

# PARTICIPANT'S GUIDE

Version 1.0





## INTRODUCTION

*"I encourage you to read every word of this introduction; permitting yourself to become intellectually and emotionally involved with the ideas contained in this introduction could contribute to a quantum leap in your results immediately."*

**BOB PROCTOR**

I would like you to join me while I take you on a journey, mentally we will travel back through time and space to October 21, 1961. That was the day that a very troubled life came to an abrupt halt and a magnificent journey into meaning began.

If you can imagine—a person 26 years of age, unhappy, earning \$4,000 a year and owing \$6,000. The idea of wealth, health and happiness never entered my mind. I was forever rushing, trying to pay two or three bills at the same time that were all past due. It had pretty well always been like that since I left school at 16 years of age. Then one day, a man placed Napoleon Hill's book "Think and Grow Rich" in my hands and to make a long story short, everything began to change. The man suggested that I not merely read the book but that I seriously study it and understand it and then live it. One year later, without any formal education or business experience, my income sky rocketed to \$175,000 per year and then went to over \$1.0 million. I started out with a used floor machine, a couple of buckets and mops and in less than 5 years had a building maintenance business that operated in Toronto, Montreal, Boston, Cleveland, Atlanta and London, England. Life definitely changed. Now the only challenge facing me was a question that kept plaguing my mind—what happened, why was there suddenly such an enormous change in my world.

**You see, what happened definitely was not supposed to have happened.**

I had been raised to believe probably many of the things you were raised to believe, that if you want to earn a lot of money you had to be really smart. I found out that wasn't true. I was earning a lot of money and I wasn't that smart. I also had been programmed to believe that if you didn't go through school you would never do well in the business world. I had only gone to high school for 3 months, yet here I was an owner of a company that hired lawyers, accountants and consultants. I had to know what happened and I couldn't find anybody that could tell me. So I reasoned someone had to know. They'd either written it in a book or they were talking about it. I made up my mind that if I had to, I'd read every book that was ever written, I would begin to study the lives of individuals who had accomplished great things in their life. And I would get to know as many of the ones that were still alive as I could. One thing led to another. I ended up leaving

my business and moving to Chicago, Illinois to work with Earl Nightingale and Lloyd Conant who started the Nightingale-Conant Corporation and are the global leaders in personal and professional development materials. I worked alongside them for 5 years. This put me in touch with some of the wisest individuals alive.

After 20 years of in-depth research, practical application and consulting to some of the largest companies in the world, in 1982 I wrote the book *You Were Born Rich* and then proceeded to turn it into a complete learning system that is the foundation for many corporate training programs ... even today.

In the past 20 years, there's hardly been a corner of the globe where I have not worked. I've taught this information in prisons and schools, non-profit organizations, government agencies and some of the world's largest for profit corporations.

In 2007, a lawyer from Seattle, Washington who had been studying my material for some time approached me and said "Although you've created many programs over the past 40 years, you have never brought it all up to date as you did in 1988 with *You Were Born Rich*. That was the culmination of 20 years of research on your part, but since then you've added another 20 years of research and experience. I think it's time you did it again, and I am the person you should be doing it with." Her name is Sandy Gallagher, and she is one of the most brilliant people I have ever worked with. She is one of America's top attorneys, specializing in bank mergers and acquisitions, doing deals that run into the hundreds of millions of dollars. But rather than me attempt to explain how and why she decided to join me on this path, I'm going to let her pick this introduction up and tell you in her own words, because she created with me what I consider to be one of the most powerful programs entering the market today, ***Thinking Into Results***.

**BOB PROCTOR**  
Toronto, CANADA

## A MESSAGE FROM SANDY GALLAGHER

In August 2006, I had the good fortune of attending one of Bob Proctor's seminars in Vancouver, Washington. That event changed the course of my life. I knew that from that day forward I would spend the rest of my days finding ways to share the powerful ideas that Bob teaches. I returned to my home in Seattle, Washington and began to immerse myself in the programs Bob had created. The first program I studied was the *You Were Born Rich* learning system. I grabbed my sister Kathy who is a professional golfer, and we jumped in the car and headed to my condo in Sun Valley, Idaho. During the entire ten hour drive, we listened to the *You Were Born Rich* CDs. We were riveted by the information. As soon as we arrived in Sun Valley, we put the DVDs in the DVD player and watched them all weekend. This material that Kathy and I had been totally captivated by for days suddenly shone a brilliant beacon on something that I had always wondered about. Permit me to digress for a moment.

I had always excelled in school and business, with many honors including Phi Beta Kappa, Honors Program, scholarships and the like, and I always found it easy. I could never understand why so many people were struggling to get by. Even rising up the ranks at the Wall Street law firm I joined after law school and becoming equity partner at two prestigious law firms seemed easy to me.

Studying this material helped me understand that everything that happens on the outside is first originated on the inside. Since I was young, I had been following what Bob Proctor was

teaching. I was living in harmony with the laws of the universe with respect to my own personal goals, yet if someone asked me why I was doing well, I couldn't tell them. I knew I was different (or at least my results were) compared to most of the people I associated with or that I went to school with. And my friends were forever attempting to get me to conform, but I just couldn't do that. For the first time, it was becoming clear to me why I was like I was. However, the wins I was experiencing then and right up to now were non-transferable. You can imagine my enthusiasm now that I was able to show others how to enjoy life to the degree that I am and have for many years.

Yet, Kathy and I became aware that the material we were watching was 20 years old. I started to wonder, how much more information did Bob Proctor have bottled up in his mind that he could share and make a meaningful difference in peoples' lives.

I decided, sitting there in the condo with my sister Kathy in Sun Valley, Idaho that I was going to be Bob Proctor's partner and together we were going to create a new program. The name of it even flowed into my mind. It would be called

**... how much more  
information did Bob Proctor  
have bottled up in his mind  
that he could share and make  
a meaningful difference in  
peoples' lives...**

**Thinking Into Results.** It would be one of the most up-to-date programs available anywhere in the world and like Bob's *You Were Born Rich* learning system it would be used as a cutting edge corporate training program, a program to develop and enhance team work and cooperation and yet also a program that could be used by individuals, one they could share with their family. We would create it in such a manner that people would be able to enjoy it and benefit from it all over the world. And since that's what I wanted to create, that's what I did create.

Bob Proctor didn't know any of this. In fact he didn't even know me. And I had no idea how this was going to happen, but the information that he just gave Kathy and me made it very clear that he didn't have to know about it and I didn't have to know how to do it. I only had to know that it was going to happen. And it did. And you now hold this library of material in your hands. It's the manifestation of an image that I created in my condo in Sun Valley, Idaho, and I've had the unique pleasure of working very closely with Bob Proctor for over a year creating this learning system. Make a decision right now that you're going to let this information impact your life to the same degree that it's impacted mine and Bob Proctor's.

**SANDY GALLAGHER**  
Seattle, Washington, USA

## HOW TO EFFECTIVELY USE THIS PROGRAM

This Participant's Guide is constructed to take you through a powerful 12 to 24 week process for creating new, desired results. You will notice that each lesson builds upon the previous, which increases its effectiveness. It is important to periodically review the program in its entirety for constant reinforcement of the ideas. It is through the repetition of the lessons that you will experience permanent changes.

At the close of each lesson you will see "Worksheet" sections. These are meant as an activity that challenges you to immediately apply the lessons learned. This is an essential part of the **Thinking Into Results** process. Take a few minutes at the end of every lesson to reflect on your goals and go through the Three R's exercise; these exercises will become increasingly powerful in moving you toward your goals and help you acquire the necessary clarity for the realization of your goals.

### Let's review the recommended process from the beginning:

#### For the individual leader

- Study one lesson per week—12-week process
- Skip the Team Worksheets
- When reading, mentally replace the word 'team' with I, my, or me

#### For the family

- Study one lesson per week; over 12 weeks
- Participate in the Team Worksheets as a family
- When reading, mentally replace the word 'team' with family.

#### For the business or organization

- Ideally this will be a 12 or 24 week process
- 12 week process—study one lesson per week as a team over 12 weeks
  - Complete the Individual and Team Worksheets each week
  - 24 week process—study one lesson for two weeks as a team over 24 weeks
  - Complete the Individual and Team Worksheets each week and then continue to study and develop them the following week
- If you would like to have a licensed **Thinking Into Results** Consultant facilitate this process for your business or organization or are interested in becoming a licensed **Thinking Into Results** Consultant please contact us at [www.proctorgallagherinstitute.com](http://www.proctorgallagherinstitute.com) or by email at [customerservice@proctorgallagher.com](mailto:customerservice@proctorgallagher.com) for more information.

Throughout the time you spend with this program, you will discover a newfound clarity about what you truly want to become, do and have. You will find yourself constantly thinking of ways to achieve your goals. Make every effort to read and refine your goals often.

You and your team has infinite potential! You're here to live your life magnificently and this program will show you how to tap into the greatness that is you. So, let's get started ... ***Thinking Into Results!***



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## LESSON ONE

# “A WORTHY IDEAL”— Setting and Achieving Worthy Goals



## LESSON ONE

**A WORTHY IDEAL***Setting and Achieving Worthy Goals*

*“Those who reach decisions promptly and definitely, know what they want, and generally get it. The leaders in every walk of life decide quickly, and firmly. That is the major reason why they are leaders. The world has a habit of making room for the person whose words and actions show they know where they are going.”*

NAPOLEON HILL

**OVERVIEW**

**P**ermit every concern that you may have in any area of your life to leave your mind for the next few minutes. Permit your imagination to whisk you off to a mind place where dreams and wants float freely and in full view.

Imagine you have access to all the resources you'll ever need and you can have anything you want. What would you choose or target to begin moving towards? What do you really want? Remember, you are giving no thought to how you are going to get it or if you will ever get it. Your only objective in this exercise is to clearly define what you want. The average individual's mind is so locked up with limitations that they never permit themselves to go to this mind place.

**Thinking Into Results** is based on 50 years of intense research and practical experience. Follow this learning system and you can have anything you seriously want. There is, however, one pre-requisite—you must really want it.

As you study this particular phase of **Thinking Into Results**, you are going to develop an awareness that deciding what you want and getting what you want are two completely different subjects. As you begin the process of deciding what you want, how you are going to get there is irrelevant. Just know that the lawful process for achieving your goal will be clearly explained. The concepts that you are covering in this particular lesson can effectively be applied to the growth of a corporation, the effectiveness of a team, or the personal and professional development of an individual, regardless of age or gender.

**BELIEF**

Before you begin looking at the ABC's of goal setting, take a close look at your belief system or the beliefs of your group. It appears there are guards that have been commissioned by a higher authority to arrest any forward progress in a person's life beyond the person's level of belief. These guards take their marching orders from the belief system itself, which is governed by natural laws of the universe. There is no growth beyond the beliefs that are held. If a person attempts to accomplish something beyond their level of belief, the mind will

quickly and automatically create ideas or reasons justifying why it can't be done, and those ideas will continue to flow until the project is abandoned. On the other hand, when a person or group believes something can be done the mind will automatically begin creating ideas that will pave the path to accomplishment. The great secret of progress then lies in **Belief**. Therefore we must ask and demand answers to these questions:

1. Do I have good, sound reasons for my beliefs?

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2. Where did my beliefs come from?

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3. Would changing my beliefs improve my life?

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4. How do I change my beliefs?

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As you attempt to answer some of these questions, many of your old views will fall to pieces.

*“Form clear and definite ideas regarding your convictions as to why you do as you do, and as to why you think as you think. Such practice is like conducting a mental housecleaning. The practice of clear thinking tends to clarify the mind, tones up the faculties, sharpens the perceptions and gives one a stronger and better grasp of the basic essentials for a larger and richer life. Clear and exact thinking is a very great necessity. It is in fact a sure means to advancement on the material as well as the spiritual planes. A line of distinction, however, should be drawn between surface thought, that is, ordinary, trivial and commonplace thinking, and real thought, which is associated with the understanding of Truth. The latter is deep thinking, which arouses dormant powers, quickens the perceptions, and leads to the enlargement of the understanding.*

*The former is but a passing phase of mental activity while the latter governs the life of man. The shallow, surface thought that we give to the ordinary duties and small things of daily life, is not the thought that reforms our character, develops our mind, or changes our belief and our destiny. It is the positive, deep, and penetrating thought that comes from profound and strong conviction born of a higher perception and a clearer realization of the Truth. The surface idea is not the real thought. The inner convictions which control ones aims, desires, and motives, constitute the real thought of the individual and wholly determine the course of the person's life and personal destiny.”*

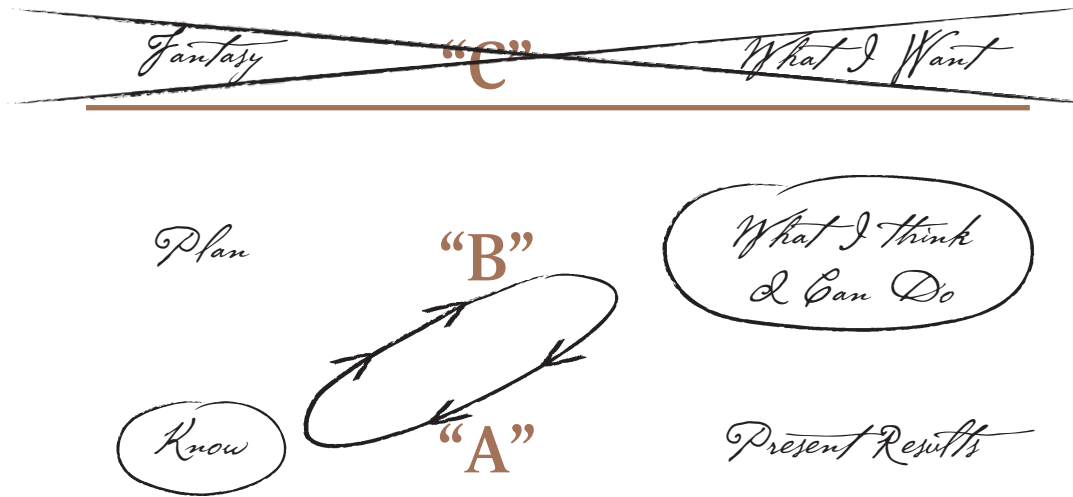
RAYMOND HOLLIWELL

Our beliefs are based on our evaluation of something. Frequently when we reevaluate a situation our belief about that situation will change. Check your beliefs with respect to what you think you can accomplish in your personal and business life.

## KEY POINTS

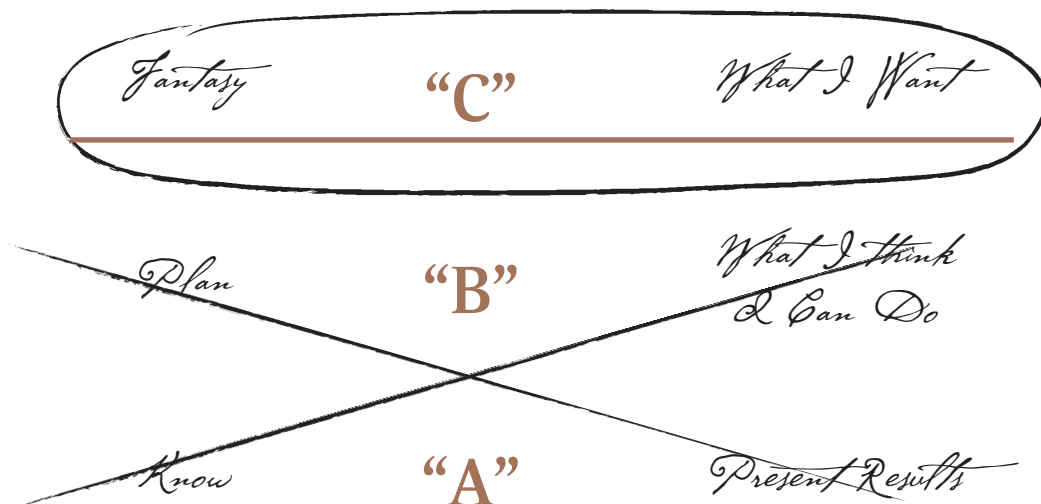
- A goal is something you are going after that you've never done before.
- A goal is designed to help you grow, it causes you to draw something from yourself that you didn't even know was there.
- If you know how to reach your goal, the goal is not going to do for you what goals are designed to do.
- If you're really going to accomplish something, you're going to need to be inspired by going after something you really want, it's going to have to come from inside.
- Type A goals are doing something you already know how to do. Type B goals are what you think you can do. Type C goals are your wants. What you really want. Type C goals come from your fantasies and are originated through the effective use of your imagination.

1



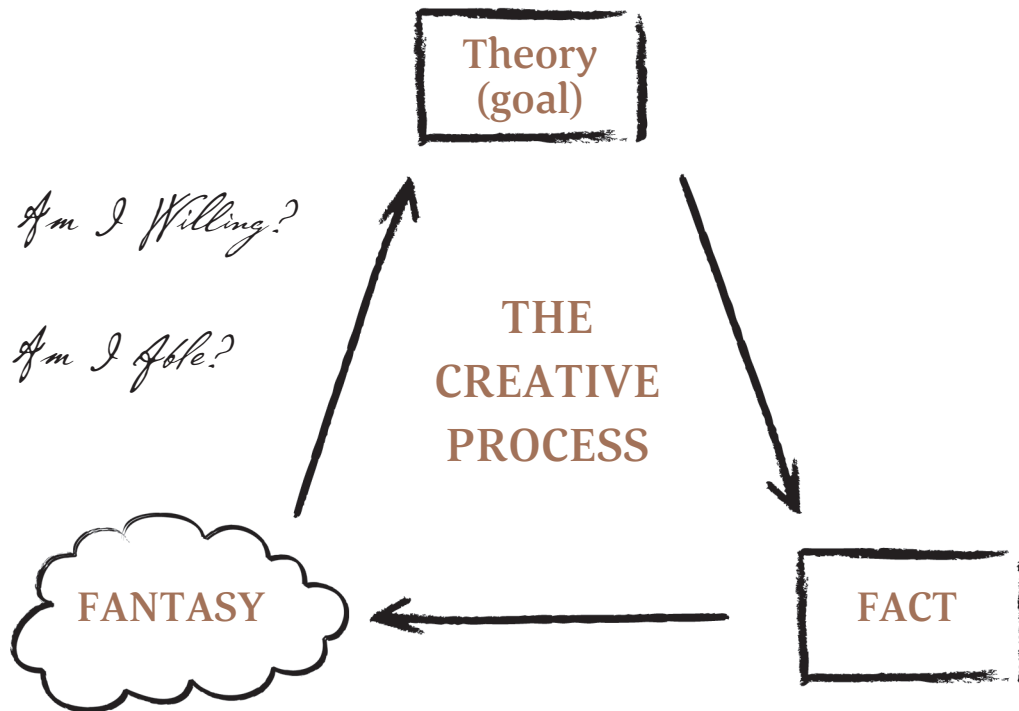
This person has ruled out the creative process that leads to certain growth. They keep bouncing back and forth from what they know they can do to what they think they can do.

2



This individual is aware that there is no inspiration in "B" and no growth in "A" so they ruled out "A" and "B" and moved directly to "C" and Phase "3" (on the following page) and got involved in the creative process.

## 3



- You've got to build the fantasy. You take the fantasy and move it from fantasy to a theory.
- You must believe you are able and be willing to do what is required in order to turn the theory about your wants into a goal.
- Don't let outside conditions or circumstances dictate how you will live.
- Refuse to let anything that's going on outside of you stop you.
- As you get emotionally involved in the goal, you're going to involve your emotions and the expression of that emotional involvement is going to change your behavior. As your behavior changes the results start to change, and your theory turns into a fact.
- Individuals without a goal are lost. They have no compass. You've got to wake up in the morning and get excited, "I'm working towards my goal!"



## WORTHY IDEAL INDIVIDUAL WORKSHEET

**I**magine that you are getting dressed to go to a function where you are going to be meeting a number of very important people. There will be dinner and dancing. These are people that you want to leave with a good impression. It goes without saying, you would not go to this function without paying attention to your physical appearance and even mentally review the mindset you'd want. The details of preparing yourself are important. The same is true with the exercises that have been laid out for you in each lesson. Some of the early exercises in each lesson may seem trivial. However, they are important insofar as you are building on them. And if you are taking the time to study the Thinking Into Results program, you should give the program everything you've got, paying attention to every detail.

1. If someone were to stop you on the street, and ask you, “What is your goal”—how would you respond? Do you have goals? Are they written down?

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

2. Type C goals are your wants, **what you really want**. What do you really want? What is it you would **like very much to be, do or have**, even though you may feel it is—for one reason or another—somewhat beyond your reach at the present time?

Allow yourself to relax and let your imagination wander. Fantasize. Create a shopping list of your wants. Include personal wants and professional wants.

As you are fantasizing, **do not give one speck of mental energy to how this goal is going to be accomplished. Do not concern yourself with where the money, the time, the assistance you may require, is going to come from.**

Attempting to think of “how” will either limit or destroy the fantasy. Just think of WHAT you want.

[illegible]

EMERSON

## PROFESSIONAL WANT

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

*“This great dream, this serging dynamic thing, invisible to all the world except to the person who holds it, is responsible for every great advance of man.”*

## EARL NIGHTINGALE

- ## PERSONAL WANT

[illegible]

## This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

- I am so happy and grateful now  
that my Personal want has manifested:

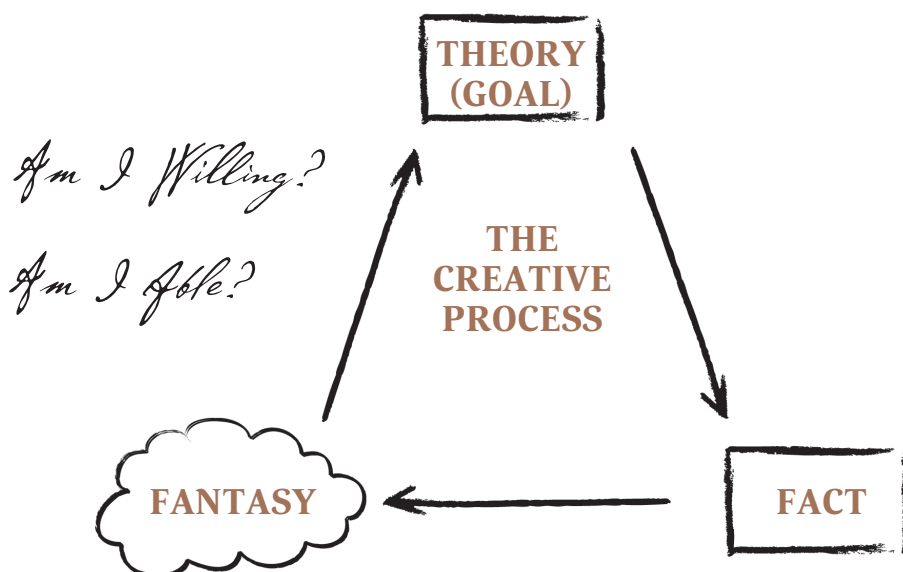
This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface. There is no handwriting or other markings on the paper.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

5. You have tremendous creative potential. Everything you see around you was once an idea that was conceived in the imagination. All images that originate in the imagination are referred to as fantasies. Flying airplanes was a fantasy at one time. So was the automobile and the internet. To exercise your creative faculty (your imagination) you begin by building a fantasy. You mentally begin to play with that fantasy until you start to take it seriously. Then you flip from using your imagination to using your reasoning factor, another one of your intellectual faculties, and you start to build the idea more clearly. This is where the image turns into a theory in your conscious mind.

Now before the theory can become a goal, you must ask yourself two questions. The first question is “Am I able to do this?” When you take into consideration that the only two sources of reference we have to go to, science and theology, with respect to human potential both clearly indicate that your potential is infinite, the answer to the first question must be an emphatic yes.

The second question is quite different. It is, “Am I willing—Am I willing to do whatever is required to cause the image in my mind to manifest in physical form in my life?” When your answer to that question is yes, your theory immediately becomes a goal, and when you turn your goal over to the universal subconscious mind, the laws of the universe kick in and the first law—perpetual transmutation of energy—takes over and your goal begins to move into physical form, with and through you. It causes your behavior to change and at the same time begins to attract to you all those things required for the manifestation of your image. Before long, your theory becomes fact. Therein covers the three stages of creation—**Fantasy, Theory and Fact**. This is how everything has been accomplished.



**Now write your personal and professional goals on your goal card.** (You should be able to articulate your goal in once concise sentence.) Look at your goal card every morning, as often as you can throughout the day, and every night.



6. How do you feel after setting your personal and professional goals?

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7. In the space provided, write 6 action steps you can take right now to move towards your personal and professional goal?

- i. 

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- ii. 

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- iii. 

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- iv. 

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- v. 

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- vi. 

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Prioritize these steps in the order you will act on them.



Place your goal card in your wallet, purse or pocket. Call it to mind several times a day. By thinking about the goals you've established for yourself every morning, many times during the day, and every night, you begin moving toward it, and bringing it toward you. You must be able to see yourself on the screen of your mind, already in possession of the goal, and you must seriously want it. Remember, the picture that you hold in your mind most often will eventually be expressed in physical form or circumstance.

## WORTHY IDEAL TEAM WORKSHEET

1. Fantasize about a team goal. What are the team wants, **what does the team really want?** What is it you would **like very much to be, do or have**, even though the team may feel it is somewhat beyond the team's reach at the present time? Allow yourself to relax and let your imagination wander, fantasize. Create a shopping list of team wants.

### TEAM WANTS

1. _____	2. _____
_____	_____
3. _____	4. _____
_____	_____
5. _____	6. _____
_____	_____
7. _____	8. _____
_____	_____
9. _____	10. _____
_____	_____
11. _____	12. _____
_____	_____

2. How motivated is the team to attain this goal? Is the motivation coming from what you "should" do, or is it coming from the inside?

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- ## TEAM GOAL

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- I am so happy and grateful now  
that my Team want has manifested:

(Describe your wants **in detail** and in the **present tense**.)

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

7. As a team, set up a daily practice of envisioning the team goal unfolding. Have each person envision this team goal happening.
8. List action steps that each member of the team can take this week to move towards the team goal.

- i. \_\_\_\_\_  
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- ii. \_\_\_\_\_  
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- iii. \_\_\_\_\_  
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Prioritize these steps in the order you will act on them.

## CREATIVE THOUGHT EXERCISE FOR IMPROVED RESULTS

**F**ind a quiet place where you can be alone and completely relax. Get emotionally involved with the idea of being totally relaxed. Let your body become very light and your mind free flowing. When you feel clear and free, allow an image to form on the screen of your mind of already having achieved your goal. Be aware of how you feel in this accomplishment. Feel the pride that flows through you in having achieved that which you set out to accomplish. When you feel this picture is clear, write a detailed description of the picture that you created in your mind. The same exercise can be applied for individual, group or corporate use.

## WEEKLY ASSIGNMENTS

- Each week as you study this *Thinking Into Results* learning system, review as often as you can the Lesson you are on and the Key Points for that lesson. As you review powerful information over and over, you don't see something in the information that was not there before, you see something in yourself that was not there before. You are a different person operating from a different level of awareness.
- Complete the Worksheets.
- Continue to build an image of your personal, professional, and team goals in your mind. Be as descriptive as possible. On a daily basis, call this image to mind and spend time visualizing your goals.

Call these images to mind when you wake up in the morning, and as the last thing you do before you drop off to sleep.

## DECISION By Bob Proctor

There is a single mental move you can make which, in a millisecond, will solve enormous problems for you. It has the potential to improve almost any personal or business situation you will ever encounter ... and it could literally propel you down the path to incredible success. We have a name for this magic mental activity ... it is called DECISION.

Decisions or the lack of them are responsible for the breaking or making of many a career. Individuals who have become very proficient at making decisions, without being influenced by the opinions of others, are the same people whose annual incomes fall into the six and seven figure category. However, it's not just your income that is affected by decisions—your whole life is dominated by this power. The health of your mind and body, the well-being of your family, your social life, the type of relationships you develop ... all are dependent upon your ability to make sound decisions.

