. Self-control sets a mighty example for one's followers, which the more intelligent will emulate.
3. **A KEEN SENSE OF JUSTICE.** Without a sense of fairness and justice, no leader can command and retain the respect of his followers.
4. **DEFINITENESS OF DECISION.** The man who wavers in his decisions, shows that he is not sure of himself. He cannot lead others successfully.





5. DEFINITENESS OF PLANS. The successful leader must plan his work, and work his plan. A leader who moves by guesswork, without practical, definite plans, is comparable to a ship without a rudder. Sooner or later he will land on the rocks.

6. THE HABIT OF DOING MORE THAN PAID FOR. One of the penalties of leadership is the necessity of willingness, upon the part of the leader, to do more than he requires of his followers.

7. A PLEASING PERSONALITY. No slovenly, careless person can become a successful leader. Leadership calls for respect. Followers will not respect a leader who does not grade high on all of the factors of a Pleasing Personality.

8. SYMPATHY AND UNDERSTANDING. The successful leader must be in sympathy with his followers. Moreover, he must understand them and their problems.

9. MASTERY OF DETAIL. Successful leadership calls for mastery of details of the leader's position.

10. WILLINGNESS TO ASSUME FULL RESPONSIBILITY. The successful leader must be willing to assume responsibility for the mistakes and the shortcomings of his followers. If he tries to shift this responsibility, he will not remain the leader. If one of his followers makes a mistake, and shows himself incompetent, the leader must consider that it is he who failed.

11. COOPERATION. The successful leader must understand, and apply the principle of cooperative effort and be able to induce his followers to do the same. Leadership calls for POWER, and power calls for COOPERATION.

The relationship of employer and employee, or of leader and follower, in the future, will be one of mutual cooperation, based upon an equitable division of the profits of business.



THE 10 MAJOR CAUSES OF FAILURE IN LEADERSHIP

We come now to the major faults of leaders who fail, because it is just as essential to know what not to do as it is to know what to do.

1. INABILITY TO ORGANIZE DETAILS. Efficient leadership calls for ability to organize and to master details.

No genuine leader is ever "too busy" to do anything which may be required of him in his capacity as leader. When a man, whether he is a leader or follower, admits that he is "too busy" to change his plans, or to give attention to any emergency, he admits his inefficiency. The successful leader must be the master of all details connected with his position. That means, of course, that he must acquire the habit of relegating details to capable lieutenants.

2. UNWILLINGNESS TO RENDER HUMBLE SERVICE. Truly great leaders are willing, when occasion demands, to perform any sort of labor which they would ask another to perform. "The greatest among ye shall be the servant of all" is a truth which all able leaders observe and respect.

3. EXPECTATION OF PAY FOR WHAT THEY "KNOW" INSTEAD OF WHAT THEY DO WITH THAT WHICH THEY KNOW. The world does not pay men for that which they "know." It pays them for what they DO, or induce others to do.

4. FEAR OF COMPETITION FROM FOLLOWERS. The leader who fears that one of his followers may take his position is practically sure to realize that fear sooner or later. The able leader trains understudies to whom he may delegate, at will, any of the details of his position. Only in this way may a leader multiply himself and prepare himself to be at many places, and give attention to many things at one time. It is an eternal truth that men receive more pay for their ABILITY TO GET OTHERS TO PERFORM, than they could possibly earn by their own efforts. An efficient leader may, through his knowledge of his job and the magnetism of his personality, greatly increase the efficiency of others, and induce them to render more service and better service than they could render without his aid.





5. **LACK OF IMAGINATION.** Without imagination, the leader is incapable of meeting emergencies, and of creating plans by which to guide his followers efficiently.

6. **SELFISHNESS.** The leader who claims all the honor for the work of his followers, is sure to be met by resentment. The really great leader **CLAIMS NONE OF THE HONORS.** He is contented to see the honors, when there are any, go to his followers, because he knows that most men will work harder for commendation and recognition than they will for money alone.

7. **INTEMPERANCE.** Followers do not respect an intemperate leader. Moreover, intemperance in any of its various forms, destroys the endurance and the vitality of all who indulge in it.

8. **DISLOYALTY.** Perhaps this should have come at the head of the list. The leader who is not loyal to his trust, and to his associates, those above him, and those below him, cannot long maintain his leadership. Disloyalty marks one as being less than the dust of the earth, and brings down on one's head the contempt he deserves. Lack of loyalty is one of the major causes of failure in every walk of life.

9. **EMPHASIS OF THE "AUTHORITY" OF LEADERSHIP.** The efficient leader leads by encouraging, and not by trying to instil fear in the hearts of his followers. The leader who tries to impress his followers with his "authority" comes within the category of leadership through **FORCE.** If a leader is a **REAL LEADER**, he will have no need to advertise that fact except by his conduct--his sympathy, understanding, fairness, and a demonstration that he knows his job.

10. **EMPHASIS OF TITLE.** The competent leader requires no "title" to give him the respect of his followers. The man who makes too much over his title generally has little else to emphasize. The doors to the office of the real leader are open to all who wish to enter, and his working quarters are free from formality or ostentation.



SOME FERTILE FIELDS IN WHICH “NEW LEADERSHIP” WILL BE REQUIRED



Before leaving this chapter, your attention is called to a few of the fertile fields in which there has been a decline of leadership, and in which the new type of leader may find an abundance of OPPORTUNITY.

First. In the field of politics there is a most insistent demand for new leaders; a demand which indicates nothing less than an emergency. The majority of politicians have, seemingly, become high-grade, legalized racketeers. They have increased taxes and debauched the machinery of industry and business until the people can no longer stand the burden.

Second. The banking business is undergoing a reform. The leaders in this field have almost entirely lost the confidence of the public. Already the bankers have sensed the need of reform, and they have begun it.

Third. Industry calls for new leaders. The old type of leaders thought and moved in terms of dividends instead of thinking and moving in terms of human equations! The future leader in industry, to endure, must regard himself as a quasi-public official whose duty it is to manage his trust in such a way that it will work hardship on no individual, or group of individuals. Exploitation of working men is a thing of the past. Let the man who aspires to leadership in the field of business, industry, and labor remember this.

Fourth. The religious leader of the future will be forced to give more attention to the temporal needs of his followers, in the solution of their economic and personal problems of the present, and less attention to the dead past, and the yet unborn future.

Fifth. In the professions of law, medicine, and education, a new brand of leadership, and to some extent, new leaders will become a necessity. This is especially true in the field of education. The leader in that field must, in the future, find ways and means of teaching people HOW TO APPLY the knowledge they receive in school. He must deal more with PRACTICE and less with THEORY.



Sixth. New leaders will be required in the field of Journalism. Newspapers of the future, to be conducted successfully, must be divorced from "special privilege" and relieved from the subsidy of advertising. They must cease to be organs of propaganda for the interests which patronize their advertising columns. The type of newspaper which publishes scandal and lewd pictures will eventually go the way of all forces which debauch the human mind.

These are but a few of the fields in which opportunities for new leaders and a new brand of leadership are now available. The world is undergoing a rapid change. This means that the media through which the changes in human habits are promoted, must be adapted to the changes. The media here described, are the ones which, more than any others, determine the trend of civilization.

HOW TO GET THE EXACT POSITION YOU DESIRE

Everyone enjoys doing the kind of work for which he is best suited. An artist loves to work with paints, a craftsman with his hands, a writer loves to write. Those with less definite talents have their preferences for certain fields of business and industry.

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

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

Third. Study your prospective employer, as to policies, personnel, and chances of advancement.

