

The Magic of Thinking Big

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Author's Bio: Dr. David Schwartz was a professor at Georgia State University in Atlanta and the president of Creative Educational Services, Inc, a consulting firm specializing in leadership development.

Author's big thought: The Magic of Thinking Big gives you useful methods, not empty promises. Dr. Schwartz presents a carefully designed program for getting the most out of your job, your marriage and your community. He proves that you don't have to be an intellectual or have an innate talent to attain great success and satisfaction – but you do need to learn and understand the habit of thinking and behaving in ways that will get you there. This book gives you the secrets.

Chapter Notes:

Believe You Can Succeed and You Will

- Every human being wants success. Everybody wants the best this life can deliver.
- Belief, the “I’m-positive-I-can” attitude, generates the power, skill, and energy needed to do. When you believe I-can-do-it, the how-to-do-it develops.
- Belief in great results is the driving force, the power behind all great books, plays, scientific discoveries. Belief in success is the one basic, absolutely essential ingredient of successful people.
- Disbelief is negative power. When the mind disbelieves or doubts, the mind attracts “reasons” to support the disbelief. Doubt, disbelief, the subconscious will to fail, the not really wanting to succeed, is responsible for most failures.
- Look across the way at the person who is advancing forward. He believes he is worth much, and he receives much. He believes he can handle big, difficult assignments—and he does. Everything he does, the way he handles himself with people, his character, his thoughts, his viewpoints, all say, “Here is a professional. He is an important person.”
- A person is a product of his own thoughts. Believe Big, and grow big.
- Your mind is a “thought factory.” It’s a busy factory, producing countless thoughts in one day. Production in your thought factory is under the charge of two foremen, one of whom we will call Mr. Triumph and the other Mr. Defeat.

- Mr. Triumph is in charge of manufacturing positive thoughts. He specializes in producing reasons why you can, why you're qualified, why you will.
- The other foreman, Mr. Defeat, produces negative, deprecating thoughts. He is your expert in developing reasons why you can't, why you're weak, why you're inadequate. His specialty is the "why-you-will-fail" chain of thoughts.
- Now, the more work you give either of these two foremen the stronger he becomes. The only wise thing to do is fire Mr. Defeat. You don't need him. You don't want him around telling you that you can't, you're not up to it, you'll fail, and so on. Mr. Defeat won't help you get where you want to go, so boot him out.
- Use Mr. Triumph 100 percent of the time. When any thought enters your mind, ask Mr. Triumph to go to work for you. He'll show you how you can succeed.
- Those who convert opportunity into reward will be those wise people who learn how to think themselves to success.
- Here is the first step toward success. Believe in yourself, believe you can succeed.
- Here are the three guides to acquiring and strengthening the power of belief:
 - Think success, don't think failure.
 - Remind yourself regularly that you are better than you think you are.
 - Believe big. The size of your success is determined by the size of your belief.
- Persons who reach the top rungs in business management and in every other pursuit get there by following conscientiously and continuously a plan for self-development and growth.
- The "what" of your personal training program for success is built on the attitudes and techniques of successful people. The "how" of your plan for development and growth is a series of concrete guides for action.
- Your personal training program for success will bring you a series of rewards.

Cure Yourself of Excusitis, the Failure Disease

- As you think yourself to success, that's what you will study, people, very carefully to discover, then apply, success-rewarding principles to your life.
- Unsuccessful people suffer a mind-deadening thought disease. We call this disease excusitis.
- Excusitis explains the difference between the person who is going places and the fellow who is barely holding his own. You will find that the more successful the individual, the less inclined he is to make excuses.
- Like any disease, excusitis gets worse if it isn't treated properly. Once the victim of this failure disease has selected a good excuse, he sticks with it. Then he relies on the excuse to explain to himself and others why he is not going forward. And each time the victim makes the excuse, the excuse becomes imbedded deeper within his sub consciousness.
- Procedure one, then, in your individual program of thinking yourself to success, must be to vaccinate yourself against excusitis, the disease of the failures.

The Four Most Common Forms of Excusitis

1. *"But My Health Isn't Good."*

The best vaccine against health excusitis consists of these four doses

1. Refuse to talk about your health.
2. Refuse to worry about your health.
3. Be genuinely grateful that your health is as good as it is.
4. Remind yourself often, "it's better to wear out than to rust out"

2. *"You've Got to Have Brains to Succeed."*

- Most of us make two basic errors with respect to intelligence:
 - we underestimate our own brainpower,
 - we overestimate the other fellow's brainpower.
- The thinking that guides your intelligence is much more important than how much intelligence you have.
- Your, negative, pessimistic, depreciating attitudes rather than insufficient intelligence holds back thousands of young executives.
- We can't do much to change the amount of native ability, but we can certainly change the way we use what we have.
- Knowledge is power—when you use it constructively. Knowledge is only potential power.
- Three Ways to Cure Intelligence Excusitis:
 1. Never underestimate your own intelligence, and never overestimate the intelligence of others.
 2. Remind yourself several times daily, "My attitudes are more important than my intelligence.
 3. Remember that the ability to think is of much greater value than the ability to memorize facts.

3. *"It's No Use. I'm Too Old (or Too Young)."* This is the failure disease of never being the right age,

- Curing yourself of age excusitis often opens doors to opportunities that you thought were locked.
- The cure for age excusitis is:
 1. Look at your present age positively.
 2. Compute how much productive time you have left.
 3. Invest future time in doing what you really want to do.

4. *"But My Case Is Different; I Attract Bad Luck."*

- Conquer Luck Excusitis in Two Ways
 1. Accept the law of cause and effect. Take a second look at what appears to be someone's "good luck". Not luck but preparation, planning, and success-producing thinking preceded his good fortune.
- Don't be a wishful thinker. Success comes from doing those things and mastering those principles that produce success. Luck simply isn't designed to deliver those good things. Concentrate on developing those qualities in yourself that will make you a winner.

