

This is not a novel. It is a textbook of individual achievement. Read one chapter per night. Study, digest, absorb, and adopt it. Inspired by Andrew Carnegie. This is the story of 500 men of great wealth who began at scratch. You will learn the 13 principles of thinking and growing rich.

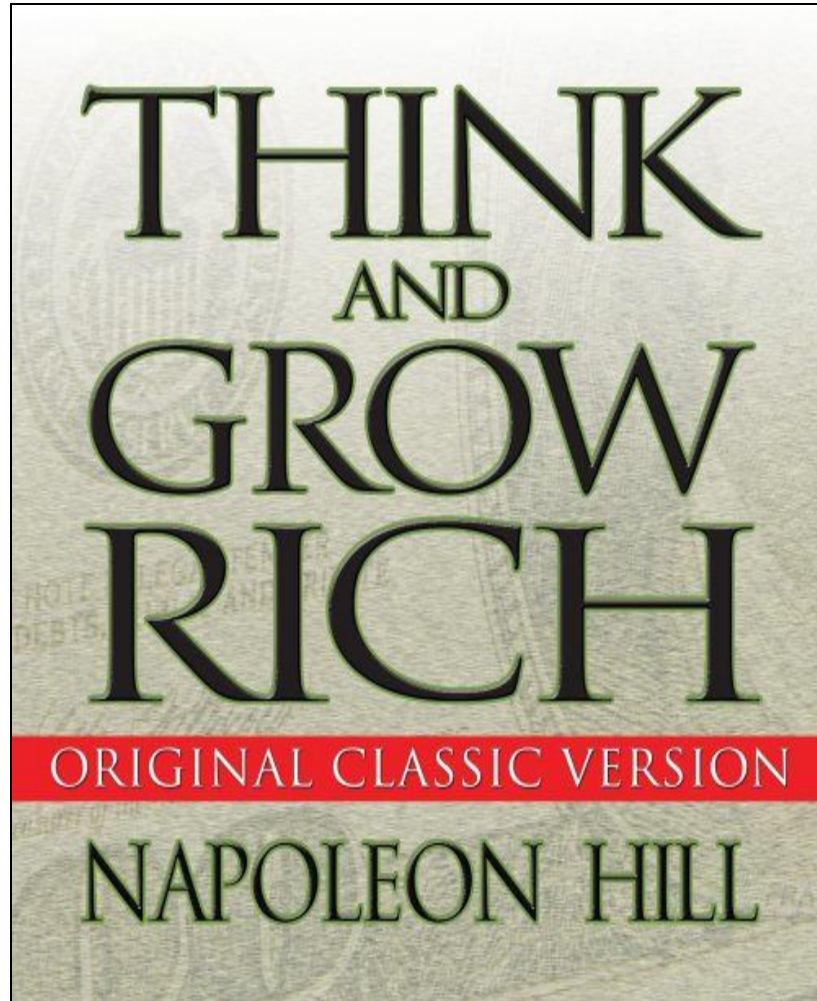


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 - Key action item: talk to Chris about the creation of a “mastermind group” with a more original name, and what that could feasibly look like

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 - Key takeaway: life is a checkerboard and your opponent is time; to achieve greatness one must first master one's own mind and shield out negative influences; the best way to do this is by keeping the mind fixated on a desirous definite purpose backed by definite plans backed by faith; the 7th basic evil is the most harmful: susceptibility to negative influences.
 - Key action item: do everything in this book. Plan your work, work your plan. Learn to quickly and intentionally *identify negativity in all its forms* and work to ruthlessly extract/shield it from your life.

Preface

Author's preface: the original "secret" was brought to the author by Andrew Carnegie. Mr. Carnegie planted the seed of "the Carnegie secret" in Napoleon's mind and then asked him to partner with him for 20 years to study, write, and communicate the formula to the world. These teachings were later espoused by Charles Schwab who appraised the value of these learnings at \$600MM. A clergyman used it to generate \$75k.

Name dropping, name dropping. Lots of name dropping.

What is education anyways? As far as schooling is concerned, many of these men had very little. The author has an earnest belief that the Carnegie secret can empower and enrich all men, regardless of meager education.

"Turn down a glass"

Parting clue: "All achievement, all earned riches, have their beginning in an idea. If you are ready for the secret, you already possess one half of it. Therefore, you will readily recognize the other half the moment it reaches your mind."

Chapter 1: Introduction

Story: The man who thought his way into partnership with Thomas A. Edison.

Truly, thoughts are **things**, and powerful things at that when mixed with definiteness of purpose, persistence, and a burning desire for their translation into riches or other material objects.

Challenges:

1. No money
2. Doesn't know Edison

Solutions:

1. Took freight train
2. Showed up and introduced himself

Edison appreciated the DESIRE he saw in Barnes. Edison thought there was potential in the man, and eventually gave him a shot. Meanwhile, Barnes stayed true to his **definiteness of purpose** and embraced "bulldog desire" to be a business associate of Edison as his desire intensified.

Opportunity: is a tricky thing and has a sly habit of sliding in the back door disguised temporary defeat misfortune, e.g. Barnes seized the "Edison dictating machine" opportunity, sold it when no one else

wanted to, and eventually earned a contract for global distribution, e.g. “Made by Edison, installed by Barnes” became the slogan of their 30-year business partnership.

Initiative + faith + will to win.

Story: 3 feet from Gold.

Key Quotes:

- “Quitting after temporary defeat is the #1 culprit of success.”
- “No doesn’t necessarily mean no.”

Story of goldminers (Darbys) who sold their land/rights when the vein of gold ceased to continue. They sold to a junkman who got a second opinion who said, due to a fault line, the gold would likely be 3 feet away from the original vein. The junkman went on to earn millions of dollars of ore. Why? Because he knew to seek expert counsel prior to defeat

Story: 50 cents for Mammy

Story of a small slave girl that bravely stands up to Mr. Darby to ask for 50 cents and effectively convert his fury into calmness. She was resolute and bold. She didn’t take no—Hill draws a parallel here to insurance sales and getting past “no” with potential customers.

Riches begin with a state of mind with a definiteness of purpose. Hill studied 25,000 people over 25 years because he too wanted to learn how wealthy men became that way.

The average man is all too familiar with the meaning **impossible**—Hill suggests cutting out of your dictionary :) Do not concern yourself with the impossible, or the things you can’t do.

- “Success comes to those who become success conscious.”
- “Failure comes to those who indifferently allow themselves to become failure conscious.”

Your mind applies myopic limits based on its own limitations.