You would think anything as important as decision making, when it has such far reaching power, would be taught in every school, but it is not. To compound the problem, not only is decision-making missing from the curriculum of our educational institutions, up until recently, it's also been absent from most of the corporate training and human resource programs available.

So, how is a person expected to develop this mental ability? Quite simply, you must do it on your own. However, it is important to understand that it is not difficult to learn how to make

wise decisions. Armed with the proper information and by subjecting yourself to certain disciplines, you can become a very effective decision-maker.

You can virtually eliminate conflict and confusion in your life by becoming proficient at making decisions. Decision-making brings order to your mind, and of course, this order is then reflected in your objective world ... your results.

The person who fails to develop their ability to make decisions is doomed because indecision sets up internal conflicts that can, without warning, escalate into all out mental and emotional wars. Psychiatrists have a name to describe these internal wars—it is ambivalence. The Oxford dictionary tells us that ambivalence is the co-existence in one person of opposite feelings toward the same objective.

### Indecision causes disintegration.

You do not require a doctorate degree in psychiatry to understand that you are going to have difficulty in your life by permitting your mind to remain in an ambivalent state for any period of time. The person who does permit it to exist will become very despondent and virtually incapable of any type of productive activity. It is obvious that anyone who finds themselves in such a mental state is not living; at best, they are merely existing. A decision or a series of decisions would change everything.

A very basic law of the universe is "create or disintegrate." Indecision causes disintegration. How often have you heard a person say, "I don't know what to do." How often have you



## DECISION (continued)

heard yourself say, “What should I do?” Think about some of the indecisive feelings you and virtually everyone on this planet experience from time to time.

Love them—leave them.

Quit—stay.

Do it—don’t do it.

Buy it—don’t buy it.

Say it—don’t say it.

Tell them—don’t tell them.

Everyone, on occasion, has experienced these feelings of ambivalence. If it happens to you frequently, decide right now to stop it.

The cause of ambivalence is indecision, but we must keep in mind that the truth is not always in the appearance of things.

Indecision is a cause of ambivalence. However, it is a secondary cause. It is not the primary cause. It is clear from decades of studying the behavior of people who have become very proficient at making decisions that they all have one thing in common—they have a very strong self-image, a high degree of self-esteem. They may be as different as night is to day in numerous other respects, but they certainly possess confidence. Low self-esteem or a lack of confidence is the real culprit here.

Decision-makers are not afraid of making an error. If and when they make an error in their decision, or fail at something, they have the ability to shrug it off. They learn from the experience but they will never submit to the failure.

Every decision-maker was either for-

tunate enough to have been raised in an environment where decision-making was a part of their upbringing, or they developed the ability themselves at a later date. They are aware of something that everyone who hopes to live a full life must understand: Decision-making is something you cannot avoid.

This is the cardinal principle of decision-making—DECIDE RIGHT WHERE YOU ARE WITH WHATEVER YOU’VE GOT. This is precisely why most people never master this important aspect of life. They permit their resources to dictate if and when a decision will or can be made. When John Kennedy asked Werner Von Braun what it would take to build a rocket

that would carry a man to the moon and return him safely to earth, his answer was simple and direct— “The will to do it.” President Kennedy never asked if it was possible. He never asked if they could afford it or any one of a thousand other questions, all

of which would have ... at that time ... been valid questions.

President Kennedy made a decision—he decided we would put a man on the moon and return him safely to earth before the end of the decade. The fact that it had never been done before in all the hundreds of thousands of years of human history was not even a consideration. He DECIDED where he was with what he had. The objective was accomplished in his mind the second he made the decision. It was only a matter of time, which is governed by natural law, before the goal was manifested in form for the whole world to see.

Once you make the decision you will find

**Once you make  
the decision you will  
find all the people,  
resources and  
ideas you need ...  
every time.**



## DECISION (continued)

all the people, resources and ideas you need ... every time.

If that is the only benefit you receive from this particular message on decision-making, burn it into your mind. It will change your life.

Whether you want to or not is the only consideration. Whatever you need to achieve your goal, you will attract.

There are any number of people who will say that is absurd—you can't just decide to do something if you do not have the necessary resources. And that's fine if that is the way they choose to think. We see that as a very limiting way of thinking. In truth, it probably is not thinking at all ... it is very likely an opinion being expressed that was inherited from another older member of their family who did not think either.

Thinking is very important. Decision-makers are great thinkers. Do you ever give much consideration to your thoughts ... how they affect the various aspects of your life? Although this should be one of our most serious considerations, for many people it is not. There is a very small select few who make any attempt to control or govern their thoughts.

Anyone who has made a study of the great thinkers, the great decision-makers, the achievers of history, will know they very rarely agreed on anything when it came to the study of human life. However, there was one point on which they were in complete and unanimous agreement and that was, "We become what we think about."

**Don't worry about failing,  
it will toughen you up  
and get you ready  
for your big win.**

What do you think about? We all must realize that our thoughts ultimately control every decision we make. You are the sum total of your thoughts. By taking charge this very minute, you can guarantee yourself a good day. Refuse to let unhappy, negative people or circumstances affect you.

The greatest stumbling block you will encounter when making important decisions in your life is circumstance. We let circumstance get us off the hook when we should be giving it everything we've got. More dreams are shattered and goals lost because of circumstance than any other single factor.

How often have you caught yourself saying, "I would like to do or have this but I can't because ..." Whatever follows "because" is the circumstance. Circumstances may cause a detour in your life but you should never permit them to stop you from making important decisions.

Napoleon said, "*Circumstances, I make them.*"

The next time you hear someone say they would like to vacation in Paris or purchase a particular automobile but they can't because they have no money, explain that they don't need the money until they make a decision to go to Paris or purchase the car. When the decision is made, they will figure out a way to get the amount needed. They always do.

Many misguided individuals try something once or twice and if they do not hit the bulls-eye, they feel they are a failure. Failing does not make anyone a



failure, but quitting most certainly does and quitting is a decision. By following that form of reasoning, you would have to say when you make a decision to quit, you make a decision to fail.

Every day in America, you hear about a baseball player signing a contract which will pay him a few million dollars a year. You should try to keep in mind ... that same player misses the ball more often than he hits it when he steps up to the plate.

Everyone remembers Babe Ruth for the 714 home runs he hit and they rarely mention that he struck out 1,330 times.

Charles F. Kettering said, *“When you’re inventing, if you flunk 999 times and succeed once, you’re in.”*

That is true of just about any activity you can name, but the world will soon forget your failures in light of your achievements. Don’t worry about failing, it will toughen you up and get you ready for your big win. Winning is a decision.

Many years ago Helen Keller was asked if she thought there was anything worse than being blind. She quickly replied that there was something much worse. She said, *“The most pathetic person in the world is a person who has their sight but no vision.”* She was so right.

At 91, J.C. Penny was asked how his eyesight was. He replied that his sight was failing but his vision had never been better. That is really great, isn’t it?

When a person has no vision of a better way of life, they automatically shut themselves in a prison; they limit

themselves to a life without hope. This frequently happens when a person has seriously tried on a number of occasions to win, only to meet with failure time after time. Repeated failures can damage a person’s self-image and cause them to lose sight of their potential. They therefore make a decision to give up and resign themselves to their fate.

Take the first step in predicting your own prosperous future. Build a mental picture of exactly how you would like to live. Make a firm decision to hold on to that vision and positive ways to improve everything will begin to flow into your mind.

Many people get a beautiful vision of how they would like to live but because they cannot see how they are going to make it all happen, they let the vision go. If they knew how they were going to get it or do it, they would have a plan not a vision. There is no inspiration in a plan but there sure is in a vision. When you get the vision, freeze frame it with a decision and don’t worry about how you will do it or where the resources will come from. Charge your decision with enthusiasm ... that is important. Refuse to worry about how it will happen.

### **Advanced Decision-Making**

We make advanced bookings when we fly somewhere—that is quite common. We make advanced reservations to eliminate any confusion or problems when the time arrives for the journey. We do the same with renting a car, for the same reason. Think of the problems you will eliminate by making many of the decisions you must make well in advance. Here’s an excellent example. Take a person that is on a diet



to release weight. Their decisions are made in advance. If they are offered a big slice of chocolate cake, they don't have to say, "Gee, that looks good. I wonder if I should." The decision is made in advance and, when well tempered with discipline, will lead to the desired results.

Do not participate in discussions of why something cannot be done. The only compensation you will ever receive for participating in or giving energy to that type of discussion is something you do not want. It is amazing to see the number of seemingly intelligent people who persist in dragging you into these negative brainstorming sessions. In one breath these people tell you they seriously want to accomplish a particular objective. And, in the next breath, they begin talking about why they can't. Think of how much more of life they would enjoy by making a decision that they will no longer participate in that type of negative energy.

The humanistic psychologist, Dr. Abraham Maslow who devoted his life to studying self actualized people, stated very clearly that we should follow our inner guide and not be swayed by the opinion of others or outside circumstances. Maslow's research showed that the decision-makers in life had a number of things in common. Most importantly, they did work they felt was worthwhile and important. They found work a pleasure, and there was little distinction between work and play. Dr. Maslow said, to be self-actualized you must not only be doing work you consider to be important, you must

do it well and enjoy it.

Dr. Maslow recorded that these superior performers had values, those qualities in their personalities they considered to be worthwhile and important. Their values were not imposed by society, parents or other people in their lives. They made their own decisions. Like their work, they chose and developed their values themselves.

Your life is important and, at its best, life is short. You have the potential to do anything you choose, and to do it well. But, you must make decisions and when the time for a decision arrives, you must MAKE YOUR DECISION WHERE YOU ARE WITH WHAT YOU'VE GOT.

**The decision is made in advance and, when well-tempered with discipline, will lead to the desired results.**

Let us leave you with the words of two great decision makers, William James and Thomas Edison. William James suggested that, compared to what we ought to

be, we are making use of only a small part of our physical and mental resources. Stating this concept broadly, the human individual thus lives far within his limits. He possesses powers of various sorts which he habitually fails to use.

Years later, Thomas Edison said, "If we all did the things we are capable of doing, we would literally astound ourselves."

By making a simple decision, the greatest minds of the past are available to you. You can literally learn how to turn your wildest dreams into reality.

Put this valuable information to use and recognize the greatness which exists within you. You have limitless resources of potential and ability



waiting to be developed. Start today— present. Be all that you are capable  
there's never any time better than the of being.

*“Decide what you want. Decide what you are prepared to give up to get it.  
Set your mind on it. Get on with the work.”*

**H.L. HUNT**

*“Go as far as you can see. When you get there  
you will see how you can go farther.”*

**THOMAS CARLYLE**

## LESSON TWO

# THE KNOWING/DOING GAP— Understanding the Knowing/Doing Gap



LESSON TWO

**THE KNOWING/DOING GAP**

*Understanding the Knowing/Doing Gap*

*“Education does not mean teaching people what they do not know.  
It means teaching them to behave as they do not behave.”*

JOHN RUSKIN

**OVERVIEW**

**W**hen you read John Ruskin’s quote over a few times (and we suggest you do) you are going to realize just how accurate it is. We really don’t need more information to do a better job. We have to start doing what we already know how to do. Remember Thomas Edison’s quote from Lesson 1, “If we all did the things we are really capable of doing, we would literally astonish ourselves.” Well we believe it is time we begin to astonish ourselves.

Most of us are confronted with the same challenge every day. We are doing things we don’t want to do, getting results we don’t want to get and for some strange reason we continue to do them anyway. Go back to the time when you were a child. You probably experienced a situation similar to one Bob experienced on frequent occasions. He describes it as follows:

The teacher would say, “Bob why did you do that?”

I’d say, “I don’t know.”

She’d say, “You know better.”

I’d say, “Yes I know.”

“Then why did you do it?” she’d say.

“I don’t know.”

I left school and went into the navy. It wasn’t uncommon for a commanding officer to say “Proctor why did you do that?”

“I don’t know sir.”

He’d say “What do you mean you don’t know? You know better.”

I’d say “I know.”

“Then why did you do it?”

"I don't know."

You could walk into any corporation anywhere in the world and individuals in that corporation are involved in activities on a daily basis that are producing results they do not particularly want. You'll find people who are grossly overweight and that want to lose weight and yet continually eat food that just packs on more pounds. You'll find people smoking who would absolutely love to stop and yet every time you look they're lighting up another cigarette. You'll find sales people complaining that they're having difficulty selling and yet ignoring the known sales procedures that all the top professionals follow. You'll find managers chastising someone in front of their peers even though they know it's non-productive and only aggravates the problem they are trying to solve. Yes, these people all know how to do better and yet they are not doing it and they do not know why.

In this lesson as well as the next, we are going to talk about the WHY. Why do we continually do things that produce results we don't want? The cause of our problem lies in PARADIGMS. If you are not familiar with the word, don't feel bad about it. The person at the next desk or the person that lives next door probably isn't either. However, as you start to understand it your whole life will begin to change. Changing a paradigm would be similar to taking a governor off an automobile. It's not uncommon for government owned automobiles to have a governor placed on them. Although the automobile has a few hundred horse power under the hood, when it gets going a certain speed, possibly 30 or 40 miles an hour, regardless of how hard you step on the gas, all that horse power is idle. The automobile will not go over 40 miles an hour. Paradigms keep people operating at 40 miles an hour even though there is infinite horse power under the hood. We never get up to the speed we are capable of and, remember, Edison said if we did, we'd astonish ourselves.

Are you ever puzzled when you see a person of average intelligence producing extraordinary results? Here's where you can solve the puzzle. That individual has either consciously or unconsciously changed the paradigm which enabled them to produce the results you are observing. Clearly understand when you have an awareness of how the paradigm functions, then you can start taking control of the results you are getting and go after the goals that you want.

**Paradigms keep people operating at 40 miles an hour even though there is infinite horse power under the hood. We never get up to the speed we are capable of and ... if we did, we'd astonish ourselves.**

This lesson has the potential of being a turning point for you. With very little effort on your part, you can multiply your effectiveness. You see, you've already taken the time to get an understanding of how to do what you do more effectively. Now all you have to do is override that old paradigm and watch your effectiveness skyrocket. However, you must keep in mind how powerful paradigms are. They have the tendency to talk you out of doing the very thing

that you decide to do. This is where persistence comes in. Napoleon Hill wrote an entire chapter on persistence in his book *Think and Grow Rich*. Right at the beginning of the chapter he said, “*There may be no heroic connotation to the word ‘persistence,’ but the quality is to the character of man what carbon is to steel.*” We have included in this lesson an article on persistence as it is the one thing that is required for you to move from where you are over to a state of freedom where you take back control of your life from the paradigm.

## KEY POINTS

**The purpose of this particular lesson is to help you become aware of your actions that are habitual and non-productive.**

- There is an enormous difference between what most people *know* and what they *do*. We were raised in a world and received schooling for many years in a system where the focus was on taking in information and then recognizing the individual for how much they could remember. However, we are now living in a world that really isn't very interested in what you know. In fact, the only people that are being recognized today are the ones who can *do* things, who get the job *done*. Bob Proctor has researched this particular subject for close to 50 years and has concluded that it is only in the rarest case where you would find a person doing all they know how to do. This causes him to be very enthusiastic. He points out that in almost every case, without any further study, people can improve their performance and enjoy greater results with what they already know.
- There are two parts of the mind that will be focused on during this lesson. One part is the conscious mind. The second part is the subconscious mind. The conscious mind is connected to the world around us through our senses. We can hear, see, smell, taste and touch. And we have been raised to live through our senses to gather information, which is principally what we have been trained, or conditioned, to do. The subconscious mind is the part of the mind that expresses whatever is impressed upon it. The expression is what we refer to as *doing*. For the purpose of this lesson, you could say the subconscious mind is in control of the doing.
- A paradigm is a multitude of habits. A habit is an idea that is fixed in a person's subconscious mind that causes them to do something without any conscious thought. A paradigm is what causes our habitual behavior.
- At times we do things we do not want to do, get results we do not want, but do it anyway. This is because of the paradigm in the subconscious mind that controls our actions or behaviors.
- For a person to experience permanent change in their personal and professional life, there must be a change in the primary cause of their results.
- A common error is trying to change results by changing behavior. When this happens, the change is generally temporary. Although behavior causes results, it is a secondary cause. **The primary cause is the paradigm.**

- If we start to understand the paradigm, we start to understand the power of habit. We can start to change when we understand how the subconscious mind is programmed.
- Knowing is not enough to get results. Results come from behavior, and behavior is caused by the paradigm. The results tell an interesting story, they tell the world an interesting and true story of how the person is programmed.
- In the workplace, when we become open and honest in recognizing our programming, or paradigms, we can begin to change the programming and significantly improve results.
- As a paradigm is changed, the behavior changes and the results change.
- When you understand paradigms it will become obvious that high achievers are not successful primarily because of what they know, but rather because of what they do. Their paradigms, one way or another, have been aligned with the results they desired. It's their paradigms that are producing the results.
- When you focus on the paradigm, helping you to understand why you're doing what you're doing, everything will start to change.

## KNOWING/DOING INDIVIDUAL WORKSHEET

1. Think of any situation where you are not getting the results you want. In as much *detail as possible* describe this situation.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



- [illegible]

- It is important for you to be objective during this exercise. Recognize all **NPAs** and describe them in as much detail as possible. After you have described an **NPA**, immediately describe the **PA** that could replace it.



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3. Now ask yourself, “If I turn all the **NPA**s I recognized into **PA**s, would I get the results I want?”

## KNOWING/DOING TEAM WORKSHEET

This is an exercise each member of the team should do independently. The team leader then will outline the changes that everyone should implement.

1. Think of any situation where the team is not getting its desired results. In as much detail as possible, describe this situation.

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In as much detail as possible, describe the same situation the way the team truly wants it to be. Clearly write this description in the present tense.

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2. Review the results that the team described above. Highlight all the actions that the team wrote in the description.

It is important to be very objective during this exercise. Recognize all **NPA**s and describe them in as much detail as possible. After you have described an **NPA**, immediately describe the **PA** that could replace it.

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3. Ask the team, "If I turn all the **NPA**s I recognized into **PA**s, would we get the results we want?"

### 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Two of *Thinking Into Results* and outline what you have learned.
2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.

# PERSISTENCE

In 1953, a beekeeper from Auckland, New Zealand earned world recognition with fame and fortune to follow. Knighted by Queen Elizabeth for his accomplishment, Sir Edmund Hillary and his native guide, Tenzing Norgay became the first two people to climb Mount Everest and safely return after having tried and failed on two previous attempts.

Hillary had two obvious character strengths which literally took him to the very top ... vision and PERSISTENCE. Without Persistence, all his skills would have meant nothing. These qualities and characteristics are the same as those you need to lead you to the top of your mountain. You are confronted by mountains every day. You can either climb the mountains, or remain in the foothills. Any successful person will tell you that Persistence is absolutely essential to climbing the mountains and changing your results.

The individuals who remain in the foothills have never chosen to develop this strength. These people dream of being stars. They want to receive the fame and fortune, but fame is not a common suitor. Fame only comes calling after a high price has been paid, and many people march in the foothills and refuse to pay that price.

Napoleon Hill wrote in his book "Think and Grow Rich", *"There may be no heroic connotation to the word persistence, but that quality is to the character of the human being what carbon is to steel."*

Hill was right. Persistence is a unique mental strength, a strength which is essential to combat the fierce power of repeated

rejections and numerous other obstacles that sit in waiting, and are all a part of winning in a fast-moving, ever-changing world.

There are hundreds of biographies of highly successful men and women who have cut a path for others to follow while leaving their mark on the scrolls of history. Every one of these great individuals were persistent. In many cases, it was the only quality which separated them from everyone else.

Consider Ben Hogan. He weighed only 135 pounds, but every ounce was saturated with Persistence. Born into a poor family, Hogan began to caddy at a local golf club as a boy to earn extra money for his family. This led to the birth of a dream. He would become a great golfer.

Through a great deal of hard work, practice and Persistence, Ben Hogan became one of the world's greatest golfers. In 1948, he won the United States Open Championship. His accomplishments earned him world recognition, but he had not yet faced his mountain.

The next year, Hogan was involved in a head-on collision with a bus, and he was not expected to survive his injuries. He did, but the doctors said he would never walk again. That was their opinion, not Ben Hogan's. He insisted his golf clubs be put in the corner of his hospital room as he began to visualize himself playing golf again.

One year later, Hogan won the United States Open Championship again. The next year he won three major championships. In all, 54 of his victories



## PERSISTENCE (continued)

followed that near-tragic accident. Does Persistence pay? Ask Ben Hogan.

Another person who has aptly demonstrated how far Persistence can take you is the late Charlie Boswell. Boswell was a Birmingham, Alabama businessman, salesman, author and golfer. He holds numerous national and international golf championships. But what really distinguishes him was that he was blind. That's right. Charlie Boswell lost his sight after being blown off a tank in the Second World War. Selling, golfing and writing were all the pursuits Boswell had engaged in after his tragic mishap.

Do you think Charlie Boswell is persistent? You alone decide to quit or to continue when those inevitable mountains loom up on the road to your goal.

Whatever you conceive and believe, through persistence you must achieve. Decide RIGHT NOW to be one of those people who make it happen, to be one of the group who receives the lion's share of the profits. Understand that to join this select group of big producers, you must begin your Persistence exercises now. Make Persistence your most well-developed habit. Persistence cannot be replaced by any other quality. Superior skills will not make up for it. A well-rounded formal education cannot replace it. Nor will calculated plans, nor a magnetic personality. When you are persistent, you will become a leader in your industry.

*"Nothing in the world can take the place of persistence. Talent will not. Nothing is more common than unsuccessful people with talent. Genius will not. Unrewarded genius is almost*

*a proverb. Education will not. The world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan 'Press on' has solved and always will solve the problems of the human race."*

CALVIN COOLIDGE

The people who never tackle the mountains, who perpetually wander in the foothills most of their lives have, in my opinion, lied to themselves and everyone else who would listen so often and for so long that they are no longer even aware of what they are doing.

They say they are content with their results. They will say that climbing a mountain is not important to them ... that they are getting by just fine the way they are. Odds are, they secretly started to climb the mountain years ago and got scared. They hit the terror barrier, quickly retreated to their comfort zone, and have been hiding behind their own false rationale ever since.

**Whatever you  
conceive and believe,  
through persistence  
you must achieve.**

They frequently justify their sick, mediocre performance with statements like, "Why should I go all out? When I get there, the boss will just want more."

These non-productive individuals are lost, or at best, misguided. If you are not able to wake them up, make certain that you do not permit them to pull you into their trap. In fact, when you come in contact with these type of individuals let them serve as a triggering mechanism to mentally double your commitment to yourself to become more persistent.

How do you become persistent? That's a good question. Persistence is never



## PERSISTENCE (continued)

developed by accident. You're not born with it and you cannot inherit it, and there is no one in the entire world that can develop Persistence for you.

**Persistence is as interwoven  
with success as the chicken  
is with the egg.**

Ultimately, Persistence becomes a way of life. But that's not where it begins. To develop the habit, Persistence, you must first want something. You have to want something so much that it becomes a heated desire, a passion in your belly. You must fall in love with the idea. Yes, LITERALLY fall in love with the idea. Magnetize yourself to every part of the idea. Then, Persistence will be automatic. The very idea of not persisting will become hateful, and anyone who even attempted to take your dream away from you or stop you, or even slow you down, would be in serious trouble. Difficulties, obstacles, and challenges will definitely appear on a regular basis, but because of your Persistence, you will achieve victory every time.

Very few people have admitted to themselves that THIS is what I want. This is what I REALLY want, and I'm prepared to give my life for it.

That last statement may cause you to sit up and say, "Wait a minute!" And that's fine. But you should seriously think about it, because you're already giving your life for what you are doing.

What are you doing? What are you trading your life for? Are you making a fair trade? Remember, whatever you're doing was your decision. OR WAS IT? You

could possibly be one of those unfortunate people who have been wandering in the foothills leaving the decisions of where you are going and what you are doing with your life to other people ... just following. Always following.

Treat this message on Persistence as your wake-up call. This red-hot message on Persistence will help you get out of the foothills and lead you to the very top of the mountain, all the way to the summit. It's not a chair-lift. It will not make the climb any easier. You'll still attract the necessary problems, and they'll come to strengthen you. But this message will definitely make the climb to the top of the mountain a lot more fun! It will also help you develop the granite strong attitude, the certainty, the inner knowing that you will get to the top. The summit will be yours, and the view from the top is going to be awesome! It will be reward enough for all the problems that you encountered to get there.

Talking about summits and Persistence, let's go back and think about Ed Hillary. What kind of a passion do you suppose he felt for his goal? He must have truly wanted to climb that mountain.

Think of the physical and mental abuse he was subjecting himself to! He was obviously prepared to give his life for what he wanted. Every person who had ever seriously attempted to climb Everest, as far back as our history records go, show they either failed miserably, or experienced a tragic death trying.

Most people, when they think about Sir Edmund Hillary and his expeditions ask,

**The summit will be  
yours, and the view  
from the top is going  
to be awesome!**



## PERSISTENCE (continued)

"What kept him going year after year?" He WANTED. That's what kept him going. That is why he was Persistent. He wanted, really wanted at a gut level something enough to keep going.

When a person does not understand that, they'll usually ask, "WHY? Why did he want it?" He didn't know why. He didn't have to know why.

"Why" wasn't important.

"Want" was important.

Persistent people never know why they want. They only know that they want and they must have it, and to have it, they must do, and to do they must be. They want it so much that they keep imaging it until they become the living, breathing embodiment of whatever the want represents, for those are steps which MUST be followed for the creative process to work in our life.

Ordinary people did extraordinary things because they consciously recognized what they wanted, and they refused to suppress or dismiss it. They would not let it go, even if failure, rejection, bankruptcy or death was staring them in the face. It would have to be that way, or the ordinary person would never DO the extraordinary. They would never persist. The power of their want, and the intensity of their Persistence caused them to draw on resources they previously were not aware they possessed. They expressed what they had within ... GREATNESS.

*"If the dream is big enough,  
the facts don't count."*

**DOTTIE BOREYKO**

The great psychologist, Alfred Adler, nailed it when he said, *"I am grateful to the idea that has used me."*

The very idea of Persistence filled every cell of Ben Hogan's being, but that was because his want was so strong. Remember, Persistence is the real focus of this message. It's important that we

keep that in mind because we could very easily get lost climbing Mount Everest with Ed Hillary, or playing golf with Hogan.

They're not the stars of this movie. They're playing a supporting role. Persistence is the star.

Properly digest it in your mind ... Persistence will make you a star. It will give you that number one hit worldwide. How does an idea, a want, a dream get such a grip on a person that Persistence becomes a natural outgrowth of it?

Napoleon Hill explained this very well. Hill said at first the idea, the want, has to be coaxed, nursed and enticed just to remain alive, but gradually the idea will take on a power of its own and sweep aside all opposition. It will then coax, nurse and drive you.

He went on to explain that ideas are like that. They have more power than the physical brains that gave birth to them. They have the power to live on long after the physical brain that's created them has turned to dust.

Have you decided what you want? It is almost a waste of time attempting to develop Persistence if the want is not there, because the problems of life will defeat you.



## PERSISTENCE (continued)

It's a well-known and documented fact that the problems in life are numerous. They come frequently and are often giants. When the dream is big enough, however the problems will be beaten and the facts won't count.

You must give these two concepts priority in your life ... wants and Persistence.

Make your want big and you will persist. Decide what you TRULY want and you

will be persistent. Remember "If the want's big enough, the facts don't count." And also remember what Napoleon Hill said. *"There may be no heroic connotation to the word "persistence," but the quality is to the character of the human being what carbon is to steel."*

Go and do it. Study success. Choose your want and persist. Life will then be what it's meant to be.