Fourth. By analysis of yourself, your talents and capabilities, figure WHAT YOU CAN OFFER, and plan ways and means of giving advantages, services, developments, ideas that you believe you can successfully deliver.

Fifth. Forget about "a job." Forget whether or not there is an opening. Forget the usual routine of "have you got a job for me?" Concentrate on what you can give.

Sixth. Once you have your plan in mind, arrange with an experienced writer to put it on paper in neat form, and in full detail.



Seventh. Present it to the proper person with authority and he will do the rest. Every company is looking for men who can give something of value, whether it be ideas, services, or "connections." Every company has room for the man who has a definite plan of action which is to the advantage of that company.

To market personal services effectively, (which means a permanent market, at a satisfactory price, under pleasant conditions), one must adopt and follow the **"QQS"** formula which means that QUALITY, plus QUANTITY, plus the proper SPIRIT of cooperation, equals perfect salesmanship of service. Remember the "QQS" formula, but do more--**APPLY IT AS A HABIT!**

Let us analyze the formula to make sure we understand exactly what it means.

1. QUALITY of service shall be construed to mean the performance of every detail, in connection with your position, in the most efficient manner possible, with the object of greater efficiency always in mind.

2. QUANTITY of service shall be understood to mean the HABIT of rendering all the service of which you are capable, at all times, with the purpose of increasing the amount of service rendered as greater skill is developed through practice and experience. Emphasis is again placed on the word HABIT.

3. SPIRIT of service shall be construed to mean the HABIT of agreeable, harmonious conduct which will induce cooperation from associates and fellow employees.

Adequacy of QUALITY and QUANTITY of service is not sufficient to maintain a permanent market for your services. The conduct, or the SPIRIT in which you deliver service, is a strong determining factor in connection with both the price you receive, and the duration of employment.



30 MAJOR REASONS FOR FAILURE

1. UNFAVORABLE HEREDITARY BACKGROUND.

There is but little, if anything, which can be done for people who are born with a deficiency in brain power.

This philosophy offers but one method of bridging this weakness--through the aid of the Master Mind. Observe with profit, however, that this is the **ONLY** one of the thirty causes of failure which may not be easily corrected by any individual.

2. **LACK OF A WELL-DEFINED PURPOSE IN LIFE.** There is no hope of success for the person who does not have a central purpose, or definite goal at which to aim. Ninety-eight out of every hundred of those whom I have analyzed, had no such aim. Perhaps this was the **MAJOR CAUSE OF THEIR FAILURE.**

3. **LACK OF AMBITION TO AIM ABOVE MEDIOCRITY.** We offer no hope for the person who is so indifferent as not to want to get ahead in life, and who is not willing to pay the price.

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

5. **LACK OF SELF-DISCIPLINE.** Discipline comes through self-control. This means that one must control all negative qualities.

Before you can control conditions, you must first control yourself. Self-mastery is the hardest job you will ever tackle. If you do not conquer self, you will be conquered by self. You may see at one and the same time both your best friend and your greatest enemy, by stepping in front of a mirror.

6. **ILL HEALTH.** No person may enjoy outstanding success without good health. Many of the causes of ill health are subject to mastery and control. These, in the main are:



a. Overeating of foods not conducive to health

b. Wrong habits of thought; giving expression to negatives.

c. Wrong use of, and over indulgence in sex.

d. Lack of proper physical exercise

e. An inadequate supply of fresh air, due to improper breathing.

7. UNFAVORABLE ENVIRONMENTAL INFLUENCES DURING CHILDHOOD

“As the twig is bent, so shall the tree grow.” Most people who have criminal tendencies acquire them as the result of bad environment, and improper associates during childhood.

8. PROCRASTINATION. This is one of the most common causes of failure. “Old Man Procrastination” stands within the shadow of every human being, waiting his opportunity to spoil one’s chances of success. Most of us go through life as failures, because we are waiting for the “time to be right” to start doing something worthwhile. Do not wait. The time will never be “just right.” Start where you stand, and work with whatever tools you may have at your command, and better tools will be found as you go along.

9. LACK OF PERSISTENCE. Most of us are good “starters” but poor “finishers” of everything we begin. Moreover, people are prone to give up at the first signs of defeat. There is no substitute for PERSISTENCE. The person who makes PERSISTENCE his watch-word, discovers that “Old Man Failure” finally becomes tired, and makes his departure. Failure cannot cope with PERSISTENCE.

10. NEGATIVE PERSONALITY. There is no hope of success for the person who repels people through a negative personality. Success comes through the application of POWER, and power is attained through the cooperative efforts of other people. A negative personality will not induce cooperation.

11. LACK OF CONTROLLED SEXUAL URGE. Sex energy is the most powerful of all the stimuli which move people into ACTION. Because it is the most powerful of the emotions, it must be controlled, through transmutation, and converted into other channels.



12. UNCONTROLLED desire FOR "SOMETHING FOR NOTHING." The gambling instinct drives millions of people to failure. Evidence of this may be found in a study of the Wall Street crash of '29, during which millions of people tried to make money by gambling on stock margins.

13. LACK OF A WELL DEFINED POWER OF DECISION.

Men who succeed reach decisions promptly, and change them, if at all, very slowly. Men who fail, reach decisions, if at all, very slowly, and change them frequently, and quickly. Indecision and procrastination are twin brothers. Where one is found, the other ay usually be found also. Kill off this pair before they completely "hog-tie" you to the treadmill of FAILURE.

14. ONE OR MORE OF THE SIX BASIC FEARS. These fears have been analyzed for you in a later chapter. They must be mastered before you can market your services effectively.

15. WRONG SELECTION OF A MATE IN MARRIAGE. This a most common cause of failure. The relationship of marriage brings people intimately into contact. Unless this relationship is harmonious, failure is likely to follow. Moreover, it will be a form of failure that is marked by misery and unhappiness, destroying all signs of AMBITION.

16. OVER-CAUTION. The person who takes no chances, generally has to take whatever is left when others are through choosing. Over-caution is as bad as under-caution. Both are extremes to be guarded against. Life itself is filled with the element of chance.

17. WRONG SELECTION OF ASSOCIATES IN BUSINESS. This is one of the most common causes of failure in business. In marketing personal services, one should use great care to select an employer who will be an inspiration, and who is, himself, intelligent and successful. We emulate those with whom we associate most closely. Pick an employer who is worth emulating.

18. SUPERSTITION AND PREJUDICE. Superstition is a form of fear. It is also a sign of ignorance. Men who succeed keep open minds and are afraid of nothing.





19. **WRONG SELECTION OF A VOCATION.** No man can succeed in a line of endeavor which he does not like.

The most essential step in the marketing of personal services is that of selecting an occupation into which you can throw yourself wholeheartedly.

20. **LACK OF CONCENTRATION OF EFFORT.** The "jack-of-all-trades" seldom is good at any. Concentrate all of your efforts on one **DEFINITE CHIEF AIM.**

21. **THE HABIT OF INDISCRIMINATE SPENDING.** The spend-thrift cannot succeed, mainly because he stands eternally in **FEAR OF POVERTY.** Form the habit of systematic saving by putting aside a definite percentage of your income. Money in the bank gives one a very safe foundation of **COURAGE** when bargaining for the sale of personal services. Without money, one must take what one is offered, and be glad to get it.

22. **LACK OF ENTHUSIASM.** Without enthusiasm one cannot be convincing. Moreover, enthusiasm is contagious, and the person who has it, under control, is generally welcome in any group of people.

23. **INTOLERANCE.** The person with a "closed" mind on any subject seldom gets ahead. Intolerance means that one has stopped acquiring knowledge. The most damaging forms of intolerance are those connected with religious, racial, and political differences of opinion.