DETERMINATION. Henry Ford succeeded primarily due to DESIRE. You are the master of your fate, the captain of your soul. . . [because we have the power to control our thoughts].

It starts with DESIRE. By magnetizing your mind until the burning is so intense it converts into a plan of action.

Teaser for next chapter vis-a-vis letter from Jennings Randolph who had received Napoleon Hill’s commencement address at Salem College in 1966. Started with wanting to make a place for himself, especially when considering the thousands of other students who were competing for the same thing. Please include personal analysis charts :) which helps answer the question: *What is standing in the way of your success? How do you convert ideas into money?*

Chapter 2: Desire—the Starting Point of all Achievement

Revisits the mindset of Barnes after exiting the train to present himself to Edison while emphasizing his desire to be Edison's associate. At first, it was only a wish. But it wasn't only a wish once he started preparing and acting on it.

Learning: it's easy to just assess the success of Barnes as a “lucky break” or “good fortune” but it started with an idea which very few people attribute to his success. But in reality, it took all of his life's energy, humility and patience to achieve what he wanted. For five years he toiled as a small part of the “Edison business wheel”, but meanwhile he was visualizing working with Edison. He started by “putting Edison on notice” and stating his intentions clearly. He focused his energy into one singular direction.

Story of warrior who burned all of the fleet's ships after arriving before battle

- The warrior said: “We now have no choice: We win or we perish.”
 - They won.
- You must be willing to burn your ships and cut all sources of retreat
- Only by doing this can we maintain the “burning desire” essential for success

Quote: “Everyone human being who reaches the age of understanding of the purpose of money wishes for it. Wishing will not bring riches. But desiring riches with a state of mind that becomes an obsession, then planning definite ways and means to acquire riches, and backing those plans with persistence which does not recognize failure, will bring riches.

Riches = Desire for riches + 6 practical steps

6 Practical Steps to Achieving Wealth

1. Pick a specific, definitive amount of money you want to obtain
2. Determine exactly what you intend to give in return for the money you desire
3. Establish a definite date when you intend to possess the money
4. Create a definite plan for carrying out your desire and begin at once whether or not you are “ready”
5. Write out a clear and concise statement of the above: the amount, means, timing and plan for achieving said wealth
6. Read your written statement twice daily: once upon rising in the morning, and once before bed.

VISUALIZE.

These are the 6 steps as espoused by Andrew Carnegie to which he attributed his success and achieving great wealth of \$100 million dollars in the early 1900s.

The 6 steps do NOT require:

- Hard labor

- Sacrifice
- Being ridiculous or credulous
- Education

Key ingredient: imagination. The accumulation can not be left to chance or good fortune. You can never have riches in great quantity without working yourself into a white heat of desire for obtaining money and believing you can achieve it. If you do not see great riches in your imagination, you will not see them in your bank account.

In summary, the essential quality for winning is a mix of:

- *Definiteness* of purpose
- *Knowledge* of what one wants
- *Burning desire* to possess it

What is a “practical dreamer”?

- Those who can and will put their dreams into action
- The practical dreamers have always been—and always will be—the pattern-makers of civilizations.
- Real leaders of the world always have been men who harnessed and put into practical use the intangible unseen forces of unborn opportunity, and have converted those forces—or impulses of thought—into skyscrapers, cities, factories, airplanes, automobiles. . . all modern conveniences
- *Tolerance* and an *open mind* are practical necessities of today
- A burning desire to **BE** and to **DO** is the starting point

How can you capture the spirit of past pioneers of thought like Columbus and Copernicus?

Quote: “Success requires no apologies. Failure permits no alibis.”

Edison’s lightbulb took over 10,000 failures. Lincoln dreamed of freedom for black slaves. The Wright brothers dreamed of a machine that could fly through the air. [Marconi](#) dreamed of harnessing the airwaves and brought a radio into everyone’s home, thus equalizing humble cabins and stately manors.

Awesome montage of those who achieved greatness by channeling their strongest emotions—often despair and failure—into creative applications.

- Thomas Edison: started as a tramp telegraph operator
- Charles Dickens: started as a label-marker; deep heartbreak spurned his first writings (heartbreak drives most men to drink)—he practiced the art of “transmuting his strongest emotions into dreams of a constructive nature”
- Helen Keller: born blind, deaf and dumb—no one is ever defeated until defeat has been accepted as a reality
- Robert Burns: started as a poor, drunk and illiterate country boy
- Booker T. Washington: born into slavery, handicapped by race and color; he stayed TOLERANCE and DREAMED
- Beethoven: was partially deaf

- Milton: born blind
- ALL OF THE ABOVE: they dreamed, and then translated their dreams into organized thought.

Poem on the nature of life: “I bargained with life for a penny, and life would pay no more. However I begged at evening when I counted my scanty store. For life is a just employer, he gives you what you ask. But once you have set the wages, why you must bear the task. I worked for a menials hire only to learn dismayed, that any wage I had asked of life, life would have willingly paid.”

Long story about a father whose son was born deaf and dumb. In short, he persisted in his desire to empower his son, and succeeded in adopting a hearing device and transforming his son's life in spite of countless challenges citing the impossibility of his endeavor.

Impossible? No such word.
Failure? No such thing.

Chapter 3: Faith

What is faith? The visualization of, and belief in, the attainment of desire.

Why is faith important? Faith is a state of mind which may be induced or created by affirmation or repeated instructions to the subconscious mind through the principle of auto-suggestion.

Most powerful of positive emotions:

- Faith, love, sex
- Faith & love: psychological
- Sex: physical

Example: Why are listening to this audiobook? Presumably the intent to transmute ideas into a reality of riches by convincing the subconscious mind that you believe that for which you ask, which the subconscious will pass back to you as faith.

Counter example: even hardened criminals start by hating crime, but eventually become accustomed to it. Over prolonged exposure criminals adopt it once the subconscious has been associated with and influenced by the cycle of belief and faith.

Quotes:

- “The unfortunate are the creators of their own misfortune.”
- “Faith is the eternal elixir which gives life, power and action to the impulse of thought.”
- Your greatest weakness is your lack of self confidence

What is self suggestion? It is a well-known fact the people come to believe, finally, what they repeat to themselves whether true or false. Moreover, he will *believe* it to be the truth. Every man is what he is because of the dominating thoughts which he permits to occupy his mind.

Significant statement of truth: Thoughts which are mixed with any of the feelings of emotions constitute a magnetic force which attracts, from the vibration of the ether, other similar or related thoughts. It replicated.

Action item: write out your mantra. Repeat is twice per day. This is the principle of auto-suggestion. You are building it into the equipment of your subconscious being.