Build Confidence and Destroy Fear

1. Yes, fear is real. And we must recognize it exists before we can conquer it. Most fear today is psychological.
2. Fear is success enemy number one. Fear stops people from capitalizing on opportunity; Fear wears down physical vitality; fear actually makes people sick, causes organic difficulties, shortens life.
3. Fear is a powerful force. In one way or another fear prevents people from getting what they want from life.
4. Ion cures fear. Indecision, postponement, on the other hand, fertilize fear.
5. Action cures fear.

PUT THESE FIVE PROCEDURES TO WORK FOR YOU

1. Action cures fear. Isolate your fear and then take constructive action. Inaction – doing nothing about a situation - strengthens fear and destroys confidence. When we face tough problems, we stay mired in the mud until we take action. Hope is a start. But hope needs action to win victories. There is some kind of action for any kind of fear.
Hesitation only enlarges, magnifies the fear. Take action promptly. Be decisive.
2. Make a supreme effort to put only positive memories in your memory bank. Don't let negative, self – deprecating thoughts grow into mental monsters. Simply refuse to recall unpleasant events or situations. Lack of self-confidence can be traced directly to a mismanaged memory. Here are two specific things to do to build confidence through efficient management of your memory bank.
 1. Deposit only positive thoughts in your memory bank. Negative thoughts produce needless wear and tear on our mental motor. They create worry, frustration, and feelings of inferiority. Recall pleasant, positive experiences. This boosts confidence. Just before you go to sleep, deposit good thoughts in your memory bank. Recall your little stories and accomplishments. Go over the reasons why you are glad to be alive.
 2. Withdraw only positive thoughts from your memory bank. Any negative thought, if fertilized with repeated recall, can develop into a real mind monster, breaking down confidence and paving the way to serious psychological difficulties. Your mind wants you to forget the unpleasant. If you will just cooperate, unpleasant memories will gradually shrivel. Withdraw only positive thoughts from your Memory bank. Let the others fade away. And your confidence will zoom upward. You take a big step forward toward conquering fear when you refuse to remember negative, self-deprecating thoughts.
3. Put people into proper perspective
 - Fear of other people is a big fear. But there is a way to conquer it. You can conquer fear of people if you will learn to put them into proper perspective.
 - There are two ways to put people in proper perspective
 - Get a balanced view of the other fellow. Keep these two points mind when dealing with people: first, the other fellow is important. You are important, too.
 - Develop an understanding attitude. You need a defense against the adult bully. Underneath he's probably a very nice guy. Most folks are. Remember those two short sentences next time someone declares war on you.

4. Make everything about you say “I am confident, I am really confident”. Doing what’s right keeps your conscience satisfied. And this builds self-confidence. When we do what is known to be wrong, two negative things happen. First, we feel guilt and this guilt eats away confidence. Second, other people sooner or later find out and lose confidence in us.
 - Do what’s right and keep your confidence. That’s thinking yourself to success. To think confidently, act confidently.
 - People who are shy in introducing themselves can replace this timidity with confidence just by taking three simple actions simultaneously: First, reach for the other person’s hand and clasp it warmly. Second, look directly at the other person. And then say, “I’m very glad to know you.” These three simple actions automatically and instantaneously banish shyness. Confident action produces confident thinking. So, to think confidently, act confidently. Act the way you want to feel.
 - Here are five confidence-building exercises. Make a conscious effort to practice them and build your confidence. Practice the following techniques:
 1. Be a front seater - Sitting up front builds confidence
 2. Make eye contact - Make your eyes work for you. Aim them right at the other person’s eyes. It not only gives you confidence, it wins you confidence, too.
 3. Walk 25% faster - Psychologists also tell us you can actually change your attitudes by changing your posture and speed of movement. Body action is the result of mind action. Use the walk-25-percent-faster technique to help build self confidence. Throw your shoulders back, lift up your head, move ahead just a little faster, and feel self-confidence grow.
 4. Speak up - Practice speaking up. The more you speak up, the more you add to your confidence, and the easier it is to speak up the next time. Speak up. It’s a confidence-building vitamin. Speak up, say something voluntarily at every business conference, committee meeting, community forum you attend.
 5. Smile big - Try to feel defeated and smile big at the same time. You can’t. A big smile gives you confidence. A big smile beats fear, rolls away worry, defeats despondency. A real smile melts away the opposition of others—and instantly, too.

How to Think Big

- The tendency for so many people to think small means there is much less competition than you think for a very rewarding career.
- How big we think determines the size of our accomplishments.
- Probably the greatest human weakness is self-deprecation—that is, selling oneself short.
- Most self-evaluation consists of making long mental lists of one’s faults, shortcomings, inadequacies.
- Here is an exercise to help you measure your true size.
 1. Determine your five chief assets. E.g. Education, experience, attitudes, personality, initiative.
 2. Under each asset, write the names of three persons you know who have achieved large success but who do not have this asset to as great a degree as you.
- When you’ve completed this exercise, you will find you outrank many successful people on at least one asset.

- The only thing that counts about one’s vocabulary is the effect his words and phrases have on his own and others’ thinking.
- We do not think in words and phrases. We think only in pictures and/or images. The mind, automatically converts words and phrases into mind pictures. The mind pictures we see are modified by the kinds of words we use to name things and describe things.
- Big thinkers are specialists in creating positive, forward-looking, optimistic pictures in their own minds and in the minds of others. To think big, we must use words and phrases g, positive mental images.
- Here are four ways to help you develop a big thinker’s vocabulary.
 1. Use big, positive, cheerful words and phrases to describe how you feel. Become known as a person who always feels great. It wins friends.
 2. Use bright, cheerful, favorable words and phrases to describe other people.
 3. Use positive language to encourage others. Compliment people personally at every opportunity. Praise, sincerely administered, is a success tool.
 4. Use positive words to outline plans to others.
- Stretch your vision. See what can be, not just what is . Big thinkers train themselves to see not just what is but what can be. Look at things not as they are, but as they can. Visualization adds value to everything. A big thinker always visualizes what can be done in the future. He isn’t stuck with the present.
- Here is how you can develop your power to see what can be, not just what is. These are the “practice adding value” exercises.
 1. Practice adding value to things. Look for ideas to make things worth more.
 2. Practice adding value to people. Ask what can I do to ‘add value’ to bring out the best in a person, you must first visualize his best.
 3. Practice adding value to yourself. Ask, “What can I do to make myself more valuable today?” Visualize yourself not as you are but as you can be.
 4. Practice being a big thinker. See the company’s interest as identical with your own.
- What successful public speakers have in common: They have something to say and they feel a burning desire for other people to hear it.
- Practice these three procedures to help yourself think about trivialities:
 1. Keep your eyes focused on the big objective.
 2. Ask “Is it really important?” Before becoming negatively excited. There is no better way to avoid frustration over petty matters than to use this technique.
 3. Don’t fall into the triviality trap. Concentrate on important things;