24. **INTEMPERANCE.** The most damaging forms of intemperance are connected with eating, strong drink, and sexual activities. Overindulgence in any of these is fatal to success.

25. **INABILITY TO COOPERATE WITH OTHERS.** More people lose their positions and their big opportunities in life, because of this fault, than for all other reasons combined. It is a fault which no well-informed business man, or leader will tolerate.

26. **POSSESSION OF POWER THAT WAS NOT ACQUIRED THROUGH SELF EFFORT.** (Sons and daughters of wealthy men, and others who inherit money which they did not earn). Power in the hands of one who did not acquire it gradually, is often fatal to success. **QUICK RICHES** are more dangerous than poverty.





27. **INTENTIONAL DISHONESTY.** There is no substitute for honesty. One may be temporarily dishonest by force of circumstances over which one has no control, without permanent damage. But, there is **NO HOPE** for the person who is dishonest by choice. Sooner or later, his deeds will catch up with him, and he will pay by loss of reputation, and perhaps even loss of liberty.

28. **EGOTISM AND VANITY.** These qualities serve as red lights which warn others to keep away. **THEY ARE FATAL TO SUCCESS.**

29. **GUESSING INSTEAD OF THINKING.** Most people are too indifferent or lazy to acquire **FACTS** with which to **THINK ACCURATELY**. They prefer to act on "opinions" created by guesswork or snap-judgments.

30. **LACK OF CAPITAL.** This is a common cause of failure among those who start out in business for the first time, without sufficient reserve of capital to absorb the shock of their mistakes, and to carry them over until they have established a **REPUTATION**.

31. Under this, name any particular cause of failure from which you have suffered that has not been included in the foregoing list.



TAKE INVENTORY OF YOURSELF

28 QUESTIONS YOU SHOULD ANSWER

Annual self-analysis is an essential in the effective marketing of personal services, as is annual inventory in merchandising. Moreover, the yearly analysis should disclose a **DECREASE IN FAULTS**, and an increase in **VIRTUES**. One goes ahead, stands still, or goes backward in life. One's object should be, of course, to go ahead. Annual self-analysis will disclose whether advancement has been made, and if so, how much. It will also disclose any backward steps one may have made. The effective marketing of personal services requires one to move forward even if the progress is slow.





Your annual self-analysis should be made at the end of each year, so you can include in your New Year's Resolutions any improvements which the analysis indicates should be made. Take this inventory by asking yourself the following questions, and by checking your answers with the aid of someone who will not permit you to deceive yourself as to their accuracy.

SELF-ANALYSIS QUESTIONNAIRE FOR PERSONAL INVENTORY

1. Have I attained the goal which I established as my objective for this year?
(You should work with a definite yearly objective to be attained as a part of your major life objective).
2. Have I delivered service of the best possible QUALITY of which I was capable, or could I have improved any part of this service?
3. Have I delivered service in the greatest possible QUANTITY of which I was capable?
4. Has the spirit of my conduct been harmonious, and cooperative at all times?
5. Have I permitted the habit of PROCRASTINATION to decrease my efficiency, and if so, to what extent?
6. Have I improved my PERSONALITY, and if so, in what ways?
7. Have I been PERSISTENT in following my plans through to completion?
8. Have I reached DECISIONS PROMPTLY AND DEFINITELY on all occasions?
9. Have I permitted any one or more of the six basic fears to decrease my efficiency?
10. Have I been either "over-cautious," or "under-cautious?"
11. Has my relationship with my associates in work been pleasant, or unpleasant? If it has been unpleasant, has the fault been partly, or wholly mine?





12. Have I dissipated any of my energy through lack of CONCENTRATION of effort?

13. Have I been open minded and toleant in connection with all subjects?

14. In what way have I improved my ability to render service?

15. Have I been intemperate in any o my habits?

16. Have I expressed, either openly or secretly, any form of EGOTISM?

17. Has my conduct toward my associates been such that it has induced them to RESPECT me?

18. Have my opinions and DECISIONS been based upon guesswork, or accuracy of analysis and THOUGHT?

19. Have I followed the habit of budgeting my time, my expenses, and my income, and have I been conservative in these budgets?

20. How much time have I devoted to UNPROFITABLE effort which I might have used to better advantage?

21. How may I RE-BUDGET my time, and change my habits so I will be more efficient during the coming year?

22. Have I been guilty of any conduct which was not approved by my conscience?

23. In what ways have I rendered MORE SERVICE AND BETTER SERVICE than I was paid to render?

24. Have I been unfair to anyone, and if so, in what way?

25. If I had been the purchaser of my own services for the year, would I be satisfied with my purchase?

26. Am I in the right vocation, and if not, why not?





27. Has the purchaser of my services been satisfied with the service I have rendered, and if not, why not?

28. What is my present rating on the fundamental principles of success? (Make this rating fairly, and frankly, and have it checked by someone who is courageous enough to do it accurately)

Having read and assimilated the information conveyed through this chapter, you are now ready to create a practical plan for marketing your personal services. In this chapter will be found an adequate description of every principle essential in planning the sale of personal services, including the major attributes of leadership; the most common causes of failure in leadership; a description of the fields of opportunity for leadership; the main causes of failure in all walks of life, and the important questions which should be used in self-analysis.

This extensive and detailed presentation of accurate information has been included, because it will be needed by all who must begin the accumulation of riches by marketing personal services. Those who have lost their fortunes, and those who are just beginning to earn money, have nothing but personal services to offer in return for riches, therefore it is essential that they have available the practical information needed to market services to best advantage.

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



WHERE AND HOW ONE MAY FIND OPPORTUNITIES TO ACCUMULATE RICHES

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

Steam ships and railroads do not spring up from the earth and function automatically. They come in response to the call of civilization, through the labor and ingenuity and organizing ability of men who have IMAGINATION, FAITH, ENTHUSIASM, DECISION,





PERSISTENCE! These men are known as capitalists. They are motivated by the desire to build, construct, achieve, render useful service, earn profits and accumulate riches. And, because they RENDER SERVICE WITHOUT WHICH THERE WOULD BE NO CIVILIZATION, they put themselves in the way of great riches.

CAPITALISTIC AMERICA INSURES EVERY PERSON THE OPPORTUNITY TO RENDER USEFUL SERVICE, AND TO COLLECT RICHES IN PROPORTION TO THE VALUE OF THE SERVICE.

CHAPTER 8

DECISION

THE MASTERY OF PROCRASTINATION

The Seventh Step toward Riches

REACH DECISIONS PROMPTLY, and change these decisions SLOWLY,

The majority of people who fail to accumulate money sufficient for their needs, are, generally, easily influenced by the “opinions” of others. They permit the newspapers etc to do their “thinking” for them. If you are influenced by the opinions of others, you will have no desire of your own.

It is characteristic of people who have but a smattering or a veneer of knowledge to try to give the impression that they have much knowledge. Such people generally do TOO MUCH talking, and TOO LITTLE listening. Keep your eyes and ears wide open--and your mouth CLOSED, if you wish to acquire the habit of prompt DECISION.

If you talk more than you listen, you deprive yourself of many opportunities to accumulate useful knowledge.

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

Keep in mind the fact that every person with whom you associate is, like yourself, seeking the opportunity to accumulate money. If you talk about your plans too freely, you may be surprised when you learn that some other person has beaten you to your goal by



PUTTING INTO ACTION AHEAD OF YOU, the plans of which you talked unwisely.

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

“TELL THE WORLD WHAT YOU INTEND TO DO, BUT FIRST SHOW IT.”

Declaration of Independence story.

DESIRE, DECISION, FAITH, PERSISTENCE, THE MASTER MIND, and ORGANIZED PLANNING.