The formula for self confidence

1. I know 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.
2. 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 30 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.
3. 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 obtaining the object back of it. Therefore, I will **devote 10 minutes daily** to demanding of myself the development of self confidence.
4. 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.
5. 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 induce others to serve me based on my willingness to serve them. I will eliminate hatred, envy, jealousy, selfishness and cynicism by developing love for all humanity because I know that a negative attitude toward others will NEVER bring me success.

Why is Ghandi powerful? Faith. He has no money, no military, no home, no orthodox “power”.

The story of Charles M. Schwab: dates back to the year 1900 when the United States Steel Corporation was first formed. This is a story of how a great fortune was created. It is glowing testament to how a man can think and grow rich.

1. It started as an imaginary idea in the mind of Charles M. Schwab
2. He mixed faith with his idea
3. He formulated a plan for the transformation of his idea into a physical and financial reality
4. He put his plan into action with his famous speech at the University Club
5. He applied and followed through on his plan with consistence and backed it with firm decision until it had been fully carried out
6. He prepared the way for success with a burning desire for success

Why did this meeting at the University Club in NYC happen in Dec 1900? J. Edwards Simmons & Charles Stewart Smith, their hearts full of gratitude for the lavish hospitality bestowed on them by Charles Schwab on a recent trip to Pittsburgh, had arranged the 7-course dinner to introduce the 38-year old steel man to 80 millionaires within the eastern banking society.

- But they didn't expect Schwab to stampede the convention. . . they actually warned Schwab that oratory would bore magnates like the Vanderbilts. Even [John Pierpont "J. P." Morgan](#) intended to be brief, and sat to Schwab's right.
- Before the evening, they were all swept off their feet, and a billion dollar baby was born with Morgan leading the charge of some. Schwab talked for 90 minutes. And an hour more after that with Morgan only. What was different? Schwab's clear cut program to aggrandize the industry. And trust.
- Schwab also deftly inferred that the Carnegie empire could be brought under the Morgan tent, thereby appealing to Morgan's ambition and self interest.
- Schwab candidly condemned the monopolists who had artificially increased the price of steel by containing the industry for short-term profits. In essence, he was an apostle of mass production, specialization of labor, and capturing global market share.
- J. P. Morgan tasked Schwab to convince Carnegie to sell. . . for, perhaps, \$320MM.
- After a friendly round of golf at St. Andrew's, they retired to the Carnegie cottage hardby where Schwab succeeded in persuading Carnegie to sell by appealing to his social devotion; Carnegie wrote a figure on a piece of paper and slide it over: \$400 million.
- The 38 year old Schwab has his reward: he was named president of the new corporate and remained in control into 1930.

Closing quotes

- "Faith removes limitations."
- "There are no limitations to the mind except those which we acknowledge. Both poverty and riches are the offspring of thought."

Chapter 4: Auto-Suggestion

What is auto-suggestion? The third step toward riches. Auto-suggestion is the medium for influencing the subconscious mind. All suggestions and self-administered stimuli which reach one's mind through the five senses. Auto-suggestion is self-suggestion.

Why is it important? The dominating thoughts which we permit to exist in our minds heavily influence our subconscious mind and therefore our action. Most humans do not exercise their control over their subconscious which is why most people are in poverty.

What is the call to action? Remember the step 6 in the 6 steps to achieving wealth, i.e. “Read your written statement twice daily: once upon rising in the morning, and once before bed”? This is the seminal call to action of this chapter.

Why is it sometimes hard? Consistent concentration and focusing on desire is hard for the sometimes fleeting mind of humans. It takes time. You must fundamentally decide that the reward of obtaining the desired outcome is worth the effort. You must be creative in order to *actually visualize the physical attainment of the desired outcome*. Your reasoning faculty can sometimes be lazy.

Summary of instructions (you will learn by only assuming an attitude of humility)

1. You must follow all instructions, i.e. speak out loud, perhaps in bed, the amount of money you intend to acquire and visualize the means by which you will attain it
 - a. Example: “By the 1st day of January, 2017, I will have in my possession \$50,000 which will come to be in various amounts in 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 salesperson at [items or service being sold].”
2. Repeat this program twice a day until you can speak it with ease and emotionally experience the outcome and the means of attainment
3. Put a copy of your statement is plain sight.

Chapter 5: Specialized Knowledge

What is specialized knowledge? The fourth step toward riches. Personal experiences or observations.

Two kinds of knowledge:

- General: widely known and generally unhelpful in the pursuit of wealth.
- Specialized: unique knowledge within a specific domain of expertise

Knowledge is not power. It is only *potential* power. It becomes power only when and if it is organized into definite plans of action and directed toward a definite end. This missing link in all forms of education is a fundamental failure in teaching students *how to use knowledge* .

Henry Ford: little schooling = uneducated? Quite the contrary.

Education, from Latin *educio*, to *draw out*, to *develop from within*. An educated man is one who has developed the faculties of his mind to acquire what he wants without violating the rights of others.

Crazy story about a court case involving Henry Ford accusing a newspaper of libel for referring him as “ignorant pacifist”. They put him on the stand to prove him uneducated. Mr. Ford was asked about a wide array of topics (which he nailed) and later became frustrated and told the inquisitive lawyer about his network of experts he could summon at the push of a button:

“Why should I clutter up my mind with general knowledge for the purpose of being able to answer questions when I have men around me who can supply any knowledge I require?”

On the importance of you future mastermind group:

- Carnegie: “I know nothing about the technical end of the steel business, nor do I care.”
- The accumulation of great fortunes calls for **power**, and power is acquired through highly organized, intelligently directed, **specialized knowledge**.
 - *But that knowledge doesn't haven't to necessarily be in the control of the man seeking the fortune.*
- How will you organize a mastermind group?
- Thomas A. Edison only had 3 months of education.
- Henry Ford: formal education of a 6 grader

How to seek and organize specialized knowledge

- People, schools, public library, special training courses
- College degrees represent miscellaneous knowledge
- Never stop acquiring specialized knowledge about your profession

What a leading industrial company was looking for in Columbia grads circa 1950?

- Less about academics, but rather those who can add meaningfully to the ranks of management
- “Therefore we are interested in qualities of character, intelligence, and personality”

Quotes

- “Anything acquired without effort, and without cost, is generally unappreciated and often discredited.”