How to Think and Dream Creatively

- For some illogical reason, science, engineering, art, and writing got tabbed as about the only truly creative pursuits. Creative thinking is simply finding new, improved ways to do anything.
- Step one: Believe it can be done. To do anything, we must first believe it can be done. Believing something can be done sets the mind in motion to find a way to do it. How many of you fed it is possible to eliminate jails within the next thirty years?”

- Then ask, “Now, assuming we can eliminate jails, how could we begin.” When you believe something is impossible, your mind goes to work for you to prove why. But when you believe, really believe, something can be done; your mind goes to work for you and helps you find the ways to do it.
- Belief releases creative powers. Disbelief puts the brakes on. Believe, and you’ll start thinking—constructively. Your mind will create a way if you let it.
- Believe it can be done. That’s basic to creative thinking. Believing a solution paves the way to solution.
- Eliminate “impossible,” “won’t work,” “cant do, use trying” from your thinking and speaking vocabularies. Eliminate the word impossible from your thinking and speaking vocabularies. Impossible is a failure word. The thought “It’s impossible” sets off a chain reaction of other thoughts to prove you’re right.
- Think of something special you’ve been wanting to do but felt you couldn’t. Now make a list of reasons why you can do it. There is no one best way to do anything. There are as many best ways as there are creative minds.
- Traditional thinking is personal enemy number one for the person who is interested in a creative personal success program. Traditional thinking freezes your mind, blocks your progress, and prevents you from developing creative power. Here are three ways to fight it:
 1. Become receptive to ideas. Welcome new ideas.
 2. Be an experimental person. Break up fixed routines.
 3. Be progressive, not regressive. Successful people, like successful businesses, live with these questions: “How can I improve the quality of my performance? How can I do better?”
- Big success calls for persons who continually set higher standards for themselves and others, persons who are searching for ways to increase efficiency, to get more output at lower cost, do more with less effort. Top success is reserved for the I-can-do-it-better kind of person.
- Each day before you begin work, devote ten minutes to thinking “How can I do a better job today” “How can I increase my personal efficiency?” This exercise is simple. But it works. Try it, and you will find unlimited creative ways to win greater success.
- Capacity is a state of mind. How much we can do depends on how much we think we can do. When you really believe you can do more, your mind thinks creatively and shows you the way.
- In business, in the home, in the community, the success combination is do what you do better (improve the quality of your output) and do more of what you do (increase the quantity of your output).
- Convinced it pays to do more and better? Then try this two-step procedure:
 1. Eagerly accept the opportunity to do more.
 2. Next, concentrate on “How can I do more?” Creative answers will come. Some of these answers may be better planning and organization of your present work or taking intelligent shortcuts in your routine activities, or possibly dropping nonessential activities altogether. But the solution for doing more will appear.

- Practice asking and listening. Ask and listen, and you will obtain raw material for reaching sound decisions. In hundreds of interviews with people at all levels the author made this discovery: The bigger the person, the more apt he is to encourage you to talk; the smaller the person, the more apt he is to preach to you.
 - Big people monopolize the listening.
 - Small people monopolize the talking.
- Try this three-stage program to strengthen your creativity through asking and listening:
 1. Encourage others to talk. You win a double-barreled victory: your mind soaks up raw material that you can use to produce creative thought, and you win friends. There is no surer way to get people to like you than to encourage them to talk to you.
 2. Test your own views in the form of questions.
 3. Concentrate on what the other person says. Listening is more than just keeping your own mouth shut. Listening means letting what's said penetrate your mind. So often people pretend to listen when they aren't listening at all. They're just waiting for the other person to pause so they can take over with the talking. Concentrate on what the other person says. Evaluate it. That's how you collect mind food.
- Stretch your mind. Get stimulated. Associate with people who can help you think of new ideas, new ways of doing things. Mix with people of different occupational and social interests.
- There are many ways to get mental stimulation, but here are two that you can incorporate into your pattern of life.
 1. First, join and meet regularly with at least one professional group that provides stimulation in your own occupational area. Stimulation from others is excellent mind food.
 2. Second, join and participate in at least one group outside your occupational interests.
- Ideas are fruits of your thinking. But they've got to be harnessed and put to work to have value. Very few ideas bear fruit.
- Use these three ways to harness and develop your ideas:
 1. Don't let ideas escape. Write them down. Memory is a weak slave when it comes to preserving and nurturing brand-new ideas.
 2. Next, review your ideas. File these ideas in an active file. So long as the idea has any promise, keep it.
 3. Cultivate and fertilize your idea. Investigate all angles. Resolve to put your ideas in salable form. An idea written or in some sort of picture or diagram form has many times more telling power than the idea presented only in oral form.

You Are What You Think You Are

- You'll also observe that those persons who command the most respect are also the most successful. What is the explanation? It can be distilled into one word: thinking. Thinking

does make it so. Others see in us what we see in ourselves. We receive the kind of treatment we think we deserve. Thinking regulates actions.