CHAPTER 9 PERSISTENCE

THE SUSTAINED EFFORT NECESSARY TO INDUCE FAITH *The Eighth Step toward Riches*

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

The majority of people are ready to throw their aims and purposes overboard, and give up at the first sign of opposition or misfortune. A few carry on DESPITE all opposition, until they attain their goal.

The ease with which lack of persistence may be conquered will depend *entirely* upon the INTENSITY OF ONE'S desire.

The eagerness with which you follow these instructions will indicate clearly, how much, or how little you really desire to accumulate money. If you find that you are indifferent, you may be sure that you have not yet acquired the “money consciousness” which you must possess, before you can be sure of accumulating a fortune.

If you find you are weak in PERSISTENCE, center your attention upon the instructions contained in the chapter on “Power”; surround yourself with a “MASTER MIND” group, and through the cooperative efforts of the members of this group, you can develop persistence. You will find additional instructions for the development of persistence in the chapters on auto-suggestion, and the subconscious mind.



THERE IS NO SUBSTITUTE FOR PERSISTENCE!



Persistence is a state of mind, therefore it can be cultivated. Like all states of mind, persistence is based upon definite causes, among them these:



- a. DEFINITENESS OF PURPOSE. Knowing what one wants is the first and, perhaps, the most important step toward the development of persistence. A strong motive forces one to surmount many difficulties.
- b. DESIRE. It is comparatively easy to acquire and to maintain persistence in pursuing the object of intense desire.
- c. SELF-RELIANCE. Belief in one's ability to carry out a plan encourages one to follow the plan through with persistence. (Self-reliance can be developed through the principle described in the chapter on auto-suggestion).
- d. DEFINITENESS OF PLANS. Organized plans, even though they may be weak and entirely impractical, encourage persistence.
- e. ACCURATE KNOWLEDGE. Knowing that one's plans are sound, based upon experience or observation, encourages persistence; "guessing" instead of "knowing" destroys persistence.
- f. CO-OPERATION. Sympathy, understanding, and harmonious cooperation with others tend to develop persistence.
- g. WILL-POWER. The habit of concentrating one's thoughts upon the building of plans for the attainment of a definite purpose, leads to persistence.
- h. HABIT. Persistence is the direct result of habit. The mind absorbs and becomes a part of the daily experiences upon which it feeds. Fear, the worst of all enemies, can be effectively cured by forced repetition of acts of courage. Everyone who has seen active service in war knows this.





Before leaving the subject of PERSISTENCE, **take inventory of yourself**, and determine in what particular, if any, you are lacking in this essential quality. Measure yourself courageously, point by point, and see how many of the eight factors of persistence you lack. The analysis may lead to discoveries that will give you a new grip on yourself.

SYMPTOMS OF LACK OF PERSISTENCE

Here you will find the real enemies which stand between you and noteworthy achievement. Here you will find not only the “symptoms” indicating weakness of PERSISTENCE, but also the deeply seated subconscious causes of this weakness. Study the list carefully, and face yourself squarely IF YOU REALLY WISH TO KNOW WHO YOU ARE, AND WHAT YOU ARE CAPABLE OF DOING. These are the weaknesses which must be mastered by all who accumulate riches.

1. Failure to recognize and to clearly define exactly what one wants.
2. Procrastination, with or without cause. (Usually backed up with a formidable array of alibis and excuses).
3. Lack of interest in acquiring specialized knowledge.
4. Indecision, the habit of “passing the buck” on all occasions, instead of facing issues squarely. (Also backed by alibis).
5. The habit of relying upon alibis instead of creating definite plans for the solution of problems.
6. Self-satisfaction. There is but little remedy for this affliction, and no hope for those who suffer from it.
7. Indifference, usually reflected in one’s readiness to compromise on all occasions, rather than meet opposition and fight it.





8. The habit of blaming others for one's mistakes, and accepting unfavorable circumstances as being unavoidable.

9. WEAKNESS OF desire, due to neglect in the choice of MOTIVES that impel action.

10. Willingness, even eagerness, to quit at the first sign of defeat. (Based upon one or more of the 6 basic fears).

11. Lack of ORGANIZED PLANS, placed in writing where they may be analyzed.

12. The habit of neglecting to move on ideas, or to grasp opportunity when it presents itself.

13. WISHING instead of WILLING.

14. The habit of compromising with POVERTY instead of aiming at riches. General absence of ambition to be, to do, and to own.

15. Searching for all the short-cuts to riches, trying to GET without GIVING a fair equivalent, usually reflected in the habit of gambling, endeavoring to drive "sharp" bargains.

16. FEAR OF CRITICISM, failure to create plans and to put them into action, because of what other people will think, do, or say. This enemy belongs at the head of the list, because it generally exists in one's subconscious mind, where its presence is not recognized. (See the Six Basic Fears in a later chapter).

People refuse to take chances in business, because they fear the criticism which may follow if they fail. The fear of criticism, in such cases is stronger than the desire for success.



HOW TO DEVELOP PERSISTENCE

There are four simple steps which lead to the habit of PERSISTENCE. They call for no great amount of intelligence, no particular amount of education, and but little time or effort. The necessary steps are:--





1. A definite purpose backed by burning desire for its fulfillment.
2. A definite plan, expressed in continuous action.
3. A mind closed tightly against all negative and discouraging influences, including negative suggestions of relatives, friends and acquaintances.
4. A friendly alliance with one or more persons who will encourage one to follow through with both plan and purpose.

CHAPTER 10

POWER OF THE MASTER MIND THE DRIVING FORCE

The Ninth Step toward Riches

POWER is essential for success in the accumulation of money.

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

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

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



Let us ascertain how power may be acquired. If power is “organized knowledge,” let us examine the sources of knowledge:

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

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

c. EXPERIMENT AND RESEARCH. In the field of science, and in practically every other walk of life, men are gathering, classifying, and organizing new facts daily. This is the source to which one must turn when knowledge is not available through “accumulated experience.” Here, too, the Creative Imagination must often be used.

Knowledge may be acquired from any of the foregoing sources. It may be converted into POWER by organizing it into definite PLANS and by expressing those plans in terms of ACTION.

GAINING POWER THROUGH THE “MASTER MIND”

The “Master Mind” may be defined as: “Coordination of knowledge and effort, in a spirit of harmony, between two or more people, for the attainment of a definite purpose.”

So you may better understand the “intangible” potentialities of power available to you, through a properly chosen “Master Mind” group, we will here explain the two characteristics of the Master Mind principle, one of which is economic in nature, and the other psychic. The economic feature is obvious.





Economic advantages may be created by any person who surrounds himself with the advice, counsel, and personal cooperation of a group of men who are willing to lend him wholehearted aid, in a spirit of PERFECT HARMONY.

This form of cooperative alliance has been the basis of nearly every great fortune. Your understanding of this great truth may definitely determine your financial status.

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

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

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

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

GREAT POWER CAN BE ACCUMULATED THROUGH NO OTHER PRINCIPLE!

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

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





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



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

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

Read, *THINK*, and meditate as you read. Soon, the entire subject will unfold, and you will see it in perspective.

CHAPTER 11

THE MYSTERY OF SEX TRANSMUTATION

The Tenth Step toward Riches

THE meaning of the word "transmute" is, in simple language, "the changing, or transferring of one element, or form of energy, into another."

The emotion of sex brings into being a state of mind.

Because of ignorance on the subject, this state of mind is generally associated with the physical, and because of improper influences, to which most people have been subjected, in acquiring knowledge of sex, things essentially physical have highly biased the mind.