Story about a grocery salesman that was laid off during the depression. He had some bookkeeping experience so he took a specialized course in accounting to familiarize himself with all the latest updates in bookkeeping and office equipment. He went into business for himself and approached his former employer to be his first account. He made contracts with more than 100 small merchants to keep their books for a nominal monthly fee. Then, a portable office and delivery truck. Now, a fleet and large staff. His business in now 10x the grocer that fired him. *This whole story: specialized knowledge + imagination.*

Story about a woman who consults sales organizations and keeps a percentage of the increase in billings. There is no fixed price for sound ideas backed by specialized knowledge. Sounds like she was basically a really good consultant.

The idea is the main thing. Specialized knowledge can be found just around the corner. Any corner.

Chapter 6: Imagination

Imagination *gives shape* to impulse and desire. Today's rate of rapid change amplifies the potential applications of imagination.

Two types of imagination:

1. Synthetic: rearrangement of existing ideas
 - a. *Through this faculty, one may arrange old concepts, ideas, or plans into new combinations. This faculty creates nothing. It merely works with the material of experience, education, and observation with which it is fed. It is the faculty used most by the inventor, with the exception of the who draws upon the creative imagination, when he cannot solve his problem through synthetic imagination.*
2. Creative: new echelon of thought; novel thinking via the subconscious
 - a. *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.*

How does one convert desire into money? Following these principles. Developing the faculties of creative imagination. Like muscle, they develop with use.

Everything is matter and energy: This Earth—like the billions of cells within our bodies—is the collective result of impulses of energy.

How to make practical use of imagination: Ideas are the beginning points of all fortunes. Ideas are the product of the imagination:

Examples:

- *"The Enchanted Kettle"*: to pay off his debts, an old doctor sold a kettle, wooden paddle, and secret recipe to a clerk for \$500; the clerk took a chance with his life savings. . . what was this contraption?
 - My guesses: Theraflu; electric kettle; cast iron to retain heat; humidifier; tea bag; coffee maker; steam engine?
 - What was it actually?
 - Coca-Cola
 - What did the clerk add to the secret recipe?
 - Um, cocaine?

The Story of Dr. Frank W. Gonzalez: What I would do if I had \$1,000,000 dollars?

- Dr. Frank W. Gonzalez shared this story with Napoleon Hill and serves as testament that *when there's a will, there's a way*
- He wanted to start a school to impart a *Learn by Doing* ethos
- "The only true limitation is the one's we impose on ourselves"
- Definiteness of purpose is the starting point

- He pondered how to make \$1,000,000 over the course of two year. . . then, he committed to raising the money in ONE WEEK
- Frank wrote a sermon, visualized success, prayed, and visualized more before his sermon meanwhile forgetting his sermon
 - He told the congregation what he would do and the plan
- [Philip D. Armour](#) offered to fund him after the sermon
 - Founded the Armour Institute of Technology

Learning: *Ideas can be converted into cash with 1) definite purpose + 2) definite plan.*

- Hard work and honesty do not bring riches. Perish this thought.
- Riches come in response to definite plans based on the application of definite principles and not by chance or luck

Story of book salesmen that switched a book title and increased sales to 1,000,000+

On the importance of expertise

- Don't be concerned with lack of expertise
- Carnegie had very little knowledge of technical steel creation
- Your lack of domain expertise might actually stimulate creativity in the unknown field

Meta: even the creation of this book was originally an idea—to arrange Andrew Carnegie's principles of success into a book on philosophy. . .

Chapter 7: Organized Planning

Goal: the creation of a practical plan.

Creation of the Mastermind Group

- What do you bring to the group?
- What would others get out of it?
- Meet twice a meet (or more) to work on the accumulation of money
- Maintain harmony within the group which is essential to success

Learning: you tend to do stuff too solo; you need to branch out.

Awesome quote: *“Your achievement can be no greater than your plans are sound.”*

- Samuel Insul: lost \$100MM fortune; money was built on a sound plan; new plans, as a result of the great depression, failed.
- No man is ever whipped until he quits. . . in his own mind.
- James A. Hill failed multiple times to raise funds to build an cross-country railroad. He changed his plan, and ultimately succeeded.

A quitter never wins, and a winner never quits.

The major attributes of great leadership:

1. **Unwavering courage** based upon knowledge of self and of one's occupation.
2. **Self-control** for how can one control others without control of self.
3. **A keen sense of justice.** Without fairness, no leader can command and respect.
4. **Definiteness of decision.** The man who wavers in his decisions is unsure of self.
5. **Definiteness of plans.** Must plan your work; and works your plan. Moving my guesswork is comparable to a boat without a rudder.
6. **Habit of doing more than paid for.** Must do more than what's required of followers.
7. **A pleasing personality.** Respectable. Likeable.
8. **Sympathy and understanding.** Must be in sympathy with his followers, and understand them and their problems.
9. **Mastery of detail.** Must be able to inspect the details and get in the trenches.
10. **Willingness to assume full responsibility.** For mistakes, and shortcomings of followers. If follower makes mistake, leader must consider self
11. **Cooperation.** Must understand and apply cooperative effort. Leadership calls for power, and power calls for cooperation.

The major causes of failures in leadership

1. **Inability to organize details.** Efficient leadership calls for the ability to organize and master details. Never be too busy to attend to the details; this shows you are ineffective for having not delegated to willing lieutenants.
2. **Unwillingness to render a humble service.** True leaders are willing to perform, should the situation warrant, any labor that they would ask another to perform.
3. **Expectation of pay for what they know instead of what they DO with what they know.** The world does not pay for what men know, but rather what they do, or induce others to do.
4. **Fear of competition from followers.** This fear will eventually manifest in reality; a good leader must multiply himself by training his understudies such that he can delegate any of the details he wills. A leader earns his pay by leveraging the team to create higher output ("leverage").
5. **Lack of imagination.** This trait is critical for navigating emergencies and creating a plan to guide and inspire his followers.
6. **Selfishness.** The leader who claims all the honors for his followers is sure to meet with resentment. A great leader claims none of the honors, and is content to see the honors go to his followers because he knows most men will work harder for commendation and recognition than money alone.
7. **Intemperance.** Followers don't respect an intemperate leader. It destroys vitality.
8. **Disloyalty.** Perhaps this should be #1. The leader who is not loyal to his associates is sure to meet with ruin. Lack of loyalty is one of the major causes of failure in all walks of life.
9. **Emphasis of the authority of leadership.** The efficient leader leads by encouraging and not by instilling fear in the hearts of his followers. The leader who tries to impress his followers with his

authority is leading by force; real leaders lead via their conduct, sympathy, understanding, fairness, and a demonstration that he knows his job.

10. Emphasis of title. Competent leaders require no title to earn the respect of followers. Those overly consumed with title generally has less to offer; real leaders exude open doors and operate in a realm free of formalities and ostentation.