- To be important, we must think we are important, really think so; then others will think so too. Here again is the logic:
 - How you think determines how you act.
 - How you act in turn determines: How others react to you.
- Like other phases of your personal program for success, winning respect is fundamentally simple. You must first think you deserve respect. Self-respect shows through in everything we do.
- Look important; it helps you think important. Your appearance talks to you. Be sure it lifts your spirits and builds your confidence. Your appearance talks to others. Make certain it says, “Here is an important person: intelligent, prosperous, and dependable.”
- Look at yourself through your superior’s eyes, your associates’ eyes. Use clothing as a tool to lift your spirits, build confidence. Your physical exterior affects your mental interior. How you look on the outside affects how you think and feel on the inside. Your appearance talks to you; but it also talks to others. It helps determine what others think of you. Your appearance is the first basis for evaluation to the time it takes to form them.
- The better you are packaged, the more public acceptance you will receive. Pay twice as much and buy half as many. Insofar as appearance is concerned, quality is far more important than quantity. You owe it to others—but, more important, you owe it to yourself to look your best.
- Like your appearance, the way you think toward your work says things about you to your superiors, associates, and subordinates—in fact, to everyone with whom you come in contact.
- There is concrete evidence that you are what you think you are, what your thought power directs you to become. Think you’re weak, think you lack what it takes, think you will lose, think you are second-class—think this way, and you are doomed to mediocrity. Think instead, I am important. I do have what it takes. I am a first-class performer. My work is important. Think this way, and you’re headed straight to success.
- The key to winning what you want lies in thinking positively toward yourself. The only real basis other people have for judging your abilities is your actions. And your actions are controlled by your thoughts. You are what you think you are.
- Executives answer the question “What would he do on that specific level?” By first answering the question “What kind of a job is he doing where he is now?”
- A person who thinks his job is important receives mental signals on how to do his job better; and a better job means more promotions, more money, more prestige, and more happiness.
- The way we think toward our jobs determines how our subordinates think toward their jobs. The job attitudes of our subordinates are direct reflections of our own job attitudes.
- You are what you think. Think enthusiasm and you’ll be enthusiastic. To get high-quality work, be enthusiastic about the job you want done. Others will catch the enthusiasm you generate and you’ll get first-class performance.

- Here are two suggestions for getting others to do more for you:
 1. Always show positive attitudes toward your job so that your subordinates will “pick up” right thinking.
 2. As you approach your job each day, ask yourself, “Am I worthy in every respect of being imitated? Are all my habits such that I would be glad to see them in my subordinates?”
- To be on top, you’ve got to feel like you’re on top. Give yourself a pep talk and discover how much bigger and stronger you feel. Practice uplifting self-praise. Don’t practice belittling self-punishment.
- You are what you think you are. Think more of yourself and there is more of you.
- Here’s how to build your “sell-yourself-to-yourself” commercial.
 - First, select your assets, your points of superiority. Ask yourself, “What are my best qualities?” Don’t be shy in describing yourself.
 - Next, put these points down on paper in your own words. Write your commercial to you. Then talk to yourself. Be very direct. Don’t think of anyone but you as you say your commercial.
 - Third, practice your commercial out loud in private at least once a day. Repeat your commercial forcefully with determination.
 - Fourth, read your commercial silently several times every day. Read it before you tackle anything that demands courage. Read it every time you feel let down. Keep your commercial handy at all times—then use it.
- A lot of people, may refuse to believe that success comes from managed thinking. But please! Don’t accept the judgment of average people. You are not average. Ask the most successful person you know what he thinks about it. Ask him, and then start selling yourself to yourself.

Manage Your Environment: Go First Class

- The mind reflects what its environment feeds it just as surely as the body reflects the food you feed it. You are a product of your environment. Environment shapes us, makes us think the way we do. More important, the size of your thinking, your goals, your attitudes, and your very personality is formed by your environment.
- Companionship with people with big ideas raises the level of our thinking; close contact with ambitious people gives us ambition.
- The number one obstacle on the road to high-level success is the feeling that major accomplishment is beyond reach. This attitude stems from many, many suppressive forces that direct our thinking toward mediocre levels.
- As a result of being bombarded with the “you-can’t-get-ahead-so-don’t-bother-to-try” propaganda, most people you know can be classified into three groups:
 - *First group:* Those who surrendered completely. You can easily spot these people because they go to great lengths to rationalize their status and explain how “happy” they really are.

- *Second group:* Those who surrendered partially. A second but much smaller group enters adult life with considerable hope for success. These people prepare themselves. They work. They plan. But, after a decade or so, resistance begins to build up, competition for top-level jobs looks rugged. This group then decides that greater success is not worth the effort. Actually, this group has developed a set of fears: fear of failure, fear of social disapproval, fear of insecurity, fear of losing what they already have. These people aren't satisfied because deep down they know they have surrendered. This group includes many talented, intelligent people who elect to crawl through life because they are afraid to stand up and run.
- *Third group:* Those who never surrender. This group, maybe 2 or percent of the total, doesn't let pessimism dictate, doesn't believe in surrendering to suppressive forces, doesn't believe in crawling. Instead, these people live and breathe success. This group is the happiest because it accomplishes the most. These people look forward to each new day, each new encounter with other people, as adventures to be lived fully. To get—and stay—in this group, however, we must fight off the suppressive influences of our environment.
- People, who tell you it cannot be done almost always are unsuccessful people, are strictly average or mediocre at best in terms of accomplishment. The opinions of these people can be poison.
- Develop a defense against people who want to convince you that you can't do it. Accept negative advice only as a challenge to prove that you can do it.
- Negators are everywhere, and they seem to delight in sabotaging the positive progress of others. Some negators, are well-meaning folks. But others are jealous people who, not moving ahead themselves, want you to stumble too. Study negators. Don't let them destroy your plans for success. Make no mistake about it. You are judged by the company you keep. How we think is directly affected by the group we are in.
- Be sure you're in the group that thinks right. Be careful about your source of advice.
- It's the more successful people who are the most humble and ready to help.
- Go first class when you have questions. Seeking advice from a failure is like consulting a quack on how to cure cancer.
- Here are a few simple "do's" to help make your social environment first class:
 - Do circulate in new groups. Make new friends, join new organizations, enlarge your social orbit. Then too, variety in people, like variety in anything else, adds spice to life and gives it a broader dimension.
 - Do select friends who have views different from your own. Just be sure they are persons with real potential.
 - Do select friends who stand above petty, unimportant things. Guard your psychological environment. Select friends who are interested in positive things, friends who really do want to see you succeed. Find friends who breathe encouragement into your plans and ideals.
- Thought poison is subtle, but it accomplishes "big" things. It reduces the size of our thinking by forcing us to concentrate on petty, unimportant things.