## LESSON THREE

# YOUR INFINITE MIND— Using Your Mind to Get The Results You Want



## LESSON THREE

**YOUR INFINITE MIND***Using Your Mind to Get the Results You Want*

*“Whatever we plant in our subconscious mind and nourish with repetition and emotion will one day become a reality.”*

EARL NIGHTINGALE

**OVERVIEW**

**P**aradigms—what are they? Although we have mentioned paradigms in the previous lesson, we are about to take the time and give this subject the attention it deserves and requires. Paradigms could be controlling virtually every move you make. When you understand how to build a new paradigm to replace the one that presently controls your life, you will have opened a door to getting all the results you desire.

*“To ignore the power of paradigms to influence your judgement is to put yourself at significant risk when exploring the future. To be able to shape your future you have to be ready and able to change your paradigm.”*

JOEL BARKER

Culture is founded on: habits, work practices, attitudes, beliefs, and expectations—also known as paradigms. Armed with paradigms, you approach and react to the world around you, interpreting what you see and experience according to your shared understandings and those culturally determined guidelines. A paradigm, in a sense, tells you that there is a game, what the game is, and how to play it successfully. A paradigm shift then, is a change to a new game, or a new set of rules. And when the rules change, the whole world will appear to be changing. In other words, change your paradigms and you will change the way you create your results.

Ideally, any changes to an organization should be implemented simultaneously with a change in attitude of the members. In other words, the people's paradigms should be shifted at the same time the organization begins its transformation. It's unfortunate that most of the organizations in the world are not preparing their people to make the personal paradigm shifts that are necessary. There are numerous individuals who lack the understanding required to adapt to the changes that are being forced upon them. If you truly want to change your results, you must not let the limiting paradigms of your environment (outer world) influence or alter your beliefs (inner world).

*“People do not resist change, when it is their choice. People resist being changed.”*

MICHAEL BASCH

## KEY POINTS

- Paradigm is a term used to describe a mass of information that is programmed into an individual's subconscious mind, genetically at the moment of conception and then environmentally after birth. This information, or the paradigm, is then expressed in behavioral patterns producing the results a person gets in life.
- The paradigm is what structures a person's logic.
- As you gain a deep understanding of paradigms, it becomes obvious that logic on a conscious level and paradigms on a subconscious level shape a person's perception and literally place them in a box beyond which they cannot see without the effective use of their imagination.
- The genetic conditioning is quite evident in a person's body. It is why they look so much like their relatives.
- Unfortunately, the paradigm has such an enormous influence over the use of a person's conscious faculties, if and when they use their imagination, they will generally unconsciously use it in a negative manner against themselves. An individual will create an image in their mind where they see the conditions and circumstance as the dominant role and they become subservient to them.
- This puts them in a position that prevents them from moving forward.
- In order for the individual to make a shift in logic and break out of that box to freedom, understanding, courage, and determination is required. This generally only happens with the assistance of a coach or a mentor.
- On a much broader level, you can say that culture is a paradigm. Culture is really group habit expressed in lifestyle.
- Paradigms are either positive or negative and are expressed in either positive or negative results. If a person experiences recurring negative results, it is important that they understand the cause of the problem does not lie with the circumstances or conditions outside of them, the cause is within—it lies with their paradigm.
- It is the paradigm that has attracted the conditions or circumstances that contribute to the problem. With the proper understanding an individual has the ability to change the paradigm.
- Becoming aware of paradigms and their limiting ability is not going to change your situation. At this point you have to become aware of how to alter paradigms and that will be covered in exercises outlined in your worksheets.
- This takes us back to the point that a paradigm is a multitude of habits. Some of these habits are good, which produce wanted results or results that you enjoy. It is the habits that form the negative aspect in the paradigm that requires changing.
- Realizing your paradigm is a multitude of habits and habits require a considerable amount of attention and discipline before they are changed, the question then becomes which habit should we work on and how do we change it?
- Begin by identifying the results that you want to improve in your life. Understand that results are the manifestation of an image held in your subconscious mind. It is a part of your perception of what you are capable of achieving or accomplishing. In the worksheets we will lead you in an exercise

that will show you how to change the paradigm.

- Corporate paradigms could be called corporate culture. It is group habit. Corporate culture is nothing but a multitude of habits.
- If a company wants to raise the bar, if they want to improve the bottom line, the culture must improve.
- People operate with individual paradigms and then come together to form a corporate paradigm or corporate culture.
- A team paradigm can be transformed by identifying team habits, and selecting one or two habits the team wants to transform. Focusing on only one or two habits at a time is best.
- Improving habits and changing paradigms will have an affect on all areas of your life, not just your work life.
- If transforming paradigms can happen on an individual basis, it can be done on a group basis. When that happens, everything will start to improve!

## YOUR INFINITE MIND INDIVIDUAL WORKSHEET

1. With the objective to improve your results, it is suggested you consider the following points:
  - i. All thinking people generally believe their results can be improved.
  - ii. It has been determined that our behavior is causing our results.
  - iii. Ask yourself what is causing your behavior.
  - iv. The **Thinking Into Results** program has helped you understand that to a large degree it is your paradigm that causes your behavior.
  - v. In reviewing your own performance you would become aware that the behavioral patterns that are causing the results you do not want are habitual.
  - vi. Understand that paradigms are a multitude of habits. Habits express themselves in behavior without any conscious thought. Taking into consideration that the paradigm is a multitude of habits, you will arrive at the premise that to establish new, improved, permanent results you must change your paradigm.
  - vii. It is not uncommon for individuals to experience a temporary improvement in results; however, it seems they are always temporary, never permanent and that is because the improved behavior that is causing the improvement in results is forced and cannot be sustained. The individual ultimately gives way to the old, habitual behavior and quickly returns to the results they do not want.
  - viii. For permanent improvement in results, the paradigm must be changed and to change paradigms you must change habits. It has been established that if an individual attempts to change more than one or two habits at a time, they generally end up changing nothing.
  - ix. It is a common error for a person to merely eliminate a negative habit thinking the results will improve. It has been established that if a negative habit is not consciously and deliberately replaced with a positive habit another negative habit will automatically replace it.



- x. In reviewing the previous eight points, we arrive at the conclusion that to change our results we should select one or two habits that require changing and immediately begin to move into action.
2. Now go back to the first exercise in the Individual Worksheet for Lesson 2 and, on a clean sheet of paper, rewrite the detailed description of the results you are getting that you do not want.
3. Also go back to the second exercise in the Individual Worksheet for Lesson 2 and on a clean sheet of paper rewrite all of the Non-Productive Activities (NPAs) you identified in as much detail as possible.
4. Then on another clean sheet of paper rewrite the detailed description of the results that you do want.
5. On a fourth clean sheet of paper rewrite, in as much detail as possible, all of the Productive Activities (PAs) you identified to replace the NPAs.
6. Then take the two sheets of paper with the unwanted results and the Non-Productive Activities and shred them. Granted, the shredding is merely symbolic and it's the idea behind it that's important. As you are shredding the sheets of paper, mentally release them. Hold an image of yourself actively involved in the Productive Activities that you have selected to replace the Non-Productive Activities.

*“Commit your non-productive activities to paper and physically shred and mentally obliterate them. This is very powerful.”*

**SANDRA GALLAGHER**

Here is a ridiculously simple example but one that will effectively communicate the mental process that we are suggesting you get involved with. Imagine someone that used to drink Coca Cola and then gained an understanding that it added nothing to the health of their body and very likely took away from it. The habit of drinking Coca Cola was written out as suggested and it was shredded. As the sheet was being shredded the person saw themselves drinking from a bottle of clear, clean water. This may appear as a trivial example but you have to admit it is a good one because you can clearly see the exercise we're discussing on the screen of your mind.

## MOVING TO HIGHER PRODUCTIVITY AND GREATER REWARDS

The mental exercise you are about to be involved with is truly a liberating concept and although it is being used for a specific purpose here, you could adapt it to be used in any area of your life. Your reward for following the instructions to the letter will be great; however, discipline combined with aggressive action will be required for you to replace the habits that have to be replaced in order for your desired results to manifest.

In preparing yourself to move to a new dimension of productivity, totally relax.

You are about to begin reprogramming your subconscious mind, and the strategy we are suggesting to accomplish this is extremely effective.

Your subconscious mind is totally deductive, meaning it has no ability to reject; it will accept whatever you impress upon it as reality regardless of whether it is Imagined or Real.

All true professionals employ this imaging process whether they are in sports, in business or in life generally.

Visualize a funnel of lavender energy flowing into the crown of your head, circulating through your head and down into every area of your entire body. As this energy freely flows to and through you, circulating into every molecule of your being, let your body become very light. Mentally envision yourself already in possession of the results that you desire. The results are as real in your mind as the clothes you are wearing. Really see the picture.

In the space provided, make a written description of yourself already in possession of the good that you desire. State how you feel and write in the present tense. Write so clearly that if a stranger were to read the description the words would create an image in the reader's mind that would be a replica of the image you are holding in yours.

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## YOUR INFINITE MIND TEAM WORKSHEET

1. Now go back to the first exercise in the Team Worksheet for Lesson 2 and on a clean sheet of paper rewrite the detailed description of the results the team is getting that they do not want.
2. Also go back to the second exercise in the Team Worksheet for Lesson 2 and on a clean sheet of paper rewrite all of the Non-Productive Activities (NPAs) that the team identified in as much detail as possible.
3. Then on another clean sheet of paper rewrite the detailed description of the results that the team does want.
4. On a fourth clean sheet of paper rewrite, in as much detail as possible, all of the Productive Activities (PAs) the team identified to replace the NPAs.
5. Then take the two sheets of paper with the unwanted results and the NPAs and shred them. Granted, the shredding is merely symbolic and it's the symbolism that goes with it that's important. As you are shredding the sheets of paper you mentally release them and hold an image of yourself actively involved in the Productive Activities that you have selected to replace the Non-Productive Activities that you have just physically shredded and mentally released.

In preparing to move to a new dimension of productivity it is suggested that you totally relax.

The strategy we are suggesting is extremely effective in reprogramming your subconscious mind.

Your subconscious mind is totally deductive, meaning it has no ability to reject; it will accept whatever you impress upon it as reality regardless of whether it is Imagined or Real.

All true professionals employ this imaging process whether they are in sports, in business or in life generally.

Visualize a funnel of lavender energy flowing into the crown of your head, circulating through your head and down into every area of your entire body. As this energy freely flows to and through you, circulating into every molecule of your being, you let your body become very light. Mentally envision your team already in possession of the results that the team desires. Visualize this until the results are as real in your mind as the clothes you are wearing.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

## 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Three of *Thinking Into Results* and outline what you have learned.
2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.

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# RESPONSIBILITY

**R**esponsibility is a choice and it truly is the key to freedom. Your future can be everything you have ever dreamed about and then some. You have the talent and tools to experience one beautiful day after another. That is, in fact, what the architect of the universe had in mind for you when you were created. If that was not so, you would have never been endowed with such awesome powers.

Bob's good friend and mentor, Val Van De Wall wrote, *"When a person takes responsibility for their life and the results they are obtaining, they will cease to blame others as the cause of their results. Since you cannot change other people, blame is inappropriate. Blaming others causes a person to remain bound in a prison of their own making. When you take responsibility, blame is eliminated and you are free to grow."*

Those who haven't taken responsibility for their results and their life often find themselves in a mental prison, and in many ways, a mental prison is a much worse place to live than a federal prison or penitentiary. Mental torment can destroy just about everything that is necessary for a meaningful life: self image, self respect, relationships and a host of other attributes. It will even cause a person's physical health to deteriorate.

Responsibility opens the door and permits you to walk into freedom. If you find yourself confined to such a mental state, understand there is a way out. Escape is encouraged and possible. The master

key that fits the lock is clearly marked and is within everyone's reach. It is responsibility.

It would be a fair comment to say that the people we have the greatest respect for are those who have accepted responsibility for every aspect of their lives. These individuals rarely duck responsibility by blaming someone else. When faced with an unfavorable situation, they are usually aware they have attracted the negative circumstance and know everything happens for a reason. When this happens, they merely learn their lesson and keep reaching out, above and beyond to the new frontier, taking responsibility for whatever happens, every step of the way.

When a person refuses to accept responsibility for their life, they reject their uniqueness and they turn all of their power over to other people, situations or circumstances. They are then no longer in control of their future. They will be hoping something good will happen, but because of past experiences they will very likely be expecting something they do not want to happen. When you accept responsibility for your life and

**...those who win  
big in life take  
responsibility and  
create their  
own destiny.**

for the results which you alone determine, you will develop confidence that your dreams can be realized, that your plans can be carried out. Awareness of this magnificent truth is one of the greatest, if

not THE greatest thing that can happen in your life. It's Alladin's lamp, a magic wand, the tooth fairy all wrapped up in one.



## RESPONSIBILITY (continued)

Dr. Rollo May, a distinguished psychiatrist, once wrote, “The opposite of courage in our society is not cowardice, it is conformity.” It requires great courage to take responsibility for your life. It’s so much easier to blame someone else or something outside of you. George Bernard Shaw said, *“People are always blaming their circumstances for what they are. I don’t believe in circumstances. The people who get on in this world are the people who get up and look for the circumstances they want, and, if they can’t find them, they make them.”* Shaw was right — those who win big in life take responsibility and create their own destiny.

Earlier on it was suggested that responsibility brings with it a certain amount of freedom. For some, these last few paragraphs may be life-altering. With the proper understanding, it has the power to free you of unnecessary mental weight that you may have been carrying around with you all of your life, guaranteed. This concept has been misunderstood by so many and has probably single-handedly ruined more lives than one can possibly imagine. Ignorance of this principle will most certainly cause a person to experience the destructive emotions of anger, guilt and resentment. Here it is: there is a vast difference between being responsible “for” and being responsible “to.” It seems so simple, but don’t let its apparent simplicity fool you. There IS a big difference between being responsible “for” and being responsible “to.”

It’s not uncommon to hear parents blame themselves and assume responsibility for something that has happened to their child, and that child might be 40 years old! “If only we ...” Or, “I should have ...”

Far too often we inappropriately assume responsibility for something, when in fact our real duty to the person may have ended 20 years ago. Unfortunately for most, they carry that baggage around with them for life, never realizing they have a choice.

The correct interpretation of this is: you are responsible FOR your feelings and your results—not another person’s. You may be responsible TO another person for one thing or another, but not FOR another person. The exception, of course, is when you choose to take on the responsibility of raising children until they reach the age of maturity. In that case, you are both responsible TO and FOR them, until such time as they become responsible for themselves.

At times, it might even be appealing to contemplate having another person take on our responsibilities for us. We could even trick ourselves into believing that by doing this, we would be more free to play, have fun and do the things we wanted. Without serious thought, it might never enter our mind that exactly the opposite would happen. When you permit others to take on your responsibilities, you become dependent on them. They become the giver and you become the receiver. Your well-being is dependent upon their generosity. Hopefully, at some point, it will become very clear that this kind of behavior only leads to a life of lack, limitation, resentment and confusion on the parts of both the giver and the receiver.

Nothing positive comes from the misuse of responsibility. When you take on the responsibility for another person’s feel-



## RESPONSIBILITY (continued)

ings, results, or actions, you destroy their self-reliance and self-respect.

You are responsible for all of the results in your life. You are responsible for your happiness. You are responsible for your health. You are responsible for your wealth. You are responsible for your emotional state. Regardless of what has happened in the past, the future lies ahead with an open slate, waiting for

you to take control and create a wonderful life for yourself.

Winston Churchill, who certainly knew something about responsibility, said, *"Responsibility is the price of greatness."*

Here's a marvellous affirmation that you can verbalize every night before you go to sleep and every morning as you step out of bed.

**I am responsible for my life ...  
for my feelings ...  
for my personal growth ...  
and for every result I get.**





## LESSON FOUR

# THE SECRET GENIE— Unlocking the Secret



## LESSON FOUR

### THE SECRET GENIE

#### *Unlocking the Secret*

*"This graphic illustration of the mind we refer to as the stickperson is without question the most valuable idea I have gained in close to 50 years of intensive research into the workings of the mind."*

BOB PROCTOR

### OVERVIEW

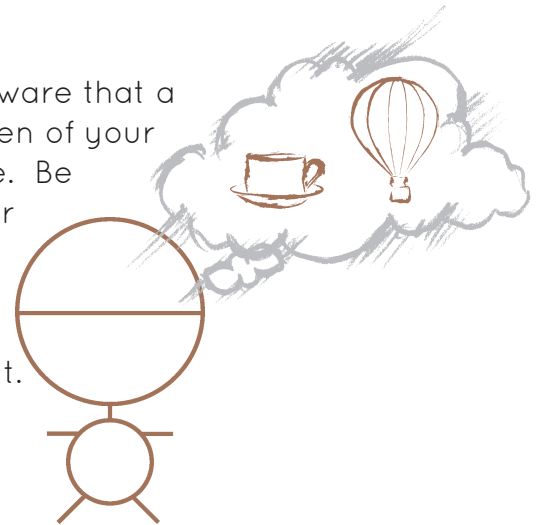
Think of your automobile. Really think about it. Be aware that a picture, an image, of your automobile is on the screen of your mind. Now quickly think of the front door of your home. Be aware that you have an image of the front door on your mind. Think of a loved one you haven't seen for some time. They too will appear on the screen of your mind. Think of a hot air balloon or a spoon or a coffee cup—see how fast you can switch from one image to the next.

Now think of your mind. If you are like most people, an image of the brain has appeared on the screen of your mind. Clearly understand your brain is not your mind anymore than your fingernail or your elbow is. Your brain is part of the body. As magnificent as it is—it is actually an electronic switching station—it is still part of the body. Your body is the physical manifestation of a movement that is more commonly referred to as the mind. No one has ever or will ever see the mind. The mind is not a thing. It is an activity.

Your mind is either in a confused or orderly state—one or the other. An image brings order to the mind. Whenever we begin to think of the mind, confusion reigns since no one has ever seen the mind. Since confusion causes feelings that we do not appreciate, we stop thinking about it and begin to go into an area that we are more familiar with.

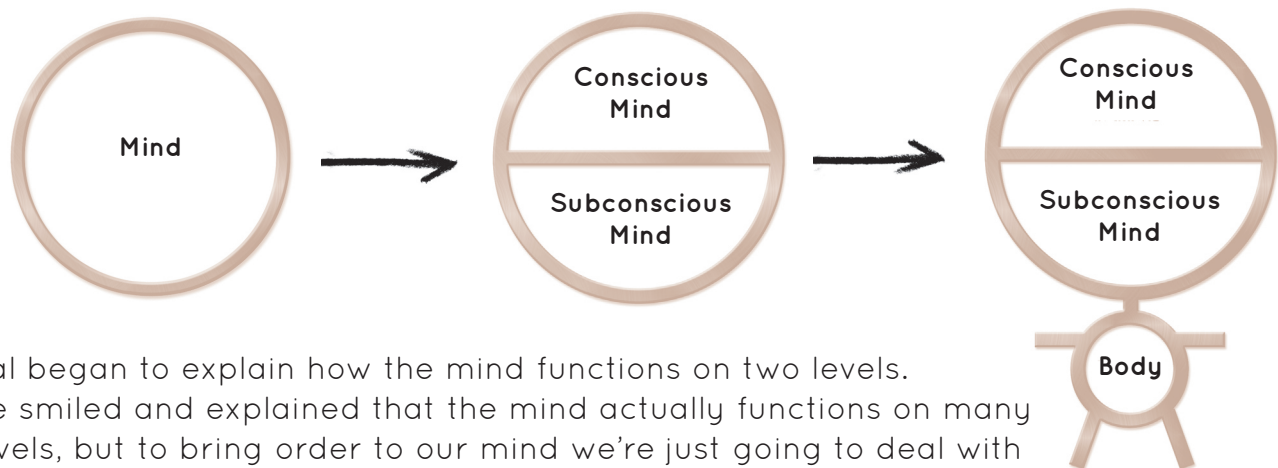
You see, the image of your car was tucked into a group of cells in your brain the moment you looked at it. We asked you to think of your automobile, and that word triggered cells that contained that image and caused the image to flash on the screen of your mind. As you looked at the word spoon and coffee cup, in a millisecond you activated the cells of your brain that contained those images and they flashed on the screen of your mind.

For many years Bob Proctor studied everything he could get his hands on, attempting to figure out why his life had changed so dramatically. He gathered a tremendous amount of information about the mind but was not able to tie it all



together. He could not connect the dots. Then he met Leland Val Van De Wall. Val shared with Bob a story about a Doctor Thurman Fleet in San Antonio, Texas, who was very involved in the healing arts. Dr. Fleet realized that he and others in his profession were falling far short of doing the job that needed to be done. He said they were treating symptoms and not treating the cause of the problems. He said if there's going to be any health, we would have to treat the person holistically. In other words, they had to treat the whole person.

He said they were not doing that properly because when it came to the area of the mind there was nothing but confusion. He said since no one has ever seen the mind, he was going to create a picture of the mind. Then Val drew it out.



Val began to explain how the mind functions on two levels. He smiled and explained that the mind actually functions on many levels, but to bring order to our mind we're just going to deal with two levels—the conscious and subconscious. He drew a circle with a horizontal line right through the center. He said everything above the line is the conscious mind. Every thing below is the subconscious mind. Then below the circle he put a much smaller circle and he said let that represent the body. He said the body is an instrument of the mind and it obeys the operations of the mind.

As Val continued, something happened within Bob that he could not explain and his whole world began to shift. Everything he had studied for years began to fall into place. Confusion was gone and was replaced with order. He quickly began to understand how and why his life had changed. He felt this overwhelming feeling of satisfaction and joy reigning in his mind at that moment. Every day for nine years he had been searching for what he had just found. Bob had trusted in the words that we've all heard, "Seek and you will find." Thoreau said, "We will meet with success in uncommon hours." Everything he was looking for was simply and suddenly sitting there before his eyes. At that moment, he developed the strongest urge to share this information with as many people as he could. That was 40 years ago. Bob began sharing these ideas and has never stopped.

One of the people Bob shared this with was the co-author of this program Sandy Gallagher. Although Sandy was studying Bob's material for quite some time before meeting Bob, it impacted her much the same way it had Bob. You will find her fingerprints all the way through this program, just as you find his.

Become very familiar with the stickperson. Study the drawing. Every time you think of yourself, see the drawing. Every time you see the drawing, think of yourself. For example, Bob sees himself as mind and body and that is how he sees you. Through training the mind and working with the stickperson drawing you truly can look at the bodies that are moving around you as instruments of individualized expressions of mind. When you train yourself to see this, you will have no difficulty understanding what is going on in a person's mind because it is being expressed in the person's actions and results. You see, what's going on inside is always reflected outside. If you don't already, you'll soon understand why we refer to the stickperson as the genie.

## KEY POINTS

- No one has ever seen the mind. When the mind is imagined and understood, you will become much more effective at improving results.
- Behavior is the cause of results—the secondary cause. For permanent improvement in results, you must go to the primary cause, which is, the cause of the behavior, and that is the subconscious programming—the paradigm.
- The conscious mind is the thinking mind, the educated mind. The subconscious mind is the emotional mind. It's what is going on in the emotional mind that determines the behavior, or the actions the body is involved in.
- The conscious mind receives information from the outside world through the five sensory factors: sight, sound, smell, taste and touch.
- Unfortunately, most people's paradigm, or their conditioning, causes them to be subservient to their outside world. They live through their senses, through what they see, hear, taste, smell and touch.
- Our conditions, circumstances and environment have no bearing on what is going to happen in our future unless we let them. You do not have to go by what you see, hear, smell, taste and touch.
- You have the ability to originate/create an image of what you would like the future to be like. By impressing that picture upon the subconscious mind (letting yourself get emotionally involved with the image), the image will ultimately move into form with and through you.
- If you objectively view another person's behavior, you will understand what is going on in their mind.
- The conscious mind is where we gather information, but that is not the part that controls the actions of the body. The conscious mind thinks and the subconscious mind executes what's impressed upon it and expresses itself through the body.
- Every person has genius locked up within them. Their spiritual DNA, the essence of who they are, is perfect. That perfection has been buried in old virus codes or paradigms. **Thinking Into Results** is designed to help you bring these deep reservoirs of potential to the surface.
- If you want people to change what they're doing, you will have to help them understand what is causing them to do what they're doing.
- There is a tremendous energy that flows to and through you. This energy can even be photographed leaving your body.

- You have the ability to create dreams, originate ideas or discover solutions to problems from this energy as it flows into your conscious mind.
- The only limits placed on these dreams are the limits that you consciously choose to place on them. This is where the creation of a new future for your life originates.
- Vibration is a natural law of the Universe. Everything vibrates ... nothing rests. We literally live in an ocean of motion. Your body is a molecular structure in a very high speed of vibration.
- You become emotionally involved with your dreams as you move them from your conscious to your subconscious mind. As the subconscious mind is in every cell of your body it necessarily follows that the vibration of your entire body is altered with the emotional involvement of the dream.
- These vibrations are not only expressed in action, they also set up a magnetic force and you begin attracting to you everything that vibrates in harmony with you. The action/attraction is what alters your results.
- Feeling is a word we invented to describe our conscious awareness of the vibration we are in.
- When you find that you're not feeling good, know that you are emotionally involved with the wrong idea.
- If you find the things that are coming into your life are not to your liking, you've got to ask yourself, "How am I acting? What am I emotionally involved with? What kinds of ideas am I thinking?"
- You can always tell what's happening on the inside by what's happening on the outside.

## THE SECRET GENIE INDIVIDUAL WORKSHEET

The outside world is a reflection of what takes place in your mind. Your paradigms are in your subconscious mind and to a large degree control your behavior and your outside world. The following exercises will help you become aware of the activities in your brain and will enable you to alter the cause of the results you no longer want.

1. Begin by examining how you spend your days.
  - i. What time do you generally wake up? Time \_\_\_\_\_
  - ii. When you wake up, do you get up immediately? ☐ Yes ☐ No
  - iii. When you get up, how long does it generally take you before you become productive?  
Hours \_\_\_\_\_ Minutes \_\_\_\_\_
  - iv. When you get up in the morning what mood are you in? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

v. Do you have your activities for the day prepared and prioritized when you get up in the morning? ☐ Yes ☐ No

vi. Do you take a break for lunch or do you work through lunch?

vii. If you work from home, do you have numerous interruptions?  
☐ Yes ☐ No

2. If a disappointing situation occurs, do you react or respond to that situation?

3. Do you have difficulty staying focused on a project?

4. Do you have an organized continuing education program?

5. What are your greatest strengths?

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6. What are your greatest weaknesses?

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7. Do you intend to eliminate your weaknesses? ☐ Yes ☐ No

i. Which ones?

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8. List six habits that you will change:

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9. What is a belief you have difficulty with that you would like to strengthen?

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10. Think of a very close associate or friend. What behavioral patterns do they have that could be considered annoying?

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11. If that person were doing this exercise about you, what do you think they would say?

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12. What daily actions do you have that are habitual that ensure you are moving toward your goal?

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## SECRET GENIE TEAM WORKSHEET

1. What is the worthy goal the team has set for itself?

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2. What are the current results of the team?

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3. How are current results a reflection of what is going on in the team's collective paradigm?

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4. Have each individual team member verbally state what improvement they will work on to strengthen the team.

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5. What is something each team member can do for one other member of the team?

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### 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Four of *Thinking Into Results* and outline what you have learned.

2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.

3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.

# RULES FOR BEING HUMAN

*The following is written by an unknown author, however it contains some timeless jewels of information that are worth passing on. It is titled, 'Rules For Being Human.'*

**Y**ou will receive a body. You may like it or hate it but it will be yours for this time around.

You will learn lessons. You are enrolled in a full-time informal school called life. Each day in this school you will have the opportunity to learn lessons. You may like the lessons or think them irrelevant or stupid.

There are no mistakes, only lessons. Growth is a process of trial and error—experimentation. The failed experiments are as much a part of the process as the experiment that ends up working.

A lesson is repeated until learned. A lesson will be presented to you in various forms until you have learned it. When you have learned it you can then go on to the next lesson.

Learning lessons does not end. There is no part of life that does not contain lessons. If you are alive, there are lessons to be learned.

There is no better place than 'here'. When your 'there' has become 'here' you will simply obtain another 'there' that will again look better than 'here.'

Others are merely mirrors of you. You cannot love or hate something about another person unless it reflects to you something you love or hate about yourself.