On the origination of ideas

- “Most ideas are stillborn.”
- [Most ideas] “. . .need the breath of life injected in them through definite plans of immediate action.”
- The time to nurse an idea is at the time of its birth.

On luck

- WC Fields being out of work, neck injured, 60 years old after Vaudeville had collapsed.

Chapter 8: Decision

The 7th step toward riches

Amazing story of the 56 men who signed of the Declaration of Independence. The definiteness of purpose, and risk of certain death, were the cornerstones of the founding fathers. This also requires courage, sometimes great courage.

Henry Ford’s strongest quality: ability to make firm and quick decisions, while changing decisions slowly. His definiteness of decisions was notorious, sometimes perceived as obstinate, but nevertheless it is preferable to slowness of decision or indecision.

“Opinions are the cheapest commodities on earth.” Ignore them. Trust only the Mastermind group members. Most people carry inferiority complexes due to some person in their life who casted judgement and destroyed their self-confidence—this is often not consciously know, but lies deep in their subconscious.

Talk less, listen more, make decisions.

Chapter 9: Persistence

The 8th step toward riches

On persistence

- Want more lucky breaks? Be more persistence.
- The starting point for persistence is *definiteness of purpose*.
- Ask 100 people what they want most in life, and 98 won’t be able to tell you.
 - Security, money, happiness, fame & power, social recognition, ability to sing/dance/write
 - None will be able to define these terms, or have a plan to attain them.
 - Riches do not respond to wishes. They respond only to definite plans backed by definite desires through constant persistence.

How to develop persistence: 4 Steps

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 friends, relatives and acquaintances).
4. A friendly alliance with one or more persons who will encourage one to follow through on both plan and purpose.

When you research the greatest men of history, it becomes evident that they all share three traits: persistence, concentration of effort, and definiteness of purpose. These are the major sources of their achievements.

The Story of Mohammed

- Inspired by the book *The Last Great Prophet*
- 40 years old, no formal education, no miracles performed
- He and his followers were ridiculed, labeled a lunatic, and banished from Mecca
- After 10 years of educating people, he still had nothing to share for it
- Yet in another 10 years. . . dictator of Arabia, ruler of Mecca, and a head of a new world religion of Islam
- How?
 - Power of words
 - Efficacy of prayer
 - Man's kinship with God
- Power of poetry; also appealed to all those who were monotheistic vs. a "new religion"
- He wandered into the desert and came back with the first words of the Koran

Chapter 10: Power of the Master Mind

The driving force, the 9th step toward riches

Power is essential to the accumulation (and retention) of money.

Power is defined as "Organized and intelligently directed knowledge."

What are the sources of knowledge?

1. Infinite intelligence (see other chapter on creative imagination)
2. Accumulated experience: life, libraries, education
3. Experiment and research (when knowledge is not available via accumulated experience)

What is the Master Mind? Coordination of knowledge and effort in the spirit a harmony between two or more people for the attainment of a definiteness purpose.

Why is it important? Two minds are greater than one on both an economic and psychic level. When two minds engage, a third mind is created. No great fortune has been attained without a proper master mind group assembled with a definite purpose.

Who was Andrew Carnegie's master mind? 50 capable men surrounding him in the definite purpose of marketing and manufacturing steel.

The connection between Henry Ford and Thomas A. Edison (personal friends). The meeting of these two minds accelerated progress. And other notables: Harvey Firestone, [John Burroughs](#), and Luther Burbank—when Ford met these men, it led to a multiplicative effect of knowledge and power. Power may be produced through friendly alliance of minds. *How else did Henry Ford whip poverty, illiteracy and ignorance?* He absorbed their brainpower.

Quote: “Men take on the nature and the habits and the power of thought of those with whom they associate in a spirit of sympathy and harmony.”

How did Gandhi become the most powerful man on the planet? By inducing 200 million people to coordinate in a spirit of harmony toward a definite purpose.

Seduction: Acquiring great wishes requires subtle skill and seduction not unlike wooing a maiden.

The hard part: the wisdom contained in this book is like a man obtaining an oar while flowing downstream in the wrong direction. Listening to it, feeling it, inspecting it, holding it. . . all of this is useless unless the man rows the boat with the oar. ACTION.

The Wall Street Crash of 1929. For whom this book was written (crazy). Poverty doesn't need a plan. Poverty is bold and ruthless. Riches are shy and timid, and must be attracted.

Chapter 11: The Mystery of Sex Transmutation

Converting physical thoughts into other thoughts

Transmute means the transferring of one element, or form of energy, to another.

Sex: emotion + physical

- Perpetuation of mankind (procreation)
- Maintenance of health

This shit is kind of crazy, but here we go: Think of sexual energy as roaring floodwater. To transmute sexual energy into creative forces, one must damn the floodwater and channel it into worthy causes. Eventually the floodwater will *always break through the dam* due to human nature, and if it is not channeled or transmuted into a creative effort, it will find a less worthy cause.

Fact: Many a man has risked (and lost) great power, reputation and money for sex.

What some uncited scientific study found:

- High achievers have highly developed sex natures
- Great fortunes across all disciplines were motivated by the influences of a woman
- Genius: a man who has learned to increase the vibrations of thoughts by unconventional means

What stimuli are most freely responded to by man?

1. Desire for sex expression
2. Love
3. A burning desire for fame, power, money
4. Music
5. Friendship
6. A master mind alliance
7. Mutual suffering
8. Auto-suggestion
9. Fear
10. Narcotics and alcohol

What stimulates your mind?

What is the sixth sense? Creative imagination. Allows man to think beyond the finite.

What are the sources of creative imagination?

1. Infinite intelligence
2. One's subconscious mind
3. From the mind of some other person who has released the thought
4. From the other person's subconscious storehouse

Reference: [Dr. Elmer Gates](#), and his "personal communication room". He completed over 200 patents through his method of deep contemplation called "sitting for ideas". He was able to acquire thoughts which he wrote down, sometimes for 3 hours straight,

What is Dr. Gates' procedure?

1. He elevates the vibrations of the mind by leveraging on of the above 10 stimuli
2. He concentrates on the known factors of the unfinished invention, then pictures the finished invention
3. Waits for inspiration from creative imagination.

Who else did this? Edison (incandescent light bulb), Lincoln (love of [Ann Rutledge](#)), Napoleon Bonaparte (love of wife). They leveraged this driving force (stimuli, e.g. sex urge) to attain higher levels of thought. Also: George Washington, Shakespeare, Emerson, Robert Burns, Thomas Jefferson, Oscar Wilde, Andrew Jackson, Enrique Caruso. . . it's hard to find a man of outstanding nature who was not driven by a highly developed sex nature. They could harness it. Channel it. Those that can't are merely animals.