- Conversation is a big part of our psychological environment. Some conversation is healthy. But other conversation is more like walking through a poisonous, radioactive cloud. It chokes you. It makes you feel ill. It turns you into a loser.
- Gossip is just negative conversation about people, Not all conversation is gossip. Bull sessions, shop talk, and just “batting the breeze” are necessary at times. They serve a good purpose when they are constructive.
- In the long run, going first class actually costs you less than going second class.

Make Your Attitudes Your Allies

- Reading minds is easier than you think. We do it automatically, through attitude appraisals. People speak without a sound. How we think shows through in how we act. Attitudes are mirrors of the mind. They reflect thinking.
- Attitudes do more than show through. They “sound” through too. We read attitudes through expressions and voice tones and inflections. For millions of years people communicated with other people by body and facial expressions and sounds, not words. And we still communicate our attitudes, our feelings toward people and things, the same way.
- When our attitude is right, our abilities reach a maximum of effectiveness and good results inevitably follow.
- Grow these three attitudes. Make them your allies in everything you do.
 1. Grow the attitude of I’m activated.
 2. Grow the attitude of You are important.
 3. Grow the attitude of Service first.
- To activate others, you must first activate yourself. To activate others, to get others to be enthusiastic, you must first be enthusiastic yourself. A person who lacks enthusiasm never develops it in another. But a person who is enthusiastic soon has enthusiastic followers. Enthusiasm can make things 1,100 percent better. Results come in proportion to enthusiasm applied.
- Here is a three-step procedure that will help you to develop the power of enthusiasm.
 1. *Dig into it deeper.* To get enthusiastic, learn more about the thing you are not enthusiastic about. Use the dig-into-it-deeper technique to develop enthusiasm toward other people. Find out all you can about another person—what he does, his family, his background, his ideas and ambitions—and you’ll find your interest in and enthusiasm about him mounting. Keep digging, and you’re certain to find some common interests. Keep digging, and you’ll eventually discover a fascinating person. To get enthusiasm about anything—people, places, things dig into it deeper. Put this principle to work next time you must do something you don’t want to do. Put this principle to work next time you find yourself becoming bored. Just dig in deeper and you dig up interest.
 2. *In everything you do, life it up.* Enthusiasm, or lack of it, shows through in everything you do and say. Life up your handshaking. When you shake hands, shake. Life up your smiles. Smile with your eyes. Life up your “thank yous.” Life up your talk. Put

vitality into your speaking. And when you put life in your talk you automatically put more life in you.

3. *Broadcast good news.* Good news does more than get attention; good news pleases people. Good news develops enthusiasm. Make it a habit always to speak favorably about the weather regardless of what the weather actually is. Complaining about the weather makes you more miserable and it spreads misery to others. Broadcast good news about how you feel. How we feel is, in large part, determined by how we think we feel. Transmit good news to the people you work with. Make this little test regularly to keep you on the right track. Whenever you leave a person, ask yourself, "Does that person honestly feel better because he has talked with me?" This self-training device works. Apply it when talking with employees, associates, your family, customers, even with casual acquaintances. Broadcasting good news activates you, makes you feel better- Broadcasting good news makes other people feel better too.
- Grow the "You are important" attitude. Each human being has this desire: he wants to feel important. The desire to be important is man's strongest, most compelling non-biological hunger. Satisfying the craving, the hunger, to be important carries you forward to success. On the philosophical side, our religions, our laws, our entire culture are based on the belief of the importance of the individual.
 - There is a reason why the "you are unimportant" attitude prevails. Most folks look at another person and think, "He can't do anything for me. Therefore, he's not important".
 - But right there is where people make a basic blunder. The other person, regardless of his status or his income, is important you and for two giant, dollars-and-cents reasons. First, people do more for you when you make them feel important. Make someone feel important, and he cares about you. And when he cares about you, he does more for you.
 - Here's the second giant reason for making others feel important: When you help others feel important, you help yourself feel important too.
 - You must feel important to succeed. Helping others to feel important rewards you because it makes you feel more important. Try it and see. Here's how to do it:
 - Practice appreciation. Make it a rule to let others know you appreciate what they do for you. Practice appreciation with a warm, sincere smile. A smile lets others know you notice them and feel kindly toward them. Practice appreciation by letting others know how you depend on them. Practice appreciation with honest, personalized compliments. Practice calling people by their names. People like to be called by name. It gives everyone a boost to be addressed by name. Two special things you must remember. Pronounce their name correctly, and spell it correctly. If you mispronounce or misspell someone's name, that person feels that you feel he is not important.
 - Don't hog glory, invest it instead. Praise, like money, can be invested to pay dividends. Praise is power. Invest the praise you receive from your superior. Pass praise on down to your subordinates, where it will encourage still greater performance. When you share praise, your subordinates know you sincerely appreciate their value.
 - Here's a daily exercise that pays off surprisingly well. Ask yourself every day, "What can I do today to make my wife and family happy?"