The emotion of sex has back of it the possibility of three constructive potentialities, they are:--

1. The perpetuation of mankind.





2. The maintenance of health, (as a therapeutic agency, it has no equal).

3. The transformation of mediocrity into genius through transmutation.

Sex transmutation is simple and easily explained. It means the switching of the mind from thoughts of physical expression, to thoughts of some other nature.

Sex desire is the most powerful of human desires.

The transmutation of sex energy calls for the exercise of will-power.

It should be given an outlet through forms of expression which enrich the body, mind, and spirit of man. If not given this form of outlet, through transmutation, it will seek outlets through purely physical channels.

Scientific research has disclosed these significant facts:

1. The men of greatest achievement are men with highly developed sex natures; men who have learned the art of sex transmutation.

2. The men who have accumulated great fortunes and achieved outstanding recognition in literature, art, industry, architecture, and the professions, were motivated by the influence of a woman.

When driven by this emotion, men become gifted with a super power for action.

The emotion of sex contains the secret of creative ability.

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





1. The desire for sex expression
2. Love
3. A burning desire for fame, power, or financial gain, money
4. Music
5. Friendship between either those of the same sex, or those of the opposite sex.
6. A Master Mind alliance based upon the harmony of two or more people who ally themselves for spiritual or temporal advancement.
7. Mutual suffering, such as that experienced by people who are persecuted.
8. Auto-suggestion
9. Fear
10. Narcotics and alcohol.

The desire for sex expression comes at the head of the list of stimuli, which most effectively “step-up” the vibrations of the mind and start the “wheels” of physical action.

A genius is, “a man who has discovered how to increase the vibrations of thought to the point where he can freely communicate with sources of knowledge not available through the ordinary rate of vibration of thought.”



“GENIUS” IS DEVELOPED THROUGH THE SIXTH SENSE

The reality of a “sixth sense” has been fairly well established. This sixth sense is “Creative Imagination.” The faculty of creative imagination is one which the majority of people never use during an entire lifetime, and if used at all, it usually happens by mere accident. A relatively small number of people use, WITH DELIBERATION AND PURPOSE AFORETHOUGHT, the faculty of creative imagination. Those who use this faculty voluntarily, and with understanding of its functions, are GENII





The faculty of creative imagination is the direct link between the finite mind of man and Infinite Intelligence. All so-called revelations, referred to in the realm of religion, and all discoveries of basic or new principles in the field of invention, take place through the faculty of creative imagination.

When ideas or concepts flash into one's mind, through what is popularly called a "hunch," they come from one or more of the following sources:--

1. Infinite Intelligence
2. One's subconscious mind, wherein is stored every sense impression and thought impulse which ever reached the brain through any of the five senses
3. From the mind of some other person who has just released the thought, or picture of the idea or concept, through conscious thought, or
4. From the other person's subconscious storehouse.

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

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

For example, the scientific inventor, or "genius," begins an invention by organizing and combining the known ideas, or principles accumulated through experience, through the synthetic faculty (the reasoning faculty). If he finds this accumulated knowledge to be insufficient for the completion of his invention, he then draws upon the sources of knowledge available to him through his creative faculty. The method by which he does this varies with the individual, but this is the sum and substance of his procedure:





1. HE STIMULATES HIS MIND SO THAT IT VIBRATES ON A HIGHER-THAN-AVERAGE PLANE, using one or more of the ten mind stimulants or some other stimulant of his choice.

2. HE CONCENTRATES upon the known factors (the finished part) of his invention, and creates in his mind a perfect picture of unknown factors (the unfinished part), of his invention. He holds this picture in mind until it has been taken over by the subconscious mind, then relaxes by clearing his mind of ALL thought, and waits for his answer to “flash” into his mind.



The human mind responds to stimulation.

Among the greatest, and most powerful of these stimuli is the urge of sex. When harnessed and transmuted, this driving force is capable of lifting men into that higher sphere of thought which enables them to master the sources of worry and petty annoyance which beset their pathway on the lower plane.

The major reason why the majority of men who succeed do not begin to do so before the age of forty to fifty, is their tendency to DISSIPATE their energies through over indulgence in physical expression of sex.

It is a fact well known to psychologists that there is a very close relationship between sex desires and spiritual urges.

The factor of personality known as “**personal magnetism**” is nothing more nor less than sex energy. Through cultivation and understanding, this vital force may be drawn upon and used to great advantage in the relationships between people.

This energy may be communicated to others through the following media:

1. The hand-shake. The touch of the hand indicates, instantly, the presence of magnetism, or the lack of it.

2. The tone of voice. Magnetism, or sex energy, is the factor with which the voice may be colored, or made musical and charming.



3. Posture and carriage of the body. Highly sexed people move briskly, and with grace and ease.



4. The vibrations of thought. Highly sexed people mix the emotion of sex with their thoughts, or may do so at will, and in that way, may influence those around them.

5. Body adornment. People who are highly sexed are usually very careful about their personal appearance. They usually select clothing of a style becoming to their personality, physique, complexion, etc.

The emotions of love and sex begin to harmonize in the individual between the ages of thirty and forty.

The road to genius consists of the development, control, and use of sex, love, and romance. Briefly, the process may be stated as follows:

Encourage the presence of these emotions as the dominating thoughts in one's mind, and discourage the presence of all the destructive emotions. The mind is a creature of habit. It thrives upon the *dominating* thoughts fed it. Through the faculty of will-power, one may discourage the presence of any emotion, and encourage the presence of any other. Control of the mind, through the power of will, is not difficult. Control comes from persistence, and habit. The secret of control lies in understanding the process of transmutation. When any negative emotion presents itself in one's mind, it can be transmuted into a positive, or constructive emotion, by the simple procedure of changing one's thoughts.

Even the memories of love are sufficient to lift one to a higher plane of creative effort.





Go back into your yesterdays, at times, and bathe your mind in the beautiful memories of past love. It will soften the influence of the present worries and annoyances. It will give you a source of escape from the unpleasant realities of life, and maybe--who knows?--your mind will yield to you, during this temporary retreat into the world of fantasy, ideas, or plans which may change the entire financial or spiritual status of your life.

CHAPTER 12

THE SUBCONSCIOUS MIND

THE CONNECTING LINK

The Eleventh Step toward Riches

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

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

You cannot *entirely* control your subconscious mind, but you can voluntarily hand over to it any plan, desire, or purpose which you wish transformed into concrete form.

The subconscious mind is the connecting link between the finite mind of man and Infinite Intelligence.

MAKE YOUR DESIRES CLEAR, AND TO REDUCE THEM TO WRITING.

The thirteen principles are the stimuli with which you acquire the ability to reach, and to influence your subconscious mind. **Do not become discouraged, if you cannot do this upon the first attempt.** Remember that the subconscious mind may be voluntarily directed *only through habit*, under the directions given in the chapter on FAITH. You have not yet had time to master faith. **Be patient. Be persistent.**





A good many statements in the chapters on faith and auto-suggestion will be repeated here, for the benefit of YOUR subconscious mind. *Your subconscious mind functions voluntarily, whether you make any effort to influence it or not.*


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

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

These emotions, or feeling impulses, may be likened to yeast in a loaf of bread, because they constitute the ACTION element, which transforms thought impulses from the passive to the active state. Thus may one understand why thought impulses, which have been well mixed with emotion, are acted upon more readily than thought impulses originating in "cold reason."

You are preparing yourself to influence and control the "inner audience" of your subconscious mind, in order to hand over to it the desire for money, which you wish transmuted into its monetary equivalent. *It is essential, therefore, that you understand the method of approach to this "inner audience."* You must speak its language, or it will not heed your call. It understands best the language of emotion or feeling.