Why men seldom succeed before 40

In a study of over 25,000 people over 12 years, it was exceedingly rare, Napoleon Hill found, for any to achieve significant success before the age of 40. In fact, most didn't hit their stride until over 50.

- The major reason: their tendency to dissipate their energies through overindulgence and physical expression of the emotion of sex. The majority never learn that the urge of sex has other possibilities that far transcend the physical.
- Sex is the most powerful human emotion and desire, and young men fail to harness it for creative purposes.

How highly-sexed people impart magnetism in day-to-day living

- Your handshake
- Tone of voice
- Posture and carriage of the body
- Vibrations of thought
- Body adornment
- General enthusiasm

Society has cursed highly-sexed people. In reality, it is a blessing. It enriches body and mind. Puritans are really at fault for all this. Nevertheless, temperance is still required to maintain control and avoid imbalance of the mind, i.e. reason. This societal norm has created a forbidden fruit effect that has only fueled the misconception.

40-60 years old: greatest capacity to create; most productive age of man

- 40-50: most fruitful; approach with eager anticipation
 - James J. Hill, Henry Ford, Andrew Carnegie. . . all hit their stride after 40
- 30-40: discovery of sex transmutation, whether intentional or unintentional—when nature harmonizes sex vs. harmony

Love, romance, and sex are forces that can elevate men to levels of genius.

The mind is a creature of habit. It feeds on the thoughts dominating it.

A good marriage: love, sex and romance will not endure in isolation. Man's inherent desire is to please woman.

Chapter 12: The Subconscious Mind

The connecting link—The 11th step toward riches

Your subconscious mind = your cognitive filing cabinet. Captures all emotions and thoughts, with preference for thoughts linked to emotion.

Review: [chapter 4](#) on auto-suggestion

Thinking mind << Subconscious mind >> Infinite Intelligence

Ella Wheeler Wilcox: “You never can tell what a thought will do. . .” [short poem], i.e. thoughts are things.

If you harness your imagination—and mix with emotion—you are ready to submit to the subconscious via auto-suggestion.

Below are the **most powerful emotions**—both positive and negative—(submitted via auto-suggestion; they are like yeast in rising bread, the catalyst). These will help you establish a money consciousness.

7 Positive Emotions	7 Negative Emotions
<ol style="list-style-type: none"> 1. Desire 2. Faith 3. Love 4. Sex 5. Enthusiasm 6. Romance 7. Hope 	<ol style="list-style-type: none"> 1. Fear 2. Jealousy 3. Hatred 4. Revenge 5. Greed 6. Superstition 7. Anger

Interesting side note about prayer and that most people pray when they are fearful. Attempting to affect the subconscious through a negative emotion is futile. One can only access infinite intelligence by submitting thoughts—via the subconscious—containing positive emotions mixed with faith.

Positive and negative emotions can not coexist. Therefore, one must work to maintain the former, and excise the latter in their day-to-day thinking.

“Faith and fear make poor bed bedfellows. Where one is found, the other can not exist.”

Chapter 13: The Brain

A broadcasting and receiving station for thought

Creative imagination = Receiving end << >> 4 thought stimuli. Thought, when mixed with emotion, have higher vibrations than other thoughts and are more likely to be “stepped up” by other brains.

How to transmute desire into its monetary equivalent?

The 3 Principles to Access the Brain

1. The subconscious mind
2. Creative Imagination
3. Auto-suggestion

It all starts with desire, and the greatest forces are intangible. We depend too much on our physical senses, the tactile.

We don't know much about the brain, and its sheer magnitude and intricacy of design suggests the brain's purpose extends far beyond the maintenance and protection of the physical.

- There are 10-14 billions neurons in the brain arranged in a definite pattern
- We know little about the formation of thoughts
- We know little about the subconscious (or why we sleep)
- There still exist many mysteries of the mind. . .

The Master Mind in action:

- Participant shares the problem statement with roundtable
- Harmonious discussion on a definite subject
- Proposed solutions from different perspectives

Chapter 14: The Sixth Sense

The door to the temple of wisdom (s13)

This Sixth sense principle is the apex of philosophy and can only be applied once the others have been mastered.

Sixth sense = creative imagination. Medium of contact between the finite mind of man and infinite intelligence. The point at which the mind of man contacts the universal mind.

“Through the aid of the sixth sense, you will be warned of impending danger (and to avoid them) and opportunities (and to embrace them).”

The Power of Emulating Great Men (the author's top 9 are listed here):

- Emerson (nature)
- Payne (freedom of thought to express convictions)
- Edison (seated at right; personal cooperation; spirit of faith, value of toil)
- Darwin (study cause & effect unbiased in natural sciences)
- Lincoln (justice, patience, humor, tolerance)
- Burbank (cactus, grass, flowers)
- Napoleon (inspire men, enduring faith, overcoming adversity)
- Ford (persistence, poise, self-confidence)
- Carnegie (my life's work; organized effort to build great things)

For nine years, Napoleon Hill held an imaginary council with these nine men. Hill dominated the group as the chairman, and his purpose was to rebuild his character.

Building character through auto-suggestion

- Deep desire, as we've learned, yearns to manifest itself in behavior and reality
- Hill was well-armed for these council meetings

- *This is getting crazy, but here we go:* the above men at Hill’s imaginary council would take on personalities of their own, e.g. Lincoln would be late, parade around, stir the pot
 - Burbank was late because of an experiment that suggested he could grow an apple on any tree
 - Lincoln was always the last one to leave. . . and would occasionally talk to him
 - “My boy, you will need much courage if you remain steadfast in carrying out your purpose in life. But remember, when difficulties overtake you, the common people have common sense. Adversity will develop it.”
 - Edison arrived early and sat in Emerson’s chair and shared “you will witness the secret of life” and spoke of the energy beyond the ordinary, validated his imaginary meetings, and described “units of life” for which our minds are magnets.

[These imaginary meeting became so lifelike that Hill stopped doing them for a couple months. Later, Lincoln appeared in a dream at his bedside and said. . .]

“The world will soon need your services. It is about to undergo a period of chaos which will cause men and women to lose faith and become panic-stricken. Go ahead with your work and complete your philosophy. That is your mission in life.”