- Do something special for your family often. Get the family on your team. Give them planned attention.
- Want to make money? Then get the put service first attitude. It's perfectly natural—in fact, it's highly desirable—to want to make money and accumulate wealth. Money is the means to living life fully. Money, then, is a desirable objective. People with a money-first attitude become so money conscious that they forget money can't be harvested until they plant the seeds that grow the money. And the seed of money is service. Put service first, and money takes care of itself.
- You don't get a raise on the promise of better performance; you get a raise by demonstrating better performance. Put service first, and money takes care of itself.
- Here is a simple but powerful rule that will help you to develop the put-service-first attitude: Always give people more than they expect to get.
- Spend some time each day answering this question. How can I give more than is expected of me? Then apply the answers.

Think Right Toward People

- Success depends on the support of other people. The only hurdle between you and what you want to be is the support of others. A person either supports you willingly or he doesn't support you at all.
- Think right toward people, and they will like and support you.
- To consider names for a promotion, a new job, a club membership, an honor—a name is placed before the group. Comments come forth. In least nine cases out of ten, the “likability” factor is the first thing mentioned. And in an overwhelmingly large number of cases, the “likeability” factor is given far more weight than the technical factor.
- A person is not pulled up to a higher” level job. Rather, he is lifted up. The ‘individual is chosen whose record makes him stand higher than the rest. We are lifted to higher levels by those who know us as likable, personable individuals. Every friend you make lifts you just one notch higher. And being likeable makes you lighter to lift.
- Successful people follow a plan for liking people. But you would be surprised how many big people have a clear, definite, even written plan for liking people.
- President Lyndon Johnson developed his own ten-point formula for success:
 1. Learn to remember names.
 2. Be a comfortable person so there is no strain in being with you.
 3. Acquire the quality of relaxed easy-going so that things do not ruffle you.
 4. Don't be egotistical.
 5. Cultivate the quality of being interesting so people will get something of value from their association with you.
 6. Study to get the “scratchy” elements out of your personality, even those of which you may be unconscious.
 7. Sincerely attempt to heal, on an honest basis, every misunderstanding you have had or now have.
 8. Practice liking people until you learn to do so genuinely.

9. Never miss an opportunity to say a word of congratulation on anyone's achievement, or express sympathy in sorrow or disappointment.
 10. Give spiritual strength to people, and they will give genuine affection to you.
- But don't try to buy friendship; it's not for sale. When we try, we lose it two ways: we waste money. We create contempt.
 - Take the initiative in building friendships-leaders always do.
 - The most important person present is the one person most active in introducing himself. He works at building friendships.
 - Here are six ways to win friends by exercising just a little initiative:
 1. Introduce yourself to others at every possible opportunity.
 2. Be sure the other person gets your name straight.
 3. Be sure you can pronounce the other person's name the way he pronounces it.
 4. Write down the other person's name.
 5. Drop a personal note or make a phone call to the new friends you feel you want to know better. This is an important point. Most successful people follow through on new friends with a letter or a phone call.
 6. And last but not least, say pleasant things to strangers.
 - Putting these six rules to work is really thinking right about people.
 - Take the initiative.
 - Recognize the fact that no person is perfect. The most human quality about human beings is that they make mistakes, all kinds of them.
 - Recognize the fact that the other fellow has a right to be different.
 - Don't be a reformer. You have a right to your own opinion, but sometimes it's better to keep it to yourself.
 - If we think right toward people, we can find many qualities to like and admire in the same person.
 - One thought, positive or negative, sets off a whole chain reaction of similar thought. Thoughts breed like thoughts. There is real danger that if you listen to negative comments about another person, you too will go negative toward that person. In fact make a forceful promise to yourself. Refuse to let others prejudice your thinking.
 - Give first-class treatment to your employees, and you get first-class cooperation, first-class output. Think first class about everyone around you, and you'll receive first-class results in return.
 - The person who does the most talking and the person who is the most successful are rarely the same person. Almost without exception, the more successful the person, the more he practices conversation generosity. Almost without exception he encourages the other person to talk about himself, his views, his accomplishments, his family, his job, his problems.
 - Conversation generosity paves the way to greater success in two important ways:
 1. Conversation generosity wins friends.
 2. Conversation generosity helps you learn more about people.

- The average person would rather talk about himself than anything else in this world. When you give him the chance, he likes you for it. Conversation generosity is the easiest, simplest, and surest way there is to win a friend.
- The more we can learn about them, their thought processes, their strong and weak points, why they do what and as they do, the better equipped we are to influence them effectively, in the way that we want.
- Don't be a conversation hog. Listen, win friends, and learn.
- Thinking right toward people removes frustrations and stress. The big cause of stress is negative feelings toward other people.
- Practice courtesy all the time. It makes other people feel better. It makes you feel better too.
- The real test for thinking right toward people comes when things don't go exactly the way we want. Don't blame others when you receive a setback. Remember, how you think when you lose determines how long it will be until you win.
- When things go wrong. Just do two things:
 1. Ask yourself, "What can I do to make myself more deserving of the next opportunity?"
 2. Don't waste time and energy being discouraged. Don't berate yourself. Plan to win next time.

Get the Action Habit

- There are many almost-qualified people, but there is one success ingredient often missing. That is the ability to get things done, to get results.
- Excellent ideas are not enough. An only fair idea acted upon, and developed, is 100 percent better than a terrific idea that dies because it isn't followed up. Everything we have in this world, from satellites to skyscrapers to baby food, is just an idea acted upon.
- As you study people—both the successful and the just average—you find they fall into two classes. The successful are active; Call them activationists. The just average, the mediocre, the unsuccessful are passive. We'll call them passivationists.
- Mr. Activationist does. Mr. Passivationist is going to do but doesn't. Everyone wants to be an activationist. So let's get the action habit.
- A lot of passivationists got that way because they insisted on waiting until everything was 100 percent favorable before they took action. Perfection is highly desirable. But nothing manmade or man-designed is, or can be, absolutely perfect. So to wait for the perfect set of conditions is to wait forever.
- The test of a successful person is not an ability to eliminate problems before they arise, but to meet and work out difficulties when they do arise. We must be willing to make an intelligent compromise with perfection lest we wait forever before taking action. It's still good advice to cross bridges as we come to them.
- Here are two things to do to help you avoid the costly mistake of waiting until conditions are perfect before you act:

1. Expect future obstacles and difficulties. Eliminate as much risk as possible before you start. But you can't eliminate all risks.
 2. Meet problems and obstacles as they arise. The test of a successful person is not the ability to eliminate all problems before he takes action, but rather the ability to find solutions to difficulties when he encounters them.
- Make up your mind to do something about your ideas. Ideas are important. We must have ideas to create and improve anything. Ideas in themselves are not enough. An idea is of value only when acted upon.
 - Every day thousands of people bury good ideas because they are afraid to act on them.
 - Put these two thoughts deep in your mind. First, give your ideas value by acting on them. Regardless of how good the idea, Unless you do something with it, you gain nothing. Second, act on your ideas and gain mind tranquility. A good idea not acted upon produces terrible psychological pain. But a good idea acted upon brings enormous mental satisfaction.
 - Use action to cure fear and gain confidence. Here's something to remember. Action feeds and strengthens confidence; inaction in all forms feeds fear. To fight fear, act. To increase fear—wait, Postpone. Dread making a certain phone call? Make it, and dread disappears. Put it off, and it will get harder and harder to make. Dread going to a doctor for a checkup? Go, and your worry vanishes. Put off that checkup, and you feed your fear until it may grow so strong that you actually are sick.
 - Build confidence. Destroy fear through action. Action must precede action. That's a law of nature. Nothing starts itself, not even the dozens of mechanical gadgets you use daily. Your car shifts gears automatically only after you have set the right lever. The same principle applies to mind action. You get your mind in gear to make it produce for you.
 - The only way to start is to start. Don't deliberate. Don't postpone getting started. A humorist once said the most difficult problem in life was getting out of a warm bed into a cold room. The longer you lie there and think how unpleasant it will be to get up, the more difficult it becomes. Even in such a simple operation as this, mechanical action, just throwing off the covers and putting your feet on the floor, defeats dread.
 - People who get things done in this world don't wait for the spirit to move them; they move the spirit.
 - Try these two exercises:
 1. Use the mechanical way to accomplish simple but sometimes unpleasant business and household chores. Rather than think about the unpleasant features of the task, jump right in and get going without a lot of deliberation. Do this today: Pick the one thing you like to do least. Then, without letting yourself deliberate on or dread the task, do it. That's the most efficient way to handle chores.
 2. Next use the mechanical way to create ideas, map out and, solve problems, and do other work that requires top mental performance. Rather than wait for the spirit to move you, sit down and move your spirit.

- Here is a special technique guaranteed to help you: use a pencil and paper. When you write a thought on paper, your full attention is automatically focused on that thought. That's because the mind is not designed to think one thought and write another at the same time. And when you write on paper, you "write" on your mind, too. Tests prove conclusively that you remember something much longer and much more exactly if you write the thought on paper. When you want to think, start writing or doodling or diagramming. It's an excellent way to move your spirit.
- Now is the magic word of success. Tomorrow, next week, sometime, someday often are not synonyms for the failure word, *never*. Lots of good dreams never come true because we say, "I'll start someday," when we should say, "I'll start now, right now." Thinking in terms of now gets things accomplished. But thinking in terms of someday or sometime usually means failure.
- Get the "speak up" habit. Each time speak up, you strengthen yourself. Come forward with your constructive ideas. Tell yourself, "I'm in condition right now to begin. I can't gain a thing by putting it off. I'll use the 'get ready' time and energy to get going instead."
- Initiative is a special kind of action. It's doing something worthwhile without being told to do it. The person with initiative has a standing invitation to join the high income brackets in every business and profession. Here are two special exercises for developing the initiative habit:
 1. Be a crusader. When you see something that you believe ought to be done, pick up the ball and run.
 2. Be a volunteer. The volunteer stands out. He receives special attention and most important of all, he gives himself an opportunity to show he has special ability and ambition by volunteering. By all means, volunteer for those special assignments. People place confidence in the fellow who acts. They naturally assume he knows what he's doing.

How To Turn Defeat Into Victory

- It is possible to match every Mr. Skid Row with a Mr. Mediocre and a Mr. Success on every score—age, intelligence, background, nationality, you name it—with one exception. The one thing you can't match them on is their response to defeat. Mr. Success reacted differently when he got knocked down. He bounced up, learned a lesson, forgot the beating, and moved upward.
- Those who have succeeded in a major way have been pounded by losing situations. Each person in this elite corps of successful people has encountered opposition, discouragement, setbacks, personal misfortune.
- It is not possible to win high-level success without meeting opposition, hardship, and setback. But it is possible to use setbacks to propel you forward. CAA officials, successful sales executives, physicians, football coaches, and professionals in every field follow this success principle: salvage something from every setback.
- When a setback hits us personally, our first impulse is often to become so emotionally upset that we fail to learn the lesson. We can turn setbacks into victories. Find the

lesson, apply it, and then look back on defeat and smile. Defeat is only a state of mind, and nothing more.

- Condition yourself for success this way. Remind yourself that you want to be as nearly perfect as is humanly possible. Be objective. Put yourself in a glass tube and look at yourself as a disinterested third party would look at the situation. See if you have a weakness that you've never noticed before. If you have, take action to correct it. Many people become so accustomed to themselves that they fail to see ways for improvement.
- Being self-critical is constructive. It helps you to build the personal strength and efficiency needed for success. Blaming others is destructive. You gain absolutely nothing from "proving" that someone else is wrong.
- Instead of blaming luck, research those setbacks.
- We must have persistence. But persistence is only one of the ingredients of victory. Persistence blended with experimentation does guarantee success.
- Here are two suggestions for developing greater power to experiment, the ingredients when blended with persistence, gets results.
 1. Tell yourself, "There IS a way." All thoughts are magnetic. When you believe there is a way you automatically convert negative energy (let's quit, let's go back) into positive energy (let's keep going, let's move ahead). Attract solutions by believing solutions are possible.
 2. Back off and start afresh. Often we stay so close to a problem for so long that we can't see new solutions or new approaches.
- You see in any situation what you expect to see. See the good side and conquer defeat. All things do work together for good if you'll just develop clear vision.