**There are no mistakes,  
only lessons.**

What you make of life is up to you. You have all the tools and resources you need — what you do with them is up to you. The choice is yours.

The answers lie inside you. All you need to do is look, listen, and trust."



## LESSON FIVE

# THINKING INTO RESULTS— The Trick to Staying in Charge No Matter the Circumstance



## LESSON FIVE

## THINKING INTO RESULTS

*The Trick to Staying in Charge No Matter the Circumstance*

*“An educated person is not, necessarily, one who has an abundance of general or specialized knowledge. An educated person is one who has so developed the faculties of their mind that they may acquire anything that they want, or its equivalent, without violating the rights of others.”*

NAPOLEON HILL

## OVERVIEW

As far back as you choose to go, and in any country, you will find that people are programmed from birth to live from the outside in. All of the great leaders in history, individuals who are recognized for their greatness, without exception, have told us if we want to be in control of the results we get in life, we must live from the inside out.

Perhaps we should investigate what these leaders meant when they gave us that advice.

In the previous lesson we discussed how we have five senses and we are frequently controlled by the information flowing into our consciousness through these five senses: sight, sound, smell, taste and touch.

It is at this point we want to bring to your attention the higher faculties that we all possess and how these higher faculties have been designed to make us the highest form of creation on the planet so far as we know. These are referred to as our intellectual faculties.

**Perception, Will, Reason, Imagination, Memory and Intuition.**

It is only on a rare occasion that you will find anyone who has been raised to use those higher faculties to create the life they want. When you do find a such a person, you will also likely find that they are unconsciously using their faculties. In most cases, they are not consciously aware that this is what has separated them from the masses.

Most of us will assume that they have been blessed with some talent that the rest of the population doesn't have because they, as well as the people viewing their performance, lack the awareness of exactly what this person is doing that is so obviously different. In truth, we all have these higher faculties. When we begin to use them we too will be looked upon as extraordinary individuals when, in truth, the only thing that separates us and makes us different are our results. Take a moment and mentally review what has gone on and what is continuing to go on in the world. As little children we hear:



“Will you look at this.”

“Listen to what I’m telling you!”

“Do you hear what I’m saying?”

And on and on it goes. The conditions or circumstances begin to control us. The report card tells us what kind of student we are. The report card turns into a balance sheet or a sales sheet or possibly a performance review — always a record of something that has gone on in the past. That’s how most people’s lives are controlled, in many cases, from the moment they are born until they die.

We believe that your involvement with this Program, **Thinking Into Results**, will cause you to think in a new and more beneficial manner. It will also cause you to be more consciously aware of all of your higher faculties and when and how to use them in a more effective way.

Thinking is our highest function. If you listen to most people, or study their behavior, it’s going to be obvious they are not thinking, otherwise they would not say what they are saying or do what they are doing. Mental activity does not constitute thinking.

Your higher faculties are what separate you from all the rest of the animal kingdom. It’s these faculties that will permit you to enjoy the results that you want. Clearly understand that the only limitations you will ever have are the limitations that you impose upon yourself. You truly do have infinite potential. There is no end to what you are capable of doing. Just observe the world around you and the advances that have been made within the past few years. All of these advances are the result of a small select group of people using their higher faculties to create a better world for all of us to enjoy. Know what they have done, you too can do. You are working with the same power they are working with, the same faculties they are working with. The only possible difference would be the limitations that you are working with. **Release and remove them and permit your greatness to be expressed.**

Your reasoning factor gives you the ability to reject anything that comes in from the outside and nowhere has it ever been written that circumstance is given dominion over man.

You have infinite potential and to quote Dr. J. B. Rhine, *“The mind is the greatest power in all of creation.”*

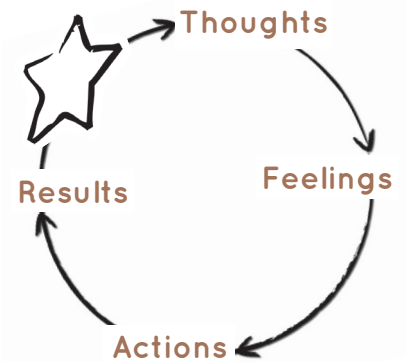
## KEY POINTS

- We are programmed to live from the outside in. That programming causes a tendency for us to become the plaything for outside forces. We should observe and be aware of what is going on in our outside world but be capable of creating and maintaining an individualized existence.
- We have been gifted with higher mental faculties: **Perception, Will, Imagination, Memory, Reason and Intuition**. It is our responsibility to learn how to utilize and develop these higher faculties to a greater degree.
- **Memory:** Our memory is perfect. There is no such thing as a bad memory. There are only weak memories and strong memories. All of our higher faculties are perfect. They merely require exercise to strengthen them.
- **Reason:** Reason is what gives us the ability to think. Thinking is our highest function. It is our inductive reasoning faculty that gives us the ability to originate individual thoughts and bring them together in the formation of ideas. We can observe what we are doing and then think of ideas on how we can do better.
- Since we are in control of our own thinking faculty, we should not spend time thinking negative thoughts or originating ideas on why something cannot be done.
- **Perception:** Our perception is our point of view. When we see something that causes us to think something cannot be done, we can change our perception of the situation and originate an idea on how it can be done.
- **Imagination:** Imagination creates fantasies. Fantasy is the first stage of creation in life. The **Thinking Into Results** Program originated from a fantasy. The company you are working for originated from a fantasy. The creative process spans three stages: fantasy, theory, fact. It is important to remember that without the aid of your imagination there could be no creation in your life. Someone else will always be the star in your movie.
- Everything is created twice. First with imagination in your mind. Second, when it manifests in your material world.
- **Will:** Will gives you the ability to hold one picture on the screen of your mind to the exclusion of all outside distractions. The will gives you the ability to focus and concentrate. The more you practice developing your will, the stronger it will become.
- **Intuitive Factor:** It is with your intuition that you pick up vibrations and translate those vibrations in your mind. Your intuition permits you to know and know that you know what is happening around you. Intuition is often referred to as a sixth sense, which is a misnomer. It is not a sense. It is one of your higher faculties and can be developed to an extraordinary degree.
- **Thinking Into Results:** When you look at your results and let the results register in your mind, the results cause you to think. The thinking produces the feeling, the feeling causes the action and the action produces the result — the same result. This is precisely why the majority of our population keep getting the same results, year after year. It's called "struggle".

- Immediately stop permitting the outside world to control your mind. Objectively observe what is going on in your outside world. Don't be a part of it. Look at your results like a stranger might.

Say, "Hmm, I don't think that's what I want," and then begin to **think of what you do want**. Think thoughts that will create the idea of what you want. The thoughts cause the feelings, the feelings cause the actions and the action produces a new result. At that point you consciously observe the new result, you mentally adapt to the new results and immediately begin to think the thoughts that create the idea of how to improve upon it.

- Remember, it starts with the thought. The thought causes the feeling, the feeling causes the action, the action causes the result. Take a look at the result, adapt and start a new train of thought. You stay in charge of you. Don't let the outside world control you. You control the outside world.



## THINKING INTO RESULTS INDIVIDUAL WORKSHEET

1. Choose one of the four mental faculties on the following pages to explore in more detail by reflecting on the following questions.

**A. Reason:** One of our mental faculties is our ability to reason. Reason is our ability to think.

- i. Recall a situation at work that is not going well and could be better. Write down a short description of this situation.

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- ii. Notice your thought patterns about this situation. What are you saying to yourself about this situation, what is your "thinking" about this situation? Are your thoughts negative-pole-thinking?

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- This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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- ii. Describe a situation you would like to improve.

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- iii. Now, use your imagination to tap into other possibilities for how you can improve this situation. Get a blank piece of paper, and in the middle write down a brief description of the situation. Now, brainstorm ways to improve this situation. Identify at least 5 brainstormed ideas on how you can improve this situation. Let your imagination go!

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**D. Will:** Will is your ability to focus. The more you practice developing your will, the stronger it will become.

- i. Now, focus on a situation you would like to transform. Call to mind how you would like this situation to transform. Now focus on it. Focus on the ideal situation you would like to create. Hold this new situation in your mind, focus on it. If your focus changes, call it back to this new solution you are creating. Practice holding your focus on this new situation for at least 5 minutes.

2. Are your results causing your thinking, or is your thinking causing your results? This is a very important distinction, probably the most important point to make in this lesson.

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3. Think of a situation in the external environment. Maybe this is a situation about work that is not meeting your satisfaction. What is the situation?

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- i. What is your thinking about this situation?

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- ii. What are the actions you are taking because of your thinking?

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- iii. What are the results that are created? Are you getting the same result, over and over again? Is your thinking helping you get to your desired results? Or are your results not changing?

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4. Now, shift your thinking process. Look at the result. Describe the result.

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- i. Is this something you want? If not, begin to think of what you do want. Build the image of what you do want in your mind.

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- ii. What new thoughts can you have about this situation? How can you think about the situation differently?

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- iii. What new feelings could you have about this new image, feelings that leave you inspired and excited. How do you feel about these new thoughts?

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4. How long has this thinking and result existed?

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5. Are you ready to transform this situation? If so, complete these questions.

- i. Instead of thinking from the outside in, think from the inside out. What are more positive, empowering thoughts the team could have about this situation?

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- ii. How does this new thinking cause the team to feel? What are the feelings about this situation now?

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iii. What are inspired action steps the team can take to transform this situation?

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iv. How could this new thinking and action lead to better results?

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6. What action steps can each team member commit to over the next week that supports the new thinking about this situation?

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### 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Five of *Thinking Into Results* and outline what you have learned.
2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.



## THE 333 STORY

**B**ob Proctor was conducting a seminar, which ran from Thursday night to Sunday, at the Deerhurst Lodge, which is a resort approximately 100 miles north of Toronto. On the Friday night, a tornado swept through Barrie, Ontario, a town about 40 miles south of Deerhurst. The tornado killed a dozen people and did millions of dollars worth of damage. On the Sunday night, as he was coming home, he stopped the car when he got to Barrie. He got out on the side of the highway and looked around. It was a mess. Everywhere he looked, there were smashed houses and cars turned upside down.

That same night, another gentleman, Bob Templeton, was driving down the same highway. Templeton and Bob had never met; however, an idea from Bob's seminar was about to bring them together in a lasting friendship. Templeton stopped to look at the disaster, just as Bob had, only his thoughts were different than Bob's. Templeton was the Vice-President of Telemedia Communications, a company which owns a string of radio stations in Ontario and Quebec.

As he stood there viewing the disaster, he thought there must be something he could do for these people using the radio stations he had. The thought kept returning to his mind that night and all of the next day.

The following night, Bob was doing another seminar in Toronto. Templeton and Bob Johnson, another vice-president from Telemedia, came in and

stood at the back of the room. They were evaluating the seminar, trying to decide if Proctor could help their company reach its goals, which he ultimately did. From Templeton's influence, Bob subsequently worked for the entire Canadian broadcasting industry. Templeton loved what Bob was doing in his seminars because it was in harmony with his way of thinking. Templeton became fascinated with the laws of the universe, particularly the Law of Polarity or as it is often referred to, the Law of Opposites. This law clearly states everything has an opposite. You cannot have an up without a down, hot without cold or in without out. By the same token, if you can figure out why something you want to do cannot be done, by law, you must be able to figure out how it can be done. People who accomplish great things are aware of the negative; however, they give all of their mental energy to the positive. After the seminar, Templeton went back to his

**People who accomplish great things are aware of the negative, however, they give all of their mental energy to the positive.**

office. He told Proctor it was late but this one idea he picked up had him excited. It also had him committed to the idea of raising millions of dollars and giving it to the people who had been caught in the tornado.

Templeton was going to raise the money immediately! Furthermore, he was not remotely interested in why he couldn't.

The following Friday he called all of his executives at Telemedia into his office. At the top of a flip chart in bold letters, he wrote three 3's. He said to his executives "How would you like to raise 3 million dollars, 3 days from now, in just 3 hours and give the money to the people



## THE 333 STORY *(continued)*

in Barrie?” There was nothing but silence in the room.

Finally someone said, “Templeton, you’re crazy. There is absolutely no way we could raise 3 million dollars, in 3 hours, 3 days from now!”

Templeton said, “Wait a minute. I didn’t ask you if we could or even if we should. I just asked you if you would like to.” Templeton was wise; he was appealing to the charitable side of their nature. It was important for those present to openly admit that this was something they wanted to do. Templeton knew that his new idea could show anyone how to accomplish anything they wanted by working with the law.

They all said, “Sure, we’d like to.” He then drew a large T underneath the 333. On one side he wrote, “Why We Can’t.” On the other side he wrote, “How We Can.” Under the words, “Why We Can’t,” Templeton drew a large X. As he placed the X on the flip chart, he said, “Now there is no place to record the ideas we think of which explain why we can’t raise 3 million dollars, in 3 hours, 3 days from now, regardless of how valid they might be.” He continued by explaining, “When anyone calls out an idea which suggests why we can’t, everyone else must yell out as loud as they can, “NEXT”. That will be our command to go to the next idea. Ideas are like the cars on a train, one always follows the other. We will keep saying Next until a positive idea arrives.”

Templeton smiled and continued to explain that, “Opposite the X on the other side of the flipchart, directly under the words, ‘How We Can,’ I will write down every idea that we can come up

with on how we can raise 3 million dollars, in 3 hours, 3 days from now.” He also suggested, in a very serious tone of voice, that everyone remain in the room until they figured it out. “We are not only going to think of how we can raise 3 million dollars immediately, after we originate the ideas we are going to execute them!” There was silence again.

Finally, someone said, “We could do a radio show across Canada.” Templeton said, “That’s a great idea,” and wrote it down under, ‘How We Can.’

Before he had it written on the right hand side of the flipchart, someone said, “You can’t do a radio show across Canada. We don’t have radio stations across Canada!” Since Telemedia only had stations in Ontario and Quebec, you must admit that was a pretty valid objection. However, someone in the back of the room, in a rather soft tone said, “Next.”

Templeton replied, “Doing a radio show is how we can. That idea stays.” But this truly did sound like a ridiculous idea, because radio stations are very competitive. They usually don’t work together and to get them to do so would be virtually impossible according to the standard way of thinking.

All of a sudden someone suggested, “You could get Harvey Kirk and Lloyd Robertson, the biggest names in Canadian broadcasting, to anchor the show.” These gentlemen are anchors of national stature in the Canadian television industry. Someone clearly spoke out saying, “They’re not going to go on radio.” But, at that point the group yelled, “NEXT.” Templeton said that was when the energy shifted; everyone got involved and it was absolutely amazing



## THE 333 STORY (continued)

how fast and furious the creative ideas began to flow.

That was on a Friday. The following Tuesday they had a radiothon, where 50 radio stations, from all across the country, agreed to work in harmony for such a good cause. They felt it didn't matter who got the credit, as long as the people in Barrie got the money. Harvey Kirk and Lloyd Robertson anchored the show and they succeeded in raising 3 million dollars, in 3 hours, within 3 business days!

You see, you can have whatever you want; all things are possible when you put your focus on how you can and "Next" every idea telling you why you can't.

This may be a difficult exercise in the beginning; however, when you persist "Nexting" any and all negative concepts, the flow of positive ideas will roar into your marvelous mind.

Alfred Adler, the renowned psychologist, coined the extraordinary phrase "I am grateful to the idea that has used me." There can be no doubt that creative, forward-thinking ideas literally breathe new life into every fibre of your being. They awaken a part of you that you never even knew was sleeping.

Templeton never received five cents for the leadership role he played in marshalling 50 radio stations from right across Canada, to raise the three million dollars for the people of Barrie, Ontario in Canada. However, you must remember that this is truly an orderly universe; when you put good out, it must come back.

Bob shared this story with two good

friends of his, Jack Canfield and Mark Victor Hansen. They were so intrigued by the story, they published it in their book *Chicken Soup for the Soul*.

A while back Bob was doing a satellite television broadcast for RE/MAX Real Estate with Mark Victor Hansen and he was telling Bob that, at last count, they had sold six million copies of their book. He also told him they are constantly receiving letters from people who read the "333 story" and use it to perform similar mental magic in their lives.

Think of it, millions upon millions of people are making positive things happen in their lives because Templeton would not listen to the reasons why he and his staff could not raise 3 million dollars, in 3 hours, just 3 days after they began to brainstorm the idea. By the way, Templeton has told Bob that he and his staff have formed the habit of "333ing" their wants. As a result, he has gone on to become the President of NewCap Broadcasting company, a highly profitable corporation, with stations right across Canada. It is Bob's opinion that Templeton set up a force for good that will follow him wherever he goes. Profit has become his second name. Begin at once to "333" all of your wants and profit will follow you as well.



## LESSON SIX

# ENVIRONMENT IS BUT OUR LOOKING GLASS

Creating the  
Environment and the  
Team that You Want



## LESSON SIX

**ENVIRONMENT IS BUT OUR LOOKING GLASS**  
*Creating the Environment and the Team that You Want*

*“The results that you are achieving are a direct reflection of the image of yourself you are holding. Improve the image and the improvement will automatically be reflected in your results.”*

SANDY GALLAGHER

**OVERVIEW**

**I**n 1900 William James, one of America's earliest and greatest psychologists, said “The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind.” In 1960, Dr. Maxwell Maltz said “Self image psychology was the greatest psychological discovery of his generation.” And in 2007, Sandy Gallagher stated “Through a slight shift in your own personal self image you can take all the genius and talent you have developed for one profession and apply it effectively to another.”

*Psycho Cybernetics* is without question one of the greatest books you will ever read on self image psychology. In his book, Dr. Maltz explains how a patient came to him one day and said he was bankrupt, ruined and disgraced. Maltz looked at him and said hold on just a moment; the fact is you are bankrupt and it is your opinion that you are ruined and disgraced. The opinion you have of yourself will always be reflected to the world around you and it will be manifest in the results that you achieve in life. Keep in mind, that it is an opinion—yours—and you can change it any time you choose.

Self image as we know it today was first discovered by Dr. Maxwell Maltz who was involved with reconstructive surgery, commonly referred to as plastic surgery. He found that when he did surgery on a patient and possibly removed or repaired some form of disfiguration to the person's face, there was not only a great change in the person's appearance, there was a noticeable psychological improvement. Maltz also observed that with some patients regardless of how successful the physical operation was, there was no psychological change at all. This led him to postulate that we actually have two images, one that reflects back to us from the mirror and the one that we hold in our mind. As the inner image is changed, the person's world changes.

It's not uncommon today for corporations to invest a considerable amount of money on the corporate image, we call it branding (logos, etc.). Just the same as individuals and corporations have images, teams have images. It's not uncommon to see a team involved in some sport that has no super stars yet they win the championship. That is because each member of the team is operating with the same effective image of what they want and believe they can accomplish it. This



concept also operates just as effectively outside of sports with a team of people in a company. Approach it from any angle you choose, image is very important. When it comes to your personal self image it's all important and it is something that can always be improved.

## KEY POINTS

- You have programmed into the deep recesses of your mind a perception of what you are, who you are and what you are worth. This is referred to as an inner self image. It is literally a control mechanism that determines what comes into your life and how well you do.
- You also have an outer image. It is the one that you project to the world by the way you walk, talk, dress and meet and greet other people. That image is the outer expression of the inner image.
- Your results are always a reflection of what is going on internally. If you have a negative or bad image of yourself, your results are going to be a reflection of that image.
- The self image that is fixed in your subconscious mind will determine how the rest of the world will see you. You are the only person in the entire world that has the ability to alter or improve your self image.
- There is an image of perfection that is resident in the center of your consciousness. The more you move in the direction of that image, the more your life will improve. There is no end to the good that you can experience as you develop a greater awareness of the perfection that does lie within you.
- Small or large groups that come together as a team in a corporation or other organization and perform effectively do so because they do not compete. They create.
- Teams operate with an image the same way as individuals or organizations do. When a team chooses to improve their performance they must collectively work at improving the image of each team member thereby improving the team image.
- Fast moving, powerful, profitable organizations understand that people work better together. They encourage and educate people to be effective team members. Not only does the organization win, so does every individual in the organization. Individuals grow when they have the support of team members.
- When a team operates in a spirit of harmony toward the same objective, you have one of the most powerful forces in the world. Creative professional teams have difficulty differentiating between working and having fun, and they create results that really count.
- As part of a team, it is important to remember that givers gain. Help every member of the team every way you can; cooperation is always more powerful than competition.

**ENVIRONMENT IS BUT A LOOKING GLASS INDIVIDUAL WORKSHEET**

1. If your external world is a mirror of your internal self-image, what is your external world telling you about your self image?

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2. How would you describe the self image you project on the outside world? Is it a true image of how you feel about yourself? Or, are there differences between what you project and how you really feel about yourself?

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3. How do you really feel about yourself? Do you have a positive self image, or is there room for improvement?

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4. Is your self image a limiting paradigm, or is it empowering? What are the messages you hold about yourself in your self image paradigm; in other words, what is your inner dialogue?

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- i. If so, call to mind a person you admire and respect, someone who has a positive self image.
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- ii. Think about their qualities. Write out a description, in the present tense, of the qualities they have that you admire.

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- iii. Now, take that description and totally relax. Begin to see yourself as that person, act as if you literally become that person. Embrace this self image. Begin to imprint this image on your subconscious mind.

- iv. Identify one action step you can take this week to integrate the qualities of this person into your life. What one action step can you take to embrace these qualities, to embrace this positive self image?

- v. Have you ever visited an image consultant? ☐ Yes ☐ No  
If you haven't but you would like to, when will you?

\_\_\_\_\_  
Date

### YOUR LIFE AS A MOVIE EXERCISE

Imagine your life is a movie that is being played out, because in many ways your life is like a movie. You are the director, the producer, the casting agent, and the executive producer—you must finance it, etc. Now consider each of these questions as you reflect on the movie of your life as it is today, and the movie that you desire to create.

1. What is your movie like? What kind of movie is it?

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2. Who are the characters in your movie? Are you the star of the show, or a supporting actor?

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6. Discuss all of the previous points with your team.
7. How can you reach out to a member of your team to support them in becoming a more empowered team member? What would that look like?

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### 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Six of *Thinking Into Results* and outline what you have learned.
2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.

# CONFIDENCE

**F**or many people, if the word confidence is given any thought, it is looked upon as a personality trait that you either have or do not have ... something you are born with or without. In reality, confidence is a mental state you can develop, if you are prepared to pay the price. It is also important for you to understand that the price is small, relative to the return.

Having confidence will free you to go where your heart leads you, to do what you must do. Confidence gives you strength with style. It generates a non-physical aura that captures the conscious attention of everyone in your presence. It is that something which others admire. Confidence sets up a vibration that causes others to trust in your ability, it instills in them a feeling of safety when following your lead.

When you are confident, you know ... and you know that you know. You possess an awareness of a powerful truth: you are one with the infinite. You know that when you are in tune with the unseen power that is in every molecule of your being, you will always solve whatever problem you may be facing, because this power is far greater than any condition or circumstance with which you could be confronted.

If you doubt yourself, if you doubt your ability, if you feel you are not able to do the job or solve your problems, the advice in this article will not matter. That's the critical question. How do you develop confidence and tune into

this power?

Permit us to suggest that you already have confidence. You might not have it when you want it or possibly in the area you need it, but you've got it. Confidence is knowing; it is an inner certainty and absolutely nothing can change it. It wouldn't matter what happened, what anyone said or did, when you have confidence, what you know (that inner voice) cannot be changed, regardless of the challenge. After the Wright Brothers made the first manned flight, do you think that another person saying, "You can't fly" would change what they knew? Their reply would have been, "I know I can. I just did." They were confident because they knew.

Ultimately, confidence is knowledge. If you were going to parachute out of a plane, you would most certainly want to have a lot of confidence in the parachute. The more you knew about the parachute (ie. its construction, material, how it was packed, etc.), the more your confidence would either increase or decrease. Your confidence in the parachute is largely determined by your knowledge of the parachute.

**... this power is far greater than any condition or circumstance with which you could be confronted.**

The dictionary defines confidence as "a feeling or consciousness of one's powers, or of reliance on one's circumstances." Contrary to popular belief, your confidence has very little, if anything, to do with your intellect. It has, however, everything to do with your faith. This explains why an individual who may



## CONFIDENCE (continued)

be intellectually inferior, steps out and confidently pursues their dreams, while their counterpart with the advanced academic credentials fearfully holds on to a position they detest, while their dream dies in their mind.

The more knowledge and understanding you have about yourself, the greater will be your confidence. Pure, raw self-confidence is what permits you to move ahead in life. Self-confidence gives you license to have a positive attitude about your ability to become competent in an area you may presently know little about.

Someone once said that the “room for self improvement” was the largest room in the world. Regardless of where you are on your personal confidence gauge, these three points will be of value to you.

**One: Check your self-image.** This is a critical part of your mental machinery when it comes to keeping your confidence humming. When you **think** of anything, you **think** in pictures. What kind of a picture comes to your mind when you think of yourself? Confidence is an inside job. To have or not have confidence has nothing to do with what is happening outside of you. Confidence is determined by what is going on inside of you.

You are a creative distributor of a life-giving force. Think about that ... dwell on it. Remember, what you put out always comes back. When you build the picture of your dream, see yourself as a service-oriented, happy, healthy, prosperous individual.

Understand it was your creative ability that enabled you to build the pic-

ture. Your dream is spirit in an organized form ... an organized non-physical form. You built the picture, it is in your marvelous mind-body. Mind and body cannot be separated, therefore it must

move into physical form with and through you. As long as you hold the image of your dream, the image will affect your movements. It will also dictate what is attracted into your life.

Realize that you can connect with the Ever Present ... All Knowing ... All Powerful life-giving force we refer to as Spirit and you can connect at will. Train yourself to see your SELF as having such awesome powers. See the willingness of Spirit working with you, to and through you. The more you permit these ideas to move into the feeling side of your personality, the more confidence you will have. Your level of confidence is going to be in direct ratio to your awareness of your oneness with Spirit ... the Ever Present ... All Knowing ... All Powerful life-giving force.

**The second step** is to check your strengths and weaknesses. You might take a pad and pen and begin making a couple of lists. If you are honest with yourself, you will find the weaknesses far outweigh the strengths. Now, this may come as a surprise to you —forget about developing your weaknesses. Instead, manage them and put your energy into developing your strengths. In other words, direct your efforts and attention to getting better at what you already do well. Keep getting better at it until you have mastered it.

It makes sense to do what you enjoy and what you do well. The more you do it,

**... direct your efforts and attention to getting better at what you already to well.**



## CONFIDENCE (continued)

the better you will get at it, the more you will enjoy it. You will naturally exude confidence.

You will be able to say with conviction: I'm good, I know I'm good and I know why I'm good. That's confidence. If you didn't know why you were good, it would be conceit as opposed to confidence.

**The third step** is to train your mind to see in all people, what they do not see in themselves. Begin to treat every person you come in contact with as the most important person in the world. Look at them with a new awareness. See every person as an expression of SPIRIT, which is always perfect. Refuse to permit another person to influence how

you see and treat them. Their speech, actions and results may clearly indicate they do not like themselves. Love them anyway. Look for what they do well and let them know you noticed it. Give everyone a sincere merited compliment. Their good work is Spirit shining through them. Look for it. Remember, the age-old advice, "Seek and you will find."

The really beautiful part of this third step is this ... the good you find in others is a reflection of the good that is in yourself. You might be wondering how this is going to increase your confidence? Know that real confidence turns dreams into reality, physical reality. That is the kind of confidence you need to strive for.

**... the good you find in others is a reflection  
of the good that is in yourself.**



## LESSON SEVEN

# TRAMPLE THE TERROR BARRIER

## Identifying and Avoiding the Land Mine that Will Sabotage Your Success



## LESSON SEVEN

**TRAMPLE THE TERROR BARRIER***Identifying and Avoiding the Land Mine that Will Sabotage Your Success*

*“Fear and growth go hand in hand. When you courageously face the thing you fear, you automatically experience the growth you have been seeking.”*

SANDY GALLAGHER

**OVERVIEW**

**G**o back in history. Study the biographies and autobiographies of every individual who has accomplished anything of any consequence and you will find that although they may have disagreed on many points of life, without exception they were all in complete and unanimous agreement on one point—that we become what we think about.