Let us, therefore describe here the seven major positive emotions, and the seven major negative emotions, so that you may draw upon the positives, and avoid the negatives, when giving instructions to your subconscious mind.

THE SEVEN MAJOR POSITIVE EMOTIONS

The emotion of desire
The emotion of FAITH
The emotion of LOVE
The emotion of SEX
The emotion of ENTHUSIASM
The emotion of ROMANCE
The emotion of HOPE

THE SEVEN MAJOR NEGATIVE EMOTIONS

(To be avoided)

The emotion of FEAR
The emotion of JEALOUSY
The emotion of HATRED
The emotion of REVENGE
The emotion of GREED
The emotion of SUPERSTITION
The emotion of ANGER





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



CHAPTER 13

THE BRAIN

- A BROADCASTING AND RECEIVING STATION FOR THOUGHT

The Twelfth Step toward Riches

Every human brain is both a broadcasting and receiving station for the vibration of thought.

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

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

Vibrations of an exceedingly high rate are the only vibrations picked up and carried, by the ether, from one brain to another. Thought is energy travelling at an exceedingly high rate of vibration. Thought, which has been modified or “stepped up” by any of the major emotions, vibrates at a much higher rate than ordinary thought, and it is this type of thought which passes from one brain to another, through the broadcasting machinery of the human brain.

The emotion of sex stands at the head of the list of human emotions, as far as intensity and driving force are concerned. The brain which has been stimulated by the emotion of sex, vibrates at a much more rapid rate than it does when that emotion is quiescent or absent.





Operation of your mental "broadcasting" station is a comparatively simple procedure. You have but three principles to bear in mind, and to apply, when you wish to use your broadcasting station--the SUBCONSCIOUS MIND, CREATIVE IMAGINATION, and AUTO-SUGGESTION. The stimuli through which you put these three principles into action have been described--the procedure begins with desire.

THE GREATEST FORCES ARE "INTANGIBLE"

THE DRAMATIC STORY OF THE BRAIN

I have discovered what we believe to be the ideal conditions under which the mind can be stimulated so that the sixth sense described in the next chapter, can be made to function in a practical way.

The conditions to which I refer consist of a close working alliance between myself and two members of my staff. Through experimentation and practice, **we have discovered how to stimulate our minds** (by applying the principle used in connection with the "Invisible Counselors" described in the next chapter) so that we can, by a process of blending our three minds into one, find the solution to a great variety of personal problems which are submitted by my clients.

The procedure is very simple. We sit down at a conference table, clearly state the nature of the problem we have under consideration, then begin discussing it. Each contributes whatever thoughts that may occur. The strange thing about this method of mind stimulation is that it places each participant in communication with unknown sources of knowledge definitely outside his own experience.

If you understand the principle described in the chapter on the Master Mind, you of course recognize the round-table procedure here described as being a practical application of the Master Mind.

This method of mind stimulation, through harmonious discussion of definite subjects, between three people, illustrates the simplest and most practical use of the Master Mind.





CHAPTER 14

THE SIXTH SENSE

THE DOOR TO THE TEMPLE OF WISDOM

The Thirteenth Step toward Riches

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

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

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

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

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

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

Long before I had ever written a line for publication, or endeavored to deliver a speech in public, I followed the habit of reshaping my own character, by trying to imitate the nine men whose lives and life-works had been most impressive to me. These nine men were, Emerson, Paine, Edison, Darwin, Lincoln, Burbank, Napoleon, Ford, and Carnegie. **Every night, over a long period of years, I held an imaginary Council meeting with this group whom I called my “Invisible Counselors.”**

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The procedure was this. Just before going to sleep at night, I would shut my eyes, and see, in my imagination, this group of men seated with me around my Council Table. Here I had not only an opportunity to sit among those whom I considered to be great, but I actually dominated the group, by serving as the Chairman.



I had a very DEFINITE PURPOSE in indulging my imagination through these nightly meetings. My purpose was to rebuild my own character so it would represent a composite of the characters of my imaginary counselors. Realizing, as I did, early in life, that I had to overcome the handicap of birth in an environment of ignorance and superstition, I deliberately assigned myself the task of voluntary rebirth through the method here described.

BUILDING CHARACTER THROUGH AUTO-SUGGESTION

Being an earnest student of psychology, I knew, of course, that all men have become what they are, because of their DOMINATING THOUGHTS AND DESIRES. I knew that every deeply seated desire has the effect of causing one to seek outward expression through which that desire may be transmuted into reality. I knew that self-suggestion is a powerful factor in building character, that it is, in fact, the sole principle through which character is builded.

With this knowledge of the principles of mind operation, I was fairly well armed with the equipment needed in rebuilding my character. In these imaginary Council meetings I called on my Cabinet members for the knowledge I wished each to contribute, addressing myself to each member in audible words, as follows:--

"Mr. Emerson, I desire to acquire from you the marvelous understanding of Nature which distinguished your life. I ask that you make an impress upon my subconscious mind, of whatever qualities you possessed, which enabled you to understand and adapt yourself to the laws of Nature. I ask that you assist me in reaching and drawing upon whatever sources of knowledge are available to this end."





“Mr. Burbank, I request that you pass on to me the knowledge which enabled you to so harmonize the laws of Nature that you caused the cactus to shed its thorns, and become an edible food. Give me access to the knowledge which enabled you to make two blades of grass grow where but one grew before, and helped you to blend the coloring of the flowers with more splendor and harmony, for you, alone, have successfully gilded the lily.

“Napoleon, I desire to acquire from you, by emulation, the marvelous ability you possessed to inspire men, and to arouse them to greater and more determined spirit of action. Also to acquire the spirit of enduring FAITH, which enabled you to turn defeat into victory.

“Mr. Paine, I desire to acquire from you the freedom of thought and the courage and clarity with which to express convictions, which so distinguished you!

“Mr. Darwin, I wish to acquire from you the marvelous patience, and ability to study cause and effect, without bias or prejudice, so exemplified by you in the field of natural science.

“Mr. Lincoln, I desire to build into my own character the keen sense of justice, the untiring spirit of patience, the sense of humor, the human understanding, and the tolerance, which were your distinguishing characteristics.

“Mr. Carnegie, I am already indebted to you for my choice of a life-work, which has brought me great happiness and peace of mind. I wish to acquire a thorough understanding of the principles of organized effort, which you used so effectively in the building of a great industrial enterprise.

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

“Mr. Edison, I have seated you nearest to me, at my right, because of the personal cooperation you have given me, during my research into the causes of success and failure. I wish to acquire from you the marvelous spirit of FAITH, with which you have uncovered so many of Nature’s secrets, the spirit of unremitting toil with which you have so often wrested victory from defeat.”





My method of addressing the members of the imaginary Cabinet would vary, according to the traits of character in which I was, for the moment, most interested in acquiring. I studied the records of their lives with painstaking care. Later the cabinet consisted of more than fifty, among them Christ, St. Paul, Galileo, Copernicus, Aristotle, Plato, Socrates, Homer, Voltaire, Bruno, Spinoza, Drummond, Kant, Schopenhauer, Newton, Confucius, Elbert Hubbard, Brann, Ingersoll, Wilson, and William James.



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

During my meetings with the "Invisible Counselors" I find my mind most receptive to ideas, thoughts, and knowledge which reach me through the sixth sense. I can truthfully say that I owe entirely to my "Invisible Counselors" full credit for such ideas, facts, or knowledge as I received through "inspiration."

On scores of occasions, when I have faced emergencies, some of them so grave that my life was in jeopardy, I have been miraculously guided past these difficulties through the influence of my "Invisible Counselors."