The dream was so vivid, the imaginary meetings were reconvened. Lincoln raised a glass to Hill having “returned to the fold.” Hill added to his imaginary cabinet:

<ul style="list-style-type: none"> ● Christ ● St. Paul ● Galileo ● Copernicus ● Aristotle ● Plato ● Socrates 	<ul style="list-style-type: none"> ● Homer ● Voltaire ● Bruno ● Spinoza ● Drummond ● Kant ● Shopenhouer 	<ul style="list-style-type: none"> ● Newton ● Confucius ● Elbert Hubbard ● Ingersol ● Brand ● Wilson ● William James
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“One of the blessings of maturity is that it sometimes brings one greater courage to be truthful regardless of what those that do not understand will say or do.”

For emphasis: Hill regards his cabinet meetings as purely imaginary. This much is true. Yet they have materially improved the trajectory of Hill’s life and career. Our minds can receive knowledge from sources other than the senses. He gives full credit to his invisible counselors for his knowledge and inspiration.

Coming into knowledge of the sixth sense before the age of 40 is exceedingly rare. This principle dovetails really nicely with your life motto, DO BIG THINGS.

Faith vs. Fear: the next chapter will cover the mastery of fear.

Napoleon Hill's Six Fears are the cause of all:

<ul style="list-style-type: none">● Discouragement● Timidity● Procrastination● Indifference● Indecision	<ul style="list-style-type: none">● Lack of ambition● Lack of self-reliance● Lack of initiative● Lack of self control● Lack of enthusiasm
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Keep in mind that the Six Fears are nothing but ghosts. They are abstract. But they are also as dangerous as people walking on this earth.

Chapter 15: Fear

How to outwit the six ghosts of fear

The sixth sense will never function while the “three enemies” are present:

1. Indecision
2. Doubt
3. Fear

Said another way: the entire philosophy of Napoleon Hill can and will be blocked by the brain if these enemies are not dealt with.

Six Basic Fears (Fear of. . .)

<ol style="list-style-type: none">1. Poverty2. Criticism3. Ill Health	<ol style="list-style-type: none">4. Loss of Love5. Old Age6. Death
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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.”

1. THE FEAR OF POVERTY

- If you want riches (of any type), you must refuse any circumstance that leads to poverty.
- All riches begin with desire.

This fear of poverty is particularly insidious in that it:

<ul style="list-style-type: none"> ● 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 ● Makes self control an impossibility ● Takes charm from one's personality ● Destroys accurate thinking 	<ul style="list-style-type: none"> ● Diverts concentration of effort ● Masters persistence ● Turns the will power into nothingness ● Destroys ambition ● Beclouds the memory ● Invites failure in every conceivable form ● Kills love and the finer emotions of the heart ● Discourages friendship ● Invites disaster in 100 forms ● Sleeplessness, misery, unhappiness
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Napoleon draws the parallel between animals who instinctively eat other animals. Humans do the same, but they eat each other financially. So much so that every conceivable law has been passed to protect man against its own avarice.

Symptoms of the fear of poverty

<ul style="list-style-type: none"> ● Indifference: lack of ambition ● Willingness to tolerate poverty ● Accepting current compensation ● Mental and physical laziness ● Lack of initiative, imagination, self control ● Indecision: letting others do one's thinking ● Doubt: alibis, excuses, envy, criticism ● Worry: finding fault with others, overspending ● Neglect for personal appearance ● Scowling ● Intemperance ● Association with others in poverty 	<ul style="list-style-type: none"> ● Nervousness ● Lack of poise, self-confidence ● Lack of self-reliance ● Waiting for the "right time" until waiting becomes a life habit ● Remembering failures ● Pessimism ● Procrastination ● Over-caution ● Refusing responsibility ● Compromise instead of fight ● Not being <i>demanding</i> of life ● No definite of purpose
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"Money talks" - yes, there are riches more important than just money. But given the recency of the Great Depression for Napoleon Hill, he focused on monetary riches given how widespread the fear of poverty actually was across the globe.

"Women conceal despair," Napoleon said. He also references "shuffling hags" referring to homeless women, in quite a condescending fashion. This portion of the audiobook is thoroughly elitist and should be disregarded for the most part.

2. THE FEAR OF CRITICISM

The thief will curse the man he steals from, and the politician will besmirch his opponent. Much of these tendencies are rooted in the need to justify our actions, and preempt criticism. In another way, the

fashion industry shuffles out styles every season capitalizing on what the manufacturers and style magnates deem fashionable, so much so that humans will change their wardrobe to avoid the criticism of wearing “old-fashioned” clothes.

When it comes to religion, fear of criticism gets even crazier. People will shy away from denying their belief in old world dogma. Men and women have been burned at the stake for daring to express disbelief in ghosts!

Criticism should be recognized as a crime. It is one of the worst mental saboteurs. It will plant fear or resentment in the human heart.

What are the symptoms of criticism?

<p>Self-consciousness</p> <ul style="list-style-type: none"> ● Nervousness ● Timidity meeting strangers ● Awkward moving of hands and limbs ● Shifting of the eyes <p>Lack of poise</p> <ul style="list-style-type: none"> ● Lack of voice control ● Nervousness in presence of others ● Poor posture ● Poor memory <p>Personality</p> <ul style="list-style-type: none"> ● Lacking in firmness of decision ● Lacking person charm ● Lack of expressing opinions definitely ● Sidestepping issues vs. mtg squarely ● Agreeing with others without careful examination of their opinions <p>Inferiority complex</p> <ul style="list-style-type: none"> ● Expressing self-approval by word of mouth or by actions to cover up feeling of inferiority ● Using big words to impress others ● Imitating others in dress, speech, manner ● Boasting of imaginary achievements 	<p>Extravagance</p> <ul style="list-style-type: none"> ● Habit of keeping up with the Jones’ ● Spending beyond one’s means <p>Lack of initiative</p> <ul style="list-style-type: none"> ● Failure to embrace opportunities for self-advancement ● Fear to express opinions ● Lack of confidence in own ideas ● Given evasive answers to superiors ● Deceit in words and deeds <p>Lack of ambition</p> <ul style="list-style-type: none"> ● Mental and physical laziness ● Lack of self-assertion ● Slowness in reaching decisions ● Easily influenced by others <p>Other symptoms</p> <ul style="list-style-type: none"> ● Being “two-faced” ● Accepting defeat without protest ● Unfounded suspicion of others ● Unwillingness to accept the blame for mistakes
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3. THE FEAR OF ILL-HEALTH

- Up to 75% of physician appointments could be categorized as patients with hypochondria
- The fear of symptoms has the capacity to manifest in the physical reality of actual symptoms (even when there is no cause for such a fear)
- This fear is closely linked to the fear of death
- Hypochondriacs are susceptible to sickness, laziness, obesity, and anxiety

On a personal note, you seem to be guilty of this in purchasing DayQuil and St. John's Wort, both of which have dubious health benefits.