That is a point that should provoke you to ask some serious questions such as: What is thought? How does thought have such a powerful impact on us?

You see, it is the ideas in our mind that cause our behavior to be as it is. Ideas are nothing but thoughts or a collection of thoughts brought together. Thought is energy—it is the most potent form of energy.

Energy is forever flowing to and through people; as was mentioned in a previous lesson, you can photograph the energy leaving the body. Back in the early 30's Semyon Kirlian, a Russian photographer, perfected a form of photography that photographs the energy leaving the body. This is referred to as Kirlian photography today. As this energy flows into our consciousness and we think, we form thoughts from that energy. As we internalize those thoughts we alter the vibration that our mind—body is in. And make no mistake about it, your body is a mass of energy in a high speed of vibration.

We invented a word to describe our conscious awareness of vibration, the word is “feeling” ... so when a person becomes emotionally involved with a negative thought it causes them to “feel” bad. Emotional involvement with positive thoughts of course produce the opposite result, which is the clear track successful people attempt to stay on.

When ideas are impressed upon the subconscious mind repetitively they become fixed in the subconscious mind. A fixed idea is more commonly referred to as a habit. A multitude of ideas that are fixed in the subconscious mind is referred to as conditioning or as paradigms. A paradigm is a multitude of habits, most of which are inherited.

All of the ideas that are fixed in the subconscious mind control the vibration the person is in and cause the person to feel the way they do. Regardless of whether that feeling is good or bad, we get used to feeling that way and become comfortable with it.

It is these paradigms that cause people's behavior to be pretty consistent and it's the behavior that produces the results in their life. We often refer to the paradigm as the thermostat that controls the temperature of our life; and the ridiculous part of this scenario is that people are forever trying to play with the thermometer to change the temperature rather than go to the thermostat. This is the reason that 90 percent of the population continue to get the same results over and over, week after week, month after month and year after year.

As a rule, the results mentioned above are not too far removed from the results of the parent or guardian that raised the individual. Almost all welfare recipients are 3rd or 4th generation welfare recipients. People are actually conditioned to be dependent, you see their conditioning is both genetic and environmental. In other words, as infants they were programmed by the people they were surrounded by and the conditioning of the parent or guardian was merely transferred to the individual.

**For a person to change their results, they must change their paradigm, and this requires strong conscious control over their thinking.**

As they change their thinking, they alter the vibration they are in, which of course affects how they feel. Small incremental changes we seem to handle without too much difficulty. However, any big change causes our entire electrical (central nervous) system to go awry. Whenever you think of making a dramatic change, anything out of the norm, you are going to run head first into a wall of fear and because in 99 percent of the cases the person involved lacks an awareness of how the mind functions, and why they are experiencing this fear, they retreat and go back to their comfortable monotonous state. They justify this behavior by convincing themselves that it is safe and it's better to be safe than sorry. The truth is, it's not better to be safe than sorry. That's a myth that has been perpetrated by parents and guardians for centuries. It's time we changed it.

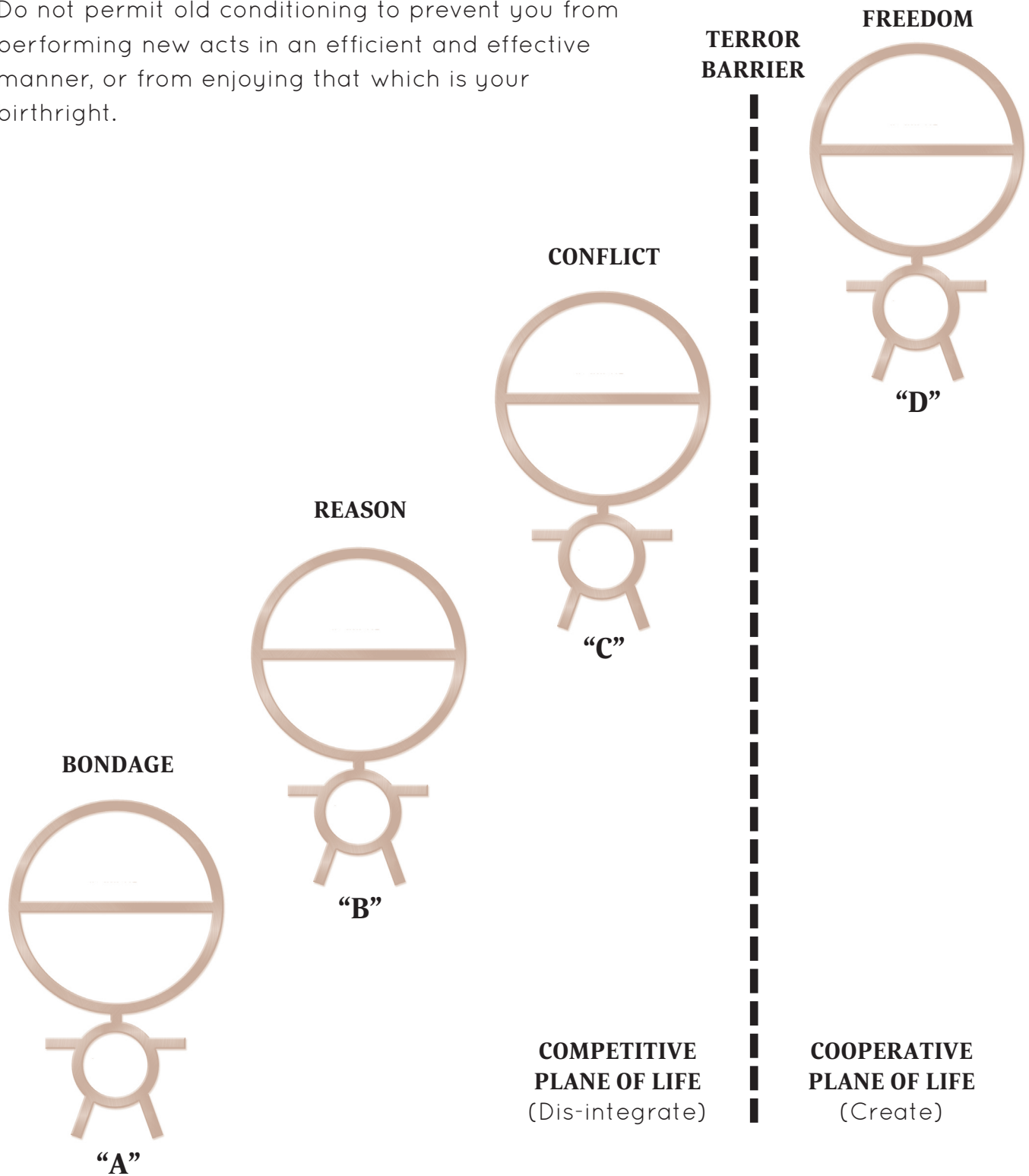
Fear and growth go hand in hand. When you courageously face the thing you fear, you automatically experience the growth you have been seeking. Do not permit old conditioning to prevent you from performing new acts in an efficient and effective manner, or from enjoying that which is your birthright.

The illustration on the following page will explain this entire mental process.



## LET GO OF THE PAST

Do not permit old conditioning to prevent you from performing new acts in an efficient and effective manner, or from enjoying that which is your birthright.

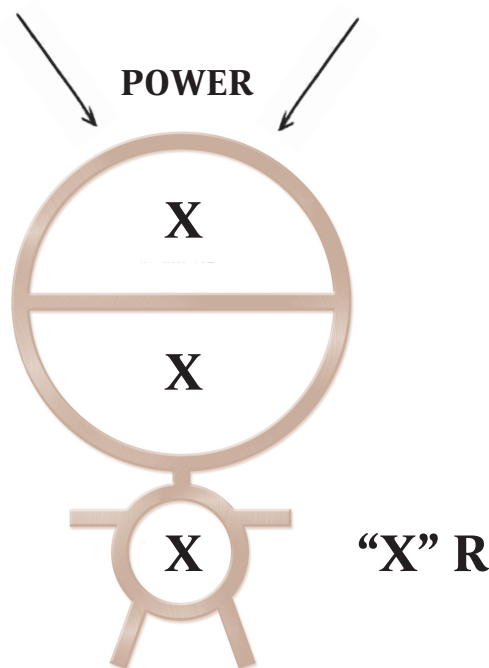


*"You will either step forward into GROWTH,  
or you will step back into SAFETY."*

ABRAHAM MASLOW

## KEY POINTS

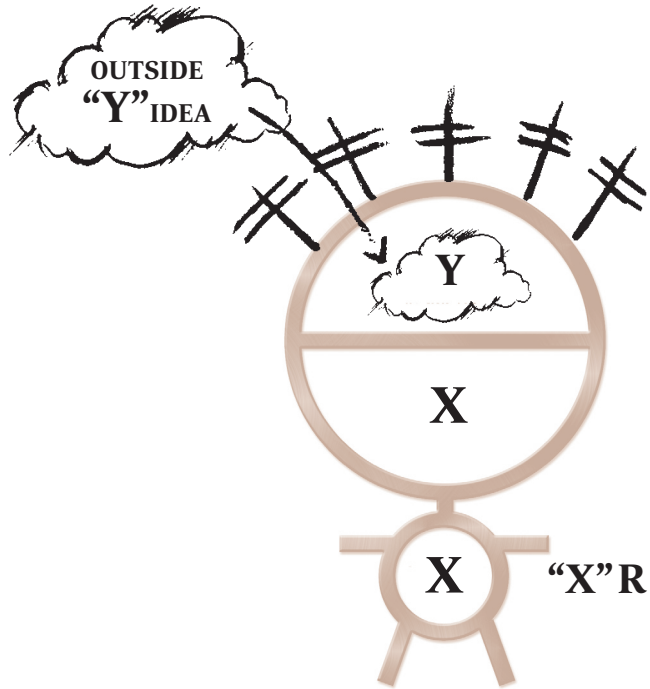
- Any time you are setting a goal that results in you skipping a couple of rungs on the ladder of success, you will run up against The Terror Barrier.
- Whenever you go to make a serious change in life style (moving out of your comfort zone), you run up against the terror barrier.
- With any change that would come under the category of a major change in your behavior, the terror barrier will instantly and automatically be standing between you and the good that you desire.
- When this happens you have a choice—you can step back into safety and continue to experience the same results year after year, or you can be courageous and experience the growth that you have been seeking.
- The Four Steps in the Psychological Process of Experiencing Growth Dealing With the Terror Barrier: Step number one in the psychological process of experiencing growth dealing with the Terror Barrier is Bondage.



In the illustration of Bondage we show a person who is getting X type results—results they do not want. The results are caused by the X type conditioning in the subconscious mind and even though the person has the ability to choose whatever thoughts they want, they continue to create from the power that flows into their mind X type thoughts.

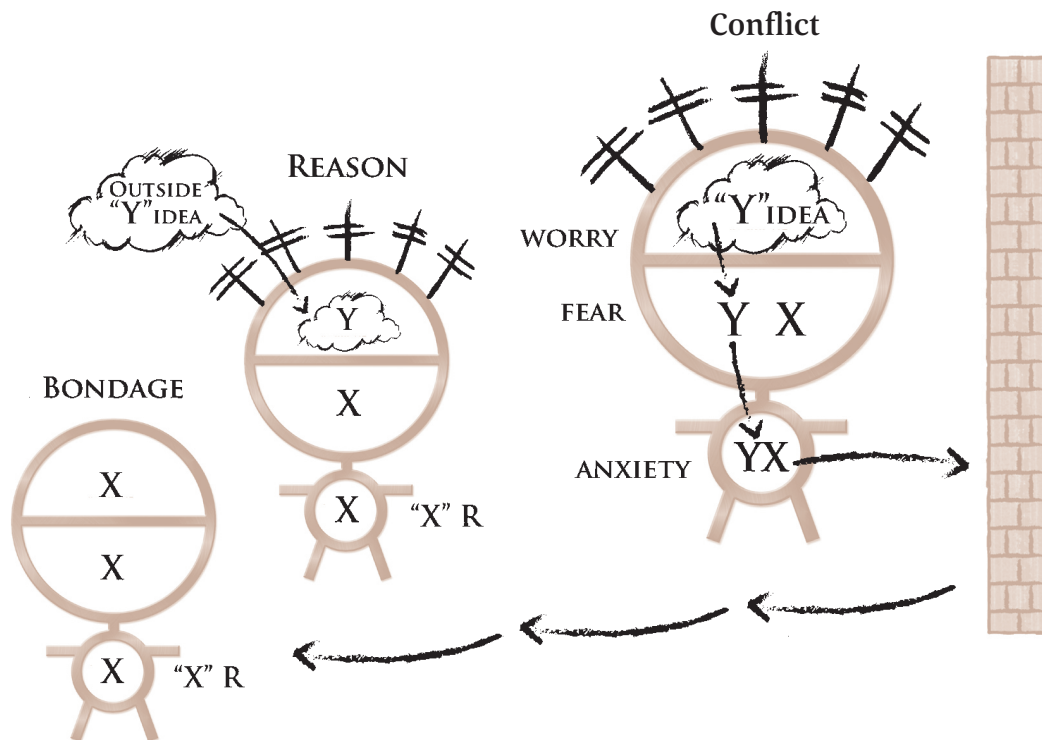
*“To have the things that you have never had, you must do things that you have never done.”*

DR. SHAUN MARLER



- The second step in the psychological process of experiencing growth dealing with the Terror Barrier is Reason. In this illustration the person continues to get X type results—results they do not want—which are caused by the X type conditioning. And even though on a conscious level they create an idea of living the life they do want, illustrated by the Y, nothing in their results change because they just deal with the Y idea on an conscious level and because they have not internalized it, they do not act on it. So the person can mentally see themselves with what they want. They can even think about what they want. But nothing in their life changes because they have never internalized the idea.

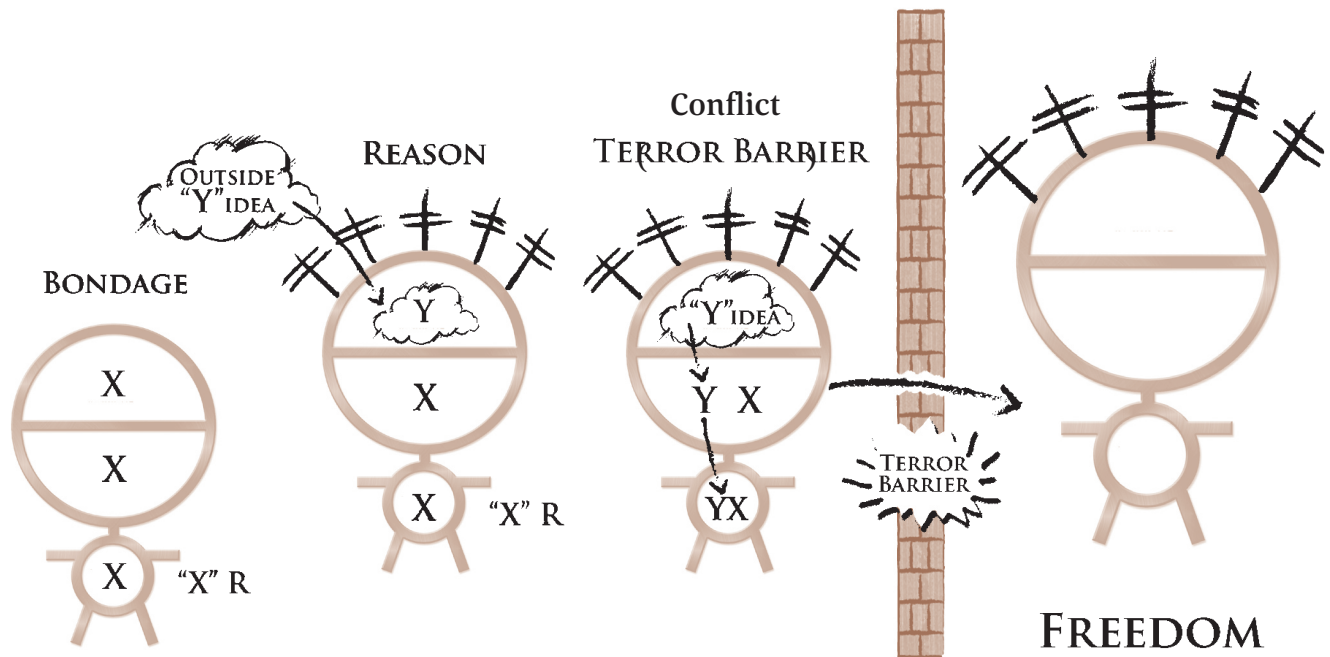
## TERROR BARRIER



- The third step in the psychological process of experiencing growth by dealing with the Terror Barrier is Conflict. Before we cover the state of Conflict, it is important for us to bring to your attention again that the ideas a person is emotionally involved with control the vibration they are in. Vibration on a conscious level is referred to as feeling, and although the results they are getting are what they do not want, they feel comfortable in the vibration they are in because they have been living with it every day, probably most of their life.

In the illustration above the individual becomes emotionally involved with the Y idea. The moment the Y type idea is impressed upon the X type conditioning, the electrical system in the individual's body goes haywire and they are in an XY vibration. Worry, fear and anxiety strike—the worry on a conscious level, the fear on a subconscious level, the anxiety on a physical level. The whole three of them hit so fast and with such impact the result is the individual's mind is in a terrible state.

Why you ask? The new Y idea is driving them ahead and the X idea is driving them back. The conflict is unbearable; they can't go ahead, they don't want to go back and they can't stay where they are. Going ahead is the answer—it's how their life will improve. However, a lack of understanding of exactly what is taking place inside of the person, causes the person to retreat to familiar territory. They quickly bounce off the terror barrier all the way back to Bondage and then rationalize to themselves why that is a good place to be. It's comfortable ... they are familiar with it ... and they settle for it.



- Understanding permits a person to step forward into growth and freedom. The doubt, fear and anxiety have not left; however, through understanding or study, they know if they persist it will leave. By continually getting involved with the Y idea and acting on it—in spite of the fear—over a relatively short period of time the conditioning changes and they are living in a brand new world, created for themselves by **Thinking Into Results**.
- When a person is facing the terror barrier, various negative, limiting thoughts are flashing upon their mind and although they can see on the screen of their mind the good that they desire, they have absolutely no idea where the resources are going to come from that will enable them to see their goal manifest. There's only one problem in the whole world that anyone will ever have and that is ignorance—ignorance is simply not knowing.
- The greatest deterrent that is stopping a person from going through the terror barrier to freedom is ignorance. They are not able to see where the money, the help, all the things they will need for the manifestation of this Y idea will come from. Their ignorance causes a limiting and destructive mental process to begin to take place. This process causes such discomfort that their conscious attention becomes focused on the negative side of their situation and as a result, the negative side of life. Such thinking prevents them from continuing to move onward and upward in the direction of their goal.

## IGNORANCE

1. Doubt or Worry registers on a conscious level.
2. As the Doubt is internalized it causes Fear on a subconscious level.
3. That Fear must be expressed the only way it can be—through the body. The body moves into a vibration more commonly referred to as Anxiety.
4. People don't express Anxiety. It is internalized.



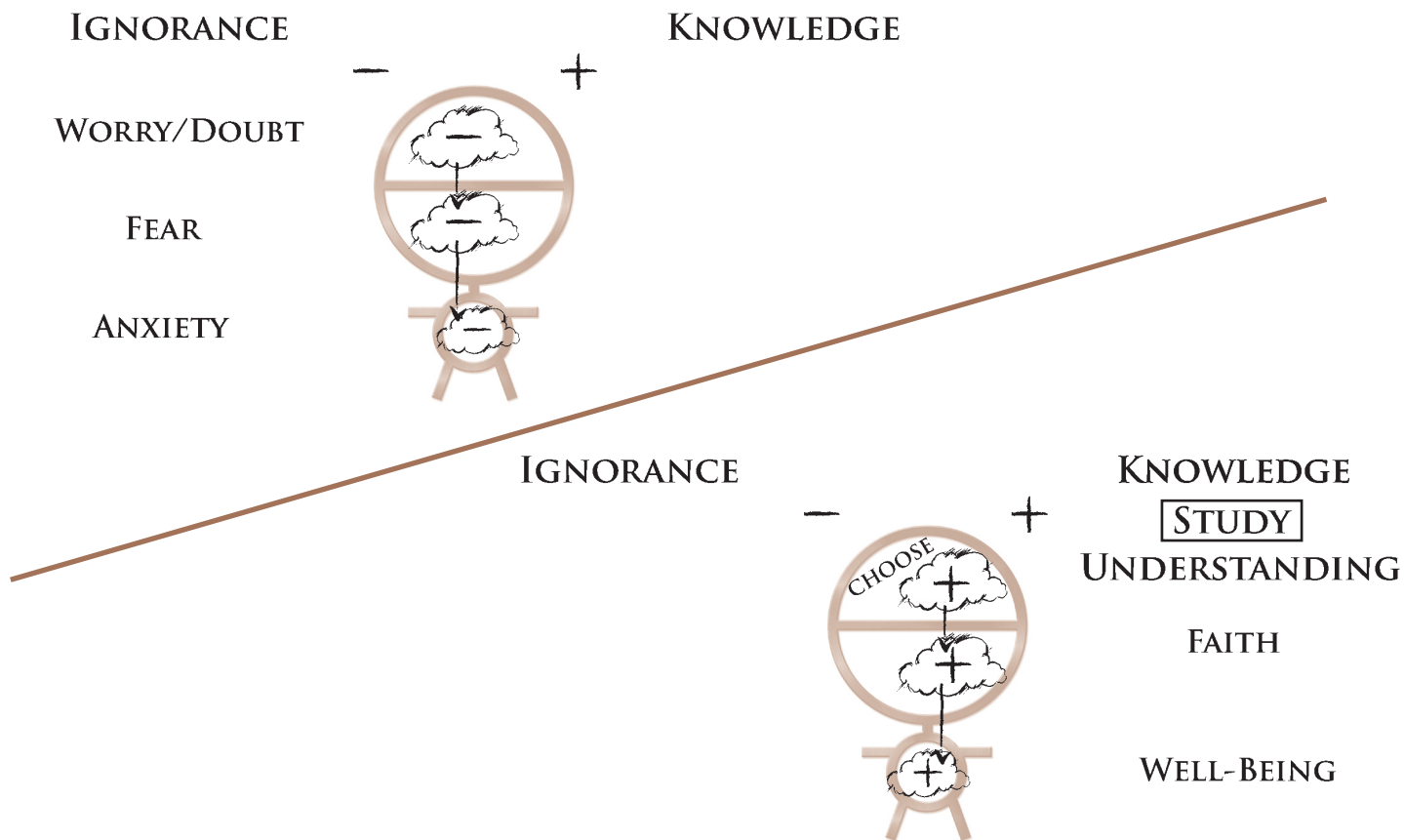
5. The Anxiety is suppressed.
6. The Suppression turns into Depression; depression is actually anger turned inward.
7. The Depression turns into Dis-ease.
8. The Dis-ease expressed in the body causes the body to break down and move into a state better known as Dis-integration.

These are all negative states. Every one of them could be eliminated by developing an understanding of the laws of nature as well as the workings of the mind, coupled with faith. A person must understand that nothing is created or destroyed; everything they'll ever need is already here if not in one state in another. All the knowledge there ever was or ever will be is one hundred percent equally present in all places at the same time. All the power there was or ever will be is also one hundred percent equally present in all places at the same time. The way to build the airplane, the internet and the personal computer has always been here. What was lacking was an awareness of how to bring these things into form. Following the laws and the process which enabled us to accomplish what we have accomplished to this time will also give us everything else we desire. By placing themselves in the right vibration, an individual will attract into their life everything they need as they need it. The graphic illustration on the following page clearly explains the two paths that we follow in life. One will lead to everything we want. Unfortunately, the other leads nowhere.

As previously shown, IGNORANCE leads to everything a person does not want, while KNOWLEDGE puts you on the path that we are all meant to follow. You will notice that the element that stands between understanding and knowledge is study. Although there are many forms of study, it is the only means by which a person can develop the understanding required to go from one success to another thereby creating the life that we've been designed to enjoy.

## KNOWLEDGE

1. The opposite of Doubt and Worry is Understanding; it exists on a conscious level.
2. Understanding leads to an emotional state which is Faith.
3. Faith is expressed on a physical level as Well-being. That's a good vibration.
4. Well-being is never suppressed, it is expressed. The individual is sending out good energy into the Universe. And, of course, the Universe rewards them by sending like energy back.
5. That expression is what leads to momentum.
6. The momentum is commonly referred to as a state of Acceleration.
7. All this happens because the body is in a vibration that is the polar opposite to disease. It's At Ease!
8. That enables a person to continue moving in a CREATIVE vibration.



## TERROR BARRIER INDIVIDUAL WORKSHEET

1. Review the goals that you established in Lesson One. Ask yourself, is this what I really want, or is this what I am settling for.
2. If you knew that you had all the talent, ability and resources that you require to accomplish something beyond that which you are working on, what would that goal be? In the space provided, describe it in as much detail as possible.

[illegible]

- If I did this, this would happen ...  
If I did that, that would happen ...

[illegible]

- [illegible]



- [illegible]



## TERROR BARRIER TEAM WORKSHEET

1. Review the team goal established in Lesson One. Each member of the team, ask yourself, is this what we really want for the team, or is this what we are settling for. As a group, come up with a consensus on this point.

[illegible]

2. If you knew that the team had all the talent, ability and resources required to accomplish something beyond that which the team is presently working on; what would that goal be? In the space provided, describe the goal in as much detail as possible.

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- If I did this, this would happen ...  
If I did that, that would happen ...

[illegible]

- [illegible]

- Also understand this, that everything you have is according to your level of conscious awareness and if you lost it all through an error of judgment you would have it all back in a relatively short period of time.

Isolate these Fears ... Doubts ... and Worries and list them in the space provided. This is where each member of the team must be open and honest and willingly state what their fear might be. One of the greatest deterrents is that people are afraid to admit what they are afraid of and yet it is the most common thing to happen to an individual when they move into a new arena—fear arises. Clearly understand, when fear enters, logic leaves, and we revert to habit. This is where each member of the team helps the others to overcome their fear—one of the greatest benefits of a team.

## FEARS, DOUBTS AND WORRIES

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- This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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- © 2009, Bob Proctor and Sandra Gallagher





# RISK-TAKING

The dictionary tells us that to risk is “to expose oneself to the chance of loss.” I suppose that is true. Another piece of literature (author unknown) suggests that:

*To laugh is to risk appearing the fool.*

*To weep is to risk appearing sentimental.*

*To reach out for another is to risk involvement.*

*To expose feelings is to risk exposing your true self.*

*To place your ideas, your dreams, before a crowd is to risk their loss.*

*To love is to risk not being loved in return.*

*To live is to risk dying.*

*To hope is to risk despair.*

*To try is to risk failure.*

You may avoid suffering and sorrow if you don't risk, but you simply cannot learn, feel, change, grow, love, or live. The greatest hazard in life is to risk nothing. The person who risks nothing, does nothing thus has nothing. Only a person who risks is free.

What causes individuals to shy away from taking a risk, even if it is a low risk and will give them something they really want? Well, certainly high on most people's list would be fear of loss, failure and perceived humiliation if the loss were to occur. Why would we automatically think that we would fail at something? Why wouldn't we first try and see, and then if we did fail, learn from that experience and move on? What causes us to have these thoughts of inferiority?

It dates back to our little life. And, since risk taking is likely not a subject that is

taught in school, a person's fear of taking risks might stem back from before they can even remember. When you were a child taking your very first steps, it wasn't uncommon to hear one of your parents or guardians say, “Be careful, you might fall.” Or, “Don't do that, you'll ....” Though some of this is rhetoric and you don't really pay much attention to it, for some, it begins the pattern of playing it safe.

Think of how much better equipped we would be to face life's challenges and succeed, if we had repetitively heard, “Take a chance and don't worry about falling, because you're going to fall ... probably quite often. Falling is an important part of learning.” Many of the greatest lessons you'll receive in life are going to come from falling ... from your failures.