My original purpose in conducting Council meetings with imaginary beings, was solely that of impressing my own subconscious mind, through the principle of auto-suggestion, with certain characteristics which I desired to acquire. In more recent years, my experimentation has taken on an entirely different trend. I now go to my imaginary counselors with every difficult problem which confronts me and my clients. The results are often astonishing.



CHAPTER 15

HOW TO OUTWIT THE SIX GHOSTS OF FEAR Take Inventory of Yourself, As You Read This Closing Chapter, and Find out How Many of the “Ghosts” Are Standing in Your Way

INDECISION, DOUBT, and FEAR!

The Sixth Sense will never function while these three negatives, or any of them remain in your mind

As you read, analyze yourself carefully, and determine which, if any, of the six common fears have attached themselves to you.

Do not be deceived by the habits of these subtle enemies. Sometimes they remain hidden in the subconscious mind, where they are difficult to locate, and still more difficult to eliminate.

THE SIX BASIC FEARS

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

The fear of **POVERTY** at the bottom of most of one's worries

The fear of **CRITICISM**

The fear of **ILL HEALTH**

The fear of **LOSS OF LOVE OF SOMEONE**

The fear of **OLD AGE**

The fear of **DEATH**

Fears are nothing more than states of mind.

MAN'S THOUGHT IMPULSES BEGIN IMMEDIATELY TO TRANSLATE THEMSELVES INTO THEIR PHYSICAL EQUIVALENT, WHETHER THOSE THOUGHTS ARE VOLUNTARY OR INVOLUNTARY.



If you demand riches, determine what form, and how much will be required to satisfy you. You know the road that leads to riches. You have been given a road map which, if followed, will keep you on that road.

fear paralyzes the faculty of reason, destroys the faculty of imagination, kills off self-reliance, undermines enthusiasm, discourages initiative, leads to uncertainty of purpose, encourages procrastination, wipes out enthusiasm and makes self-control an impossibility.

SYMPTOMS OF THE FEAR OF POVERTY

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

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

DOUBT. Generally expressed through alibis and excuses designed to cover up, explain away, or apologize for one's failures, sometimes expressed in the form of envy of those who are successful, or by criticising them.

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

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



PROCRASTINATION. The habit of putting off until tomorrow that which should have been done last year. Spending enough time in creating alibis and excuses to have done the job. This symptom is closely related to over-caution, doubt and worry. Refusal to accept responsibility when it can be avoided. Willingness to compromise rather than put up a stiff fight. Compromising with difficulties instead of harnessing and using them as stepping stones to advancement.

Bargaining with Life for a penny, instead of demanding prosperity, opulence, riches, contentment and happiness. Planning what to do if and when overtaken by failure, instead of burning all bridges and making retreat impossible. Weakness of, and often total lack of self-confidence, definiteness of purpose, self-control, initiative, enthusiasm, ambition, thrift and sound reasoning ability. Expecting poverty instead of demanding riches. Association with those who accept poverty instead of seeking the company of those who demand and receive riches.

SYMPTOMS OF THE FEAR OF CRITICISM.

This fear is almost as universal as the fear of poverty, and its effects are just as fatal to personal achievement, mainly because this fear destroys initiative, and discourages the use of imagination. The major symptoms of the fear are:

SELF-CONSCIOUSNESS. Generally expressed through nervousness, timidity in conversation and in meeting strangers, awkward movement of the hands and limbs, shifting of the eyes.

LACK OF POISE. Expressed through lack of voice control, nervousness in the presence of others, poor posture of body, poor memory.

PERSONALITY. Lacking in firmness of decision, personal charm, and ability to express opinions definitely. The habit of side-stepping issues instead of meeting them squarely. Agreeing with others without careful examination of their opinions.



INFERIORITY COMPLEX. The habit of expressing self-approval by word of mouth and by actions, as a means of covering up a feeling of inferiority. Using “big words” to impress others, (often without knowing the real meaning of the words).
Imitating others in dress, speech and manners. Boasting of imaginary achievements. This sometimes gives a surface appearance of a feeling of superiority.

EXTRAVAGANCE. The habit of trying to “keep up with the Joneses,” spending beyond one’s income.

LACK OF INITIATIVE. Failure to embrace opportunities for self-advancement, fear to express opinions, lack of confidence in one’s own ideas, giving evasive answers to questions asked by superiors, hesitancy of manner and speech, deceit in both words and deeds.

LACK OF AMBITION. Mental and physical laziness, lack of self-assertion, slowness in reaching decisions, easily influenced by others, the habit of criticising others behind their backs and flattering them to their faces, the habit of accepting defeat without protest, quitting an undertaking when opposed by others, suspicious of other people without cause, lacking in tactfulness of manner and speech, unwillingness to accept the blame for mistakes.

SYMPTOMS OF THE FEAR OF ILL HEALTH. The symptoms of this almost universal fear are:

AUTO-SUGGESTION. The habit of negative use of self-suggestion by looking for, and expecting to find the symptoms of all kinds of disease. “Enjoying” imaginary illness and speaking of it as being real. The habit of trying all “fads”.

HYPOCHONDRIA. The habit of talking of illness, concentrating the mind upon disease, and expecting its appearance until a nervous break occurs.

EXERCISE. Fear of ill health often interferes with proper physical exercise, and results in over-weight, by causing one to avoid outdoor life.





SUSCEPTIBILITY. Fear of ill health breaks down Nature's body resistance, and creates a favorable condition for any form of disease one may contact. The fear of ill health often is related to the fear of Poverty, especially in the case of the hypochondriac, who constantly worries about the possibility of having to pay doctor's bills, hospital bills, etc.

SELF-CODDLING. The habit of making a bid for sympathy, using imaginary illness as the lure. The habit of feigning illness to cover plain laziness, or to serve as an alibi for lack of ambition.

INTEMPERANCE. The habit of using alcohol or narcotics to destroy pains instead of eliminating the cause.

The habit of reading about illness and worrying over the possibility of being stricken by it. The habit of reading patent medicine advertisements.

SYMPTOMS OF THE FEAR OF LOSS OF LOVE.

The distinguishing symptoms of this fear are:--

JEALOUSY. The habit of being suspicious of friends and loved ones without any reasonable evidence of sufficient grounds. (Jealousy is a form of dementia praecox which sometimes becomes violent without the slightest cause). The habit of accusing wife or husband of infidelity without grounds. General suspicion of everyone, absolute faith in no one.

FAULT FINDING. The habit of finding fault with friends, relatives, business associates and loved ones upon the slightest provocation, or without any cause whatsoever.

GAMBLING. The habit of gambling, stealing, cheating, and otherwise taking hazardous chances to provide money for loved ones, with the belief that love can be bought. The habit of spending beyond one's means, or incurring debts, to provide gifts for loved ones, with the object of making a favorable showing. Insomnia, nervousness, lack of persistence, weakness of will, lack of self-control, lack of self-reliance, bad temper.





The commonest symptoms of this fear are: The tendency to slow down and develop an inferiority complex at the age of mental maturity, around the age of forty, falsely believing one's self to be "slipping" because of age. (The truth is that man's most useful years, mentally and spiritually, are those between forty and sixty).

The habit of speaking apologetically of one's self as "being old" merely because one has reached the age of forty, or fifty, instead of reversing the rule and expressing gratitude for having reached the age of wisdom and understanding.

The habit of killing off initiative, imagination, and self-reliance by falsely believing one's self too old to exercise these qualities. The habit of the man or woman of forty dressing with the aim of trying to appear much younger, and affecting mannerisms of youth; thereby inspiring ridicule by both friends and strangers.