Use Goals to Help You Grow

- A goal is an objective, a purpose. A goal is more than a dream; it's a dream being acted upon. Nothing happens; no forward steps are taken, until a goal is established. Goals are as essential to success as air is to life.
- The important thing is not where you were or where you are but where you want to get.
- Each of us can learn a precious lesson from the forward looking business. We can and should plan at least ten years ahead. You must form an image now of the person you want to be ten years from now if you are to become that image. This is a critical thought. Without goals we cannot grow.
- The most important lesson in career planning: Before you start out, know where you want to go. Like the progressive corporation, plan ahead. You are in a sense a business unit. Your talent, skills, and abilities are your "products." You want to develop your products so they command the highest possible price. Forward planning will do it. Here are two steps that will help:
 1. First visualize your future in terms of three departments: work, home, and social.
 2. Second, demand of yourself clear, precise answers to these questions: "What do I want to accomplish with my life? What do I want to be?" "And What does it take to satisfy me?"

- No one accomplishes more than he sets out to accomplish. So visualize a big future.
- The three departments of your life are closely interrelated. Each depends on the others to some extent. But the one department that has the most influence over the other departments is your work. The most important qualification for an executive is the sheer desire get ahead.
- Remember this advice of John Wanamaker: "A man is not doing much until the cause he works for possesses all there is of him."
- Desire, when harnessed, is power. Failure to follow desire, to do what you want to do most, paves the way to mediocrity. Success squires heart-and-soul effort, and you can put your heart and soul only into something you really desire. All of us have desires. All of us dream of what we really want to do. But few of us actually surrender to desire. Instead of we murder it.
- Five weapons are used to commit success suicide:
 1. Self-depreciation
 2. Security-itis
 3. Competition
 4. Parental dictation
 5. Family responsibility
- The only way to get full power, to develop full go force, is to do what you want to do. Surrender to desire and gain energy, enthusiasm, mental zip, and even better health.
- And it's never too late to let desire take over.
- The point is this: energy increases, multiplies, when you set a desired goal and resolve to work toward that goal. Many people, millions of them, can find new energy by selecting a goal and giving all they've got to accomplish that goal. Goals cure boredom. Goals even cure many chronic ailments. The most amazing thing about a deeply entrenched goal is that it keeps you on course to reach your target.
- When you surrender to your goal, the goal works itself into your subconscious mind. Your subconscious mind is always in balance. Your conscious mind is not, unless it is in tune with what your subconscious mind is thinking. Without full cooperation from the subconscious mind a person is hesitant, confused, and indecisive. Now, with your goal absorbed into your subconscious mind you react the right way automatically. The conscious mind is free for clear, straight thinking.
- The life of a highly successful person is integrated around a purpose. We must plan to accomplish something. Set goals to get things done. As you press forward to success, set goals: deadlines, target dates, self-imposed quotas. You will accomplish only what you plan to accomplish. Use goals to live longer.
- The person determined to achieve maximum success learns the principle that progress is made one step at a time. Every big accomplishment is a series of little accomplishments.
- The step-by-step method is the only intelligent way to attain any objective.
- Do this: Start marching toward your ultimate goal by making the next task you perform, regardless of how unimportant it may seem, a step in the right direction. Commit this

question to memory and use it to evaluate everything you do: “Will this help take me where I want to go?” If the answer is no, back off; if yes, press ahead.

- Examine yourself. Decide what specific things you should do to make yourself more effective. Building new positive habits and destroying old negative habits is a day-by-day process.
- Create your first thirty-day improvement guide right now. Prepare to take detours in stride. When we detour, we don’t have to change our goals. We just travel a different route.
- The biggest and most rewarding kind of investment is self-investment, purchasing things that build mental power and proficiency.
- To profit, to get the extra reward above a “normal” income in the years ahead, we must invest in ourselves. We must invest to achieve our goals.
- Here are two sound self-investments that will pay handsome profits in the years ahead:
 1. Invest in education. Real education, the kind worth investing in, is that which develops and cultivates your mind. Anything that improves thinking ability is education.
 2. Invest in idea starters. Resolve to purchase at least one stimulating book each month and subscribe to two magazines or journals that stress ideas. For only a minor sum and a minimum of time, you can be tuned in to some of the best thinkers available anywhere.

How to Think like a Leader

- Achieving high-level success requires the support and the cooperation of others.
- Success and the ability to lead others—that is, getting them to do things they wouldn’t do if they were not led—go hand in hand.
- To be a more effective leader, put these four leadership principles to work
 1. Trade minds with the people you want to influence.
 2. Think: What is the human way to handle this? Apply the “Be-Human” rule in your dealings with others.
 3. Think progress, believe in progress, and push for progress. Here are two special things you can do to develop your progressive outlook. Think improvement in everything you do. Think high standards in everything you do.
 4. Take time out to confer with yourself and tap your supreme tanking power. Managed solitude pays off your creative power. Use it to find solutions to personal and business problems. So spend some time alone every day just thinking. Use the thinking technique all great leaders use: confer with yourself.
- There are two ways to use the be-human approach to make you a better leader. First, each time you face a difficult matter involving people, ask yourself, “What is the human way to handle this?” The second way to profit from the be-human rule is to let your action show you put people first. The more interest you show in a person, the more it will produce for you. Praise is the greatest single incentive you can give people, and it costs you nothing.

Recommendation: Written over 50 years ago, this book has probably fueled the ideas behind many books that have followed.



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Many CEO's find themselves asking "What now?" to sensitive situations that only an experienced former CEO can understand. Frumi is the advisor to call to work with you and your executive team as a confidante and Team Builder. She has an uncanny knack of getting to the heart of your corporate climate and maximizing your team's performance, profitability and sustainability.

To schedule a free ***Break From the Pack to Success*** consultation email
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