Failing will never make you a failure unless you quit. Unfortunately, very few people heard that when they were small. The vast majority of our population have been mentally programmed to play it safe.

A little baby is a natural born risk taker.

The baby never considers the consequences of falling when it is learning to walk.

Falling is acknowledged as

a natural consequence to learning to walk. I guess you could call it a calculated gamble; it's a prerequisite to mastering a myriad of motor skills required to get you on your feet and moving. It's a natural progression in movement. Why then, wouldn't we stop to consider that any movement into uncharted territory should be viewed with the same consideration?

**The greatest hazard in life is to risk nothing.**



## RISK-TAKING (continued)

Why is it that we do not see the process of reaching our goals as having steps similar to the ones the baby must take in order to learn to walk? There will be some stumbling and falling in the learning process, but success can only be reached when we are prepared to take those steps, all of them, even the ones where we may fall down. The real win is the confidence and experience we acquire which translates into new opportunities for growth, enjoyment and expansion in all areas of our life.

There's a four letter word that most parents use around their children so frequently, that the children pick it up and before too long it is buried in the treasury of their subconscious mind. That four letter word is CAN'T. This word has done more damage than a lot of other frowned-upon four letter words put together.

Can't is a word that paralyzes any constructive progress. It switches your mind into a negative frequency. It is a four letter word that will open your mind to a never ending flow of logical, practical reasons which will enable you to justify why you are not able to do something you sincerely want to accomplish.

The only alternative to that four-letter word is its polar opposite—I CAN. I can is far more important than IQ. You don't necessarily have to be very smart to win ... but you must be willing.

Reaching the goal is not success; success is moving toward the goal. Taking risks is essential when you want to reach a goal and the purpose of goals is growth.

When you challenge yourself, you bring more of yourself to the surface.

If you dream of living your life in a really big way, you must accept risk-taking as a very real part of the apprenticeship you must serve. Make a decision right now to change. Decide this very moment there will be no more playing it safe ... no more "saving it for a rainy day" type thinking in your life. When people get caught up in the habit of saving for a rainy day, that is generally what they get ... a rainy day.

There are a number of people that limit themselves and refuse to take a risk. They never truly test the strength of their abilities. You will never get to second base if you keep one foot on first. Too many people go through their entire lives playing their cards close to their chest. They never step out and bet on the surest thing in the world ... themselves.

If you hope to accumulate great wealth or achieve high goals, history records that the first few steps have a high degree of risk. You must turn your back on safety and security. To make it big, you must take big risks. You will very likely have to put yourself in a highly vulnerable position. It is also worth remembering you cannot almost take a risk.

Eleanor Roosevelt said, "You gain strength, courage and confidence by every experience in which you really stop to look fear in the face." Follow her advice and liberate yourself from the crippling emotional state of fear and enter into a world of freedom.

**Taking risks is essential  
when you want to  
reach a goal...**

## LESSON EIGHT

# THE POWER OF PRAXIS

## Aligning You with You So We All Win



## LESSON EIGHT

**THE POWER OF PRAXIS**  
*Aligning You With You So We All Win*

*“Only those individuals whose beliefs are sound...  
are in harmony with the laws of the universe ...and  
have been integrated with their behavior,  
will emerge as real winners in the New Economy.”*

**BOB PROCTOR**

**OVERVIEW**

**P**raxis has the potential to cause exciting and marvelous things to happen in many areas of your life with constant regularity. Praxis is a word that, until now, could be found in the vocabulary of very few people. If you have never heard the word, that's all right, your friends have probably never heard it either. What the airplane was to travel, what email is to communication, likewise Praxis is becoming to human development. Praxis is the integration of belief with behavior.

When you take the time to properly digest that meaning, you will realize you are working with a big idea. Praxis describes the mental-physical state a person is in which causes them to get the results they are getting. A deep understanding of the word will put you in the position to achieve any result you choose. Is possibility, power and profit within your reach? A team of world class, corporate educators say ... Yes. The world you woke up to this morning is very different from the one you entered at birth or even the one you woke up to yesterday morning. Your world is changing ... rapidly. Everywhere you look, life is being affected by change. The position you find yourself in today is without precedent; all of the preceding generations put together would have never experienced the changes you have in your short lifetime.

You are a participant in a new economy. Dr. Christopher Hegarty, an international authority on how to adapt to the tremendous changes taking place, has stated, *“You can no longer look to the past in an attempt to predict your future. A large part of the present is obsolete and ... for most people, much of the future is beyond comprehension.”* However on the bright side, Dr. Hegarty stated this is the most exciting time in all of human history to be alive, if you have the proper information. Take a close look at habit—then bring together these three concepts: Knowing, Habit and Praxis. Understanding and wise application of these concepts will eliminate frustration.

Take a moment and mentally play with the word praxis. Really think about its meaning. Praxis means “the integration of belief with behavior”. When you first run that definition across the screen of your mind, you might be inclined to say to yourself,

*“Everyone’s beliefs are integrated with their behavior,”* but that is not correct. And, more often than not, when a person’s beliefs are integrated with their behavior, their beliefs are false and their results range from bad to disastrous. Then there are numerous other situations where a person believes something that is sound, but they fail to integrate the belief with their behavior, and their behavior becomes a physical contradiction to those beliefs. Again, the results are unwanted and unnecessary.

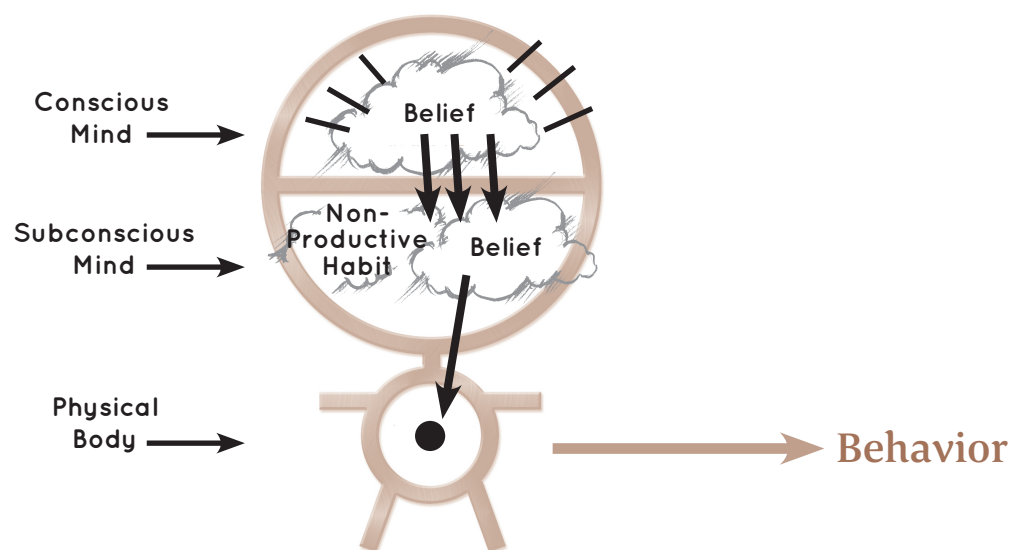
Courageously begin to analyze your beliefs, one at a time. Ask yourself if you have good and sound reasons for each of your beliefs. As you do this, you will find that many of your strongest convictions have absolutely no foundation. You will realize that some of your beliefs are totally absurd.

Our beliefs about anything are based upon our evaluation and we are free to reevaluate any of them at any time. As you begin to evaluate who you truly are and what you are capable of doing, you will find your belief about your own ability to enjoy the situations you just imagined change dramatically. It is recommended that you analyze your beliefs regularly ... it will be like mental house cleaning.

*“The common denominator of success is in forming the habit of doing the things that failures don’t like to do.”*

ALBERT E.N. GRAY

This image will assist you in understanding how to INTEGRATE the things you are not doing, that you know how to do (BELIEFS), with your behavior.



**There are only two ways to integrate your belief with your behavior:**  
**1. Constant, spaced repetition**  
**2. Emotional impact**



Habits are ideas that automatically express themselves through behavior without any conscious thought; they are ideas that are fixed in the subconscious mind. Nonproductive habits can be overpowered through the repetition of new beliefs that are planted in the subconscious mind with strong emotion, resulting in a new habit.

## KEY POINTS

- Napoleon Hill writes, *“no one’s ready for a thing, until they believe that they can acquire it. The state of mind must be belief and not mere hope or wish.”*
- Our belief system is based upon our evaluation of something and frequently if we reevaluate situations, our belief about those situations will change.
- You will never go beyond where you BELIEVE you can go.
- Praxis is the integration of belief with behavior.
- We have belief on two levels. Belief in our educated mind, based on logic, based on what we see and on the information that we gather. Then we have belief on a very deep level, on a subconscious level; belief that controls our behavior and is part of the paradigm.
- With a team, it is essential that each member believes, on an emotional level, that which they verbalize. They’ve got to practice the word praxis, begin to integrate some of their beliefs with their behavior.
- On a conscious level and on a logical level, we can ‘think’ it’s true and we can ‘say’, “yeah, I can do that”. However, one must BELIEVE at a deep level, from deep in the psyche that it is true. If we do not, then we must change that part of the paradigm.
- The truth is you can do anything, but you’ve got to believe it; without BELIEF, it is not going to happen.
- The thoughts that we internalize set up the vibration, vibration causes the action, action causes the reaction. It’s the action/reaction that creates the result BELIEF—you’ve got to believe it can be.

## THE POWER OF PRAXIS INDIVIDUAL WORKSHEET

1. Look at the following words and describe what your present results are in these areas.

### FINANCIAL WEALTH

How long could you maintain your present lifestyle if your present income were to stop?

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What is the most you have ever earned in a year?

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How much money would you have to earn before you considered yourself wealthy?

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## BUSINESS

If an outside consultant were to analyze what you do and how well you do it, would they consider you to be successful? Discuss.

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## ECONOMY

How does the economy affect you personally?

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## VACATIONS

How often do you take a vacation? Where do you go? What kind of accommodations do you have when vacationing? Do you freely participate in activities of choice while vacationing?

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Do you own your own home? \_\_\_\_\_

How would you describe the house you live in?

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## RELATIONSHIPS

Describe the relationships you have at home.

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Describe your relationships at work.

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Describe your social relationships.

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[illegible]

2. Now take each of these words again and imagine what these areas of your life would be like if you were to create what you WANTED. Answer the questions as if you have created what you wanted. Think, don't just jot anything down and don't spend any time wondering whether or how it's going to happen. That is irrelevant at this point in your transformational process. Look at the same questions you answered before and then put your imagination to work. How would you like to see each of these areas. Think of a first class vacation, your dream home, the kind of income you've always dreamed of ... describe what you want.

How much money would you have to earn before you considered yourself wealthy?

BUSINESS

If an outside consultant were to analyze what you do and how well you do it, would they consider you to be successful?

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ECONOMY

How does the economy affect you personally?

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VACATIONS

How often do you take a vacation? Where do you go? What kind of accommodations do you have when vacationing? Do you freely participate in activities of choice while vacationing?

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## HOME

Do you own your own home? \_\_\_\_\_

How would you describe the house you live in?

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## RELATIONSHIPS

Describe the relationships you have at home.

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Describe your relationships at work.

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Describe your social relationships.

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Take a few minutes to relax and review what you have just written, describing how you want these areas of your life to be. Also realize, these are just suggested areas, you can do this with any area of your life. Whether you believe you can live this way or not really doesn't matter at this point. The only thing that matters is —do you want to? If your answer is yes, that would indicate that what you wrote describing your life at present, would be categorized as what you don't want.

Take each of the areas that you have described and establish a written statement in the present tense. Then begin re-reading and re-writing the statement. As you re-write and re-read it, let yourself feel and act like the person the new belief describes. At first the exercise will appear to be futile; however, if you keep impressing it upon the subconscious mind, it will ultimately become fixed there and become a new habit. And while you are doing this, the old belief will die for lack of nourishment. This is the Praxis Process – it works every time, for every person. Don't question it, just do it.

## THE POWER OF PRAXIS TEAM WORKSHEET

1. Look at the following words and describe what the team's present results are in these areas.

### FINANCIAL RESULTS

What is the best result this team has experienced over a given period of time?

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### TEAM DEVELOPMENT

If an outside consultant were to analyze how harmonious your team is functioning, what would they say?

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## CLIENT/CUSTOMER DEVELOPMENT

On a score of 1-10, how well do you do in improving in this area every month?

## ECONOMY

Do you believe the economy is affecting your business?

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## RELATIONSHIPS

Describe your relationships with your team members.

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What you have described in the above exercises is an expression of how your team is being controlled in each of these areas by the team's subconscious mind (i.e., culture). It is part of the team's paradigm and has absolutely nothing to do with what the team is capable of creating. These results represent beliefs that have been established over a period of time. As new members join the team, they accept these results as the norm, never asking whether these results can be improved. To establish new results you must first establish, on a conscious level, what the team believes they are capable of creating. When the team has that completed, each member of the team must then plant that new Belief in their subconscious mind, establishing a new team paradigm.

## THE BEGINNING OF PRAXIS AT WORK

2. Now take each of these words again and imagine what these areas would be like if the team created what the team WANTED. Think. Don't just jot anything down and don't spend any time wondering whether or how it's going to happen. That is irrelevant at this point in the team's transformational process. Look at the same questions the team answered before and then put your collective imagination to work. How would the team like to see each of these areas ... describe what the team wants.

### FINANCIAL RESULTS

What is the best result this team has experienced over a given period of time?

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### TEAM DEVELOPMENT

If an outside consultant were to analyze how harmonious your team is functioning, what would they say?

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### CLIENT/CUSTOMER DEVELOPMENT

On a score of 1-10, how well do you do in improving in this area every month? \_\_\_\_

### ECONOMY

Do you believe the economy is affecting your business?

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## RELATIONSHIPS

Describe your relationships with your team members.

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Take a few minutes to relax and review what you have just written describing how you want these areas of your team to be. Also realize, these are just suggested areas, you can do this with any area. Whether you believe you can function this way or not really doesn't matter at this point. The only thing that matters is does the team want to. That would indicate that what the team wrote describing the results the team is achieving presently would be categorized as what the team doesn't want.

Take each of the areas that the team has described and establish a written statement in the present tense and then begin re-reading and re-writing the statement. As the team re-writes and re-reads it, each member should let themselves feel and act like the person the new belief describes. At first the exercise will appear to be futile. However, if each member of the team keeps impressing it upon their subconscious mind, it will ultimately become fixed there and become a habit. And while the team is doing this, the old belief is dying for lack of nourishment. This is the Praxis Process—it works every time for every team. Don't question it, just do it.

### 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Eight of *Thinking Into Results* and outline what you have learned.
2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.



# WALK YOUR TALK WITH PRAXIS

**G**oals, tenacity, courage and faith have been and always will be personal qualities required to enjoy any degree of success in your life. The universe operates in perfect harmony! You are living and working in a dynamic global marketplace that leaves little room for error. In future, only those individuals whose beliefs are sound, in harmony with the laws of the universe and have been integrated with their behavior, will emerge as real winners.

## Praxis Power

Today, success has become a subject ... one that can be studied, understood and enjoyed by anyone. In the past, success was perceived by many as something that was inherited; a lifestyle a very select minority enjoyed. Successful people were generally viewed as being lucky. The beautiful truth is that successful people are not now, nor ever have been, lucky. This is an orderly universe of which you and I are a part, and that order, which is an expression of "Divine Law," leaves no room for luck.

The late Dr. Wernher Von Braun stated, "The laws of this universe are so precise that we have no difficulty building a spaceship, sending people to the moon and we can time the landing with the precision of a fraction of a second." For you to enjoy a successful well-balanced life in our fast moving world, you must align your mind and body with those laws.

Today, the most advanced educational programs are introducing disciplines that have always been practiced by enlightened individuals, to

create this mind body alignment. The idea is not new. On the contrary, it's ancient. Unfortunately, for many years, these disciplines had become like a lost language. However, clearly understood and properly utilized, the concept of praxis will produce results that will amaze and delight you. Praxis is a mind-body discipline that anyone can learn.

## The Big Lie

There are two ideas that, for the past few decades, have received broad acceptance by a very large segment of the world's population. These two ideas should have been more carefully scrutinized, because they were not true. Many of the people who believed these ideas and integrated them with their behavior, lost ... and, the losses were devastating. Some may never recover.

The first big lie that most people heard early on in life and accepted as a part of their belief system has to do with education. We are raised ... go to school, earn a degree and you'll get a good job. There are literally thousands of people walking the streets with their degree in hand, and no job. What happened? Praxis ... these poor souls integrated their belief with their behavior. Unfortunately, they believed a lie. They believed that getting an education was getting a degree. That's not true.

Education comes from the Latin word "Educo," meaning to educe, to develop or draw out from within. Education is about developing your God-given powers; demonstrated by what you DO, not what you KNOW. We have been recognizing and rewarding peo-

**Praxis is the  
integration of  
belief with  
behavior.**



## WALK YOUR TALK WITH PRAXIS (continued)

ple for what they KNOW, not what they DO. Unfortunately, one lie generally leads to another. The second big lie that many people believed and integrated with their behavior deals with our work.

### The Second Big Lie

For decades, corporations worldwide have preached, “You give us loyalty and we will give you security.” Like sheep, millions of individuals blindly followed, not thinking, and never analyzing the offer being presented. Had a person carefully studied the promise, they would have realized that no company in the world could give a person security, regardless of service or loyalty. Security, real security, comes from within. If you haven’t got it there, you haven’t got it. When a person gives up freedom for security, they generally end up with neither.

If a person believes there’s security in a job and loses their job, they are demoralized—feeling they’ve lost everything. Interview any one of the thousands of competent people who are victims of layoffs, down-sizing, right-sizing or re-engineering. They were loyal; they thought they were secure in any one of a thousand large corporations. Ask the person whose severance pay is all gone. See how they feel. Find out how secure they are with the belief they had; many of these people are resentful, blaming the company. In most cases, the company did the only thing they could, in an attempt to stay alive.

Blame is always inappropriate regardless of how justified you may feel. We are all responsible for where we are and

the results we are experiencing. If your results are not to your liking, you should examine your beliefs. Check to see if your beliefs are integrated with your behavior.

The promise corporations made was not viable. Currently, companies are still making promises, but the promises have changed. Now they’re saying, “You give us performance and we will give you opportunity for growth and development.” That is a sound idea. It is in harmony with the laws of the universe. Integrate that belief with your behavior and you MUST win.

### What Do You Believe?

Developing and reviewing your own personal belief system is the most important mental responsibility you have been given. You would be wise to make a written list of your beliefs. Then, step back and look at your list as if it belonged to a stranger. Hopefully, you have a good sense of humor because some of what you are going to see will probably be quite comical—at least, that is the conclusion reached by most people who complete this exercise honestly.

### The Beautiful Truth

It is well established and clearly documented that you’ve believed an over abundance of lies with respect to who you are and what you are capable of doing. It’s high time that you begin to tap into the beautiful truth that, if you can see it in your head, you can hold it in your hand.

You are a spiritual being, and as such, have potential without limita-

**When a person gives up freedom for security, they generally end up with neither.**



## **WALK YOUR TALK WITH PRAXIS** (continued)

tion. You can improve every aspect of your life until your entire life is an open and obvious expression of your own inner beauty and limitless potential. Happiness, health and prosperity are normal and natural states for you to experience; there should be no room for

lack or limitation in your world. The only thing that stands between you and all the good that life can offer is a sound belief system that is in harmony with the laws of the universe. Combine that with the effective use and application of Praxis and you've got a winning combination.

**We are all responsible for where we are  
and the results we are experiencing.**



## LESSON NINE

# THE MAGIC WORD

## The Magic of Attitude



## LESSON NINE

**THE MAGIC WORD***The Magic of Attitude*

*“Let people know genius is not so much talent as it is ATTITUDE.*

*It is a DECISION that you can do well at anything you make up your mind to do ....*

*Bring the best of yourself to the surface and give the project all you’ve got. Genius is a matter of perception; the other person’s perception. Your very best always looks better to others than it does to you, you see, what you’ve done is form the habit of giving your best.”*

**SANDY GALLAGHER**

**OVERVIEW**

**A**ttitude is one of the most commonly used and yet most misunderstood words in the English language. Teachers tell students if they change their attitude their grades will improve. Sales managers tell sales people their attitude controls their sales. Counselors tell couples to change their attitude and their relationship will improve. Doctors tell patients we’ve done all we can, now it’s up to you; it’s your attitude.

You would think anything that packs this much power would be a subject that is taught from our very earliest age. And yet if you asked the next ten people you meet what attitude means, you will probably get ten different answers. When you have a good, clear understanding of what attitude is and how attitudes are formed it will become very apparent that only a small percentage of the population are in control of their attitude. In truth, their attitude is being controlled by the media, by other people, by conditions and circumstances in their life.

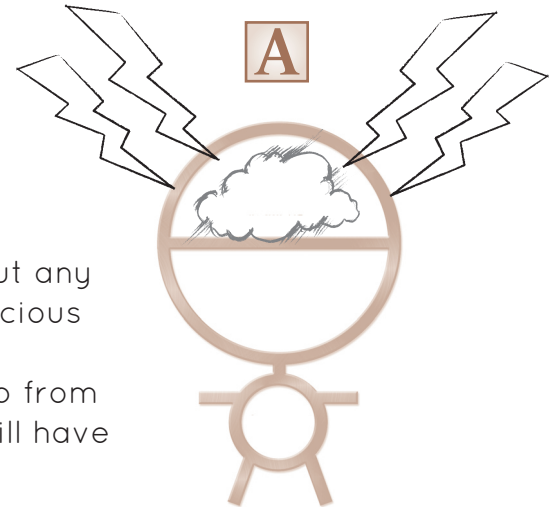
We encourage you to give this session serious attention because it can change your results faster and more dramatically than anything else. In fact, William James said, *“The greatest discovery of his generation was that you could alter your life by altering your attitude of mind.”* The point being that if there is any aspect of your life that you feel could stand a quick positive shift William James just gave the prescription.

Let’s go a little further than that. Attitude is the composite of your thoughts, feelings and actions. It is not just your thoughts, nor is it just your feelings, but it is your thoughts and feelings when combined and expressed in your action. To properly understand this, you have to take another look at the relationship of the mind to the body and even how the conscious and the subconscious mind work, and further, how they work in relationship with one another.

The subject of attitude is so important that we want to take the time to deal with each part on its own and then bring them together. We said it is the composite of **Thoughts, Feelings and Actions**. Let’s take a look at **Thought**.

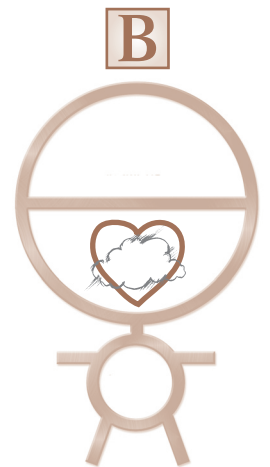
There is a creative power that is flowing into your consciousness. It has no form. It just is. It is neither positive nor negative. As you begin to exercise your higher faculties and give form to this power, the first stage of attitude begins. You are going to build either a positive or a negative image. That image is expressed on a conscious level through vibration, through words, gestures, and writing.

You may or you may not internalize that image. For example, you could be watching a news broadcast or reading something of a very negative nature in a paper or possibly listening to another person who is sharing a very negative concept, without any of this having any emotional affect on you. On a conscious level you have the ability to accept or reject ANY idea whether you have originated it yourself or picked it up from an outside source. If that idea is not internalized, it will have no affect on your emotions or your physical body.



But let's take a look at what happens when that idea is internalized.

The early Greeks referred to the subconscious mind as the heart. Because this subject is treated so lightly in most circles, when you hear people referring to the heart or the suggestion "as a person thinketh in their heart, so are they" the average individual immediately begins to imagine the physical pump that sits lodged in their chest aiding in the circulation of their blood.



That is not what the early Greeks meant. It is the subconscious mind. The subconscious mind is deductive. In other words, it has no ability to reject anything that is impressed upon it. It cannot differentiate between good and bad, and it has no sense of humor. It is totally and completely subjective. Whatever is impressed upon it is accepted and simultaneously expressed in the body.

The subconscious mind is the universal side of your personality. It is the side of the personality that connects one person to the next. It does not recognize time or space and communicates through vibration. When we talk about connecting heart to heart, we are talking about two people being on the same frequency relative to the same concept at the same time. Or you can think of a group of people, a team, who have created a composite, who are all in harmony with the same positive idea. That team will become an extremely powerful force moving toward a predetermined goal.

The nature of the idea that is impressed upon the subconscious mind, or in the heart, will determine the vibration or the emotion that is being expressed, that is,



the **Feeling**. If the idea is negative, the person will be expressing negative vibration or emotions. However, if it is positive, the emotions or vibrations will be positive.

You have the ability with your intuitive factor, one of your higher intellectual faculties, to pick up vibration from another person. If the other individual is in a very negative vibration, you pick up on that energy. If you feel that another person is troubled, the odds are that they are troubled. Begin to utilize and believe your intuitive findings. Keep in mind we invented the word feeling to describe conscious awareness of vibration. Your intuitive factor deals with feelings. You will feel it.

Now let's take a look at the third aspect of attitude, **Action**.

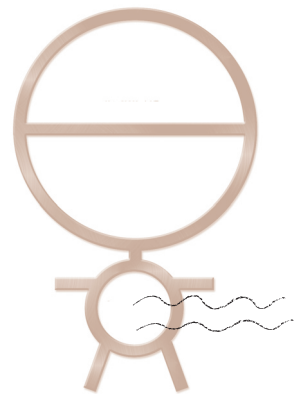
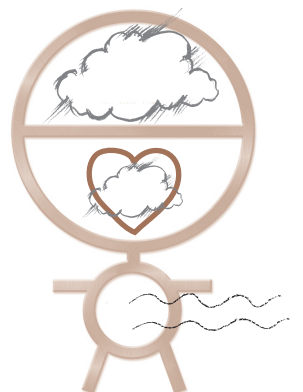
It is the body that moves into action. The body, being the instrument of the mind, is the only medium through which the conscious and the subconscious mind working together are able to express themselves. Whatever idea is impressed upon the subconscious mind must be expressed through the vibration of the molecules in the body. When that vibration becomes strong the body must literally move into action.

If the mind is in a conflicting or confusing state, that confusion will be evident in a person's action. They will start going here and end up going there. They start a project. Abandon it. Start something else. Their actions are chaotic. Nothing of any consequence is accomplished. Their environment will generally be messy. Their automobile, for example, may appear as if that they are moonlighting in the garbage business.

On the other hand, when their thoughts and feelings, or their conscious and subconscious mind, are in harmony, in an orderly state, that order will be expressed in their actions. It will become obvious the person is what we refer to as focused. They are productive and may accomplish more in a short period of time than their confused counterpart would accomplish in a much longer period of time.

Now let's tie all three parts together.

We pointed out that attitude was the composite of our thoughts, our feelings and our actions. Illustration D shows how the three parts of the personality work together. Attitude is truly the composite of them all. In essence, it is the vibration you are in, and attitude is determined by the nature of the ideas that you choose and permit yourself to get emotionally involved in. The physical expression is automatic. Whether this choice is conscious or unconscious matters little. It is still the way it is. You can say, "I didn't know." That's too bad, you lose. In life, there is absolutely no allowance for ignorance.