4. THE FEAR OF LOSS OF LOVE

- This fear is catalyzed by infidelity and man's historical tendency to "covet thy neighbor's wife"
- It is the *most painful* of the 6 basic fears and wreaks more havoc on the body & mind than any other fear
- Women are more susceptible to this fear than man due to man's polygamous nature

What are the symptoms of the fear of loss of love?

<ul style="list-style-type: none">● Jealousy● Unfounded suspicion of friends● Accusing of infidelity without grounds● "Trust no one" mentality"● Fault-finding: everyone● Gambling, stealing, cheating in an attempt to "buy love"	<ul style="list-style-type: none">● Insomnia● Nervousness● Lack of will● Lack of self control and self reliance● Bad temper
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5. THE FEAR OF OLD AGE

- This fear is driven by fear of poverty and distrust of his fellow man
- Old teaching of the past have enslaved man within this fear
- Lack of eroticism is also a factor related to diminished sex drive
- Fear of being in the "poor house"
- Fear of death related to fanaticism in religion

What happens?

- Feeling of "slippage" around the age of 40, when in reality the years between 40-60 are typically man's most useful and productive
- Being overly apologetic

6. THE FEAR OF DEATH

- Mostly related to religion, e.g. "burning in hell for eternity" is not desirable
 - Reference: "Catalog of the gods" includes 30,000 "gods" that man has worshiped

Self-analysis questions

Should take about 1 day to complete this exercise—could make for a good Nov reflection activity

Do you complain often of feeling bad and if so what is the cause?	
Do you find fault in other people at the slightest provocation?	
Do you frequently make mistakes in your work and if so why?	
Are you sarcastic or offensive in your conversation?	
Do you deliberately avoid association of anyone?	
Indigestion? Why?	
Does life seem futile and hopeless? Why?	
Do you like your occupation? If so, why?	
Do you often feel self pity? If so, why?	
Are you envious of those who excel you?	
Do you devote more time to thinking of success or failure?	
Are you gaining or losing self-confidence as you grow older?	
Do you learn something of value from all mistakes?	
Are you permitting a relative or acquaintance to worry you? If so, why?	
Are you sometimes “in the clouds” or in the depths of despondency?	
Who has the most inspiring influence on you? What is the cause?	
Do you tolerate discouraging influences 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?	
Do you neglect internal bathing until auto-intoxication makes you irritable and ill-tempered?	
How many preventable disturbances disturb you and why do you tolerate them?	
Do you resort to liquor, narcotics or cigarettes to calm 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 is your plan for achieving it?	
Do you suffer from any of the six basic fears? If so, which ones?	
Have you a method of shielding yourself against the negative influences of others?	
Do you make deliberate use of the principle of auto-suggestion to make you mind positive?	
Which do you value most: your material possession or controlling your own thoughts?	
Are you easily influenced by others against your own judgement?	
Has today added anything of value to you your stock of knowledge or state of mind?	
Do you face squarely the circumstances that 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 it is not your duty?	
Can you name three of your most damaging weaknesses? What are you doing to correct them?	
Do you encourage others 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 others 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 which you can use to shield yourself against all discouraging influences?	
Does your occupation inspire you with faith and hope?	
Are you conscious of possessing spiritual forces to keep you mind free from all forms of fear?	
Does your religion keep your own mind positive?	
Do you feel it's your duty to share other people's worries, if so why?	
If "birds of a feather flock together" what you learned about with whom you associate?	
What connection do you see between the people you associate most with and unhappiness?	
Could it be possible that some person close to you is perceived as a close friend is actually your worst enemy?	
By what rules do you judge who is helpful and who is damaging to you?	
Are your intimate associate mentally superior or inferior to you?	
How much time out of every 24-hour day do you devote to:	<ul style="list-style-type: none"> A. Occupation: B. Sleep: C. Play & 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 and 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 and if so why?	
Do you finish everything you begin?	
Are you easily impressed by other people's success, college degrees, job titles, 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 answering these questions? [at least one day is necessary for the analysis and answering of the entire list]	

Why would you take the time to complete the above? If you take the time to think about and answer all of these questions truthfully, you'll know more about yourself than the majority of people. Study the questions carefully. Come back to them once each week for several months. You will be astounded by

the level of knowledge and insights you will obtain. If you are unsure of any questions, ask an impartial third party.

“Your mind is your spiritual estate.”

Chapter 16: The Devil’s Workshop *The Seventh Basic Evil*

All great men have become adept at shielding themselves by the negative thoughts of other men and backing their massive dreams with desire, faith, persistence and a definite plan for its attainment.

Henry Ford had one overarching skill: he controlled his own mind. You either control your mind, or it controls you. There is no halfway.

The most practical of all methods for controlling your own mind? Keeping it busy with a definite purpose backed by a definite plan.

57 Famous Alibis by Old Man “If”

People who do not succeed share one common trait: they know all the reasons for failure, and have what they consider airtight alibis for their failure. The list of alibis was derived by a character analysis. Are you guilty of any of the below? **If so, highlight them!**

If . . .

I didn’t have a wife and family	I had enough pull	I had more money
I had a good education	I had a job	Good health
Only had time	Times were better	Other people understood me
Conditions were different	Didn’t fear what “they” would say	I had been given a chance
I only had a chance	Other people didn’t have it in for me	I were only younger
Had more time	Born rich	Meet the right people
Had more talent	Asserted myself	Embraced past opportunities
Didn’t have to keep house	Save some money	Boss appreciated me
Lived in a big city	Only free	Different personality
If my talents were known	Get a break	Get out of debt
Only knew how	Didn’t have so many worries	If people weren’t so dumb

If my family weren't so extravagant	Born under the wrong star	What is to be will be
Didn't have to work so hard	Hadn't lost my money	Lived in a better neighborhood
Business of my own	If others would only listen to me	If i had the courage to see myself as i truly am, i could correct my actions

Why do we defend our alibis? Because WE CREATE THEM. They conveniently cover our weaknesses.

A few quotes related to this:

- Plato: "The first and best victory is to conquer self. To be conquered by self is, among all things, the most shameful and vile."
- "It was a great surprise to me when I realized that most of the ugliness I saw in others was but a reflection of what I didn't like about myself." - Hubbard

Life is a checkerboard and your opponent is time who will not tolerate indecision. If you do not use the master key described in these pages, the consequence is failure.

Intriguing way to close this out, but here we go:

Said the immortal Emerson: "If we are related, we shall meet." If I may borrow his adage, "If we are related, through these pages we have met."

Appendix:

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