SYMPTOMS OF THE FEAR OF DEATH. The general symptoms of this fear are:

The habit of thinking about dying instead of making the most of life, due, generally, to lack of purpose, or lack of a suitable occupation. This fear is more prevalent among the aged, but sometimes the more youthful are victims of it. The greatest of all remedies for the fear of death is a burning desire for achievement, backed by useful service to others. A busy person seldom has time to think about dying. He finds life too thrilling to worry about death. Sometimes the fear of death is closely associated with the Fear of Poverty, where one's death would leave loved ones poverty-stricken. In other cases, the fear of death is caused by illness and the consequent breaking down of physical body resistance. The commonest causes of the fear of death are: ill-health, poverty, lack of appropriate occupation, disappointment over love, insanity, religious fanaticism.

The person who gives expression, by word of mouth, to negative or destructive thoughts will experience a destructive "kick-back."

One is never through with a thought, merely by releasing it.





You may control your own mind, you have the power to feed it whatever thought impulses you choose. With this privilege goes also the responsibility of using it constructively. You are the master of your own earthly destiny just as surely as you have the power to control your own thoughts. You may influence, direct, and eventually control your own environment, making your life what you want it to be.



THE DEVIL'S WORKSHOP - THE SEVENTH BASIC EVIL

SUSCEPTIBILITY TO NEGATIVE INFLUENCES.

HOW TO PROTECT YOURSELF AGAINST NEGATIVE INFLUENCES

To protect yourself against negative influences, whether of your own making, or the result of the activities of negative people around you, **recognize that you have a will-power, and put it into constant use**, until it builds a wall of immunity against negative influences in your own mind.

Recognize the fact that you, and every other human being, are, by nature, lazy, indifferent, and susceptible to all suggestions which harmonize with your weaknesses.

Recognize that you are, by nature, susceptible to all the six basic fears, and set up habits for the purpose of counteracting all these fears.

Recognize that negative influences often work on you through your subconscious mind, therefore they are difficult to detect, and keep your mind closed against all people who depress or discourage you in any way.

Clean out your medicine chest, throw away all pill bottles, and stop pandering to colds, aches, pains and imaginary illness.

Deliberately seek the company of people who influence you to **THINK AND ACT FOR YOURSELF**.



The most common weakness of all human beings is the habit of leaving their minds open to the negative influence of other people.

To aid those who wish to see themselves as they really are, the following list of questions has been prepared. Read the questions and state your answers aloud, so you can hear your own voice. This will make it easier for you to be truthful with yourself.

SELF-ANALYSIS TEST QUESTIONS

Do you complain often of "feeling bad," and if so, what is the cause?

Do you find fault with other people at the slightest provocation?

Do you frequently make mistakes in your work, and if so, why?

Are you sarcastic and offensive in your conversation?

Do you deliberately avoid the association of anyone, and if so, why?

Do you suffer frequently with indigestion? If so, what is the cause?

Does life seem futile and the future hopeless to you? If so, why?

Do you like your occupation? If not, why? Do you often feel self-pity, and if so why? Are you envious of those who excel you?

To which do you devote most time, thinking of SUCCESS, or of FAILURE?

Are you gaining or losing self-confidence as you grow older?

Do you learn something of value from all mistakes?

Are you permitting some relative or acquaintance to worry you? If so, why?

Are you sometimes "in the clouds" and at other times in the depths of despondency?

Who has the most inspiring influence upon you? What is the cause?

Do you tolerate negative or discouraging influences which you can avoid?

Are you careless of your personal appearance? If so, when and why?

Have you learned how to “drown your troubles” by being too busy to be annoyed by them?

Would you call yourself a “spineless weakling” if you permitted others to do your thinking for you?

Do you neglect internal bathing until auto-intoxication makes you ill-tempered and irritable?

How many preventable disturbances annoy you, and why do you tolerate them?

Do you resort to liquor, narcotics, or cigarettes to “quiet your nerves”? If so, why do you not try will-power instead?

Does anyone “nag” you, and if so, for what reason? Do you have a DEFINITE MAJOR PURPOSE, and if so, what is it, and what plan have you for achieving it?

Do you suffer from any of the Six Basic Fears? If so, which ones?

Have you a method by which you can shield yourself against the negative influence of others? Do you make deliberate use of auto-suggestion to make your mind positive?

Which do you value most, your material possessions, or your privilege of controlling your own thoughts?

Are you easily influenced by others, against your own judgment?

Has today added anything of value to your stock of knowledge or state of mind?

Do you face squarely the circumstances which make you unhappy, or sidestep the responsibility?

Do you analyze all mistakes and failures and try to profit by them or, do you take the attitude that this is not your duty?

Can you name three of your most damaging weaknesses? What are you doing to correct them? Do you encourage other people to bring their worries to you for sympathy?



Do you choose, from your daily experiences, lessons or influences which aid in your personal advancement?

Does your presence have a negative influence on other people as a rule?

What habits of other people annoy you most?

Do you form your own opinions or permit yourself to be influenced by other people?

Have you learned how to create a mental state of mind with which you can shield yourself against all discouraging influences?

Does your occupation inspire you with faith and hope?

Are you conscious of possessing spiritual forces of sufficient power to enable you to keep your mind free from all forms of fear?

Does your religion help you to keep your own mind positive?

Do you feel it your duty to share other people's worries? If so, why?

If you believe that "birds of a feather flock together" what have you learned about yourself by studying the friends whom you attract?

What connection, if any, do you see between the people with whom you associate most closely, and any unhappiness you may experience?

Could it be possible that some person whom you consider to be a friend is, in reality, your worst enemy, because of his negative influence on your mind?

By what rules do you judge who is helpful and who is damaging to you?

Are your intimate associates mentally superior or inferior to you?

How much time out of every 24 hours do you devote to:

- a. your occupation
- b. sleep
- c. play and relaxation
- d. acquiring useful knowledge
- e.. plain waste



Who among your acquaintances,

- a. encourages you most
- b. cautions you most
- c. discourages you most
- d. helps you most in other ways

What is your greatest worry? Why do you tolerate it?

When others offer you free, unsolicited advice, do you accept it without question, or analyze their motive?

What, above all else, do you most desire? Do you intend to acquire it? Are you willing to subordinate all other desires for this one? How much time daily do you devote to acquiring it?

Do you change your mind often? If so, why? Do you usually finish everything you begin?

Are you easily impressed by other people's business or professional titles, college degrees, or wealth? Are you easily influenced by what other people think or say of you?

Do you cater to people because of their social or financial status?

Whom do you believe to be the greatest person living? In what respect is this person superior to yourself?

How much time have you devoted to studying and answering these questions? (At least one day is necessary for the analysis and the answering of the entire list.)

Mind control is the result of self-discipline and habit.

The most practical of all methods for controlling the mind is the habit of keeping it busy with a definite purpose, backed by a definite plan.

"It has always been a mystery to me," said Elbert Hubbard, "why people spend so much time deliberately fooling themselves by creating alibis to cover their weaknesses. If used differently, this same time would be sufficient to cure the weakness, then no alibis would be needed."



Previously you may have had a logical excuse for not having forced Life to come through with whatever you asked, but that alibi is now obsolete, because you are in possession of the Master Key that unlocks the door to Life's bountiful riches.



THIS STANDING ARMY IS AT YOUR SERVICE

It is **YOUR** army if you will take charge of it.

These soldiers are labelled:

- definite chief aim;
- habit of saving;
- self confidence;
- imagination;
- initiative;
- leadership;
- enthusiasm;
- self control;
- doing more than paid for;
- pleasing personality;
- accurate thought;
- concentration;
- co-operation;
- failure;
- tolerance;
- golden rule;
- the master mind.



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