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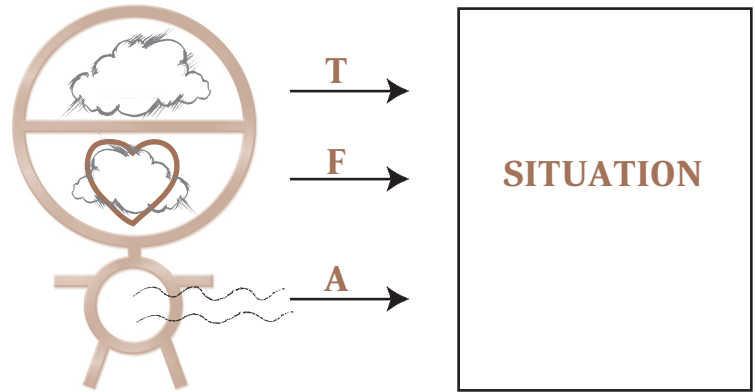
After reviewing this information a number of times, and we recommend you do review it a number of times, the power of attitude will be apparent. When a person's attitude shifts, everything in that person's world shifts too. If it shifts in a negative direction, the person's entire life shifts in that direction. When it shifts in a positive direction, life improves for the person. It becomes evident how and why most people's attitude with respect to the economy or the world in general is being controlled by the media. But clearly understand, the media is not to be blamed. Conditions or circumstances are not to be blamed. If we are having a problem, our conscious choice is where the problem originates. Similarly, conscious choice is where all future success begins.

## KEY POINTS

- There is power flowing to and through you. As it flows into your consciousness, you are going to make it either positive or negative by virtue of the thoughts that you choose.
- The law of polarity says everything has an opposite. Up, down. Hot, cold. In, out. Positive or negative. There's a positive and negative pole, and you have to have both to have anything. However, you can only focus on one polarity at a time. You cannot be both positive and negative. You are either one or the other.
- The conscious mind has the ability to accept, reject or ignore. As ideas and information come into our mind, we have the ability to determine whether we want to accept it, whether we want to let that be a part of our life.
- When someone shares information that is negative, reject it. Don't entertain it. Don't internalize it.
- The conscious mind is the thinking mind, the educated mind. This is where our intellectual factors are resident. This is where your sensory factors are hooked up. You can see, smell, taste, hear and touch. These are the highways that hook us up to the outside world.
- The subconscious mind can only accept, it accepts everything that comes to it as real. The subconscious mind will take in what is happening right now and accept it. It has no ability to differentiate between what is real and what is imagined.
- Whatever is impressed upon the subconscious mind, controls the vibration of the body. Your vibration is dictated by the ideas that you impress upon your subconscious mind. Negative idea, you are going to move into a bad vibration. Positive idea, you will instantly move into a positive vibration.
- The body is an instrument of the mind. It does exactly what the mind tells it to do.
- If we understand how the mind functions, we can control the outside world. We do not want the outside world to control us. We want to control the outside world. We do control the outside world when we understand how the mind functions.



2. Take a moment and review the graphic illustration showing what attitude is. You will see it is the composite of your thoughts, feelings and actions.



- i. What are the thoughts you are having? How long have you been having these thoughts?

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- ii. What are the feelings you are having about this situation?

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- iii. What are the actions you are taking about this situation?

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3. On a scale of 1 to 10, 10 being an exceptional attitude, where would you rate your attitude towards this situation today? \_\_\_\_\_

4. Is the situation controlling your thoughts, feelings and actions? ☐ Yes or ☐ No
5. What would you do if a good friend or associate had a situation controlling them? What would you tell them to do?

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6. How is the outside world a reflection of your internal thoughts? What is being reflected in your outside world? What is this telling you about your internal thoughts and feelings?

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7. What are you taking in from your external world that you want to stop taking in? Where could you say, "that's interesting" and move on? How can you control your thoughts? What thoughts would be to your benefit to reject?

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8. We can control our thinking about the outside world, and not let the outside world control us.

i. How could you think differently about this situation? What thoughts could you impress on your subconscious mind that would help to shift this situation to a better state?

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ii. When you think about what you desire to experience in this situation, what do you feel?

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iii. What actions could you take to shift this situation to a more positive experience?

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iv. How would you describe your new attitude about this situation?

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v. How does your new attitude shift your vibration? What do you notice?

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9. Imagine this situation differently. Imagine this situation as you desire. Take a moment to envision this situation differently. Impress this vision on your subconscious mind.

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10. How important is attitude to your success?

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11. Complete the following exercises. In the space provided, describe the thoughts, feelings and actions you experience in these various areas of your life:

### PERSONAL RELATIONSHIPS

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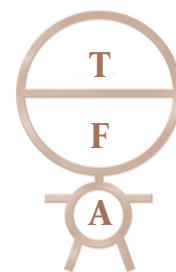
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## YOUR BUSINESS

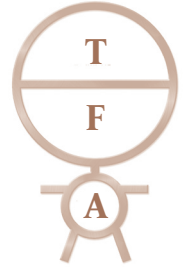
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## YOUR FINANCES

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## YOUR HEALTH

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## YOUR SOCIAL LIFE

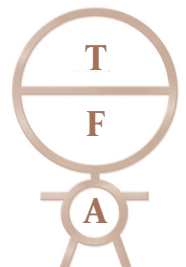
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12. A sense of urgency is getting a lot done in a short period of time in a calm, confident manner. Top producers have a sense of urgency. They get a lot done in a short period of time in a calm, confident manner. How does your attitude support that type of behavior.

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13. Some people play not to lose, others play to win. At times, winning calls for a person taking risks. What is your attitude toward risk taking?

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### THE MAGIC WORD TEAM WORKSHEET

1. Have a team discussion. Pick a situation that is not going well, where the team would like to improve its attitude toward the situation and towards each other. Describe the situation in the space provided in as much detail as possible.

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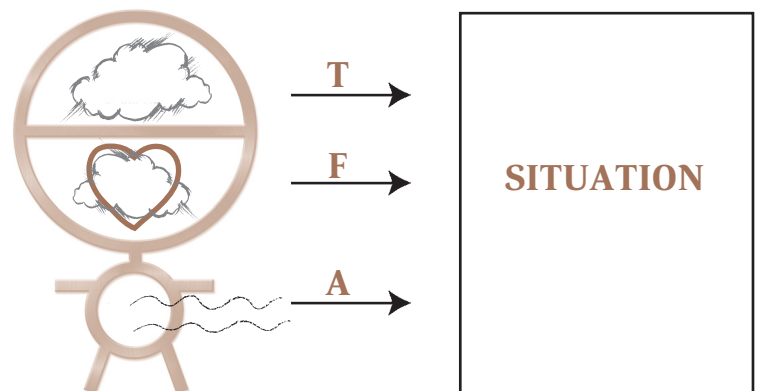
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2. Take a moment and review the graphic illustration showing what attitude is. You will see it is the composite of your thoughts, feelings and actions.



- i. Collectively, what is the team thinking? How long has the team been having these thoughts?

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- ii. What are the feelings the team is having about this situation?

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- iii. What are the actions the team is taking about this situation?

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3. On a scale of 1 to 10, 10 being an exceptional attitude, where would you rate the team's attitude towards this situation today? \_\_\_\_\_

4. Is the situation controlling the team's thoughts, feelings and actions?

☐ Yes or ☐ No

5. What would the team advise another department/team to do if they had a situation controlling them?

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6. How is the outside world a reflection of the team's internal thoughts? What is being reflected in the team's outside world? What is this telling the team about its collective internal thoughts and feelings?

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7. What is the team taking in from the external world that the team wants to stop taking in? Where could team members say, "that's interesting", and move on? How can the team control its thoughts? What thoughts would be to the team's benefit to reject?

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[illegible]

8. We can control our thinking about the outside world, and not let the outside world control us. How could the team think differently about this situation? What ideas or thoughts could each member of the team work on to improve the overall attitude of the team.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface.

8. We can control our thinking about the outside world, and not let the outside world control us. How could the team think differently about this situation? What ideas or thoughts could each member of the team work on to improve the overall attitude of the team.

[illegible]

9. As a team, collectively build an image and then paint the picture in words of the team working in perfect harmony and getting extraordinary results. Let this image guide the team's attitude.

10. How important is attitude to the team's success?

11. High producing teams have a sense of urgency; they get a lot done in a short period of time in a calm, confident manner. How does your team's attitude support that concept?

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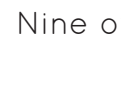
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12. The most effective teams work in harmony and are not reluctant to take a risk. The idea that it's better to be safe than sorry is rejected. What is the team's attitude towards that philosophy? Describe an objective that the team is working toward that requires the team to take a risk.

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on its right side, suggesting it's resting on a surface. The overall appearance is that of a clean, unused piece of stationery.

### 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this book. Review the *Thinking Into Results* process and outline what you have learned.
2. **Re-think** what action steps you will take based on this Learning Experience.

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  1. **Review** the ideas, exercises and tools you have received in this Lesson Nine of *Thinking Into Results* and outline what you have learned.
  2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
  3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.

- 2. Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.

3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.

## TWO BRUSH STROKES

The Chinese use two brush strokes to write the word “crisis.” One brush stroke stands for danger, the other for opportunity. In a crisis, you need to be aware of the danger, but also recognize the opportunity.

Richard M. Nixon gave us some excellent advice, and we would be wise to heed his advice as we face a potential crisis in our lives.

*“Among other things, crisis represent opportunities to grow in wisdom. When you approach each crisis with this attitude, you will pluck the opportunity out of each situation and benefit from it. This attitude also sets the stage mentally for you to continue to grow.”*

**RICHARD M. NIXON**

Everyone has problems and every now and then, everyone experiences a crisis. Former President Richard Nixon certainly had his. He must be an authority on the subject, but he must also be an authority on opportunity. Richard Nixon possessed

both wisdom and mental strength. Not unlike us, he was not born with these qualities. He learned to develop them. All great leaders do. The important element is how you handle crises.

Most public personalities are mental giants. Their lives are examined and openly criticized on a daily basis. For many people this would be an unbearable crisis. However, to the personality who has high goals and a strong desire to reach them, the public criticism is viewed as unpleasant but a necessary part of the experience they require. A diamond in its original state is a rough piece of coal. It is only through abrasion that it becomes a beautiful gem.

“Crises,” two brush strokes. One stands for danger, the other for opportunity. Remember ... be aware of danger yet, equally as important, recognize the opportunity. Excellent advice. Don't shy away from a crisis. Glean from it what you need to learn and move on. If you view crises in this light, it will definitely make you a stronger person.

**Don't shy away from a crisis.  
Glean from it what you need  
to learn and move on.**

## LESSON TEN

# THE MOST VALUABLE PERSON

## The Leader is the Most Valuable Person



## LESSON TEN

**THE MOST VALUABLE PERSON**  
*The Leader is the Most Valuable Person*

*“A leader is a person who has people following them, because they want to.”*

LARRY WILSON

**OVERVIEW**

If there is one secret in leading people, it is to generate an atmosphere in which others feel at ease and appreciated.

Leaders get work done through people. Teamwork is essential, up and down the line. Human relations are likely to be strained when people have to be asked to do things that they have not planned themselves or which they might not be keen on doing.

Every person in a leadership role—the manager or supervisor, the parent or guardian, sales people of all types—has to do many things which go against the grain when handling workers, customers, prospects, or children. There is less strain on human relations when such unavoidable duties are done in a favorable, human atmosphere.

The effective leader must be a strong originator. Such a leader must be able to originate a constructive idea and to concentrate on that idea, to reject any other idea that is presented which would not aid in the manifestation of the original idea.

It's very important that we bring to the attention of the serious student that to be a strong originator alone does not make a person an effective leader; you must be capable of becoming subjective to another person's idea within the confines of that idea and carry it through to completion.

The truly effective leader knows WHEN to be WHICH—originator or subjective (i.e., execution).

The effective leader is frequently working with a creative idea which leads in a new direction. It is not uncommon for the leader to experience great resistance and even from their most loyal followers. This is frequently because there may not be one speck of physical evidence indicating the leader is going in the right direction. You see the true leader is being led from within. They have an understanding of the unseen aspect of life. Because of the continuing lack of evidence they are being properly led, the resistance frequently grows. However, the effective leader is calm. That will not waiver. They remain focused with total confidence. They know they are moving and leading in the right direction. Eventually, evidence does appear to the outside world, and the vision the leader



has held steadfast manifests for all the world to see and enjoy.

The effective leader does not have an ego problem. They do not compete. They create. And although at times they appear to operate with a closed mind and total stubbornness, that is definitely not the case. The truth is rarely in the appearance of things. The effective leader is truly a creative visionary. They quietly and calmly follow the little voice within that tells them the way to go. Although it may not be obvious, they are extremely observant. They miss little if anything of what's going on in their world. And they are active listeners. When they receive a suggestion from a follower that has merit, they quickly investigate the idea and when they determine the other person's idea is superior to their own, they reject their own idea, accept the other person's idea and work with it as if it were their own, always publicly giving the other person who originated the idea full credit.

This does not, however, mean that every idea that comes their way is accepted. In fact, few are—only those ideas that move everyone closer to the manifestation of the leader's vision.

*“Employ your time in improving yourself by other people's writings,  
so you shall come easily by what others have labored hard for.”*

SOCRATES

## KEY POINTS

- The effective leader has a vision of where they are going and knows that they will get their people to buy into that vision.
- Become an intelligent follower. Become the best follower that you are capable of becoming. The person who isn't a good follower is never going to be an effective leader.
- Develop in your own mind belief and deep respect for your leader. This will help you develop the awareness of the importance in earning that from your followers when you become a leader.
- Organizations are always looking for great leadership, for individuals who see themselves as a strong leader.
- A leader has a great attitude. A leader will automatically look for and find the good in others.
- Leaders create an environment that brings out the good in others which is why the leader is the person others want to follow.
- An effective leader understands who they are, takes control of their own life and leads themselves in the direction they want to go. The effective leader knows how to give themselves a command and follow it. Effective leaders

understand their creative abilities; they know they have the capacity to create anything they want in their world, whether it's on an individual basis or as the leader of a team or organization.

- The effective leader maintains a good attitude regardless of what's going on outside.
- Leaders know where they are going and although they have plans, they do not know how they are going to get there. They only know they are going to get there. They will change their plan but never the goal.
- Leaders understand that if a person is not prepared to do more than they are being paid for, they will never be paid for more than what they are doing.

### THE MOST VALUABLE PERSON INDIVIDUAL WORKSHEET

1. How would you describe yourself—as a leader or a follower?
2. If you consider yourself at this time as a follower, know that being a follower is not bad or wrong. Being an effective follower will prepare you for leadership.
  - i. Who are you following?
  - ii. What are the qualities or characteristics of this leader you want to emulate?

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- iii. What action steps can you take this week to embrace these characteristics?

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- iv. How can you be a better follower?

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- v. What action steps can you take to prepare you to be a leader?

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3. If you consider yourself as a leader...

i. How would you describe yourself as a leader?

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ii. How would you describe your attitude? Is this your attitude regardless of what is going on outside?

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iii. What are you creating as a leader? What is the vision you have for your team, department, organization?

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iv. What is your plan to move towards this vision?

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v. How are you developing the people around you?

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vi. What action steps can you take to be an even more effective leader?

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4. How can you do more than what you are paid for? What would that look like?

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**THE MOST VALUABLE PERSON TEAM WORKSHEET**

1. What are the goals of the team? What are the worthy goals that were set in Lesson One?

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2. What are the characteristics of leadership that are most needed to make this goal a reality?

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3. How can each person on the team be a better follower?

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4. How can each person on the team stretch into the role of being a leader? What would prepare team members for a leadership role?

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5. What does the team need from the leader to move towards the team goal?

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6. What does the leader need from the team to move towards the team goal?

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### 3 THE THREE R'S EXERCISE – REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Ten of *Thinking Into Results* and outline what you have learned.
2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.





# THE COMMON DENOMINATOR OF SUCCESS

by Albert E.N. Gray

*The authors often refer to the words of Albert E.N. Gray and his speech, “The Common Denominator of Success.” Years of experience as a successful executive helped Mr. Gray find answers to the questions you have probably asked yourself—questions like, “How can I avoid failure in this new career?” ... “How can I manage to succeed in my interesting, new profession?” Mr. Gray crystallized his thoughts about these common, but important doubts that we all experience at some time during our lives, and he incorporated them into a speech called, “The Common Denominator of Success.” We have taken the liberty of substituting a few phrases to help each of us relate to Mr. Gray’s remarkable message more personally.*

“Several years ago I was brought face to face with the very disturbing realization that I was trying to supervise and direct the efforts of a large number of people who were trying to achieve success, without knowing myself what the secret of success really was. And that, naturally, brought me face to face with the further realization that regardless of what other knowledge I might have brought to my job, I was definitely lacking in the most important knowledge of all.

Of course, like most of us, I had been brought up on the popular belief that the secret of success is hard work, but I had seen so many people work hard without succeeding and so many people succeed without working hard that I had become convinced that hard work was not the real secret, even though in most cases it might be one of the requirements.

And so I set out on a voyage of discovery which carried me through biographies and autobiographies and all sorts of dissertations on success and the lives of successful people until I finally reached the point at which I realized that the secret I was trying to discover lay not only in what people did, but also in what made them do it.

I realized further that the secret for which I was searching must not only apply to every definition of success, but since it must apply to everyone to whom it was offered, it must also apply to everyone who had ever been successful. In short, I was looking for the common denominator of success. And, because that is exactly what I was looking for, that is exactly what I found.

But this common denominator of success is so big, so powerful, and so vitally important to your future and mine that I’m not going to make a speech about it. I’m just going to “lay it on the line” in words of one syllable, so simple that anybody can understand them.

**I realized that the secret I was trying to discover lay not only in what people did, but also in what made them do it.**

The common denominator of success—the secret of success of every person who has ever been successful—lies in the fact that “THEY FORMED THE HABIT OF DOING THINGS THAT FAILURES DON’T LIKE TO DO.”

It’s just as true as it sounds and it’s just as simple as it seems. You can hold it up to the light, you can put it to the acid test, and you can kick it around until it’s worn out, but when you are all through with it,



## THE COMMON DENOMINATOR OF SUCCESS (continued)

it will still be the common denominator of success, whether we like it or not.

It will still explain why people have gone into a business or profession with every apparent qualification for success and have been nothing but disappointing failures, while others have achieved outstanding success in spite of many obvious handicaps. And since it will also explain your future, it would seem to be a mighty good idea for you to use it in determining just what sort of future you are going to have. In other words, let's take this big, all-embracing secret and boil it down to fit you.

If the secret of success lies in forming the habit of doing things that failures don't like to do, let's start the boiling-down process by determining what are the things that failures don't like to do. The things that "failures" don't like to do are the things that you and I and other human beings, including successful people, naturally don't like to do. In other words, we've got to realize right from the start that success is something which is achieved by the minority of people ... and is therefore "unnatural" and not to be achieved by following our natural likes and dislikes nor by being guided by our natural preferences and prejudices.

The things that failures don't like to do, in general, are too many and too obvious for us to discuss them here, and so, since our success in every endeavor lies in our ability to persuade others to do what we would like them to do, let's move on to a discussion of the things we don't like to do. Here, too, the things we don't like to do are too many to permit a specific discussion, but I think they can all be disposed of by saying that they all ema-

nate from one basic dislike common to all of us. We don't like to talk to people about something they might not want to talk about. Any reluctance to approach someone, to suggest a change in their activity, to persuade them to take a new approach is caused by this one basic dislike.

Perhaps you have wondered what is behind this peculiar lack of welcome on the part of those we're trying to persuade. Isn't it due to the fact that our prospects are human too? And isn't it true that the average human being is highly resistant to change even when it's for their own improvement, and is therefore prone to escape our efforts to persuade them to do something they don't want to do by striking at the most important weakness we possess: namely, our desire to be appreciated?

Perhaps you've been discouraged by a feeling that you were born subject to certain dislikes peculiar to you, with which successful people are not afflicted. Perhaps you have wondered why it is that those who accomplish most seem to like to do the things that you don't like to do.

They don't! And I think this is the most important and encouraging statement I have ever offered any person. But if they don't like to do these things, then why do they do them?

Because by doing the things they don't like to do, they can accomplish the things they want to accomplish. Now let me repeat that: Successful people are influenced by the desire for pleasing results. Failures are influenced by the desire for pleasing methods and are inclined to be satisfied



## THE COMMON DENOMINATOR OF SUCCESS (continued)

with such results as can be obtained by doing things they like to do.

Why are successful people able to do things they don't like to do while failures are not? Because successful people have a purpose—strong enough to make them form the habit of doing things they don't like to do in order to accomplish the purpose they want to accomplish.

Sometimes even the best producers get into a slump. When a person gets into a slump, it simply means that they have reached a point at which, for the time being, the things they don't like to do have become more important than their reasons for doing them.

Many people with whom I have discussed this common denominator of success have said at this point, "But, I have a family to support and I have to have a living for my family and myself. Isn't that enough of a purpose?"

No, it isn't. It isn't a sufficiently strong purpose to make you form the habit of doing the things that you don't like to do for the very simple reason that it is easier to adjust ourselves to the hardships of a poor living than it is to adjust ourselves to the hardships of making a better one. If you doubt me, just think of all the things you are willing to go without in order to avoid doing the things you don't like to do. All of which seems to prove that the strength that holds you to your purpose is not your own strength but the strength of the purpose itself.

Now let's see why habit belongs so importantly in this common denominator of success.

People are creatures of habit just as

machines are creatures of momentum, for habit is nothing more or less than momentum translated from the concrete into the abstract. Can you picture the problem that would face our mechanical engineers if there were no such thing as momentum? Speed would be impossible because the highest speed at which any vehicle could be moved would be the first speed at which it could be broken away from a standstill. Elevators could not be made to rise, airplanes could not be made to fly, and the entire world of mechanics would find itself in a total state of helplessness. Then who are you and I to think that we can do with our own human nature, what the finest engineers in the world could not do with the finest machinery that was ever built?

Every single qualification for success is acquired through habit. People form habits and habits form futures. If you do not deliberately form good habits, then unconsciously you will form bad ones. You are the kind of person you are because you have formed the habit of being that kind of person, and the only way you can change is through changing habits.

The success habit for any area of achievement can be divided into four main groups:

- 1. Contacting habits**
- 2. Calling habits**
- 3. Persuading habits**
- 4. Working habits**

Let's discuss these habit groups in their order.

Any successful person will tell you that it is easier to persuade someone to a particular course of action than to find someone who already wants to do it, but if you have not deliberately formed the



## THE COMMON DENOMINATOR OF SUCCESS (continued)

habit of contacting those who need what you're offering regardless of their wants, then unconsciously you have formed the habit of limiting your contacts to those people who already want what you have to offer; and therein lies the one and only real reason for a lack of interested contacts.

As to calling habits, unless you have deliberately formed the "habit" of calling on people who are able to do what you want them to do, but who may be unwilling to listen, then unconsciously you have formed the habit of calling on people who are willing to listen but unable to do what you want them to do.

As to persuasion habits, unless you have deliberately formed the habit of calling on people determined to help them see why it is in their best interest to take a particular course of action, then unconsciously you have formed the habit of calling on people while you are in a state of mind in which you are willing to let them make you see their reasons for not going along with you.

As to working habits, if you will take care of the other three groups, the working habits will generally take care of themselves because under working habits are included study and preparation, organization of time and efforts, records, analyses, etc. Certainly you're not going to take the trouble to learn the best approach to your presentation unless you're going to use it. You're not going to plan your day's activities when you know, in your heart, that you're not going to carry out your plans. And you're certainly not going to keep an honest record of things you haven't done

or of results you haven't achieved. So let's not worry so much about the fourth group of success habits, because if you are taking care of the first three groups, most of the working habits will take care of themselves.

But before you decide to adopt these success habits, let me warn you of the importance of habit to your decision. I have attended many sales meetings and rallies during the past years and have often wondered why, in spite of the fact that there is so much good in them, so many people seem to get so little

LASTING good out of them. Perhaps you have attended sales meetings in the past and have left these meetings determined to do the things that would make you successful or more successful, only to find your decision or determination waning at just the time when it should be put into effect or practice.

Here's the answer. Any resolution or decision you make is simply a promise to yourself that isn't worth a tinker's dam until you have formed the HABIT of making it and keeping it. And you won't form the HABIT of making it and keeping it unless right at the start you link it with a definite purpose that can be accomplished by keeping it. In other words, any resolution or decision you make today has to be made again tomorrow, and the next day, and the next, and the next, and so on. And it not only has to be made each day, but it has to be KEPT each day for if you miss one day in the making or keeping of it, you've got to go back and begin all over again. But if you continue the process of making it each morning and keeping it each day, you will finally wake up some morning a

**Your future is going to depend on your purpose in life.**



## THE COMMON DENOMINATOR OF SUCCESS (continued)

different person in a different world, and you will wonder what has happened to you and the world you used to live in.

Here's what has happened. Your resolution or decision has become a habit and you don't have to make it on this particular morning. And the reason for your seeming like a different person living in a different world lies in the fact that for the first time in your life, you have become master of yourself, and master of your likes and dislikes by surrendering to your purpose in life. That is why behind every success there must be a purpose and that is what makes purpose so important to your future. For in the last analysis, your future is not going to depend on economic conditions or outside influences or circumstances over which you have no control. Your future is going to depend on your purpose in life. So let's talk about purpose.

First of all, your purpose must be practical and not visionary. Some time ago, I talked with a man who thought he had a purpose that was more important to him than income.

He was interested in the sufferings of his fellow man, and he wanted to be placed in a position to alleviate that suffering. But when we analyzed his real feelings, we discovered and he admitted it, that what he really wanted was a really nice job dispensing charity with other people's money and being well paid for it, along with the appreciation and feeling of importance that would naturally go with such a job.

But in making your purpose practical, be careful not to make it logical. Make it a purpose of the sentimental or emotional type. Remember that needs are logical while wants and desires are sentimental and emotional. Your needs will push you just so far, but when your needs are satisfied, they will stop pushing you. If, however, your purpose is in terms of wants and desires, then your wants and desires will keep pushing you long after your needs are satisfied and until your wants and desires are fulfilled.

Recently I was talking with a young man who long ago discovered the common denominator of success without identifying his discovery. He had a definite purpose in life and it was definitely a sentimental or emotional purpose. He wanted his boy to go through college without having to work his way through as he had done. He wanted to avoid for his little girl the hardships that his own sister had had to face in her childhood. And he wanted his wife to enjoy the luxuries and comforts, and even necessities, which had been denied his own mother. And he was willing to form the habit of doing things he didn't like to do in order to accomplish this purpose.

**... while you may succeed  
beyond your fondest  
hopes and your  
greatest expectations,  
you will never succeed  
beyond the purpose to  
which you are willing  
to surrender.**

Not to discourage him, but rather to have him encourage me, I said to him, "Aren't you going a little too far with this thing? There's no logical reason why your son shouldn't be willing to work his way through college just as his father did. Of course he'll miss

many of the things that you missed in your college life and he'll probably have heartaches and disappoint-



## THE COMMON DENOMINATOR OF SUCCESS (continued)

ments. But if he's any good, he'll come through in the end just as you did. And there's no logical reason why you should slave in order that your daughter may have the things which your own sister wasn't able to have, or in order that your wife can enjoy comforts and luxuries that she wasn't used to before she married you."

He looked at me with rather a pitying look and said, "But there's no inspiration in logic. There's no courage in logic. There's not even happiness in logic. There's only satisfaction. The only place logic has in my life is in the realization that the more I am willing to do for my wife and children, the more I shall be able to do for myself."

I imagine, after hearing that story, you won't have to be told how to find your purpose or how to identify it or how to surrender to it. If it's a big purpose, you will be big in its accomplishment. If it's an unselfish purpose, you will be unselfish in accomplishing it. And if it's an honest purpose, you will be honest and honourable in the accomplishment of it.

But as long as you live, don't ever forget that while you may succeed beyond your fondest hopes and your greatest expectations, you will never succeed beyond the purpose to which you are willing to surrender. Furthermore, your surrender will not be complete until you have formed the habit of doing the things that failures don't like to do."



## LESSON ELEVEN

# LEAVING EVERYONE WITH THE IMPRESSION OF INCREASE The Number One Key to Success



LESSON ELEVEN

**LEAVING EVERYONE WITH  
THE IMPRESSION OF INCREASE**

*The Number One Key to Success*

*“Givers gain.”*

JANE WILLHITE

**OVERVIEW**

**T**he movie and the book *The Secret* turned into a worldwide phenomenon. We felt very fortunate that our company was featured in it. *The Secret* created an awareness. The film brought to the surface of the conscious mind, for several hundred million people the fact that every aspect of our life is truly affected and governed by the natural laws of the universe. In fact, all of life is governed by the law.

Dr. Wernher von Braun who was considered by many as the father of the space program was quoted in the movie *The Secret* saying that “the natural laws of the universe are so precise that we don’t have difficulty building space ships that will travel to the moon, and we can time the landing with the precision of a fraction of a second.” When the President of the United States, John Kennedy, asked Dr. von Braun, what it would take to build a space ship that would carry a man to the moon and bring him back safely to earth, the good doctor’s answer was simple and swift: it was merely five words—“the will to do it.”

That is precisely what it will take for you to accomplish anything that you want to accomplish. Dr. von Braun’s answer was confident and direct because he understood the laws. He also understood that by working in harmony with the laws you can accomplish anything you can imagine.

The purpose of this particular lesson is not to cover all of the laws, but rather to focus on one. This lesson is founded on the premise that givers gain. It is based upon the law that Emerson said was ‘the law’ of laws: **the law of cause and effect**. To fully appreciate the wisdom of leaving everyone with the impression of increase, it is best that you give some thought to the common denominator amongst people – we are all spiritual beings. You then have to consider the basic truth that spirit is always for expansion and fuller expression. It is never for disintegration. Any problem we have that causes us to go backward is the result of our individual or collective ways of thinking.

Increase is what all men and women are seeking. It is the urge of our spiritual

essence within to find fuller expression. As Wallace Wattles says,

*“The desire for increase is inherent in all nature.  
It is the fundamental impulse of the universe.  
All human activities are based on the desire for increase.  
People are always seeking more food, more clothes, better shelter,  
more luxury, more beauty, more knowledge, more pleasure—more life.  
Every living thing is under the necessity for continuous advancement.  
Where increase of life ceases, dissolution and death set in at once.  
People instinctively know this, and hence  
they are forever seeking more.”*

What Wallace was talking about is evident. Look around you. Consider sports. If people are running, they want to run faster and if they are jumping they want to jump higher. In sales, people want to sell more. Companies are forever trying to improve the bottom line of their financial statements. They are not interested in holding the line, they want to improve it.

That is without question the natural urge of life seeking expression. When you are honestly attempting to leave everyone with the impression of increase, and we must emphasize everyone, you are putting yourself in harmony with the higher side of the other person’s personality. People will quickly realize that by associating with you they will enjoy increase for themselves.

If you always take an honest pride in doing this and let everyone know that you are a giving person, you will have an abundant life. However, you let people know you are a giving person through your actions. Let your way of life telegraph that beautiful truth to everyone you come in contact with. Leave everyone with the impression of increase.

A critical aspect of giving is that it must be spontaneous. If you have to think about whether you should give or not, you are very likely trading, which is what most people do and they mistakenly call it giving. Giving should be a habit. It should be a free flowing action—a part of your habitual nature. We should willingly give and graciously receive.

When giving becomes a part of your paradigm the universe will constantly, without interruption, be sending good in your direction. Think about it for a moment. We have already stated that Emerson suggested that cause and effect was the law of laws. This law has been stated many different ways. Action and reaction are equal and opposite ... energy always returns to its source of origination. What you put out comes back. So a thinking person who understands the law would

naturally (nature's way) just want to send good energy into the universe. If energy always returns to its source of origination, would we consciously and deliberately send bad energy out? Of course not. However, if your paradigm is in control, the expression of negative energy can be automatically triggered by conditions, circumstances or another person from your outside world. You can automatically react to situations in a negative way when, if you were in conscious control, if you were aware of what was going on, you would never do it. People don't deliberately walk in front of moving automobiles. Now, from time to time, some do walk in front of moving automobiles—it's infrequent, if and when it happens—but nowhere near as often as people sending negative energy out into the universe.

The universe is totally deductive. It does not differentiate between good and bad. It only receives and reacts. The law says action/reaction are equal and opposite. The universe just sends like energy back to us. This is why it becomes vitally important for us to continually be working at altering the old paradigm, improving the program, improving our lives.

When you form the habit of leaving everyone with the impression of increase, sending good energy to everyone you meet whether you know them or not, and regardless of what their behavior may be toward you, you are going to be abundantly rewarded. It may be difficult to see how you are going to benefit from helping a person you don't know and you may never run into again. Nevertheless, know it will come back to you. When you turn this type of behavior into a habit and it becomes part of your paradigm, every aspect of your life is going to improve. Clearly understand that the person you give the good to, the company or the situation that you give the good to, may never be able to help you. Your good may not come back from them. If that's what you are expecting, you are deluding yourself. You're trading. Just realize that they are an expression of a universal power and it's the universe that's going to reward you. It's universal laws that you are working with. Most people receive their good through the keyhole. Open the doors and windows and expect it to come from all places. Another very important point that you must clearly understand is that your paycheck does not come from your company. It merely comes through your company. And if it gets to a point where it will not come from there, it will come from someone else.

In the space provided pick three distinct areas of your life and one person in each of these areas. Now give consideration to how you will leave these people with the impression of increase every time you are in the presence of or communicating with them. Continue to do this with these people and it will soon become a habit. You will also notice that in a relatively short period of time you'll be leaving everyone with whom you come in contact, with the impression of increase.

AREA 1 \_\_\_\_\_

NAME \_\_\_\_\_

AREA 2 \_\_\_\_\_

NAME \_\_\_\_\_

AREA 3 \_\_\_\_\_

NAME \_\_\_\_\_

## KEY POINTS

- Riches, in the context of this program, refers to giving and receiving of abundance in all areas of your life.
- Start looking for what other people do well. Bring it to their attention. Let them know you notice it. Leave the impression of increase with every person you come in contact with.
- Energy always returns to its source of origination. Give and you shall receive. If you can incorporate this into your thinking, into your everyday way of life, with every person you come in contact with, you're going to have a richer life.
- When you leave someone with the impression of increase, that positive energy must flow to and through you first. When you see the best in other people, in your company, in other situations and circumstances, you're going to be in a phenomenal vibration. You're going to feel good all the time.
- The compensation for developing the Impression of Increase in your character is phenomenal. It goes beyond the scope of your imagination.
- You don't get rich by doing certain things, you get rich by doing things in a certain way. (The certain way is by law.)
- To live the rich and abundant life you must bring your mind into harmony with the laws that govern your being. Your work, how you spend your days, whether you are a professional or a laborer, must be seen as a service you are rendering and must be done in a certain way. This is why your mind must be brought into harmony with the laws of the universe.
- The law says what you put out is what comes back. Give your best. It doesn't matter what anybody else is doing. You want to make certain that you are one of the most effective human beings you could ever be. Do things in a certain way.
- What you think controls your emotions, and your emotions control the vibration that your body's in. Your vibration controls your action and your action controls the reaction of the universe that you are a part of. It is when the action and reaction meet that your results are manifested. It's you and the universe working together. When you are in harmony with the universe, your results will be positive. When you are not, the results will be less than you desire.





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4. Refer back to Wallace D. Wattles's concept that successful people do things in a certain way. Think of a situation the team would like to improve. What could the team begin doing in a certain way to guarantee success.

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## THE THREE R'S EXERCISE – REVIEW, RE-THINK, REWRITE

- 
1. **Review** the ideas, exercises and tools you have received in this Lesson Eleven of *Thinking Into Results* and outline what you have learned.
  2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
  3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.

## THE SPIRIT OF OPULENCE

**I**f we clearly realize that the creative power in ourselves is unlimited, then there is no reason for limiting the extent to which we may enjoy what we can create by means of it. Where we are drawing from the infinite we need never be afraid of taking more than our share. That is not where the danger lies. The danger is in not sufficiently realizing our own richness, and in looking upon the externalized products of our creative power as being the true riches instead of the creative power of spirit itself.

If we avoid this error, there is no need to limit ourselves in taking what we will from the infinite storehouse: "All things are yours." And the way to avoid this error is by realizing that the true wealth is in identifying ourselves with the spirit of opulence. We must be opulent in our thought. Do not "think money," as such, for it is only one means of opulence; but think opulence, that is, largely, generously, liberally, and you will find that the means of realizing this thought will flow to you from all quarters, whether as money or as a hundred other things not to be reckoned in cash.

We must not make ourselves dependent on any particular form of wealth, or insist on its coming to us through some particular channel—that is at once to impose a limitation, and to shut out other forms of wealth and to close other channels; but we must enter into the spirit of it. Now the spirit is Life, and throughout the universe Life ultimately consists incirculation, whether within the physical body of the individual or on the scale of the entire solar system; and circulation means a continual flowing around, the spirit of opulence is no exception to this universal flow of all life.

When once this principle becomes clear to us, we shall see that our attention should be directed rather to the giving than the receiving.

We must look upon ourselves, not as misers' chests to be kept locked for our own benefit, but as centers of distribution; and the better we fulfill our function as such centers the greater will be the corresponding inflow."

Thomas Troward

**We must look upon ourselves, not as misers' chests to be kept locked for our own benefit, but as centers of distribution; and the better we fulfill our function as such centers the greater will be the corresponding inflow.**





## LESSON TWELVE

# MAGNIFYING THE MIND

## The Secret to Increasing The Power of Your Mind



## LESSON TWELVE

**MAGNIFYING THE MIND***The Secret to Increasing the Power of Your Mind*

*“Remember it takes no more effort to aim high in life, to demand abundance and prosperity than is required to accept misery and poverty.”*

NAPOLEON HILL

**OVERVIEW**

**W**e are going to take a couple of paragraphs of Price Pritchett's material and explain how we have used it and at the same time share suggestions on how you might use it. When Price Pritchett talks about *You<sup>2</sup>* he suggests it implies an “explosive jump in your personal performance that puts you far beyond the next logical step.” Every great performer at some time or at some given point has made a decision that they are not going to settle for another logical step. They want an explosive jump. They have, for whatever reason, become aware that they truly do have potential. They can do great things. And they are going to, regardless of what anyone thinks or possibly how many failures they have had in the past.

Pritchett also referred to *You<sup>2</sup>* in another way. He said, “*It's a formula for stunning advances in achievement and the realization of your dreams.*” Formulas are helpful things. They have a tendency to reduce complicated, misunderstood concepts into simple terms. Here we are talking about stunning advancement in achievement. Imagine what that would mean to you. Pritchett goes on to point out that *You<sup>2</sup>* is also a formula for the realization of your dreams. In other words, it gives your dream a strategy—a strategy that will turn your dream into a physical realization.

*You<sup>2</sup>* is not something you speed read. It is something to digest, to chew on. Both of the authors of this program have read this 35 page book over and over numerous times and will continue to do so in the future as it stirs the higher side of our personality.

Price Pritchett referred to *You<sup>2</sup>* in another interesting way. He said, “*The concept is one of exponential gains, rather than incremental progress. You might compare it to multiplying instead of adding—it means a geometric progression in your effectiveness.*” Now really think about what he is saying. Even if you consider it to be a little on the side of ridiculous, which you may well do, there is another side of you that's saying this is really good. You see the higher side of your personality would truly love to multiply your effectiveness. This idea of getting 5 to 10 percent increases every year is pretty old. We are living in the space age—the age of quantum physics—space travel—instant communication. Let that run around your mind for a moment. And you'll not only like the idea of multiplying your effectiveness, it will start to settle in your mind—begin to feel comfortable.

Pritchett went on to say *“That’s exciting as well as provocative, but it gets even better.”* Better is a great word, wouldn’t you agree? What Pritchett explains next, if we can grasp it, digest it, and begin to live it, you will have to agree, it is better. Pritchett explained, “Remember, quantum leaps can come without apparent effort. These are high velocity moves that carry you to dramatically higher performance levels without a time-consuming struggle. What Price Pritchett explained in that statement spells promise in great big letters. In fact it spells power, possibility and promise. This kind of thinking and living definitely resonates with the essence of who we are. According to the best estimates of the wisest among us, no one can accurately guess at our potential. Making high velocity moves should be something we decide right now that we are going to learn how to execute.

*“Never think linear about the future.  
Think in terms of leaps. Think leaps.  
Always expect the unexpected.”*

## 7 WONDERS OF JOYFUL JUBILANT LEARNING

The next two paragraphs should cause your mind to settle down and think at a different frequency for the rest of your stay here on this planet. Price Pritchett said *“Quantum leaps seem to violate common sense...utterly!”* Well after years of working with this kind of information, it is clear that this kind of thinking does violate common sense. **Thinking Into Results** is a program that is designed to cause you to move beyond common sense. Top level performers have not been locked into the logical way it has always been done concepts. You must keep in mind that your paradigm controls your logic. If you are going to be making high velocity moves that carry you to dramatically higher levels of performance you are going to have to rid yourself of the logic that is controlling you and probably everyone you associate with. The Wright Brothers were not logical. Hillary would never have gotten to the top of Mount Everest, in fact, he would have never left the base camp, if he was letting logic control him. And if you want your dreams to manifest, your results to multiply, you are going to have to let go of logic, for now anyway.

Pritchett continued, *“the idea of ‘moving to a higher orbit’ and skipping several rungs on the achievement ladder in the process, strikes people as far fetched, maybe even outrageous.”* Pritchett is so accurate with that statement. If you have spent any time discussing some of the big moves you are dreaming about with other people or possibly working with your department in your company, maybe even in a discussion amongst executives, when a person brings up something like this they are shot down by the masses as outrageous, ridiculous. This is precisely why you have to be so very careful in selecting the people that you want to brainstorm and mastermind with—your own inner circle. Remember, the masses are controlled by paradigms. In your company, you have a corporate culture. Culture is group habit. You could call it a group paradigm. The movers and shakers of business and industry form the habit of doing things failures don’t like

doing. They pick their paradigms. They are forever breaking them and creating new ones. The geniuses of the past—Edison, Ford, Einstein were not considered geniuses by their neighbors. They were very likely looked at as heretics, maybe bordering on insanity at times. It is generally after people of this nature are gone that they are elevated to the level of genius. The Wright Brothers were a couple of crazy young bicycle mechanics from Dayton, Ohio who were thought to be mentally unbalanced at times, even by their own father.

Now let's take a look at what Price Pritchett says after the smoke has cleared, the dust has settled. He writes, "After the fact, quantum leaps may be viewed as practical, sensible, even obvious moves, but they typically do not come to you as the obvious moves at the moment. Usually it's in retrospect that you perceive their hidden logic and elegance. Invariably, quantum leaps are not complex or intricate maneuvers. They tend to be simple, energy efficient and time saving." After working in this field for the past 40 years, it's apparent that great advances come about when people have a deep understanding of their true potential and a tremendous desire to lead others to greater levels. They refused to let logic control them and spend their days thinking in new dimensions, all the time performing at their very best at whatever they are doing.

If you are not already living this way, make up your mind that you are going to begin now. Turn it into a habit, you may decide to do it for half a day at a time. Start in the morning and give it everything you've got until noon. Then at noon start over again and give it everything you've got until the end of the day. Then wake up tomorrow and start the same process over again.

## KEY POINTS

- Trying harder is not necessarily the solution for achieving more. It may not offer any promise for getting what you want out of life. Sometimes in fact it is a big part of the problem. If you stake your hopes on a breakthrough by trying harder than ever, you may kill your chances for success.
- We have been programmed as part of our paradigm, part of our habitual behavior, to take logical, progressive steps.
- *You<sup>2</sup>* implies an explosive jump in your personal performance that puts you far beyond the next logical step. The concept is one of exponential gains rather than incremental progress.
- Quantum leaps come without apparent effort. These are high velocity moves that carry you to dramatically higher performance levels without a time consuming struggle. Quantum leaps can happen by applying the concepts in this toolbox.
- Every challenge has a learning opportunity. Get excited about the opportunities to learn.
- Mastermind groups are a group of people coming together where there is a common situation that they want to accomplish, a goal, a challenge that they want to overcome. Mastermind groups are a group of people getting together, dedicated to helping you solve your problem.



- Be very selective about the people with whom you share your dreams or thoughts of *You*<sup>2</sup>. The vast majority of people have no understanding that they truly do have the potential to multiply their effectiveness.
- Masterminding requires an open mind, you release yourself to the mastermind. The longer you work with a mastermind, the more powerful it becomes. You came to believe that your answer is there in that group. You came to understand that you are going to create the results that you want much easier when you have a whole group of people working at helping you, really helping you.

*“Every person who manages a business or a department  
of a business knows what a difficult matter  
it is to get employees to work together  
in a spirit even remotely resembling harmony.  
When two or more people coordinate in a spirit of harmony,  
and work toward a definite objective,  
they place themselves in a position through that  
alliance to absorb power from the great  
universal storehouse of infinite intelligence....  
It is a source to which the genius turns.  
It is the source to which every leader turns.  
It is the benefit that comes to all who  
mastermind following the mastermind principles.”*

**NAPOLEON HILL**

## MASTERMIND PRINCIPLES

**Begin every Mastermind Meeting by reading these Mastermind Principles:**

### I RELEASE

I release myself to the MasterMind  
because I am strong when I have others to help me.

### I BELIEVE

I believe the combined intelligence of the MasterMind creates  
a wisdom far beyond my own.

### I UNDERSTAND

I understand that I will more easily create positive  
results in my life when I am open to looking at myself,  
my problems and opportunities from another's point of view.

### I DECIDE

I decide to release my desire totally in trust to the MasterMind  
and I am open to accepting new possibilities.

### I FORGIVE

I forgive myself for mistakes I have made. I also forgive others who have  
hurt me in the past so I can move into the future with a clean slate.

### I ASK

I ask the MasterMind to hear what I really want; my goals, my dreams  
and my desires, and I hear my MasterMind partners  
supporting me in MY fulfillment.

### I ACCEPT

I know, relax, and accept, believing that the working power of the MasterMind  
will respond to my every need. I am grateful knowing this is so.

## DEDICATION AND COVENANT

*"I now have a covenant in which it is agreed that the MasterMind shall supply  
me with an abundance of all things necessary to live a success-filled and happy life.  
I dedicate myself to be of maximum service to the world and my fellow human beings,  
to live in a manner that will set the highest example for others to follow and to  
remain an open channel of God's will. I go forth with a spirit of  
enthusiasm, excitement and expectancy."*

## MASTERMIND GUIDELINES

1. The average group works best with two to eight members, no more than 12. Time is the constraint.
2. Meet regularly, weekly if possible. Have a pre-planned agenda.
3. If you are in different cities, the meeting can be conducted on a **conference call**.
4. Start the meetings by **reading the MasterMind principles**. This is possibly one of the most important points of a call. Every member of the group should read aloud all 7 principles and the Dedication and Covenant.
5. Each member should be **supported visually**, verbally and emotionally by the others. For example: someone wants to make a big sale. Other members might say, "I am holding an image of your sales dramatically increasing." Another person might want the productivity and the profit in their department to increase while their overhead goes down. Others might say "we are so happy now that we think in new dimensions and see the bottom line of our department substantially improving." The principle is that we can believe for others what they cannot fully believe for themselves. These are not idle words. You must create and project to the MasterMind a clear vision of what the words represent.
6. Your MasterMind meeting should **run like a "Swiss watch"**. Ensure the meeting is timely. If you have committed to a 60 minute meeting, keep it within that time frame. MasterMind members are generally forward thinking people who are working towards interesting goals—the pursuit of which enables them to draw the best out of themselves. They enjoy masterminding with other like-minded people, and they are acutely aware that time is a very valuable commodity. Each group should elect a MasterMind leader to keep everything flowing freely. The leadership position can rotate from one member to another. The group leader should be prepared to time each person's participation in the meeting to ensure it is kept on track. Have a watch with a second hand or stop watch available. This point is extremely important. Do not treat it lightly.
7. **Roll Call** — The group leader takes a roll call and at that time, assigns each person a number (i.e. if there are 8 people on the call, each person would have a number from 1-8). This numbering system can be used to designate who speaks when and should be rotated with each call to ensure #1 doesn't always speak first.
8. **Good News** — Starting with whichever number is designated for that particular call, each person would be allowed 2 minutes to speak about something very positive. They will share their "win for the week". This will help in creating the right vibration to get the meeting started in a positive direction.

9. **Wants and Needs** — Again, starting with whichever number has been designated to begin first, each person would have 5 minutes (or other amount of time designated by the group) in which to state their wants and needs and receive their responses. It might sound like, *“This is John. This is what I want and this is what I need.”* Or, *“This is John. This is a challenge I’m facing and I would appreciate the help of my MasterMind group.”* It is important that everyone understands that the designated amount of time allotted is both to state their want/need and to receive the group’s response. Therefore, if someone is not prepared for the meeting and it takes them 3 1/2 minutes to state what they need, it allows the group only a 1 1/2 minutes to respond. Each MasterMind member needs to be prepared for the call to ensure maximum benefit. At the end of the 5 minutes, it would be the team leader’s responsibility to say “time is up” and the discussion would come to a halt. The next person would be asked to begin.
10. Depending on the chosen length of your meeting, you may decide to leave room for a **“free for all”** at the end, at which time anyone and everyone would have a chance to speak.



## ACCOUNTABILITY

**A**ccountability is an important priority in the life of all truly successful individuals. In fact, accountability is the glue that ties commitment to the result. The importance of accountability becomes multiplied when you become actively engaged in this **Thinking Into Results** program, because the change in behavior that is required when pursuing worthy ideas, goals that really stretch you, is so great.

The paradigm attempting to prevent you from making the necessary change is so strong that without an irrevocable commitment, self-discipline and on-going accountability, you would never realize the good that you are seeking.

When you make a commitment to yourself that you are going to do something, the odds of you keeping that commitment are not overly good. However, when you make a commitment to another individual, the odds of you keeping it rise substantially. But when you make a commitment to another individual in writing, put your signature on it, give it to the other person and shake hands and say this I will do, the odds of you keeping that commitment are very good. Masterminding effectively requires a participant to alter a number of habit patterns, habits being part of the paradigm. You've gained a good understanding by this point in this program of the strength that paradigms have and how controlling they can be. The benefits of effective masterminding for you, for your team, for your company or department and for your mastermind partners, are enormous. The **Thinking Into Results** program has created an accountability agreement. It is a way of making a commitment in writing. Copy the agreement. Sign it and give it to your accountability partners. It has been designed as an insurance policy against failure. We urge you to treat this action with all the seriousness you can muster. Sometime in the future you will look back at this particular aspect of this program and say this was one of the defining exercises, it was one of the most powerful contributing factors that enabled you to enjoy the success that you enjoy.

*“Accountability closes the gap  
between intention and results.”*

**SANDY GALLAGHER**

## ACCOUNTABILITY AGREEMENT

THIS AGREEMENT is entered into by and among \_\_\_\_\_  
 (“Participant”), \_\_\_\_\_ and \_\_\_\_\_  
 (“Accountability Partner”) this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.  
 In consideration of the mutual promises made in this agreement and other  
 valuable consideration, the receipt and sufficiency of which is acknowledged, the  
 parties agree as follows:

1. Participant pledges, agrees and gives his/her personal promise to perform the action steps identified below by the date specified below and to be accountable to the Accountability Partner. Participant understands that accountability is a statement of a personal promise and that accountability is neither shared nor conditional.
2. Accountability Partner accepts the commitment of being the Accountability Partner and pledges, agrees and gives his/her personal promise to hold Participant accountable for the achievement of the action steps identified below by the date specified below.
3. Participant understands and agrees that accountability without consequences is meaningless and further understands that the consequence of failing to perform according to the terms of the Agreement is very likely failure to reach Participant’s stated goals.

**My signature below indicates that this Agreement  
has been read and understood.**

\_\_\_\_\_  
**PARTICIPANT**

\_\_\_\_\_  
**ACCOUNTABILITY PARTNER**



## 3 THE THREE R'S EXERCISE — REVIEW, RE-THINK, REWRITE

1. **Review** the ideas, exercises and tools you have received in this Lesson Twelve of *Thinking Into Results* and outline what you have learned.
2. **Re-think** what action steps you will take based on this Lesson that will move you and your team closer to the goals you identified in Lesson One.
3. **Rewrite** your goal. Does your goal need clarification? Is the image clear? If you gave the written description of the goal to an absolute stranger, would that description create a picture in their mind that is the duplicate of the one you are holding in your mind? If not, bring more clarity to the written goal.



## NEXT STEPS

**I**t has been brought to your attention that repetition is the first law of learning. We even quoted Hubbard in this program where he pointed out that when you read a good book through the second time, you don't see something in it you didn't see before, you see something in yourself that wasn't there before.

The purpose of the *Thinking Into Results* library is for you to develop a greater awareness of the talent and latent power that lies dormant in all of us. By increasing our awareness, we invite more of ourself to the party, improving all aspects of our life. Because we know that our potential is infinite, there is no end to the development and rewards that we can enjoy. Where change is constant and inevitable, personal and professional growth is a choice. It rarely, if ever, happens unless a person makes a conscious decision for it to happen.

The authors of this program have studied personal and professional growth for many years and yet if you get to know them you will soon see that they are as enthusiastic about improving themselves as they were many years ago when they first started to tap into this material. Make a decision, right here and now, that you will always have easy access to this program, that you will study it for a time every day. But also keep in mind that study by itself never accomplishes anything. You must study, understand

and apply the information. Without the application, it becomes useless.

Form the habit of using this program for both your personal and professional growth. See this program as a compass that guides you and keeps you on course.

Remember the words of P. G. Hemerton who said,

*"A strong life is like a ship of war which has its own place in the fleet and can share in its strength and discipline but can also go forth alone to the solitude of the infinite sea. We ought to belong to society and have our place in it and yet be capable of an individual existence outside of it."*

Regardless of the winds of the surface or the tides that you encounter, this program will keep you sailing directly to your next goal which should always be something that falls into the category of being very important and something you seriously want that you are never quite sure of exactly how you will do it or get it. This is the alpha and omega of personal and professional growth. The goal must constantly be in front of you.

*"Let him learn a prudence of a higher strain. Let him learn that everything in nature, even dust and feathers, go by law and not by luck ... and that what he sows, he reaps!"*

RALPH WALDO EMERSON

*"Do your work—not just your work and no more—but a little more for the lavishing's sake; that little more that is worth all the rest. And if you suffer, as you must, and if you doubt as you must, do your work. Put your heart into it and the sky will clear. And then out of your very doubt and suffering will be born the supreme joy of life."*

DEAN BRIGGS





Proctor Gallagher Institute Chairman and Co-Founder, Bob Proctor, began working in the personal and professional development industry in 1968. Today, Proctor Gallagher Institute carries on business in over fifty countries around the world. Remaining faithful to Proctor's original vision and mission, the Company produces life-changing programs for businesses and individuals, creating powerful leaders, increased return on investment and unimaginable success. PGI operates five principle lines of business: Corporate Training and Consulting, Seminars, Coaching and Consumer Products.

## BOB PROCTOR



Widely regarded as one of the pioneer masters and teachers of The Law of Attraction, Bob Proctor has brilliantly unleashed the true potential of people's minds for over 40 years. Co-Founder of Proctor Gallagher Institute, Proctor authored the best-selling book *You Were Born Rich* and is a direct protégé of Earl Nightingale, the undisputed master of changing lives by changing how you think. As Doug Wead, former Special Assistant to the President in the Bush White House Administration so eloquently remarked, "Zig Ziglar may be the master motivator, Mark Victor Hansen of *Chicken Soup For the Soul*, the master storyteller; Anthony Robbins may be the guru of personal development, but Bob Proctor is the master thinker. When it comes to systematizing life, no one else can touch him. He is simply the best." Bob Proctor is one of the world's leading experts in teaching individuals to push past their comfort zone towards unimaginable success.

## SANDY GALLAGHER



A practicing corporate attorney with over 20 years of expertise handling billions of dollars in mergers and acquisitions and capital-raising transactions, Sandy Gallagher regularly advises corporate boards and high-ranking executives. She joined forces with Bob Proctor to create the most powerful transformational program of its kind, Thinking Into Results. As President, CEO and Co-Founder of Proctor Gallagher Institute, Gallagher brings the impact of Proctor's strategies to leaders in a variety of settings from large and small businesses, to non-profits, sports teams and individuals.